

Mind Matters

The Psychology of Business and Work

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To the Students

Most English business textbooks focus on corporate policy, management theory, and accounting practices. It's all quite dry and ... businesslike! *Mind Matters* is different. It's more down to earth, more "real," more personal. It's about "people issues" at work. Its focus is workplace psychology—the thoughts, feelings, and behaviors of managers and employees—and how these affect a company's productivity and sustainability. In a nutshell, *Mind Matters* is a "self-help" guide to how to improve working life. It features thought-provoking quotes and pertinent advice from corporate leaders, business "gurus," and practicing psychologists.

In this book's 15 lessons, you will read, write, and talk about such topics as getting along with robot colleagues, overcoming office discrimination, emulating the habits of billionaire entrepreneurs, avoiding becoming an office "pest," coping with office problem personalities, and many others. As you go through the text, you will learn about and develop the "people skills" that are the "key to success" in today's fast-changing world of business. And your language skills will greatly improve to boot.

Each four-page *Mind Matters* lesson is divided into three main sections. **Getting Ready to Read** introduces you to the lesson's key vocabulary and most important business- and business-psychology-related concepts. **Reading and Reading Comprehension** comprises a short (350-375 words), accessible, but information-packed essay followed by three comprehension activities to make sure you have "mastered" the reading's details and ideas. (The third comprehension activity doubles as a unique English-composition exercise.) The activities in **Word Study, Conversation, and Listening Practice** strengthen your knowledge of key words and concepts. This section concludes with a short talk related to the lesson's topic that will boost your ability to comprehend spoken workplace English.

I am confident that you're going to get a lot out of *Mind Matters*: namely, ideas and insights that will help make you a better colleague, boss, entrepreneur, salesperson, human resources manager—a better businessperson all around.

【審査用見本についてのご注意】

本テキストは審査用見本テキストでございます。目次、内容等には大きな変更はございませんが、一部表現、誤字脱字等の修正を加える可能性もございますので、予めご諒承ください。

また、英文パッセージには日本語の注釈がつきます。ご採用の際には、「完成品」をご使用いただけますようお願い申し上げます。

TABLE OF CONTENTS

LESSON 1	What Is Business Psychology? ビジネス心理学とは何か？	8	LESSON 8	Give and Take ギブ・アンド・テイク	36
LESSON 2	The Psychology of the Job Search 就職活動の心理学	12	LESSON 9	What a Troublemaker: The Office Gossip トラブルメーカー（職場のゴシップ）	40
LESSON 3	Rest Assured 積極的な休暇のすすめ	16	LESSON 10	What a Troublemaker: The Office Control Freak トラブルメーカー（職場の仕切りたがり屋）	44
LESSON 4	Working with Robots ロボットとともに働くということ	20	LESSON 11	Handsome Is As Handsome Does 行いの立派なのが立派な人	48
LESSON 5	It's a Man's World, Part 1 会社は男社会（その1）	24	LESSON 12	My Space, Your Space 私の空間、あなたの空間	52
LESSON 6	It's a Man's World, Part 2 会社は男社会（その2）	28	LESSON 13	So You Want to Be An Entrepreneur 起業家になるためには何をしたらよいか	56
LESSON 7	Me, Myself, and I 社内で自分らしくいるということ	32	LESSON 14	Brainstorm ブレインストーミングと情報化社会	60
			LESSON 15	HR and BP 人事（HR）におけるビジネス心理学（BP）活用のすすめ	64



Getting Ready to Read

Word Wise: Scan through today's reading and find the key words in bold that match the definitions-synonyms below. Write the words on the lines. Work with a partner if necessary.

- _____ occupations or goals; objectives; vocations
- _____ fills people with enthusiasm; encourages; energizes
- _____ to achieve; accomplish; obtain or reach
- _____ real and important; genuine; authentic
- _____ dislike; contempt; mockery

What a Concept: Fill in the blank in each sentence-definition below with one of these key concepts from today's reading. Work with a partner if necessary.

customer acquisition
negotiation

employee assessment
sustainable

- _____ is the act of judging a worker's job performance.
- Something that is _____ can be kept up or continued for a long time.
- _____ means attracting customers to your shop or business.
- When you engage in _____, you try to reach agreement through open and honest discussion.

Thinking Ahead: Read the questions below. Then highlight the answers as you come across them in today's reading.

- What did early psychologists hope their findings would be used for?
- Who was Hugo Munsterberg? What was the name of his 1913 book?
- What two things does business psychology combine?
- What does business psychology aim to promote?
- Who is Peter Shallard?

Reading and Reading Comprehension

Really Reading: Read this essay carefully and then do the exercises that follow.




- Like many academics, the first psychologists were a bit snobbish. These pioneers saw their work as “pure” science. They wanted their findings applied only to important **pursuits** like education and counseling. Any psychologist who suggested that psychology could be useful for business and “money-making” was the target of **scorn**. But this didn't stop the great German psychologist and Harvard University professor Hugo Munsterberg. In 1913, Munsterberg published *Psychology and Industrial Efficiency*. This book marked the “birth” of business psychology—or industrial psychology, as Munsterberg called it.
- Today, 100 years later, thanks to Munsterberg and later disciples, business psychology is now a **legitimate** field of study. It is an essential part of any university business course, including the Master's of Business Administration, or MBA.
- Here is Britain's Association for Business Psychology (ABP) definition: “Business psychology is the study and practice of improving working life. It combines an understanding of human behavior with experience of the world of work. Its goal is to **attain** effective and sustainable performance for both individuals and organisations.” Business psychology offers advice on a wide range of “people issues” at work, says ABP. It seeks to improve employee assessment and hiring, create safe, user-friendly work environments, and stimulate leadership development.
- If you are looking forward to a career in business and management, you'll need to understand how your colleagues, staff, and clients think and feel. You'll need to know what **motivates** people and what discourages them. You'll need to learn how to get along with “characters” of all kinds. That's where business psychology comes in.
- Peter Shallard is a well-known internet management “guru.” He recently wrote: “Business psychology is the ‘magic bullet’ to client acquisition, contract negotiation, sales and marketing, expansion and growth.” Mastering business psychology is a sure-fire way to improve staff performance, energize your team, and draw in customers—to increase the “bottom line.” But most important of all, says Shallard, business psychology is the key to “doing meaningful work and making a dent in the universe.”

Comprehension 1: It's All in the Details: Write the requested information on the lines. Work with a partner if necessary. Your teacher will give you the correct answers.

- _____ a university that Hugo Munsterberg taught at
- _____ the title of Munsterberg's book
- _____ what ABP stands for
- _____ who and what ABP says business psychology aims to help
- _____ what kind of issues business psychology gives advice on
- _____ what kind of "guru" Peter Shallard is
- _____ a phrase in paragraph 5 that means "profit"
- _____ where Shallard says business psychology can make a "dent"


Comprehension 2: Reading Between the Lines: Check [X] the sentences below that are true or that can be reasonably inferred from the information in the reading. Work with a partner if necessary.

- [] Early psychologists thought that psychology shouldn't be used for making money.
- [] Today, business psychology is still not accepted as worthy of study and respect.
- [] Business psychology also aims to help people become effective leaders.
- [] You will never be able to understand people's thoughts and feelings if you don't study business psychology in university.
- [] Peter Shallard is also a university professor and company president.
- [] To Peter Shallard, helping the company make a profit is business psychology's most important function.


Comprehension 3: Q&A: Write the question you would need to ask to get each answer below. Listen to check your questions. Work with a partner if necessary.  3

- QUESTION:** _____?
ANSWER: ABP defines it as "the study and practice of improving working life."
- QUESTION:** _____?
ANSWER: It aims to create working environments that are safe and user-friendly.
- QUESTION:** _____?
ANSWER: He says it's the "magic bullet" to client acquisition, contract negotiation, sales and marketing, and expansion and growth.


Word Study, Conversation, and Listening Practice

Ways with Words: Fill in the blank in each sentence below with the correct form of a key word from *Word Wise* on page 6. Listen to check your answers. Work with a partner if necessary.  4

- Critics _____ the new novel, calling it "silly and poorly written."
- Some people believe that the new president was not _____ elected.
- After my holiday, I returned to the office feeling _____ and ready to work.
- These _____ and awards listed on your résumé are very impressive.
- What field do you plan to _____ a career in?

Talking It Over: With a partner, fill in each blank below with a key concept from *What a Concept* on page 6. Listen to check your answers. Then practice each short conversation together.  5

- A: How did your _____ go?
B: Very well. The manager seemed pleased with my job performance.
- A: What is the best way to achieve _____ profits?
B: You have to keep giving customers the products and services that they want.
- A: If we don't improve our _____, we're going to be in big trouble.
B: Dean Jones is great at attracting customers. Why don't you use him more?
- A: What happened? Why did the _____ fall through?
B: Dick Smith said something that angered our potential partners.

I Hear You: Listen to the short talk, "Incivility in the Workplace." Then read the sentences below. Circle T if the sentence is true, F if it is false. Work with a partner if necessary.  6

- T F** Incivility is defined as rude behavior and condescending comments.
- T F** The new study was conducted by the University of Arizona.
- T F** The adjective "contagious" means spreading from person to person.
- T F** Workers who have been targets of incivility often become rude themselves.
- T F** An uncivil workplace is less productive, less efficient, and less healthy.
- T F** Incivility has no effect on a company's "bottom line," however.