

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
Донецький національний університет економіки і торгівлі
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Кафедра іноземних мов

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ENGLISH FOR ECONOMISTS

Методичні вказівки до практичних занять
з дисципліни «Іноземна (англійська) мова»
для студентів спеціальностей

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О 94 English for Economists. Методичні вказівки до практичних занять з дисципліни «Іноземна (англійська) мова» для студентів спеціальностей 6.030503 «Міжнародна економіка», 6.030504 «Економіка підприємства» / Світлана Анатоліївна Остапенко. – Кривий Ріг : ДонНУЕТ, 2015. – 118 с.

Запропонована методична робота сприятиме розвитку лексичних навичок та комунікативній діяльності студентів. Робота містить вправи за темами, які вивчаються на першому етапі вивчення іноземної мови.

Зміст посібника викликає зацікавленість, пов'язану з актуальністю розроблених тем. Завдання складені на основі сучасних вимог з урахуванням розвитку комунікативної компетенції.

Навчальний посібник відповідає сучасним методичним вимогам до навчальної літератури.

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ПЕРЕДМОВА INTRODUCTION

Метою курсу «Іноземна мова (для економістів)» є формування необхідної комунікативної спроможності у сферах професійного та ситуативного спілкування в усній і письмовій формах; вдосконалення вмінь та навичок читання і перекладу, ведення бесіди з професійної тематики, писемного мовлення та роботи з комерційною документацією.

Дані методичні вказівки мають за мету набуття студентами навичок читати та перекладати тексти з побутової та професійної тематики середньої складності, спілкуватися іноземною мовою на побутові, суспільно-політичні та професійні теми в межах вивченої лексики та граматики, писати короткі повідомлення та есе іноземною мовою дотримуючись правил орфографії та граматики.

Методичні вказівки складаються з десяти розділів згідно тем, передбачених робочою навчальною програмою з дисципліни. Кожен розділ містить вправи на розвиток усіх видів мовленнєвої діяльності: аудіювання, читання, говоріння та писемного мовлення, виконання яких сприяє розвитку комунікативної компетенції студентів першого рівня вивчення іноземної мови.

UNIT 1. Business etiquette

1.1. Greetings and goodbyes

Get ready!

1. Before you read the passage, talk about these questions.

1. What do you say and do when you meet a friend?
2. Do people kiss when they greet in your country? What do you think of this?

Reading

2. Listen and read this extract from an etiquette guide. Then, choose the correct answers. How many customs are mentioned in the text?

ETIQUETTE

People around the world say hello and goodbye in different ways. In Asia, many people **bow** when they **greet** each other. This might seem strange to someone in the Middle East. There, men sometimes greet each other with a kiss on the cheek. In most countries, people **shake hands**. But in America and Europe the handshake is **firm**, while in Asia it is often soft. So what do you do when you meet people from other countries? Don't let these **customs** confuse you. Just be **polite**. When you meet, say '**Pleased to meet you**' and ask 'How are you?' When it is time to leave, say 'It **was nice meeting you**' and 'I hope we meet again.'

1. According to the guide, which is NOT a common way of greeting?
 - A saying 'Pleased to meet you'
 - B kissing each other's hands
 - C bowing
 - D shaking hands
2. How does the guide suggest people react when they experience a new greeting?
 - A shake hands firmly
 - B be polite
 - C use your best judgment
 - D follow local customs

3. What can you guess about people in Saudi Arabia?

- A They use a firm handshake.
- B They say goodbye with a kiss.
- C They don't typically bow when greeting.
- D They have similar customs to Europeans.

Vocabulary

3. Complete the word or phrase with the same meaning as the underlined part.

1. The manager said, 'I'm happy to see you'.

p _ e _ _ _ _ _ _ o _ e _ t _ _ u

2. Be polite when you meet and say hello to a client,

g _ e _ t

3. Some people kiss on the side of the face.

_ h _ e _

4. It was good to see and get to know you.

I _ _ a _ n _ _ _ _ e _ t _ _ _ _ o _

4. Read the sentence pairs. Choose where the words best fit in the blanks.

1. bow / customs

Most nations have different _____ greeting strangers.

Japanese businessmen often _____ each other.

2. kiss / shake hands

Some people don't _____ unless they are in a romantic relationship.

Business people often _____ when they come to an agreement.

3. polite / firm

Be _____ when meeting new people.

In America, a _____ handshake shows a strong personality.

Listening

5. Listen to a conversation between a manager and his colleague. Mark the following statements as true (T) or false (F).

1. The manager advises his colleague to bow. _____
2. The manager advises his colleague to shake hands softly. _____
3. The manager suggests shaking hands with Mr. Yakamoto. _____

6. Listen again and complete the conversation.

Manager: When you meet Mr. Yakamoto, be very 1_____. He is a very important client.

Colleague: It's the Japanese 2_____ to bow. Should I do that?

Manager: No, you don't have to bow. Just say '3_____ meet you' and 4_____.

Colleague: Okay.

Manager: But don't make your handshake too 5_____. Japanese people usually have a softer handshake.

Colleague: And when he leaves? What then?

Manager: Just say 'It was 6_____ and shake his hand again.

Colleague: Okay, that's fine!

Speaking

7. With a partner, act out the roles below.

Student A: give advice to your colleague about how to:

- greet a client
- shake hands
- say goodbye

Student B: You are meeting a client from another country. Ask student A for advice about greetings.

Writing

8. Use the conversation 7 to complete the memo.

When greeting clients, you must always _____

With American clients, _____

With Japanese clients, _____

When you greet the client, say _____

When the client leaves, say _____ and _____

1.2. Introductions

Get ready!

1. Before you read the passage, talk about these questions.

1. What are some situations in which you have to introduce people?
2. What are the differences between good and bad introductions?

Reading

2. Read this extract from an etiquette guide, then mark the following statements as true (T) or false (F).

INTRODUCTION ETIQUETTE

Imagine you are at a conference, talking to a **colleague**. Suddenly an old friend greets you. Of course you are happy to see him and you start talking excitedly. Stop! What about your colleague? Don't leave her alone. **Introduce** your friend and colleague by saying "**I'd like you to meet ...**" or "**Let me introduce you to ...**" Make sure each person understands your **relationship** with the other, and **mention** each person's **occupation**. Think of something the two have **in common** and **steer the conversation** in that direction. This way, neither of them will feel **left out**.

1. End a conversation with a colleague before talking to friend. _____
2. Do not talk about work when introducing two people. _____
3. Mentioning people's common interest makes them feel included. _____

Vocabulary

3. Choose the word that is closest in meaning to the underlined part.

1. James likes to talk about his job.

A relationship B colleague C occupation

2. Change the topic away from politics.

A mention B steer the conversation C introduce

3. Karen is talking to a person with whom she works.

A colleague B relationship C conversation

4. Let me tell you the name of my friend, Bob.

A steer the conversation B leave out C introduce you to

4. Place a check (V) next to the response that answers the question.

1. Have I met your friend before?

A _ No. Mary, I'd like you to meet Polly.

B _ Yes. My friend Polly feels left out.

2. What's your relationship with Helen?

A _ She didn't mention your name.

B _ She's my colleague.

3. Can I introduce you to my colleague, Daniel?

A _ Sure! Nice to meet you Daniel.

B _ Don't mention it.

Listening

5. Listen to a conversation between two men and a woman. Mark the following statements as true (T) or false (F).

1. The woman is introduced to the friend of a colleague. _____

2. The speakers are at the woman's birthday party. _____

3. All three speakers are in the same soccer league. _____

6. Listen again and complete the conversation.

Man 1: Sarah, I'd like you to meet 1 _____ John. John, this is Sarah.

Woman: Hi John, it's a pleasure to meet you.

Man 2: And nice to meet you, too. How do you two know 2 _____ _____?

Woman: Oh, we work together.

Man 2: That's right. Bob mentioned that some of his colleagues were coming to
3 _____ party.

Man 1: You know, Sarah, you and John have something 4 _____.

Woman: 5 _____? What's that?

Man 1: 6 _____ in the same adult soccer league.

Speaking

7. In groups of three, act out the roles below.

Student A: Introduce two people who do not know each other. Be sure to mention:

- names
- similar interests

Student B and C: Greet the person you are introduced to. Find out: • how he or she knows Student A.

Writing

8. Fill out the journal entry. Use today's date.

Date _____

Today, I went to _____

While I was there, I met S/He works with _____

We have something in common. We _____

Hopefully, we'll meet again.

1.3. Small talk

Get ready!

1. Before you read the passage, talk about these questions.

1. What do you talk about with someone you don't know well?
2. What do you do when the conversation is going poorly?

Reading

2. Read this extract from a blog, then complete the table using information from the passage.

It happens to everyone. Somebody introduces you to a friend and then walks away. Now you're standing with somebody you don't know. What do you talk about?

The **weather** is always a possibility. But there isn't always much to say. To make a conversation **flow**, it's better to ask questions. Ask the other person what they do for a **living**, and what their job **involves**. **Discussing** your own former jobs is a good option, too.

Other safe **topics** include your home town and your education. But **avoid** asking people about their **religion**, age and **marital status** until you know them better.

When talking to someone you don't know ...	
talk about...	1 _____
ask about...	2 _____ what their job involves
discuss...	jobs you did in the past 3 _____ 4 _____
don't talk about...	religion 5 _____ marital status

Vocabulary

3. Fill in the blanks with the correct words from the word bank.

avoid discuss flow involves living

1. What does Heidi do for a _____?
2. Graham's job _____ buying supplies.

3. _____ personal topics with strangers.
4. Helen's conversation with Rick didn't _____.
5. Fiona chose not to _____ religion with clients.

4. Match the words (1-5) with the definitions (A-E).

- | | | |
|------------------|----------|---|
| 1 small talk | A | a polite conversation about everyday things |
| 2 weather | B | a belief or worship of a god or gods |
| 3 topic | C | the temperature, rain, clouds and wind |
| 4 religion | D | the condition of either being married or single |
| 5 marital status | E | a subject for conversation or study |

Listening

5. Listen to a conversation between a businessman and a colleague. Check (V) the topics that are suggested to talk about.

- | | | |
|---------------|-------------------|-------------------------|
| 1. age _____ | 3. religion _____ | 5. marital status _____ |
| 2. work _____ | 4. weather _____ | 6. education _____ |

6. Listen again and complete the conversation.

Businessman: Sarah, I have to take a phone call. Please make 1 _____
_____ with Mr. Jensen until I'm free.

Colleague: But I don't know him! I have nothing to talk to him about.

Businessman: Just ask him what he does for 2 _____.

Colleague: But I already know what his work 3 _____. After
all, he's our consultant.

Businessman: Then why don't you 4 _____ weather?

Colleague: It's not a very interesting 5 _____.

Businessman: Well, I'm sure you'll think of something. Just don't bring up his
6 _____.

Colleague: Good to know, thanks.

Speaking

7. *With a partner, act out the roles below.*

Student A: You cannot meet with a client. Ask student B to make small talk.

Suggest:

- topics to discuss
- topics to avoid

Student B: Your boss wants you to make small talk with a client. Ask what to talk about.

Writing

8. *Fill out the email.*

Dear __ ,

You said you are worried about making small talk in your new job. Here are some ideas.

Ask lots of questions because _____.

Ask questions about _____.

You could also discuss _____.

Avoid talking about _____.

At least until _____.

Hope this helps!

a

_____ the

_____.

1.4. Ending conversations

Get ready!

1. *Before you read the passage, talk about these questions.*

1. When might you have to end a conversation before someone has finished talking?
2. What are some phrases people can use to end a conversation politely?

Reading

2. Listen and read this excerpt from an advice column. Then, choose the correct answers. How many ways does it give to end a conversation?

ANGIE'S ADVICE

Dear Chatty Colleague,

Everyone has a colleague that can talk too much. These little chats' can **take up** a lot of **time**. It is often hard to end the conversation without being **rude**, but there are some things you can do to improve the situation. Here are some polite **phrases** to help you in the future.

- Anyway, I'd better **run**.
- I should **get back** to work now.
- **I'm afraid** I'm very busy at the moment. Can we talk later?
- Unfortunately, I don't **have the time**.

All these phrases signal the end of a conversation, so hopefully your talkative co-worker will let you return to work. Remember to always keep a polite **tone**, so you don't cause **hurt feelings**. Good luck!

1. What is the main idea of the advice column?

- A** how to politely exit a conversation
- B** the proper time for certain conversations
- C** ways to improve conversations with co-workers
- D** types of conversations not to have at work

2. According to the passage, what action will prevent a co-worker from feeling bad?

- A** returning to work
- B** talking to someone later
- C** speaking in the correct tone
- D** ending a conversation quickly

3. According to the passage, which is NOT true?
- A** Small talk at work can cost a lot of time.
- B** Ending a conversation can cause hurt feelings.
- C** Most offices have a person who talks a lot.
- D** It is rude to end a conversation with a co-worker.

Vocabulary

3. Write a word that is similar in meaning to the underlined part.

1. The salesman was impolite and unfriendly.

___ e

2. John needs to return to work.

___ _ a ___

3. Patrick should leave now or he will be late.

b ___ t ___ ___ n

4. Knowing a few foreign groups of words is useful when traveling.

p _ _ _ _ _ s

5. Too much conversation at work uses a lot of time.

___ e _ _ _

4. Fill in the blanks with the correct words and phrases from the word bank.

busy tone unfortunately afraid

have a lot of time hurt someone's feelings

1. _____, Jim will not be attending the meeting.
2. Ms. Baker isn't polite and is going to _____.
3. The businessmen _____ because their plane is late.
4. The office is _____ since there are many people working.
5. Mr. Fox is _____ that he'll be late.
6. Use the right _____ of voice in work conversations.

Listening

5. Listen to a conversation between two colleagues. Mark the following statements as true (T) or false (F).

1. The man recently took a trip. _____
2. The woman tries to end the conversation. _____
3. The speakers plan to talk the next day. _____

6. Listen again and complete the conversation.

Colleague 1: Hey John! How are you? How was your 1 _____?

Colleague 2: Oh, hi Susan. It was wonderful. Aruba is 2 _____.

Colleague 1: Wow! I want to go to the Caribbean. Was the weather nice?

Colleague 2: Yes, the weather was fantastic. And the people are very 3 _____.

Colleague 1: Great. Tell me more. Was it 4 _____?

Colleague 2: Well, I'm afraid I'm really busy at the moment. Can we talk 5 _____?

Colleague 1: Sure, no 6 _____.

Colleague 2: Okay. See you then.

Speaking

7. With a partner, act out the roles below.

Student A: You work with Student B. Talk to him or her about:

- vocation
- weather
- expenses

Student B: Answer student A's questions and politely end the conversation.

UNIT 2. JOBS IN BUSINESS

2.1. Your job

Get ready!

1. Before you read the passage, talk about these questions.

1. What kind of jobs match your personality? Why?
2. What kind of jobs are not a good match for your personality? Why not?

Reading

2. Listen and read this webpage. Then, mark the following statements as true (T) or false (F). What jobs are best suited for a conventional personality? Why?

JOB – compatibility

Thank you for taking our job-compatibility test. Please read your results below.

According to our test, you have a ‘conventional’ personality type. This means you like to have order in your life. As a result, you work best in organized **environments**. An **office** is a good place for you to work.

The following **occupations** are best suited for conventional personalities:

- **Accountant**
- **Bank Clerk**
- **Factory Worker**

But these occupations tend to frustrate conventional personalities:

- **Teacher**
- **Designer**
- **Salesperson**

Remember, there’s more to a job than how much you earn. Choose an occupation that suits you!

1. People with conventional personalities have messy offices. _____
2. The person who took the compatibility test should not become a salesperson. _____
3. Teachers frustrate people with conventional personalities. _____

Vocabulary

3. Match the words (1-6) with the definitions (A-F).

- | | | |
|--------------|----------|------------------------------|
| 1 accountant | A | a person who sells products |
| 2 bank clerk | B | a person who educates others |

- | | | |
|------------------|----------|--|
| 3 factory worker | C | a person who assembles products |
| 4 teacher | D | a person who organizes financial records |
| 5 designer | E | a person who shapes how something looks |
| 6 salesperson | F | a person who works in financial institutions |

4. Place a check (V) next to the response that answers the question.

- Do you consider compatibility an important part of picking a career?
 - A** Yes, making enough money matters most. _____
 - B** Yes, feeling comfortable at work is a big deal. _____
- Does she want to meet in Mr. Barrett's office later?
 - A** Yes, she said to be there at 3:00. _____
 - B** No, I don't want an expensive lunch. _____
- Robert needs a quiet environment to study in. Where can he go?
 - A** The library is probably the best place. _____
 - B** He is a very good student. _____
- What is your father's occupation?
 - A** He likes to play chess after work. _____
 - B** He's a salesman at a large store. _____

Listening

5. Listen to a conversation between two friends. Mark the following statements as true (T) or false (F).

- The woman has a 'conventional' personality type. _____
- The man thinks that the test results are accurate. _____
- The woman believes she would be a successful nurse. _____

6. Listen again and complete the conversation.

Man: Hey, Jenny. Did you take that 1 _____ - _____ test I sent you?

Woman: Yeah, it was really interesting. The results say I have a 2 '_____'

personality.

Man: Really? What does that mean?

Woman: It means I'm 3_____ and helpful.

Man: So what kind of jobs did it recommend?

Woman: Any social occupation. Like 4_____ or teaching.

Man: I have to 5_____ I can see you doing either of those jobs.

Woman: Thanks. I think I'd make a pretty good 6_____.

Speaking

7. With a partner, act out the roles below.

Student A: You have taken a job-compatibility test. Talk to Student B about:

- personality type
- job recommendations
- your reaction

Student B: You sent Student A a job-compatibility test. Talk to Student A about the results.

Writing

8. Complete the job-compatibility test results.

JOB-COMPATIBILITY TEST RESULTS

You have a _____ personality.

You are _____

You would be compatible with these careers:

You may not be compatible with these careers

2.2. Types of work

Get ready!

1. Before you read the passage, talk about these questions.

1. When is it better to have a part-time job rather than a full-time job?
2. What are the advantages and disadvantages of temporary work?

Reading

2. Listen and read this extract from a job site. Then, mark the following statements as true (T) or false (F). What jobs are on offer?

JOB OPENING at TECH WORLD

FULL TIME: (40 hours per week). We have a full-time position for a computer programmer with 3 or more years of **experience** using C++ programming language. Includes pension plan.

FULL TIME: (45 hours per week). We have vacancies for data-entry clerks. No experience necessary. **Opportunities** for overtime.

PART-TIME: (20 hours per week). There are opportunities available for customer service operators on a **permanent** and **temporary** basis. All training will be provided. A **retirement plan** is available for permanent employees.

Techworld employees must sign a **contract** upon employment, and Techworld has the right to **terminate** employees at will.

1. The programming position requires programmers to sign a contract. _____
2. There are multiple positions available for data-entry clerks. _____
3. Temporary employees cannot enroll in a retirement plan. _____

Vocabulary

3. Place a check (V) to the response that answers the question.

1. Do you work part-time?

A Yes, I only work on Mondays and Thursdays. _____

B Yes, I work nine hours a day, five days a week. _____

2. Do you have experience working with computers?
A Yes, I hope there will be a lot of opportunities. _____

B Yes, I worked in a computer department. _____

3. Is your job temporary?

A Yes, it's only for six months. _____

B Yes, I only work three hours a day. _____

4. Does your job come with a pension plan?

A Yes, it puts \$100 a month into a retirement fund. _____

B Yes, I'm planning to retire at the end of the year. _____

4. Write a word that is similar in meaning to the underlined parts.

A Tina's job is five days a week, eight hours a day.

f _ _ _ - _ _ _ e

B The company has no new jobs available.

_ a _ _ _ _ _ s

C The company offers a good plan for pensions.

_ e _ _ _ _ m _ _ _ _ p _ _ _ _

D Everyone has to sign a work agreement.

_ _ _ _ t _ _ _ _ _

E The boss wants to fire Charles.

t _ _ m _ _ _ t _

Listening

5. Listen to a conversation between two employees. Mark the following statements as true (T) or false (F).

1. The man is a full-time employee. _____

2. The man has signed up for the retirement plan. _____

3. The woman was first hired as a temporary worker. _____

6. Listen again and complete the conversation.

Man: Excuse me, is this the break room?

Woman: It is, come in. What's your name?

Man: Ben. I just started working 1_____ in customer service.

Woman: Nice to meet you. I'm Lyn. So how do you like it?

Man: It's great. I wish I could keep the job 2_____ and get the 3_____.

Woman: Oh, you're a 4_____ hire? Don't worry, that's how I started, too.

Man: But you got a 5_____ position? How?

Woman: I told my manager I was 6_____, and I worked really hard.

Speaking

7. With a partner, act out the roles below.

Student A: You are a new employee. Talk to Student B about:

- your job
- what you want
- how Student B achieved a goal Make up personal details for yourself.

Student B: You are Student A's co-worker. Introduce yourself and answer Student A's questions.

Writing

8. Use the conversation from Task 7 to complete the note from an employee to a manager. Make up a name for the manager.

Dear _____,

This is _____. I'm writing to inform you that I am interested in _____.

I am willing to _____ in order to achieve this goal. Please tell me if there is anything else I can do.

Sincerely, _____.

2.3. Skills and qualifications

Get ready!

1. Before you read the passage, talk about these questions.

1. Should jobs that require special skills pay more than unskilled jobs? Why?
2. Do you think that skilled workers work harder than unskilled workers? Why?

Reading

2. Read a job advertisement from a newspaper. Then, choose the correct answers.

Bio Labs seeks both SKILLED and UNSKILLED workers.

Skilled Positions: We need skilled **research** assistants. **Qualifications** required include a degree in biology and research experience in a laboratory setting. Computer skills are **desirable**, but a **training course** is available for new employees.

Unskilled Positions: We also need workers for maintenance positions and basic data entry. Experience is not **necessary** for **applicants** to be considered. These positions have **on the job** training. Maintenance positions are available for both day and evening **shifts**.

To set up an interview, please contact Alice Behan. Call 555-765-9875 between the hours of 9 am and 5 pm, Mondays through Fridays.

1. What is the passage mostly about?
 - A the daily tasks of open job positions
 - B several vacancies at a research company
 - C the need for more skilled workers
 - D an opportunity to train workers
2. A research assistant at Bio Labs must
 - A be able to enter data.
 - B have studied biology.
 - C be familiar with computers.
 - D be available for day and night shifts.
3. Which of the following NOT true of maintenance jobs?
 - A Training is provided on the job.

- B** Applicants must have experience.
- C** Some maintenance employees work at night.
- D** They require fewer qualifications than research assistants.

Vocabulary

3. Match the words (1-5) with the definitions (A-E).

- | | |
|--------------|--|
| 1 unskilled | A needed |
| 2 desirable | B not requiring special training |
| 3 skilled | C wanted, but not needed |
| 4 necessary | D requiring special training or education |
| 5 on the job | E happening while someone is at work |

4. Write a word that is similar in meaning to the underlined part.

1. What period of work are you scheduled for?

___ f _

2. John doesn't meet the requirements.

___ l _____ o _ s

3. Do scientific studies on how the business is performing.

r _____ r _ _

4. People trying to get an available job should send their resume to the address below.

a _____ s

5. An educational class is available.

t _____ n _____ r _ _

Listening

5. Listen to a conversation between an applicant and a manager. Mark the following statements as true (T) or false (F).

1. The applicant has experience as a research assistant. _____
2. The manager started her career at Bio Labs. _____
3. The applicant has used computers during lab research. _____

6. Listen again and complete the conversation.

Manager: Good morning. Thanks for coming in.

Applicant: I'm 1 _____ . I'd love to work at Bio Labs.

Manager: Well, it's a great place to start a career in science. Now, let's talk about your 2 _____.

Applicant: Well, I was a 3 _____ biology professor's lab.

Manager: And for how long were you there?

Applicant: For about two years.

Manager: Great. So did you 4 _____ his data through 5 _____?

Applicant: No. He liked to 6 _____ by himself.

Speaking

7. With a partner, act out the roles below.

Student A: You are interviewing an applicant. Ask Student B about:

- experience
- length of experience
- computer use

Student B: You are applying for a job. Answer Student A's questions.

Writing

8. Use the conversation from Task 8 to complete the manager's notes from the interview. Use your own name.

Applicant Name: _____

Position Wanted: _____

Applicant has degree? Y / N

Previous Experience: _____

Length of Experience: _____

Computer Skills: _____

Suggested for hire? Y / N

UNIT 3. MONEY MATTERS

3.1. Figures

Get ready!

1. Before you read the passage, talk about these questions

1. What are some different ways to express numbers and figures?
2. What are the consequences of mistakes in figures?

Reading

2. Listen and read this excerpt from a business memo. Then, choose the correct answers. How much do they need to increase their sales by to reach the level of sales in the previous year?

Staff,

As you know, our sales **figures** this year are very low. Our sales in Europe fell by 13 **percent** in the last **quarter**, which is the biggest **percentage** fall ever.

Our sales are only \$1.34 billion, to be exact. The recent financial crisis was very bad. First, we lost a huge **fraction** of our business - **approximately** 1/6 of our Asian clients. Second, our national **currency** lost value; the Euro is now stronger than the dollar.

Fortunately, the experts **forecast** some good figures. They **estimate** a 3% increase in sales by the end of next year. Still, we'll need to double that in order to make up what we have lost last year.

1. What is the business report mostly about?

- A poor sales figures
- B a strategy to increase sales
- C reasons the staff is being reduced
- D how to increase the number of clients

2. What can be inferred about the company?

- A It does most of its business in Asia.
- B It earned more than \$1 billion last year.

C It is forecasted to double its sales next year.

D It estimates that the Euro will lose value.

3. Which is NOT a problem for the company?

A their currency

B the Asian market

C the sales forecast

D their sales figures

Vocabulary

3. *Choose the word that is closest in meaning to the underlined part.*

1. The boss wants the official numbers in a report today.

A figures **B** currency **C** forecast

2. The worst time was the last three months of the year.

A percentage **B** forecast **C** quarter

3. Many countries use their own form of money.

A fraction **B** currency **C** percentage

4. *Read the sentence pairs. Choose where the words best fit in the blanks.*

1. **fraction / percent**

The firm's market share increased by fifteen _____.

The business lost a small _____ of its clients.

2. **Forecast / Estimate**

_____ the sales for next year.

Ms. Elm can only _____ the cost, she doesn't know it exactly.

3. **exact / approximately**

The sales figures for this year are _____ \$1 million.

Get the _____ figure, not a guess.

Listening

5. *Listen to a telephone conversation between two colleagues. Mark the following statements as true (T) or false (F).*

1. The man called to confirm the results of a report. _____
2. The woman has not completed the report yet. _____
3. The company's market share increased. _____

6. Listen again and complete the conversation.

Colleague 1: Hello.

Colleague 2: Hello, Phyllis. Lucas 1 _____.

Colleague 1: Oh, hi Lucas. What can I do for you?

Colleague 2: I'm actually calling about your sales report for the 2_____. Is it ready?

Colleague 1: Almost, I'll finish it later today. I can send it to you by this 3_____.

Colleague 2: Great. How about the 4_____? Do they look good?

Colleague 1: Amazing! Our sales figures are better than 5_____. And our market share is 3 percent 6_____ than last quarter.

Colleague 2: Wow! That is great news.

Speaking

7. With a partner, act out the roles below.

Student A: Call one of your employees to ask about a sales report. Talk to Student B about:

- the report
- if it is complete
- the results

Student B: Your boss calls you to find out about a sales report. Create figures and tell Student A about:

- status of the report
- sales figures
- market share

Writing

8. Complete the notes.

BENTLEY'S SALES DEPARTMENT

Name of salesperson: _____

Report Complete? Y / N

Due date: _____

Sales results for the quarter:

Sales figures _____

Market share _____

3.2. Prices

Get ready!

1. Before you read the passage, talk about these questions.

1. What are some things that can affect the price of a product?
2. How can you get the best price on a product?

Reading

2. Listen and read part of an advertisement from a furniture retailer. Then, mark the following statements as true (T) or false (F). Say three things you remember from the text.

HORTON'S

Horton's is famous for offering high **value** products at excellent prices. Our competitors sell similar items of the same quality for twice as much!

We always deliver great products at a fair price.

Our new line of oak furniture, Britannia, is no exception. Our **basic prices (excluding tax)**, are listed on the back of this brochure. They are very reasonable and we ship anywhere in the world.

Call today to get a free **price quote** that includes all taxes, **fees** and **shipping costs**. Quotes for orders within the USA include **sales tax**, and we can calculate **VAT** for most orders outside the USA.

This new furniture is well **worth** the call!

1. Taxes have been added as a part of all listed prices. _____
2. The company lowered the price of its newest line. _____
3. Horton's ships its furniture internationally. _____

Vocabulary

3. Match the words (1-7) with the definitions (A-G).

- | | |
|-----------------|---|
| 1 exclude | A valuable |
| 2 tax | B money that a government collects |
| 3 fee | C money that is paid for some service |
| 4 worth | D to leave out or not include |
| 5 shipping cost | E an extra charge added to purchases that goes to a government |
| 6 sales tax | F the amount a product will cost before additional charges are added |
| 7 basic price | G the amount of money charged to a customer in order to deliver an item |

4. *Check (V) the sentence that uses the underlined parts correctly.*

- 1 A A good value product is reasonably priced and good quality. _____
 B Customers pay shipping costs when picking up goods. _____
- 2 A The basic price of this chair includes all taxes and fees. _____
 B The table cost two hundred dollars before adding VAT. _____
- 3 A Consumers compare price quotes from different shops. _____
 B The salesman added a sales tax in order to increase his profits. _____

Listening

5. *Listen to a conversation between a salesman and a customer. Choose the correct answers.*

1. What is the dialogue mostly about?
 A changing the items in a furniture order
 B researching the price of a piece of furniture

C describing price differences in types of furniture

D explaining why a price was higher than expected

2. What is the least expensive charge?

A basic price

B sales tax

C shipping costs

D price quote fee

6. Listen again and complete the conversation.

Salesman: Horton's Furniture, David speaking. How can I help you?

Customer: Hi. I'd like a free 1 _____ on the oak furniture in your brochure.

Salesman: Yes, the Britannia line. I just 2 _____ what furniture and where you're calling from.

Customer: It's the dining table, and I'm in New York City.

Salesman: Okay, our 3 _____ is \$1,2000, but the 4 _____ it's about \$1,300.

Customer: Does that include 5 _____ costs?

Salesman: No, with shipping, it will be another \$ 6) _____.

Customer: Got it, thanks.

Speaking

7. With a partner, act out the roles below.

Student A: You are a Salesperson. Tell Student B the price of a product. Include:

- basic price
- price including tax
- any extra fees

Student B: Call student A about a new product. Ask about the pricing. Make up a piece of furniture you would like to buy.

Writing

8. Complete the sales receipt.

HORTON'S SALES RECEIPT

Product: _____

Basic price: _____

Price with tax: _____

Shipping Costs: _____

Delivery to: _____



3.3. Pay and benefits

Get ready!

1. Before you read the passage, talk about these questions.

1. What kinds of jobs pay the highest and lowest salaries?
2. Do you think the most difficult jobs always get the highest wages?

Reading

2. Listen and read this pay guide for new employees. Then, choose the correct answers. How can an employee earn more money?

PAY INFORMATION

All new employees start at **minimum wage**. This means you **earn** \$7 per hour from 9 am to 5 pm. But this is not your entire **salary**. There are many ways to earn more than this.

There is extra pay for evenings and weekends. **Overtime** is 1.5 times the normal **rate**: \$10.50 per hour.

We offer a **commission** of 2% on any sales over \$50. The commission rises to 3% on sales over \$500. Our best sales people can **double** their basic salary with commission!

Every six months there is a **pay review**. In a pay review we sit down together and talk about your **performance**. All employees who perform well get a **raise**. So, show us what you can do!

1. What is the purpose of the guide?
 - A to explain the parts of a pay review
 - B to describe an available job position
 - C to compare salesmen and new employee pay
 - D to inform employees of ways to earn more money
2. Employees earn twice as much money by
 - A working overtime
 - B making commission
 - C earning pay raises
 - D completing pay reviews
3. What is discussed at a pay review?
 - A increasing an employee's work hours
 - B an employee's overtime opportunities
 - C how well an employee is working
 - D an employee's level of commission

Vocabulary

3. *Match the words (1-6) with the definitions (A-F).*

- | | |
|----------|--|
| 1 double | A to receive something in exchange for work |
| 2 salary | B a set amount of money an employee will earn per month or |

3 commission year

4 minimum wage **C** the lowest rate of pay that is usually provided to new employees

5 earn

6 performance **D** a percentage of the profit of a sale given to the employee who arranged the sale

E the act of doing a particular task or job

F to multiply by two

4. Fill in the blanks with the correct words and phrases from the word bank.

overtime rate raise pay review

1. Ellen requested to work _____.
2. Carl has his yearly _____ later today.
3. Keith was happy to earn a _____.
4. This _____ of pay for this job is too low.

Listening

5. Listen to a conversation between two employees. Mark the following statements as true (T) or false (F).

1. The woman asks for a pay raise. _____
2. The man denies the woman's request. _____
3. The woman can work extra hours on weekends. _____

6. Listen again and complete the conversation.

Employee 1: Hi John. Can you do me a favor?

Employee 2: Maybe. What is it?

Employee 1: Well, I'm making 1 _____ . And \$7 an hour isn't much.

Employee 2: Yeah, that's hard. I remember what it was like before my 2 _____ .

Employee 1: So I'm hoping to earn some 3 _____ . Can I take one of your
4 _____ ?

Employee 2: Oh, sorry. I need all the hours I can get. But I know they need help on 5_____.

Employee 1: I didn't know that. How can I 6_____?

Employee 2: Just talk to Mary, the weekend manager.

Speaking

7. With a partner, act out the roles below.

Student A: You want to earn more money. Talk to Student B about:

- current rate of pay
- extra shifts
- overtime

Student B: Answer Student A's questions about increasing pay. Make up a name for the weekend manager.

Writing

8. Make notes about the different ways to increase your salary based on the conversation from Task 7 and the pay guide for employees.

OVERTIME HOURS REQUEST

Name: _____

Current rate of pay: _____

Overtime rate of pay: _____

Reason for Request: _____

When you would like extra hours: _____

UNIT 4. BUSINESS COMMUNICATION

4.1. Types of meetings

Get ready!

1. Before you read the passage, talk about these questions

1. How has technology changed the way businesses have meetings?
2. What can make a meeting successful or unsuccessful?

Reading

2. Listen and read the extract from the manager's planner. Then, choose the correct answer. What will the manager talk to the sales team about?

THURSDAY 18TH MAY

MORNING:

- **Departmental** Meeting, 10 am, room 194
- **Update** staff on new company structure
- **Address** staff problems from changes to company structure.

AFTERNOON:

- ~~Lunch Meeting with Roy Johnstono to discuss health and safety. 12.30, Director's Restaurant.~~ **POSTPONED.** Now 22nd May, 1pm.
- **Chat** with Celine Stengle about information for new employees. Level 3 Meeting Room
- **Set up** an **induction** meeting for all new employees in mid June. Ask Celine for their contact details.
- Sales Team Meeting at 3:00

Agenda: Discuss reasons for last year's poor sales

Brainstorm new marketing ideas

EVENING:

- Dinner with the **board** of directors to discuss financial issues relating to the new site. 7.-30 pm, Legacy Restaurant

NOTES:

- Remember to **cancel** the meeting with Tomako Yutsihiro, (May 31st) because it **clashes** with the company's **AGM**.
- **Arrange** a meeting with Clement Yee to discuss last year's sales

1. Who will the manager NOT meet on Thursday?

- A Roy Johnstone
- B Celine Stengle
- C the sales team
- D the board of directors

2. What can be inferred about the company?

- A It had good sales the previous year.
- B It recently hired new workers.
- C It is closing its old site.
- D It makes safety equipment.

3. When will the manager discuss financial issues?

- A in the morning
- B at lunchtime
- C in the afternoon
- D in the evening

Vocabulary

3. Read the sentences and choose the correct meaning of the underlined words.

1. The company is having its AGM on Thursday.

- A Associated Growers Meet
- B Annual General Meeting
- C Administration Governance Meeting

2. New staff members must attend an induction meeting.

- A a meeting to discuss employee problems
- B a meeting to introduce staff to the company
- C a meeting to brainstorm new ideas

3. An hour is long enough to have a chat.
- A brief talk
 - B formal meeting
 - C argument
4. The problem was addressed by the manager.
- A discussed
 - B forgotten
 - C written down

4. Place a check (V) next to the response that answers the question.

1. Can you arrange a meeting with the team?
- A Yes, I'll set it up. _____
 - B Yes, I'll cancel it. _____
2. The appointment clashes with her board meeting.
- A OK, well we can postpone it. _____
 - B Great! See you at the meeting! _____
3. Will you tell the staff about the changes?
- A Yes, I'll brainstorm some ideas. _____
 - B Yes, I'll update them. _____

Listening

5. Listen to a phone call between two co-workers. Then mark the following statements as true (T) or false (F).

1. The woman cannot attend the morning meeting. _____
2. The man will explain the new policies alone. _____
3. The woman will explain her summaries to the staff. _____

6. Listen again and complete the conversation.

Employee 2: Hi Derek, it's Liz. Is there any way we can 1 _____ the

meeting this morning?

Employee 1: I don't think so. We need to 2 _____ the staff on the new company policies.

Employee 2: I only want to postpone it until this afternoon. 3 _____ three o'clock?

Employee 1: No, I have another meeting then. Why do you want to change it anyway?

Employee 2: It 4 _____ my meeting with the board of directors. I'm sorry, I only just realized it.

Employee 1: Well, I guess I can 5 _____.

Employee 2: Is that okay? I can 6 _____ all of my summaries.

Speaking

7. With a partner, act out the roles below.

Student A: You need to change the time of a meeting. Talk to Student B about:

- setting a new time
- reason for change
- meeting material

Student B: Talk to Student A about changing the time of a meeting and who will run it.

Writing

8. You are a manager. Write a memo to your team to postpone a meeting. Talk about:

- When and where the meeting was originally
- When and where the new meeting will be
- What you want to discuss in the meeting

4.2. Meeting etiquette

Get ready!

1. Before you read the passage, talk about these questions.

1. What are the challenges and responsibilities of running a meeting?
2. What are some behaviors that would be considered rude at a meeting?

Reading

2. Read the blog from a business website. Then, read the summary of the dialogue. Fill in the blanks with the correct words from the word bank.

BUSINESS BLOG

Some meetings are really unproductive. People **bicker** - they **talk over** others and don't listen. Consequently, meetings drag on and on. This wouldn't happen if businesses had a set of meeting rules. Instead, meetings would be useful, productive and short! Here are my suggestions for meeting etiquette.

- **Send your apologies** if you cannot attend. Your colleagues may be waiting for you so they can start the meeting.

- **State your opinion** once only. If it's a good idea, people will **take note**. There's no need to **repeat yourself**.

- If you **disagree** with someone, don't **interrupt**. Wait until the other person finishes speaking, and then state your **objection**.

- Don't use **jargon**. Your colleagues may not be specialists in your field, so they will need to keep **asking for explanations**. This **wastes time**. Talk in everyday language so that everybody can understand.

attend common unproductive state

The writer believes that meetings are 1_____ because people argue and don't listen. The writer recommends that people say sorry if they cannot 2_____ a meeting. They should 3_____ their opinions just once and use 4_____ language.

Vocabulary

3. Choose the word that is closest in meaning to the underlined part.

1. Write a message saying sorry if you cannot attend.

A State your opinion

B Send your apologies

C Ask for an explanation

2. It is unprofessional to argue in an immature way during meetings.

A interrupt

B disagree

C bicker

3. It's rude to talk when other people are talking.

A repeat yourself

B talk over other people

C take note of other people

4. During meetings Jane says the same thing again and again.

A repeats herself

B disagrees

C interrupts

4. Read the sentence pairs. Choose where the words best fit in the blanks.

1. **objection / jargon**

Does anyone have a(n) _____ to this suggestion.

_____ should only be used if everyone understands it.

2. **waste time / take note**

_____ of any important changes.

Don't _____ arguing.

3. **ask for an explanation / state your opinion**

It is important to _____ if the material is confusing.

Please do not _____ until the chairman invites you to do so.

Listening

5. Listen to a conversation between an employee and a manager. Mark the following statements as true (T) or false (F).

1. The woman feels the meetings are not productive. _____
2. The man wants people to speak less in meetings. _____
3. The man will write a set of rules for meetings. _____

6. Listen again and complete the conversation.

Employee: It's these meetings. They're really getting 1 _____ .
What do you mean?

Manager: People always 2 _____ . It wastes so much time.

Employee: I disagree. I want to 3 _____ people to speak if they have an objection.

Manager: That's good. But they shouldn't 4 _____ other people or repeat themselves over and over.

Employee: Okay, I agree with that.

Manager: Also, it might help if we asked the engineers to use less 5 _____ .

Employee: We lose a lot of time just asking what certain words mean.
Maybe we need to 6 _____ some guidelines for

Manager: meeting etiquette.

Speaking

7. With a partner, act out the roles below.

Student A: You have ideas to improve meetings. Talk to Student B about:

- use of time
- problems and behaviors
- suggestions

Student B: You are a manager. Talk to Student A about improving meetings.

Writing

8. You are a manager. Write new meeting etiquette guidelines for your team (100-120 words). Talk about:

- What staff should do if they cannot attend a meeting
- What staff should do if they have an objection
- What language staff should use in

4.3. Making a presentation at a meeting

Get ready!

1. Before you read the passage, talk about these questions.

1. What do you think is the most difficult part of giving a presentation?
2. What makes a presentation great? What makes a presentation bad?

Reading

2. Listen and read the memo about an upcoming presentation. Then, mark the following statements as true (T) or false (F). How should someone make a presentation?

Dear Team,

As you know, you are all making presentations for potential new investors next week. Please take the time to review the following guidelines - we need these presentations to be organized, accurate and professional.

- Start by **introducing** yourself and your subject. **Outline** the different sections of your presentation.
- When you finish a **section, summarize** it. Make it clear that you are **moving on to** a new section.
- Use **diagrams** where possible. You can show these on **handouts** or on **slides**. Refer to them in the presentation using phrases such as "As you can see in the diagram..."
- At the end, tell the **audience** you're finished and invite them to ask questions.
- Don't read your presentation from your **notes**. You need to maintain **eye contact** with the audience.

- **Prepare** and practice with your co-workers! Make helpful suggestions to each other before the big day.

Good luck!

Janice

1. The presentations will update current investors about profits. _____
2. The manager directs the team to provide several summaries. _____
3. Presenters should refer to notes often to guarantee accurate information. _____

Vocabulary

3. Match the words (1-6) with the definitions (A-F).

- | | |
|---------------|---|
| 1 introduce | A to change to a different topic |
| 2 summarize | B to repeat the most important points or facts |
| 3 outline | C to get ready |
| 4 move on | D to tell someone a person's name when they meet |
| 5 eye contact | E to give the main ideas without all the details |
| 6 prepare | F the act of looking someone else in the eyes |

4. Choose the correct word pairs to fill in the blanks.

1. Make your _____ more attractive by including _____.
A slides – notes
B handouts – diagrams
C notes – sections
2. Presenters should look at their _____ not the _____.
A audience – notes
B slides – notes
C handouts – diagrams
3. Each _____ needs to be presented on a different _____.
A diagram – audience
B section – slide
C handout – section

Listening

5. Listen to a conversation between two co-workers. Check (v) the parts of the man's presentation that need improvement.

1. the introduction
2. eye contact
3. moving between sections
4. the diagrams
5. the outline

6. Listen again and complete the conversation.

Employee 2: It was good. I liked how you 1 _____ . And you
2_____ the different sections of the presentation well.

Employee 1: Thanks. Any other strengths?

Employee 2: You maintained 3 _____ . That's very important.
But it was difficult to know when you 4_____ .

Employee 1: What do you mean?

Employee 2: Well, you never stopped and summarized. For instance, one minute
you were talking about first quarter profits, and the next you were
onto reducing costs.

Employee 1: So just stop and go over things once in a while?

Employee 2: Exactly. Also, the 5 _____ are a little confusing.

Employee 1: Really? How so?

Employee 2: There's just so much information. Maybe you could 6 _____
them.

Speaking

7. With a partner, act out the roles below.

Student A: You are helping a co-worker prepare for a presentation. Talk to Student B about his or her:

- strengths
- parts to improve

Make up something the presenter didn't summarise.

Student B: You are preparing for a presentation. Talk to Student A about it.

Writing

8. You are preparing for a presentation. Write notes on your presentation (100-120 words). Make sure to answer the following questions:

- What do you do well
- What you need to improve

4.4. Negotiations

Get ready!

1. Before you read the passage, talk about these questions.

1. How can negotiations help or harm a business?
2. What are some qualities of a good negotiator?

Reading

2. Listen and read the article in the business magazine. Then, mark the following statements as true (T) or false (F). When should you not negotiate?

TIPS FOR BETTER NEGOTIATIONS

Your working life is full of negotiations. You don't just **negotiate** with other companies. You negotiate whenever there are two **parties** with different needs. And even though everyone involved wants to find a **compromise** that is **mutually acceptable**, many people dislike negotiating because of the **conflicting interests**.

But negotiations need not be **confrontational**. Don't try to win a negotiation. If you treat it as a contest, you will create a **hostile** atmosphere. Respect the other person and try to understand his or her needs. This way you can create a spirit of cooperation.

Sometimes, the other party may reject your suggestions, and you need to **anticipate** this. A negotiation is a **tradeoff**, and sometimes you will need to **back down**. So prepare alternative options in case your preferred solution is unacceptable.

Finally, don't negotiate if you are tired or stressed. You will never **close the deal** when negotiations are too **intense**.

1. A good negotiator wins each part of a negotiation. _____
2. Successful negotiations do not always end with ideal outcomes. _____
3. Changing negotiation times can help people compromise. _____

Vocabulary

3. Choose the word that is closest in meaning to the underlined part.

1. Just stop demanding what you want.
A anticipate
B back down
C close the deal
2. The parties are very eager to argue with each other.
A intense
B mutually acceptable
C confrontational
3. Mr. Brown will offer a deal, so try to think about it beforehand.
A anticipate it
B close the deal
C negotiate
4. Try to discuss and change the contract terms.
A close the deal
B anticipate
C negotiate
5. Give up something in order to get something more important if you have to.
A trade-off
B party
C interest

4. Match the words (1-7) with the definitions (A-G).

- | | |
|------------------------|---|
| 1 hostile | A an agreement |
| 2 deal | B being competitive and eager to argue |
| 3 intense | C a person or group in a negotiation |
| 4 conflicting interest | D being satisfactory to both sides of a negotiation |
| 5 mutually acceptable | E a solution in which both sides of a negotiation give up something |
| 6 compromise | |
| 7 party | F a point of a negotiation which both sides consider very important |
| | G being extremely stressful |

Listening

5. Listen to a conversation between two employees. Then answer the questions.

1. What can you infer about the woman?
 - A She has not negotiated before.
 - B She will not accept the current prices.
 - C She has offered several trade-offs.
 - D She did not anticipate higher prices.
2. What compromise does the man suggest?
 - A purchasing the paper at full price
 - B allowing the suppliers to delay delivery
 - C buying a large amount of paper at once
 - D paying a portion of the transportation costs

6. Listen again and complete the conversation.

M: How is the negotiation with the paper suppliers going?

W: It's intense. They won't drop their prices.

M: Well, we 1 _____ that. Their transportation costs are much higher these days.

W: But if they don't 2 _____ we'll never close the deal.

M: Have you offered a 3 _____?

W: Not yet. I can't think of anything that we can give up.

M: Think of it from their point of view. They can't lower their prices because of transportation costs.

W: Exactly.

M: So what if we offer to 4 _____ of paper at once?

W: How would that help us?

M: They'll only have to deliver it once, which will 5 _____ on their transportation costs.

Speaking

7. With a partner, act out the roles below.

Student A: Student B is having problems with a negotiation. Give advice about:

- anticipating problems
- offering compromise
- how to lower prices Make up a type of supplier.

Student B: You are having trouble negotiating with suppliers. Ask Student A for advice.

Writing

8. You are a manager. Write advice for a co-worker who is leading a negotiation for the first time. Talk about:

- How to treat the people in the other party
- What to do before the negotiation
- What to do in order to close the deal

UNIT 5. PRODUCTS

5.1. Product details

Get ready!

1. Before you read the passage, talk about these questions.

1. What are some things people look for when purchasing a product?
2. What kinds of advertisements are the most successful? Why?

Reading

2. Listen and read the press release from a mobile phone store. Then, mark the following statements as true (T) or false (F). How is the Galaxy phone better than the star phone?

OMEGA ELECTRONICS COMES OUT WITH NEW GALAXY

Two years ago, Omega **launched** the Omega Star mobile phone. Now, our designers have **developed** an even better phone. We are pleased to announce the arrival of the Omega Galaxy. The Galaxy is **manufactured** solely for use by TeleCom Wireless customers. Omega is proud to partner with the nation's leading mobile service provider.

The Galaxy comes with all the amazing **features** that the Star does. But it has a longer battery life and brighter display screen. It has been **assembled** to Omega's **quality** standards. **Benefits** of the Galaxy include a more user-friendly touch screen and higher speed Internet capabilities. For customers who prefer a simpler phone, the Star will remain available for purchase.

The Galaxy will be **shipped from** our factories this week. Then, they will be **distributed by** TeleCom Wireless to their stores across the country. The phone will be available for purchase in TeleCom stores on May 13.

1. The Star model mobile phone is no longer for sale. _____
2. The Galaxy will work with only one service provider. _____
3. The Galaxy is available directly from Omega Electronics. _____

Vocabulary

3. Match the words (1-7) with the definitions (A-G).

- | | | |
|---------------|----------|--|
| 1 features | A | to send or mail a product from a specific location |
| 2 launch | B | to design or build something new |
| 3 develop | C | to begin selling a new product |
| 4 ship from | D | the special things that an item has or can do |
| 5 assemble | E | to put pieces of something together |
| 6 benefit | F | to create something using machinery |
| 7 manufacture | G | the good or helpful qualities of something |

4. Write a word that is similar in meaning to the underlined part.

1. The phone is given or sold by only one company.

d _ _ t _ _ b u _ _ _ _ y

2. Has the new phone become available for sale?

_ o m _ o _ _ _

3. This MP3 player is of the highest standard construction.

_ _ a _ i t _

Listening

5. Listen to a conversation between two employees. Check (V) the items that will be changed in the press release.

- | | | |
|--|---|--|
| 1 <input type="checkbox"/> price | 3 <input type="checkbox"/> distribution | 5 <input type="checkbox"/> assembly |
| 2 <input type="checkbox"/> shipping date | 4 <input type="checkbox"/> features | 6 <input type="checkbox"/> quality standards |

6. Listen again and complete the conversation.

Employee 1: Well, 1 _____ with the Galaxy press release.

Employee 2: Oh? What's wrong?

Employee 1: I guess there's a change in the 2 _____.

Employee 2: So it won't be 3 _____ on lime?

Employee 1: No, definitely not. Everything has been pushed back two weeks.

Employee 2: Okay, I'll make the changes to those items right away. Anything else?

Employee 1: Well, we want to keep customers interested, even though there's a delay. So we want to add some more detail to the 4 _____ section.

Employee 2: Will do. What's the cause for the delay, anyway?

Employee 1: The phones were being 5 _____ too quickly. They weren't meeting 6 _____.

Speaking

7. With a partner, act out the roles below.

Student A: A press release must be changed. Talk to Student B about:

- what must change
- what to add
- cause of changes

Student B: Talk to Student A to find out what to change on a press release.

Writing

8. You are writing a new press release for a product launch. Use the conversation from Task 7 and the press release to update a press release for a new mobile phone.

Talk about:

- product description
- new dates
- extra features

5.2. Selling products

Get ready!

1. Before you read the passage, talk about these questions.

1. Do you prefer to shop online or in person? Why?
2. What are the risks of shopping online?

Reading

2. Listen and read the web page for a shoe store. Then, mark the following statements as *T* (true) or *F* (false).

Our prices are guaranteed!

If you find a lower price, we'll **match** it!

Sneakers DiRect	Online or in our stores:
	<i>The BEST sneakers for your feet and your wallet.</i>
Today's Online Specials	Shop our catalogue
<p>Today only: Our #1 selling sneakers at wholesale price!</p> <p style="text-align: center;"><i>Click <u>here</u> for details</i></p> <p>Selected styles: Buy one get one at half price!</p> <p style="text-align: center;"><i>Click <u>here</u> to view styles</i></p> <p>Free shipping on all orders over \$75.00</p>	<p style="text-align: center;">Mail order: 14 Factory Rd Del Mar, DE 98509</p> <p style="text-align: center;">Phone order: 1-800-999-5555 Open Monday – Saturday 9 am to 6 pm</p> <p style="text-align: center;">Include item number with your order</p>
<p>Sneakers Direct is a leader in e-commerce. Check our website daily for exclusive offers.</p> <p>We promise that our footwear is the best quality at the best price. Return your items free of charge if you are not completely satisfied.</p>	
<p>Tired of retailers?</p> <p>Call toll-free to ask about direct sales.</p>	

1. Customers will pay shipping for a \$50.00 order. _____
2. The company will reduce prices lower than any competitor. _____
3. Direct sales can be arranged on the website. _____

Vocabulary

3. Choose the word that is closest in meaning to the underlined part.

1. Here is the new magazine with photos and descriptions of products for sale.

A direct sales **B** e-commerce **C** catalogue

2. The salesman guaranteed that the shoes were comfortable.

A promised **B** matched **C** retailed

3. The cost to mail products added \$10.00.

A item number **B** shipping **C** offer

4. Online business is important to most retailers.

A mail order **B** catalogue **C** e-commerce

5. Change to the level of the price our competitors offer.

A promise **B** sell **C** match

4. Read the sentence pairs. Choose where the words best fit in the blanks.

1 mail order / item number

Write the _____ on the form.

Complete this form to place a _____.

2 retailers / wholesale

_____ prices are usually very low.

GrantCo is one of the country's biggest _____.

3 direct sales / phone order

Call this number to place a _____.

Locate a _____ location nearby.

Listening

5. Listen to a conversation between a telephone sales representative and a customer. Mark the following statements as true (T) or false (F).

1. The customer lost the item number. _____

2. The sneakers are not available in the requested color. _____

3. The total cost is \$64. _____

6. Listen again and complete the conversation.

Representative: Thank you for calling Sneakers Direct. 1 _____
 _____ you today?

Customer: I'd like to order some shoes from your catalogue, please.

Representative: Great. Do you have the 2 _____?

Customer: Yes. It's GH1184.

Representative: The 3 _____ Sneakers?

Customer: Yes. In a size 11, please.

Representative: We do have those shoes available in your size. What 4 _____
 _____ like?

Customer: Do you have them in green?

Representative: Yes. The 5 _____ is \$55.00 plus \$9.00 shipping.

Speaking

7. With a partner, act out the roles below.

Student A: You are a customer who wants to order sneakers. Talk to Student B about:

- shoes
- color
- guarantees

Student B: You are a sales representative. Answer Student A's questions.

Writing

8. You are writing a page in a catalogue for a company. Use the conversation from Task 7 and the web page to write a description of a type sneakers available for sale.

Talk about:

- What sizes are available
- What colors are available
- What the company's return policy is

5.3. Product problems

Get ready!

1. Before you read the passage, talk about these questions.

1. When was the last time you returned a product? Why did you do it?
2. What are some ways companies compensate people who return products?

Reading

2. Listen and read the page from a customer service manual. Then, choose the correct answers. What should customers give the service department?

ELECTRONICS NATION

When a customer enters the **service department** he or she should always be greeted with a smile. Every product sold at Electronics Nation comes with our famous **guarantee**. We offer a **refund** or **replacement** for a full year if the customer is not **satisfied** for any reason. However, there are a few things you will need from the customer.

First, we need the original **receipt** or a copy of the **warranty**. One of these documents is required to process the **return**.

Next, we need the **make** and **model number** of the item they wish to return.

Finally, we need a brief written explanation on the return form.

If the customer would like to replace the item, send him out to the showroom. If he would prefer a refund, send him to the business office with the completed return form.

1. What is NOT required to return an item?
 - A a completed form
 - B a record of the item's purchase
 - C an identification number for the type of item
 - D a description of the item's condition
2. Electronics Nation offers
 - A free repairs on all purchases.
 - B to replace unsatisfactory purchases.

C a refund within two years of a purchase.

D returns without a receipt or a copy of the warranty.

3. Employees must note the _____ of returns.

A repair cost

B time of purchase

C color and style

D make and model number

Vocabulary

3. Match the words (1-5) with the definitions (A-E).

1 make

A the printed record of a sale

2 satisfied

B the name that identifies who produced the product

3 receipt

C the place where consumers can receive help

4 guarantee

D being happy with one's purchase

5 service department

E an assurance

4. Fill in the blanks with the correct words and phrases from the word bank.

customer service refunds replacement warranty model number

1. Good _____ keeps customers coming back.

2. If a product is broken, customers may get a _____.

3. The make and _____ of the stereo is printed on the box.

4. The returns department also gives _____.

5. Do you have a copy of the _____?

Listening

5. Listen to a conversation between a customer service representative and a customer. Mark the statements as true (T) or false (F).

1. The man did not bring the original receipt. _____

2. The stereo did not work. _____

3. The man will receive a refund. _____

6. Listen again and complete the conversation.

- Representative: Okay. I'll need to see the 1 _____, please.
- Customer: Customer: Oh. I don't have it anymore. I brought the
2 _____, though. Here you go.
- Representative: That'll work, thanks. Do you know 3 _____ the
stereo is?
- Customer: It's the Sonic 200.
- Representative: Let's see ... and the model number is here on the warranty.
Now, why are you 4 _____ the stereo?
- Customer: I don't really like the sound quality. It just wasn't 5 _____
_____.
- Representative: Okay. Now, we can only 6 _____ if you have
the receipt.
- Customer: But I can get a 7 _____, right?

Speaking

7. With a partner, act out the roles below.

Student A: You are a customer service representative. Student B wants to return a product. Talk to Student B about:

- receipt
- reason for return
- refunds and replacements

Student B: You are returning a product. Answer Student A's questions.

Writing

8. You are a customer service representative processing a return. Use the conversation from Task 7 to fill out a return form. Talk about:

- The make and model number of the item
- Whether the customer has the receipt
- Why the customer was not satisfied with the purchase

UNIT 6. AREAS OF BUSINESS

6.1. Customer service

Get ready!

1. Before you read the passage, talk about these questions.

1. Why can working in customer service be challenging or frustrating?
2. Have you had a bad experience with customer service? What happened, and how could it have been better?

Reading

2. Listen and read an extract from an employee manual. Then, read the summary of the passage. Fill in the blanks with the correct words from the word bank. What kind of staff do customers appreciate?

EMPLOYEE MANUAL

5.4. CUSTOMER SERVICE

Customer **satisfaction** is the most important feature of our business. Our success depends on customer **loyalty**. We rely on repeat business, and many of our new customers come to us through **word of mouth recommendations**. We can only maintain this **customer base** if we continually meet, or preferably **exceed** customer **expectations**. To accomplish this, our company has two policies:

5.4.1 WE VALUE FEEDBACK

When a customer complains, do not be offended. They are pointing out something that we can improve. Thank them for **bringing this problem to our attention**. **Assure** them that you will **rectify** it as soon as possible.

5.4.2 WE GO THE EXTRA MILE

All staff should be prepared to **go beyond the call of duty**. Customers appreciate helpful, reliable staff, and they appreciate it when they receive something extra. So always **go out of your way** to fulfill customers' needs.

feedback

reliable

recommend

satisfaction

The employee manual states that customer 1 _____ is very important. This is because it gets a lot of business from customers who 2 _____ the company to their friends. In order to keep customers happy, the company pays attention to their 3 _____. It also encourages workers to be helpful and 4 _____.

Vocabulary

3. Check (V) the sentence that uses the underlined part correctly.

- 1 A Employees should ask customers to rectify problems. _____
B A company with a large customer base has high customer satisfaction. _____
- 2 A Employees who go beyond the call of duty are appreciated. _____
B Word-of-mouth recommendations are bad for a business. _____
- 3 A Bosses don't like employees who go the extra mile. _____
B If you see a problem, bring it to the boss's attention. _____

4. Write a word that is similar in meaning to the underlined part.

1. I promise you that I will solve this problem, a _ _ u _ _

2. Your reports are better than I thought they would be.

_x _e _ _ e _ _ e _ t _ t _ _ _ s

3. The client's happiness with our service is key.

s _ t _ s _ _ _ _ i _ _

4. Use extra effort to make the customer happy.

g _ o _ _ _ f _ y _ _ _ _ a _

5. A customer's choice to remain with one company is hard to earn.

I _ y _ _ _ _

6. The company asks for opinions about its service.

_e _ _ b _ _ k

Listening

5. Listen to a conversation between a hotel manager and an employee. Then answer the questions.

1. What is the main idea of the conversation?

- A the man's performance at work
- B negative feedback about the hotel
- C steps to increase customer loyalty
- D additions to the man's responsibilities

2. What can you infer about the man?

- A He has asked for raises in the past.
- B He is remembered by hotel guests.
- C He accidentally offended a customer.
- D He will be promoted to manager.

6. Listen again and complete the conversation.

Manager: Well, you understand how important 1 _____ is here at the Regal Inn.

Employee: Of course. Did I offend a customer?

Manager: No, no, just the opposite. It's been 2 _____ that your name comes up frequently in positive customer feedback.

Employee: Oh, good. But I'm just doing my job, really.

Manager: That's not what I hear. Making calls for guests and helping them get tickets to shows - you're going 3 _____ to make sure customers are satisfied.

Employee: It's not that much, really.

Manager: Still, the business from 4 _____ you're bringing in means a lot to us. So we're giving you a 5 _____.

Speaking

7. With a partner, act out the roles below.

Student A: You are a hotel manager. An employee has been mentioned in customer feedback. Talk to Student B about:

- customer satisfaction
- feedback
- result of employee's actions

Make up a name for a hotel.

Student B: You are an employee at a hotel. Answer Student A's questions.

Writing

8. You are a manager. Use the conversation from Task 7 and the employee manual to write an employee profile for the company newsletter (100-120 words). Include:

- The importance of customer loyalty
- What the employee does well
- How the employee was rewarded

6.2. Company culture

Get ready!

1. Before you read the passage, talk about these questions.

1. What values do you think make a company successful?
2. What traits or actions can discourage customers from doing business with a company?

Reading

2. Listen and read this poster about a company's values. Then, read the summary of the text. Fill in the blanks with the correct words from the word bank. How does the company value their customers? Tell the class.

SOFTWARE PLUS

our company's **core values**

At Software Plus, we value our customers above all else. We want to:

- provide quality products at **affordable** prices
- keep prices as low as possible so that our customers know they are getting a fair deal
- treat each customer as an individual
- strive to make every person who shops with us feel important and valued

Software Plus also recognizes **innovation** as a key part of our business. We will take steps to:

- stay **one step ahead** of the market
- monitor current **trends** and move quickly to fill **gaps** in the market

The employees of Software Plus are the company's greatest **asset**. As such, we **endeavor** to:

- provide a pleasant, friendly working environment
- supply training **opportunities** and **perks**
- foster professional growth and development

Environmental issues are a priority at Software Plus. We promise to:

- support a wide range of environmentally friendly **initiatives**, such as recycling and car sharing
- never knowingly create a product that is harmful to the environment

products customers employees market opportunities

The company 'Software Plus' has four core values. To begin with, it aims to put 1_____ first. Secondly, it tries to stay ahead in the 2_____ by identifying what is popular. Thirdly it treats its 3_____ well by providing perks and training 4_____. Finally, it never creates 5_____ that harm the environment.

Vocabulary

3. Match the words (1-7) with the definitions (A-G).

- | | | |
|---------------|----------|--|
| 1 gap | A | a benefit people receive from their jobs |
| 2 trend | B | the most important thing to do |
| 3 innovation | C | a new development |
| 4 priority | D | to try to do something |
| 5 perk | E | a temporarily popular item or style |
| 6 opportunity | F | a place where something is missing |
| 7 endeavor | G | a chance to do something useful |

4. Read the sentence pairs. Choose where the words best fit in the blanks.

1 foster / strive

The company aims to _____ the staff's development.

Mr. Gao wants his workers to _____ to do their best.

2 affordable / one step ahead

It's important to stay _____ of our competition.

The other company's product is more _____.

3 initiatives / core values

This company has three _____: loyalty, quality and trust.

There are many new _____ to help small businesses.

4 environmental issues / assets

The company was forced to sell many of its _____.

Being aware of _____ can reduce pollution.

Listening

5. Listen to a conversation between two managers. Mark the following statements as true (T) or False (F).

1. The poster will be displayed in the break room. _____
2. The man wants to include a statement about current employees. _____
3. The woman thinks people will like the environmental program. _____

6. Listen again and complete the conversation.

- Manager 1: I need some help with this poster for next month's 1 _____
_____.
- Manager 2: Sure, have a seat. What can I do?
- Manager 1: Well, management wants a display that shows our 2 _____
_____. The problem is, the manual lists a lot of values, but I
can only show four.
- Manager 2: I'd start with customer care. You could write about how we keep
our software affordable.
- Manager 1: That's good, thanks. What do you think of including 3 _____
_____, though?
- Manager 2: Yeah, why not? You could mention a few of our environmental
initiatives. Like our recycling program.
- Manager 1: Good idea. But it's a job fair, and there's 4 _____
_____. I should include something about
them, right?
- Manager 2: What do you 5 _____ _____ _____?

Speaking

7. With a partner, act out the roles below.

Student A: You need to choose four core values for a poster. Talk to Student B about:

- suggestions
- your ideas
- attracting employees

Student B: Answer Student A's questions and make suggestions.

Writing

8. You are writing a website page about your company's core values. Write a paragraph for the website (100-120 words). Talk about:

- What your company's core values are

- What your company endeavors to do
- How your company stays one step ahead

6.3. Business in different cultures

Get ready!

1. Before you read the passage, talk about these questions.

1. What are some ways people greet each other in formal and informal situations?
2. What are some things foreigners might accidentally do that are offensive in your culture?

Reading

2. Listen and read this guide to business etiquette. Then, choose the correct answers. Say four things you have learned from the text.

CONDUCTING BUSINESS OVERSEAS

Conducting business overseas is full of **pitfalls!** There are many different customs regarding **etiquette**. You may make a major social **gaffe** without realizing it! This guide outlines the areas where mistakes commonly occur. Consider how you will address your business associate. It is polite to address someone by their **title** and **surname** in many places.

The handshake is recognized worldwide, but in the States and Britain people generally shake hands only once, when they first meet. Be **aware** that in Japan, it is rude to make **eye contact** when shaking hands, and in many Asian countries it is **customary** to bow.

If you are invited to someone's house, you should take a gift to thank them for their **hospitality**. But be careful! Your choice of gift is very important. **Avoid** giving white flowers in Japan or clocks in China because they symbolize death. Be **conscious** of eating customs. In Europe and the States, you may **offend** your **host** if you leave food on your plate. However, in Asia, a clean plate indicates you are still hungry.

In conclusion, the best way to conduct business internationally is by researching **manners** and customs. Only this way can you ensure that you won't make a terrible social **blunder!**

1. What should you NOT do when visiting Japan?
A give your host a gift
B bow when you meet someone
C leave food on your plate after a meal
D look a person in the eyes during an introduction
2. What should business travelers do before doing business other countries?
A purchase reasonable gifts
B learn the country's language
C research the country's etiquette
D memorize new partners' surnames
3. According to the passage, when do British people shake hands?
A when greeting business partners in the morning
B when first being introduced to someone ^
C when accepting a gift ^
D when entering someone's house

Vocabulary

3. Choose the word which has the same meaning as the underlined word.

1. Looking his client in the eye when they shook hands was a major gaffe.

A blunder **B** hospitality **C** host

2. Her manners were typically British.

A pitfall **B** etiquette **C** hospitality

3. He was conscious that he must leave some food on his plate.

A aware **B** customary **C** eye contact

4. Choose the correct word pair to fill in the blanks.

1. Mr. Sui thanked his _____ for the wonderful _____.
A title – surname
B host – hospitality
C hospitality – pitfall
2. _____ making eye contact because it may _____ the other person.
A Customary – avoid
B Offend – host
C Avoid – offend
3. It is _____ to call someone by their title and _____.
A aware – title
B customary – surname
C avoid – hospitality
4. There are a number of _____ people can fall into such as not using a correct _____.
A pitfalls – title
B hosts – surname
C hospitality – eye contact

Listening

5. Listen to a conversation between two colleagues about a business trip. Mark the following statements as true (T) or false (F).

1. The speakers are taking a trip to Japan together. _____
2. The woman asks the man to explain parts of Japanese etiquette. _____
3. The woman plans to purchase a gift before she arrives in Japan. _____

6. Listen again and complete the conversation.

Co-worker 2: I've been reading up on Japanese 1_____. It's got me worried.

Co-worker 1: What are you worried about?

- Co-worker 2: It's full of 2_____. I I'm scared I'm going to make some terrible social 3_____.
- Co-worker 1: I'm sure that if you're careful of your 4_____ you'll be fine.
- Co-worker 2: That's not the point. Good manners in Japan are different from manners here. Sometimes they're the complete opposite!
- Co-worker 1: Like what?
- Co-worker 2: Well, here you make 5_____ _____ when you shake hands. In Japan that's rude.
- Co-worker 1: Really? I wasn't 6_____ of that.
- Co-worker 2: And it's 7_____ to give gifts to your hosts, but there are so many gifts that can be offensive!

Speaking

7. *With a partner, act out the roles below.*

Student A: You are going on a business trip to another country. Explain to Student B that you are worried about:

- greeting people
- giving gifts

Student B: Your colleague is going on a business trip abroad and is worried about etiquette. Help Student A plan for his or her trip.

Writing

8. *You are writing a guide for business people visiting your country. Write a guide to etiquette (100-120 words). Talk about:*

- What is customary for people to do when they greet each other
- What people should be aware of during meals
- What sorts of gifts are appropriate

UNIT 7. BUSINESS ACTIVITIES

7.1. Production

Get ready!

1. Before you read the passage, talk about these questions.

1. What skills does a supervisor in a manufacturing industry need?
2. Many businesses save money by producing goods in other countries. Has this helped or hurt your country's economy?

Reading

2. Listen and read the advertisement for a Production Supervisor position. Then, complete the table using information from the text. Present the job to the class.

PRINGLE AND WEBSTER IS CURRENTLY SEEKING

A PRODUCTION SUPERVISOR

\$60,000 - \$75,000 plus benefits

Pringle and Webster is an established **manufacturer of** stainless steel containers, supplying the dairy and pharmaceutical industries. We currently have five factories in the northwest. We are currently seeking a production supervisor whose primary role will be to **oversee** our **assembly line** and quality control **operations**. This is a full-time post, and is based at our Newcastle plant. Duties will include:

- Ordering the **raw materials** required for production, ensuring there is minimal **surplus** or shortage
- Ensuring factory **output** levels are maintained
- Checking the final products for defects to ensure there is a minimal level of product **recall**
- **Conferencing** with clients to discuss their design specifications
- Developing **measures** to cut company costs
- Essential - At least three years' experience in a manufacturing environment, working in a supervisory role
- Ability to meet deadlines

Desirable - Preference will be given to applicants with experience in **lean manufacturing**. It is hoped that the successful candidate will have a major role in developing and **implementing** new measures such as **just-in-time** production, in order to help the company cut costs and improve the efficiency of production.

Job title:	1 _____
Company Name:	2 _____
Manufacturer of:	3 _____
Duties include:	ordering 4 _____ maintaining 5 _____ 6 _____ with clients

Vocabulary

3. Check (V) the sentence that uses the underlined part correctly.

- 1 A ZipCo recalled products due to high quality.
B Conference with the staff for more information.
- 2 A There's no need to order more, we have a surplus.
B Our top quality products have many defects.
- 3 A The factory builds raw materials to be sold
B Forty employees work on this assembly line.
- 4 A Lean manufacturing methods reduce costs.
B Just-in-time production requires storing

4. Fill in the blanks with the correct words from the word bank.

operations output implement specifications manufacturer oversee

1. Han Inc. will _____ new methods to save money.
2. Check the design _____ before starting the production.
3. TamCorp is the biggest _____ of cars.
4. The company must increase _____ to cover increased sales.
5. Mr. Bradley will _____ the workers in the factory.
6. Alice managed quality control _____ at a large factory.

Listening

5. Listen to a conversation between an interviewer and an applicant for a job.

Check (V) the qualifications that Mr. Robson already has.

- 1 three years of experience
- 2 monitoring quality control
- 3 ordering supplies
- 4 conferencing with clients
- 5 using lean manufacturing

6. Listen again and complete the conversation.

Applicant: I spent two years with a manufacturer of machine parts.

Interviewer: What did you do there?

Applicant: My main role was to 1 _____ the assembly line and keep output levels high.

Interviewer: Were you involved in 2 _____ _____?

Applicant: Yes. Actually I managed those operations. I'm pleased to say that when I was manager, product recall fell by 37 percent.

Interviewer: Congratulations, that's impressive. How did you accomplish that?

Applicant: I 3 _____ _____ _____ _____ measures.

Interviewer: Well, we're very interested in that type of change. Tell me, were you responsible for any other duties?

Applicant: Of course. I also had to 4 _____ _____ _____ and avoid shortages.

Interviewer: And how did you decide what materials to go with?

Applicant: I just made sure that we 5 _____ _____ _____ our clients wanted.

Speaking

7. With a partner, act out the roles below.

Student A: You are interviewing Student B for a manufacturing job. Find out if he/she has experience in:

- quality control
- overseeing workers
- conferencing

Student B: You are applying for a job. Answer Student A's questions.

Writing

8. You are applying for a job in a manufacturing company. Write a covering letter outlining your skills and experience (100-120 words). Talk about:

- How long you have worked in manufacturing
- What your duties were at your last job
- What other skills or experience you have

7.2. Marketing

Get ready!

1. Before you read the passage, talk about these questions.

1. What is the best marketing campaign you can think of? What makes it so good?
2. What qualities would a good marketing employee have?

Reading

1. Listen and read this memo from a project manager to his marketing team. Then, mark the following statements as true (T) or false (F). Summarise the memo and tell the class.

MEMO

Dear Team,

The design stage of our computer gaming console 'Iliad' is nearing completion. Therefore it is time to start planning our marketing strategies. I would like to propose a meeting in three weeks. I've booked the meeting room for 3 o'clock on August 14th.

Please let me know if you will be unable to attend. Please give the following questions some thought before then.

- We are selling to a **niche** market, so what are the characteristics of our **prospective** customers?
- Do we need to do any **market research** to find out which marketing strategies will reach our **target market** most effectively?
- What does our gaming console offer in comparison to the range of consoles sold by our **competitors**?
- Has anyone got any imaginative marketing ideas, besides the usual television commercials, **flyers, billboard** ads, Internet etc.?
- What are the best **distribution channels** and **outlets** for our product?

Is it worth exploring new **avenues**?

- What sort of **promotions** will attract **consumers** to our **brand**?
- What type of **packaging** will appeal to our target audience?

I look forward to hearing your suggestions on these issues at the meeting.

Thanks Bill Turner

PRODUCT DEVELOPMENT MANAGER ODYSSEY GAMES

1. The first attempt to market the 'Iliad' was unsuccessful. _____
2. Market research has been done to determine the target audience. _____
3. The company wants to find non-traditional advertising methods. _____

Vocabulary

3. Choose the correct word pairs to fill in the blanks.

1. Do some _____ to find out what people think of the _____.

A competitors – outlets

B market research – brand

C target market – range

2. A _____ can encourage _____ to buy things.

A niche – competitors

B flyer – avenues

C promotion – consumers

3. All the products in the _____ have similar _____.

A range – packaging

B outlet – ranges

C target market – brands

4. Marketing teams try to get a _____ not to buy products from their _____.

A target market – competitors

B distribution channels – flyers

C avenues – outlets

5. The company should distribute _____ in the _____ where its products are sold.

A billboards – distribution channels

B flyers – outlets

C avenues – niches

4. Write a word that is similar in meaning to the underlined part.

1. Consider everyone as a possible future client.

p _ _ _ p _ _ _ i _ _

2. This a small, specialized market.

_ _ c _ e

3. Advertising on very large boards is inexpensive.

b _ _ _ b _ _ _ _ s

4. We should explore other routes and directions.

_ v _ n _ _ s

5. Get new ways in which products are made available to customers.

d _ _ t _ _ b _ t _ n c _ _ _ n _ _ s

Listening

5. Listen to a conversation between two employees. Choose the correct answers.

1. What does the manager believe is good news for the company?

- A The price of the product has been lowered.
- B Competitors are struggling to sell their products.
- C More people are becoming interested in gaming.
- D The packaging of the product has been approved.

2. What can you infer about the company?

- A It controls a chain of gaming stores.
- B It's hired a marketing firm to do research.
- C Its niche is composed mostly of teenage girls.
- D It has not sold products in supermarkets before.

6. Listen again and complete the conversation.

Employee: Not necessarily. My research shows that gaming is a lot more popular with all ages these days. And girls are becoming more interested.

Manager: That's good news for us.

Employee: Yeah, and I think that's where our competitors 1 _____ . They mostly target young males.

Manager: But you think 2 _____ older people and girls.

Employee: I do. We could widen our niche, 3 _____ .

Manager: That's a very interesting idea.

Employee: Of course, it means we may need to explore new avenues for advertising.

Manager: And I assume we'd need 4 _____ too.

Employee: Probably. I thought we might stock the console in supermarkets as well as the usual gaming stores and online outlets.

Manager: Good thinking. 5 _____ packaging?

Speaking

7. With a partner, act out the roles below.

Student A: You are planning the marketing for a new product. Talk to Student B about:

- prospective customers
- advertising
- distribution channels

Student B: Talk to Student A about the marketing for a new product.

Writing

8. Imagine that your company is developing a product. Choose a product and write an email to your manager with your marketing ideas (100-120 words). Talk about:

- Who your prospective consumers are
- What the best way to advertise to them is
- What distribution channels and outlets you would recommend

7.3. Finance

Get ready!

1. Before you read the passage, talk about these questions.

1. What information might be included in a financial report?
2. Why is it important for a company to keep financial records?

Reading

2. Listen and read this email from the Director of Finance to a CEO. Then, choose the correct answers. Summarise the email. Tell the class.

Dear Mr. Ingol,

Please find enclosed the annual **financial report**. In summary, the **profit and loss** statement shows that we are up \$7,658.04 on our **earnings** last year. Our increased earnings were due to the **revenue** received from the Taylor Johnson project. In fact, you will see on the spreadsheet that this one project alone brought in 20% of our annual **income** after **deductions**. Our profit was greatest in the 3rd **quarts** when we received payment from Taylor Johnson and also received the **grant**

from the Environmental Awards Group. Profit was lowest in the first quarter, when the company suffered a **net loss**. However, this was due to the increased **expenditure incurred** when we bought the new delivery vehicles, and there was no actual fall in earnings.

The **balance sheet** shows that value of our **assets** is down this year. This is due to the **depreciation** incurred by our outdated computer system. However, the proposed purchase of a new computer system' will result in an increased value in our assets by the end of the next financial year. We also have over \$3,000 in **liabilities**.

1. Which of the following statements is NOT true?
 - A The takings are higher than last year.
 - B Most of the profit came in the second quarter.
 - C The company received a grant in the third quarter.
 - D The company bought delivery vehicles in the first quarter.
2. The company's assets decreased in value because
 - A this year's profits were low.
 - B the company suffered a net loss.
 - C the delivery trucks were expensive.
 - D the computers decreased in value.
3. What is the company likely to do next year?
 - A buy a new computer system
 - B receive \$3,000 in debts
 - C receive a grant
 - D reduce spending

Vocabulary

3. Match the words (1-7) with their definitions (A-G).

- | | |
|-----------------|---|
| 1 expenditure | A money given to help a specific project |
| 2 balance sheet | B a situation where you spend more than you receive |

- | | |
|--------------------|---|
| 3 assets | C a document giving information about finances |
| 4 depreciation | D the money you spend |
| 5 grant | E things you own which have value |
| 6 net loss | F the loss in something's value over time |
| 7 financial report | G a document containing statements relating to money |

4. Choose the correct word pairs to fill in the blanks.

- The company's _____ was high, but it owes \$5.300 in _____.
A revenue – liabilities
B quarter – earnings
C income – profit and loss
- The expenditure _____ was greatest in the last _____.
A deductions – income
B incurred – quarter
C liabilities – asset
- The _____ statement shows that our _____ were higher last year.
A quarter – deductions
B incurred – net loss
C profit and loss – earnings
- Our total _____ increased, not including _____ for raises.
A financial report – assets
B income – deductions
C expenditure – depreciation

Listening

5. Listen to a conversation between a CEO and a manager. Mark the following statements as true (T) or false (F).

- The company suffered a net loss in the last quarter. _____
- The company earned income from the Hilton project last month. _____
- The man expects losses in the next quarter. _____

6. Listen again and complete the conversation.

Manager: Okay. Well, 1_____ is here on the left, and 2_____ is on the right

CEO: How do our 3_____ _____ to last quarter?

Manager: Well, they're up from the last quarter, but we actually suffered a net loss over the three months.

CEO: A loss? Why is that?

Manager: We updated the computer systems. It was pretty expensive.

CEO: Oh yes, of course.

Manager: But I expect us to make a profit in the next quarter. We'll 4_____ _____ the revenue from the Hilton project.

CEO: And 5_____ _____ _____ we'll get that small business grant, too.

Manager: It could be a very good quarter for us.

CEO: Could you 6_____ _____ _____ an estimate for the upcoming quarter? I'd like to show that to the board.

Speaking

7. With a partner, act out the roles below.

Student A: You are a CEO. Talk to Student B about:

- financial report
- explanation of report
- next quarter

Student B: You are a financial manager. Answer Student A's questions.

Writing

8. You are a financial manager. Write a brief memo to the CEO explaining why there was a net loss in the last quarter (100-120 words). Talk about:

- Lower takings last quarter
- Why expenditure was high in the last quarter
- What you expect will happen in the next quarter

7.4. Sales

Get ready!

1. Before you read the passage, talk about these questions.

1. What must a salesperson do to ensure a sale?
2. What difficulties might a salesperson encounter when dealing with a client?

Reading

2. Listen and read this flyer advertising a set of seminars for salespeople. Then, read the paraphrase of the article. Fill in the blanks with the correct words from the word bank. What will people learn during the seminar? Tell the class.

LUCRATIVE solutions

Sales Seminar

5-day workshops tailored to your needs.

In today's competitive market, you need to be sure that your sales team is ahead of the game. That's why we've developed a successful five-day seminar to help organizations like yours to develop a professional and **effective** sales team. Our courses are specially designed to help your sales team **generate** more **appointments**, deliver successful **pitches** and bring in more business. The course covers the entire sales process, from the initial greeting to closing the deal. During the course you will learn how to:

- Create an effective sales plan to help you set and achieve your sales goals
- **Analyze** your territory and your competitors
- **Capitalize** on opportunities, develop **key contacts** and **influence** the right buyers
- **Approach** potential customers in a **consultative** manner
- Match your sales approach to the personality of your customers
- Become an **attentive** and active listener
- Handle **resistance** and **deal with** negativity
- Maintain your **existing** accounts
- Define and **demonstrate** your strengths and develop new skills

Your sales team will leave the seminar equipped with everything they need to fulfill your clients' real needs. For more information, or to book a course, please telephone 1(800)-555-2718.

www.lucrativesolutions.com

seminars customers process business

Lucrative Solutions offers tailor-made courses to salespeople. The aim of the 1_____ is to help salespeople be more professional and bring in more 2_____. The course covers all elements of the sales 3_____, such as analyzing territory, handling resistance and approaching 4_____.

Vocabulary

3. Read the sentence and choose the correct word.

1. The sales team delivered a successful (**approach** / **pitch**).
2. Tom's sales approach is not very (**effective** / **existing**).
3. (**Capitalize** / **Analyze**) on this new contact to sell more products.
4. The idea to lower prices met a lot of (**influence** / **resistance**).
5. Salespeople use many skills to (**influence** / **demonstrate**) people.
6. Many salespeople must (**generate** / **approach**) appointments.

4. Read the sentence pairs. Choose where the words best fit in the blanks.

1 attentive / consultative

Be more _____ when you listen to people.

Build a(n) _____ relationship with clients.

2 deal with / demonstrate

_____ your skills before an audience.

It's hard to _____ difficult people.

3 key contact / appointment

Mr. Robert's _____ is in half an hour.

John is our _____ at that company.

Listening

5. Listen to a conversation between a company manager and a sales supervisor.

Mark the following as true (T) or false (F).

1. The woman agrees to send the team to the seminar. _____
2. The sales team has lost several important accounts. _____
3. The man wants to hire new salespeople. _____

6. Listen again and complete the conversation.

Supervisor: We have some salespeople who haven't 1 _____
_____ in months. Clearly, they need to 2 _____
_____ somehow.

Manager: Yes, good point. But isn't that something we can do in-house?

Supervisor: We could try. But I think they would benefit from some practice
with other professionals.

Manager: I see. Well, if you think 3 _____ , go
ahead. But this 4 _____ some other concerns.

Supervisor: What's that?

Manager: I need to know if our 5 _____ can manage our
existing accounts.

Supervisor: Well, some of our key contacts have shown some resistance to our
latest sales drives. But we haven't 6 _____
_____.

Speaking

7. With a partner, act out the roles below.

Student A: A sales supervisor has concerns about the sales team. Talk to Student B
about:

- ance to our latest sales drives. But we haven't 6
- a sales seminar
- pitches and appointments
- new employees

Student B: Talk to Student A about the sales team and seminar.

Writing

8. You are a sales supervisor. Write an email to the company manager explaining why you believe a sales seminar would benefit your team (100-120 words). Talk about:

- What the course promises to do
- What the current problems in the sales team are
- Why you think the seminar would benefit your team

7.5. Quality

Get ready!

1. Before you read the passage, talk about these questions.

1. Why is it difficult to enforce international manufacturing standards?
2. How do international guidelines impact businesses?

Reading

2. Listen and read the page from an employee manual. Then, mark the following statements as true (T) or false (F). Give two reasons why someone should join the company.

Quality STANDARDS

At Penn Plastics we take great pride in the quality of our work. As an employee, you will be expected to familiarize yourself with **guidelines** published by the **International Organization for Standardization** (ISO) that apply to our field. Chapter one in this manual outlines our **policies** regarding standards and **statutory requirements**. We are in compliance with all of the **statutes** regulating our industry and proudly maintain the highest standards.

Because most of our products are made for children, we must follow strict **criteria**, especially when it comes to our **resources** and suppliers. We are ultimately responsible for every product that leaves our factory. It's a responsibility that we take

seriously. That's why every employee must complete a course and earn a **certification** in Product Safety.

Our products are designed to meet strict **specifications**. Every employee is expected to keep an eye out for quality control on the factory floor and in the shipping department. At Penn Plastics, we're like family. We all have a vested interest in what we do and what we produce. You've joined a great team.

1. Penn Plastics executives determine regulatory statutes. _____
2. Most Penn Plastics products are intended for adult use. _____
3. All Penn Plastics employees have taken a product safety course. _____

Vocabulary

3. Choose the word that is closest in meaning to the underlined part.

1. Alan gives the documents that give evidence of achievement

A certifications B resources C statues

2. The company must comply with the laws and guidelines.

A specifications B certifications C statutory requirements

3. This manual contains the written rules and guidelines.

A specifications B policies C resources

4. Follow the product requirements.

A certifications B specifications C policies

5. What are the standards that must be used for testing the product?

A statutory requirements B resources C criteria

4. Place a check (V) next to the response that answers the question.

1. Does she know about the International Organization for Standardization?

A No, she has never traveled abroad. _____

B Yes, she studied its guidelines at her previous job. _____

2. Have the employees followed the safety guidelines?

A Yes, their supervisor made sure. _____

- B Yes, we'll have them done next week. _____
3. Have you read about the new industry standards?
- A Yes, I'm going to call a meeting about them.
- B Yes, I know the industry hasn't been profitable.
4. What resources does this company use most often?
- A It processes a lot of lumber every day. _____
- B It has produced more products every week. _____
5. What does the statute say about this material?
- A It is legal to use in everything except food. _____
- B The company hasn't hired a lawyer yet. _____

Listening

5. Listen to a conversation between an instructor and a new employee. Mark the following statements as true (T) or false (F).

1. The new employee has not read the ISO guidelines. _____
2. The woman is responsible for ensuring compliance. _____
3. The certification must be renewed every five years. _____

6. Listen again and complete the conversation.

- Instructor: Just try to 1 _____ that apply to our industry. It addresses plastics in section seven.
- Employee: Great, thank you.
- Instructor: Any other questions 2 _____?
- Employee: Yeah, actually. I'm just working on the assembly line. But I'm responsible for monitoring 3 _____?
- Instructor: Actually, that's 4 _____. Making sure we're in compliance with all regulations, have our permits...
- Employee: But I have to know about it anyway?
- Instructor: We find that it 5 _____ if everyone understands what we have to do and why.

Speaking

7. With a partner, act out the roles below.

Student A: You are a product safety instructor. Answer student B's questions.

Student B: You are a new employee. Ask student A about: statutory requirements.

Writing

8. You are a product safety instructor at a manufacturing company. Write a summary of what new employees must learn before becoming certified (100-120 words). Talk about:

- What you need to study
- How you will get your certification
- Why you must learn about these things

UNIT 8. MANAGEMENT

8.1. Management styles

Get ready

1. Before you read the passage, talk about these questions.

1. What are the qualities of a good manager?
2. What are the qualities of a bad manager?

Reading

2. Listen and read this blog about management styles. Then, mark the sentences as true (T) or false (F). What styles can a manager adopt? Tell the class.

SHOULD YOU CHANGE YOUR MANAGEMENT STYLE?

A good manager has lots of qualities: **ambition**, drive and the **resourcefulness** to lead a company into the future. But additionally, managers need to decide what relationship they will have with their team- members. Let's review the three major options.

Authoritarian style

Here the manager remains **distant**. He or she makes all the decisions, gives the orders and expects **subordinates** to obey. This style is **limiting**, but is useful when quick decisions need to be made.

Paternalistic style

Here the manager is more approachable and gives workers the chance to **contribute** to decision-making. However, although the manager may **consult** the staff, ultimately, he or she will make all the major decisions.

Democratic style

Here, the manager **empowers** the workers and gives them the **autonomy** to make their own decisions. The advantage of this is that it can improve **morale** and **motivation**, but on the negative side, decision-making is a slow process. No one of the management styles above is right. Each has its pluses and minuses depending on the nature of the business. However the style you choose can **make or break** your

company, so it's worth reassessing your style. It could make your company more productive.

1. An authoritarian manager gets advice from his workers. _____
2. Staff members with a paternalistic manager will contribute. _____
3. Giving workers more independence slows the decision making processes. _____

Vocabulary

3. Write a word that is similar in meaning to the underlined part.

1. Buying lunch for employees improves their happiness.

_ o _ _ l _

2. The project could lead to the success or failure of the company.

m _ _ _ _ r _ _ r _ _ _

3. Workers do their best when given some independence.

_ _ _ t _ _ _ m _

4. Giving the power to make decisions to employees makes them loyal.

e _ _ o _ _ _ i _ _

5. Employees don't approach managers who are removed from the group.

d _ _ t _ _ _

6. Being inclusive of all employees' opinions can make employees happy.

_ _ m _ _ _ a _ _ c

7. Try to provide employees with the urge to do something well.

_ _ _ _ v _ _ i _ _

8. Most employees dislike Mr. Gray's controlling style of management.

a _ _ _ o _ _ _ a _ _ _ _ s _ y _ _

4. Fill in the blanks with the correct words from the word bank.

contributes subordinates limiting ambition consult
resourcefulness paternalistic

1. _____ your manager for advice.

2. People with _____ want a better job.
3. Good team morale _____ to productivity.
4. The manager is firm but fair with all of his _____.
5. Kate's idea is _____ - it would create more problems than it solves.
6. _____ shows someone is practical and creative.
7. Mr. Tek isn't _____, and never involves workers in decisions.

Listening

5. Listen to a conversation between a business owner and an employee. Mark the following statements as true (T) or false (F).

1. The meeting was called to discuss the man's management style. ____
2. Emailing documents saved the company a lot of money. ____
3. Employees prefer Mrs. Thomas' democratic style. ____

6. Listen again and complete the conversation.

Employee: Well, it's not really a complaint. It's just that Mr. Eggers is so, I don't know, 1 _____.

Owner: You mean he's hard to approach?

Employee: Exactly. And when you do, he doesn't really listen to 2 _____
_____? _____?

Owner: Can you give me an example?

Employee: Sure. Just last week I suggested to him that we email documents instead of printing them. It would 3 _____
_____. But Mr. Eggers didn't even comment on it.

Owner: Hmm. Thanks for letting me know. I 4 _____
_____ much for morale, does it?

Employee: Oh, it's not so bad. In fact, I know everyone really likes Mrs. Thomas' management style.

Owner: What is it 5 _____ that people like?

Employee: She listens. She lets us contribute.

Owner: So she's 6 _____ than Mr. Eggers?

Speaking

7. *With a partner, act out the roles below.*

Student A: Talk to an employee about his or her managers. Ask Student B about:

- complaints
- good management
- examples

Student B: You work at Student A's company. Answer his or her questions. Make up some details for two managers.

Writing

8. *You are a business owner. Write a memo to one of your managers suggesting that he or she adopt a new management style (100-120 words). Talk about:*

- What the employee's complaints about the manager's style are
- Why it is important to change the management style
- Which management style you recommend
- Why you recommend this style

8.2. Team building

Get ready!

1. *Before you read the passage, talk about these questions.*

1. What type of people work well in groups? What type of people don't?
2. Describe a group project you were involved in that didn't go well. What happened?

Reading

2. Listen and read this magazine article about teams. Then, choose the correct answers. What roles can be adopted by members of successful groups? Tell the class.

GET THE RIGHT TEAM!

Teams can make or break a project. Some teams **gel** instantly and achieve great things, where others **flop**. So what makes a good team? In the 1970s, Dr. Meredith Belbin observed a number of teams to find out. He identified what separates unsuccessful groups from successful ones. In successful groups, the different team-members adopt one of nine different roles.

THE 9 ROLES:

The Plant is a **creative** individual who solves problems in **unconventional** ways. The Monitor Evaluator analyzes options and makes impartial judgments on the practicality of ideas put forward. The Coordinator is good at focusing on the **objective**, and can **delegate** work appropriately.

The Resource-Investigator is good at reviewing information beyond the focus of the team's work.

Implementers are **practical**. They can plan strategies and carry them out efficiently.

As the project nears completion, Completer Finishers have the patience to **scrutinize** it for errors. Team workers create a **harmonious** team atmosphere, keeping relationships within the team positive.

Shapers **thrive** on pressure. Their **passion** drives the team forward. Finally the Specialist provides **in-depth** knowledge of one particular subject.

1. Which team-member is most likely to discover helpful information for a project?
 - A a Team worker
 - B a Coordinator
 - C a Resource-investigator
 - D a Shaper

2. According to the article, which of the following is NOT true?
- A Team workers have good relationships with others.
 - B Plants are good at coming up with ideas.
 - C Coordinators have strong opinions and feelings.
 - D Completer-Finishers are good at finding mistakes.
3. What can be inferred about Dr. Belbin?
- A He was a Resource-Investigator.
 - B He studied groups for almost a decade.
 - C He observed groups that were not successful
 - D He saw the nine roles in his own research team.

Vocabulary

3. Write a word that is similar in meaning to the underlined part.

1. A good team is friendly and works well together.

_ a _ m _ _ _ _ us

2. Yolanda does her job quickly and well.

e _ _ _ c _ _ _ t _ _

3. This project is going to be a disaster.

_ l _ _

4. Be concerned with facts, not feelings.

_ _ j _ _ t _ _ _

5. Ms. Kent's methods are unusual, but successful.

_ n _ _ _ v _ _ t _ _ _ a _

6. A manager must learn to give work to other people.

_ e _ _ g _ _ _

7. Paul is able to find possible solutions to problems.

_ r _ _ t _ _ _ l

4. Read the sentence pairs. Choose where the words best fit in the blanks.

1 creative / in-depth

John has _____ knowledge of music.

Sally is _____ and enjoys painting and writing.

2 scrutinize / gel

_____ this document for errors.

A team needs the right people in order to _____.

3 strategy / passion

Helen has a strong _____ for making music.

Develop a _____ for us to save money.

4 review / thrive

Some people _____ under pressure.

Roger will _____ all the current documents.

Listening

5. Listen to a conversation between managers. Mark the following statements as true (T) or false (F).

1. The managers' previous project was successful. _____
2. The man believes the group needs multiple coordinators. _____
3. The woman suggests a team member based on his previous creative work. _____

6. Listen again and complete the conversation.

Manager 1: I guess that's 1 _____ someone who takes charge. A coordinator.

Manager 2: I agree. But we 2 _____ . We don't need two people arguing over what to do next.

Manager 1: Good call. Let's use Erica.

Manager 2: But Erica tends to be too focused on planning, don't you think?

Manager 1: So we'll 3 _____ someone who can get work done fast.

Manager 2: 4 _____ . What do you think of Robert? He's pretty

efficient.

Manager 1: I like him as an implementer, yes. So we have a leader and a hard worker – what else do we need?

Manager 2: 5 _____ a plant. Somebody creative. Our client wants a really attractive page.

Manager 1: You know, Bruce has designed some beautiful pages.

Speaking

7. With a partner, act out the roles below.

Student A: You are trying to put together a team. Talk to Student B about:

- roles
- personality types
- project needs

Student B: Talk to Student A about the team and suggest members. Make up some team members details.

Writing

8. You are a project manager. Write a memo to your company manager stating who you want in your team (100-120 words). Talk about:

- How many people you want
- Which skills are important for your project
- Who you want in your team and why

UNIT 9. BUSINESS FUNCTION

9.1. Achieving perfection

Get ready!

1. Before you read the passage, talk about these questions.

1. In what ways can you compare the success of different companies?
2. How would you improve the efficiency of a business that exists today?

Reading

2. Listen and read the article from a business magazine. Then, read the summary of the dialogue. Fill in the blanks with the correct words and phrases from the word bank. What did you learn from the text?

ACHIEVING PERFECTION IN YOUR BUSINESS

You've done your homework, done your **benchmarking**, and studied various management **methods**. Think you've found the perfect **management strategy**? Think again.

Consider your **internal benchmarks**. Have you set goals? Have you taken an honest assessment of your strengths and weaknesses? If you have, you're off to a good start. **Quality management** within your company is the key to success. Look at your **competitive benchmarks** next. Believe me, your competitors are looking at you, too. Achieving perfection means being a leader in your industry. But there's more. Keep an eye on what is going on in other industries. **Functional benchmarks** offer an opportunity for improvements across a variety of industries and organizations. Don't overlook this valuable tool.

Our recent study looked at **best practice** in the field of manufacturing and applied our findings to other industries at random. As far as management goes, we found that the top performers had the skills to be leaders in any industry.

For example, take the **six sigma** strategy, developed by an electronics company. Certainly, it has its **detractors**, but there is great value in the basic system. It also shows that a good business strategy can be beneficial far beyond its original industry.

management strategy methods benchmarks best practice

According to the article, the key to a good 1_____ is to use every available tool. 2_____ should measure owners' businesses, their competitors industries. The 3_____ followed in other industries may benefit other industries as well. For optimal results, owners should study all available 4_____ .

Vocabulary

3. Match the words (1-6) with the definitions (A-F).

- | | |
|-------------------------|---|
| 1 functional benchmark | A the comparison of practices among companies in the same industry |
| 2 best practice | B the comparison of similar practices within one company |
| 3 internal benchmark | C a highly successful management strategy |
| 4 detractor | D the comparison of similar practices across industries |
| 5 competitive benchmark | E a method that consistently shows the best results |
| 6 six sigma | F a person who is critical of something |

4. Write a word that is similar in meaning to the underlined part.

1. Develop a new strategy for coordinating staff and resources.

m _ _ _ g _ _ _ n t _ t _ a t _ _ y

2. Conduct a study of the ways business is carried out.

m _ _ _ o d _

3. A system of investigating successful activities improves workflow.

_ _ _ c h _ a _ _ _ n g

4. TechCo is reviewing its management activities that determine quality.

_ _ a l _ _ y m _ _ a g _ _ _ n t

Listening

5. Listen to a conversation between a business owner and a manager. Mark the following statements as true (T) or false (F).

1. The company's production methods are less expensive than competitors' methods.

2. The man wants to apply best practices from one department to another department.

3. Internal benchmarks show that the marketing department is the most efficient department. _____

6. Listen again and complete the conversation.

Manager: Because we're way more efficient. We spend about a 1 _____
_____ on production. But the bigger
companies spend almost twice that.

Owner: I see. They produce more overall, but our methods 2 _____
_____ than theirs.

Manager: Exactly. In fact, the quality management standards on our production
line could be applied elsewhere.

Owner: How so?

Manager: I noticed it while 3 _____ . As efficient as
our production line is, our marketing department 4 _____ .

Owner: So what are you suggesting?

Manager: We take the production 5 _____ and apply them to the
marketing department.

Speaking

7. With a partner, act out the roles below.

Student A: You are a manager and you have completed a benchmark study. Talk to
Student B about:

- competitive benchmarks
- production methods
- internal benchmarks

Student B: You are a business owner. Talk to Student A about a benchmark study.

Writing

8. You are a manager and you have completed a benchmark study. Write a memo explaining the study to the business owner (100-120 words). Talk about:

- What the results of the study are
- How you can prove the results
- What you found when examining internal benchmarks
- How the company can improve

9.2. Business strategy

Get ready!

1. Before you read the passage, talk about these questions.

1. What are some things that can help improve a business's revenue?
2. How can having a successful business strategy help a business?

Reading

2. Listen and read the email to a board of directors from a CEO. Then, read the paraphrase of the email. Fill in the blanks using words and phrases from the word bank. Which goals has the CEO in mind?

Esteemed members of the Board:

I'll make this brief. We need a new business strategy. Two years ago, we were at the top. We need to **dominate** the market again. If you ask me, we were lazy and allowed our competitors to establish a **foothold** in what was once our field alone. However, they have only begun to *enter* the market while we have years of experience behind us I propose a new **strategic goal** that will increase **profitability** and **defend** our position as the **industry leader**.

Throughout the **planning** stages of this strategy, I have spoken with all of the company vice presidents about the appropriate **resource allocation** to meet our goals. **Stabilizing** our assets is goal number one. Name recognition is goal number two.

We've worked hard to **formulate** a plan. Now we need your support. At tonight's board meeting, I will give a formal proposal with the details of this new strategy, preparation, please take a few moments to read the attached documents.

Let's move our company right back into the top position.

Sincerely,

Luigi Quinn

dominates recognizable assets board of directors business strategy

A company CEO is sending out an email to the 1____ because he thinks they need a new 2____. He is concerned because the company no longer 3____ the market. The CEO has two strategic goals in mind. First, to stabilize the company's 4____, and secondly, to make the company's name more 5_____.

Vocabulary

3. Choose the correct word pair to fill in the blanks.

1. With a good _____, a company doesn't have to _____ its position.

A foothold – dominate

B strategy – defend

C strategic goal – formulate

2. Profits have _____ because the company _____ the industry last year.

A stabilized – dominated

B dominated – defended

C formulated – stabilized

3. To become a(n) _____ RogerCorp must gain a(n) _____ in new markets.

A foothold – strategy

B strategic goal – resource allocation

C industry leader – foothold

4. Check (V) the sentence that uses the underlined part correctly.

- 1 A Ms. Powers formulated a new plan. _____
B Resource allocation involved hiring employees. _____
- 2 A The board voted to remove the strategic goal. _____
B The esteemed businessman has a good reputation. _____
- 3 A The employees need an industry leader. _____
B The new building is still in the planning stage. _____

Listening

5. Listen to a conversation between a CEO and a director. Mark the following statements as true (T) or false (F).

1. The woman helped create the new strategic goals. _____
2. The woman will attend the meeting tonight. _____
3. The board of directors will vote on the proposal at the next meeting. _____

6. Listen again and complete the conversation.

- CEO: Yes. This company was at the top of the industry, but we're no longer dominant. That 1 _____.
- Director: I agree completely.
- CEO: I'm glad I have your support, Anna. I know the other board members 2 _____.
- Director: The email says that you and the company vice-presidents have 3 _____ to achieve this?
- CEO: Yes, we've been 4 _____ for about a month now.
- Director: I had 5 _____ that you've been thinking about it that long.
- CEO: Well, I wanted to make sure the goals were 6 _____ before presenting them to the board of directors.

Speaking

7. With a partner, act out the roles below.

Student A: The CEO thinks that your company needs new goals. Ask Student B about:

- plan to achieve the goals
- when to present plan
- where to find details

Student B: You are the CEO of a company who has a proposal for new strategic goals. Answer Student A's questions.

Writing

8. You are a CEO of a company. Make notes that will be used to compose a memo to the board of directors about this evening's meeting (100-120 words). Talk about:

- The time and location of the meeting
- What you are planning to propose at the meeting
- When board members will vote on your proposal

9.3. Competition

Get ready!

1. Before you read the passage, talk about these questions.

1. What are some highly competitive professional fields?
2. Name some things that might give one company an advantage over another.

Reading

2. Listen and read the memo to employees regarding a competing company. Then, mark the following statements as true (T) or false (F). What advantage does Hewster-Copeland have over Frammer Associates?

To: Hewster-Copeland, Inc. Employees

From: Ronald Hewster

Date: March 11th

Since Framers Associates won the bid for the city's downtown revitalization contract, it has been getting a lot of publicity. That publicity has prompted new clients to seek out Framers Associates' services and its business is **booming**. As a result, it has gone from being a **minor player** to one of our top **competitors**. While it may seem like Framers Associates is a major **threat** to our company, I do not want any of our employees at Hewster-Copeland to think we are no longer a **key player** in the contracting and construction market. We have the **advantage** - our reputation is solid, and we have spent years building customer loyalty through hard work and dedication. When it comes to experience and trustworthiness, we have the **edge** over Framers.

In addition, we have a good relationship with all of the material suppliers in our area, many of whom are always happy to mention our names and **recommend** our services to new customers. Just because we did not **land** the city **contract** does not mean that we are ruined. In fact, earnings reports show that we still are the top **grossing** contracting and construction firm in the city.

I thank you all for your continued hard work in making Hewster-Copeland the best in the business.

Sincerely,

Ronald Hewster

1. Hewster-Copeland lost an important contract to Frame Associates. _____
2. Frame Associates had higher profits than Hewster-Copeland. _____
3. Suppliers suggest that people use Hewster-Copeland's services. _____

Vocabulary

3. Fill in the blanks with the correct words and phrases from the word bank.

bid key player minor player advantage land grossing

1. The company is an important, _____ in the auto industry.
2. Which company submitted the lowest _____?

3. BeautyCo's line of makeup is its highest _____ level.
4. Ronald's experience gave him a(n) _____.
5. Mary's small business is just a _____ in the industry.
6. James has been unable to _____ new clients.

4. Match the words (1-6) with the definitions (A-F).

- | | | |
|--------------|----------|--|
| 1 contract | A | to increase or become more successful |
| 2 competitor | B | something that is able to cause damage or hurt |
| 3 threat | C | to suggest |
| 4 recommend | D | a quality that helps a company succeed |
| 5 boom | E | an agreement between two companies |
| 6 edge | F | a rival in the same field |

Listening

5. Listen to a conversation between a manager and an employee. Mark the following statements as true (T) or false (F).

1. Janet is employed by Framer Associates. _____
2. Hewster-Copeland supplies construction materials. _____
3. The man is not concerned about the competition. _____

6. Listen again and complete the conversation.

Manager: Come on, Janet. 1 _____.

Employee: It's just some of us are concerned that the company isn't as 2 _____ as it used to be.

Manager: Does this have anything to do with 3 _____ for the city contract?

Employee: Sort of. It just seems like since Framer Associates got the contract, their business has been 4 _____.

Manager: I can assure you, Janet, that Hewster- Copeland is doing just fine. We actually 5 _____ on Framer. Associates

Employee: We do?

Manager: We've been in this business a long time. Hewster-Copeland has a great
6_____ in the city.

Employee: That is true.

Manager: And our excellent relationship with our 7 _____ also gives us
an advantage.

Speaking

7. With a partner, act out the roles below.

Student A: You are an employee who is concerned about how your company is doing. Ask Student B about:

- the company's strength
- why your company has an advantage

Student B: An employee wants to talk to you about how your company is doing. Answer Student A's questions.

Writing

8. You are a manager. Write a memo to your employees about your company's competition (100-120 words). Talk about:

- Competition with a key player in the industry
- An advantage you have over the competition
- Bidding against your competitors for a project

9.4. Innovation

Get ready!

1. Before you read the passage, talk about these questions.

1. What are some ways a company can market itself creatively?
2. Some products are marketed at a specific kind of customer. Name some products that are marketed this way and who they market to.

Reading

2. Listen and read the page from an employee manual. Then, choose the correct answers. How should employees in Concepts ? for Clients approach their customers?

EMPLOYEE MANUAL CONCEPTS TOR CLIENTS

At Concepts for Clients, our goal is **innovation**. That's why we have been a leader in the fields of **research and development** (R&D) and marketing for over a decade. You've joined our team because you are an **innovator** and we value your **creativity**.

Our clients are also leaders, when it comes to **entrepreneurship** and business sense. Our promise to them is to create the right marketing plan for their **target audience**. Concepts for Clients has built a solid reputation by consistently fulfilling this promise.

Your **designs** need to reflect our company's style and the wishes of the client. It can be a difficult balance to maintain. Remember, our message is always **optimistic**. Promote our client in a positive way. Steer clear of negative statements about the competition. Think about this question: What is the **incentive** for choosing our client over another company that provides a similar service?

Always show your work to a **focus group** before presenting it to the client. Make sure to keep our client's name **anonymous**. Members of the public are more likely to give an honest opinion that way. For more information on focus groups, see chapter 4.

1. What does Concepts for Clients value in its employees?

A confidence

B entrepreneurship

C imagination

D ambition

2. Employees are advised to

A present work to a client first

B create designs based on the client s style

C limit interactions with focus groups

D think about who the client's target audience is

3. Which is NOT good information to share with a focus group?

A the client's name

B the price of a product

C the product's name

D the target audience

Vocabulary

3. *Read the sentence pairs. Choose where the words best fit in the blanks.*

1 **research and development / focus group**

The _____ team thinks the ad will be a success.

The marketing firm asked people to be in a _____.

2 **innovation / target audience**

The _____ for the product is new homeowners.

Encouraging _____ new products.

3 **design / entrepreneurship**

New business owners must learn about _____.

The focus group disliked the _____ of the ad campaign.

4. *Fill in the blanks with the correct words from the word bank.*

anonymous creativity innovator optimistic incentive

1. Don't mention the company name _____ products get honest opinions.

2. It takes a lot of _____ to design a successful ad campaign.

3. Ms. Barrett is a(n) _____ with fresh ideas.

4. Provide people with a(n) _____ to be loyal.

5. Mr. Ito is _____ that the ad will reach his target audience.

Listening

5. *Listen to a conversation between a R&D manager and a market researcher.*

Mark the following statements as true (T) or false (F).

1. The target audience is adults under forty years old. _____
2. Some focus group participants had negative opinions. _____
3. The research and development manager wants a new ad. _____

6. Listen again and complete the conversation.

Manager: Hi, Grace. How did the 1 _____ _____ for the new Shelbourne ad go?

Researcher: It went well, John.

Manager: Great!

Researcher: But there were some things the 2 _____ didn't like about it.

Manager: Oh ... I thought it was really 3 _____. What didn't they like?

Researcher: Well, the 4 _____ _____ for the product is adults over forty, right?

Manager: Yes, that's right. Most young people wouldn't be interested in that type of 5 _____.

Researcher: Okay, well, some of them thought the 6 _____ _____ was too edgy.

Speaking

7. With a partner, act out the roles below.

Student A: You are the manager of R&D. Ask Student B about:

- the focus group
- negative reactions

Student B: You are a market researcher. Answer Student A's questions.

Writing

8. You are a marketing researcher. Write an email to your boss about an ad campaign that was presented to a focus group (100- 120 words). Talk about:

- What the product is
- Who the target audience are
- What they liked and didn't like about the product

UNIT 10. WORLD ECONOMY

10.1. Global economy

Get ready!

1. Before you read the passage, talk about these questions.

1. What are some factors that affect the global economy?
2. Name some aspects of strong economies and weak economies.

Reading

2. Listen and read the following newspaper article. Then, mark the following statements as true (T) or false (F). Summarise the text. Tell the class.

THE GLOBAL ECONOMY AND PROSPERITY

Tonight, economics professor James Murray gave a special lecture on the global economy. He explained that **globalization** has led to higher **economic output** in many places. This, in turn, creates a higher standard of living. In some places, the increase is up to ten percent.

Murray says this is because having a global economy allows **developing countries** to trade with **industrialized countries**. As a result, national **debts** can be lowered and consumers can get products at lower prices. Also, workers in countries that engage in global commerce have better paying higher quality jobs. All these things lead to increased prosperity.

The gross domestic product (GDP) of a country increases when it participates in global trade. The expanded **market** requires countries to produce more goods and services. However, the downside is **interdependence**. The daily choices we make, such as which clothes we buy, can actually have an effect on the economy of a country thousands of miles away. Its economy is dependent on what we buy. If a country's trading partner has a **downturn** in its economy, it will affect that country's economy as well.

In conclusion, Professor Murray stated that our economy is no longer solely based on **Wall Street trends**. Instead, the global economy is what will determine our economic situation in the years to come.

1. Globalization has led to a better quality of life in many places. _____
2. Developed countries' debt may increase as they begin global trade. _____
3. Countries are depended on each other when they engage in global trade. _____

Vocabulary

3. Match the words (1-7) with the definitions (A-G).

- | | | |
|----------------------|----------|---|
| 1 Wall Street | A | the general way of movement or direction |
| 2 trend | B | an economic state of high income and low unemployment |
| 3 economic output | C | a nation that is not industrialized |
| 4 prosperity | D | the street where the American stock exchange is located |
| 5 developing country | E | the amount of goods and services produced |
| 6 downturn | F | needing mutual support and assistance |
| 7 interdependence | G | a decrease in economic activity |

4. Check (V) the sentence that uses the underlined part correctly.

- 1 **A** Globalization measures a country's economy. _____
B The company lost money and is in debt. _____
- 2 **A** It's hard to find a gross domestic product in town. _____
B The state of the economy is reflected in the markets. _____
- 3 **A** Industrialized countries often help their poorer neighbors. _____
B People have little money in a period of prosperity. _____

Listening

5. Listen to a conversation between a reporter and a speaker on the global economy. Mark the following statements as true (T) or false (F).

1. The man thinks the global economy has more negatives than positives. _____
2. Companies relocate factories to pay workers lower wages. _____
3. The woman will use the man's comments in her article. _____

6. Listen again and complete the conversation.

Speaker: Oh, yes. I can spare 1 _____ to talk.

Reporter: Do you think that your 2 _____ was well received?

Speaker: Yes, the audience seemed interested in what I had to say about the
3 _____.

Reporter: And does global commerce always 4 _____ a country?

Speaker: Well, there are some downsides to globalization. But the good
5 _____.

Reporter: Can you give me an example of one of the 6 _____?

Speaker: Well, in some 7 _____ globalization has led to loss of
employment.

Speaking

7. With a partner, act out the roles below.

Student A: You are a reporter. Talk to Student B about:

- the lecture
- effects of globalization
- writing your article

Student B: You are a speaker on the global economy. Answer Student A's questions.

Writing

8. You are a reporter. Using the article and the conversation from Task 7, write down some of the key points mentioned in the lecture for your article (100-120 words). Talk about:

- How globalization affects the world economy
- Why global trade benefits countries
- Why global trade makes countries dependent on each other

10.2. Global trade

Get ready!

1. Before you read the passage, talk about these questions.

1. The World Trade Organization regulates international trade. Why is this important?
2. What might happen if there were no regulations for international trade?

Reading

2. Listen and read the blog post about global trade. Then, mark the following statements as true (T) or false (F). Say three things about the WTO.

GLOBAL TRADE TODAY BLOG

The WTO Debate - When it comes to the **World Trade Organization (WTO)**, there are three kinds of people.

- 1) The people who support it.
- 2) The people who don't support it.
- 3) The people who don't know anything about it.

For those of you who are in the third category, I'll give you a brief explanation. The WTO is an organization that **oversees** global trade. It creates trade laws that govern member nations' companies when they do business. It's also the **venue** for things like negotiating **trade agreements**, settling disputes, and eliminating **trade barriers** like import **quotas**.

Now, why is it so **controversial**? Some people think the WTO has too much power. For example, a member nation's laws cannot **contradict** the WTO's laws. So a nation has to make sure they don't violate the WTO's laws when they want to create a new law. The WTO can also place **trade sanctions** on member countries if they violate a law.

The people who support the WTO say the organization promotes **free trade**. It helps developing countries establish trade with industrialized nations. This **boosts** the economies of all the nations involved. It ensures global business between nations is equal and fair.

What do you think of the WTO? Is it good, bad, or are you undecided? Leave your comments below, but please remember to be respectful of others' opinions.

1. The WTO governs the global trade of its members. _____
2. The WTO's laws are based on the laws of its member nations. _____
3. Free trade is beneficial for the economies of all nations involved. _____

Vocabulary

3. Fill in the blanks with the correct words and phrases from the word bank.

WTO venue quota violated trade barrier boosts

1. The _____ for the meeting was the conference room.
2. Free trade _____ the economy of countries that export.
3. The leaders eliminated the _____ between the two nations.
4. An import _____ controls trade between nations.
5. The trade negotiations were overseen by the _____.
6. The company _____ its agreement with its main supplier.

4. Place a check (v) next to the correct response.

1. Who is overseeing the new project?
A Mr. Leeds will be in charge. _____
B People who saw it were impressed. _____
2. Victor made a controversial comment.
A No, Jane apologized for it yesterday. _____
B Yes, I heard it caused a big argument. _____
3. Has the trade agreement been finalized?
A Yes, it will take effect in a month. _____
B No, the country's biggest export is oil. _____
4. Does this law contradict the old fair trade laws?
A Yes, it will benefit both countries. _____
B No, it just expands the current regulations. _____

5. Did the country get a trade sanction put on it?

A The economy has declined since last year. _____

B The WTO hasn't decided yet. _____

6. How does free trade help the economy?

A Sellers can get a better price for their goods. _____

B The trade agreement is not fair to one of the parties. _____

Listening

5. *Listen to a conversation between a blogger and a co-worker. Mark the following statements as true (T) or false (F).*

1. The man thinks the WTO is bad for global trade. _____

2. People are protesting the WTO during the conference. _____

3. The woman disagrees with the man's view of the WTO. _____

6. *Listen again and complete the conversation*

M: Aren't they having some kind of meeting in London right now?

W: Yes, it's called a 1 _____.

M: I thought I saw something on the news about people 2 _____ outside.

W: Well, like I said in my blog ... the WTO is 3 _____.

M: I don't see why. I mean, there needs to be some kind of organization to oversee
4 _____.

W: Some people think governments should be able to regulate it instead.

M: Yeah, but who's going to regulate the governments when they make 5 _____
_____?

W: Well, other governments could put their own trade 6 _____ on a country
that violated any agreements.

Speaking

7. *With a partner, act out the roles below.*

Student A: Talk to a blogger about a recent post. Talk to Student B about:

- the WTO's meeting
- the pros and cons of the WTO

Student B: You wrote a blog post about the WTO. Answer Student A's questions.

Writing

8. You are a blogger. Write notes for a blog post about the WTO (100-120 words).

Talk about:

- Where the Ministerial Conference is taking place
- How trade would be regulated if the WTO didn't exist
- The positive things the WTO does for global trade

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Навчальне видання

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Методичні вказівки до практичних занять
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