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Buku Ajar **BUSINESS ENGLISH**



BUKU AJAR BUSINESS ENGLISH

**Organizing,
Leading,
Managing Your Business**

Dian Rahma Santoso, M.Pd

**ENGLISH EDUCATION
FACULTY OF TEACHER TRAINING AND EDUCATION
UNIVERSITAS MUHAMMADIYAH SIDOARJO
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tanpa ijin tertulis dari penerbit.

PREAMBLE

Assalamu'alaikum Wr. Wb.

The author is grateful to write this guide book for English Education Study Program Faculty of Teacher Training and Education of Universitas Muhammadiyah Sidoarjo. This book will be used for helping the students learn Business English I easier because it gives good understanding how to organize, manage and lead a business in simple ways. In addition, this book gives some simple dialogs that the students will like and apply easily for daily life and starting the business.

The Author

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CHAPTER 1

OVERVIEW OF BUSINESS ENGLISH



Learning Outcomes:

After completing this unit, the students are expected to:

- ❖ Describe the nature of business
- ❖ Analyze the potential business in town
- ❖ Explain the potential business in town
- ❖ Plan a new concept business with partners
- ❖ Perform the concept of business in groups

Language Features: Present Tense

Topic: Introduction, Telephone Messaging

Before you read the text about business, answer the following questions, or you may discuss with your partners.



- a. What do you think about business?
- b. What can businesses do to succeed?
- c. What kind of businesses are successful in Indonesia?
- d. Why are they successful?
- e. How are they successful?
- f. Why do you think some businesses fail?

1.1 The Nature of Business

A. The General Definition of Business

The term business is taken from the word is busy. The word busy itself on the old English language is Bisignis which means the situation where someone is busy "state of being busy". The business concept does not limit the existing opinion that business concepts apply to individuals, communities or communities.

Nikolaenko (2008; 5) defined the word business as an organized approach to providing customers with the

goods and services they want. The word business also refers to an organization that provides these goods and services. Most businesses seek to make a profit -that is, they aim to achieve revenues that exceed the costs of operating the business. However, some businesses only seek to earn enough to cover their operating costs. Commonly called nonprofits, these organizations are primarily non-governmental service providers.

Numerous definitions stated the main points of business as an activity to make goods and services to earn profit by selling them with certain price and it is done repeatedly. Business exists in various fields such as sales (commerce) and industry, basic industries, processing, and manufacturing and networking industries, distribution, banking, insurance, transportation, and so on. Every business needs investment and enough customers to sell its products on a certain quantity to make a profit.

B. Business Goals

In addition, business must determine the goals. The goals direct the business with clear parameter which can be seen from many aspects like interests, competitors,



employees,
consumers,
suppliers,
and
government.

Basically,
the goals of
business are not only earning profit, but also include procurement of goods or services, welfare for owners of factors of production and society, full employment, company's existence in the long term (long time), progress and growth, prestige and achievement.

Despite the goals, in holding business activities, people have to cover all aspects related to individuals, companies and society (business ethics). Business ethics form values, norms and behavior of employees and leaders in building a fair and healthy relationship with customers, partners, shareholders, and community. In short, business ethics relate on the right and wrong morals standards implemented in business policies, institutions, and attitudes to make strategic decisions. Looking at the trend nowadays, business has various types classified as the following points.

1. **Manufactures** produce goods made of components which produce physical goods such as pipes or cars.
2. **Business services** give services and take benefits by charging the services.
3. **Distributor** is a selling action to mediate producers and consumers.
4. **Mining and agriculture** produce raw goods such as plants or minerals.
5. **Business finance** takes profit from investment and capital management.
6. **Business information** takes benefits from the resale of intellectual property.
7. **Utilities** managed public services such as electricity and water funded by the government.
8. **Property business** takes benefits by selling, renting and developing house buildings.
9. **Business transportation** takes profit by delivering goods or individuals from a location to the destination location.
10. **Online business** is done online by using technology.

C. Business Operation

To start the business, it is important to understand the business operations. According to Nikolaenko (2008), a variety of operations keep businesses, especially large corporations, running efficiently and effectively. Common business operation divisions include production, marketing, finance, and human resource management.

In term of production, Nikolaenko emphasized that it includes activities of conceptualizing, designing, and creating products and services. Business needs to concept what products to sell among other products which just-in-time has been marketed in the word, what makes the products different from others. Then, business can invest more in product research, development, and marketing.

D. Marketing

Marketing is the process of identifying the goods and services that consumers need and want. Marketing provides them based on the right price, place, and time. Businesses industry develop marketing strategies by doing researches to know what products and or services

are potential. In addition, it is to know what products and services that the customers want to buy.

Instead of marketing, a firm promotes products and services by doing some methods such as advertising and personalized sales. Those serve to inform potential customers and motivate them to purchase. Nikolaenko continues the firm that markets products like food and household materials usually promotes by advertising through competition from other firms which has similar products. Certain products are sold directly so that the customer can see, use and understand the products before buying.

1.2 Start Doing Your Business

It sometimes difficult to start doing business if the businessman has lack of knowledge. To acquire the knowledge, the businessmen need to learn from anything related to opening new business. Therefore, as businessmen, you need to research the business from the professional, analyze the potential business in the city, decide what business you want to start and then give a name to your business.

A. Research the Professional Industry

To understand how to organize the business, researching from professional industry. All information can be easily found in books or blogs then a new businessman can choose which industry that he/she is going to adapt. Then, learning the challenges from people who are experiencing. Besides, joining an organization for networking, accreditations, and coaching or consulting are very important to let the business be well-organized. When those all are clear, the businessman can pinpoint the type of client whom he/she would like to work with.

B. Analyze the Potential Business

Analyzing potential business in town seems like doing the short cut. You need to understand what businesses are potential in your town. Potential business can be seen from non-existed business in the town. For example: You live in a town which has many fishponds. People there only take some fish from the fishpond and then sell them to customers at the market. Looking at this

condition, you can build a floating restaurant near the fishponds. If you can buy them, it is of course better, but if you are new and you do not have enough investment to purchase the fishpond, you can have fifty-fifty profit sharing.

C. Give a Name to the Business

After researching the professional industry and understand the potential business, the next step is creating a name for the business, and if possible, a tagline. Choose the best and appropriate name that describes the business. The name is usually uncommon and easy to remember by the customer, while tagline is a phrase or a sentence to specify the business in consumers' mind.

For example: Chicken noodle is very common for people. If you want to open a noodle restaurant for your business, it is good to give uncommon name and a tagline to invite customers' attention so that they are interested to visit and eat noodles in your restaurant.

1.3 Conversation



Part 1: Meeting New People

Useful Phrases

- Hello, good morning/ afternoon, evening.
- My name's And what's your name?
- I am (name)? And you?
- I am from Indonesia. Are you Singaporean?

- I'd like to introduce (name) from (company)?
- May I introduce you to (name) from Umsida Business Center division.
- Mr./ Ms. (name), this is (name) from (company/division/country).
- I'd like to meet (name), the Marketing Manager.
- I'm the marketing manager, I'm responsible for advertisement.
- She's in charge of negotiating our shipping rates
- I'm responsible for labelling products.
- I'm pleased to meet you.
- It's very nice/ good to see you.
- How do you do?

Read the following dialogs with your partners.

Dialog 1

Mr. Ibrahim : Hello, I am Ibrahim, May I introduce you to the Director?

Ms. Rista : Sure

Mr. Ibrahim : Mr. Yahya, this is Rista Briggs, she's the new secretary.

Ms. Briggs, he is Mr. Yahya Donn, the Director.

Ms. Rista : How do you do, Mr. Yahya?
Mr. Yahya : Pleasure to meet you.
Let me show you around the office.
Ms. Rista : Sure. Thank you.

Dialog 2

Ms. Diah : May I introduce Mr. Zackaria from Umsida Bank?
Ms. Diah : Mr. Zack, this is Ms. Citra Aulia.
She's responsible for invoice reporting.
Mr. Zackaria : How do you do. I'm very pleased to meet you
Ms. Aulia.
Ms. Citra : I'm pleased to meet you too, Mr. Zackaria.
Mr. Zack : Call me Zack.
Ms. Citra : Sure. Mr. Zack.
Mr. Zack : Ms. Diah, take her around the office.
Ms. Diah : Sure. This way please.
Ms. Citra : Thank you. See you later, Mr. Zack.
Mr. Zack : See you.

Dialog 3

Sabrina : Good Morning*, I am Sabrina Hartawan from Maggie Female Magazine.

Aditya : How do you do? I'm glad to finally meet you.

Please have a seat.

Sabrina : Glad to meet you, too. Thank you.

Aditya : What do you do at Maggie Female Magazine, Ms. Hartawan?

Sabrina : I'm responsible for promotion, and what are you in charge of, Mr. Aditya?

Aditya : I am the marketing director, I make sure our magazine get the proper promotion under your creative hands.

Part 2: Telephoning



Useful phrases

- Hello Mr. Ishak, this is (name) speaking.
- Can I speak to (name)?
- I'd like to speak to (name), please.
- Are you busy?
- Can I call you back
- Please hold on
- Just a moment, I'll connect you... You're through now...
- Could you hold on, please?
- Sorry to keep you waiting.
- Do you mind holding?
- Would you like to leave a message?
- I'm in a meeting. I'll call you back.
- Would you like me to call back later?
- Speak to you soon
- I need the information of Sidoarjo city tour.
- Have we covered everything?
- So is that everything?
- Is that all?

Read the following dialogs with your partners.

Dialog 1

Bob : I'd like to speak to Elle Smith, please.

Mike : Just a moment, I'll connect you... You're through now...

Elle : Elle Smith speaking.

Bob : Hi Elle, Bob here.

Elle : Hi Bob. How are you?

Bob : Fine, thanks. And you?

Elle : Great.

Dialog 2

Gwen : Hello.

Marco : Hello Gwen, Marco here.

Gwen : Oh hi Marco.

Marco : I sent you an email yesterday, have you accepted it?

Gwen : Yes, I've read it. I think we need to arrange some preparation soon.

Marco : Great. May I see you in your office after lunch time?

Gwen : I think before lunch is a good timing.

Marco : Sure. See you.

Dialog 3

Operator : Hello, UMSIDA Hotel, Can I help you?

Customer : I need the information of Sidoarjo city tour.

Operator : Sure, I'll connect you to the Marketing Manager, please wait.

Customer : Alright.

Operator : Sorry to keep you waiting so long. Could you hold a little longer? The network is very slow today.

Customer : How do you think it is going to take to find the information.

Operator : It won't be long now. I'll connect you again.
(*connected*)

Marketing : Hello, I'm Susan the marketing manager. Can I help you?

Customer : I need the information of Sidoarjo city tour.

Marketing : Right. Here we are. The things you need are...

Dialog 4

Henry : Hello. Can I speak to Kat?

Naya : I'm afraid she's not at the office at this moment.
Would you like to leave a message? And I'll get her to call you when She's back.

Henry : Okay. My name's Henry Jiggs and my number is 8679990.

Naya : Alright.

Dialog 5

Sue : Hello

Kean : Hi Sue. Can you talk?

Sue : Not really. I'm in a meeting.

Can I call you back in twenty minutes?

Kean : Sure. Talk to you later. It isn't really urgent.

Dialog 6

Max : ... Alright. Have we covered everything?

Tom : I think so. You just need to let me know the report.

Max : That's right. I'll send you a message when I get back to the office.

Anyway, thanks for calling.

Tom : No problem. I'll wait to hear from you.

1.4 Idioms

Here are some idioms for talking about financial situations/ poverty and its meaning:

Idiom expressions	Meanings
<i>go broke</i>	lose all of one's money.
<i>tighten one's belt</i>	spend less and have a lower standard of living.
<i>lose one's shirt</i>	lose a lot of money on a deal, transaction, investment, etc.
<i>get back on one's feet</i>	recover, usually from a tough financial situation.

<i>from hand to mouth</i>	Someone who is living from hand to mouth means their salary immediately gets spent on basic necessities with little left over.
<i>in the hole</i>	In debt – this idiom is commonly stated with an amount of money. (Eg. We're Rp. 150.000.000 in the hole.)
<i>pinch pennies (noun form is penny pincher)</i>	Someone who pinches pennies is extremely thrifty or frugal.
<i>down and out</i>	Someone down and out is extremely impoverished.
<i>don't/doesn't have two nickels to rub together</i>	Someone who doesn't have two nickels to rub together is very poor.
<i>strapped for cash</i>	Someone strapped for cash doesn't have money to spend at the moment.
<i>get your money's worth</i>	get good value for what you pay
<i>nest egg</i>	money saved up for the future.
<i>the almighty dollar</i>	We use the expression the almighty dollar to communicate that making money is more important than anything else
<i>throw money at something</i>	spend a lot of money trying to fix something without having a real plan.
<i>nickel and dime someone (to death)</i>	charge small amounts for various things which add up to a real expense.
<i>ballpark figure/number</i>	A ballpark figure/number is a very inexact estimate.

<i>cold, hard cash</i>	money in the form of bills or coins (as opposed to a credit card payment, a check, etc.).
<i>out of pocket expenses</i>	expenses that will not be reimbursed by one's employer or organization
<i>more money than sense</i>	someone has more money than sense when someone wastes money on something expensive
<i>going rate</i>	the price that people normally pay for something
<i>bang for your buck</i>	value for money
<i>worth its weight in gold</i>	If something is worth its weight in gold, it is very valuable.
<i>live within one's means</i>	not spend more money than one has.
<i>jack up the price</i>	increase the price of something.
<i>for peanuts</i>	If something is sold for peanuts, it is sold at a price much lower than what it is worth.

1.5 Exercises

A. Discuss the following questions with your partners

1. What is the definition of business in your opinion?
2. What is production?
3. What is marketing?
4. What is business operation as finance?
5. What is the Human Resource Management?

B. Complete the sentences by using the words in the box.

leave connect like call keep speak covered hello hold send

- a. _____ Mr. Zakariya, this is Ainaya speaking.
- b. Can I _____ to the Marketing Manager?
- c. Could you _____ on, please.
- d. I'll _____ you to the Marketing Manager.
- e. Sorry to _____ you waiting.
- f. I'm afraid she's not here at the moment. Would you like to _____ a message?
- g. I'm in a meeting. I'll _____ you back.
- h. Would you _____ me to call back later?
- i. I'll send you a message when I get back to the office.
- j. Have we _____ everything?

C. What kind of work are you interested in? With your pairs, explain how they could be. Number one is done for you.

1. a prestigious work

ex: I'm interested in a prestigious work. I work in a big and world class company. I don't have to be the

first man in the division, but the most important is I look good with this kind of work.

2. a excellent paid work
3. a lot of travel work
4. a kind of work such as not to sit the whole day in the office
5. an interesting work
6. in a large and famous company
7. work in company with future prospects

D. Work with your partners.

1. Mention the common business in your town.
2. Is there any natural places there?
3. Discuss the potential business and prospective market in your town.
4. Choose one business suitable to your investment.
5. Give a name.
6. Plan a new concept of your business.

E. Match sentences in the left box with the sentences in the right box.

1. Samantha is the assistant manager of a bank and	A. She is a <u>semi-skilled blue-collar worker</u> in
--	---

<p>she works from 8.30 to 5.30 every day.</p> <p>2. Tracy works on the productionline of a factory which makes cars. She uses a machine to spray paint onto the finished car parts.</p> <p>3. Jane works for herself. She is a photographer. She works every day for about eight or nine hours.</p> <p>4. Jeanette is a cleaner for a company in Birmingham, but she only works there for about three or four hours a day.</p> <p>5. Claire has a powerful job in the personnel office of a large multinational company. She is responsible for employing new people and getting rid of those that the company doesn't want to employ anymore.</p> <p>6. Marie works in the finance department of an international college in Oxford.</p>	<p>a manufacturing industry.</p> <p>B. She is a <u>self-employed</u> and <u>works full-time</u>. She likes to describe herself as freelance.</p> <p>C. She is responsible for <i>hiring and firing</i>.</p> <p>D. She calculates the <u>wages, salaries, pension contributions</u> and <u>medical insurance contributions</u> of all the staff.</p> <p>E. She is a <u>full-time white-collar worker</u> in a service industry.</p> <p>F. She is an <u>unskilled part-time employee</u>.</p>
---	---

F. Fill in the blanks with provided idioms on the left.

Idioms	Sentences
a. Feet	1. I never think it's easier to make _____ meet now than last eight years.
b. Ends	2. The business this year is the time I expect I am not _____ my money's worth?
c. Getting	3. Do citizen usually pay _____ government officials in other countries?
d. Off	4. What kind of computer brands give the most bang for our _____ ?
e. Buck	5. Some people do common things for their live, but some others make a _____ by doing unusual things?
f. Living	6. Tell us about a time you got _____ off. Something wrong? Did you try to get your money back? How was the end result?

g. Ripped	7. I can't believe their business could be 1 Billion Rupiahs in the _____.
h. Hole	8. His father works from _____ to mouth, how can he purchase that expensive car?
i. Hand	9. At the first time, I couldn't believe his property business is going so easy. When I went through the marketing staff, the houses were sold for _____.
j. Peanuts	10. After five years away from worthy living, the media finally exposed that family entrepreneur get back on one's _____.

1.6 Role Play

A. Work with your partner. Each of you has each role to give statements based on the box below. Play your role as either student A or B then switch roles.

Student A	Student B
<p>You're Andrew William, a marketing director from the company in Australia. You want to introduce the new marketing director (student B) from the company in Korea to the entire member of marketing division. Ask student B to go around the company.</p>	<p>You are Lim Seung Ho, a new promoted Marketing Director from Korea. You visit the company in Australia and meet the marketing director there. He/she will introduce you to other staffs. Introduce yourself first, then follow him/her to go around the company.</p>

B. Fill in the blanks in the box below. Get the information from your partner through questions below. Then switch role

Name:	Nationality:
Place of Birth:	Date of Birth:
Father's name:	Father's Job:

Mother's name:	Mother's Job:
.....	
Favorite food:	
.....	
.....	
Job:	Job Position:
.....	
Favorite music/ singer:	
.....	
Interest:	Ideal:
.....	

Before doing the conversation, work with the following samples of questions.

What's your name? from?	Where are you
What's your favorite singer? born?	Where were you

After you finish, use the answer and then present it in front of the class by using the following sentences.

1. I spoke to

.....

2. He/She came from

.....

3. He/She was born on
in
4. His/Her father's name
.....
5. His/Her father's job
.....
6. His/Her mother's name
.....
7. His/Her mother's job
.....
8. His/Her favorite food
.....
9. He/She works as
.....
10. He/She is responsible for
.....
11. His/Her favorite music
.....
12. His/Her favorite song(s)
.....
13. He/She is interest in
.....

14. He/She wants to be

.....

C. Act this out

1. Make a group of three people.
2. The situation is three of you are old friends, and at the same time all of you quit from your jobs. You decided to see each other in a restaurant and start to discuss the business.
3. Student A is single, quits job with lots of saving. Student B is married and has three children, quits job with lack of money but has brilliant brain. Student C is very good looking, quits job with some money.
4. One student as an investor, another as a business planner, and the other as the marketing.

D. Study again the idioms point 1.4 and then make conversation by using at least ten of the idioms.

CHAPTER 2

ORGANIZATION



Objectives:

After completing this unit, the students are expected to:

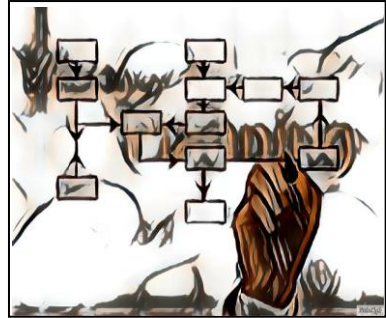
- ❖ Describe the concept of organization in.
- ❖ Make concepts of organization in several businesses.
- ❖ Make organizational structure in a business.
- ❖ Perform organization activities in group.

Language Features: Present Tense

Topic: Giving Direction, Company Visit

Before you read the text about organization, answer the following questions or you may discuss with your partners.

- a. What is organization?
- b. Why is organization important?
- c. Have you ever organize a business or something?
- d. Has your name ever put in a business organization?
- e. What position have you done?



2.1 The Nature of Organization

A. The General Definition of Organization

Organization usually emphasizes the approach to achieve the goals. Companies usually begin with a hierarchy that defines structure and system in communication and workflow. Business Leaders work to create a business mission, vision, values, goals and strategies. This is about the direction of the regulatory system. It uses people, processes and measures to achieve mission and strategies. The effectiveness of the organization is often linked to the ability of management

to work with all departments and employees to achieve the company's goals.

Organizational culture reflects common values within an organization that influence employee morale, communication, and ultimately success. Companies use formal processes and activities to influence culture, such as social activities to promote teamwork. However, a large part of the organization's unique culture develops through informal channels. For example, a corporate culture can be influenced by how employees communicate during lunch, rest, and other informal meetings.

B. The Basic Things of Organization

As we have learnt above that organization simply means a group of people who have the same vision. Those people coordinated activities to reach goals as a social activities which are directed to reach goals, structured under the systems which means the organizations are on-purpose to systematically share the duties among people or units to achieve the purpose. The simple and basic things in organization are:

- Each name of in charge person in the organization should report to the leader at one group (supervisor, manager, director)
- Each leader stated the responsibility and authority clearly in writing
- Each person is responsible for the progress of the group member
- Each person should be assigned based on the specialization and the skills.
- The operation and staff functions are kept separately but managers and staffs managers should be encouraged to coordinate to synergize.

C. The Characteristics of Organization

Miller (2014) said that companies are outwardly different. One makes machine tools, another makes software, others want to sell food or do bookkeeping which each of those are superficial. The most successful companies share five core characteristics.

1. Leadership

Leadership has to start at the top but it isn't great unless it spreads throughout the organization. The

most successful companies recognize effective leaders and harness them to maximize results.

2. Applied wisdom

When an organization shares important information across the organization and applies that information to improve results, that is applied wisdom. Applied wisdom is sharing internal best practices and knowledge about customers across departments. Strategy is communicated all the way to the front lines and successful practices are replicated across the organization.

3. Effective communication

Successful companies communicate the overall strategy so every person in the organization understands his or her role. Strategy, like the champagne tower at a wedding, starts at the top but cascades throughout the organization. Just as champagne must fill every glass for the tower to work, every employee must know their part in the strategy for it to succeed. Effective communication requires transparency and candor.

4. Speed optimization

Successful organizations know when to accelerate and when to slow based on indicators built into their processes. Think of a subway or train system. Stations are milestones, signals tell the engineer when to go faster or slower, depending on what is ahead. What are your indicators to determine your optimum speed?

5. Find money where others do not look.

Successful companies turn customer complaints into new business. They focus on customer retention, not customer service.

2.2 Start Organizing Your Business



To start organizing a business, it is important to believe that everything is running well. There is no right or wrong ways to tackle the dos and don'ts in starting and organizing the business. The most important thing is trying, researching, observing and evaluating any of the progress of the business. Acquiring who owns the business, your business, you are the boss and the decision maker. Therefore, a decision maker must take time and enjoy the process. The following points are what you need to prepare for organizing your business.

A. Finance, Legality and Logistics

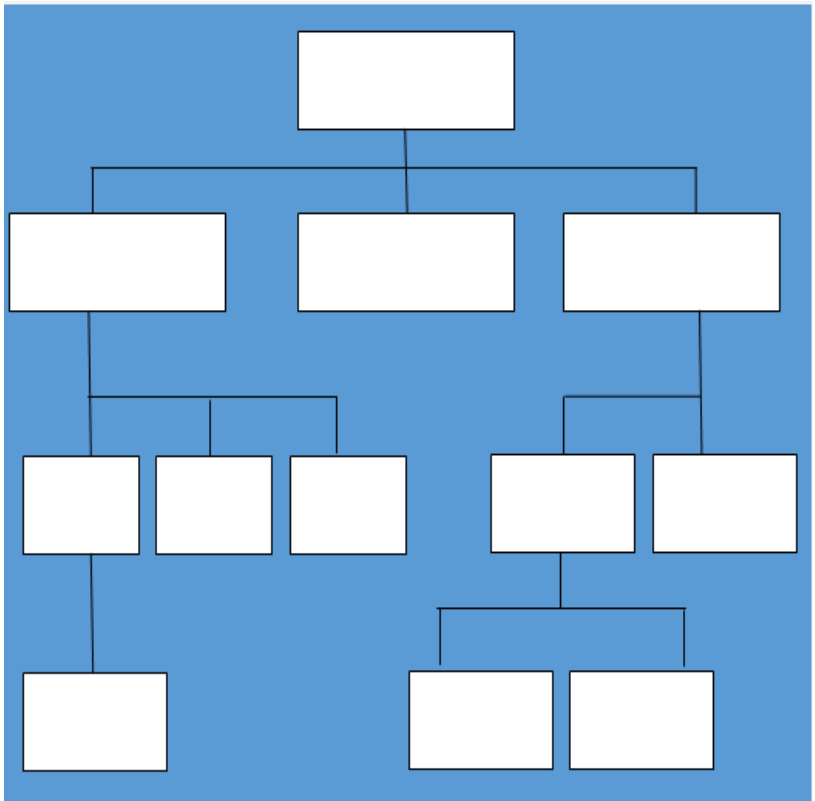
Business owners should keep enough money to grow the business. Finance involves money management. Business should have enough money to, for example, purchase the products, grant, monitor, and collect on loans and ensure that customers pay the bills on time. The financial division of business must well behave and make good work relationship with a bank since it is sometime important when a business needs to obtain a loan.

In this case, as business owner, you need to find investors to invest the money to your business. If your business is not too big, or in other words, you want to

start a small business, you can use your saving as the investment to your own business.

Then, to organize the business well, you have to write a business plan and design the business structure and register. This will help your business under controlled by the law.

This is an example of a business structure.



Furthermore, some equipment on your desk must be well-prepared such as setting up your desk and office space, telephone, computer, supplies, scanner, printer, headset etc as what you need.

B. Develop Services & Pricing

It is very important to create the list of services you make you control the business. In this case, you need to estimate the business costs, define how you price the services and what rates (e.g. hourly rate, tiered pricing, package pricing, project pricing, retainer fees, cancellation fees). The last, you cannot do all things together by yourself, in this situation, decide if you want to hire a bookkeeper or accountant.

C. Marketing and Branding

To start marketing your business, remember you have given a name for your business (in chapter 1), you need to create a logo which shows professional headshot, create business cards, create stationary (e.g: letterhead, notecards, envelopes, address labels), create a website (create yourself or buy a template or hire a designer) which contains management system and information

about the business services, contact info, pricing, and testimonials from clients. In addition, you can also create social media profiles, create a brochure or mass mailing. Anything you can do for marketing your business with good and professional ways, at the same time you brand your business.

D. Define the Client Experience

To define the client experience in using your business either product or services, you need to create the following points.

1. Questionnaire as assessment forms
2. Consultation process—set expectations of what is expected and what is not included in your business
3. Explain the pricing and billing
4. Feedback form, testimonial, online reviews

2.3 Conversation

Part 1: Giving Direction



Useful Phrases

- How do I get to your office?
- Go past the hospital and take the first turning on the right
- Could you give me directions to the nearest hotel?
- You'll see the hotel on the left-hand side.
- Just follow the sign
- I have an appointment with the Personnel Manager.
- Take the lift to the seventh floor.
- Her office is the fourth on the left, along the corridor.

- I'd like you to meet the Marketing Manager.
- Go down to the ground floor. His office is at the south corner.

Read the following dialogs with your partners.

Dialog 1

Mahira: Hi, Sinta. It's Mahira here. I'm lost.

I'm in front of the mosque in the town square.

Tell me how to get to your office from here?

Sinta : Sure. Follow the signs for Porong.

Mahira: Yes, I get it. Then?

Sinta : After about two kilometers, you'll see a garage on your right.

Carry on for another 200 meters and then turn left.

Our office is on the left hand side, just before a railway bridge.

Mahira: I can't find it, I'm at the railway bridge.

Sinta : Back off for about 50 meters.

Mahira: That's it. I'm in front of the office.

Sinta : Wonderful! Park in one of the visitors' spaces outside the main building.

Mahira: Thanks, Sinta. See you upstairs.

Sinta : I'm at the seventh floor.

Mahira: Not at the second floor.

Sinta : I'll go downstairs and pick you up.

Mahira: Okay, see you very soon.

Dialog 2

Irham : Hi, Noval

Noval : Hello, Irham. Is everything alright?

Irham : Not really.

Noval : You're supposed to be here ten minutes ago.

Irham : I'm lost. I'm in Basuki Rahmat Street but I can't find your office.

I don't have a map with me so please direct me to the office.

Noval : Sure. Take the first left after the public library and follow the road to the fast

food Restaurant. Pass the shopping center on your right and then take the first

left. Carry on for a kilometer and you'll see the office.

Irham : Thanks.

Dialog 3

Ali : Good morning. Can I help you?

Angie : Yes, I have an appointment with Mr. Basri. Could you tell him I'm here?

Ali : Your name, please?

Angie : Angela Hanyok.

Ali : Angela Ha... Umm could you spell your last name, please?

Angie : H – A – N – Y – O – K.

Ali : Okay. Do you know the building, Ms. Hanyok?

Angie : I'm afraid I don't.

Ali : Okay, take the lift to the fourth floor. Mr. Basri's office is at the corner on
the left, the biggest room.

Angie : Thanks.

Dialog 4

Abu : Hi Maria. Good to see you again.

Maria : Good to see you, too, Abu.

Abu : I'd like to meet Mr. Iddun Vinn, the Marketing
Manager.

Maria : Wait a second, please.

Iddun : Hello, Mr. Abu Taslim. Pleased to meet you. Did
you have a good journey?

Abu : Yes, very good. The directions were very clear.

Part 2: Company Visit

Useful Phrases

- Let's have a look at the organization of ...
- The top here is the General Manager.
- There are four people report the progress of the company
- I was wondering if I can hang him over to you
- The personnel manager works with human resource development
- The finance and accounting manager controls three units.
- What's the point of having this group?

Read the following dialogs with your partners.

Dialog 1



Vena : Let's look at the new organization of the Umsida Hotel.

Adam : Sure.

Endi : Yes, okay.

Vena : The top here is the General Manager. There are four people who report
him the progress of the company.

Adam : And who are they?

Endi : Adam, of course, one of them.

Vena : Yes, I'm responsible for the marketing division. There's also housekeeping
and reception manager, personnel manager and
finance and accounting
manager. Any questions so far?

Adam : No, nothing.

Endi : What about the team?

Vena : Well, as you can see, I have three units, one is responsible for domestic
promotion, another is responsible for foreign
promotion, and the other is
responsible for traveling programs

Adam : The housekeeping and reception manager must be responsible for the

housekeeping division, laundry and reception.

That's why there are three

units under Ms. Istia.

Vena : Exactly.

Endi : Do you mean Ms. Istia Hajar?

Adam : Right.

Vena : The personnel manager works with human resource development, and then

the finance and accounting manager controls three units of financing,

accounting and purchasing.

Dialog 2



Irham : Citra, I'd like to introduce you to Aditya Yoga from Surabaya branch.

Citra : Hello, Mr. Yoga. Great to see you.

Aditya : Great to see you, too. Call me Adit.

Citra : Sure. How's the first day?

Aditya : Wonderful, thanks. I enjoy every single thing.

Irham : Well, I've told Adit who are set up here, what they do, when, where and

whom he can talk to. I was wondering if I can hang him over to you.

Citra : Sure, I'll take him around.

Irham : Thanks, Citra.

Citra : Anytime, sir. (*talking to Aditya*) This way please.

2.4 Idioms

Here are some idioms for talking about financial, payment, profit and lost

Idiom Expressions	Meanings
<i>make a killing</i>	make a lot of money on a deal, transaction, business, etc.

<i>deep pockets</i>	To have deep pockets means to be rich.
<i>strike it rich</i>	suddenly become wealthy.
<i>born with a silver spoon in one's mouth</i>	born wealthy and privileged.
<i>well off</i>	Someone well off is fairly wealthy.
<i>foot the bill</i>	pay for something
<i>pay through the nose</i>	pay an excessive amount for something
<i>pay top dollar</i>	pay a lot of money
<i>set (someone) back</i>	cost someone. Eg: How much did your new car set you back?
<i>cough up the money (cough it up)</i>	to reluctantly pay for something.
<i>break the bank</i>	spend too much money on something. This idiom is used with “not” or “without.” Eg: We’re looking for a solution that won’t break the bank
<i>cost an arm and a leg</i>	Something that costs an arm and a leg is very expensive.

<i>pick up the tab</i>	To pick up the tab means to pay for something.
<i>foot the bill</i>	pay for something.
<i>pay through the nose</i>	pay an excessive amount for something
<i>pay top dollar</i>	pay a lot of money
<i>in the black</i>	making a profit
<i>in the red</i>	not making a profit
<i>break even</i>	neither operate at a profit or loss — income equals expenses

2.5 Exercise

A. Discuss these questions with your partners.

1. What is organization?
2. What are the basic things of organization?
3. What are business characteristics?
4. Think about a business you want to organize!

B. Research the professional industry with your partners.

1. Choose one of industrial companies around your cities.
2. Research that company from books or websites

3. Choose which industry whose organization is suitable with your characteristics
4. Learning the challenges of the business.
5. Choose the type of customers you are going to work with.
6. Create a name for your business and if possible, a tagline too.

C. Draw the business finance, structure and logistic.

1. Write a business plan.
2. Decide your business structure
3. Research tax requirements
4. Check whether you need to purchase business insurance or not
5. Set up the logistics by drawing all you need: desk, phone, computer, scanner, printer, headset etc.
6. Create a signature line for your email

D. Decide the strategy of marketing and branding

1. Draw a logo
2. Draw business cards.
3. Make letterhead
4. Design a website

5. Create social media profiles
6. Make questionnaire

E. Tell how you can develop services & pricing.

1. Create your list of services
2. Estimate your business costs

F. Read and comprehend the text below.

Doing the Business

The need for a solid structure within all business entities is “absolutely fundamental”, according to Angela Tripoli, a lecturer in Business Administration at University College Dublin. “Organizational structure concerns who reports to whom in the company and how different elements are grouped together. A new company cannot go forward without this and established companies must ensure their structure reflects their target markets, goals and available technology”.

Depending on their size and needs there are several organizational structures companies can choose from. Increasingly though, in the constantly evolving business environment, “many firms are opting for a kind of hybrid of all of them”.

The most recognizable set up is called the functional structure where a fairly traditional chain of command (incorporating senior management, middle management and junior management) is put in place. The main benefit of this system is clear lines of

communication from top to bottom but it is generally accepted that it can also be a bureaucratic set up which does not favour speedy decision-making.

More and more companies are organizing themselves along product lines where companies have separate divisions according to the product that is being worked on. "In this case the focus is always on the product and how it can be improved".

The importance for multinational companies of a good geographic structure, said Tripoli, could be seen when one electrical products manufacturer produced an innovative rice cooker which made perfect rice - according to western standards. When they tried to sell it on the Asian market the product flopped because there were no country managers informing them of the changes that would need to be made in order to satisfy this more demanding market.

The matrix structure first evolved during a project developed by NASA when they needed to pool together different skills from a variety of functional areas. Essentially the matrix structure organizes a business into project teams, led by project leaders, to carry out certain objectives. Training is vitally important here in order to avoid conflict between the various members of the teams.

During the 1980s a wave of restructuring went through industry around the globe. This process, known as delayering, saw a change in the traditional hierarchical structures with layers of middle management being removed. This development was, driven by new technology and by the need to reduce costs. The overall result was organizations that were less bureaucratic.

The delayering process has run its course now. Among the trends that currently influence how a

company organizes itself is the move towards centralization and outsourcing. Restructuring has evolved along with a more “customercentric” approach that can be seen to good effect in the banks. They now categorize their customers and their complex borrowing needs into groups instead of along rigid product lines.

Another development can be seen in larger companies, which are giving their employees more freedom to innovate in order to maintain a competitive edge. Ms. Julia MacLauchlan, Director of Microsoft’s European Product Development Centre in Dublin, said the leading software company had a very flat organizational structure. “There would not be more than around seven levels between the average software tester and Bill Gates”, she said.

Microsoft is a good example of a company that is structured along product lines. In Ireland, where 1,000 employees work on localization of the software for all Microsoft’s markets, the company is split up into seven business units. Each unit controls the localization of their specific products while working closely with the designers in Microsoft’s Seattle Headquarters.

It works, said Ms. MacLauchlan, because everyone who works in the unit is “incredibly empowered”.

“Without a huge bureaucratic infrastructure people can react a lot more quickly to any challenges and work towards the company’s objectives”.

(Taken from BE Textbook p.58-58)

G. Match these definitions with the four organizational structures described in the text:

1. A cross-functional structure where people are organized into project teams.
2. A structure rather like the army, where each person has their place in a fixed hierarchy.
3. A structure that enables a company to operate internationally, country by country.
4. A structure organized around different products.

2.6 Role Play

A. Make an organizational structure to your new business with this criteria.

1. Chose the leader
2. Determine the position under the leader
3. Decide each function of each position
4. Perform in front of the class.

B. Find someone who wants to conduct any business ?

1. Think about the business you want to conduct.
2. Think about an international name ti change your original name.

3. Do not tell your business idea or your international names to your friends.
4. Mingle to your whole class and fill in this table.

No.	Name	Business Types	Reason	Check
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				

12.				
13.				
14.				
15.				

CHAPTER 3

MANAGEMENT



Objectives:

After completing this unit, the students are expected to:

- ❖ Describe the nature of management.
- ❖ Discuss the management function in the business.
- ❖ Plan management system in a business.
- ❖ Perform the management planning.

Language Features:

Topic:

Before you read the text about management, answer the following questions, or you may discuss with your partners



- a. What is management?
- b. What makes a manager excellent?
- c. How do you think you can be a good manager in a company?
- d. Describe the best management system in a company or industry or institution you have worked with.

3.1 The Nature of Management

Management is commonly involved, business system, marketing, innovation and money. Peter Drucker (1909-2005) stated the basic task of management includes both marketing and innovation. In other words, management is the series of continuing and related activities, involves and concentrates on reaching organizational goals by working with people and other organizational resources. Managing a business means managing a company, successfully to make profit and grow the business wider.

A. Management Function

As managers, it is important to understand the management function which involves planning, organizing, directing and controlling.

1. Planning

A manager plans a new program, service or facilities needed at the business. Planning involves choosing tasks that must be performed to attain organizational goals, outlining how the tasks must be performed, and indicating when they should be performed. Planning activity focuses on attaining goals. Managers outline exactly what organizations should do to be successful. Planning is concerned with the success of the organization in the short term as well as in the long term. Planning established goals.

2. Organizing

Organizing can be thought of as assigning the tasks developed in the planning stages, to various individuals or groups within the organization. Organizing is to create a mechanism to put plans into action. People within the organization are given work assignments that contribute to the company's goals. Tasks are organized so that the output of each

individual contributes to the success of departments, which, in turn, contributes to the success of divisions, which ultimately contributes to the success of the organization.

3. Directing

Directing is motivating or leading. It can be defined as guiding the activities of organization members to move towards the fulfillment of the goals. The purpose of directing is to increase productivity. Human-oriented work situations usually generate higher levels of production over the long term than do task oriented work situations because people find the latter type distasteful.

4. Controlling

Controlling is the roles played by the manager which involves gathering information that measures performance, comparing present performance to pre-established performance norms, determine the following action plan and modifications for meeting the desired performance parameters. Controlling is an ongoing process.

B. Management Process

Many companies produce similar products. They produce household needs from products in the kitchen, bathroom, bedroom, etc. How many brands of shampoo, toothpaste or soap produced by different companies but have the same function. When a company launches a new product, in no longer than one or two months, many other companies can copy that product. In this case, managers have to maintain the people or customers by keeping the interaction and building relationship with them through customer service. Customers can express their complaints to customer service, or even social media. Their complaints must be accommodated well to gain other customers to be loyal to the product or service you serve. This will make your company get closer to the customers because they like the way you overcome their problems. Therefore, managers can never be satisfied to keep creating.

Creating systems for all aspects of the business operation enables the business owner to delegate responsibility. This will create the value of the company especially when the manager determines the system based on their passion so that all workers of the team are led to

the track. In this situation, recruiting, motivating and retaining employees is highly recommended.

3.2 Start Managing Your Business

There is no right or wrong management style, each person in the company has individual perspective. Managers should truly realize that without employees, their vision cannot be established so that the managers' job is to make sure the employees work efficiently to reach the vision. An effective manager drives the employees to work more efficiently, forcing them to work with dedication and loyalty, and also take them out of bad habits, laziness or boredom.

DeMers (2017) formulated the rules of effective management so that managers can reduce ineffective and inefficient works in the following points.

a. Consistency

Consistency must be applied to most of activities. Before the management approach can be effective, it must be consistent. The manager have to give reward with the same behaviors when the workers do good thing in the business, discourage with the same behaviors when the they do not follow the rules, and treat each person in the team equally.

b. Clear and accurate communication

The way the manager communicates to the team can dictate an eventual success. Everytime the manager relays instructions, recaps meetings or just shares company updates must keep on the clarity, accuracy and thoroughness of communication either for personal communication, email or a phone call. It is the the best way to avoid miscommunication and keep the team on the same track.

c. Team work

Have the workers work for something together to make them always work together. It is good to set up goals for departments or individuals to give a unified focus and purpose, to inspire them together.

d. Reward and recognizing hard work

A worker sometimes works different from others. Seeing this view, the manager can reward him/her, it can be with a bonus, a small trophy or even just a vocal recognition. Rewarding must be done in front of the group; it will make the intended recipient feel good and show the rest of the team that hard

work is rewarded. Remember rule number one: Be consistent in giving rewards.

e. Be the example

The manager should set an example in terms of behavior. If the manager comes late, the team will also be less punctual. If the manager loses temper easily, others will be amiss in keeping their emotions in check. Keep on working perfectly and ideally especially in front of the team.

f. Everyone is unique

Everyone of the team is comprised of individuals with unique preferences, strengths, weaknesses and ideas. The same approach to motivate, encourage or mold all of them. Focus on individuals, and customize your approach to fit each one.

g. Remain as transparent as possible

Transparency shows integrity as a leader, and builds trust with the individual members. If the manager lies about something, or withhold information, it will impact on the relationships and the respect of the manager him/herself command as a leader.

h. Encourage all opinions and ideas

The more people actively participate in discussions and attempts to make improvements to the organization, the better. A manager should avoid respecting an opinion or an idea from certain team and neglecting other opinions or ideas although it againsts the original vision. Cutting someone down for voicing an opinion builds resentment, and discourages people from sharing their own new thoughts.

i. Help people enjoy work

The manager can make the workday more enjoyable with such new elements as surprise lunch outings, a dedicated break room or even just casual conversations with workers. If the manager helps people enjoy coming to work, and they will do their best work.

j. Listen and ask questions

If someone disagree with your management style or does not like the direction of the company, the manager can avoid silence to that person. It is better to listen their opinions and ask questions to the entire team; For example: What do you think of

this? How do you feel about that? This open dialogue makes it easier to proactively identify problems and work together to create a mutually beneficial environment. It will also make the employees feel appreciated and acknowledged.

3.3 Conversation

Part 1: Company Visit



Useful phrases

- Tell me something about your company!
- What does the company do?
- We're in the packaging business

- How many people work in your company?
- We employ just under 1.000 people all over the country .
- The company was set up three years ago.
- We're the second largest packaging in the country.
- East Java is our biggest market.
- We have an excellent reputation for service.
- The business is booming.
- Our company produces
- Is the business going well?
- We have a hundred factories spreaded in
- How long have you been working here ?

Read the following dialogs with your partners.



Dialog 1

Naila : Who are your main competitors?

Debi : It depends on the region. There are a lot of local procedures in East Java

and we cannot compete with them on price.

However, our reputation

for service and various menu are excellent.

We are well-known in the market for high quality and reliability.

Naila : What about the Central Java Market?

Debi : We cannot compete in Central Java. High transport costs make it very

unprofitable to do the business. Maybe things will change in the future.

Dialog 2

Rizal : Tell me more about the company.

Laila : Well, basically, we run a restaurant, a floating restaurant.

If you visit our site, you can find links to a wide range of services.

You can compare prices from various restaurants and find the best taste.

Rizal : That sounds very interesting, but is it save?

Laila : Yes, I think it's saver than buying over the phone.

Rizal : I can't doubt on your prediction

Dialog 3

Mark : So, what does your company do, Mr. Ishak?

Ishak : We're in the packaging business. We produce all kinds of packaging stuffs like plastics, paper boxes, stereof foam, all kinds.

Mark : How many factories do you have?

Ishak : We have a hundred factories spreaded in four big islands in Indonesia – Sumatera, Kalimantan, Sulawesi and Java.

Mark : How many people work for the company?

Ishak : We employ more than a thousand people all over the country.
This factory employs 250 people.

Mark : Is business going well?

Ishak : Yes, it is, and it's growing all the time.

Dialog 4

Tom : So, tell me about your restaurant business

Bob : Sure, we provide traditional food from Sabang to Merauke.

Tom : That's fantastic. If I want to eat Padang food, you don't need to go to Padang.
I want to eat Gudeg, just come here in this restaurant, no need to go to Jogja.

Bob : That's what I was thinking about.

Tom : What time does the restaurant open?

Bob : It opens 24 hours.

Tom : So your employees work in three shifts?

Bob : Yes, for sure. We also provide a ballroom and some smaller meeting rooms for banquet event.

Tom : That's very inspiring. I hope my restaurant business can grow as fast as yours.

Dialog 5

Rome : How long have you been here?

Pete : We've moved here for seven years.

Rome : And when was the company started?

Pete : twelve years ago. My aunt Donna managed this industry with only one staff.

Dialog 6

Agil : Let me show you around the office. Our SRs work in this open plan area.

The room in the corner is Mutia Pamungkas' office.

She's the Senior Sales Manager here. Do you know her?

Bari : No, I don't. Has she been here long?

Agil : No, she joined the company two months ago.

Follow me. I'll introduce you to her

Agil : Hello, Mutia. I'd like you to meet Bari Adam from the Jogja office.

Mutia : Pleased to meet you Bari. How are things in Jogja.

Agil : Jogja is always wonderful.

Dialog 7

Endy : Where are your biggest markets?

Muzi : In terms of sales, East Java is the biggest market with 50% of our total sales.

South Sumatera accounts for 20%. Bali is 17% - the Denpasar Chinese market is

quite strong, Central Java accounts 13%.

Endy : I think you have to write them down for me!

Why are things going so well in Denpasar?

Muzi : The economy in Bali is booming and we have a very good sales force there.

Endy : Why don't you make sales force training for Central Java?

Muzi : Of course I have planned it.

Dialog 8

Aqila : We're the second largest manufacturer in the country.

We produce glass for the car industry.

One in three cars in this country uses our glasses.

Berna : How many plants do you have?

Aqila : We have three domestic plants but we also have factories in six other regions. As well as supplying the car industry, we sell glass for buses, trains, ships and aircraft.

Berna : That's wonderful. I trust in your competence.

Part 2: Entertaining and Socializing



Useful Phrases

- Would you like tea or coffee?
- Can I have soft drink/ juice?
- Do you have Javanese menu?
- We're ready to order.
- Could you translate the menu, please?
- Can I have the bill please?
- It's an informal dinner
- We're having a formal reception.
- I've been invited to dinner with the director this evening.

- I'd like to take a small gift. What can you suggest to me?
- I'm sure he likes traditional accessories.
- That was delicious.
- It's a formal dinner.
- So where do you live?
- Did you watch soccer on TV last night?
- Where are you going for holidays this year?

Read the following dialogs with your partners. These dialogs are important to make good relationship between managers and the team.

Dialog 1

Fano : So where do you live, Gina?

Gina : I live in Sidoarjo, near the town shopping mall.

Fano : I know Sidoarjo very well. It grows very fast.

Gina : Yes, for sure. But there are lack of tourist objects.
It's difficult to determine travelling there.

Fano : Well, you can come here for travelling. Malang is the city of tourism.

Gina : What an easy tourism places Malang is.

Dialog 2

Linda : Where are you going for holiday this year?
Rahman : I'm going to Kuta Beach in Bali with my family.
We all want to do different
things. My son wants to go surfing, my daughter
wants to make sandcastle,
my wife and I want to walk along the beach

Linda : What an interesting plan! How old are your
children?

Rahman : My son Rahim is 14 years old, while my daughter
Rani is 12 years old.

Do you have any children?

Linda : Yes, but they're all grown up.

Dialog 3

Elsa : I'm invited to dinner tonight but I don't know
what to wear.

Donna : Smart casual is perfect, I think.

Elsa : I'd like also to take a small present. Do you have
any suggestion?

Donna : I believe they will appreciate a bucket of flowers,
or maybe traditional food from Sidoarjo.

Elsa : I'll buy some bandeng for them.

Donna : I think that's nice.

Dialog 4

Chusae : Would you like tea or coffee?

Liza : I think I'd like tea.

Chusae : Sure. Would you like some sugar for your tea?

Liza : Yes, please.

Aniko : Can I have soft drink, please?

Chusae : Sure. We have lemon frost and orange juice.

Liza : I'd like lemon frost, please.

Dialog 5

Maria : I hope you like Javanese food.

Janet : Well, I don't understand soto. Could you translate the menu for me?

Maria : It's yellow chicken soup, the soup is made of traditional ingredients.

Janet : (*tasting the food*) that was delicious. Thanks for inviting me.

Dialog 6

Andy : Did you watch soccer on TV last night?

Rony : Yes, I did. I can't believe Italy won that match.

Andy : I thought the goals they made was fantastic. So you like football, do you?

Rony : Yes, I like it very much.

Andy : So do I. I watch international matches.

Rony : I can't effort for international matches.

Andy : Work well, You'll get everything.

3.4 Idioms

Here are some idioms for talking about corruption and dishonesty

<i>Idiom expressions</i>	Meanings
<i>pay someone off</i>	pay someone a bribe.
<i>buyer beware</i>	We say buyer beware to communicate that the buyer is responsible for verifying the quality of goods
<i>slush fund</i>	is money allotted for unofficial, corrupt, or illegal transactions
<i>grease someone's palm</i>	pay someone a bribe
<i>rip someone off</i>	take advantage of someone in a financial transaction.

Idioms for talking about financially providing for people

<i>Idiom expressions</i>	Meanings
<i>bring home the bacon</i>	to be the primary provider in the family
<i>make ends meet</i>	make enough to pay for one's expenses and not go into debt
<i>make a living</i>	to make enough money to

	support oneself
<i>make an honest living</i>	to make money by having a legitimate job and working hard at it

3.5 Exercise

A. Answer the following questions with your partners.

1. What do you know about management?

2. What are the management function in the business?

3. How to plan management system in a business?

4. How will you manage your business?

5. How can a manager motivate the employee?

6. What makes a manager excellent?

B. Study the idioms in point 3.4 and then make small dialogs.

1. pay someone off

A: _____

B: _____

A: _____

B: _____

2. buyer beware

A: _____

B: _____

A: _____

B: _____

3. slush fund

A: _____

B: _____

A: _____

B: _____

4. grease someone's palm

A: _____

B: _____

A: _____

B: _____

5. rip someone off

A: _____

B: _____

A: _____

B: _____

6. bring home the bacon

A: _____

B: _____

A: _____

B: _____

7. make ends meet

A: _____

B: _____

A: _____

B: _____

8. make a living

A: _____

B: _____

A: _____

B: _____

9. make an honest living

A: _____

B: _____

A: _____

B: _____

3.6 Role Play

A. Work with four people in a group.

Student A : manager Student C : employee 2

Student B : employee 1 Student D : employee 3

Situation :

- The manager invites all employees to have formal dinner in a famous restaurant at 6 p.m. tonight
- All employees agree and then meet up together at 5 with formal dress.
- In the restaurant, the manager discuss the increase profit of the company.
- Then, the manager announce that employee 3 did hardwork for the project which was finally successfu and increase 15% profit.
- The manager asks all employees to present plans for next month projects.
- The manager announces that the employee who can reach 20% profit will be promoted as the supervisor of the department.

B. Work with three people in a group.

Student A : manager Student C : employee 2

Student B : employee 1 Student D : employee 3

Situation :

- The manager of your team is very kind, but recently he/she is very high-tempered because of too high target given by the president director.

- The manager enters the room angrily, and three of the employees are quiet and start thinking how to bring back the manager to the original behavior.

CHAPTER 4

HUMAN RESOURCE MANAGEMENT



Objectives:

After completing this unit, the students are expected to:

- ❖ Describe what is meant by H R M.
- ❖ Understand the factors of recruiting.
- ❖ Discuss HR Policies, plans and programs to a successful organization.
- ❖ Explain the concept of recruiting potential human resource.
- ❖ Perform recruiting new HR.

Before you read the text about human resource management, answer the following questions, or you may discuss with your partners.



- a. What do you think about human resource management?
- b. What are human resource policies?
- c. What plan and programs do you need to have successful organization if you are in charge of this position?
- d. How to recruit new employee?

4.1 The Nature of Human Resource Management

Business also relies on effective human resource management (HRM). Managers need to assure that they hire and keep good employees who are able to respond conflicts between workers and management. HRM determines how many workers to handle a division, and make sure the types of employees needed to grow the business smooth and fast. Those employees are then responsible for recruiting new employees to replace those who leave and for filling newly created positions. HR Managers pay attention to a lot of things start from performance, training, promotion, career development, supervision, relationship and recognition

A. Performance

HR managers should aim to increase performance through self-motivation, rather than having to use external motivation to bring about higher standards of performance. The basic principle of motivation is that if staff are managed effectively, they will seek to give of their best voluntarily without the need for control through rules and sanctions. Some of the most effective ways for managers to motivate staff include giving praise; recognition; and positive feedback; passing on feedback from more senior managers; and letting other staff know which staff have been responsible for praiseworthy work and/or effort.

Performance enables management to identify strengths, overcome weaknesses, and provides information to assist management plan postings, transfers and promotions. HR Managers compare performance and potential between officers of the same rank. To do this, the HR managers can join the with the supervisor continuously in an ongoing process. The performance should be related between individual performance and the department objectives so that different departments may have different performance.

In addition, the employees whose performance are poor need to be handled to ensure they will change their attitude to give the best to the civil service. Management must take action to tackle such performers, otherwise there may be an adverse effect on the morale of staff who are performing satisfactorily. When staff are not performing at the level appropriate for their rank and experience, they should be told so, and be helped to overcome the poor performance through close supervision and counseling. If there is no improvement shown after counseling, there has to be a formal process of dealing with non-performance involving written warning, stoppage of increment and retirement in the public interest.

B. Training

HR Managers also arrange the training for the staff to encourage workers' productivity, efficiency, and satisfaction to promote the success of the business. Training helps the employees acquire the knowledge, skills, abilities and attitudes necessary to enable them to improve their performance. Then, the HR managers

arrange workers' compensation plans, incentives and benefit packages for employees.

The departments manage their own training function and have varying levels of responsibility to do it effectively. HRM formulates departmental training policies and draws up training and development plans to support departmental missions, objectives and values. HR Managers identify competencies and training needs, implement training activities and provide coaching and supervision to ensure staff development occurs. While the employees take responsibility to make the most of the opportunities provided to maximize their potential.

Training is usually provided to make new employees accustomed to the job description, procedure, standard, values and norms of the department. Whereas, for managers, training is to develop and upgrade their knowledge to manage the staff in the department.

C. Promotion

An employee is promoted at the next higher rank because of the competence he/she has. The competencies reflect the knowledge and skills exhibited in observable behaviour in the relevant areas of work. Promotion

provides motivation to perform well and is an important part of performance management, only a merit person on the job can be promoted. HR managers assess the ability, potential and experience with fair and transparent.

D. Career Development

The purpose of career development is to identify and develop the potential within staff, to build existing skill levels, and to prepare staff to take on greater responsibility during their career. Career development has to balance the needs and aspirations of the individual with the needs of the service where these conflict, the needs of the service should prevail.

E. Supervision

Supervising means directing the employees to the right track and give them feedback. Feedback should focus on solving difficulties or reinforcing successful behaviour. At the same time, employees should be well-performed at work based on what has been directed do not have to wait until formal performance review for feedback.

F. Relationship

Having good relationship between managers and employees effective communication, to build and develop the employees' a hundred percent cooperation, and to motivate them to always give their best, and accomodate their complaints. Ensuring they feel fairly treated, understand the overall direction and values of their departments, and how decisions that affect them have been reached.

When the employees, decisions are generally supported, and when genuine mistakes are made they will be guided in the right direction, they will be more positive, confident and prepared to take on responsibility and decision-making. When staff are shown clear expectations, valued, trusted, encouraged and motivated, then they will be more likely to give of their best.

G. Recognition

When an individual or a group workers perform merit at work, they can achieve recognition. It can bring them out as the best worker at the department. Instead of incentive, promotion and job extension, recognition is a

good way to motivate the worker. The formal schemes which can help to motivate the worker on recognition may appear in form of appreciation letters, travelling rewards, honours and award, retirement souvenir and many others.

4.2 Recruiting Human Resource

The following points are several needs of the department in adding new or replacing human resource.

A. Manpower

Managing manpower relies on determining the qualification of people in charged in a short to long term which depends on the basis needs of the department or division in the companies. Manpower consists of succession and turnover. Succession planning identifies suitable candidates to fill an empty position and make sure they are well-trained and work well suitable with the company vision. While turnover refers to retirement, resignation and redundancy.

In recruiting new manpower, managers should pay attention on the necessary qualifications, skills and experience. While for maintaining existing manpower, it

requires at different levels, at specified timeframes, in the light of its present and planned future work commitments. This may lead to an increase or decrease of the current manpower.

B. Recruitment

Before a department takes steps to employ staff, it should work out the type of staff it needs in terms of grade and rank, and the time scale in which the staff are required. The purposes of recruitment are to:

- Provide a set of candidates for eligible workers
- Be consistent with the company's strategy and values
- Help reduce the likelihood of a recent exit
- Coordinate recruitment efforts with selection and training programs
- Fulfill corporate responsibility in an effort to create employment opportunities

The general principles for recruiting new employees are:

- Use procedures which are clearly understood by candidates
- Be fair, giving candidates who meet minimum requirements equal opportunity for selection
- Select candidates on the basis of merit and ability

C. Performance Management

Performance management is a very important Human Resource Management function. Its objective is to improve overall productivity and effectiveness by maximizing individual performance and potential. Performance management is concerned with:

- Improving individual and collective performance
- Communicating management's expectations to supervisors and staff
- Improving communication between senior management, supervisors and staff to enhance their career prospects through recognizing and rewarding effective performance
- Identifying and resolving cases of underperformance

- Providing important links to other Human Resource Management functions, such as training

4.3 Conversation

Part 1: Single Presentation



Useful phrases

- I'm glad to see many of you here
- I'd like to talk about how we organize (a project)
- First, I'd like to describe
- Next, I'll tell the
- So that's all about the (program)
- So that's all I wanted to say about ...
- Moving on my next point, ...

- The action we are going to do to reach our target is ...

Read the following speeches loudly.

Dialog 1: Opening

Hello everyone. It's good to see you all here this morning. My name is Diah Muntiari and I want to talk about how we organize English course here. First, I'd like to describe how English has become second language in many of Asian countries although in Indonesia, it is still categorized as foreign language. Next, I'll tell the outline of our course programs, and finally, I'll tell our future plans.

Dialog 2: Content

The course program must be joyful so that the students enjoy learning while the teachers enjoy teaching. That's why I offer (programs)

So that's all about the course program.

Moving on my next point, the course level will be classified into pre-school, kids, teens, adult and professional class. Then we're going to make different curriculum of each levels.

The different curriculum for all levels is

In doing that curriculum, the recruited teachers must be standardized. I will present the teachers' standardization ten days after this meeting.

Now, let's talk about the budget for the next one year.

The teachers' salary is the staffs' salary is so the tuition fee can be around

So, the action we are going to do to reach our target is ...

... ..

Dialog 3: Previewing

As I mentioned earlier, I hope we can finish this project within one year. We need to work based on the schedule to finish on time.

Some potential problems that is going to appear in doing this project are

Dialog 4: Closing

I would like to finish my presentation by thanking you all for coming here today.

I am looking forward to seeing you in ten days.
Anyone is welcome to give me questions, I'll be around for some tea. You are also welcome to contact me if there are some queries before the upcoming meeting.

Thank you.

Part 2: Discussing Projects

Useful Phrases



- I'm afraid I can't say ...
- I'm sorry I didn't catch the question.
- Could you bear with me?
- Sorry, where was I?

- You were just about to tell us ...
- As I mentioned/ pointed out earlier...
- That leads me to the next point.

Read the following dialogs with your partners.

Dialog 1

Diah : Excuse me.

Azmi : Yes, ma'am. Is everything going well?

Diah : I don't think so. I can't connect my computer to the LCD.

I'm afraid i can't show my presentation chart to you.

Azmi : We're so sorry, the light is out, ma'am.

Diah : Could you bear with me? I have presentation board in the car.

Azmi : Sure. (waiting for Diah coming back to presentation room). Are you okay?

Diah : I'm quite okay. Could I have some water, please?

I feel better. Sorry, where was I?

Azmi : You were just about to tell us related to the chart.

Diah : Alright. Here we go.

Dialog 2

Deavy : How much is the cost of the project?

Iddun : I'm afraid I can't say it at the moment.

Deavy : When will the report be ready?

Iddun : I hope I can finish it tomorrow, then I'll report it to you.

Deavy : Are you going to recruit new workers?

Iddun : Sorry, I didn't catch your question. Could you repeat that please?

Deavy : Sorry, I'd like to know if you're planning to recruit a new staff

for our department?

Iddun : Ssssttt... Did everyone hear that?

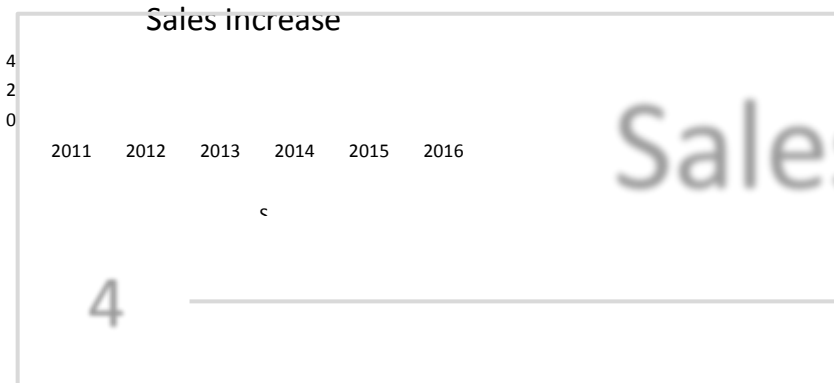
I believe the question should be, "Are we going to recruit new workers?"

Deavy : Ups... Sorry. Are we going to recruit new workers?

Iddun : I'm afraid to say this but we have to wait till this project run first,

then we can think about recruiting new employees

Dialog 3: Presenting Chart



Andrea : The chart shows that the sales have increased every year. The sales were

poor in 2011 but they raised every year and reached a peak in 2014. The

sales were stabil in 2015. Then, it raised again in 2016.

Robby : Well, why is it stuck in 2015?

Andrea : The political condition in our country was not good. It affected people's

income which then influence their willing to buy our products.

Robby : But as a matter of fact, it's a kind of healthy business.

Dialog 4

Istia : We're currently predicting a slow down in sales for the following year.

Political condition of the country and the global crisis in the United States

are two bad conditions that will impact on our market.

Hajar : How will you do to make the trend at least the same as this year profit?

If not, we have to decrease the number of workers.

Istia : Well, I'm still thinking how to overcome this.

Hajar : Think faster.

Istia : Yes, ma'am.

Dialog 5

Kurnia : The diagram shows the dramatic fall in production since the third month

this year. Looking at the trend of economy nowadays, I think it will keep

turning down until the following two years.

Dimas : How would you account for the fall in sales?

Kurnia : It's a lot, sir. We have to shut down one or two factories

Dimas : this is a very difficult time for the factory.

Kurnia : I'm so sorry.

Dimas : I'm afraid some employees and their family will not get any jobs after
leaving this factory.

Dialog 6

Shandy : As you can see from the graph, the sales of muslimah dresses and veils

have increase tremendously this year. Although the beginning of the year,

the sales were poor, they increase sharply in June and they will keep on
growing until next year.

Nanda : That's wonderful prediction. But yes, looking at the trend of hijabers

nowadays, I believe your prediction is not true.

Shandy : Umm... Sorry I didn't get your point.

Nanda : I meant, it is not growing next year but two and more years,

I think you have to prepare the recruitment.

4.4 Exercise

A. Write about what you are going to say in these presentation situation. Number one is an example, continue the talk.

1. Starting: introduce yourself and give overview of English Course project you are going to propose.
Hello everyone, my name is Anjarsari Sukamto.
I'd like to talk about our project

2. You are presenting a project but someone asks you to move back on the previous slide. What are you going to say for this?

3. Tell some points of your presentation.

-
-
4. You have done presenting, invite any questions from the audience.

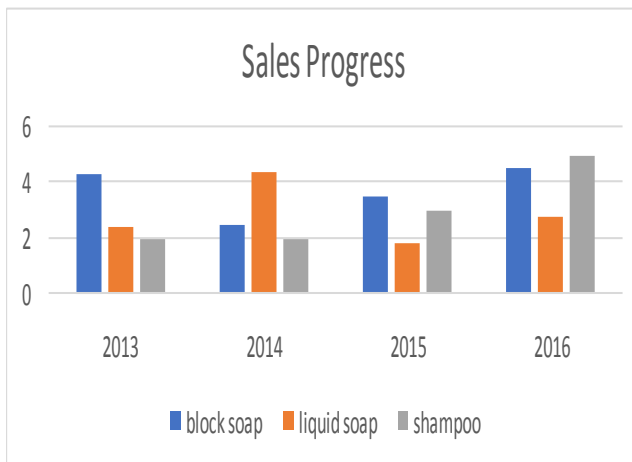
-
-
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5. Tell the detail budget of your project.

-
-
-
-
-
6. Tell the potential problems coming up.

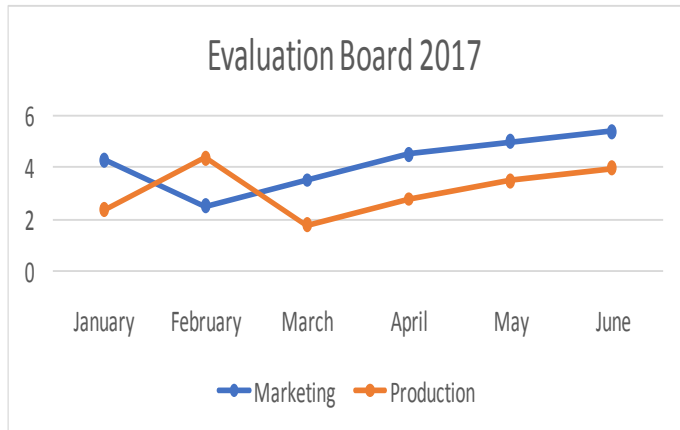
-
-
7. End up the presentation.
-
-

B. Describe the following charts.

1.



2.



C. Answer the following questions with your partners.

1. You have worked in a hotel for ten years but your career cannot develop well. Now you realize that within ten years, you can only be the supervisor

3. As a HR manager, you monitor all your employees progress. In short, you finally find an employee work different from others. You invite all employees in the division to attend the meeting because you want to motivate them to give the best effort at work. Write the way you set up the meeting below.

4.5 Role Play

A. Study the roles below and then perform in front of the class.

Role #1

You are a senior Human Resource Manager in your company. You are going to assess your employees' performance which involves attitude, skill, and teamwork. Make the criteria of the assessment.

Role #2

You are the President Director. Knowing that one of the HR managers wants to assess the employees, you assess him/her first informally. You don't need to make formal letter of assessment but you visit his/her office and ask some questions. You want to make sure that the HR manager is eligible to assess the employees.

B. Study the roles below and then perform in front of the class.

Role #1

You are a HR manager. After assessing the employees, you found some people cannot work as a team. So you decide to conduct training for them. You do not let anyone to skip the training whatever the reason.

Role #2

You are an employee. At the day of the training, you cannot follow it because your son is in hospital. You ask him permission to join the training the other day and take care of your son, but the HR manager do not let you join other training unless you are ready to get out of work.

Role #3

You are the owner of the company. Hearing that the HR manager does not let an employee to take care of the kids in hospital, you send the letter of retirement to the HR manager. You want to show him/her that working is important, but family in number one.

C. Study the roles below and then perform in front of the class.

Role #1

You are a senior Human Resource Manager in your company. There are some workers will the retire at the same time this year which means some position will be empty. You are going to do succession by recruiting new employees. Make the new standard of the manpower you need.

Role #2

You are the President Director. Knowing that one of the HR managers wants to assess the employees, you assess him/her first informally. You don't need to make formal letter of assessment but you visit his/her office and ask some questions. You want to make sure that the HR manager is eligible to assess the employees.

CHAPTER 5

LEADERSHIP



Objectives:

After completing this unit, the students are expected to:

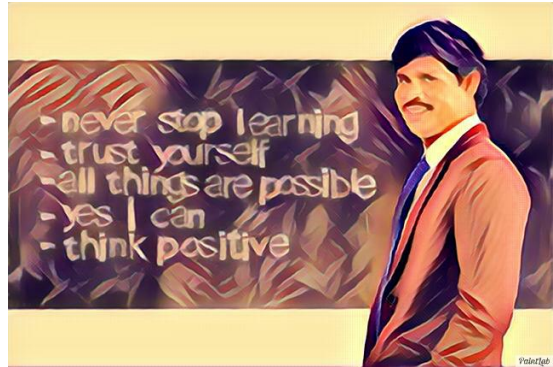
- ❖ Describe the nature of leadership.
- ❖ Discuss the strategy of leading a business.
- ❖ Evaluate the strategy of leading a business.
- ❖ Plan a new business with partners.
- ❖ Perform as interviewer and interviewee

Language Features: Present Tense

Topics: Job vacancies, Interview

Before you read the text about leadership, answer the following questions, or you may discuss with your partners.

- a. What is the definition of a leader?
- b. What makes a leader excellent?
- c. How is the leadership in the company or industry you work in?
- d. Describe the best leader in a company or industry you have worked with.
- e. Describe how good are you in leadership?



5.1 The Nature of Leadership

A. The General Definition of Leadership

An organization without leadership is like an army without generals. Workers need the leadership of experienced and experienced individuals to provide guidance and guidance only for all employees to follow. Leaders are valuable when building and communicating new strategic directions, as well as communicating and

motivating employees to increase their dedication to organizational goals.

While there are many qualities required to be a good leader. The most variable in the whole board regardless of age, location or company size. Good leadership is about counseling, coaching, and coaching. In other words, leadership means giving people the opportunity to grow, innovate, and contribute to organizational success.

B. Business Leaders

Leadership is the main factor that makes everything work together seamlessly. Without leadership, all other business resources are not effective. Business leaders are turned on, aware of employee interest and growing in leadership theory and practice to create a more productive working environment. The four basic elements of production are land, labor, capital and business. The last factor that overrides the vital importance of leadership in business contexts. Leadership acts as a catalyst, making all other factors work together; Without leadership, all other business resources are quiet. Business leaders understand the needs and issues of their

subordinates and keep up to date on new developments in leadership theory and methodology to maximize their effectiveness.

Business leaders serve a variety of important functions in their organizations. Leaders are responsible for training employees to perform their duties effectively, as well as supervising the performance of those tasks on a regular basis. Leaders must inspire employees to please their company and work, push them to excel and help them along the way. Leaders are also tasked with protecting their employees under surveillance from internal and external threats, including everything from political backlash to physical security.

Different leaders employ different leadership styles. Leaders with a command and control style formulate ideas on their own and dictate actions to their employees. Collaborative leaders come up with ideas with the assistance of employees from all levels of the organization, leveraging employees' creativity to boost company performance. Facilitative leaders delegate almost all productive tasks to subordinates, and focus on providing their employees with everything they need to

excel in their jobs. Business owners' leadership styles are extremely important in crafting company culture.

The act of assigning productive tasks to subordinates, is vital to success as a business leader. More important than delegating individual tasks is the ability to delegate authority and develop leaders for the future. Assigning tasks is a basic management activity, assigning responsibility for figuring out how to accomplish objectives takes management to the next level. It is important to develop leaders to partner with you in the future as your business grows; this can greatly increase employee satisfaction and loyalty as well.

Before starting leading the business, a leader has to analyze the potential business in your town and decided what business you want to conduct. Now, as a leader, you have to plan your business quite well to keep your business grow up smoothly and to maintain your employees' behavior. Growing the business may be acquiring a complementary business, developing new product lines and franchising. A competition is an important component therefore to compete, the leader must be aware how the competition is working by checking.

In addition, branding and marketing is essential for business. The leader should take the time to understand the customer and consider how they react. It is good to be simple, direct and defined for communication. Besides, in creating marketing materials, the leader should focus on targeted objectives to customers. In this phase, social media can be a tremendous asset to any business by building a network of followers, friends and supporters.

Furthermore, leaders do a lot of methods of recruiting, and leading the employees. First, recruitment can be done through advertising in mass media, or even advertising from the company itself. Recruitment through advertising is usually accompanied by an appealing promise, such as a large salary, an exciting future and the leader should count any possibilities. Establishing open house to capture more potential power in general, the company can do open house in a number of circles predicted to attract potential job candidates, such as in college, certain events. Finally, hiring a recruitment consultant. Sometimes to find and recruit a professional workforce requires a consultant who is able to locate such personnel, thus there is a guarantee through the

company's recruitment consultant does not need to waste time looking for the appropriate workforce.

C. Criteria of Good Leaders

In addition, before the leaders lead the team, they should lead themselves by at least having five criterias; characters, communication, direction, optimistic, and honesty.

1. Characters

A good leader has an exemplary character. A leader needs to be trusted and known to live their lives honestly and wholly. A good leader "goes talk" and in doing so earns the right to be accountable to others. The real government is born out of respect for the good and reliable character of the lead.

2. Communication

In order that the company can achieve new benchmarks of achievement, the leader must master the art of communication, while to communicate the instructions that will drive results, listening to employees is a must. Leaders

answer questions, resolve concerns, and, above all, listen with empathy.

3. Direction

Having vision beyond norm and toward great things - it is necessary to take the steps necessary to achieve - is an essential characteristic of good leadership. By seeing what can be and managing goals on how to achieve that, a good leader can make an impressive change.

4. Optimistic

The best leaders are positive energies. They are really helpful and really care about the welfare of others. They always seem to have a solution and always know what to say to inspire and reassure. They avoid personal criticisms and pessimistic thoughts and find ways to reach consensus and help people work effectively and effectively as a team.

5. Honesty

The leaders strongly treat people how they want to be treated. They are extremely ethical and believe that honesty, effort and reliability will form the foundation of success. They express these values so publicly that no employee doubts their integrity for a minute. They share information publicly and avoid filming controls.

5.2 Start Leading Your Business

Each team plays a role in the organization of the company. The team's ability to fulfill the mission and vision of the entity as a whole. Leading others requires places whereas mission and vision statements are used to create the destination for the entire organization, a team purpose statement serves the same function for an individual work unit within the overall structure. The team purpose statement explains the reason that your employees are there, and at the same time, gives them an understanding of how their work forwards the success of the organization.

A. Forming

Everyone works as a team nowadays. Even if a businessman work for himself, he is working for customers, or with vendors. All are working with team environment and are either already in a leadership role or are hoping to advance to one. In forming a new team, there has to be some particular challenges involved. When people come together for the first time as a team, they come not only about the project working on together, but also about each other.

In the forming stage, everyone tends to be on their best behavior, polite and excited, usually spouting positive comments about the new team and the work that will be done together. Others might be anxious, as they have not quite figured out what the team is about or what their role will be.

At this point in the team formation, a leader's role is the only one that might be clear. and so it is also the dominant one. Building trust, demonstrating integrity, and understanding which team members will do the best in which roles. This stage takes one-meeting or a few weeks while designing roles and forming procedures of how you will operate.

B. Storming

In this stage, the leader's role is finding that some team members seek to challenge your authority or your decision-making. As roles and means of working are clarified, others may express discomfort in their roles, in the amount of work there is to do, or in the way that the work will be done. You might even hear team members questioning the purpose of the project, or expressing feelings that what they are doing is a waste of time.

Going through this phase needs leadership. If a leader cannot get the team past this phase, it is likely that the team will either fail or will struggle along, limping painfully towards the final product. The leader should address conflicts, redirect behaviors to what is expected of the team, clarify roles, and check that you have given instructions in a clear, straight-forward manner. Be flexible during this stage, and willing to adjust roles or assignments as necessary. Adopt the attitude that you are all in this together, and that you acknowledge that changes in what was originally set-up as the team structure might be needed along the way.

C. Norming

A hierarchy has been established at this point which means the team members have accepted you as the leading authority. Then, the team members start to get to know and socialize each other. They feel more comfortable asking one another for help or input and they are more willing to accept constructive criticism. On the contrary, individual team members start to commit to the team's goal, and the leader continues fostering this commitment. The leader also makes minor corrections as the team moves forward, guiding them back onto the path towards goal completion.

There can be some overlap between the storming and norming phases that is why awareness is required well. Particularly, the team may revert to some storming type behaviors when new challenges come up or when tasks that they have not tackled before are required.

D. Performing

In performing stage, the team must show their best to reach goals. They are working under agreed upon methods with the joint purpose of reaching the team's goals. The team structures, procedures, policies, and

processes are set up such that they form a sort of team ‘culture.’ The team could lose members or add new members but would still function well because of the established culture. As a leader, this can be the easiest stage that your team will go through. You will be able to delegate a great deal of the work that there is to do, and to trust that it will be done well. You will also be able to begin concentrating on staff development, particularly because you will have learned a great deal about your individual team members at this point.

E. Delegating

Delegation is one of the important things in applying leadership. It is a powerful time-management skill. A leader is able to focus on what is best for the team, and if there are other important things, delegating is the way to make this possible. Besides, true leaders recognize that delegating is actually a powerful tool in helping to develop others.

In delegating the team member, the leader is actually giving opportunity to entrust with the job. They can learn a new skill, further develop existing skills, be responsible for bringing back new information to the

team, get practice in leading others in completing the task that you assign, or get exposure to other areas of the organization that will make them better informed for performing their roles in the future.

In delegating team members, the leader cannot hand off a job to an employee and expect them to succeed, but need to examine the skills, potential development, and the level of risk the leader takes when planning to delegate. So, as the leader, you identifies what tasks to delegate and to whom to delegate. The information must also be fixed. Besides, giving them the needed authority, and setting boundaries as to where that authority ends should be covered to complete the task successfully.

F. Mentoring

The best leaders are those who understand that one measure of success is how successful their team members are. Building your team's skills, abilities, and success is an integral part of being a leader. Helping them grow, helping them improve, and helping them become prepared for the next job or task is all part of your role. We can bundle this part of your role under the term

‘mentoring.’ You can be a mentor in any area of your life where you have skills, knowledge, experience, or abilities that others can benefit from learning. Or, you can be a mentee yourself so that you have access to another means of developing your own skill set.

One definition of mentoring is that it is the relationship between two people who have the mutual goal of development on both a personal and professional level. The mentor is usually the senior, or at least more experienced, member of the relationship. The mentor has knowledge, skills, training, experience, and abilities that the mentee would like to develop.

Mentoring has many benefits. The mentee gains personalized coaching and training from someone who is already successful in his field. On the other hand, the mentors can find mentoring very rewarding. In a personal matter, mentoring and seeing the mentee succeed is a grateful. There are also professional benefits through improving leadership skills, communication skills, getting a better understanding of how you have reached your goals through the mentoring process.

5.3 Conversation



Useful Phrases

- Hi, ... (name). Hope you are doing good.
- I' afraid I can't see you on Monday.
- Let me know when you are coming.
- I'll look forward to hearing from you.
- Talk to you later
- It's about organizing language training
- Your training manager asked me to contact you
- I'll call you at the weekend.
- Thanks for helping with the seminar

- I'd like to appologize for our problems.
- I would like to invite you to have lunch someday.
- Are you free for lunch on Wednesday?
- Thank you very much for the invitation
- Let me know if you can come
- I'd love to come.

Dialog 1

Melanie : Excuse me Mr. Prastian. Your training manager Mr. Chusae asked me
to contact you about organizing professional English course for your
company.

Prastian : Yes, and you are Ms.....

Melanie : Melanie

Prastian : Oh Yes, Ms. Melanie. I hope your English course can facilitate our
company in Jombang and Mojokerto starting from next month.

Melanie : Yes sir, here I bring the proposal. It includes the time table, syllabus
and the list of professional teachers we have.

Prastian : I'll learn this first. I'm going to contact you next week on Tuesday.

Why don't you go for lunch with us?

Melanie : Well, I'd love to, but I still have three more appointments today.

Prastian : Alright, speak to you later.

Dialog 2

Joey : Hi Maleka, how are things going?

Maleka : Ah, I've just recovered from bad flu.

Joey : I can see that. Anyway, thanks for helping me with the seminars

Maleka : It's my job, sir. Anything I can help for this company.

Joey : I would like to invite you to have lunch someday.

Maleka : Yes, sure. Do you want to talk about ...

Joey : I'd like to appologize for our problems. You know, I was too ... bad at

the seminar, I wanted perfect things but I couldn't even help.

Maleka : You couldn't help because you were out of town, sir.

Joey : But I'd still like to appologize.

Are you free on Wednesday at lunch time?

Maleka : I'm afraid I can't show up on Wednesday.

What about Thursday. I'm totally free.

Joey : Alright. I'll be waiting for you on Thursday.

Talk to you later.

Maleka : See you.

Dialog 3



Manager : Well, we have three conferences at the same time, in different cities.

And they are far from here.

Employee 1 : Where is it?

Manager : One is in Palembang, another is in Jogja, and the other is in Pontianak.

Employee 2 : So which one will you accept sir?

Manager : All of them of course.

Employee 3 : You cannot be kidding us.

Manager : Why would I be kidding you? Look! Noval handles the conference in

Palembang, I'm handling one in Pontianak, Fachri's handling Jogja.

And you Rista, take as many as projects.

Employee 1 : It's going to be the first time we all work separately and very far.

Manager : Exactly Rista. But what other choice do we have?

Employee 2 : Yes sir, I'm ready for Jogja. I'll draw the entire project and let you

know if there are things to fix or add.

Manager : I appreciate your spirit. So plan it, meeting again tomorrow, lunch time.

Dialog 4

Manager : Good afternoon everyone. I'm grateful to see you again and we are

going to share the plan project for

Palembang, Jogja and Pontianak.

Employee 2 : Can't wait.

Manager : Well, the conference in Jogja will be attended by 800 people from

Indonesia. We're going to use UMY

sportorium, the price is quite nice

there. The rundown will be like this (*seeing*

the slide). And the budget

is this one (*seeing the slide*). I have invited

some people to work with

me from student embassy and local

committee.

Employee 1 : That's outstanding.

Employee 2 : I think I need to revise my plan.

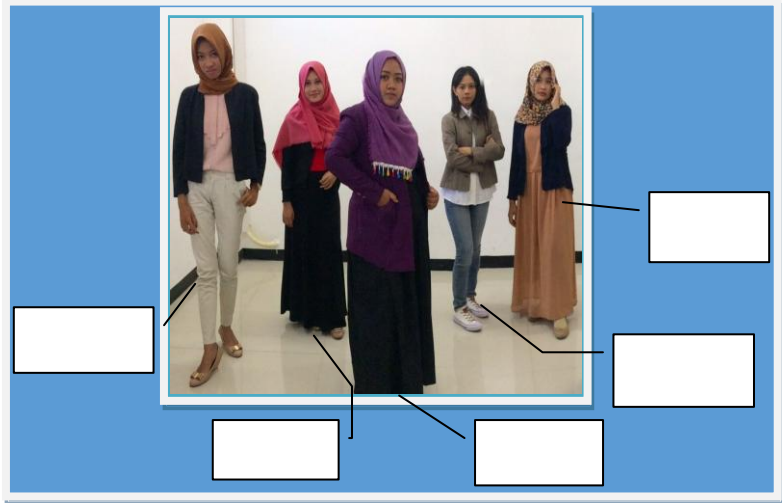
Manager : Show me yours first please. Fachri... Noval...

Go ahead!

Employee 3 : Yes, sir. Here we go.

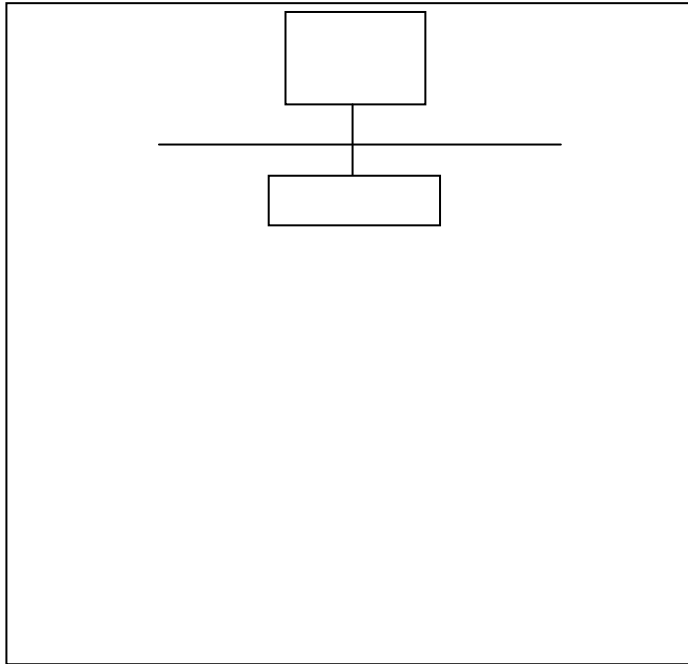
5.4 Exercise

A. Look at the picture of five ladies who work for female magazine



1. Give them appropriate name and job position at the available boxes or you can write down here.

2. Draw their positions and job description (organization structure) in the box.



-
-
2. You are the manager of the most famous Event Organizer in the city. You have four event orders at the same date next month. Delegate this responsibility to your employee.

3. Your employee is afraid she cannot manage the event in Palembang perfectly because it is her first time handling a conference far from the city, how do you motivate her?

4. You were so bad to your employees in the seminar while he was sick but he still did the job well,

eventhough not perfect. You regret that you moked him and wan to appologize.

5. You contact a HR manager of a company to make sure he wants to entrust his employees to learn English with you. How do you say it?

5.5 Role Play

Perform the following situations

Situation 1: Look at the picture!

Role #1

You are the lady boss.



You looks unsatisfied with the report. Choose any report you want to complain to your worker.

Role #2

You are accounting manager. Seeing your boss unsatisfied, you tell what was going to happen in the company financial. Tell her politely.

Situation 2: Restaurant

Role #1

You are a manager of a Restaurant. You accepted orders from two different events celebrated in your restaurant at the same day. You want to cancel the one of them but you don't have heart to do that. Discuss with them the solution.

Role #2

You are the groom and bride. You want the best food and the best decoration. You also ask for photo corner so your guest can take pictures from lots of angles in your wedding. But at the same time, you meet other people who wants to celebrate their silver anniversary. Negotiate

with them no matter what, you will establish your wedding there.

Role #3

You are a marriage couple who want to celebrate your silver marriage in that restaurant. Unfortunately, you meet a couple of young man and woman who want to celebrate the wedding. Discuss with them whatever the reason, you will celebrate in that restaurant

CHAPTER 6

JOB INTERVIEW



Objectives:

After completing this unit, the students are expected to:

- ❖ Understand job design
- ❖ Describe the concept of job interview
- ❖ Analyze the way of communication for doing interview
- ❖ Make job vacancies
- ❖ Collaborate the job vacancies and the interview projects
- ❖ Perform as an interviewer and interviewee

Language Features:

Before learning the materials of this chapter, answer the following questions, discuss with your partners.

1. What do you know about job interviews?
2. Have you ever done any job interviews?
3. If yes, how do you feel about job interviews?
4. What is the most important part of a job interview?
5. What was the worst interview you have ever had?



6.1 General Concept of Job interview

Interview is an interaction between two people to get information and opinion through question and answer. Interview is usually combined with journalistic work for the purpose of writing news or features that are broadcast in the mass media. But interview can also be conducted for the purposes of research or employee recruitment. In this chapter, we are going to learn how to prepare excellent job interview for job recruitment.

6.2 Preparing Job Interview

To prepare an excellent job interview, Sondang (2009) explains these following information.

1. Find the information of the company's vision and mission as much as possible to make you ready to talk deeply about the business, organization, and the position you apply by using the company's website, annual report, and newspaper/ magazine or article.
2. Think of questions to ask your interviewer that reflect your interest in future prospects. For example: Which are new markets the company is planning to explore in next couple of years? or What are the chances for professional growth in this job opportunity? Those questions indicate that you want to be on the same place as the people you'll be working for.
3. Practice with a friend to help you get comfortable with giving answers, telling anecdotes, and using appropriate terminology. Practice maintaining eye contact with the interviewer and assure you are not speaking too slow or too fast. All your answers are stated with confidence.

4. Get feedback to know how you come off to other people. Knowing basically what you want to talk about before the interview help you perform better.
5. Anticipate questions from the interviewer about your own career goals, long-term plans, past successes, and work strengths.
6. After the Interview, shake hands with the interviewer, hold your head high and keep your cool. Your emotions are probably teetering at the highest of highs or the lowest of lows, but try to stay measured.
7. You are also allowed sending a thank-you letter to your interviewer. You can say like this: "Dear (interviewer's name), Thank you for the opportunity to discuss my qualifications with you. I remain very impressed by (interviewer's company), and invite you to contact me if you have any further questions. I look forward to hearing from you about this position."
8. Follow up with the interviewer at the appropriate time to hear back from the employer. The standard time is about two weeks, but it can depend. You can say like this: "Dear (interviewer's name), I was interviewed at your company (at date), and am still interested in the position if it hasn't yet been filled."

6.3 Success Doing Interview



The following points are simple things in doing interview but they cannot be under-estimated.

1. Work outfit

In any work place, wardrobe is a sign of professionalism and is sometimes used to determine the level of competence. Both men and women should choose subdued colors (blues, browns, grays, black) which make a professional impression.

Women professional outfit means wearing a smart skirt suit in a dark color, closed toe shoes and subtle

makeup. Whereas, men can choose a white shirt, dark-colored suit and tie and dark-colored shoes.

2. Show up smart

Arrive there 15 minutes before the schedule and bring extra copy of resume, CV, and references in case your interviewer wants to go over any points with you or neglects to bring their own copy.

3. Show courtesy during the interview

You need to look everyone in the eye and smile, speak clearly and say "please" and "thank you." Talk audibly with good pronunciation, tell people you're confident, while good manners tells them you're considerate of other people.

4. Be honest

Many people think that an interview is the perfect time to embellish. While you want to structure your answers so that your best, most qualified aspects take center stage, you don't want to deceive or outright lie. Companies perform background

checks, and lying about your experience is simply not worth it.

5. Keep things simple and short.

Stick to what you know well, and keep things short and sweet. Structure your answers so that you're talking in 30-90 second chunks. Any less and you're likely to seem unqualified; any more and your interviewer is likely to lose interest in what you're saying. In the "tell me about yourself" question, highlight 2-3 illustrative examples about yourself before wrapping up. Besides, talking about what other people think you do well. No need to say preamble, "My friends think I'm a competent social organizer." Just go out and say it with the right touch of confidence and humility. Women tend to underestimate their overall job performance, be aware of that before you second-guess or undercut yourself, because it's unlikely to get you a job.

6. Be personable.

If you're cynical, pessimistic, and absolutely disabused of any faith in humanity, try to tone it

down during the interview. Being personable is about getting the interviewer's emotional side to like you and believe in you. Employers don't always hire the candidates most qualified for the job, but rather the candidates they like the best.

6.4 Conversation

Part 1: Job Information

Abreviation : CEO = Chief Executive Officer
CFO = Chief Financial Officer
MD = Managing Director



Useful phrases

- I work for a newspaper.
- I report live news.
- I'm responsible for product distributions.
- I'm in charge of product quality.
- Reporting on air is my responsibility.
- I report directly to the Senior Sales Manager.
- It's a very challenging job.
- I enjoy any of the challenges.
- I usually start work at 7 o'clock in the morning.
- How do you get to work?
- How's your job?
- The salary is good.
- I enjoy it.
- Some people are going to lose their jobs.
- Some people are going to retire earlier.
- I'm very pleased to move here.
- We need to recruit a new marketing director.
- What kind of person are you looking for?
- We need someone with excellent leadership.
- We need someone who is very reliable and accountable.

Dialog 1: Job Qualification

Khalid : I hear you studied in Australia.

Bruce : Yes, I was there for three years. I did my master program of ... and then

I worked in a ... company in Perth.

Khalid : You were supposed to finish your study in two years. Why did you stay longer there?

Bruce : I enjoyed my job very much. I wanted to implement my internship result into the real practice. I got great experience that brings me to have this job.

Dialog 2

Usman: What time do you start working in the morning?

Zahra : I start working at 7 o'clock. It takes 10 minutes to office by bus.

Usman: Do you go out for lunch?

Zahra :Sometime yes, but I prefer eating in the canteen or eating from my lunch box.

Usman: What time do you finish working?

Zahra : At 3 p.m., but I usually work over time until 4 to 5 p.m.

Usman : That's typical

Zahra : It's suitable for a mother like me.

Dialog 3

Umar : What do you do in the company?

Fatimah : I'm in charge of live news reporting on television.

Umar : What does that involve?

Fatimah : I do a lot of travelling. Whenever and wherever I
find interesting news,
I report it on the spot.

Umar : That sounds challenging

Fatimah : It is, but I enjoy it.

Part 2: Job Interview



Useful phrases

- I am (name), the head of human resources division
- Are you ready for the interview?
- Are you well-prepared for the job interview?
- How do you know about job vacancy in this company?
- Do you have work experience with the same field?
- Can you operate computer?
- Can you speak other languages?
- I'm a hard worker and responsible person
- I love learning new things and I also have big responsibilities
- It's really good to interview you.
- Thanks for coming.

Dialog 1

Ms. Brown : Good morning. If you do not mind sit down.

Michael : Good morning. Thank you

Ms. Brown : So, your name is Michael Purwanto, right?

Michael : Yes, ma'am.

Ms. Brown : I am Jingga Brown, the head of human resources division

Michael : Nice to meet you, ma'am.

Ms. Brown : Are you well-prepared for the job interview?

Michael : Yes, ma'am.

Ms. Brown : How do you know about job vacancy in this company?

Michael : I read an ad in loker.com. I am interested to apply as a Marketing

Manager because I have the ability in that position and I am also

a graduate from Faculty of Economics with a cumlaude GPA of 3.75.

Ms. Brown : Do you have work experience with the same field?

Michael : Yes, but not as a manager. When I was at the university, I experienced

selling some products from different companies. I did great both hard and soft selling.

Ms. Brown : Can you operate computer?

Michael : Yes, I can work Ms.Word, Ms.Excel, Ms.Powerpoint, and Internet.

Ms. Brown : Can you speak other languages?

Michael : No, only English and Bahasa Indonesia

Ms. Brown : That's interesting. Tell me your strengths and weaknesses.

Michael : Well, I'm a hard worker, I love learning new things, I also have big

responsibilities in doing something. My weakness is I'm afraid I couldn't

wake up so early in the morning

Ms. Brown : Well, It's really good to interview you. I think you are the best choice to

fill that position. I'll call you after talking and listening to the director's

decision. Thank you for coming, Michael.

Michael : You're most welcome, ma'am.

Learn the instruction of the italic words in the brackets.

Dialog 2

Interviewer : How will you advance this company?

Interviewee : My expertise in marketing has brought thousands of new customers

a year for the company I've worked with.

(bring an example)

This impacts on the increase of the salary for the entire employees in the

company and reduce the company's loan at the bank in a very short time.

(provide fact and proof, so your skill is useful for the company you apply)

Dialog 3

Interviewer : Where do you see yourself in five years?

Interviewee : I've just graduated from Bachelor of Education three years ago,

but I have worked as a teacher in an international school since I was

at the second grade at the university. I also coached some students to

join lots of English competition and led some them win the national

competitions of speech, debate, and storytelling. *(be honest)*

So, I think I have to say that I still like learning in the last five years.

I'd like to contribute useful programs in the course you are leading to

make the way of learning English is easier and much fun.

(incorporate your goals and priorities into the conversation)

Dialog 4

Interviewer : Why did you choose this company?

Interviewee : It's been my dream company since I was at the university. I did a lot of

experience and developed my talent. The people in this company are the most talented in the world. Everyone is here because they want to be here, and they're the best at what they do.

Dialog 5

Interviewer : Why do you think you deserve this position?

Interviewee : I've been following this company's progress for years. Any time there

was a new release, I was all over it. Not only was my latest project focused specifically on the new language developed here, but I've

implemented it since its release six months ago.
I can see being here
for a very long time if the company continues
in the direction it's going.

Dialog 6

Interviewer : What is your biggest flaw?

Interviewee : I tend to be so polite. While I would never be
rude to anyone,

I try to keep the small talk from become
excessive in order to maintain a
“no-nonsense” reputation.

6.5 Exercise

**A. Before you are applying jobs. See whether you can
answer these questions appropriately. These
questions are somehow asked in the interview**

1. What's your biggest weakness?

2. Where do you see yourself in five years?

3. Why do you want this job?

4. Why did you leave your last job?

B. Make job vacancies you need in the company (marketing manager, chef, and supervisor of production). Design your vacancies in the boxes

below to be published in newspaper and your website.

Job Vacancy:
Marketing Manager

Job Vacancy: Chef

Job Vacancy: Supervisor Production

C. Looking at the job vacancies you made above, you want to apply one of those jobs. Write your professional application letter in the box.

Application Letter

D. Looking at the job vacancies you made above, you want to apply one of those jobs. Write your professional CV in the box.

Curriculum Vitae

E. Have a look at dialog 3 of between interviewer and interviewee. Collaborate the job vacancies above with the interview project. Write your answer.

Job Vacancy: Marketing Manager

A: How will you advance this company?

A: Where do you see yourself in five years?

A: Why did you choose this company?

A: Why do you think you deserve this position?

A: What is your biggest flaw?

Job Vacancy: Chef

A: How will you advance this company?

A: Where do you see yourself in five years?

A: Why did you choose this company?

A: Why do you think you deserve this position?

A: What is your biggest flaw?

Job Vacancy: Supervisor

A: How will you advance this company?

A: Where do you see yourself in five years?

A: Why did you choose this company?

A: Why do you think you deserve this position?

A: What is your biggest flaw?

Role #2

You are an interviewee. You apply for a staff position in that company. You are very nervous, sweating, and afraid to talk to other candidates. But you really want to talk with them.

Role #3

You are an interviewee. You apply for a supervisor position in that company, before the day of interview, you were very busy with your resignation so that you are not well-prepared

B. Perform the following roles with your partner

Role #1

You are an interviewer. You will interview three people but only one is suitable with the vision and mission of the company. Prepare your list of questions to make you easier interviewing the candidates. Some candidates are not well-prepared, decide what you will do.

Role #2

You are an interviewee. You apply for a new HR manager position in that company. You are very well-prepared and confident. But, in the middle of the interview section, she/he accepted a call, which is, not clear from whom.

Role #3

You are an interviewee. You apply for a new HR manager position in that company. Your performance is excellent, you can answer all the questions wisely and humble, and you are accepted to work there.

Role #4

You are an interviewee. You apply for a new HR manager position in that company. Your performance is excellent, you can answer each questions very well but your attitude is not good, you do not answer wisely but a but arrogant which makes the interviewer's disappointed.

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Dian Rahma Santoso was born in Sidoarjo, 24 October 1985. She graduated from SMA Muhammadiyah 2 (Smamda) Sidoarjo in 2003, continued Diploma of Tour and Travel Department in Universitas Negeri Surabaya (UNESA) and finished in 2004. She then directly focused on English in Faculty of Teacher Training and Education Universitas Muhammadiyah Malang (UMM) and finished in 2008. Studying at UMM gave her best performance in teaching English and doing business. After finishing at UMM, she continued teaching and still doing business at the same time until she finally continued her master program of English Education at Universitas Islam Malang (UNISMA) from 2013 until 2015.

This book contains simple and easy language as what has been experienced. Then, this book is also completed with conversations and role plays to make the readers easy to understand learning Business English.