

LANGUAGE REVIEW

Advice,
obligation and
necessity

1 Advice

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

2 Obligation/Necessity

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

3 Lack of obligation / Lack of necessity

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

➔ Grammar reference page 149

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

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

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

Chinese business protocol and etiquette

Greetings

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

Business cards

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

Gift-giving

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

Entertaining at home

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