

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
Донецький національний університет економіки і торгівлі
ім. М. І. Туган-Барановського

Кафедра іноземних мов

Новікова К.О.

ENGLISH FOR ECONOMISTS

Методичні вказівки

до практичних занять та самостійної роботи студентів

з іноземної (англійської) мови

для студентів напрямів підготовки

6.030504 «Економіка підприємства», 6.030505 «Управління персоналом та економіка праці»

Затверджено

на засіданні кафедри іноземних мов

Протокол № 12 від 1 лютого 2016 р.

Схвалено навчально-методичною

радою ДонНУЕТ

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Новікова К.О.

Н-73 English for economists. Методичні вказівки до практичних занять та самостійної роботи студентів з дисципліни «Іноземна (англійська) мова» для студентів напрямів підготовки 6.030504 «Економіка підприємства», 6.030505 «Управління персоналом та економіка праці» / Катерина Олександрівна Новікова. – Кривий Ріг : ДонНУЕТ, 2016. – 279 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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ім. М. Туган-Барановського, 2016

ПЕРЕДМОВА

INTRODUCTION

Методичні вказівки до практичних занять та самостійної роботи студентів з іноземної (англійської) мови “English for Economists” призначено для студентів напрямів підготовки 6.030504 «Економіка підприємства», 6.030505 «Управління персоналом та економіка праці» денної та заочної форми навчання.

Метою даної методичної роботи є розвиток комунікативних навичок за допомогою ситуацій, наближених до реальних, практичне оволодіння різними видами мовленнєвої діяльності відповідно до профілю майбутньої спеціальності.

Запропоновані вправи та завдання сприяють вивченню лексичних одиниць та граматичних структур за темами, необхідними для спілкування в межах професійної діяльності. Методичні вказівки складаються з десяти тем (Units), які мають однакову структуру та забезпечують розвиток всіх мовленнєвих компетентностей: читання текстів професійної спрямованості, аудіювання, діалогічного та монологічного мовлення.

У результаті опрацювання усіх тем, студенти повинні опанувати лексику, граматику, фонетику, орфографію, передбачену програмою курсу, вміти читати та перекладати текст 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; складати ділові документи на задану тему, дотримуючись міжнародних стандартів; одержувати новітню фахову інформацію через новітні джерела.

МЕТОДИЧНІ РЕКОМЕНДАЦІЇ З ВИВЧЕННЯ ДИСЦИПЛІНИ
«ІНОЗЕМНА МОВА (англійська)
ПРОФЕСІЙНОГО СПРЯМУВАННЯ»

1. Опис навчальної дисципліни

Найменування показників	Галузь знань, напрям підготовки, освітньо-кваліфікаційний рівень	Характеристика навчальної дисципліни	
		денна форма навчання	заочна форма навчання
Кількість кредитів – 5	Галузь знань <u>0305 «Економіка та підприємництво»</u> (шифр і назва)	Нормативна	
	Напрямок підготовки <u>6.030505 «Управління персоналом та економіка праці», 6.030504 «Економіка підприємства»</u> : <u>спеціалізація «Економіка підприємства», спеціалізація «Економіко-правове забезпечення підприємства»</u> (шифр і назва)		
Модулів – 3	Спеціальність (професійне спрямування): -	Рік підготовки:	
Змістових модулів – 5		1-й	1-й
Індивідуальне науково-дослідне завдання		Семестр	
Загальна кількість годин – 150		1-й	1-й
Тижневих годин для денної форми навчання: аудиторних – 5x13 = 65 самостійної роботи студента – 85	Освітньо-кваліфікаційний рівень: <u>бакалавр</u>	Лекції	
		- год.	2 год.
		Практичні	
		65 год.	13 год.
		Лабораторні	
		- год.	- год.
		Самостійна робота	
		85 год.	135 год.
Індивідуальні завдання:			
- год.			
Вид контролю: іспит			

2. Мета та завдання навчальної дисципліни

Мета - формування у студентів необхідної комунікативної компетенції у сферах професійного та ситуативного спілкування в усній і письмовій формах; вдосконалення вмінь та навичок читання, перекладу, реферування спеціальної літератури за фахом, ведення бесіди з професійної тематики.

Завдання:

- формування у студентів загальних уявлень про особливості ділового спілкування;
- набуття навичок практичного володіння іноземною мовою в різних видах мовленнєвої діяльності в обсязі тематики, зумовленої професійними потребами; одержування новітньої фахової інформації через іноземні джерела;
- користування усним монологічним та діалогічним мовленням у межах побутової, суспільно-політичної, загальноекономічної та фахової тематики;
- переклад з іноземної мови на рідну текстів загальноекономічного характеру;
- реферування суспільно-політичної та загальноекономічної літератури іноземною мовою;
- формування основних вмінь використання знань на практиці під час ведення ділової бесіди або спілкування по телефону в ділових цілях з урахуванням конкретних умов;
- ознайомлення з найбільш відомими зразками мовленнєвої поведінки під час проведення ділових зборів, презентацій та переговорів.

У результаті вивчення навчальної дисципліни студент повинен

знати:

- лексичний матеріал за фаховим спрямуванням;
- фонетичні та орфографічні особливості лексики, передбаченої програмою;
- граматичний матеріал за темами, передбаченими програмою;
- правила усного ділового спілкування;
- основні вимоги до культури мовлення.

вміти:

- читати та перекладати тексти побутової, суспільно-політичної, загальноекономічної та фахової тематики;
- 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;

- користуватися необхідною літературою;
- реферувати літературу іноземною мовою;
- грамотно спілкуватися в межах усного ділового мовлення;
- вести переговори на різні теми та робити презентації згідно вимог ділового мовлення.

3. Програма навчальної дисципліни

Модуль 1.

Змістовий модуль 1. Поняття про побудову кар'єри у компанії

Тема 1. Кар'єра

Моя майбутня професія. Види діяльності у різних сферах бізнесу. Ефективні шляхи для кар'єрного росту. Соціальні мережі та їх вплив на кар'єру. Спілкування по телефону щодо отримання певної інформації. Працевлаштування закордоном. Модальні дієслова для висловлення прохання, можливості та пропозиції.

Тема 2. Компанії

Види компаній. Структура та діяльність компаній. Умови успішності компаній. Презентація компанії. Артиклі. Іменник, множина іменників. Теперішній неозначений та теперішній тривалий час.

Змістовий модуль 2. Поняття про дистрибуцію

Тема 3. Продаж та реалізація товарів

Види магазинів. Здійснення продажу та покупки товарів. Здійснення оплати за покупку, види грошових одиниць. Телебачення та його роль у продажі товарів. Торгівельні навички. Ділові переговори для здійснення продажу товарів. Ввічливі форми відмови. Модальні дієслова для висловлення поради, пропозиції, необхідності, заборони.

Модуль 2.

Змістовий модуль 3. Поняття про корпоративну етику

Тема 4. Професійна діяльність та вирішення поточних проблем

Внесення пропозицій та ідей. Ділова нарада. Виступ на нараді. Участь в обговоренні пропозицій та проблем. Стресові ситуації на робочому місці та шляхи їх подолання. Минулий неозначений та минулий тривалий час. Теперішній доконаний час.

Тема 5. Корпоративне дозвілля

Види розваг для ділових партнерів. Діловий обід. Їжа та напої. Похід в ресторан. Корпоративні заходи. Спілкування: привітання, знайомство, прийняття або відхилення пропозиції, з'ясування деталей, відповідь на запитання, подяка. Фразові дієслова.

Модуль 3.

Змістовий модуль 4. Презентація продукції на ринку

Тема 6. Міжнародна торгівля та маркетинг

Поняття про маркетинг. Базові складові маркетингу: продукція, ціна, просування продукції, місце реалізації. Відомі світові бренди. Обмін інформацією по телефону. Побудова запитальних речень.

Тема 7. Товари

Види товарів. Опис товарів. Впровадження нових товарів на ринок. Презентація нових товарів. Пасивний стан дієслів. Ступені порівняння прикметників.

Змістовий модуль 5. Поняття про підприємницьку діяльність

Тема 8. Підприємницька діяльність

Умови початку підприємницької діяльності. Державні та приватні підприємства. Економічні терміни, що використовуються в підприємницькій діяльності. Робота з цифрами: дробі, десяткові дробі, проценти, валюти. Підрядні речення часу.

Тема 9. Планування

Методи планування. Важливість планування. Переривання виступу на нараді. Граматичні форми для вираження дій в майбутньому.

Тема 10. Менеджмент

Види діяльності керівника підприємства. Якості гарного та поганого керівника. Управління персоналом. Культура спілкування між працівниками підприємства. Подолання конфліктних ситуацій. Непряма мова. Умовні речення.

4. Структура навчальної дисципліни

Назви змістових модулів і тем	Кількість годин											
	денна форма						заочна форма					
	усьо го	у тому числі					усьо го	у тому числі				
л		п	ла б	інд	с.р.	л		п	ла б	інд	с.р.	
1	2	3	4	5	6	7	8	9	10	11	12	13
Модуль 1												
Змістовий модуль 1. Поняття про побудову кар'єри у компанії												
Тема 1. Кар'єра	15	-	7	-	-	8	15	-	2	-	-	13
Тема 2. Компанії	15	-	6	-	-	9	15	1	2	-	-	12
Разом за змістовим модулем 1	30	-	13	-	-	17	30	-	4	-	-	25

Змістовий модуль 2. Поняття про дистрибуцію												
Тема 3. Продаж та реалізація товарів	15	-	7	-	-	8	15	-	-	-	-	15
Усього годин	45	-	20	-	-	25	45	1	4	-	-	40
Модуль 2												
Змістовий модуль 3. Поняття про корпоративну етику												
Тема 4. Професійна діяльність та вирішення поточних проблем	15	-	7	-	-	8	15	-	2	-	-	13
Тема 5. Корпоративне дозвілля	15	-	6	-	-	9	15	-	-	-	-	15
Разом за змістовим модулем 3	30	-	13	-	-	17	30	-	2	-	-	28
Усього годин	30	-	13	-	-	17	30	-	2	-	-	28
Модуль 3												
Змістовий модуль 4. Презентація продукції на ринку												
Тема 6. Міжнародна торгівля та маркетинг	15	-	7	-	-	8	15	1	2	-	-	12
Тема 7. Товари	15	-	6	-	-	9	15	-	-	-	-	15
Разом за змістовим модулем 4	30	-	13	-	-	17	30	1	2	-	-	27
Змістовий модуль 5. Поняття про підприємницьку діяльність												
Тема 8. Підприємницька діяльність	15	-	6	-	-	9	15	-	2	-	-	13
Тема 9. Планування	15	-	6	-	-	9	15	-	-	-	-	15
Тема 10. Менеджмент	15	-	7	-	-	8	15	-	3	-	-	12
Разом за	45	-	19	-	-	26	45	-	5	-	-	40

змістовим модулем 5												
Усього годин	75	-	32	-	-	43	75	1	7	-	-	67
Всього за курс	150	-	65	-	-	85	150	2	13	-	-	135

5. Теми практичних занять

№ з/п	Назва теми	Кількість годин	
		денна форма	заочна форма
1	Види діяльності у різних сферах бізнесу.	2	1
2	Ефективні шляхи для кар'єрного росту. Соціальні мережі та їх вплив на кар'єру.	2	-
3	Спілкування по телефону щодо отримання певної інформації. Модальні дієслова для висловлення прохання, можливості та пропозиції.	1	1
4	Працевлаштування закордоном.	2	-
5	Структура та діяльність компаній.	2	-
6	Умови успішності компанії. Теперішній неозначений та теперішній тривалий час.	2	2
7	Презентація компанії. Артиклі. Іменник, множина іменників.	2	-
8	Здійснення продажу та покупки товарів.	3	-
9	Телебачення та його роль у продажі товарів.	2	-
10	Ділові переговори для здійснення продажу товарів. Ввічливі форми відмови. Модальні дієслова для висловлення поради, пропозиції, необхідності, заборони.	2	0,5
11	Ділова нарада. Участь в обговоренні пропозицій та проблем. Минулий неозначений та минулий тривалий час.	3	0,5
12	Стресові ситуації на робочому місці та шляхи їх подолання. Теперішній доконаний час.	4	1
13	Види розваг для ділових партнерів. Корпоративні заходи. Фразові дієслова.	2	-
14	Діловий обід. Похід в ресторан.	2	-
15	Спілкування: привітання, знайомство, прийняття або відхилення пропозиції, з'ясування деталей, відповідь на запитання, подяка.	2	-
16	Поняття про маркетинг. Базові складові маркетингу: продукція, ціна, просування продукції, місце реалізації.	3	-
17	Відомі світові бренди.	2	1

18	Обмін інформацією по телефону. Побудова запитальних речень	2	1
19	Види товарів. Опис товарів. Ступені порівняння прикметників	2	-
20	Впровадження нових товарів на ринок.	2	-
21	Презентація нових товарів. Пасивний стан дієслів.	2	-
22	Умови початку підприємницької діяльності. Підрядні речення часу.	2	-
23	Державні та приватні підприємства.	2	1
24	Економічні терміни, що використовуються в підприємницькій діяльності. Робота з цифрами: дробі, десяткові дробі, проценти, валюти.	2	1
25	Методи планування. Важливість планування.	2	-
26	Переривання виступу на нараді. Граматичні форми для вираження дій в майбутньому.	4	-
27	Види діяльності керівника підприємства. Непряма мова.	3	-
28	Управління персоналом. Якості гарного та поганого керівника.	2	2
29	Подолання конфліктних ситуацій. Умовні речення.	2	1
	Разом	65	13

6. Самостійна робота

№ з/п	Назва теми	Кількість годин	
		денна форма	заочна форма
1	Моя майбутня професія.	2	4
2	Працевлаштування закордоном.	4	6
3	Модальні дієслова для висловлення прохання, можливості та пропозиції.	2	3
4	Види компаній.	2	2
5	Презентація компанії.	4	2
6	Артиклі. Іменник, множина іменників.	1	4
7	Теперішній неозначений та теперішній тривалий час.	2	4
8	Види магазинів.	2	3
9	Здійснення оплати за покупку, види грошових одиниць.	2	4
10	Телебачення та його роль у продажі товарів.	2	4
11	Модальні дієслова для висловлення поради, пропозиції, необхідності, заборони.	2	4
12	Виступ на нараді.	2	2
13	Стресові ситуації на робочому місці та шляхи їх подолання.	2	4

14	Минулий неозначений та минулий тривалий час.	2	4
15	Теперішній доконаний час.	2	3
16	Види розваг для ділових партнерів. Корпоративні заходи.	1	6
17	Їжа та напої.	4	5
18	Фразові дієслова.	4	4
19	Поняття про маркетинг	2	4
20	Відомі світові бренди.	4	4
21	Побудова запитальних речень	2	4
22	Презентація нових товарів.	5	5
23	Ступені порівняння прикметників	2	5
24	Пасивний стан дієслів.	2	5
25	Державні та приватні підприємства.	4	5
26	Економічні терміни, що використовуються в підприємницькій діяльності.	3	5
27	Підрядні речення часу.	2	3
28	Методи планування.	4	5
29	Граматичні форми для вираження дій в майбутньому.	5	5
30	Непряма мова.	2	5
31	Культура спілкування між працівниками підприємства	2	6
32	Умовні речення.	4	6
	Разом	85	135

7. Методи навчання

Основні форми навчального процесу при вивченні дисципліни «Іноземна мова» (англійська):

навчальні заняття, самостійна робота студентів, робота в науковій бібліотеці Дон НУЕТ, робота в Інтернеті, контрольні заходи.

Види навчальної роботи студентів:

практичні заняття, консультації, дистанційне навчання, іспит

У процесі вивчення дисципліни «Іноземна мова (англійська)» застосовуються наступні методи навчання:

За типом пізнавальної діяльності:

репродуктивний, проблемного викладу, аналітичний, індуктивний, дедуктивний.

За основними етапами процесу:

формування знань, формування умінь і навичок, застосування знань, узагальнення, закріплення, перевірка;

За системним підходом:

стимулювання та мотивація, контроль та самоконтроль;

За джерелами знань:

словесні – розповідь, пояснення, лекція; наочні – демонстрація, ілюстрація.

За рівнем самостійної розумової діяльності:

проблемний, частково-пошуковий, дослідницький, метод проблемного викладання.

8. Методи контролю

Оцінювання якості знань студентів в умовах організації навчального процесу за модульно-рейтинговою системою здійснюється шляхом поточного, модульного, підсумкового (семестрового) контролю за 100-бальною шкалою оцінювання, за шкалою ECTS та національною шкалою оцінювання.

8.1. Поточний контроль

Поточний контроль – це оцінювання навчальних досягнень студента (рівень теоретичних знань та практичні навички з тем, включених до змістових модулів) під час проведення аудиторних занять, дистанційного навчання, організації самостійної роботи, на консультаціях (під час відпрацювання пропущених занять чи за бажання підвищити попереднє оцінювання) та активності студента на занятті.

Поточний контроль реалізується у формі опитування, контрольних робіт, виступів, експрес-контролю, контролю засвоєння навчального матеріалу, запланованого на самостійне опрацювання студентом тощо.

8.2. Підсумковий контроль

Іспит

9. Розподіл балів, які отримують студенти

Змістовий модуль I (поточне тестування)		Змістовий модуль II (поточне тестування)		Змістовий модуль III (поточне тестування)		ПМК	Змістовий модуль IV (поточне тестування)		Змістовий модуль V (поточне тестування)			ПМК	Загальна кількість балів по модулям	Підсумковий контроль (в балах)	Сума (в балах)
8		4		8			8		12						
1	2	3	4	5	6		7	8	9	10					
4	4	4	4	4	4	5	4	4	4	4	4	5	50	50	100

Шкала оцінювання: національна та ECTS

Сума балів за всі види навчальної діяльності	Оцінка ECTS	Оцінка за національною шкалою
		для екзамену, заліку
90-100	A	відмінно
80-89	B	

65-79	C	добре
55-64	D	задовільно
50-54	E	
35-49	FX	незадовільно з можливістю повторного складання
0-34	F	незадовільно з обов'язковим повторним вивченням дисципліни

Unit 1 Careers

'Many people quit looking for work when they find a job'
Steven Wright, US comedian

I. Topical Vocabulary

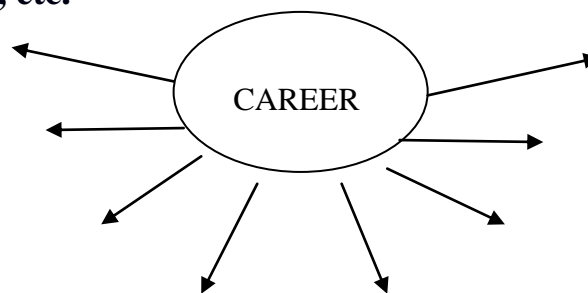
1	<i>career</i>	кар'єра
2	<i>company</i>	компанія
3	<i>services</i>	послуги
4	<i>clients/ consumers/ customers</i>	клієнти, споживачі, замовники, покупці
5	<i>employee</i>	службовець, працівник, робітник
6	<i>employer</i>	наймач, роботодавець
7	<i>products/ things/ goods</i>	товари, вироби, продукція
8	<i>work for</i>	працювати на
9	<i>work for one company</i>	працювати на одну компанію
10	<i>work for several different companies</i>	працювати на декілька різних компаній
11	<i>work for yourself</i>	працювати на себе
12	<i>work on something</i>	працювати над чимось (проектом, планом і т.д.)
13	<i>Finance</i>	фінанси; фінансовий відділ (компанії)
14	<i>Human Resources (HR)</i>	відділ кадрів; людські ресурси
15	<i>production</i>	виробництво
16	<i>Customer Service</i>	відділ клієнтського обслуговування
17	<i>Research and Development (R&D)</i>	науково-дослідницький відділ
18	<i>Sales and Marketing</i>	відділ продажу та маркетингу
19	<i>to be in charge of</i>	бути відповідальним за, бути головним
20	<i>to run the company</i>	керувати компанією
21	<i>to manufacture/ to make things</i>	виробляти товари
22	<i>to sell products or services</i>	продавати товари та послуги
23	<i>to deal with</i>	мати справу з
24	<i>to work with figures</i>	працювати з цифрами
25	<i>to investigate</i>	вивчати, досліджувати
26	<i>superior</i>	керівник, вищий за рангом
27	<i>extra qualification</i>	додаткова кваліфікація
28	<i>career move</i>	кар'єрний зріст
29	<i>career break</i>	перерва в кар'єрі
30	<i>career plan</i>	кар'єрний план
31	<i>career opportunities</i>	кар'єрні можливості

32	<i>career path</i>	кар'єрний шлях
33	<i>career ladder</i>	кар'єрна драбина
34	<i>multinational</i>	міжнародна корпорація
35	<i>rapidly growing company</i>	компанія, що швидко розвивається
36	<i>unemployed</i>	безробітний
37	<i>unemployment rate</i>	рівень безробіття
38	<i>industry</i>	промисловість; підприємство
39	<i>to make a fortune</i>	розбагатіти, нажити майно
40	<i>to make progress</i>	прогресувати
41	<i>to make a living</i>	заробляти на життя
42	<i>to get a promotion</i>	отримати підвищення
43	<i>to get a bonus</i>	отримати премію
44	<i>to get fired/ get the sack</i>	отримати звільнення
45	<i>to earn commission</i>	заробляти комісійні (проценти від продажу)
46	<i>to earn money</i>	заробляти гроші
47	<i>to earn 40,000 per year</i>	заробляти 40,000 на рік
48	<i>to do part-time work</i>	працювати неповний день
49	<i>to do a nine-to-five job</i>	працювати з 9 до 5 (повний день)
50	<i>to do one's best</i>	робити все, що в твоїх силах, все можливе
51	<i>to take an opportunity</i>	скористатися можливістю
52	<i>to take time off</i>	взяти відгул, відпустку
53	<i>to take early retirement</i>	піти на вислугу
54	<i>to work flexitime</i>	працювати по змінному графіку
55	<i>to retire</i>	іти у відставку, залишити посаду, вийти на пенсію
56	<i>salary, wage</i>	заробітна плата
57	<i>social-networking sites</i>	соціальні мережі
58	<i>jobseekers/ job hunters/ employees</i>	кандидат, претендент на вакансію (людина, яка шукає роботу)
59	<i>survey</i>	опитування
60	<i>to reject a candidate</i>	відмовити претенденту у роботі
61	<i>to land one's dream job</i>	отримати роботу своєї мрії
62	<i>to complain about work</i>	скаржитися на роботу
63	<i>profile</i>	профіль
64	<i>staff</i>	персонал
65	<i>to warn/ to caution</i>	попереджувати, застерігати
66	<i>receptionist</i>	секретар у приймальні, регістратор
67	<i>Quality Control Inspector</i>	інспектор контролю якості
68	<i>Security Officer</i>	начальник безпеки
69	<i>Maintenance Engineer</i>	інженер по технічному забезпеченню

70	<i>to involve</i>	включати в себе
71	<i>to look after</i>	відповідати за
72	<i>recruitment</i>	набір кадрів
73	<i>to be responsible for</i>	бути відповідальним за
74	<i>monitoring</i>	нагляд, контроль
75	<i>to improve quality</i>	покращувати якість
76	<i>premises</i>	володіння
77	<i>equipment</i>	обладнання
78	<i>repairs</i>	ремонт
79	<i>current</i>	поточний
80	<i>previous job</i>	попередня робота
81	<i>basic skills</i>	базові навички
82	<i>ability</i>	здібність, уміння
83	<i>offer; to offer</i>	пропозиція; пропонувати
84	<i>request; to request</i>	прохання; просити
85	<i>appointment</i>	зустріч
86	<i>workspace</i>	робоче місце, середовище
87	<i>to give smb. a lift</i>	підвозити когось
88	<i>to speak English fluently</i>	вільно говорити англійською
89	<i>achievement</i>	досягнення
90	<i>to reorganise</i>	змінювати, переорганізовувати
91	<i>to use smb's own initiative</i>	по власній ініціативі

II. Starting up

1. Suggest different stages in a typical career using expressions such as *go to school, go to university, etc.*



2. Discuss these questions.

- Do you have a career plan? Where do you want to be in 10 years' time?
- Which of the following would you prefer to do?
 - a) work for one company during your career
 - b) work for several different companies

c) work for yourself

- How ambitious are you?

3. Look at these activities (1-7). In pairs, match each activity to its corresponding area of work (a-g). Which of these areas do you work in or would you like to work in? Why?

- | | |
|--|-----------------------------------|
| 1. making/manufacturing things | a) Sales and Marketing |
| 2. being in charge of people
and running the organization | b) Finance |
| 3. selling products or services | c) Management |
| 4. dealing with clients/consumers | d) Human Resources (HR) |
| 5. working with figures | e) Production |
| 6. dealing with employees and training | f) Research and Development (R&D) |
| 7. investigating and testing | g) Customer Service |

4. What should you do to get ahead in your career? Choose the four most important tips from this list. Compare your ideas in a group and try to agree on a final choice.

- | | |
|--|---|
| 1. Change companies often. | 5. Be energetic and enthusiastic at all times. |
| 2. Use charm with your superiors. | 6. Be the last to leave work every day. |
| 3. Attend all meetings. | 7. Find an experienced person to give you
help and advice. |
| 4. Go to your company's social
functions. | 8. Study for extra qualifications in your
free time. |

III. Vocabulary and Speech Exercises

1. These phrases (1-6) all include the word career. Match each of them to its correct meaning (a-f).

- | | |
|----------------|---|
| 1. career move | a) chances to start / improve your career |
|----------------|---|

- | | |
|-------------------------|--|
| 2. career break | b) ideas you have for your future career |
| 3. career plan | c) an action you take to progress in your career |
| 4. career opportunities | d) a period of time away from your job to, for example, look after your children |
| 5. career path | e) a series of levels or steps in your working life |
| 6. career ladder | f) the direction your working life takes |

2. Complete the sentences below with the verbs in the box.

climb decide have make offer take

1. Employees in large multinationals _____ excellent career opportunities if they are willing to travel.
2. Some people _____ a career break to do something adventurous like sailing round the world or going trekking in India.
3. One way to _____ a career move is to join a small but rapidly growing company.
4. Certain companies _____ career opportunities to the long-term unemployed or to people without formal qualifications.
5. Ambitious people often _____ on a career plan while they are still at university.
6. In some industries, it can take a long time to _____ the career ladder.

3. Look at these groups of words. Cross out the noun or noun phrase in each group which doesn't go with the verb in italics.

1. *make* a fortune/ progress/ a living/ a training course
2. *get* progress/ a promotion/ a bonus/ fired (AmE)/ the sack (BrE)
3. *earn* commission/ a part-time job/ money/ 40,000 per year
4. *do* part-time work/ a mistake/ a nine-to-five job/ your best
5. *take* a pension/ an opportunity/ time off/ early retirement
6. *work* flexitime/ anti-social hours/ overtime/ an office job

4. Complete each of these sentences with the appropriate form of a word partnership from Exercise 3.

1. In banking, you can _____ with the big bonuses and retire at 35.
2. When you _____, you can arrange your own schedule, so this is very convenient when you have children.
3. People who work in sales often have the opportunity to _____ on top of a basic salary.
4. Luke is ambitious and does not want to be a sales assistant all his life. In fact, he hopes to _____ and become Assistant Manager very soon.
5. Many students _____ when they are at university because it fits in with their studies.
6. Goran is 59, but he does not want to _____. In fact, he is taking on more work!

5. Choose the best word (a, b or c) to complete each space in the advert.

Lambrois 303

Your careers guidance service

If you don't have a career _____ 1) in mind or if you are tired of your old nine-to-five _____ 2) and want to make a career _____ 3), you can just call us on the telephone number below to find out how we can help.

We will work with you to understand what is really important to you. For example, are you more interested in _____ 4) a lot of money or in having the opportunity to _____ 5) the career ladder?

Our experienced counsellors will also review your existing skills, experience and _____ 6) to help guide you into a role that will be right for you. They may also ask you to _____ 7) a psychometric test to help them to understand what areas of _____ 8) suit you best. Maybe you are thinking of a job in finance but are you really good with _____ 9)? Or a position in _____ 10) resources but do you really enjoy dealing with people and their needs?

Don't delay, call us today on: 02072489894

1	a) ladder	b) path	c) opportunity
2	a) work	b) job	c) employee
3	a) move	b) training	c) break
4	a) doing	b) earning	c) taking
5	a) climb	b) follow	c) earn
6	a) diplomas	b) levels	c) qualification
7	a) give	b) make	c) do
8	a) employment	b) progress	c) job
9	a) figures	b) counts	c) maths
10	a) personnel	b) staff	c) human

6. Complete each sentence with the correct form of an item from the box.

to involve to be in charge to deal to look to make sure to be responsible
--

- Lev Migachov works in research and development. His job _____ developing new products and new ideas.
- Suzanna Lonza is the receptionist. She _____ after visitors and takes messages.
- Nadine Deschamps works for HR. She _____ with staff problems, as well as with recruitment and training.
- Linda Eriksen is our Quality Control Inspector. She _____ for monitoring our products and trying to improve their quality.
- Jose Manzano is our Security Officer. He _____ that our staff and premises are protected against crime.
- Hans Reiter is our new Maintenance Engineer. He checks all our equipment regularly and _____ of all repairs.

7. Complete the phrases with the words that come immediately after them and build sentences with these phrases.

- to be in charge _____
- to deal _____
- to look _____
- to make sure _____
- to be responsible _____

8. Complete the sentences with words from the box.

commission bonus currency earn tax overtime
pension rent salary social security mortgage

1. After I lost my job, I was living on _____ for three months. This was difficult, because the amount was much lower than the _____ I had before.
2. I used to work as a salesperson, but I wasn't very successful, so I didn't _____ much _____.
3. If the company makes 10 % more than last year, we'll all get a _____ at the end of the year.
4. It'll take me at least 25 years to repay the _____ on my house.
5. Many European countries now have the same _____, the euro.
6. My wages aren't very good, so I do a lot of _____.
7. Nearly 40 % of everything I earn goes to the government as _____.
8. The owner has just increased the _____ on our flat by 15 %.
9. When I retire, my _____ will be 60 % of my final salary.

IV. Reading Comprehension

Text 1

Be aware of your online image

1. Discuss these questions in pairs.

1. What social-networking sites do you a) know, and b) use?
2. Why do you use them?

2. Scan the article below quickly and answer these questions.

1. What percentage of employers research candidates online?
2. Which social-networking sites are mentioned?
3. Who do Peter Cullen and Farhan Vasin work for?

Jobseekers have been warned that their Facebook profile could damage their employment prospects, after a study found that seven in 10 employers now research candidates online.

According to new figures released by Microsoft, checks on Facebook and Twitter are now as important in the job-selection process as a CV or interview.

The survey, which questioned human-resource managers at the top 100 companies in the UK, the US, Germany and France, found that 70 per cent admitted to rejecting a candidate because of their online behaviour.

But HR bosses also said that a strong image online could actually help job hunters to land their dream job. Peter Cullen, of Microsoft, said: "Your online reputation is not something to be scared of, it's something to be proactively managed. These days, it's essential that web users cultivate the kind of online reputation that they would want an employer to see."

Facebook *faux pas** include drunken photographs, bad language and messages complaining about work.

Farhan Yasin, of online recruitment network Careerbuilder.co.uk, said: "Social networking is a great way to make connections with job opportunities and promote your personal brand across the Internet. People really need to make sure they are using this resource to their advantage, by conveying a professional image."

But Mr Yasin cautioned job seekers to be aware of their online image even after landing the perfect job, after their own research found that 28 per cent of employers had fired staff for content found on their social-networking profile. He added: "A huge number of employers have taken action against staff for writing negative comments about the company or another employee on their social-networking page."

* *Faux pas* – a mistake

3. Read the article again and choose the best headline (a, b or c).

- a) Complaining about your job could lose you your job
- b) Facebook profile 'could damage job prospects'

c) Ambition is key to a successful career

4. According to the article, how can social-networking sites make or break your career? In pairs, write a short list of things you should not do on your social networking pages. You can include your own ideas.

5. Should staff be allowed to use social-networking sites during the working day? Discuss.

Text 2

What does economics study? What are microeconomics and macroeconomics?

1. Before you read

Discuss the following with your partner.

- Do you know much about economics?
- Which of these statements you think are true?
 - 1) Economics is only the study of money?
 - 2) Economics is something governments take care of.
 - 3) An economist basically decides how money is spent.

What do you think of when you hear the word economics? Money, certainly, and perhaps more complicated things like business, inflation and unemployment. The science of economics studies all of these, but many more things as well. Perhaps you think that economics is all about the decisions that government and business managers take. In fact, economists study the decisions we all take every day.

Very simply, economics studies the way people deal with a fact of life: resources are limited, but our demand for them certainly is not. Resources may be material things such as food, housing and heating. There are some resources, though, that we cannot touch. Time, space and convenience, for example, are also resources. Think of a day. There are only 24 hours in one and we have to choose the best way to

spend them. Our everyday lives are full of decisions like these. Every decision we make is a trade-off. If you spend more time working, you make more money. However, you will have less time to relax. Economists study the trade-offs people make. They study the reasons for their decisions. They look at effects those decisions have on our lives and society.

Economists talk about microeconomics and macroeconomics. Microeconomics deals with people, like you and me, and private business. It looks at the economic decisions people make every day. It examines how families manage their household budget. Microeconomics also deals with companies – small or large – and how they run their business. Macroeconomics, on the other hand, looks at the economy of a country – and of the whole world. Any economist will tell you, though, that microeconomics and macroeconomics are closely related. All of our daily microeconomics decisions have an effect on the wider world around us.

Another way to look at the science of economics is to ask ‘what’s it good for?’ Economists don’t all agree on the answer to this question. Some practice *positive economics*. They study economic data and try to explain the behavior of the economy. They also try to guess economic changes before they happen. Others practise *normative economics*. They suggest how to improve the economy. Positive economists say, ‘this is how it is’. Normative economists say, ‘we should...’.

So what do economists do? Mainly, they do three things: collect data, create economic models and formulate theories. Data collection can include facts and figures about almost anything, from birth rates to coffee production. Economic models show relationships between the money people earn and unemployment. From this information, economists try to make theories which explain why the economy works the way it does.

2. Match the words with the definitions.

- | | |
|----------------|---|
| 1. budget | a) the people who control a country and make laws |
| 2. business | b) information |
| 3. convenience | c) company that sells goods or services |

- | | |
|------------------|--|
| 4. data | d) easiness |
| 5. demand | e) the amount of money you have for something |
| 6. government | f) how much people want something |
| 7. inflation | g) the number of people without work |
| 8. resources | h) something such as money, workers or minerals |
| 9. trade-off | i) rising prices |
| 10. unemployment | j) giving away something in exchange for something |

V. Listening Comprehension

1. Listen to three people talking about their careers. Which person is at the beginning, in the middle and at the end of their career?

2. Listen again. Which of the phrases with the word “career” does each person use? Which of the experiences do you think are common?

3. Listening “Changing jobs”

A) Listen to part one and match the two parts of these expressions. Then put the expression into these groups.

- | | | |
|----------------------|---------|---------------------|
| a) TV programmes | b) jobs | c) types of company |
| 1. finance | | a) channels |
| 2. television | | b) channels |
| 3. music | | c) business |
| 4. children's | | d) business |
| 5. movie | | e) channels |
| 6. chocolate pudding | | f) director |

B) Melissa Foux is the Finance Director of CSC Media Limited, a television company. Listen to the first part of the interview and answer these questions.

1) How does she describe her current company?

2) What was her previous job?

3) Why is it easy to move from sector to sector in the finance world?

C) Listen to the second part and complete this extract.

When I was a student, although I was studying _____ 1), I thought I would like to do something _____ 2) afterwards, and I actually did a summer _____ 3) with one of the big _____ 4) firms, which was an excellent way to get an _____ 5) of what the job would be like. I started off as an auditor, and it was through that _____ 6) that I got my first job.

D) Listen to parts one and two and replace the verbs in italic with infinitive forms of verbs that Melissa Foux actually uses. (One of the verbs she uses is a multiword verb.)

1. *transfer* from sector to sector
2. *do* a subject at university
3. *perform* an internship
4. *gain* an understanding of something
5. *begin* as an auditor
6. *obtain* a job

E) Melissa is asked if she has had any good advice during her career. Listen to the third part and number these points in the order in which she mentions them.

- a) maintain clarity
- b) be able to see the key point and the key decision you have to make
- c) do not overcomplicate things

F) Listen to parts three and four. Choose the correct alternative to replace the expression in italic so as to keep the closest meaning.

1. I think the thing that stands out is, really, not to *overcomplicate things*.

a) make things easier b) make things too difficult c) keep things the same

2. Especially in the finance world, people can ***get bogged down in*** a lot of detail.

a) up to their ankles in b) tiring out by c) overloaded with

3. And it's important to try and ***maintain clarity*** and always be able to see above all the numbers.

a) keep things clear b) keep things interesting c) keep things difficult

4. What I found, in ***coming across*** people who have applied for positions in the companies I've worked in.

a) meeting b) interviewing c) employing

5. The key difference is people who've done a lot of research on the companies that they've ***applied to***.

a) asked for more information about b) asked to join c) asked to leave

6. So I say, research is ***the key***.

a) the least important thing b) one of the most important things c) the most important thing

G) In groups, discuss these questions.

1. What do you hope to do in the future in your career?

2. Do you think there is an ideal career for you? What is it? Why?

3. What is the best advice you have been given during your career or your studies?

VI. Skills “Telephoning: making contact”

1. What kinds of phone calls do you make in English? What useful telephone expressions do you know?

2. Listen to three phone calls and answer these questions.

1. What is the purpose of each call?

2. Do the callers know each other?

3. Listen to the first call again. Complete the expressions on the right so they have the same meaning as the ones on the left.

- | | |
|--------------------------------------|--------------------------------------|
| 1. Can I talk to _____? | I'd _____ to _____ |
| 2. Just a moment _____ | Thank you. _____. |
| 3. I'll connect you. | I'll _____. |
| 4. Am I speaking to Carina Molenaar? | Hello. _____ Corina Molenaar? |
| 5. Yes, it's me. | _____. |
| 6. The reason I'm calling is _____ | Yes, I'm _____ your advert _____ |
| 7. Can I have your name and address? | _____ your name and address, please? |

4. Listen to the second call again and complete this extract.

A: Hello. _____ to Giovanna, please?

B: _____ she's not here at the moment. Can I _____ a _____?

A: Yes, please. _____ Johan from Intec. _____ you _____ her

I won't be able to _____ the training course on Saturday? She can
_____ me _____ if there's a problem. I'm _____ 0191 498 0051.

5. Listen to the third call again. Choose the phrases the speakers use.

Matt: Hello, Matt speaking.

Karl: Hi, Matt. Karl here.

Matt: Oh, hello, Karl. How are *things / you*?

Karl: Fine, thanks. Listen, just a quick *word / question*.

Matt: Yeah, go ahead.

Karl: Do you think you could *give me / let me have* the other number for Workplace Solutions? I can't get through to them. Their phone's always *busy / engaged*.

Matt: I've got it *here / right in front of me*. It's 020 9756 4237.

Karl: Sorry, I didn't *hear / catch* the last part. Did you say 4227?

Matt: No, it's 4237.

Karl: OK. Thanks. Bye.

Matt: *No problem / Don't mention it*. Bye.

6. Study the Useful language box below. Then role-play the phone calls.

Role play 1

Student A: You work at Lochlin plc. You receive a call for your colleague, Jamie Vincent. Jamie is not in the office at the moment. Take the caller's details and say that Jamie will call them back.

Student B: You are Jamie Vincent. Telephone the person who called about the job advertisement. Offer to send an application form. The closing date for applications is in two weeks' time.

Role play 2

Student A: You want to attend the computer training course which you saw in the advertisement below. Call and ask for Alex Frantzen.

Student B: Some time later, Alex Frantzen calls you back. You want to know more about the course and when the next one starts. Also ask about when you need to register for the course.

Useful language

MAKING CALLS

Could I speak to Carmela Cantani, please?

Yes, this is Erika Mueller from KMV.

Is this the sales/finance/marketing department?

I'm calling about ...

Could you transfer me to the IT department, please?

Could you tell him/her that I called?

Could you ask him/her to call me back?

Can I leave a message, please?

RECEIVING CALLS

Who's calling, please?

Could you tell me what it's about?

I'll put you through.

Can you hold?

He seems to be with someone right now. Can I get him to call you?

I'm afraid there's no answer. Can I take a message?

I'm sorry, there's no answer. I can transfer you to his/her voice mail.

VII. Self-directed work

Reading 1

Read this article from the Financial Times by Rhymer Rigby and answer the questions

Before you read

Is it part of your career plan to work abroad one day? If you have worked abroad, was it good for your career? Why? / Why not?

Working abroad

By Rhymer Rigby

A period overseas is seen by many as an important addition to your CV. But how do you make sure that it really works to your advantage?

1 _____

"Think carefully about the job," says executive coach, Nicola Bunting. "Does it fit in with your career goals or are you being attracted by the lifestyle? Also before you go, you need to have a re-entry plan." Kevan Hall, chief executive of the international people management group, Global Integration, says you shouldn't underestimate the culture shock. "Go out there beforehand. See what you're getting into."

2 _____

Nigel Parslow, UK managing director of Harvey Nash executive search, says staying where you are may not be possible if you work for an organisation that has overseas operations. He adds that the experience you gain is also very attractive.

3 _____

The biggest is family. This can be particularly hard for people in the middle of their careers who may have children at school. Ms Bunting says: "There's your partner's career too. Some people's spouses try and commute back and I'd really advise against this as it makes an already stressful situation even more difficult."

4 _____

Mr Hall says: "There's been a power shift to Asia, and that, coupled with low growth in America and Europe, means that particularly if you're ambitious you might want to spend some time there."

5 _____

Many people say two to three years. But this will vary according to the country and organisation. Mr Parslow thinks so that if you spend too long abroad, you can end up with a not entirely positive expat* label attached to you.

* An expat is someone who lives and works abroad often for a long period.

Exercises

1. Find the correct place in the article for each of these questions.

- a) Is there an ideal length of time?
- b) What about the destination?
- c) What are the advantages and disadvantages?
- d) What are the personal considerations?
- e) What should I consider before I go?

2. Look through the whole article and match each person with their organisation and their opinions/advice. (Each person has more than one opinion / piece of advice.)

Persons	Organisations	Opinion / Advice
1. Nicola Bunting	a) Global Integration	a) Don't stay abroad too long.
2. Kevan Hall	b) Harvey Nash	b) Make sure the overseas job suits your career goals.
3. Nigel Parslow	c) not mentioned	c) Think about your partner's career.
		d) Don't underestimate the culture shock.
		e) You may have no choice about going abroad or not.
		f) Think about what you will do when you get back.
		g) Go to work in Asia.
		h) Go to the place beforehand to check it out.

3. Read paragraph 2 and decide if these statements about expressions are true or false.

If you ...

- a) consider if a job fits in with your career goals, you think about the long-term consequences of taking the job.
- b) go to work abroad and have a re-entry plan, you have an idea about what you are going to do when you get back.
- c) underestimate something, you give it more importance that it really has.
- d) suffer from culture shock, you find it easy to get used to another culture.
- e) get into a situation, you get involved in it.

4. Find the answers to these questions in paragraphs 4, 5 and 6. Start your answers with Because ...

When considering a job abroad ...

- a) why is it especially hard for people in the middle of their careers?
- b) why should married people consider the issues carefully?
- c) why is it a bad idea for the husband or wife to commute back to the home country?
- d) why is Asia a good place to go and work for a while?
- e) why is it a good idea not to stay there too long?

Over to you 1

Imagine that a colleague of yours is going to work or study abroad for two years. What advice would you give them?

Over to you 2

Some say that the business world is becoming more or less the same everywhere and that people should have less and less trouble adjusting to work in a new country. Do you agree or disagree? Give your reasons

Reading 2

Read this article from the Financial Times by Lucy Kellaway and answer the questions.

Before you read

In a performance review or performance appraisal, your boss tells you how well you are doing your job, and things that you must improve. Are these reviews useful? Why? / Why not?

If you're a student, what forms of appraisal are there for your work?

It's time to sack job appraisals

By Lucy Kellaway

Last week an e-mail went round the office asking for suggestions on ways to improve our performance appraisal system. My suggestion is dead easy and dirt cheap: get rid of the whole thing and replace it with nothing at all.

Over the past 30 years, I have been appraised 30 times - as banker, journalist and nonexecutive director. I've lived through the fashion for long, complicated forms. I've also survived the fashion in which appraisals are called "career chats". I've done appraisals across a table, on a sofa, even over a meal.

But I have never learnt anything about myself as a result. I have never set any target that I later hit. Instead I always feel as if I am playing a particularly bad party game that isn't fun and that doesn't answer the most basic question: am I doing a good job? The resulting form is then put on file even though you know from experience how much attention will be paid to it later: none at all.

At least I've only had to suffer one side of the process. I have never - thank goodness - had to appraise anyone else. This must be even worse, as you have to perform the same operation with each employee in turn. You have to let people believe they are doing more or less okay, because it's too tiring to tell them that they aren't doing okay at all.

Exercises

1. Read through the whole article. Is the writer for or against job appraisals?

2. Complete the table with words from paragraphs 1, 2 and 3.

Verb	Noun
suggest	
	improvement
appraise	
	replacement
	survival
target	
	answer
file	
experience	

3. Now match the nouns in Exercise 2 to their definitions.

- a) what you give when someone asks a question
- b) when something gets better
- c) something that takes the place of another
- d) the act of giving an opinion about someone or something
- e) something that you aim at or for
- f) advice about what to do
- g) sheets of paper with information, kept together
- h) knowledge of what has happened in the past
- i) continuing to exist, despite difficult conditions

4. Choose the correct alternative to complete these statements about the expressions in *italic* from paragraphs 2 and 3.

1. If something is *dead easy*, it is...

- a) not so easy.
- b) very easy.
- c) quite easy.

2. If something is *dirt cheap*, it is ...

- a) very cheap.
- b) quite cheap.
- c) not at all cheap.

3. If you *get rid of* something, you ...

- a) keep it.
- b) throw it away.
- c) prevent it.

4. If you *live through* something, you...

- a) experience it.
- b) ignore it.
- c) realise it.

5. If something is *complicated*, it is...

- a) easy.
- b) nice.
- c) difficult.

6. A *chat* is a type of ...

- a) speech.
- b) interview.
- c) conversation.

5. Match the verbs from paragraph 3 with the things that they go with.

- | | |
|-----------|-----------------------------|
| 1) learn | a) a party game |
| 2) set | b) something on file |
| 3) play | c) a basic question |
| 4) answer | d) a target |
| 5) put | e) attention to something |
| 6) pay | f) something about yourself |

6. Read paragraphs 3 and 4 and decide if these statements are true or false.

The writer of the article...

- a) found out things about herself thanks to job appraisals.
- b) set targets for herself, but didn't hit them.
- c) compares job appraisals with party games.

- d) has found out if she has done a good job during job appraisals.
- e) has done job appraisals of people working for her.
- f) thinks that it's easy to tell people that they are not performing well.

Over to you 1

After reading the article, do you think that performance appraisals are a) less useful, or b) more useful than you did before you read it? Give your reasons.

Over to you 2

Give suggestions on how to tell an employee in a performance appraisal that their work is not good enough.

Reading 3

Before you read

You are going to read an article about how to get a job abroad. Before you read match a word on the left with a word on the right to make a collocation.

- | | | | |
|---------------|--------------|------------|-------------------|
| 1 career | a) process | 5 degree | e) letter |
| 2 work | b) language | 6 cover | f) an application |
| 3 foreign | c) placement | 7 short | g) subject |
| 4 application | d) ladder | 8 withdraw | h) list |

Cultural Chameleons

In today's competitive job market, not spending time abroad can seriously damage your chances of climbing the career ladder. It is no surprise then that more and more graduates and professionals are looking for opportunities to live and work in a foreign country.

With record numbers of workers hoping to relocate, it is no longer enough to have done a work placement abroad or to speak a foreign language. "This is no longer something that makes you different," says Nannette Ripmeester, director of Expertise in Labour Mobility. "It is something employers expect."

But even if you are a strong candidate, the application process for foreign jobs is far from straightforward. The EU has introduced the Euro CV to standardise application procedures throughout Europe, but Ripmeester believes that a culturally adapted CV is better. “What do I mean by that? For example, in the UK, it is customary to add hobbies and interests at the bottom of the page. In Italy however, that information is not necessary.”

When you write your CV it is also a good idea to check whether a photo is necessary and whether an English-language CV should be written in American or British English. Another point to think about is whether or not employers will recognise your degree subject, especially when you have studied a subject, such as Wireless Network Systems, which doesn't necessarily translate into another language and culture.

You also need to consider the cover letter, the first thing that an employer will read. Approaches differ from country to country: get the CV right but the cover letter wrong and you destroy your chances of getting short-listed for interview because the cover letter is the first thing that an employer will read. The British usually write long letters to draw attention to relevant sections on the CV, the Italians want one or two sentences and the French expect candidates to handwrite detailed letters which may be analysed by handwriting experts.

When it comes to interviews, make sure you know about the work culture and understand the importance different countries place on language and speech. For example, the French use short sentences and hate silence, while Scandinavians have a deep respect for pauses. You may think these points are not important but by not paying attention, you are showing that you do not respect the culture of the country you wish to work in.

Making a mistake at the interview is something Sarah Hall knows all about. She is from Liverpool in the UK and has worked in Germany, Sweden and Spain. “My advice is be aware of ‘culture clash.’ In Britain there is usually a maximum of two interviews. In southern Europe they will call you back for a third or fourth interview. I lost a very good job in Spain when I thought they weren't serious. I

withdrew my application because they asked me to go for a fourth interview. Looking back, I now realise they were doing as they always do. I behaved wrongly.”

“It’s important to show that you understand the working culture. Adapting a similar style of dress to your co-workers, eating the kind of food they eat, enjoying similar activities - these things help to win trust and respect.”

“Think of yourself as a cultural chameleon, mirror the kind of messages you get about communication and appearance. People like people who remind them of themselves, and nobody likes what they don’t understand.”

Exercises

1. Read the article and mark the sentences T (true) or F (false). Change any false sentences to make them true.

1. To have a successful career these days you need to have experience of working abroad.
2. A work placement abroad will help your application attract attention.
3. Nannette Ripmeester thinks that the Euro CV is the best kind of CV to use when looking for a job.
4. You need to check that your employers will recognise your degree subject.
5. CVs are more important than cover letters.
6. A cover letter in France may be studied by a specialist.
7. Sarah Hall withdrew her application for a job in Spain because she didn’t like the questions in her interview.
8. When working abroad you should behave in a similar way to those around you.

2. In small groups discuss the questions.

1. Which countries would you like and not like to go and work in?
2. What problems do you think people who work abroad have?
3. Do you think working abroad is essential for a successful career? Why / Why not?

3. Read the extracts from an article on living abroad. Find the correct heading for each extract. Use the words in the boxes to fill in the space

Health

Opening a bank account

Mobile phones

Accommodation

bills	notice	contract	deposit
-------	--------	----------	---------

1. Perhaps the most difficult thing to organize is where you are going to live. Your employer might help you find an (1)_____ or it might even be provided for you. The best advice is to start looking before you go. Use the Internet to look for places to rent and post your own advert on bulletin boards. It is important to view anywhere though before you sign a (2)_____ and give a large (3)_____ to a landlord. You also need to check whether or not the utility (4)_____ are included and how much (5)_____ you need to give when you want to move out. Many people choose to live with a local family as a way to learn about the culture of the country they are in.

credit cards	salary	overdraft
--------------	--------	-----------

2. To open a bank account in another country you will need to show your passport, proof of earnings, proof of your address and residency. It is also likely that you will be expected to show proof that your monthly (6)_____ will be paid into this account. Remember that rules regarding banks are not the same in every country. You have to pay for an (7)_____ on your account in France, and the rules on (8)_____ can differ greatly, make sure you check before you sign up!

check-up	insurance scheme	national health service
----------	------------------	-------------------------

3. In most countries you have to pay for medical treatment. For trips of up to three months in Europe, the European Health Insurance Card may allow you to be treated for free by the (9) _____ of the country you are in. Your employer may have an (10)_____ that you can join or you might want to take out your own insurance policy. This will help you if you need to see a doctor while you are abroad.

You may need to register with a doctor and you may also need to have a (11)_____ .

top-ups landline contract number

4. In many countries, the process of buying a mobile phone is straightforward: you choose the phone and the provider you want, you are then given a (12)_____ . Italy is one exception, where you will need your national ID card and your tax code. When you don't know how long you are planning to live in the country, many people choose prepaid packages that allow (13)_____ . This means you can cut off the service when you want without worrying about being tied into a (14)_____ . These days many providers also offer wireless Internet access meaning you won't need to have a (15)_____ put into your flat or apartment.

4. Look at the eight pieces of advice for people who are going to live abroad. For each set of four match the beginning with the correct ending.

1. You might have to pay two month's rent	a) for free with most banks.
2. When you move out of a flat	b) your landlord will check the inventory.
3. You can have an overdraft	c) to withdraw money from a cash point.
4. You can use your bank card from home	d) as a deposit before you move into a flat.
5. You need to be registered with a doctor	e) broadband access in the area where you live.
6. Most employers include medical insurance	f) means you don't need to sign a contract for your mobile phone.
7. Using top-ups	g) to get medical treatment.
8. You need to check that there is	h) as part of their employment package.

Which pieces of advice are true for your country? Which are different? What other advice and information could you give? Compare your answers with a partner.

Unit 2 Companies

'Corporations are not things. They are the people who run them'
Charles Handy, Irish management guru

I. Topical Vocabulary

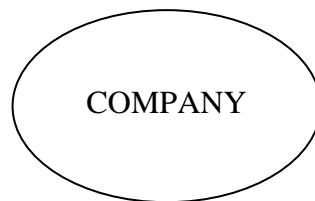
1	<i>head office</i>	головний офіс, управління (компанії, корпорації)
2	<i>market share</i>	доля ринка (питома вага на ринку даного товару (продукції компанії))
3	<i>net profit</i>	чистий прибуток
4	<i>parent company</i>	материнська компанія, компанія-засновник
5	<i>subsidiary</i>	дочірня компанія
6	<i>share</i>	акція
7	<i>share price</i>	курс акцій, біржовий курс
8	<i>turnover</i>	обіг
9	<i>workforce</i>	робоча сила, трудові ресурси
10	<i>costs</i>	витрати
11	<i>tax</i>	податок
12	<i>financial performance</i>	фінансовий результат, фінансовий стан (характеристика ефективності діяльності підприємства)
13	<i>all-time high</i>	незвично високий рівень; постійно високий (про ціни і т.п.)
14	<i>strong demand</i>	високий попит
15	<i>cash flow</i>	грошовий потік
16	<i>CEO (Chief Executive Officer)</i>	генеральний директор (компанії); керівник підприємства;
17	<i>shareholder</i>	акціонер
18	<i>board of directors</i>	рада директорів; правління; адміністрація
19	<i>chairperson / chairman</i>	голова (зборів тощо)
20	<i>policy decision</i>	стратегічне рішення
21	<i>a family-owned company</i>	родинна компанія
22	<i>a multinational company</i>	міжнародна компанія
23	<i>to be self-employed</i>	працювати на себе
24	<i>enterprise</i>	підприємство
25	<i>corporation</i>	корпорація
26	<i>profitable</i>	прибутковий, вигідний, дохідний
27	<i>failing</i>	збитковий
28	<i>bankrupt</i>	банкрут
29	<i>pharmaceuticals</i>	фармацевтичний

30	<i>sustainability</i>	стійкий розвиток, стійкість
31	<i>chart</i>	діаграма, графік, схема, таблиця
32	<i>company officer</i>	посадова особа компанії
33	<i>lay off</i>	звільнити з роботи (тимчасово)

II. Starting up

1. Say which adjectives and verbs could come in front of the word company. Use the initial letters of the words on the left as clues.

F...
M...
S...
M...
P...
F...
B...
W...
S...
Ch...



2. Which of these companies do you or would you like to work for?

- 1) a family-owned company
- 2) a multinational company
- 3) your own company (be self-employed)

Think about such points as: work environment, pay, promotion possibilities, and job security. Then compare your answers with the information below.

Work environment: May be more friendly in a small family business. But some family-owned businesses are multinationals with thousands of employees, and the environment may not be that different to working in an ordinary multinational. Self-employed people working on their own sometimes complain about feeling isolated. You may feel more in control running your own company, but there again, if you have employees to look after, this can be a big responsibility.

Pay: Small family companies may or may not pay good wages and salaries. One issue here is that when multinationals come to an area with low unemployment, they may make it more expensive for firms in the area to employ people in office or

factory jobs. On the other hand, some multinationals are well known for paying very low wages to people in places such as fast food outlets. The pay of self-employed people, of course, varies enormously.

Promotion possibilities: There will be fewer opportunities for promotion in family companies, especially if family members are in key positions. Multinationals will probably offer more scope - the fast-food worker may become a branch manager and possibly go even further, but examples of top managers who have risen all the way from shop-floor level are rare.

Job security (= probability that you will keep the job): Family companies may hesitate longer before laying people off out of a feeling of responsibility towards their employees. Multinationals have had different attitudes towards laying people off, but companies in general are probably quicker to lay people off than before.

3. Can you name a company in each of these business sectors? Is there one that you would like to work for?

Telecommunications/Media	Banking and finance	Food and drink
Engineering	Transport	Retailing
Pharmaceuticals/Chemicals	Manufacturing	Another service industry
Construction	IT/Electronics	Tourism

III. Vocabulary and Speech Exercises

1. Complete the chart with the information in the box below. Then write sentences about the companies.

Example: *Cisco Systems is an American company which supplies Internet equipment.*

American Express	container-ship operator	fashion/retail	Finnish
Japanese	Korean	Nokia	oil and gas
		pharmaceuticals	Toyota

COMPANY	MAIN ACTIVITY	NATIONALITY
Cisco Systems	Internet-equipment supplier	American
	Car manufacturer	
Inditex		Spanish
	Travel and financial services provider	American
Roche		Swiss
Samsung	Electronic-goods maker	
	Telecommunications	
Hapag-Lloyd		German
Petrobras		Brazilian

2. Complete the sentences below with the words and phrases in the box.

head office	market share	net profit	parent company
share price	subsidiary	turnover	workforce

1. The amount of money a company receives from sales in a particular period is called its ...
- 2 The money a company makes after taking away its costs and tax is its...
- 3 A company which owns another company is called a...
- 4 The employees in a particular country or business are called the ...
- 5 The percentage of sales a company has in a particular market is its ...
- 6 The main building or location of a large organisation is its...
- 7 The cost of a company's shares is its ...
- 8 A company which is more than 50% owned by another company is called a ...

3. Complete this extract from a company report with appropriate words or phrases from the box in Exercise 2.

Financial performance

I am pleased to say the 1) _____ has continued its excellent performance. We are changing, growing and doing well at a difficult time for the industry. 2) _____ was €57.2 million, an increase of 15% on last year, and 3) _____ rose by 5% to €6.4 million.

We are a highly competitive business. We have increased our 4) _____

to 20%. Consequently, our 5) _____ has risen and is now at an all-time high or €9.6.

Increased production and strong demand have had a positive effect on our cashflow, so we are able to finance a number of new projects. We have successfully moved to our new 6) _____ in central London. We are now planning to start full production at the recently opened Spanish 7) _____ in October.

Finally, thanks once again to our loyal and dedicated 8) _____. Our employees will always be our most valuable asset.

4. Use the prepositions *at, by, for, in, of, to* and *on* to complete the extract from a company report.

PINELCOM

Financial performance

Pinelcom is committed 1) _____ creating and delivering value – value to its customers, value to its employees and value to the region. Our success in moving towards this goal is most evident in the financial results for this year. Turnover 2) _____ the close of the year was €83,5 million, that is an increase 3) _____ 12 per cent over the previous year, and profits rose 4) _____ 6 per cent 5) _____ €7,3 million. In spite of fierce competition, we have increased our market share to almost 25 per cent. As a result, our share price has risen and is now 6) _____ an all-time high 7) _____ €11,6.

A huge increase 8) _____ production and rising demand have had a positive effect 9) _____ our cash flow. We are planning to start full production 10) _____ our recently opened Polish subsidiary 11) _____ May.

Finally, I would like to congratulate our staff on their outstanding performance. Thank you all once again 12) _____ your continuing support of the company.

5. Match the companies to the industry sector they belong to.

1. Lenovo, Apple, Dell, Microsoft	a) Electrical / Electronics
2. Bayer, Johnson & Johnson, Novartis	b) Engineering
3. BMW, General Motors, Nissan, Toyota	c) Banking and finance
4. HSBC, ING	d) Pharmaceuticals / Chemicals
5. LG, Nokia, Samsung, Siemens	e) IT (Information Technology)
6. AP Moller-Maersk, Qatar Airways, Ryanair	f) Retail
7. Ikea, Tesco, Wal-Mart, Zara	g) Transport

6. Read the sentences and write the missing words.

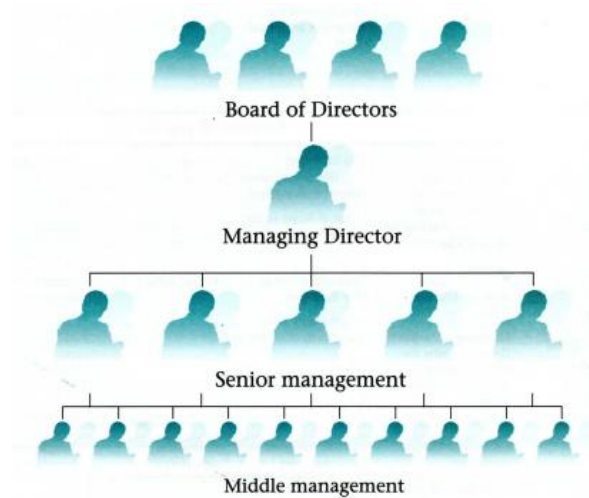
- Human r _ _ _ _ c _ s deals with employees, keeps their records and helps with any problems they might have.
- If someone is _ _ _ f-e _ _ _ oy _ _ , it means that they don't work for only one company.
- Cisco Systems is a famous American IT company which _ _ pp_ _ _ _ Internet equipment.
- A company which owns another company is called a _ _ r _ _ _ company.
- A _ _ bs _ _ _ _ _ _ is a company which is more than 50 per cent owned by another company.
- The main building or location of a company or organisation is its _ _ _ d o _ _ _ _ e .
- Banking and tourism belong to the _ _ _ v _ _ _ industry.
- All the people who work in a particular country, industry, or factory are called the _ _ _ kf _ _ _ _ .

IV. Reading Comprehension

Text 1

Company structures

Most companies are made up of three groups of people: the *shareholders* (who provide the capital), the *management* and the *workforce*. The management structure of a typical company is shown in this organisation chart.



At the top of the company hierarchy is the **Board of Directors**, headed by the **Chairperson** or **President**. The Board is responsible for policy decisions and strategy. It will usually appoint a **Managing Director** or **Chief Executive Officer**, who has overall responsibility for the running of the business. **Senior managers** or **company officers** head the various departments or functions within the company, which may include the following:

- a) Marketing
- b) Public Relations
- c) Information Technology or IT
- d) Personnel or Human Resources
- e) Finance
- f) Production
- g) Research and Development or R & D

Text 2

Two different organisations

1. Discuss the statement 'Companies should be owned by their employees.'

2. Work in pairs. As you read, make a note of the key points about your company in the chart below.

Student A: Read Article 1.

Student B: Read Article 2.

Tata	John Lewis
India's biggest company	Owned by its employees

Article 1

India: Tata's search for a new CEO

by Joe Leahy in Mumbai

Mr Tata, Chairman of India's biggest company, is expected to retire – yet again – in two years. But this time things look different. The group appears ready to move on, formally announcing last month that it has set up a special committee to look for a new CEO.

Instead of simply choosing the most obvious successor, the group has said it will consider all candidates for India's biggest corporate job. In a country where companies are often controlled by influential families, the idea of an outsider, particularly a foreigner, controlling a group of Tata's size and reputation is revolutionary.

At risk is more than the future of the Tata Group, though this is very important to the national economy. With its 100 subsidiaries – including India's biggest private-sector steel company, its biggest information technology outsourcing company and its biggest automotive producer - it is also the country's first true multinational, with 65 per cent of its \$71 bn in revenue generated overseas.

Analysts question whether Tata can create an example for corporate India of orderly transition from family leadership to professional management. "There's a feeling if an outsider, especially a foreigner, took over a group as complex as Tata, it would be disastrous," says a banker who knows the company.

However, some critics argue that introducing professionals would help to break down a reputation for weak management in large, family-run companies.

Article 2

Is John Lewis the best company in Britain to work for?

by Jon Henley

It is owned by its employees – or partners - who have a say in how it is run and receive a share of the profits. Surely this is the way every organization should be run?

It's just before opening time on bonus day at John Lewis and, boy, are we excited. Up and down the country, the 69,000 people who work for the nation's favourite retailer are gathered, impatient. A specially chosen staff member opens an envelope and reads out a number. Fifteen per cent. It's the percentage of their salary that each John Lewis employee takes home as that year's bonus.

If a product is on sale in a John Lewis store, you know you can trust it. Plus you can be sure you'll be served by someone who really knows what they're talking about and, most unusually of all, is eager to help.

Unlike other high-street names, John Lewis is owned by its employees, each of whom has a say in its running and a share in its profits. This is Britain's largest example of worker co-ownership. Its purpose is "the happiness of all its members, through their worthwhile and satisfying employment in a successful business".

"It's a good company to work for", says Pedro, a Waitrose* chef. "I didn't realise how good until I joined." Employer-employee relations at John Lewis, says Nicola McRoberts, "are completely different. They want you to be happy."

A veteran of five years, Kirsty Reilly, in womenswear, speaks of the "passion and commitment" that come from "being engaged, because you have a shared interest

in making sure it works, for you and for the people you work with."

* A supermarket chain, part of the John Lewis group.

3. Compare and contrast the two companies.

Example: *Tata is an Indian company, but John Lewis is a British company.*

4. Discuss these questions:

- What are the good and bad points of bringing in someone from outside to run a family owned business?
- Do you know of any company like John Lewis in your country? If so, how successful is it?

V. Listening Comprehension

A successful company

1. Listen to the first part of an interview with Susan Barratt, the Chief Executive Officer of Nature's Way Foods, and correct the six mistakes in this paragraph.

Nature's Way Foods is a drinks-manufacturing company based on the east coast of Ireland. They put chilled product, the majority of which is milk and cheese, into various types of packaging for the major retailers and various food-service companies in Ireland.

2. Listen to part one and find the following.

1. an adjective meaning *cold* or *cooled*
2. a four-word expression meaning *most of which*
3. a word that means *different*
4. a word for what food is wrapped in
5. a two-word expression used for the chains in item 6 below
6. the names of three supermarket chains that sell food to consumers
7. a three-word expression that includes the chain in item 8 below

8. the name of a fast-food restaurant chain

3. Listen to the second part, where Susan talks about the reasons for the company's success, and complete these notes with one word in each gap.

First reason for success: the 1) _____.

- Health – desire to eat healthy 2) _____.
- Convenience – 3) _____-poor.
- Sustainability – low level of food 4) _____.
- Indulgence – diet Monday to Friday, but have several pieces of cake on Friday night.

Second reason for success: the way they 5) _____ the business.

- High- 6) _____ business.
- Produce hundreds of 7) _____ of units.
- Need to be very 8) _____ in the way they produce them.
- Invested heavily in 9) _____ and processes.

4. Listen to part two and complete the table with words that Susan Barratt uses.

noun	adjective
	healthy
	convenient
	sustainable
	indulgent
efficiency	

5. Match the adjectives in Exercise 4 to their meanings in this context.

- a) easy to prepare, use, etc.
- b) using the least possible amount of time, effort, money, etc.
- c) allowing someone to eat something that tastes good but may be unhealthy
- d) able to continue into the future
- e) good for your body

6. Listen to the third part and answer these questions.

1. What two things has Susan enjoyed the most when running a company?
2. What does she not enjoy about running a company?

7. Listen to part three. Which of these things does Susan Barratt mention?

Someone who runs a company . . .

1. should set strategy
2. should set clear goals
3. should be an expert in accountancy and finance
4. should get people to work together as a team
5. should socialise with their team at weekends
6. might suffer from the fact that they are continuously responsible for different things
7. might get lonely
8. must make some decisions on their own

8. Listen to the final part and complete this extract.

I've learned a lot of lessons from the companies I've worked for. I think the key thing is that you have to make sure your 1) _____ in the organisation are engaged with the organisation and have a clear 2) _____ of what that organisation is trying to 3) _____.

If you can get that clarity of 4) _____ and 5) _____ from the people within the organisation, then that will help move the business forward in itself.

VI. Skills “Presenting your company”

1. What sort of presentations have you given? How did you feel?

2. Listen to the beginning of a presentation by Robert Pullin, Director of Human Resources at DCV Fashions, and answer these questions.

1. What is the main aim of the presenter?
2. What kind of audience is he probably addressing?

3. Listen again and complete this paragraph.

- 1) _____ I'll give you some basic information about DCV Fashions.
- 2) _____, I'll explain why we've been so successful in the fashion industry
- 3) _____, I'll tell you about our mission statement. This describes what we're all about, why we're in business. And 4) _____, I'll explain how we communicate with people through our advertising and promotion.

4. In pairs, practise giving an introduction to your own company or one which you know well.

5. Listen to the rest of the presentation. Work in pairs and complete the information.

DCV Fashions

Head office 1) _____

Products 2) _____

Turnover (last year) 3) _____

Profits (last year) 4) _____

Reasons for success 5) _____

Advertising and promotion 6) _____

6. Number these phrases which introduce different sections of the presentation in the order in which they appear.

- a) Moving on now to our mission ...
- b) Finally, a word about ...
- c) Thanks very much for listening ...
- d) OK, some basic facts ...
- e) What's the key to our success?

7. Choose one of these topics. Work in pairs. Make your presentation and answer your partner's questions. Your audience is a group of young people from a fashion college.

- Think about your company or a company you know. Study the Useful language box below, and use the headings in the chart in Exercise 5 to help you prepare a presentation about it.

Useful language

<p>INTRODUCING YOURSELF Hello everyone, my name's Robert Pullin. I'm Director of Human Resources at DCV Fashions. Good morning, I'm Robert Pullin, Director of Human Resources, DCV Fashions.</p>	<p>OUTLINING THE PRESENTATION First, I'll give you some basic information. Next, I'll talk about our products. Then, I'll discuss the reasons for our success. Finally, I'll tell you about our advertising and marketing.</p>	<p>CHANGING TO A NEW SECTION OF THE TALK Moving on now to our mission. OK/Right. What about our distribution system?</p>
<p>STATING YOUR AIM My purpose today is to talk to you about our company. Today, I'd like to talk about our new projects.</p>	<p>INTRODUCING NEW INFORMATION Here are some basic facts. Here are some key facts about our company.</p>	<p>ENDING THE PRESENTATION Thanks very much for listening to my presentation. Thanks for coming to my talk. Are there any questions?</p>

- Use the facts provided in the table to make a presentation about Moda International Fashion Group (MIFG).

MIFG Data	
Head office	Milan, Italy; founded in 1978
Turnover (last year)	€286 million (increase of 10.4% compared with previous year)
Products	Makes and sells clothing, designer shoes, handbags, giftware Target consumer: 20-35-year-olds
Number of stores	28 in Italy, 35 internationally
Workforce	1,800 employees
Reasons for success	Strong brand image; competitive prices; excellent TV advertisements; endorsement by a famous, young Italian model
Mission	To create an exciting lifestyle for its customers
Advertising and promotion	Focuses on TV advertising and on full-page advertisements in fashion magazines

8. Match each of the headings (1-6) to one of the expressions (a-f).

1 Introducing yourself	a) Here are some key figures on our amazing growth over the last five years.
2 Stating your aim	b) That's it for today. Thank you very much.
3 Outlining the presentation	c) My name's Katie Woo and I'm Head of Marketing here at Fragrant Perfumes.
4 Introducing new information	d) My talk is divided into four parts
5 Changing to a new section of the talk	e) I'm here to tell you about our exciting new products to be launched next year.
6 Ending the presentation	f) That's all I have time for on lipstick. I'll move on now to shampoo.

9. Work in groups of three. The directors of three new Internet start-ups make presentations about their companies to possible investors. You are one of the directors. Use the notes to make a presentation about your company.

	Linkalot	Vidcall	Source-it
Based	Hoxton, London	Stockholm, Sweden	Riga, Latvia
Nature of site	Social networking	Video calls using the Internet	Putting suppliers and buyers in touch with each other
Users	Young professionals aged 25-40	Businesses and individual consumers	Businesses in cars, electronics and construction
Current source of investment	Friends and family	Loan from a Swedish bank	Grant from (=money given by) the European Union
Amount already invested	€200,000	€550,000	€1.1 million
Purpose of new investment	Employ 10 new programmers	Develop new video technologies	Move into a bigger building with the most up-to-date equipment
Amount required	€1 million	€1.5 million	€1.9 million

VII. Self-directed work

Reading 1

Read this article from the Financial Times by Stefan Stern and answer the questions.

Before you read

What's the best way to keep a company's employees happy and motivated?

The real value of managing information and people

By Stefan Stern

SAS has been a pioneer in the business of "analytics". This involves not just gathering information, but also processing it and getting the value from it. Its chief executive, Jim Goodnight, says: "When the economic downturn started I told everyone there would be no job losses, that we might have lower profits but that was fine with me," he says. "I didn't care because I prefer keeping everybody's jobs. I think everybody actually worked harder to save money, to cut expenses, to try to bring in more revenue, and we actually ended up growing last year by 2.2 per cent. I always say if you treat people like they make a difference they will make a difference."

SAS has just been named by Fortune magazine as the best company to work for in the US. The on-site perks and benefits at SAS headquarters are remarkable. Medical care, childcare, sports centres, massage, food, hairdressers and a 35-hour week: these all form part of the employee package.

There is a downside. SAS does not pay the highest wages in its sector. But it is a successful business with low staff turnover. Most employees seem happy with the deal, which is designed to make working life easier. It is these software programmers who in turn keep SAS's clients happy.

Exercises

1. Look through the whole article. Which organisation is it about?

2. Complete these statements with words from paragraph 1, as they are used in the article.

- a) A _____ is a person or organization that does something that has not been done before. (7 letters)
- b) If you collect information, you _____ it. (6 letters)

- c) If you _____ information, you try to make it easier to use, understand, etc. (7 letters)
- d) An economic _____ is a time when business activity goes down. (8 letters)
- e) You say that something _____ happened when you want to talk about what really happened, not what might have happened. (8 letters)
- f) _____ is another word for 'costs'. (8 letters)
- g) _____ is money from sales. (7 letters)
- h) If you _____ people in a particular way, you manage them in that way. (5 letters)

3. Read paragraph 1 and choose the best summary.

SAS got through the economic downturn...

- a) but profits increased and some employees lost their jobs.
- b) but it made a loss; however, everyone kept their jobs.
- c) and the company even grew during that time.

4. Now answer these questions about paragraph 1.

- a) What does SAS do?
- b) During the downturn, why didn't Jim Goodnight worry about having lower profits?
- c) How did his employees manage to get the company to grow?
- d) What is his 'philosophy' in relation to employees?

5. Read paragraph 2. Imagine that SAS employees make the comments below.

Which perk or benefit is each employee referring to?

- a) 'I like being able to leave work at 5.30!'
- b) 'If I get ill, I can always go and see the company doctor.'
- c) 'I can leave my kids in the crèche and pick them up when I leave work.'
- d) 'It's great to be able to play tennis at lunchtimes.'
- e) 'I can always get my hair cut without going into town.'
- f) 'The hamburgers are delicious.'

6. Choose the alternative with the closest meaning to the expression in *italic*.

1) There is a *downside*.

- a) disadvantage
- b) disagreement
- c) disappointment

2) SAS does not pay the highest *wages* ...

- a) earning
- b) salaries
- c) payments

3) ... in its *sector*.

- a) segment
- b) industry
- c) area

4) But it is a successful business with low *staff turnover*.

- a) few employees who leave
- b) low sales per employee
- c) few employees who sell

5) Most employees seem happy with the *deal*, ...

- a) location and salary
- b) healthcare and sports centres
- c) pay and benefits

Over to you 1

Think about your own organisation or one you would like to work for. What perks and benefits would you most like to have?

Over to you 2

SAS is based on a 'campus' outside Raleigh, Virginia. (A campus is a kind of park, often on the edge of a city, where a company has its offices.) Would you prefer to work on a campus like this, or in a city centre office? Give your reasons.

Reading 2

Read this article from the Financial Times by Rachel Sanderson and answer the questions.

Before you read

What products do you think of when you think of Italian companies?

Value of being 'Made in Italy'

By Rachel Sanderson

In Palazzo Strozzi, a Renaissance palace overlooking Florence's Arno River, Ferruccio Ferragamo, owner of luxury shoe brand Salvatore Ferragamo, is explaining why his shoes are "Made in Italy". Mr Ferragamo's father, Salvatore, put handmade shoes on the feet of Marilyn Monroe and Sophia Loren, Lauren Bacall and Judy Garland. But many people might think that his son is living in different times, with rising Chinese and Indian manufacturing companies putting Italian companies out of business.

A decade ago, many economists, in Italy and outside, were convinced that the small and medium-sized businesses that make up a large part of the country's economy were in decline. The Italians could not compete with rival manufacturing countries in Asia. Their productivity was too low and too costly. But the country's exports are estimated to have grown 12, 5 per cent this year, with forecasts of 8 per cent for next year's growth.

The surge has been caused by the attraction of "Made in Italy" goods to the middle classes of rapidly growing economies, including Brazil and China. And whether it is sending furniture to Russia, textiles to Egypt, rubber and plastic products to Turkey or winemaking equipment to Chile, emerging markets are proving increasingly important for Italy's entrepreneurs.

The place where a product is made is very important for Chinese consumers. By some estimates, China is now the world's biggest luxury market. This has allowed the industry to raise prices by 10 per cent in the past 12 months. As Mr Ferragamo

says, "We cannot make enough to keep up with the demand from the Chinese. They want their shoes not just made in Italy, but often made in Florence."

Exercises

1. Look through the first paragraph to find the names of:

- a) a luxury Italian shoe company.
- b) its current owner.
- c) the name of his father.
- d) the names of four actresses who have worn its shoes.

2. Choose the alternative with the closest meaning to the expression in *italic*.

1) A *decade* ago, ...

- a) five years
- b) ten years
- c) twenty years

2) ... many economists, in Italy and outside, were *convinced* that the small and medium sized businesses ...

- a) unsure
- b) secure
- c) sure

3) ... that make up a large part of the country's economy were *in decline*.

- a) getting smaller and less important
- b) getting bigger
- c) staying the same

4) The Italians could not compete with *rival* manufacturing countries in Asia.

- a) similar
- b) competing
- c) helpful

5) Their *productivity* was too low and too costly.

- a) sales

- b) profits
- c) output per person
- 6) But the country's exports are *estimated* to have grown 12, 5 per cent this year, ...
 - a) known
 - b) calculated
 - c) guessed
- 7) ... with *forecasts* of 8 per cent for next year's growth.
 - a) predictions
 - b) promises
 - c) plans

3. Read paragraphs 3 and 4 and decide if these statements about expressions are true or false.

- a) A *surge* is an increase.
- b) If something has an *attraction*, people like it.
- c) *Emerging markets* have existed as markets for a long time.
- d) *Entrepreneurs* are people who start new businesses and have new ideas for existing businesses.
- e) *Demand* for something is the amount of it that is available to buy.

4. List all the products mentioned in paragraph 3.

5 Choose the best summary of the whole article.

Italian manufacturing companies...

- a) have been successful because they have higher productivity than Chinese or Indian companies.
- b) were expected to do badly, but have been successful because of demand from emerging markets.
- c) do well because customers in emerging markets want their shoes made in Florence.

Over to you 1

Why is the place where luxury goods are made so important?

Over to you 2

Describe areas in your country that specialise in making particular goods. How are they doing now in relation to the past?

Reading 3

Philips is a major multinational company which has almost 30,000 trademarks registered worldwide. Study the organisation chart below



1. Match these products to the sectors below which they come from.

faxes mobile computing products X-ray equipment hairdryers lamps

Sectors

<p>Philips Business Electronics</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ digital video-communications systems ■ 1 _____ ■ speech processing 	<p>Philips Components</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ display components ■ general systems components 	<p>Philips Consumer Electronics</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ video: TV, VCR ■ digital video DVD, internet, digital TV, digital cameras ■ mobile phones ■ 3 <u>mobile computing products</u> 	<p>Philips Domestic Appliances and Personal Care</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ personal care: shavers, 2 _____, suncare ■ domestic appliances: vacuum cleaners, food processors, blenders, coffee makers
<p>Philips Lighting</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ 4 _____ ■ lighting electronics and gear 	<p>Philips Medical Systems</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ 5 _____ ■ ultrasound 	<p>Philips Semiconductors</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ telecom terminals ■ emerging business e.g. Trimedia 	

Before you read

2. Decide whether you think these statements about Philips are true or false.

- 1) It is the world's second biggest electronics company.
- 2) It has produced over 100 million TV sets.
- 3) Its headquarters are in Amsterdam.
- 4) It was the first company to produce compact discs.
- 5) It is active in a small number of specialised businesses.
- 6) It provides the lights for famous landmarks such as London's Tower Bridge.

The Philips Story

The foundations of the world's biggest electronics company were laid in 1891 when Gerard Philips established a company in Eindhoven, the Netherlands, to manufacture light bulbs and other electrical products. In the beginning, it concentrated on making carbon-filament lamps and by the turn of the century was one of the largest producers in Europe. Developments in new lighting technologies fuelled a steady programme of expansion and, in 1914, it established a research laboratory to stimulate product innovation.

In the 1920s, Philips decided to protect its innovation in X-ray radiation and radio reception with patents. This marked the beginning of the diversification of its product range. Since then, Philips has continued to develop new and exciting product ideas like the compact disc, which is launched in 1983. Other interesting landmarks include the production of Philips' 100-millionth TV set in 1984 and 250-millionth Philips electric shaver in 1989.

Philips' headquarters are still in Eindhoven. It employs 256,400 people all over the world and has sales and service outlets in 150 countries. Research laboratories are located in six countries, staffed by some 3,000 scientists. It also has an impressive global network of some 400 designers spread over twenty-five locations. Its shares are listed on sixteen stock exchanges in nine countries and it is active in about 100 businesses, including lighting, monitors, shavers and colour picture tubes; each day its factories turn out a total of 50 million integrated circuits.

Royal Philips Electronics is managed by the Board of Management, which looks after the general direction and long-term strategy of the Philips group as a whole. The Supervisory Board monitors the general course of business of the Philips group as well as advising the Board of Management and supervising its policies. These policies are implemented by the Group Management Committee, which consists of the members of the Board of Management, chairmen of most of the product divisions and some other key officers. The Group Management Committee also serves to ensure that business issues and practices are shared across the various activities in the group.

The company creed is 'Let's make things better'. It is committed to making better products and systems and contributing to so improving the quality of people's work and life. One recent example of this is its 'Genie' mobile phone. To dial a number you just have to say it aloud. Its Web TV Internet terminal brings the excitement of cyberspace into the living room. And on travels around the world, whether passing the Eiffel Tower in Paris, walking across London's Tower Bridge, or witnessing the beauty of the ancient pyramids of Giza, you don't have to wonder any more who lit these world famous landmarks, it was Philips.

Exercises

3. Read 'The Philips Story' again. Why are these dates important?

a) 1891 b) 1914 c) the 1920s d) 1983 e) 1984

4. Find the figures that correspond to the following pieces of information.

Example: *The approximate number of designers working for Philips: 400*

- 1) The number of people working for Philips worldwide.
- 2) The number of countries with sales and service outlets.
- 3) The number of countries where Philips has research facilities.
- 4) The approximate number of scientists working in Philips' research laboratories.
- 5) The number of integrated circuits produced every day.

5. Match the words from the text with their corresponding definitions.

- | | |
|--------------------|---|
| 1) an innovation | a) a planned series of actions |
| 2) a patent | b) main offices |
| 3) diversification | c) a place or address |
| 4) a range | d) the introduction of a new idea |
| 5) headquarters | e) a selection or series |
| 6) a location | f) making different types of products |
| 7) a strategy | g) an agreed course of action |
| 8) a policy | h) the right to make or sell an invention |

6. Replace the words in italics with the words used in the text.

- 1) Gerard Philips *set up* (_____) a company in Eindhoven.
- 2) The company initially *specialised in* (_____) making carbon-filament lamps.
- 3) Developments in new lighting technologies fuelled a steady *plan for growth* (_____).
- 4) In 1983 it *introduced* (_____) the compact disc *onto the market*.
- 5) Each day its factories *produce* (_____) a total of 50 million integrated circuits.
- 6) Royal Philips Electronics is *run* (_____) by the Board of Management.
- 7) The Supervisory Board *carefully watches* (_____) the general course of business.
- 8) Policies are *put into practice* (_____) by the Group Management Committee.
- 9) The Group Management Committee consists of members of the Board of Management and chairmen of most of the product *sectors* (_____).
- 10) The Group Management Committee serves to ensure that *important matters* (_____) and *ways of doing business* (_____) are shared across the company.

Unit 3 Selling

*'I'm very proud of my gold pocket watch.
My grandfather, on his deathbed, sold me this watch.'*
Woody Allen, American actor, writer, director and comedian

I. Topical Vocabulary

1	<i>distributor, wholesaler</i>	оптовий дистриб'ютор, продавець
2	<i>retailer</i>	роздрібний торговець
3	<i>to buy in bulk</i>	купувати оптом
4	<i>refund</i>	повернення (грошей); відшкодування (витрат)
5	<i>discount</i>	знижка
6	<i>to dispatch</i>	посилати, надсилати, відправляти
7	<i>purchase; to purchase</i>	купівля; покупати
8	<i>stock</i>	запас, асортимент товарів
9	<i>to be in stock</i>	бути в наявності
10	<i>to be out of stock</i>	розпродано
11	<i>storage</i>	схов, зберігання
12	<i>warehouse</i>	товарний склад
13	<i>bargain</i>	вигідна покупка, задешево куплена річ
14	<i>cooling-off period</i>	період обмірковуванні (перед покупкою або підписанням угоди)
15	<i>expiry date</i>	дата закінчення терміну дії (договору, угоди)
16	<i>payment card</i>	платіжна картка
17	<i>method of payment</i>	форма оплати; вид платіжного засобу; метод оплати
18	<i>extra cost</i>	додаткова вартість, додаткові витрати
19	<i>interest-free</i>	безпроцентний (кредит)
20	<i>money-back guarantee</i>	гарантія повернення грошей (за товар)
21	<i>after-sales service</i>	гарантійне обслуговування
22	<i>DIY – do it yourself</i>	«зроби сам» (товар, який потрібно збирати вручну)
23	<i>credible Syn: believable</i>	гідний довір'я; імовірний
24	<i>sales pitch</i>	промова, яку продавці кажуть, щоб умовити покупця купити товар
25	<i>engaging</i>	чарівний, привабливий, приємний
26	<i>skin care</i>	догляд за шкірою

27	<i>moisturiser</i>	зволожуючий крем
28	<i>fragrance</i>	аромат
29	<i>to alter</i>	змінювати(ся), переробляти
30	<i>on air</i>	в ефірі
31	<i>to browse</i>	продивлятися (інформацію)
32	<i>salespeople</i>	продавці
33	<i>to close a deal</i>	підписати угоду
34	<i>to highlight</i>	підкреслювати, виділяти
35	<i>approach</i>	метод, підхід
36	<i>integrity</i>	чесність
37	<i>hard sell</i>	посилене рекламування товарів, нав'язування
38	<i>to be the case</i>	правильно, вірно, має місце бути
39	<i>incentive</i>	стимул
40	<i>average sales</i>	середній об'єм продаж
41	<i>praise</i>	хвала; вихваляння; прославляння
42	<i>e-commerce = electronic commerce</i>	електронна торгівля (через Інтернет)
43	<i>retail sales</i>	продаж товарів магазинами роздрібної торгівлі
44	<i>B2G - abbreviation for business-to-government</i>	referring to a business dealing with government rather than individuals or companies
45	<i>to go beyond</i>	перевищувати
46	<i>to part with</i>	розлучатися з
47	<i>co-worker = colleague</i>	співробітник, колега
48	<i>to keep on the right side of smb.</i>	підтримувати гарні стосунки з кимось
49	<i>negotiation skills</i>	навички проведення переговорів
50	<i>cold calling</i>	спроба нав'язати товари або послуги за телефоном; пропозиція товарів або послуг за телефоном
51	<i>business-to-business = B2B</i>	denoting trade between commercial organizations rather than between businesses and private customers
52	<i>to bid for</i>	пропонувати ціну за щось; намагатися досягти якоїсь мети
53	<i>outlet</i>	торговельна точка; магазин
54	<i>warranty</i>	технічна гарантія; завірення (в угоді)
55	<i>prospect</i>	потенційний клієнт
56	<i>setback</i>	невдача
57	<i>lead</i>	приклад, досвід

II. Starting up

1. In pairs or small groups, discuss these statements.

1. Selling is about sticking your foot in the door and making a speech.
2. To be a good salesperson it helps if you like people.
3. It is essential to like what you are trying to sell.
4. Selling is always fun.
5. A salesperson needs to have a lot of initiative.

2. Answer these questions

1. What do you like about shopping? What don't you like?
2. When did you last visit these retail outlets? What did you buy?
 - a (street) market • a convenience store* • a supermarket
 - a department store* • a specialist retailer* • a shopping centre / mall*
 - an online retailer
3. Have you ever bought something you had not planned to buy?
4. What was it that convinced you to buy on impulse?

****a convenience store*** – open long hours selling a variety of food and drink and most household items;

a department store – large store, often with many floors and divided into departments, each selling a different type of goods;

a specialist retailer – individual store or part of a chain selling one type of goods, e.g. electrical goods, shoes, books, etc.

a shopping centre / mall: large area with many different shops, usually under cover and where cars are not allowed

3. Listen to three people talking about their shopping habits and answer these questions.

1. What do they like and dislike?
2. Which shopper are you most like?
3. How are shopping habits changing in your country?

III. Vocabulary and Speech Exercises

1. Choose the correct word (a, b or c) to complete each sentence.

1. A _____ is another name for a 'producer'.
a) supplier b) distributor c) manufacturer
2. Suppliers often sell large quantities of goods to _____, who do not usually sell directly to consumers.
a) wholesalers b) retailers c) manufacturers
3. We offer a _____ to customers who buy in bulk.
a) refund b) discount c) delivery
4. We ask consumers who are not fully satisfied to _____ goods within seven days.
a) discount b) refund c) return
5. In order to get a full _____, customers must send back goods in the original packaging.
a) discount b) refund c) return
6. Goods will be _____ within 24 hours of your order.
a) dispatched b) purchased c) exchanged
7. Goods are kept in our _____ until ready for delivery.
a) stock b) storage c) warehouse
8. Products and services offered at a large discount are generally a(n) _____.
a) sale b) bargain c) offer

2. Combine phrases from Box A with words from Box B to make word partnerships. Use the definitions (1-8) below to help you.

A

after-sales method of	cooling-off money-back	credit-card out of	interest-free	loyalty-card
--------------------------	---------------------------	-----------------------	---------------	--------------

B

credit period	details scheme	guarantee service	payment stock
------------------	-------------------	----------------------	------------------

- 1 the time when you can change your mind and cancel an order
- 2 the name, number and expiry date on your payment card
- 3 the way you pay for the goods you want
- 4 when you can pay some time after you buy, but at no extra cost
- 5 when the goods you require are not available
- 6 a promise to return your money if you are not happy
- 7 the help you get from a company when you start to use their product
- 8 method for customers to obtain a discount on future purchases from the same organization

3. Look back at the retail outlets in Starting up Exercise 1. Where would you buy the following items? Why?

- a pair of shoes • music • fruit • a bottle of perfume/cologne • a holiday
- a watch / piece of jewellery • furniture • a book • concert tickets

4. Which of the answers in Exercise 2 would you expect to be important in each situation/purchase in Exercise 3? Discuss your ideas.

5. Use the clues to complete the crossword puzzle.

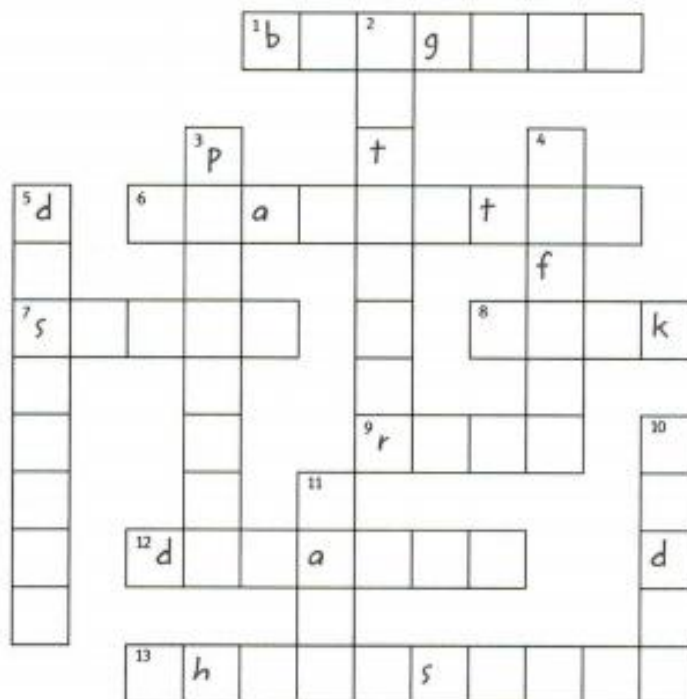
Across

1. A _____ is something you buy cheaply or for less than the usual price.
6. A money-back _____ is a promise to return the money paid for a product or service if the customer is not satisfied.




7. If the goods you require are out of _____, they are not available.
8. If you buy goods in _____, you buy large amounts of them.
9. Always _____ the small print before you sign a sales contract.
12. Your credit card _____ are the name, number and expiry date on your credit card.
13. A _____ is a person or company that sells goods in large quantities to businesses.

Down

2. A _____ is a company or a person that sells goods to members of the public.
3. _____ is a formal word meaning *buy*.
4. To _____ means to give someone their money back (e.g. because they are not satisfied with what they have bought).
5. To _____ means to send goods to a place.
10. An _____ is a request by a customer for goods or services.
11. A _____ is a large area where there are lots of shops, usually a covered area where cars cannot go.



5. Role-play one of these situations in pairs.

<p>BUYING PERFUME</p> 	<p>Student A: Salesperson Find out brand, size, amount of money willing to spend.</p>	<p>Student B: Customer Provide the information and make a decision on what you are offered.</p>
<p>BUYING A CAR</p> 	<p>Student A: Salesperson Find out what the customer uses car for, model and year preferred, and budget.</p>	<p>Student B: Customer Provide the information and then decide that you need time to think it over.</p>
<p>BUYING A PAIR OF SHOES</p> 	<p>Student A: Salesperson Find out the color, size, and type of shoe required.</p>	<p>Student B: Customer Take your time and ask to see many different pairs of shoes.</p>

IV. Reading Comprehension

Text 1

Different types of selling

The world of selling can be a tough place to work. Though the rise of e-commerce has changed retail sales, the fact remains that at all levels, from street markets up to billion-dollar business to-government (B2G) deals, most sales are still negotiated the old-fashioned way: by people talking to one another.

A company may produce a fantastic product or offer outstanding service, but without a successful sales team, the business will fail. But selling a product or a service goes beyond getting customers to part with their money. Everyone in business needs to do some selling: selling your own ideas to your co-workers; convincing potential business partners that you can deal with problems that may arise; keeping your team on side during hard times. Mastering the art of selling requires confidence, product knowledge, an ability to take rejection, and excellent negotiation skills.

Selling a product or services takes many forms. Cold calling is phoning or visiting someone you haven't had contact with before to convince them to buy something or do something. Telesales is cold calling using the telephone. Business-to-business (B2B) sales, for example distributors selling to retailers, tend to be relationship-based. The buyer and seller are doing business together rather than the

seller trying to fill the buyer's emotional need for something. In B2G selling, which is highly formal, companies bid for government contracts.

E-commerce, mentioned earlier, is the increasing area of sales over the Internet. However, e-commerce courses in business schools are no longer oversubscribed and no longer preaching that 'everything has changed'. Companies look more at how e-commerce can be used in conjunction with other methods of selling: in retailing this means combining traditional retail outlets with online operations. Some old-economy companies, like the UK supermarket company Tesco, have made a success of e-commerce by combining it with their existing operations, rather than investing in a whole new expensive infrastructure. Webvan, a pure online groceries company in the US, fell down on the hurdles of logistics: warehousing and delivery.

Retailing is the business of selling products to the general public. Most retailers sell from shops or stores which are called outlets. Many countries have large retail chains which are organised nationally and sell a standardised selection of products. Their outlets are often in shopping centres (US malls), where there is a large variety of stores in the same location.

Many large retailers operate from out of town locations with parking facilities, known as either hypermarkets (over 30,000 square metres) or superstores (under 30,000 square metres). They may be on a retail park, where there are a number of large stores.

Department stores such as Harrods in London are large shops which sell a wide variety of products, usually from a city centre location. As the name suggests, they are organised in departments, each with its own manager.

Text 2

1. Look at these qualities needed to succeed in sales. Which do you think are the top four?

- personality
- honesty
- appearance
- confidence
- knowing your product
- organisational skills
- ability to close a deal
- ability to deal with people

2. Read the article and match each of these headings (a-h) to one of the paragraphs (1-8).

- | | |
|-----------------------|--|
| a) Motivation | e) Main finding of the survey |
| b) Professionalism | f) Why women make the best salespeople |
| c) TV | g) What the survey asked |
| d) Personal qualities | h) The woman who would make the best salesperson |

Women on top in new sales industry survey

A new survey of the sales industry shows who sales professionals believe make the best salespeople and the qualities needed in order to succeed.

1. A new survey of over 200 sales professionals has found that two-thirds of women and over half of men believe that women make the best salespeople, underlining the growing reputation of women in the sales industry.

2. The survey was carried out for Pareto Law, a recruitment and training company. It questioned sales professionals on what they considered to be the most important qualities for a salesperson. It also asked who would be most likely to succeed.

3. Both men (53%) and women (66%) agreed that women do make better salespeople, with Hillary Clinton voted as the top female celebrity most likely to succeed in a career in sales.

4. When asked why women make the best salespeople, men believe the main reason is that women are better at actually closing a deal, while women stated they are better than men when it comes to dealing with people. Other female skills highlighted included being more organized and being able to handle more work, while male skills were identified as strong personalities and selling skills.

5. Jonathan Fitchew, Managing Director of Pareto Law, said: "Television programmes have increased people's interest in the sales industry, but have also highlighted the different approaches of men and women to the same sales issues."

6. When it comes to the individual qualities required to become a successful salesperson, men ranked honesty as most important (53%), while women placed most value on personality (47%). Both agreed that integrity was also key, coming third overall (41%). Good looks came at the bottom of the list, with only 3% of sales professionals ranking this as important.

7. This focus on professionalism, rather than the hard sell, supports the fact that over half of the sales professionals questioned believe that the reputation of sales has improved over the last 10 years, with 55% of men and 47% of women considering this to be the case.

8. Both men (87%) and women (86%) agreed that the top incentive for salespeople was money, with the average sales executive expecting to earn between £25-35k, including bonuses and commission, in their first year of work. Other incentives included verbal praise, overseas holidays and cars.

Text 3

1. Read the article and match each of these headings (a-h) to one of the paragraphs (1-8).

- | | |
|-----------------------|----------------------------------|
| a) Know your business | e) Numbers, numbers, numbers |
| b) Appearance | f) Know how far you'll negotiate |
| c) Confidence | g) People dislike selling |
| d) The sales mindset | h) Develop a sales process |

How to master the art of selling

1. Selling is an area of business that many people dislike, whether it's telemarketing or face-to-face selling. It takes quite a bit of skill to become an effective salesperson, but through developing a particular mindset and following some important advice, you can begin to master it.

2. One of the most important attributes to have when selling is confidence - you must sound and appear confident. Remember that many of the most confident people aren't inwardly confident, yet they can show confidence on the outside.

3. There's nothing worse than a salesperson who doesn't fully understand what they are selling. Make sure that you know your product, business and industry inside out.

4. Research suggests that you have less than 30 seconds to interact with someone before they form an opinion of you. For face-to-face selling, having a professional appearance is vital. For selling over the phone, the first 15 seconds are vital, so make sure you know what you intend to say. Getting words mixed up or sounding hesitant will result in a bad first impression

5. Rejection will happen, but don't take it personally. Too many people focus on this rejection and often end up making contact with fewer prospects than they otherwise would. You will receive setbacks, but the more people you call, the more leads or sales you'll make. It's a numbers game – hit the high numbers, and success will almost always follow.

6. Don't think that you have to make a sale the first time that you speak to a prospect. Many telemarketers know this and rarely attempt to generate sales, but instead focus on leads. A lead may be anything from obtaining permission to e-mail over some more information to organising a meeting in person.

7. Never call a prospect or attend a sales meeting without knowing how far you'll negotiate. You should know your starting point, the point which you won't drop below and a mid-way point which you'll aim for.

8. Finally, seasoned sellers talk of adopting a 'sales mindset'. Don't approach selling with dread, as an area where rejections are commonplace. Selling should be a challenge. You should enjoy closing deals, making sales, and each rejection should be looked on as a result - you're one step closer to meeting your next customer.

2. Work in pairs. Student A: Ask Student B these questions about their article.

1 What should you do if you are not inwardly confident?

2 What do you need to know well?

3 What do '30 seconds' and '15 seconds' refer to?

4 What should you do when you are rejected?

- 5 What should you focus on?
 6 What do you need to know when negotiating?
 7 What sales mindset should you have?

Student B: Ask Student A what these numbers refer to in their article.

- a) two-thirds b) half c) 53 d) 66 e) 53 f) 47 g) third
 h) 41 i) 3 j) 10 k) 55 l) 47 m) 87 n) 86 o) 25-35

V. Listening comprehension

Selling on TV

1. Sue Leeson is Director of Marketing at QVC, the global shopping channel.

Listen to the first part of the interview and answer these questions.

- 1 What are the six product groups that she mentions?
 2 QVC sells to consumers in which countries?
 3 Which two media are used to sell QVC's products?

2. In the second part, Sue talks about the secret of a really good presentation and developing a sales pitch. Listen and complete this paragraph.

Firstly, having a product that you can easily 1) _____ and a product that has a good 2) _____ behind it. Secondly, that the person who's actually giving the sales presentation can engage with their 3) _____ in a credible fashion, can tell the story very clearly and can demonstrate the features and 4) _____ of each product in a very 5) _____ and easy-to understand way.

3. Listen again and complete these notes.

You need to know:

- the product 1) _____
- what the product can or can't 2) _____

- when the product is or isn't 3) _____

4. Listen to the third part and answer these questions.

- 1 Why are beauty products easy to sell on TV?
- 2 Which type of product is difficult to sell, and why?

5. Listen to this extract from part three and replace the eight mistakes in the transcript below with what Sue Leeson actually says.

We have many successful product areas. One of our most successful is beauty. Beauty works so well on TV for two reasons. First of all, each beauty brand has a terrific story behind it, and we can really bring life to the brand and to the sales pitch through telling that story in a very attractive way.

And secondly, each product is very easy to present. So if it's a skincare product, like a moisturiser, we can show how to apply it, the quantity to apply in order to give the best effects. Finally, we add another layer to our product presentation in that we always invite the expert behind that product to tell the story.

6. Listen to the final part. If customers want to buy a skin product, what four things can they see on the QVC website?

7. Listen to part four and find words that mean the following.

- 1 on the Internet o _____
- 2 changed a _____
- 3 terrific f _____
- 4 chance o _____
- 5 product i _____
- 6 picture i _____
- 7 catalogue r _____

VI. Skills “Negotiating: reaching agreement”

1. Work in two groups, A and B.

Group A: Look at the negotiating tips.

Group A: Negotiating tips

- Be friendly.
 - Have clear aims.
 - Tell the other side what you want.
 - Listen carefully.
 - Pay attention to the other side’s body language.
 - Don’t change your plan during the meeting.
 - Never be the first to make an offer.
- Ask three of your own questions.

Group B: Look at the negotiating tips.

Group B: Negotiating tips

- Be strong and try to win.
- Prepare carefully before you negotiate.
- Ask a lot of questions.
- Have a lot of options.
- Summarise often the points you agree on.
- Change your strategy during the negotiation if necessary.
- Never show any emotion.

1 Each group agrees on the five most important negotiating tips on its list.

2 Form new groups with members from Groups A and B. Agree on a single list of the five most important tips from both lists.

2. You are going to hear a conversation between Martin, Sales Manager of Pulse, an electric-car company, and Chen, an official from the Urban Transport Department of a city in China. Listen and answer these questions.

1 Why does Chen want to buy electric cars for the Transport Department?

2 Which of these do they discuss?

- quantity
- price
- discounts
- colours
- delivery
- warranty
- models

3 What will they discuss after lunch?

3. Listen to the negotiation again and complete these sentences.

1 Chen: Yes, pollution is a big problem here. We're trying all sorts of ideas to reduce it. I see from your _____ that a standard two-seater car will cost about €12,000.

2 Martin: If you order 10 vehicles, you'll be paying us about €100,000, minus the 2% _____ we offer a new customer.

3 Martin: We could possibly deliver by late August, all being well.

Chen: Mmm, that might be OK, if you can _____ by then.

4 Chen: Good, how about the _____? We'd like a long period.

5 Chen: What about payment? Do you offer _____ terms?

Martin: I'm afraid not. It's company _____ for a new customer. We need payment by bank transfer on receipt of the goods. Oh, and we ask for a _____ of 20% of the value of the order.

4. Work in pairs to role-play this situation. Martin and Chen are continuing the negotiation. They discuss these points. Read your role cards. Try to agree on the points you negotiate. Use useful language box.

- four-seater car
- colours
- after-sales-service
- radio / CD player and sat-nav system

Student A:

You are Martin. You want to:

- 1 Sell Chen some deluxe four-seater models of your cars. Price: €20,000; discount of 5% for first order
- 2 Offer only two colours for your two-seater cars: white and black. Extra colours will raise the price by 5%.
- 3 Send a Pulse mechanic to China every six months to service the cars. You can train local mechanics at a cost of €200 per hour.

Student B:

You are Chen. You want:

- 1 To buy an additional five deluxe four-seater cars. Negotiate on the price. Try to get a 10% discount on the order;
- 2 Four colours for the two-seater cars: black, white, red and blue;
- 3 After-sales service: visits every three months from a Pulse mechanic; a training course for a local car-repair firm.

Useful language

STATING AIMS

We're interested in buying 10 cars.
We'd like to start the scheme in June.
We must have delivery as soon as possible.

MAKING CONCESSIONS

We could possibly deliver by August.
That could be all right, as long as you pay more for a longer period.
We can do that, providing you make a down payment.

REJECTING SUGGESTIONS

I'm afraid not. It's company policy.
I'm sorry, we can't agree to that.
Unfortunately, we can't do that.

BARGAINING

If it works, we'll increase the order later on.
If you increased your order, we could offer you a much higher discount.
That might be OK if you can guarantee delivery by then.

GETTING AGREEMENT

That's very reasonable, don't you think?
That sounds a fair price to me.
Fine./OK./Great!

FINISHING THE NEGOTIATION

Right, we've got a deal.
Good, I think we've covered everything.
OK, how about dinner tonight?

VI. Self-directed work

Reading 1

Read this article from the Financial Times by Stefan Stern and answer the questions.

Before you read

When businesses sell services to other organisations, what skills do the salespeople need?

The days of amateur selling are over

By Stefan Stern

Don't you just love it when you come through the arrivals gate at the airport and you see a driver there waiting for you, holding up a board with your name on it? How much is that service worth to you? If it is a business trip and your company is paying, do you know what price you will be charged?

I didn't think so. The individual customer doesn't have this sort of information. The travel department in your company can handle it. But what if the travel agency that they are buying from doesn't know the price either? Good news for your company's purchasing department: they can get a better all-in deal. But the travel agency, through its amateur approach to buying and selling, is throwing away a large amount of money.

That is the story of a real travel business as told to me by Michael Moorman, head of ZS Associates, a Chicago-based sales and marketing consultancy. Mr. Moorman is critical of some of the old-fashioned, amateur selling techniques that go on in many businesses, that are unsuited to today's commercial environment.

A new report from the UK's Cranfield School of Management has also described some of the problems. "The average sales person is a pleasant individual who knows a lot about their products," the report says, "but is not able to show how their products are different from the competition, or to solve the customer's problems."

This game has changed. "Today sales people have to go in and negotiate with professional negotiators," Mr Moorman says. "You have to be able to speak the language of finance." It is not good enough to be a "born salesman" any more. It is the smart salesmen and women who will keep their businesses afloat in the months ahead.

Exercises

1. Look through the whole article. It's about the way that companies buy products and services. Which type of product or service is mentioned in particular?

a) cars b) travel c) computers

2. Give your own personal answers to the three questions in paragraph 1. For the third question, think of a particular place that you have visited and give details of prices, if you can.

3. Read paragraph 2 and answer the questions.

a) What two expressions are used to refer to the department that buys travel services in a company?

b) What expression is used to refer to the organisation selling these services?

c) What is the organisation in question b) above doing wrong? Why?

4. Complete the table with words from paragraphs 4 and 5, in the form they are used in the article.

Verb	Noun
report	
manage	
complete	
	solution
negotiate	

5. In what order do these items of information appear in paragraphs 4 and 5?

Sales people ...

- a) have to know about finance.
- b) are usually nice people.
- c) have to be intelligent.
- d) should be able to say why their products are different from the competition.
- e) are often highly informed about their products.
- f) should be able to provide answers to the customer's problems.
- g) have to be able to negotiate skillfully.

6. It is the smart salesmen and women who will keep their businesses afloat in the months ahead. The writer is comparing these businesses to:

- a) planes b) trucks c) ships

Over to you 1

The average salesperson is a pleasant individual who knows a lot about their products. Is this your experience when buying things as a consumer?

Over to you 2

Who is responsible for buying products and services in your department or school? Who are the main suppliers? What could be done to negotiate lower prices with them?

Reading 2

Read this article from the Financial Times by Mike Southon and answer the questions.

Before you read

What is the most difficult thing about selling?

What to do at closing time

By Mike Southon

The most difficult sales task is asking for money, or, to use the technical term, "closing". Even experienced sales people will do anything to avoid this unpleasant part of the job. So, for a business owner, an important part of sales management is to encourage, or even threaten, sales people to get them to ask for orders.

Part one of the sales cycle is the qualification process: the sales person should listen carefully to the customer's needs and find a solution that can be delivered quickly. The larger the order, the more likely it is that the buyer may have to get authorisation from someone higher in the organisation, perhaps even the purchasing director. This is probably someone who is only interested in big discounts. It is a good idea to ask a possible buyer how much they are allowed to spend. Then you can offer them products or services that they can afford.

It's useful to practise a good closing technique in advance of the key moment. This will include a positive summary of the sales process, explaining the benefits for the customer that the proposed solutions will bring.

Then there is the most difficult part of the script, a final question in the style of. "So, do we have a deal?" This should be followed by silence, which may feel uncomfortable, but if the sales person breaks that silence, the deal could easily disappear. Ideally, the customer will break the silence and say yes, a positive outcome for all concerned. But even if the customer says no, it is reasonable to ask why and perhaps work out how to change their mind.

Exercises

1. Put the paragraph headings in the correct order.

- a) Checking you have got the sale
- b) Finding out about customers
- c) Getting orders is hard
- d) Practise what to say at the end, to get the sale

2. Match the expressions (1-6) from paragraphs 1 and 2 with their definitions (a-f).

1 business owner	a) deciding how likely it is that someone will buy something
2 sales management	b) the different points in the process of selling something
3 sales people	c) members of the sales force
4 sales cycle	d) someone whose job is to buy goods and services for an organisation
5 qualification process	e) someone who owns a company
6 purchasing director	f) the way that sales are organised and controlled

3. Complete the answers to the questions, using appropriate forms of expressions from paragraphs 1 and 2.

- a) Is the point where you ask someone to buy something called 'ending'?
- No, it's called _____.
- b) Is it always a nice experience?
- No, it can be _____.
- c) Is it enough just to encourage sales people to get orders?
- No, sometimes it's necessary to _____ them.
- d) Does the writer talk about delivering products and services?
- No, he talks about a _____.
- e) Is the buyer always able to place the order?
- No, sometimes they have to get _____.

f) Are purchasing directors usually interested in the personal qualities of sales people?

- No, they are only interested in _____.

4. Complete these statements with appropriate forms of words from paragraphs 3 and 4.

a) A way of doing something is a t_____ (9 letters)

b) A short speech, description, etc. giving the key points of something is a s_____ (7 letters)

c) The advantages of a product or service for the customer are its b_____ (8 letters)

d) Something that is suggested is p_____ (8 letters)

e) A d_____ is an agreement to buy something. (4 letters)

f) If something no longer exists, it has d_____ (11 letters)

g) The result of a process is its o_____ (7 letters)

h) If something is acceptable, it is r_____ (10 letters)

5. Which one of these statements about the whole article is true?

a) Sales people always have to be threatened before they go out and close a sale.

b) Qualification and using the final closing script are two key stages in the sales process.

c) Sales to companies always have to be authorized by the purchasing manager.

Over to you 1

Describe the sales process in your organisation, or one that you would like to work for.

Over to you 2

Some say that good sales people are born and that it's impossible to train others to become good sales people. What do you think? Give your reasons.

Reading 3

Read the text and answer the questions.

Before you read

Have you ever bought anything over the Internet?

What are the advantages and disadvantages of shopping online?

Buying and selling on the Internet

Mike Gore, the founder of Booksandstuff.com, began his career as a software engineer. In the mid-1990s, he saw that Internet use was growing at a phenomenal rate each year. He saw in this a great business opportunity. He relocated to Seattle, where there was a large pool of technical know-how and, since the company began in 1996, it has generated billions of dollars in profits. Booksandstuff's customer base has grown to well over 30 million. The company has changed the way we do business.

So what are the secrets of Booksandstuff's success? First, the company is customer-centered, which means giving customers what they need. Customers don't have to travel to a bookstore – the store comes to them. Booksandstuff also aims to meet its customers' multi-product needs. The company has now expanded to include a broad range of products including music, videos, DVDs, toys, electronics, and household goods. Booksandstuff saves on storage space as it has a very quick turnaround. Payments are made immediately by credit card and items are shipped out in just a few days. One of Booksandstuff's distinctive features is its interactive and personalized service. Customers are invited to share their opinions about products and they can submit reviews of books and CDs. Customer information is stored and customers are alerted via e-mail about products similar to those that they have purchased before. Booksandstuff even helps customers create their own wish lists for gift giving.

Exercises

1. Answer the following questions.

- a) Why did Mike Gore think that the Internet offered a great business opportunity?
- b) Why did Gore choose Seattle as his base?
- c) What is the key factor that has contributed to the success of Booksandstuff.com?
- d) How does Booksandstuff.com avoid spending a lot of money on storage space?

2. Find words in the text that mean the same as these words.

1. extraordinary
2. produced
3. extensive
4. special
5. notified

3. Read the instructions for setting up an online store. Number them in the correct order.

- 1) Create a logo and upload it.
- 2) Prepare the appearance of your store – customize it.
- 3) Register your store in Internet directories.
- 4) Add categories for your items.
- 5) Receive payment and ship items.
- 6) Decide what to sell.

Over to you

Prepare a presentation in which you describe the procedure and discuss the pros and cons of this type of shopping with your group mates.

Unit 4 Part I Great ideas

*‘All the great ideas are controversial, or have been at one time’
George Seldes, US investigative journalist*

I. Topical Vocabulary

1	<i>to agree with</i>	погоджуватись з
2	<i>to disagree with</i>	не погоджуватись з
3	<i>to discover</i>	відкривати; довідуватися, виявляти
4	<i>by accident</i>	випадково
5	<i>to have an idea</i>	мати ідею
6	<i>to suggest an idea</i>	запропонувати ідею
7	<i>to think of an idea</i>	обмірковувати ідею
8	<i>to develop an idea</i>	розвивати, розробляти ідею
9	<i>to encourage an idea</i>	підтримувати ідею
10	<i>to take advantage of an opportunity</i>	скористатися можливістю
11	<i>to raise somebody’s status</i>	підвищити статус
12	<i>to enter a market</i>	представити товар на новому ринку
13	<i>to extend a product range</i>	розширити асортимент товарів
14	<i>to meet a need</i>	відповідати вимогам клієнтів, продавати те, що їм потрібно
15	<i>to make a breakthrough</i>	зробити відкриття, прорив
16	<i>in response to</i>	у відповідь на
17	<i>upmarket</i>	високоякісний
18	<i>to reduce waste</i>	скоротити зайві витрати
19	<i>to protect the environment</i>	захищати навколишнє середовище
20	<i>to fill a gap</i>	заповнити нішу (ринкову)
21	<i>to win an award</i>	отримати винагороду
22	<i>eventually</i>	кінець кінцем, зрештою
23	<i>to attempt</i>	намагатися
24	<i>dummy</i>	лялька, манекен, опудало
25	<i>rechargeable battery</i>	батарейка, яку можна перезарядити
26	<i>gold plated</i>	позолочений
27	<i>bulletproof</i>	куленепробивний
28	<i>vending machine</i>	торгівельний автомат
29	<i>bullion</i>	зливки золота або срібла
30	<i>overheads</i>	накладні витрати
31	<i>resistance</i>	опір, протидія
32	<i>corporate venturing</i>	корпоративне венчурне фінансування

33	<i>entrepreneurship</i>	підприємництво
34	<i>intrapreneurship</i>	внутрішнє підприємництво (підприємницька діяльність всередині корпорації)
35	<i>skunk works</i>	маленький дослідницький відділ підприємства
36	<i>innovation</i>	інновація, нововведення
37	<i>improvement</i>	удосконалення
38	<i>market response</i>	реакція ринку у відповідь на дії фірм
39	<i>prototype</i>	прототип
40	<i>beta version</i>	бета-версія продукту
41	<i>beta-tested</i>	бета-тестування
42	<i>niche</i>	ніша
43	<i>trial</i>	випробування; дослід, проба
44	<i>boom</i>	бум, пожвавлення (в торгівлі і т.ін.)
45	<i>cutting edge</i>	передовий, прогресивний, заснований на останніх досягненнях
46	<i>leading edge</i>	найбільш розвинена частина дослідження, лідируючий
47	<i>state-of-the-art</i>	найновіший
48	<i>hi-tech</i>	високотехнологічний
49	<i>low-tech</i>	низько технологічний (на основі старих технологій)
50	<i>obsolete</i>	застарілий, старомодний
51	<i>proprietary</i>	власницький; складовий чиєїсь власності; приватний; патентований
52	<i>licence (BrE); license (AmE) to license (BrE & AmE)</i>	ліцензія, дозвіл на діяльність; дозволяти, ліцензувати діяльність
53	<i>under licence</i>	за ліцензією
54	<i>royalties</i>	авторський гонорар
55	<i>copyright</i>	авторське право
56	<i>copyright infringement</i>	порушення авторських прав
57	<i>intellectual property</i>	інтелектуальна власність
58	<i>research centre (BrE) research center (AmE)</i>	дослідницький центр
59	<i>technology</i>	технологія
60	<i>patent</i>	патент

II. Starting-up

1. Which of these statements do you agree with? Which do you disagree with? Why?

- 1 There are no new ideas.
- 2 Most of the best ideas are discovered by accident.
- 3 Research and development is the key to great business ideas.
- 4 There is nothing wrong with copying and improving the ideas of others.
- 5 The best way to kill an idea is to take it to a meeting.

2. Discuss these questions.

- 1 What do you think are some of the best ideas in the last 20 years?
- 2 What is the best idea you have ever had?
- 3 Which creative person do you most admire? Why?
- 4 What should companies do to encourage new ideas?

3. Think of examples of good ideas from the past that were controversial* at first.

A few ideas:

- Early critics of railways believed the human body couldn't withstand the speed of train travel.
- The proposal that the planets orbit the sun was initially rejected.
- Many believed that home video would destroy the cinema business.

*controversial (= causing a lot of disagreement because people have different opinions).

III. Vocabulary and Speech Exercises

1. Match the word partnerships (1-6) to their definitions (a-f).

1 to take advantage of an opportunity	a) to offer a larger variety of goods
2 to raise somebody's status	b) to do or provide something that is necessary
3 to enter a market	c) to do something when you get the chance to do it
4 to extend a product range	d) to make an important discovery or change
5 to meet a need	e) to start selling goods or services in a new area
6 to make a breakthrough	f) to make somebody look or feel more important

2. Read this extract from a talk by the head of a research and development department. Then complete the gaps (1-6) with the correct form of a word partnership from Exercise 1.

Great ideas are generated in different ways. Sometimes an idea may simply be when a company 1) _____. 2) _____, to offer more choice to existing customers. Or a great idea could allow a company to 3) _____ which was closed to it before.

Companies which are prepared to spend a lot on R&D may 4) _____ by having an original idea for a product which others later copy, for example Sony and the Walkman.

On the other hand, some products are developed in response to customer research. They come from customer ideas. These products are made to 5) _____, to satisfy consumer demand. Or the product does something similar to another product, but faster, so it saves time. Some people will buy new products because the product 6) _____ - gives them a new, more upmarket image.

3. Listen carefully to the last part of the talk and complete the gaps to form word partnerships with the words in italics.

Other people will buy any 'green' product which 1) _____ *waste* or 2) _____ *the environment*, even if it is more expensive. If an idea is really good

and the product 3) _____ *a gap* in the market, it may even 4) _____ *an award* for innovation.

4. Work in pairs. Exercise 2 refers to the Sony Walkman. Can you think of any other examples of products which:

- 1 were completely original and later copied?
- 2 are green?
- 3 won an award?
- 4 were developed from customer ideas?

Compare your ideas in small groups.

5. Match a verb from box A with a noun from box B to complete the sentences below. Use a suitable form of the verb-noun combination.

A	B
to develop	the environment
to extend	advantage of (something)
to make	a (product) range
to meet	a business idea
to protect	a breakthrough
to take	a need
to win	an award

- 1) Brainstorming is an effective way of _____.
- 2) A couple of years ago, scientists _____ in the treatment of cancer.
- 3) 'Eco-consumers' choose companies which do not produce a lot of toxic waste and have a clear policy of _____.
- 4) Sometimes an idea may simply be when a company _____ an opportunity to offer more choice to its customers.
- 5) If one of your products _____ for innovation, prospective customers may see you as a dynamic, high-quality company and decide to choose you over your competitors.
- 6) Our company would like to attract a wider variety of customers, that's why we are planning to _____ of cosmetics and toiletries.

7) A good business idea is one that generates profits and at the same time _____.

6. Complete each set of sentences with the same word.

1) The marketing department wants to _____ a meeting next week.

We are planning to _____ our next sales conference in Mumbai.

Do you know which animals _____ the record for the longest migration?

2) During lectures, it's a good idea if you _____ notes as you listen.

The main goal of any business is to _____ money.

She wants to _____ some suggestions about improving our database.

3) Industrialised countries should try to _____ waste instead of exporting it.

The best way to _____ competition is to buy out your main competitors.

Pollution is a big problem in our city and we are trying all sorts of ideas to _____ it.

4) We plan to offer free ice cream to all consumers one day a year to _____ awareness of the company.

Our cars come in two colours. If you want extra colours, I'm afraid we have to _____ the price by 5 percent.

Some people buy luxury products because such products _____ their status and give them a new, more upmarket image.

5) I can't find a solution to all problems, of course, but I _____ my best.

A lot of people want to _____ part-time work when they retire.

We _____ a lot of business with Chinese telecommunications companies.

6) If you continue to be late for work, you will _____ the sack.

All members of staff _____ an end-of-year bonus.

I'll talk to the manager during the break if I _____ the chance.

IV. Reading Comprehension

Text 1

New ideas

Resistance to new ideas is well known. In organisations, the best way of killing an idea may well be to take it to a meeting. The very things that make companies successful in one area may prevent them from developing success in new activities. Early work on personal computers at Xerox was dismissed by its senior managers because they considered that the company's business was copying, not computing. Company leaders talk about *corporate venturing* and *intrapreneurship*, where employees are encouraged to develop *entrepreneurial* activities within the organisation. Companies may try to set up structures in such a way that they do not stifle new ideas. They may put groups of talented people together in *skunk works* to work on *innovations* - development of the PC at IBM is the most famous example. Skunk works are outside the usual company structures and are less likely to be hampered by bureaucracy, in-fighting, and so on.

When innovators go to large companies with new designs for their products, they face similar problems. The inventor of the small-wheeled Moulton bicycle could not persuade Raleigh to produce it, so he set up his own company. But a single innovative *breakthrough* is not enough. There has to be continuous *improvement* and *market response*. The current winners in bicycle innovation are producers of mountain bikes, who have taken the original bicycle design and eliminated its irritations, revolutionising an old concept by providing relative comfort, easy gear changes, a 'fun' ride, and so on.

The initial idea for a car will be turned into a series of *prototypes* and tested. In software development, the final 'prototype' is the *beta version*, which is *beta-tested*. Pharmaceuticals go through a series of *trials*. Even the most brilliant entrepreneurs will not have the resources to go it alone in industries like these, as the investment and experience required are enormous. Cars, software and pharmaceuticals are examples of industries dominated by giants. The 'rules of the game' are well established, and newcomers are rare, unless they can find a small *niche* unexploited by the giants. There may be more opportunity for innovation where the rules of the game are not yet established. This may involve selling and delivering existing

products in new ways: think, for example, of selling books and airline tickets on the Internet.

One thing is certain: business will continue to benefit from the creativity of individuals and organisations who can develop great ideas and bring them to market.

Text 2

Three great ideas

Before you read

What makes a business idea a really great idea? Brainstorm as many points as you can.

Example: *It results in an increase in sales and profit.*

Article 1

Who needs translators?

Google is developing software for the first phone capable of translating foreign languages almost instantly. By building on existing technologies in voice recognition and automatic translation, Google hopes to have a basic system ready within a couple of years. If it works, it could eventually transform communication among speakers of the world's 6,000-plus languages.

The company has already created an automatic system for translating text on computers, which is being honed by scanning millions of multilingual websites and documents. So far, it covers 52 languages. Google also has a voice-recognition system that enables phone users to conduct web searches by speaking commands into their phones rather than typing them in.

Now it is working on combining the two technologies to produce software capable of understanding a caller's voice and translating it into a synthetic equivalent in a foreign language. Like a professional human interpreter, the phone would analyse "packages" of speech, listening to the speaker until it understands the full meaning of words and phrases, before attempting translation.

Article 2

Safer cycling

Swedish designers have created a cycling "collar" that is worn around the neck with an airbag hidden inside. When sensors in the device determine a crash has happened, an airbag instantly inflates around the cyclist's head to form a helmet.

The invention was presented today in Stockholm. It will go on sale in Sweden early next year for about £50. The designers have spent six years developing it. Terese Alstin, one of the inventors, said. "The protection should include keeping the sense of freedom and not ruining your hairstyle."

The device has been improved by recreating hundreds of accidents using crash-test dummies and real riders. "We have developed a unique, patented, mathematical method to distinguish these movement patterns," say the inventors. A small helium gas cylinder inflates the airbag in 0,1 seconds and is designed to let cyclists see at all times.

The airbag stays inflated for several seconds. It is powered by a rechargeable battery. Co-inventor Anna Haupt said: "The shell of the collar is removable and available in many different styles and fabrics, and will be launched in new fashion collections."

Article 3

Going for gold

Apart from being gold-plated - and the fact that they are bulletproof - they seem much like any other vending machine. But instead of chocolate bars, a network of "gold-to-go" machines dispenses 24-carat bullion in a smart presentation box.

Originally designed as a marketing device for an online gold-trading business, the machines have become such a success that their inventor plans to build a global network, installing them everywhere from fitness centres to cruise ships.

Thomas Geissler, the German businessman behind the machines, said their unexpected success was the result of a recent interest in gold. "Our customers are those who are catching on to the idea that gold is a safe investment at a time of financial instability," he said.

Since the first machine was installed in May, in the lobby of Abu Dhabi's Emirates Palace hotel, 20 gold-to-go machines have appeared across Europe. Germany already has eight. Next month, the first machines will open in the United States - in Las Vegas and Florida.

The company claims its gold is cheaper than that available from the banks, largely because its overheads are lower, and that unlike at a bank, the machine gold is available immediately.

Exercises

1. Work in groups of three. Make quick notes in answer to the questions below about your article.

	Questions	Article 1	Article 2	Article 3
1	What is the great / unusual idea?			
2	What problem does this idea solve?			
3	Which markets are mentioned in relation to this idea?			
4	In terms of time, at what stage of development is the idea?			

2. Discuss these questions in pairs.

- 1 Which of the ideas do you find the most interesting? Why?
- 2 Which idea do you think will be the most profitable?
- 3 Which idea will reach the most markets?
- 4 Can you think of any problems any of the ideas might have?

V. Listening Comprehension

Great business ideas

1. Dr Kate Pitts is a researcher at the e-Research Centre, University of Oxford.

She was asked the question: In your opinion, what were the best business ideas of the last 15 years? Predict what she will say. Think of products and services.

2. Listen to the first part of the interview. What products and services does Kate mention? Why does she think they were excellent ideas?

3. Listen to part one. Are these statements true or false?

1 eBay is useful for large companies.

2 eBay provides a way to reach markets that is new.

3 Auctions are new.

4 Kate Pitts talks about USB sticks in relation to data and pictures.

5 She also mentions plug-and-play devices.

6 USB sticks have had no effect on other devices.

7 Digital cameras were certainly invented in the last 15 years.

4. Listen to part one again and complete the table with words that Kate Pitts uses.

Verb (infinitive)	Noun
boom	
turn over	
auction	
	transfer
demand	
	transport
benefit	
	satisfaction
invent	
	revolution

5. Listen to the second part and answer these questions.

1 What types of company spend a lot of time and money on research and development?

2 Which company spends nearly 25% of the cost of sale on research and development?

6. Listen to part two. In which order do you hear these adverbs?

- a) actually
- b) differently
- c) nearly
- d) slightly
- e) strongly

Now match the adverbs above to their meanings.

- 1 almost
- 2 really
- 3 a bit
- 4 firmly
- 5 in another way

7. Listen to the second part again and complete the gaps in the audio script.

I strongly believe that most companies can benefit from using 1) _____ and 2) _____ within their own company to actually develop new 3) _____ and services. My definition of 4) _____ is to look at what everybody else sees, and see something 5) _____.

So that might mean looking at what you already do, and looking at where you can do it slightly differently to 6) _____ your product range, or 7) _____ your products into new markets. This can save 8) _____ and money.

8. Discuss these questions.

- 1 What will be the best business idea in the next 15 years?
- 2 What would you like someone to invent?

VI. Skills “Successful meetings”

1. Which of these statements do you agree with? Why?

- 1 The best number for a meeting is six people or fewer.
- 2 Never have food or drink during a meeting.
- 3 Always start and finish a meeting on time.
- 4 You should sit round a table when you have a meeting.
- 5 A meeting must always have a leader.
- 6 At a formal meeting, each person should speak in turn.

2. DC Dynamics is an electronics company based in Boston, USA. The marketing department held a meeting to discuss their new smartphone. Listen to the meeting, then answer these questions.

- 1 What were the main aims of the meeting?
- 2 Which month did they choose for the launch?

3. Listen again and tick the expressions which the chairperson uses.

- 1 OK, everyone, let's begin, shall we?
- 2 Our main purpose is to decide the date of the launch.
- 3 Mei, what do you think?
- 4 Cheng, can you give us your opinion about this?
- 5 Any thoughts on that?
- 6 Let's get back to the point.
- 7 Now, I'd like to move on to sales outlets.

4. Listen to the meeting again and complete these extracts.

Mei: Personally, I'm in 1) _____ of June. Let's get into the market early and surprise our 2) _____.

Wan: Yeah, June's too early. I think September's the best time. We can promote the smartphone strongly then, with a multimedia 3) _____.

Lincoln: What about the recommended retail price for the phone? Any thoughts on that?

Mei: 4) _____ a minute. I thought we were talking about the 5) _____ date, not the price.

Lincoln: OK, Mei, maybe we are moving a little too fast. Let's get back to the 6) _____.

Lincoln: Good. We need to be sharp on pricing. Now, what sales outlets do you think we should 7) _____, Wan?

Wan: No problem there. We could start with the specialist mobile-phone stores and big 8) _____ stores. After that, we could look at other distribution 9) _____.

5. Work in groups of four. GLP of Buenos Aires has developed a new wallet, code-named 'The Hipster'. It will be launched in the US. The marketing department holds a meeting to discuss a strategy for selling it.

Student A:

Student A	
Chairperson	
You will lead the meeting. Ask for the participants' opinions, encourage discussion and help them reach agreement. You must decide these points concerning the marketing of The Hipster.	<ol style="list-style-type: none"> 1 its selling price 2 its target consumer 3 special offers for first purchase 4 advertising

Student B:

Student B	
Participant	
You have the following opinions concerning The Hipster:	
Selling price:	_____
Target consumer:	_____
Special offer for first purchase:	_____ over 20
Advertising/promotion:	_____ es aimed at young people

concerning (En-Ru)
касательно, относительно...>>

concern
отношение, касательство; касаться (в рассказе); описывать, говорить (о чём-л.)...>>

Student C:

Student C	
Participant	
You have the following opinions concerning The Hipster:	
Selling price:	\$25 approximately
Target consumer:	Professional people aged 20–40
Special offer for first purchase:	Discount of 20% for orders over 100
Advertising/promotion:	Advertisements in upmarket magazines and TV commercials

Student D:

Student D	
Participant	
You have the following opinions concerning The Hipster:	
Selling price:	\$15 approximately
Target consumer:	All age groups from 20 years old upwards
Special offer for first purchase:	5% discount for orders over 50
Advertising and promotion:	Advertisements in national and regional newspapers/magazines

Read your role card, and then hold the meeting. Use the useful language box.

Useful language

CHAIRPERSON/LEAD		PARTICIPANTS	
Beginning the meeting	Changing the subject	Giving opinions	Disagreeing
Can we start, please?	Let's move on now to ...	I think we should ...	I don't know about that.
Right, let's begin.	The next thing to discuss is ...	I'm in favour of ...	(I'm afraid) I don't agree.
Stating the aim	Clarifying	Making suggestions	Interrupting
The main aim/purpose of this meeting is to ...	What do you mean by ...?	Perhaps we should ...	Hold on (a moment).
Asking for comments	Summarising	We could ...	Can I just say something?
What do you think?	OK, let's summarise.	Agreeing	
How do you feel about this?	Right, let's recap.	I think you're right.	
		I (totally) agree.	

VII. Self-directed work

Reading 1

Read this article from the Financial Times by Jonathan Birchall and answer the questions.

Before you read

Where do companies usually get their ideas from?

Innovation brings growth

By Jonathan Birchall

Procter & Gamble, the world's largest consumer goods company, is a global industry leader in new consumer product innovation. According to data from IRI, the market research firm, it produced five of the top 10 US non-food product launches last year. Its goal is to add another 1bn customers to the estimated 4bn it already reaches, Bob McDonald, its chief executive, says that the road to more innovation should increasingly include other people's good ideas.

"We need bigger innovations that create more value," Mr McDonald told this year's annual gathering and awards event for companies and research institutions that work with P&G. "We want you to come to us with your big ideas first."

External co-operation has delivered a stream of successful "big idea" products. Last year's IRI list included Tide Total Care, a premium version of its Tide detergent, which was number two by sales on IRI's top 10 non-food products launch list. It was developed with external research from Sweden's University of Lund and from two small chemical companies.

P&G's list of partners includes other large corporations, such as food groups ConAgra and General Mills, and rivals, including Clorox. P&G is developing a joint venture with Clorox to produce Glad brand plastic bags. Its most unexpected government research partner may be the Los Alamos National Lab, the US defence technology research centre. Los Alamos initially helped P&G to regulate the production of the absorbent gel used in nappies, using theoretical data analysis systems developed for weapons technology.

One of the programme's early success stories, the creation of its Olay Regenerist anti-ageing creams, which was built around a chemical process developed by Sederma, a French company. "As a small company, we had little chance of getting in there until P&G switched its policy," says Karl Lintner, who headed Sederma at the time.

Exercises

1. Look through the whole article to find the names of:

- a) a consumer goods company.
- b) its CEO.
- c) a market research organisation.
- d) a Scandinavian university.
- e) two big food companies.
- f) a competitor of the company in item a) above.
- g) a military research laboratory.
- h) a French company.

2. Now look through the whole article again to find the products developed in partnership with the organisations in items d), f), g) and h) in Exercise 1 above.

3. Find expressions in paragraph 1 with the number of words shown in brackets that mean the following.

- a) the biggest organisation anywhere in the world that makes products for the general public (6)
- b) the biggest and best company of its kind anywhere in the world (3)
- c) developing new products for the general public (3)
- d) an occasion every year where prizes are given (3)

4. Read paragraphs 3 and 4 and decide if these statements about expressions are true or false.

- a) *External co-operation* is when a company develops a new product by itself.
- b) The word *stream* is used here to refer to water.
- c) A *premium version* of a product is less good and costs less than the ordinary version.
- d) The word *chemical* is used as an adjective and as a noun.
- e) A *corporation* is usually a small business.

- f) A *joint venture* is when two companies work together on a particular project.
- g) The *word data* refers to information, especially information analysed on computers.

5. Choose the best summary for the whole article.

Procter and Gamble ...

- a) has always welcomed co-operation with other companies to develop new products.
- b) only works with American companies to develop new products.
- c) has realised the importance of working with other organisations, not only companies, on new products.

Over to you 1

What are the risks of working on new products with competitors in joint ventures?

Over to you 2

Is there co-operation in your country between businesses and universities to develop new products and services? If there is, give some examples. If not, try to explain why.

Reading 2

Read this article from the Financial Times by Stefan Stern and answer the questions.

Before you read

The expression 'Not invented here' is used by someone to say that an idea or new product did not start in their department or company. Why is it difficult for organisations to accept ideas that are 'Not invented here'?

Open your mind to the idea of innovation

By Stefan Stern

The three most dangerous words in management? "Not invented here". As Henry Chesbrough, executive director of the Center for Open Innovation at the

University of California, Berkeley, has pointed out, senior management teams can fail to spot important innovations because the new ways of doing business do not easily fit in with the way they are doing things now.

Researching the performance of Xerox, the copier and printer company, Professor Chesbrough found that, out of 35 projects that had been rejected as part of a review

process, 10 had gone on to become highly successful businesses. Indeed, the combined value of these 10 new projects was twice that of Xerox itself. He calls these rejections "false negatives": the innovations had looked bad, but that was because senior managers did not recognise their benefits.

Professor Chesbrough was one of the speakers at last week's Financial Times innovation conference in London. The conference also heard from Brian Dunn, chief executive of Best Buy, the electrical goods retailer. He told a story of how his company had in the past 20 years brought in new ways of doing things again and again.

Whether it was ending commissions for sales staff, starting to sell on the Internet, or renewing the company's approach to customers, or expanding abroad: each time, Best Buy's leadership did not make the decisions easily. Each time, there were smart people at the top who resisted change, he said. Necessary innovations are hard to introduce so when, as in Best Buy's case, the business seems to be doing fine.

Exercises

1. Put the paragraph headings in the correct order.

- a) Best Buy's difficult innovation decisions
- b) Company managers can fail to see new ideas
- c) The innovation process at Xerox
- d) Regular innovations at Best Buy

2. Read paragraphs 1 and 2 and decide if these statements about expressions and related expressions are true or false.

- a) An *innovation* is a new idea, product, etc.
- b) If you *point* something *out*, you don't talk about it.
- c) If you *spot* something, you don't see it.
- d) If something *fits in* with something else, it's acceptable.
- e) If something is *rejected*, it is accepted.
- f) In a *review process* things, ideas, etc. are judged.

3. Find expressions in paragraphs 3 and 4 with the number of letters shown in brackets that mean the following.

- a) boss (5, 9)
- b) introduced (7, 2)
- c) repeatedly (5, 3, 5)
- d) payments in addition to salary (11)
- e) senior managers considered as a group (10)
- f) fought (8)
- g) needed (9)

4. Read paragraphs 2, 3 and 4 and choose the correct answer.

- 1) How many of the new business projects rejected in Xerox's review process went on to become successful businesses?
 - a) most of them
 - b) more than half of them
 - c) nearly a third of them
- 2) How much were the businesses worth in relation to the value of Xerox?
 - a) twice as much
 - b) the same
 - c) half as much
- 3) Why had Xerox managers rejected the new business ideas?
 - a) Because the ideas were not explained properly.
 - b) Because the managers couldn't see their value.

- c) Because the managers didn't understand the ideas.
- 4) What does Best Buy do?
- a) It's a wholesaler of electrical goods.
 - b) It's a retailer of electrical goods.
 - c) It makes electrical goods.
- 5) Why is Best Buy mentioned?
- a) Because it is similar to Xerox in its approach to innovation.
 - b) Because it did not innovate at all.
 - c) Because it does accept new ideas, but only after a lot of disagreement and discussion.
- 6) Why was it particularly difficult to introduce new ways of doing things at Best Buy?
- a) Because it was already a successful company.
 - b) Because most of its senior managers resisted them.
 - c) Because it did not need them.

5. Choose the best summary for the whole article.

Companies ...

- a) do not find it easy to accept new ideas.
- b) do not accept new ideas because many managers are stupid.
- c) accept and develop new ideas easily.

Over to you 1

What does your own school or organisation do to keep itself open to new ideas?

Over to you 2

What do you do to keep yourself open to new ideas?

Reading 3

Research and technology

Hi, I 'm Ray and I'm head of product development at Lightning Technologies. Lightning makes semiconductors, the components at the heart of every computer. I'm in charge of research and development (R&D) at our research centre just outside Boston. Our laboratories are some of the most innovative in the computer industry, and we have made many new discoveries and breakthroughs.

I love technology, using scientific knowledge for practical purposes. The technology of semiconductors is fascinating. We are at the cutting edge or leading edge of semiconductor technology: none of our competitors has better products than us. Everything we do is state-of-the-art, using the most advanced techniques available.

Of course, the hi-tech products of today become the low-tech products of tomorrow. Products that are no longer up-to-date because they use old technology are obsolete. It's my job to make sure that Lightning's products never get into that situation.

Patents and intellectual property

Information or knowledge that belongs to an individual or company is proprietary. A product developed using such information may be protected in law by patents so that others cannot copy its design.

Other companies may pay to use the design under licence in their own products. These payments are royalties. In publishing, if a text, picture, etc. is copyright, it cannot be used by others without permission. Payments to the author from the publisher are royalties. The area of law relating to patents and copyright is intellectual property.

Exercises

1. Complete this presentation using words from the text. Put the words in brackets into their correct form.

Hi, I'm Raj 1) _____ I'm head 2) _____ product (3 develop) _____ at 4) _____ Indian Rice Research Centre. I'm in charge of research 5) _____ development 6) _____ our (7 researching) _____ centre in Delhi. Our (8 laboratory) _____ are (9) _____ of the most (10 innovation) _____ (11) _____ agriculture. We have recently (12) _____ some big (13 breakthrough) _____ in increasing rice production.

I love (14 technological) _____, using scientific knowledge (15) _____ improve people's lives. (16) _____ technology (17) _____ rice development (18) _____ a good example (19) _____ this.

We are at the (20) _____ edge of rice-growing techniques. Everything we do (21) _____ state-of-the-art, using the most advanced biological (22 know) _____ available.

2. Match the expressions (1-6) with their meanings (a-f).

1 copyright infringement	a) a payment to the owner of a design, or to an author
2 intellectual property	b) an arrangement between the owner of a design and someone else, allowing them to use the design for money
3 patent application	c) when someone uses another's text, pictures, etc. without permission
4 proprietary information	d) when an inventor asks the authorities to officially recognize an invention as his/her property
5 royalty payment	e) designs, ideas, etc. that belong to someone
6 licensing agreement	f) the law relating to designs, ideas, etc. that belong to someone

Over to you

For you, which is the most important invention of the last 100 years? Which one do you wish had not been invented?

Unit 4 Part II Stress

'Rest is a good thing, but boredom is its brother'
Voltaire, French philosopher

I. Topical Vocabulary

1	<i>lifestyle</i>	стиль життя
2	<i>workaholic</i>	трудівник, самовідданий працівник
3	<i>workload</i>	робоче навантаження
4	<i>deadline</i>	крайній строк виконання (роботи)
5	<i>to meet a deadline</i>	вкластися в строк
6	<i>flexitime</i>	змінний графік роботи
7	<i>work-life balance</i>	рівновага роботи і життя
8	<i>quality of life</i>	якість життя
9	<i>working environment</i>	робоче середовище
10	<i>stressful</i>	стресовий
11	<i>to make a presentation</i>	робити презентацію
12	<i>senior</i>	старший за званням
13	<i>to lead a formal meeting</i>	очолювати офіціальні збори
14	<i>tight deadline</i>	стислі строки
15	<i>pay rise</i>	підвищення платні
16	<i>complaint</i>	скарга
17	<i>to cover for a colleague</i>	заміщувати колегу
18	<i>to reduce stress</i>	зменшувати рівень стресу
19	<i>consultancy</i>	консультаційні послуги
20	<i>resilience to stress</i>	стресостійкість
21	<i>mainland</i>	материк
22	<i>scales</i>	ваги
23	<i>GDP (gross domestic product)</i>	ВВП; валовий внутрішній продукт
24	<i>to pretend</i>	прикидатися
25	<i>sickness</i>	хвороба
26	<i>absenteeism</i>	прогул, невихід на роботу без поважних причин
27	<i>subscription</i>	передплата
28	<i>to ban</i>	забороняти
29	<i>day off</i>	вихідний
30	<i>to stuck in traffic jam</i>	застрягнути у дорожній пробці
31	<i>counselling service</i>	консультаційне бюро
32	<i>counselor</i>	консультант
33	<i>rewarding</i>	вартий, корисний
34	<i>satisfaction</i>	задоволення
35	<i>to stretch</i>	напружувати

36	<i>to stimulate</i>	спонукати; заохочувати
37	<i>challenging</i>	стимулюючий, збуджуючий
38	<i>achievement</i>	досягнення
39	<i>pressure</i>	тиск, вплив
40	<i>overwhelmed</i>	завалений (роботою)
41	<i>overwork</i>	перевантаження
42	<i>rat race</i>	жорстока конкуренція
43	<i>treadmill</i>	одноманітна праця
44	<i>downshifting</i>	змінювати роботу з високою заробітною платнею та високим навантаженням на більш спокійну, але з низькою платнею
45	<i>rebalancing</i>	відновлення рівноваги
46	<i>safety issues</i>	проблеми з технікою безпеки
47	<i>passing smoking</i>	пасивне куріння
48	<i>injury</i>	пошкодження
49	<i>dangerous machinery</i>	небезпечні механізми
50	<i>hazardous substances</i>	небезпечні речовини
51	<i>fire hazard</i>	ризик загорання
52	<i>first aid</i>	перша медична допомога
53	<i>fire precautions</i>	заходи пожежної безпеки
54	<i>bullying</i>	залякування
55	<i>bully</i>	задирака, причепа; хвалько
56	<i>sexual harassment</i>	сексуальне домагання
57	<i>harass</i>	роздратування
58	<i>glass ceiling</i>	«скляна стеля» (бар'єри, які не дозволяють просуватися по кар'єрі)
59	<i>sex discrimination</i>	статева дискримінація
60	<i>affirmative action</i>	компенсаційна дискримінація (прийом на роботу людей, які зазвичай страждають від дискримінації)

II. Starting-up

1. How do you understand the meaning of these expressions?

a stressed person

a stress-free job

a stressful experience

2. Add the verbs from the box to the phrases below to create some common stressful situations.

being	finding	going	having	making	moving
shopping	travelling	taking	waiting		

1. _____ to the dentist
2. _____ in a long queue
3. _____ stuck in a traffic jam
4. _____ a parking space
5. _____ with your partner/family
6. _____ house
7. _____ an interview
8. _____ a speech
9. _____ by air
10. _____ an exam or test

Which of the above situations is the most stressful for you? Can you add any others to the list?

3. What do you do to relax? Which of these activities are the most effective for you, and why? In what other ways do you relax?

- playing a sport
- reading
- eating/drinking
- having a bath
- walking
- gardening
- massage
- shopping
- listening to music
- watching TV
- meditating
- browsing online
- blogging
- using Facebook/YouTube

4. Rank these situations from 1 (most stressful) to 10 (least stressful). Then discuss your choices.

- making a presentation to senior executives
- meeting important visitors from abroad for the first time
- leading a formal meeting

- telephoning in English
- asking your boss for a pay rise
- writing a report with a tight deadline
- dealing with a customer who has a major complaint
- negotiating a very valuable contract
- covering for a colleague who is away
- taking part in a conference call

III. Vocabulary and Speech Exercises

1. Match the word partnerships (1-8) to their definitions (a-h).

1 lifestyle	a) a system where employees choose the time they start and finish work each day
2 workaholic	b) a time or date by which you have to do something
3 workload	c) how personally satisfied you are with the way you live and work
4 deadline	d) someone who cannot stop working and has no time for anything else
5 flexitime	e) the ability to give a good amount of time to your work and to outside interests, e.g. family
6 work-life balance	f) the amount of work a person is expected to do
7 quality of life	g) the people, things and atmosphere around you at work
8 working environment	h) the way people choose to organise their lives

2. Complete each sentence with an appropriate word or phrase from Exercise A.

1. I worked until 11 o'clock at night to meet the _____ for presenting the report.
2. I work six days a week and never have a holiday. My girlfriend says I'm a _____.

3. Karl has a heavy _____ at the moment because several colleagues are off sick.
4. She gave up a highly paid job to join a meditation group in India. She's completely changed her _____.
5. A _____ system can help to reduce stress levels of employees by giving them more control over their working hours.
6. If you have children, working from home may help improve your _____.
7. Many people argue that technology has greatly improved our _____ and the way we feel about work. Others disagree, arguing it actually increases stress.
8. A clean, quiet, comfortable and friendly _____ can actively reduce levels of stress.

3. Make sentences using some of the vocabulary items from Exercise 1 to describe your own situation.

4. Discuss where to put the jobs in the box in the stress league on the next page. Rating is from 10 to 0: the higher the rating, the greater the pressure.

Advertising executive	Architect	Banker	Diplomat
Hairdresser	Firefighter	Sales assistant	

Miner	8.3	Film producer	6.5	Psychologist	5.2	Optician	4.0
Police officer	7.7	6.3	4.8	Postman	4.0
Construction worker	7.5	Musician	6.3	Farmer	4.8	3.7
Journalist	7.5	Teacher	6.2	Vet	4.5	Minister/Vicar	3.5
Airline pilot	7.5	Social worker	6.0	Accountant	4.3	Nursery nurse	3.3
.....	7.3	5.7	4.3	Librarian	2.0
Actor	7.2	Stockbroker	5.5	Lawyer/Solicitor	4.3	Source: University of Manchester Institute of Science and Technology (UK)	
Doctor	6.8	Bus driver	5.4	4.0		

5. Choose three jobs from the stress league in Exercise 4. What do you think makes these particular jobs stressful? Compare your ideas.

6. Is your own job (or one you intend to do) included in the stress league? Do you think it is in the right place? What about the other jobs in the league? If your job is not included, where would you place it?

7. Discuss these questions.

1 Do you like working under pressure? Why? / Why not?

2 What deadlines do you have to meet in your daily life? Which are the most difficult to meet?

3 Why do people become workaholics?

4 How important is the working environment in reducing stress?

8. Choose the best word (a, b or c) to complete each space.

The dictionary defines stress as ‘a continuous feeling of worry that prevents you from relaxing.’ At work there are a lot of potentially stressful situations. For example, having to 1) _____ a formal meeting or 2) _____ a presentation to senior executives can cause stress, especially the first time. In fact, all kinds of situations are more stressful when you have never found yourself in them before. However, experience does not always solve the problem. Indeed, many people say that they always feel under stress when 3) _____ a valuable contract or meeting important visitors from abroad or even just when working to 4) _____ deadlines. Other situations that employees generally find difficult to cope with include dealing with a customer who has a 5) _____ and asking the boss for a pay 6) _____.

All the situations mentioned above are examples of short-term stress. Experts agree that this kind of stress is less damaging to health than long-term stress, which happens when employees constantly work 7) _____ pressure or have to cope with an ever-increasing 8) _____. In such cases, a complete change of 9) _____ can, of course, be a solution but companies should try to reduce stress levels before their employees are severely 10) _____ otherwise absenteeism may increase and some staff may even decide to 11) _____.

- | | | | |
|----|---------------|----------------|----------------------|
| 1 | a) direct | b) go | c) lead |
| 2 | a) make | b) speak | c) show |
| 3 | a) dealing | b) negotiating | c) transferring |
| 4 | a) sharp | b) tight | c) narrow |
| 5 | a) complaint | b) complaining | c) complain |
| 6 | a) rising | b) bargain | c) rise |
| 7 | a) on | b) in | c) under |
| 8 | a) workload | b) workforce | c) workaholic |
| 9 | a) life cycle | b) lifestyle | c) work-life balance |
| 10 | a) worked out | b) overworked | c) worked over |
| 11 | a) recruit | b) resign | c) participate |

9. Complete the sentences with the correct prepositions.

- Being stuck _____ a traffic jam on your way _____ work can be quite stressful, especially if you have an important appointment.
- In Ireland, _____ example, the economy is shrinking and business owners are worried how they will keep their business alive.
- Gentaro is part _____ a multinational company based _____ Milan.
- I wish I could relax a bit more instead _____ having to work _____ strict deadlines all the time.
- Lisa worked until 11 o'clock _____ night to meet the deadline _____ presenting the report.
- Mike says going _____ a stress counsellor is out _____ the question.

IV. Reading Comprehension

Text 1

Business owners feeling stressed

More than half the leaders of privately held businesses globally feel their stress levels have increased over the last year. The research from the Grant Thornton

International Business Report (IBR) 2010 covers the opinions of over 7,400 business owners across 36 economies. Mainland China tops the league for the most stressed leaders, with 76% of business owners saying their stress levels have increased over the last year.

Other economics that were high in the stress league table were Mexico (74%), Turkey (72%), Vietnam (72%) and Greece (68%). At the opposite end of the scale, business owners in Sweden (23%), Denmark (25%), Finland (33%) and Australia (35%) have the lowest stress levels in the world.

There appears to be a link between stress levels and GDP. Business owners in mainland China, Vietnam, Mexico, India and Turkey are all high on the stress league table and are working in environments where high growth is expected. But it's not just in countries expecting high growth that stress levels are high - at the opposite end of the growth scale, Ireland, Spain and Greece are all high on the league table. Said Alex MacBeath, Global Leader - Markets at Grant Thornton International, "We have businesses at both ends of the GDP growth scale experiencing high stress for very different reasons. In mainland China, the pressure is on to keep up with the speed of expansion, while in Ireland, for example, the economy is shrinking, and business owners are worried about how they will keep their business alive."

Business owners were asked about the major causes of workplace stress. Not surprisingly, the most common cause during 2009 was the economic climate, with 38% of respondents so globally saying this was one of their major causes of stress. This was followed by pressure on cashflow (26%), competitor activities (21%) and heavy workload (19%). Alex MacBeath comments, "The causes of workplace stress can be put into three distinct groups - economic, business and personal. An employee may place more importance on personal elements such as their work-life balance. The business owner has additional pressures to consider."

The survey also found a link between stress levels and the number of days taken off by an individual in a year. Countries at the top of the stress league are those where business owners, on average, take fewer holidays each year.

1. In pairs, rank these countries according to those where you think business leaders feel the most stress (1 = most stress, 9 = least stress).

- Australia • China • Denmark • Finland • Greece
- Mexico • Sweden • Turkey • Vietnam

2. Read the whole article and answer these questions.

1 What is the difference between these groups of countries in terms of reasons for high-level stress?

a) China, Vietnam, Mexico, India and Turkey

b) Ireland, Spain and Greece

2 According to Alex MacBeath, how do business leaders experience stress differently in China and Ireland?

3 What are the four major causes of workplace stress?

4 According to Alex MacBeath, what three types of pressure are there?

3. Look at this list of countries.

Vietnam Sweden Denmark Mexico China Finland

In which countries do business owners take:

1 fewer holidays?

2 more holidays?

4. In pairs, discuss these questions.

1 What are the additional pressures that business owners might have?

2 Should companies do more to reduce stress at work? What could they do?

3 How many days' holiday per year do you think people should get?

Text 2

Stress and satisfaction

People like work that is rewarding and gives them satisfaction. For this, a reasonable amount of pressure may be necessary: many employees want work that

stretches them, to have the feeling that it can sometimes be difficult, but that it is also stimulating and challenging. This is necessary if one is to have pleasant feelings of achievement.

But when pressure builds up, it's easy to feel overwhelmed by work, and this can produce feelings of stress. It is possible to become stressed out through overwork or other problems. People can burn out, become so stressed and tired that they may never be able to work again. The general consensus is that most jobs have become more demanding, with longer hours and greater pressures.

More and more people want to get away from what they call the rat race or the treadmill, the feeling that work is too competitive, and are looking for lifestyles that are less stressful or completely unstressful. They are looking for more relaxed ways of living and working, perhaps in the country. Some people choose to work from home so as to be nearer their families. People are looking for a better quality of life, a healthier work-life balance. Perhaps they are looking for more quality time with their partners and children. Choosing to work in less stressful ways is known as downshifting or rebalancing.

A whole stress industry has grown up, with its stress counsellors and stress therapists giving advice on how to avoid stress and on how to lessen its effects. However, other experts say that stress levels today are lower than they used to be. They point to the difficult working conditions and long hours of our great-grandparents. Perhaps the answer is that the material advantages of modern times give us the illusion that we should have more control over our lives. Like lottery winners who quickly become accustomed to the idea of being rich, we become 'spoilt' by material comforts and start to worry when we think we are losing even a little control over events.

Whatever the truth, people love to talk about the stress of their work. In the language classroom there should be no shortage of students willing to talk at length about the stress they are under. This stress might even be part of their job satisfaction.

V. Listening comprehension

Dealing with stress

1. What are the main causes of stress at work?

2. Jessica Colling is Director of Marketing at Vielife, a consultancy that advises businesses on health at work. Listen to the first part of the interview and answer these questions.

1 What three examples are given of things that make people feel under pressure at work?

2 What is resilience to stress?

3. Listen to part one and complete the transcript.

There are lots of things that can make people feel 1) _____ pressure
2) _____ work- for example, having too much to do, not feeling
3) _____ control, and also not having good relationships 4) _____ the
people that they work 5) _____. All of these things can build 6) _____,
and when pressure gets too much, it spills 7) _____ 8) _____ feelings of
stress.

4. Listen to the second part. What can happen if you have to manage stress for a long time without a break?

5. Listen to part two. Are these statements true or false?

1 The interviewer asks about levels of stress that can be considered normal.

2 Jessica Colling says that it's easy to say what a normal level of stress is.

3 What one person finds motivating, another person might find stressful.

4 Pressure and stress are the same thing.

5 Not everyone can manage high levels of stress over long periods.

6 If you manage stress well over a long period, you may start to suffer from it, but not badly.

6. Listen again and complete this extract.

It's difficult to say really what's a 1) _____ level of stress for somebody to feel at work. The problem with that is that what one person finds really 2) _____ and it excites them to be able to do their job well, somebody else might find really, really 3) _____. What we do see is that actually a high level of continued 4) _____ can actually sometimes spill over into feelings of stress.

7. Listen to the third part. What two examples are given of companies being flexible in how they expect staff to work?

8. Listen to part three. Choose the correct alternative to replace the expression in *italic* so as to keep the closest meaning.

1 How can companies help their staff to *achieve* a work-life balance?

- a) lose b) search c) find

2 Work-life balance is an interesting question, because ... everybody has a different *sense of* what works for them.

- a) idea b) feel c) sensation

3 However, companies can really help by being flexible in how they expect *staff* to work.

- a) directors b) office workers c) employees

4 If somebody doesn't like travelling in rush hour, you know, perhaps they could *come in* a little bit early ...

- a) enter work b) get to work c) return to work

5 And other examples might be, just *making sure* that people don't feel that they have to stay late, just because their boss is working late.

- a) assuring b) ensuring c) saving

9. Listen to the final part. What two reasons are given for why women report higher levels of stress than men?

10. Complete these statements with appropriate forms of expressions from part four.

If you ...

1 d_____ a problem, you think about it and try to solve it.

2 t_____ to do something, you often do it.

3 e_____ a feeling, you have it.

4 m_____ an activity, you are in charge of it.

5 l_____ children, you care for them.

6 r_____ a problem, you talk about it.

11. Discuss these questions.

1 What is a good work-life balance for you? Is it easier for men than women to be a manager?

2 Is it important to have a certain level of stress in the workplace?

VI. Skills: "Participating in discussions"

1. You are going to hear three members of the human resources department of a transportation company discussing ways of improving the staff's health and fitness. What ways do you think they will mention? Listen to the conversation and check your answers.

2. The speakers use several expressions to make suggestions. Listen to the conversation again and complete the gaps in these sentences.

1 Well, I think _____ carry out a survey, find out why the staff are so stressed ...

2 I have another idea _____ we encourage staff to keep fit? _____ paying their subscription to a gym?

3 We _____ more staff for them, give them an assistant.

4 Well, it might be a _____ to set up a counselling service ...

5 _____ meet tomorrow, same time, and try to come up with a plan ...

3. At the next meeting, the team discusses plans for staff to attend a local sports centre. Listen and tick the expressions they use in their conversation. Then write 'A' if the expression shows agreement or 'D' if it shows disagreement.

1 Mm, I don't know.

2 It would be popular, but it could be expensive.

3 I think I agree with you.

4 OK, but we can solve it. The sports centre has great facilities...

5 Exactly. It would really help staff to be more healthy...

6 I'm not in agreement, Danielle. It isn't a great idea.

7 I still think it's a good idea. It's well worth trying.

4. Work in pairs. You work in the human resources department of a large company. Discuss how you would deal with these problems. Use expressions from the Useful language box below to help you.

1 More and more staff are taking medicine, e.g. anti-depressants, because they feel highly stressed at work. They are often sick, or pretend they are sick, and take days off work.

2 Many employees feel uncertain about their jobs and careers in the company. They worry about the future. They are constantly anxious and don't sleep well.

3 Some staff are stressed because they feel they have no control over their work and they don't participate in decisions. They say they feel 'worthless' and are not valued by management.

Useful language

MAKING SUGGESTIONS	GIVING OPINIONS	AGREEING	DISAGREEING
I think we should carry out a survey.	We've got to do something about it.	I suppose we could do that.	Mmm, I don't know.
Why don't we encourage staff to keep fit?	I think we should definitely pay staff's subscriptions.	I think I agree with you.	I can't agree with you there.
How about paying for their subscription to a gym?	It would be popular, but it could be expensive.	Yeah, you're right.	I'm not sure it's a good idea.
It might be a good idea to set up a counselling service.	It'd cost a lot, and attendance would be difficult to monitor.	Exactly.	I still think it's a good idea.
		Good. / Excellent idea. / Great.	I'm afraid that's out of the question because ...
		I completely agree.	

VI. Self-directed work

Reading 1

Read this article from the Financial Times by Rhymer Rigby and answer the questions.

Before you read

What do you do when you feel stressed?

Beating stress

By Rhymer Rigby

Cary Cooper, professor of organisational psychology and health at Lancaster University, says you need to learn to differentiate between stress and pressure, which can be thought of as "good stress". "Pressure is motivating and it makes you more productive," he says. "But when the pressure becomes greater than your ability to cope, then you're in the bad stress area."

Jessica Colling, product director at corporate well-being consultancy Vielife, says, "Learn to recognise your early warning signs - for instance, being irritable, suffering from headaches or a sudden lack of confidence." As many people are poor judges of themselves, she suggests asking a friend or family member to help you spot signs of stress.

"There have been so many job cuts that workloads have increased massively," says Professor Cooper. "People feel guilty about leaving work on time."

Create time to organise your thoughts, plan your tasks and understand what is going on around you. If you are constantly working long hours, then create good reasons to leave work on time. "Think of this as a kind of emotional exercise," says Professor Cooper. "Even if you enjoy working from eight until eight, in the long term it's not good for you."

Exercises

1. Read through the whole article and match each question (a-d) to the paragraph (1-4) that answers it.

- a) What should I look out for?
- b) What are some of the causes?
- c) Is all stress bad?
- d) How do I manage it?

2. Complete the table with words from paragraph 1.

Noun	Adjective or -ing form
organisation	
	psychological
	healthy
	stressed, stressful
motivation	
production	
	able

3. Now match the adjectives in Exercise 2 to their meanings.

This adjective is used to describe someone who...

- a) is doing a lot and getting results.
- b) feels worried and tired because they have too much work.

c) is in a good physical and mental condition.

d) can do something.

This adjective is used to describe ...

e) a situation where someone feels out of control.

f) companies, departments, etc.

g) work that is interesting and that makes you want to do it.

h) the mind.

4. Find expressions in paragraphs 2 and 3 with the number of letters shown in brackets that mean the following.

a) the state of feeling good (4-5)

b) things that show you that something is going wrong (7, 5)

c) describes someone who easily gets angry or annoyed (9)

d) the state of not having something (4)

e) the feeling of being able to do something (10)

f) If you see that something is happening, you _____ it. (4)

g) amounts of work that people have to do (9)

h) If something increases a lot, it increases _____ (9)

i) If you feel responsible for something bad, you feel _____ (6)

5. Choose the alternative with the closest meaning to the expression in *italic*.

1) *Create* time ...

a) make

b) do

c) get

2) ... to organise your thoughts, plan *your tasks* and understand what is going on around you.

a) what you did

b) what you have to do

c) what you want

3) If you are *constantly* working long hours, then create good reasons to leave work on time.

a) always

b) often

c) sometimes

4) "Think of this as a kind of emotional *exercise*" says Professor Cooper.

a) activity

b) plan

c) project

5) "Even if you enjoy working from eight until eight, in the *long term* it's not good for you."

a) long time

b) long period

c) long run

Over to you 1

Is work more stressful, on average, than it was 15 years ago? Give reasons for your opinions.

Over to you 2

One of Professor Cooper's tips for avoiding stress is to create good reasons to leave work on time. Is this always possible in your job or one that you would like to have?

Why? / Why not?

Reading 2

Read this article from the Financial Times by Brian Groom and answer the questions.

Before you read

Are jobs in the public sector (schools, hospitals, social work etc.) more or less stressful than those elsewhere? Why? / Why not?

Stress-related absence rises

By Brian Groom

Staff absence levels remain higher in the public sector than in the private sector, with stress levels likely to grow as the government's spending cuts take effect, according to a report by the Chartered Institute of Personnel and Development (CIPD). Its survey of 573 organisations with 1,5m employees found that the recession has had an effect on the whole economy, with a third of all employers reporting an increase in stress-related absence.

More than a third of employers noted an increase in mental health problems such as anxiety and depression – a big rise on last year's survey, when one-fifth reported an increase. But only one-fifth of organisations had increased their focus on employee well-being and health promotion, suggesting that more could be done.

The survey found that average absence was three days higher in the public sector than in private sector services, at 9,6 days per employee per year compared with 6,6 days. Stress was the main cause of high levels of long term public sector absence, with three-quarters of public sector organisations putting stress among the top five causes of absence. More than half of public sector employers rated organizational change and restructuring as one of the leading causes of work-related stress, compared with fewer than 40 per cent in other sectors.

Jill Miller of the CIPD said: "The survey shows why closing the gap between public and private sector absence has proved so difficult for all governments over the years. Compared to the private sector, more public sector employees are in challenging jobs so such as social work, policing, teaching and nursing, where they often have to deal with people in emotionally difficult situations."

Exercises

1. Look through the whole article and match the figures to the things that they refer to.

1) 573 2) 1,5m 3) 9,6 4) 6,6 5) three-quarters 6) more than half 7) fewer than 40 per cent

- a) the average number of days of absence of public sector workers per year
- b) the number of public sector organisations who think stress is an important cause of absence
- c) the average number of days of absence of private sector workers per year
- d) the number of companies in the CIPD survey
- e) the number of public sector employers who think change in their organisation is an important cause of stress
- f) the number of workers in the private sector who think change in their organisation is an important cause of stress
- g) the number of employees covered in the CIPD survey

2. Match the two parts to make expressions from paragraph 1.

- | | |
|------------------|------------------|
| 1 Staff absence | a) spending cuts |
| 2 public | b) levels |
| 3 private | c) levels |
| 4 stress | d) sector |
| 5 government's | e) sector |
| 6 stress-related | f) absences |

3. Read paragraphs 2 and 3 and decide if these statements are true or false.

- a) Anxiety and depression are mental health problems.
- b) About 20 per cent of employers say that mental health problems have increased in the past year.
- c) About 20 per cent of employers said last year that mental health problems had increased in relation to the previous year.
- d) About 80 per cent of employers have started thinking more about the well-being of their staff in the past year.
- e) Private sector workers take more days of absence than public sector ones.

- f) More than 60 per cent of public sector employers think that changes in their organisation cause stress.
- g) Fewer than four in ten employees in the private sector think that changes in their organisation cause stress.

4. Complete these statements with expressions from paragraph 4.

- a) If you want to make the difference between two things smaller, you try to _____ between them. (3 words)
- b) A _____ job is a difficult one, but it might be difficult in an interesting way. (1 word)
- c) If you work to solve problems, you try to _____ them. (2 words)
- d) Situations where people's feelings are very strong are _____ ones. (2 words)

5. Stress is increasing in all UK organisations and it is...

- a) higher in the private sector than the public sector.
- b) higher in the public sector than the private sector.
- c) the same in both sectors.

Over to you 1

Go back to the answer you gave in 'Before you read'. Would it be the same now that you have read the article? Why? / Why not?

Over to you 2

What can companies do to focus on employees' wellbeing and health?

Reading 3

Problems at work

Health and safety

Here are some health and safety issues for people at work:

- a) temperature;
- b) passive smoking;

- c) repetitive strain injury or RSI;
- d) dangerous machinery;
- e) hazardous substances;
- f) fire hazards.

All these things contribute to a bad working environment. The government sends officials called health and safety inspectors to make sure that factories and offices are safe places to work. They check what companies are doing about things like: heating and air-conditioning, first aid and fire precautions.

Bullying and harassment

If someone such as a manager bullies an employee, they use their position of power to hurt or threaten them, for example verbally. Someone who does this is a bully.

Sexual harassment is when an employee behaves sexually towards another in a way that they find unwelcome and unacceptable. The related verb is harass.

Discrimination

If people are treated differently from others in an unfair way, they are discriminated against. If a woman is unfairly treated just because she is a woman, she is a victim of sex discrimination. In many organizations, women complain about the glass ceiling that allows them to get to a particular level but no further.

If someone is treated unfairly because of their race, they are a victim of racial discrimination or racism. Offensive remarks about someone's race are racist and the person making them is a racist.

In the US, affirmative action is when help is given in education and employment to groups who were previously discriminated against. In Britain, affirmative action is known as equal opportunities.

Some companies have a dignity at work policy covering all the issues described.

Exercises

1. Match the employees' complaints (1-6) to the health and safety issues (a-f).

1 My doctor says there's something wrong with my lungs, but I've never smoked.

- 2 I do a lot of data entry, and I've started getting really bad pains in my wrists.
 3 It's either too cold and we freeze or too hot and we all fall asleep.
 4 There's all this waste paper but there are no fire extinguishers in the building
 5 The containers are leaking – one day someone is going to get acid burns.
 6 There are no safety guards on the machines; you could easily get your hand caught.

2. Complete these headlines and articles with the correct form of words from the text.

1) OFFICE MANAGER ACCUSED OF _____

A court heard today how an office worker was almost driven to suicide by a bullying office manager. James Bleinkishop, 27, told how boss Nigel Kemp victimized him by shouting at him, criticizing his work in front of others, tearing up his work and telling him to do it again.

2) NATIONAL RESTAURANT CHAIN FACES _____ CLAIMS

Four waitresses claim they were repeatedly _____ by male bosses in a branch of a well-known national restaurant chain. All four waitresses said they were subject to sexist remarks at the restaurant.

3) JAPANESE WOMEN BREAK THROUGH _____

Naomi Tanaka, 23, last year started working on the Tokyo Stock Exchange as a trader. She complained about _____ and said she did not want to be a 'counter lady' answering phones and serving tea at a Japanese bank. Instead she got a job as a trader at Paribas, a French firm.

4) SHOP MANAGERESS IN _____ CASE

A clothing shop's half-Burmese manageress, 24-year-old Marion Brown, claims her boss continually made _____ remarks, and sacked her from her £ 110-a-week job when she objected. She claims that the company that owns the shop has racially _____ against her

5) _____ ABOLISHED AT TEXAS LAW SCHOOL

A court made affirmative action at the University of Texas law school illegal last year, and supporters of _____ say it has been 'a disaster'. Last year the law

school admitted a class that was 5,9 per cent black and 6,3 per cent Hispanic. This year the black percentage stands at 0,7 and the Hispanic at 2,3.

Over to you

What are the main health and safety issues in your job, or a job that you would like to do?

Unit 5 Entertaining

'Food is our common ground, a universal experience'
James Beard, American chef and food writer

I. Topical Vocabulary

1	<i>to do a deal</i>	укласти угоду
2	<i>to establish relationship</i>	установлювати взаємини, стосунки
3	<i>business partner</i>	діловий партнер
4	<i>etiquette</i>	етикет, професійна етика
5	<i>relationship build on trust</i>	взаємини, засновані на довірі
6	<i>corporate hospitality</i>	корпоративна гостинність
7	<i>entertaining</i>	розважальний
8	<i>cultural awareness</i>	культурна обізнаність
9	<i>cross-cultural</i>	міжкультурний
10	<i>social interaction</i>	соціальна взаємодія
11	<i>socialising</i>	спілкування, усупільнення
12	<i>gaffe</i>	помилка, неправильний вчинок
13	<i>convenient</i>	зручний
14	<i>cosy</i>	затишний, приємний
15	<i>efficient</i>	результативний, ефективний
16	<i>exciting</i>	захоплюючий
17	<i>reasonable</i>	недорогий, прийнятний (про ціну); помірний
18	<i>lamb</i>	м'ясо молодого баранчика
19	<i>pork</i>	свинина
20	<i>prawns / shrimps</i>	креветки
21	<i>salmon</i>	лосось, сьомга
22	<i>tuna</i>	тунець
23	<i>veal</i>	телятина
24	<i>venison</i>	оленина
25	<i>poultry</i>	м'ясо птиці
26	<i>starter (BrE) / appetizer (AmE)</i>	закуска
27	<i>aperitif</i>	спиртний напій, який вживають для підняття апетиту
28	<i>alcohol-free</i>	безалкогольний
29	<i>draught (wine, beer)</i>	на розлив, в бочках (вино, пиво)
30	<i>sparkling wine</i>	ігристе вино
31	<i>vintage wine</i>	вино врожаю певного року, марочне вино
32	<i>tap water</i>	водопровідна вода
33	<i>bill (BrE) / check (AmE)</i>	рахунок
34	<i>to book a table (BrE) / to make a</i>	забронювати столик (в кафе,

	<i>reservation (AmE)</i>	ресторані)
35	<i>to leave a tip</i>	залишати чайові
36	<i>main course</i>	основна страва
37	<i>dessert</i>	десерт
38	<i>catering</i>	громадське харчування
39	<i>bribery</i>	хабарництво
40	<i>client's aspirations</i>	бажання клієнтів
41	<i>premier</i>	головний
42	<i>genuinely</i>	щиро
43	<i>memorable</i>	незабутній
44	<i>limitless</i>	необмежений, безмежний; безкрайній
45	<i>venue</i>	місце збору (зустрічі)
46	<i>brewery</i>	пивоварний завод, броварня
47	<i>to boast</i>	вихвалитися
48	<i>generate goodwill</i>	бути доброзичливим , проявляти турботу
Multiword verbs		
49	<i>look after</i>	піклуватися про когось, доглядати за кимось, відповідати за щось
50	<i>look around</i>	оглядатися
51	<i>look forward to</i>	з нетерпінням чекати чогось
52	<i>look for</i>	шукати
53	<i>put off</i>	відкладати, переносити
54	<i>put through</i>	1) виконати, закінчити (роботу); 2) з'єднувати (по телефону)
55	<i>set back</i>	чинити перешкоди, протидіяти
56	<i>set up</i>	засновувати підприємство
57	<i>take out</i>	запросити, повести (до театру)
58	<i>take part in</i>	приймати участь в чомусь
59	<i>take up</i>	приймати (пропозицію тощо)
60	<i>turn down</i>	відхиляти (пропозицію тощо)
61	<i>turn up</i>	опинятися (приходити, приїжджати)
62	<i>carry out</i>	1) доводити до кінця; 2) виконувати; проводити (бесіду, заняття)
63	<i>come up with</i>	знаходити, впоратись з чимось
64	<i>give up</i>	відмовлятися від, залишати
65	<i>hold on</i>	1) триматися (за щось); 2) продовжувати (робити щось); 3) чекати

II. Starting-up

1. Suggest different forms of entertainment in general, rather than in a corporate context.

2. Imagine you have to entertain a group of foreign business people. Which of these activities would you choose? What would you add?

- historic site (s) • an opera / a concert • motor racing • tennis
- a bar / a nightclub • wine tasting • a game of golf • a restaurant
- the theatre • horse racing • a football match • an art gallery

3. Many companies are spending less on corporate entertaining. Do you think this is a good idea? Why? / Why not?

III. Vocabulary and Speech Exercises

1. Work with a partner. Which adjectives in the box form partnerships with the words below (1-6)?

convenient cosy efficient exciting local/regional reasonable
--

- 1 atmosphere 2 food 3 location
4 prices 5 service 6 entertainment

You plan to take a foreign visitor out for dinner. How important are the above factors for you when entertaining guests? Discuss your ideas in pairs.

2. Match the words in the box to the correct food categories below (1-4)

beef broccoli cabbage chicken crab cucumber duck lamb lobster mushroom onion pork prawns/shrimp salmon spinach tuna turkey veal venison

1 meat

2 poultry

3 fish / seafood

4 vegetables / salad

3. Combine the words in the box with the headings below (1-3) to create word partnerships related to drinks.

alcohol-free bottled draught dry house medium mineral red rose
sparkling still sweet tap vintage white

1 wine

2 beer

3 water

4. Think of a typical or unusual dish from your country. How would you describe it to a foreign visitor? Use these phrases to help you.

It's a meat / fish / rice / vegetarian dish.

It's a kind of seafood / vegetable / dessert, etc.

It's quite spicy / rich / hot / sweet / salty / bitter / sour.

It's called _____ and tastes a bit like chicken / cabbage, etc.

It comes with / We usually eat it with _____.

People often have a glass of _____ with it.

It's got an unusual taste.

It's served with rice / pasta / a salad / a side dish, etc.

It's quite healthy / fattening / unusual, etc.

5. Put these stages into a logical order for entertaining in a restaurant.

a) Look at the menu. _____

b) Ask for the bill (BrE) / check (AmE). _____

c) Book a table (BrE). / Make a reservation (AmE). _____

d) Leave a tip. _____

- e) Have the main course. _____
- f) Have a dessert. _____
- g) Order a starter (BrE) / appetizer (AmE). _____
- h) Have an aperitif. _____

6. Listen to the dialogues and check your answer to Exercise 5.

7. Imagine a small group of foreign visitors is coming to your city.

1. Decide where you would take them for dinner. Choose a menu and a location to give them a 'taste' of your city / region / country.
2. Explain your choices to a partner.
3. Join up with another pair and compare your ideas.

8. Complete the story with the words from the box.

aperitif bill book cash cosy course delicious dessert dishes
 efficient entertain guest marketing menu negotiate order
 recommended relax starter variety

As I had to 1) _____ an important visitor from abroad. I asked different colleagues if they knew a good restaurant in town. They all 2) _____ 'Mirella's Garden'. 'Very 3) _____ atmosphere.' they said, 'the food is absolutely 4) _____ and the service is very 5) _____.'

It was quite busy when we arrived. Fortunately, I had asked my assistant to 6) _____ a table in advance. From where we were seated, we had a stunning view across the lake. My 7) _____, Mr Yared, seemed quite pleased, so I began to 8) _____. I suggested having an 9) _____ but he said he hardly ever drank alcohol, and certainly never on working days. I hoped I hadn't made a gaffe! We looked at the lunch 10) _____, which had a wide 11) _____ of typical 12) _____ from our region.

When the waiter came to take our 13) _____, Mr Yared surprised me once more. He had chosen stuffed mushrooms as a 14) _____ but he wanted to have them served after the main 15) _____. ‘This is not a funny custom from my country,’ he said with a smile, ‘just a personal preference.’

The food was indeed superb. Mr Yared spoke about his family and his hobbies and asked about mine. We talked only briefly about the contract we had to 16) _____ that afternoon.

As it was getting late, we didn't have a 17) _____, just coffee, and then I asked for the 18) _____. But when I reached for my wallet, I realised to my horror that I didn't have it on me. Of course - it was at home, in my other jacket. No 19) _____ or credit card - how embarrassing! The only solution I could think of was to ask the manager to call MCI, my company. ‘MCI? Is that Micro Computers International?’ the manager asked. Indeed it was. ‘No need to phone, sir; we'll put this on your account,’ the manager continued. ‘MCI has had an account with us for three years. My wife is MCI's 20) _____ Director.’ Mr Yared and I looked at each other and we both burst out laughing. The day was saved.

9. Choose the best word (a, b or c) to complete each sentence.

1 Many people have only two _____ a day: breakfast and dinner.

- a) meals b) dishes c) courses

2 Jane invited me round for dinner last night. Her husband is a wonderful _____.

- a) cooker b) dish c) cook

3 Tom worked in Bangkok for a year and now he is very keen on Thai _____.

- a) kitchen b) dish c) cuisine

4 They are vegetarians so we should not buy any _____.

- a) meal b) meat c) food

5 This chocolate mousse is delicious. Could I have the _____?

- a) recipe b) cookbook c) receipt

10. Cross out the odd-one-out in each set. Explain your choice.

1 cabbage / venison / cucumber / broccoli / spinach

2 roast / baked / boiled / grilled / fried / bottled

3 medium-rare / well-done / excellent / rare

4 draught / healthy / spicy / salty / rich / fattening

11. Match the multiword verbs in bold (1-8) with their definitions (a-h).

1 Who's going to look after our guests tonight?	a) see the sights
2 We have two hours to look around the city.	b) arrive / appear / come
3 We're really looking forward to the Tokyo trip.	c) get involved in
4 Let's take the clients out to a Chinese restaurant.	d) give attention to / protect / take care of
5 Seventy staff took part in our fundraising events.	e) accept (an offer)
6 The CEO would like to take up your kind offer.	f) await with pleasure
7 We were delighted that so many sponsors turned up at the event.	g) entertain
8 As we had another engagement, we had to turn down their invitation.	h) refuse/decline

12. Choose the correct options to complete this e-mail extract.

Just a quick e-mail to say thank you for organising the Monaco Grand Prix hospitality event. Everyone who took 1) *care of / part in / up* the event thoroughly enjoyed looking 2) *around / forward to / after* the city and the Grand Prix itself. Our clients were looked 3) *around / forward to / after* very well by your events team. I am afraid I am going to have to 4) *take care of / turn down / turn up* your kind offer of free tickets for the film premiere as I have another engagement that night. However, we would like to 5) *take up / turn up / turn down* your offer of organising our corporate events next year. We are all really looking 6) *forward to / around / after* discussing your proposals.

13. In pairs, take turns to ask and answer these questions.

- 1 What are you looking forward to most this month?
- 2 Have you ever turned down an important invitation?
- 3 What is the best team event you have taken part in?
- 4 Which famous person would you most like to look after for a day?

14. Match the sentence halves.

1 Last week, I had to look	a) come over and see them in Antalya.
2 First, I showed them around	b) the Old Town.
3 I certainly look forward	c) after five clients from Turkey.
4 I hope I can take	d) on really well.
5 One of them did not turn	e) to a very good restaurant.
6 The food was delicious and we all got	f) to seeing them all again.
7 Then, I took them out	g) up their invitation next summer.
8 They said I should	h) up, unfortunately.

15. Put the sentences from Exercise 14 in the correct order to make a story.**16. Use the explanation in brackets to choose the correct multiword verb from the box. Then use the correct form of the verb to complete the sentences.**

carry out come up with give up hold on look for put off put through set up turn down
--

- 1 We _____ a new sales manager with at least three years' experience. (tried to find)
- 2 The government is encouraging people to _____ new businesses. (start)
- 3 Rick thought March was too early for our seminar so he _____ it until May. (arranged to have it at a later date)
- 4 Unfortunately, we had to _____ their invitation because we had another engagement. (refuse)
- 5 Carol _____ a well-paid job to train as a social worker. (stopped doing)
- 6 We are _____ a survey to find out what kind of restaurants are most popular with businesspeople. (doing)

7 Can you _____? I'm trying to _____you. (wait / connect)

8 It was a very productive meeting. We all _____ new ideas for our next advertising campaign. (thought of)

IV. Reading Comprehension

Text 1

Entertaining

It has been said that when two American or European businesspeople meet, they are there to do a deal, but in Asia they are there to establish a relationship. Entertaining in Asia is often used to 'size up' a potential business partner - partner in the sense of future supplier or joint venture associate. Asians will want to know more about their guest, their background and their contacts before going ahead and doing business. This is an essential part of the business process, not just polite etiquette.

Relationship building takes different forms in different places - invitations to karaoke evenings in Japan or the yacht on the French Riviera are not to be refused. The demand for corporate hospitality in the UK has been criticised for making events such as Grand Prix racing or Wimbledon more expensive for ordinary people. But corporate sponsorship of sport and culture brings in large amounts of money, and many such events benefit from this overall.

Entertaining in the form of invitations to your host's home exists in some cultures but not others, where work and private life are kept entirely separate.

Cultural awareness of norms in these and other areas can lead to better communication and avoidance of misunderstandings. Companies are spending more time and money these days on cross-cultural training, often but not always in tandem with language training, in order to facilitate better social interaction.

Socialising in another language is not easy. There is more focus on the language itself than in business discussions. Students, rightly, demand formulaic expressions for particular situations. This is often called small talk. But to refer to it

as 'small' undervalues its importance. Language learners see it as a minefield of potential problems and, inevitably, gaffes. People have their favourite stories about such mistakes, perhaps ones they made themselves. Telling these stories can be a useful form of ice-breaking activity in the classroom when working on this much demanded social English.

Text 2

Corporate entertainment

1. Discuss these questions.

1. How important is corporate entertaining in your a) country? b) company / organisation?
2. What corporate-hospitality event would you like to be invited to?

2. The corporate-hospitality club asked three entertainment experts some questions. In pairs, read the article and put four of these questions in the appropriate places.

- a) What is the most effective way of measuring corporate hospitality?
- b) What are the key elements required to produce successful corporate hospitality?
- c) If you had an unlimited budget, what would be included in your dream corporate-hospitality package?
- d) What is the best corporate-hospitality programme you have witnessed that wasn't your own?
- e) What are the biggest challenges in creating corporate hospitality?
- f) How have corporate-hospitality offerings changed in the past decade?

1 QUESTION _____.

Kate Kassar (Director, Beyond Events)

Listen to the client's aspirations and needs. Success then depends on the creation of a dynamic event, which matches and reflects the company culture and the tastes of guests.

Andrew Hodgkins (Premier Service Director, Keith Prowse)

What makes corporate hospitality so successful is being able to offer tickets or packages for events that are sold out or extremely popular.

Alex Hewitt (Managing Director, AOK Events)

Invite your guests to something they genuinely want to attend and ensure you get the right clients attending. Make sure the event is memorable. This way the event lives forever and makes your marketing budget go further.

2 QUESTION _____.

Kate

Creating an event with universal appeal to a potentially highly diverse audience. Finding the balance between limitless client aspirations and the boundaries of logistics and cost.

Andrew

The biggest challenge is to make corporate hospitality accessible to everyone - no matter what their budget is.

Alex

Getting the pricing right and making it easy for people to attend. Few of us want to be entertained on a Sunday night at a venue with poor transport links.

3 QUESTION _____.

Kate

Six Nations rugby hospitality in a brewery next to Murrayfield Stadium. It captured the spirit of the rugby audience. Whereas other facilities offered the usual fine dining, this one boasted draught beer, wooden benches, wintery food, rugby celebrities mingling and a party spirit, all on a lower budget.

Andrew

The packages at the Emirates, Arsenal's home ground, are spectacular, and we wish we could have been involved in the Ryder Cup Europe packages.

Alex

A few years ago, my sister invited me to a private sponsor's concert in a tiny London venue in the middle of the Wimbledon fortnight, which featured John

McEnroe and Pat Cash on guitar, Nick Mason on drums and Chrissie Hynde on vocals. Fantastic food and an unlimited bar made it the perfect event.

4 QUESTION _____.

Kate

A one-off interactive experience that money can't buy. An event that gives its audience a real feel of the host brand, combining the adrenaline of sport with the feel-good factor of entertainment and the glamour of the Monaco FI Grand Prix.

Andrew

If we had an unlimited budget, we'd love to offer sporting packages with a twist. For example, offering high-profile former so sportsmen and women to give clients a coaching session in their chosen sport before the event.

Alex

Morning golf at Wentworth with Tiger Woods and Sean Connery, followed by a helicopter ride to Le Manoir, where Raymond Blanc would oversee a spectacular lunch.

3. Work in pairs. Overall, who do you think gave the most interesting answers, and why?

4. In pairs, answer this question.

If you had an unlimited budget, what would be included in your dream corporate-hospitality package?

V. Listening Comprehension

Corporate events

1. Dr Chris Bruton is Chief Executive of the Cavendish Consultancy, a corporate entertainment company. Listen to the first part of the interview and answer these questions.

1. Which sports are popular?

2. Which sport is not popular? Why?
3. What was the most popular musical at the time of the interview?

2. Listen to part one and replace the eight mistakes in the transcript below with what Chris Bruton actually says.

The most popular events are still the major sports and the major events in those sports. Within sports it does vary. For example, those sports where the rules are fairly simple and obvious are more popular. Thus cricket, which is a personal, urn, love of mine, is not actually one of the most popular, because the rules are fairly complex. Horse racing is a favourite, football - soccer as it's called in many countries around the world, but football in England - is very popular. Car racing works well and then, moving onto the entertainment side, theatre, pop concerts, musicals - particularly, for many years, Phantom of the Opera has been very popular in New York and in London and in many other places around the world where it has showed.

3. Listen to the second part. What is surprising about how the financial sector has reacted to the latest recession?

4. Complete these statements about what Chris Bruton says with appropriate forms of expressions from part two.

1 Corporate entertainment is very different from what it was 30 years ago: it has

c_____ e_____.

2 Its quality is much, much better- it's v_____ s_____.

3 The recent recession has had consequences for the financial sector - it has a_____ the financial sector.

4 Financial firms have cut their budgets - they have r_____ them.

5 Financial firms have not g_____ f_____ cheaper events - they have just taken fewer people to the expensive ones.

6 The more expensive events have been less badly affected by the recession - they are h_____ u_____ better.

5. Listen to the third part. What makes a corporate event successful? Complete these notes.

1. Identify your _____
2. Planning: having _____, e.g. umbrellas.
3. Catering: high standard of _____ and _____.
4. Staff: _____, _____ and briefing.
5. Always _____ up afterwards.

6. Listen to part three. In what order does Chris Bruton mention these points?

- a) catering
- b) umbrellas
- c) aim
- d) follow-up
- e) planning

7. Listen to the final part and answer these questions.

1. Which two events were offered together on the same day?
2. How did people travel from London to the first event?
3. How did people travel from London to the second event?

8. Listen to part four. Are these statements true or false?

- 1 Silverstone is 100 miles north-east of London.
- 2 Lewis Hamilton won the race.
- 3 Chris Bruton uses helicopter as a verb.
- 4 Heathrow is west of London.
- 5 Guests flew by small executive jet to Paris.
- 6 The plane that guests took did not fly faster than sound.
- 7 They stayed overnight in Paris.

9. In groups, discuss these questions.

1. What event would you most like to be invited to? Why?
2. How does entertaining affect a company's image?
3. When can corporate entertainment become bribery?

VI. Skills: "Socialising: greetings and small talk"

1. What do you say to a business contact when you:

1. introduce yourself?
2. introduce another person?
3. are introduced to another person?

2. Listen to five conversations at a conference. Match the speakers in each one, then decide whether they know each other or not.

Speaker 1	Speaker 2	Do they know each other?
Liz	Linda Eriksson	
James	Jurgen	
Julia	Lisa	
John	Jane	
Carla	Sam Clarke	

3. Try to complete the gaps in Conversations 2 and 4. Then listen again and check your answers.

Conversation 2

A: James _____ you _____ Sam Clarke?

B: No. Hello, Sam _____ to meet _____ I think we both _____ Mike Upton. We _____ together in Turkey.

C: Oh, yes _____ Mike. He's in China now.

B: Really? I didn't know that _____ him my _____ next time you see him.

C: Yes, I will.

Conversation 4

A: Hi, I'm John.

B: Hello, John _____ to meet you. I'm Lisa, from the Amsterdam office.

A: Oh, Amsterdam. I've never been, but I _____ it's a _____ city, very lively.

B: Yes, it is. It's great. You should come. The conference is going to be there next year.

A: I'd _____ to. I'll look _____ to it.

4. Read these expressions (1-10). Decide whether each one is said by the host (H) or the guest (G).

1. Can I get you a drink? _____
2. Yes, it's just down there on the left. _____
3. It all looks good. What do you recommend? _____
4. Would you like me to show you round? _____
5. Help yourself to some food. _____
6. Yes, please. I'll have a white wine. _____
7. Can I give you a lift to the airport? _____
8. Yes, I'd love to see some of the sights. _____
9. Could you tell me where the toilet is, please? _____
10. Thanks, but my taxi's coming. _____

5. Put the sentences from Exercise 4 in logical pairs.

Example: *Can I get you a drink? Yes, please. I'll have a white wine.*

6. Work in pairs. Role-play the conversation.

Student A:

Student A

You are at a conference. You recognise someone you met at a conference two years ago. Introduce yourself and make small talk. Use this information to prepare for the conversation.

- You met Student B two years ago at a conference on Customer Care in Frankfurt.
- You own a small firm which sells office technology.
- It's your first day at the conference – you arrived late last night.

- You haven't seen the city yet.
 - You are staying at the Metropol Hotel in the city centre (a good choice: lovely views; the restaurant and the facilities are also excellent).
 - You are leaving in three days' time.
 - You think the conference will be very interesting.
- Add one other piece of information which you think is important.

Student B:

<p>Student B</p> <p>You are at a conference. You recognise someone you met at a conference two years ago. Introduce yourself and make small talk. Use this information to prepare for the conversation.</p> <ul style="list-style-type: none"> You met Student A two years ago at a conference on Customer Care in Frankfurt. You are the Sales Manager for a mobile-phone company. You have been at the conference for three days. You have visited the city (beautiful old castle, 	<p>interesting museum, excellent restaurants, but very expensive).</p> <ul style="list-style-type: none"> You are staying at a small hotel outside the city (a bad choice: room is small and noisy, and too far from the centre of the city). You are leaving tomorrow. The conference is boring – the speakers talk too much and use too many PowerPoint slides. <p>Add one other piece of information which you think is important.</p>
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Useful language

<p>INTRODUCING PEOPLE</p> <p>Jurgen, this is Lisa. Anita, do you know Ian? Have you met Mauro?</p>	<p>MAKING SMALL TALK</p> <p>How's business? We're having a great year. Have you heard about ...? How are things?</p>	<p>OFFERS</p> <p>Would you like to have dinner with us tomorrow night? How about coming to the Cabaret Club with us?</p>
<p>ACCEPTING</p> <p>Yes, I'd love to. Thank you. That would be very nice.</p>	<p>REQUESTS</p> <p>Could I use your printer, please? Do you mind if I take a map?</p>	<p>REFUSING POLITELY</p> <p>I'm really sorry, but I'm meeting a client then. Thank you very much for asking, but I'm afraid I can't make it tomorrow.</p>
<p>RESPONDING</p> <p>Pleased/Nice to meet you. Good to see you again.</p>	<p>CLARIFYING</p> <p>Sorry, I didn't catch your name. I'm afraid I missed the name of your company.</p>	<p>THANKING</p> <p>Thank you for the meal. It was really good. Thank you for a lovely evening. I had a great time.</p>

VI. Self-directed work

Reading 1

Read this article from the Financial Times by Samantha Pearson and answer the questions.

Before you read

If you were invited to an evening of cutting up raw meat, would you go? Why? / Why not?

Bankers turn to corporate butchery

By Samantha Pearson

Nine men dressed in expensive suits and white coats covered with blood gather round a table. Among the group are bankers, a property developer and some of England's richest men. This is corporate entertainment in the post-banking crisis era and they are learning the art of butchery at an evening class in central London.

The class at the Ginger Pig butcher's shop in Marylebone has become a popular way for City institutions to entertain their clients in the recession, as many cut back on expensive parties. Tim Wilson, the Yorkshire farmer who owns the shop and four others in the capital, says that one of his butchers started offering one-off classes three years ago after requests from customers. Now there are three sessions a week and half of the places are taken up by corporate bookings.

Borut, a Slovenian butcher who jointly runs the class, starts off by teaching the group how to tell rump from ribeye steak. After completing a three-year degree in butchery in Ljubljana, Borut came to London to follow the profession that has been in his family for generations. During the past six months, he says, the class has become particularly popular with companies wanting to entertain clients. "You could take them to an expensive restaurant, but they want to do something different. We've even had some vegetarians come."

Later on in the evening, the men are challenged to hold up a 45kg side of beef in the air for 20 seconds as their colleagues and friends count down, cheer and take pictures with their BlackBerrys. The prize is a ribeye steak to take home. Equipped with saws and knives, they then go about trying to prepare the final cut of beef.

Exercises

1. Choose the alternative with the closest meaning to the expression in *italic*.

1) Nine men *dressed in* expensive suits and white coats covered with blood gather round a table.

- a) carrying
- b) wearing
- c) clothing

2) This is corporate entertainment in the *post-banking crisis era* ...

- a) period following the banking crisis
- b) term after the banking crisis
- c) stage next to the banking crisis
- 3) ... and they are learning the art of *butchery* at an evening class in central London.
- a) selling meat
- b) eating meat
- c) cutting up meat
- 4) The class at the Ginger Pig butcher's shop in Marylebone has become a popular way for *City institutions* ...
- a) banks and other organisations in London as a whole
- b) banks and other organisations in cities around the world
- c) banks and other organisations in the City of London
- 5) ... to entertain their clients in the recession as many *cut back* on expensive parties.
- a) increase the number of
- b) reduce the number of
- c) reduce the size of
- 6) Tim Wilson, the Yorkshire farmer who owns the shop and four others in the capital, says that one of his butchers started offering *one-off classes* three years ago after requests from customers.
- a) courses
- b) single classes, not part of a course
- c) one-to-one teaching
- 7) Now there are three sessions a week and half of the places are taken up by *corporate bookings*.
- a) company reservations
- b) reserves for companies
- c) company books

2. Answer these questions about paragraph 3.

- a) Where does Borut come from?

- b) Is he the only teacher in the class?
- c) What are rump and ribeye?
- d) What is Borut's qualification?
- e) What is his background?
- f) Why have butchery classes become popular?
- g) Do vegetarians ever come to the classes?

3. Correct these expressions used in paragraph 3 by crossing out the unnecessary word in each expression.

If you ...

- a) *run in a class*, you teach it.
- b) can *tell one thing from of another*, you know what the difference is between them.
- c) *complete off a course*, you finish it successfully.
- d) *come to on a place*, you arrive there.
- e) *follow up a profession*, you have a job in that profession.
- f) *entertain out clients*, you take them to restaurants, special events, etc.

4. Complete these statements with words or expressions from paragraph 4.

- a) If you are asked to do something difficult, you are c_____ to do it.
- b) If you keep something in the air with your hands, you h_____ it u_____.
- c) The people that you work with are your c_____.
- d) If you say, 'five, four, three, two, one', you c_____ d_____ from five to one.
- e) If you have tools to do a job, you are e_____ with these tools.
- f) If you start to do something, you g_____ a_____ doing it.

5. Choose the best summary of the whole article.

Butchery classes are ...

- a) a new form of corporate entertainment, following the banking crisis.
- b) an ideal form of corporate entertainment for rich meat-eaters.

c) only popular as corporate entertainment because is not a good time for expensive parties.

Over to you 1

Go back to the answer that you gave in 'Before you read'. Have you changed your mind now that you have read the article? Give your reasons.

Over to you 2

Think of some other unusual forms of corporate entertainment that would be suitable for clients in an industry that you are interested in.

Reading 2

Read this article from the Financial Times by Bob Sherwood and answer the questions.

Before you read

Bribery is when someone offers money or a gift to someone, for example in order to obtain a contract. Could some corporate hospitality for clients be a form of bribery?

Bribery law threat to business hospitality

By Bob Sherwood

Businesses are reviewing their corporate hospitality plans as they are worried that some forms of hospitality could be illegal under new UK bribery laws.

Lawyers say they have been asked by companies who fear that they may have to cancel bigger hospitality events after the Bribery Act comes into force. Many City institutions consider luxury entertaining, which can include international flights and free tickets to sporting events, as a normal part of business.

Stephen Morrall, corporate partner at Dawsons Solicitors, said: "We have talked to a lot of people about this. They are very worried and they should be

worried. People are asking whether they should be holding corporate entertainment events."

Two UK banks said they were looking at how entertaining would be affected by the legislation. Some lawyers are advising that breaking the law could depend on the type of hospitality. So, for example, offering lunch at a Twickenham rugby match may be fine, but flying clients to Australia to watch cricket could be risky. "Until clear guidelines are published, people should be very careful about any lavish form of entertainment, because there's clearly a risk that an offence could be committed," added Mr Morrall.

Gary Miller, fraud specialist at lawyers Mishcon de Reya, believed many companies were unnecessarily worried and executives needed only to take a "commonsense" approach to hospitality. If they had always offered hospitality as routine then it was unlikely to attract so attention, he suggested, but entertaining clients at a sensitive time, such as when a contract was due for renewal, would be riskier.

Exercises

1. Look through the whole article and decide what the word hospitality refers to.

- a) hospital management
- b) hotel management
- c) entertaining clients

2. Complete the table with words from paragraph 1, in the form they are used in the article.

Verb	Noun
	review
bribe	
	fear
	cancellation
entertain	
fly	

3. Now match the nouns in Exercise 2 to their meanings.

- a) an illegal gift
- b) the crime of giving illegal gifts
- c) the state of feeling afraid
- d) trips by plane
- e) when something that was going to happen does not take place
- f) when you look again at a situation and examine it
- g) inviting clients to a special event

4. Read paragraphs 1 and 2 and decide if these statements are true or false.

The new UK laws on bribery ...

- a) are causing businesses to check their policies on hospitality.
- b) mean that some hospitality events may be cancelled.
- c) may affect giving free international flights to clients.
- d) are not causing a lot of worry among businesses.

5. Complete these statements with appropriate forms of expressions from paragraph 3.

- a) A law or set of laws are referred to as l_____. (11 letters)
- b) If someone doesn't obey a law, they b_____ it. (5 letters)
- c) If there's a chance of something bad happening, the situation is r_____ (5 letters)
- d) Advice may be given in the form of g_____. (10 letters)
- e) Entertainment that is expensive and luxurious is l_____ (6 letters)
- f) A formal expression meaning 'to break a law' is 'to c_____ a_____ o_____'. (6, 2, 7 letters)

6. Answer these questions about the expressions in paragraph 4 with yes or no.

- a) If you are *unnecessarily worried* about something, do you really need to be worried?

- b) If you take a *commonsense approach* to something, do you need a lot of technical knowledge to understand it and make a decision about it?
- c) If something is *unlikely to attract attention*, will people probably not notice it?
- d) If something happens at a *sensitive time*, do people involved need to be careful how they behave?
- e) Does a contract that is *due for renewal* still have a long time to run?

Over to you 1

Describe the forms of corporate hospitality that are acceptable for clients in your country.

Over to you 2

...entertaining clients at a sensitive time, such as when a contract was due for renewal, would be riskier. How long before or after a contract's renewal would it be acceptable for the clients to be offered lavish hospitality? Give your reasons.

Reading 3

Before you read

When does joking or teasing become bullying? Think of as many sources of conflict at work as you can.

Intervening quickly in cases of conflict

Managers should be sensitive to when teasing starts to become hurtful. They should be prepared to step in and have a quiet word with the team members involved. The manager should inform those involved that, while plenty of communication is encouraged, it's important that there is respect for other people and that certain standards of behaviour are expected at work. The manager should have noted examples of the types of behaviour or language that have been used that are inappropriate at work, so that those involved will understand what is unacceptable.

It's much easier to have this conversation as soon as a manager starts to have concerns about behaviour or early signs of conflict - to prevent habits from being formed and to ensure that the manager is taken seriously. It's much more difficult to be respected if a manager appears to accept certain behaviour by letting a situation continue for weeks or months.

Dealing with conflict directly

Taking action to manage conflict can appear quite worrying to some managers, but it's an essential part of their role and responsibilities. If managers ignore unacceptable behaviour, problems will get worse until the disciplinary process has to be used or a formal complaint is made, by which time it will be much harder to achieve a successful resolution.

Some potential sources of conflict at work are obvious, such as:

- too much personal use of the Internet or e-mail;
- poor attendance and time-keeping;
- any form of bullying behaviour;
- any form of discrimination (e.g. sexism);
- unacceptable language;
- theft;
- drink or drug problems.

However, frequently it is the less obvious behaviour that over time, if so not confronted, will lead to workplace disputes. Examples of less obvious types of dispute include:

- taking credit for other people's work or ideas;
- interrupting people in meetings;
- not inviting team members to social evenings or events;
- not covering for people when they are sick;
- not taking messages for people;
- using someone else's contacts without permission;
- not including people in group e-mails;
- ignoring people or being impolite;

- poor personal hygiene.

Managers should not ignore problems that are developing in their teams. It's vital that line managers have regular, in formal , one-to-one conversations with the people they manage, so that these kinds of issues can be discussed naturally where possible.

However, managers must also be prepared to begin informal discussions if they think a problem is starting to develop. Conflict at work can lead to absences, so return-to-work interviews so are also a good opportunity for managers to ask questions about any conflict issues that might be worrying employees.

Exercises

1. Read the article again and answer these questions.

- 1 What should managers do when teasing starts to become hurtful?
- 2 Why should managers note examples of inappropriate behaviour or language?
- 3 Why should managers get involved as soon as conflict develops?
- 4 What happens if managers ignore conflict and poor behaviour?
- 5 What are the advantages of return-to-work interviews?

2. Find words in the article that mean the opposite of these words.

- 1 appropriate
- 2 acceptable
- 3 polite
- 4 formal

3. Discuss these questions.

- 1 Have you ever been involved in any of the examples of conflict listed in the article?
How did/would you feel?
- 2 What behaviour at work do/would you find inappropriate or unacceptable?
- 3 How would you deal with these problems?

Unit 6 Marketing

*'Marketing is the art of making something better than it really is'
Suso Banderas, American writer*

I. Topical Vocabulary

1	<i>marketing mix</i>	маркетинговий комплекс; структура маркетингу
2	<i>product</i>	продукція; продукт; виріб
3	<i>price</i>	ціна
4	<i>promotion</i>	стимулювання збуту; просування товарів на ринок
5	<i>place</i>	місце
6	<i>marketing campaign</i>	маркетингова кампанія
7	<i>market research</i>	аналіз кон'юнктури ринку; аналіз стану ринку
8	<i>market segment</i>	сегмент ринку (споживачі, які мають спільні потреби)
9	<i>market share</i>	питома вага на ринку даного товару (продукції компанії)
10	<i>consumer behavior</i>	реакція споживачів на новий товар
11	<i>consumer profile</i>	образ споживача (інформація про стать, вік, вид діяльності, споживчі звички, тощо)
12	<i>consumer goods</i>	товари споживчого призначення
13	<i>product launch</i>	запуск нового товару на ринок
14	<i>product lifecycle</i>	строк служби виробу; строк експлуатації
15	<i>product range</i>	асортимент товарів
16	<i>sales forecast</i>	прогноз об'ємів продажу товарів
17	<i>sales figures</i>	відомості про об'єм продаж, дохід від продажу товарів
18	<i>sales target</i>	план продажу
19	<i>advertising campaign</i>	рекламна кампанія
20	<i>advertising budget</i>	рекламний бюджет (сума, яку компанія витрачає на рекламу)
21	<i>advertising agency</i>	рекламне агентство
22	<i>to persuade</i>	умовляти, переконувати
23	<i>income level</i>	рівень прибутків
24	<i>authorities</i>	органи влади
25	<i>to penetrate</i>	проникати всередину, пронизувати, проходити крізь
26	<i>disposal income</i>	прибутки у розпорядженні (які

		можна витратити)
27	<i>to rebrand</i>	змінювати або вдосконалити імідж товару
28	<i>saturated</i>	глибокий, інтенсивний
29	<i>essentials</i>	основи
30	<i>competitors</i>	конкуренти
31	<i>distribution channels</i>	канал розподілення (сукупність людей або організацій, які приймають участь у просуванні товару на ринок)
32	<i>sample</i>	зразок
33	<i>rival</i>	суперник, конкурент
34	<i>customer helpline</i>	«гаряча» лінія (консультаційна мережа, мережа підтримки)
35	<i>entry price</i>	стартова ціна

II. Starting up

1. 'The four Ps' form the basis of the 'marketing mix'. If you want to market a product successfully, you need to get this mix right. Match the Ps (1-4) to their definitions (a-d).

- | | |
|-------------|---|
| 1 product | a) the cost to the buyer of goods or services |
| 2 price | b) informing customers about products and persuading them to buy them |
| 3 promotion | c) where goods or services are available |
| 4 place | d) goods or services that are sold |

2. Listen to four consumers talking about different products. Decide which of the four Ps each speaker is discussing: product, price, promotion or place.

3. Think of some products you have bought recently. Why did you buy them? Which of the four Ps influenced your decision to buy?

Example: *I bought some cosmetics in a discount store near where I live. I'd seen some advertising in a women's magazine for a new luxury shampoo. There was a free sample sachet and I tried it and liked it. Of course, it's not as pleasant as buying in a*

department store, but I saved at least 30 per cent on the usual price. Anyway, parking near the department store in my town is impossible and the discount store is just round the corner, so place was an important factor.

4. Tell your partner about a marketing campaign that impressed you.

III. Vocabulary and Speech Exercises

1. For each group of words below (1-5):

- fill in the missing vowels to complete the word partnerships;
- match each of the three word partnerships to the correct definition (a-c).

1. market	r_s__rch	a) the percentage of sales a company has
	s_gm_nt	b) information about what customers want and need
	sh_re	c) a group of customers of similar age, income level and social group
2. consumer	b_h_v__r	a) description of a typical customer
	pr_f_l_	b) where and how people buy things
	g__ds	c) things people buy for their own use
3. product	l__nch	a) introduction of a product to the market
	l_f_cycl_	b) length of time people continue to buy a product
	r_ng_	c) set of products made by a company
4. sales	f_r_c_st	a) how much a company wants to sell in a period
	f_g_r_s	b) how much a company thinks it will sell in a period
	t_rg_t	c) numbers showing how much a company has sold in a period
5. advertising	c_mp__gn	a) a business which advises companies on advertising and makes ads
	b_dg_t	b) an amount of money available for advertising during a particular period
	_g_ncy	c) a programme of advertising activities over a period, with particular aims

2. Choose a well-known brand for each of these categories

- car/motorbike
- clothing/perfume
- magazine/newspaper
- mobile phone/camera
- food/drink
- computer/electronic goods

For each brand, think about these questions.

1. What is the product range of the brand?
2. Which market segment is it aimed at in your country?
3. What is a typical consumer profile for the brand? Include the following:
 - age
 - income level
 - gender
 - interests/hobbies
 - job/ profession
 - other products the consumer might buy

Example:

Typical consumer profile for Mercedes

Age: 25+

Gender: male

Job: executive

Income level: €70,000+

Interests/hobbies: diving, holidays in the Seychelles

Other products: Hugo Boss suits, Rolex watches

3. Work in pairs. Choose one of the brands you looked at in Exercise 2.

Discuss what sort of advertising campaign you could have for it in your country.

How else could you try to increase the sales figures of the brand?

4. Use the clues to complete the crossword puzzle

Across

- 1 The percentage of sales a company or a product has is its market _____ (5)
- 5 Companies sometimes promote their products by giving _____ gifts to customers. (4)
- 6 Companies carry out market research to get information about what buyers _____ and want. (4)
- 7 The life _____ of a product is the length of time people continue to buy it. (5)

9 An advertising campaign takes place over a period of time and usually has a specific _____. (3)

10 Good marketing should increase the volume of _____. (5)

11 A company's sales target is how much it wants to _____ in a certain period of time. (4)

Down

2 An advertising _____ advises companies on advertising. (6)

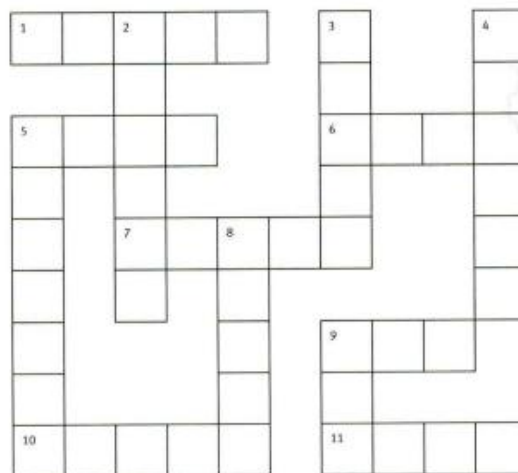
3 A company's product is _____ the set of products made by that particular company. (5)

4 A company's advertising _____ is the amount of money available for advertising during a particular period. (6)

5 Sales _____ show how much a company has sold over a certain period of time. (7)

8 Production _____ are what a company must spend on production. (5)

9 Celebrities often appear in _____ for clothes and cosmetics. (3)



5. Choose the best word (a, b or c) to complete each space in the text.

The name game

A brand can be defined as a name given to a product by a company so that the product can easily be recognised by its name or its design. In our very

1) _____ business world, a good brand is one of the keys to the success of any company. It is often a powerful 2) _____ tool.

However, the name is not everything. For a brand to be successful, marketers have to know what the consumer 3) _____ and wants so a lot of market 4) _____ is necessary. This gives them a ‘consumer 5) _____,’ that is to say a kind of picture of the typical customer. It is a picture not only of the customer's needs and wants but also of their beliefs and values. If the brand then clearly reflects those values, it is more likely to be successful.

The customer has so much 6) _____ nowadays that a good brand is a necessity so that one product is clearly different from another in his or her mind. A good brand, of course, also has long-term benefits as it will 7) _____ to many different market 8) _____ and to people from different cultures.

- | | | | | |
|---|----|-------------|----------------|-----------------|
| 1 | a) | informative | b) competitive | c) conservative |
| 2 | a) | sales | b) sell | c) sold |
| 3 | a) | wishes | b) needs | c) orders |
| 4 | a) | study | b) research | c) science |
| 5 | a) | summary | b) report | c) profile |
| 6 | a) | choice | b) option | c) suggestion |
| 7 | a) | attract | b) persuade | c) appeal |
| 8 | a) | shares | b) portions | c) segments |

IV. Reading Comprehension

Text 1

Position of marketing

‘We must be smarter at devising packages of services that our customers want and pricing them attractively. Set the marketing department free to shape new packages. Don't confine it to coming up with cute names for offerings designed by engineers and accountants.’

This sums up the position of marketing in many companies, where it is often seen as a fancy name for selling or advertising. But, as the quote shows, marketing

people should be involved not just in promoting sales but in all aspects of the marketing mix:

- product: deciding what products or services to sell in the first place;
- prices: setting prices that are attractive to particular groups of customers (segments) and that are profitable for the company;
- place: finding suitable distribution channels to reach these customer groups;
- promotion: all the activities, not just advertising, used to support the product – everything from pre-sales information to after-sales service.

These are the four Ps of the marketing mix, the 'levers' of a company's marketing machine, levers that it can adjust in different ways for different products and different buyers.

Another way of looking at this is from the point of view of customers, with the four Cs. From this perspective, the marketing mix is expressed in terms of:

- customer solution: offering the right product to satisfy particular customer needs;
- customer cost: the price paid directly by the customer to buy the product, including the 'price' involved in not buying another product of the same or another type;
- convenience: distributing the product in the way most suitable for each type of customer;
- communication: exchanging information with the customer. Customers are informed about products through advertising, sales literature and so on, but customers also communicate with the seller, for example through customer helplines. This is a good way for sellers to find out more about customers and their requirements and to change or improve their offer.

Thinking of the marketing mix in these terms helps sellers maintain a customer orientation – a focus on customer needs.

Text 2

Adidas and the Chinese market

1. Discuss these questions in pairs.

1. Who do you think is the biggest manufacturer of sports goods in a) Europe, and b) China?
2. What do you know about Nike, Adidas and Li Ning?

2. Before you read, match these questions (1-6) to the answers (a-f).

1. Why is Adidas expanding in China?	a) 550
2. How many stores does Adidas have in China at the time of writing?	b) It is planning to focus on low prices.
3. Who is Christophe Bezu?	c) Adidas
4. How did Li Ning get its name?	d) He is the Chief Executive of Adidas.
5. What is Li Ning hoping to do?	e) It comes from the President of the Beijing Olympics Committee.
6. Who is the market leader for sports goods in China?	f) because it wants to become the Market leader in China

3. Read the article below and correct all the answers (a-f) in Exercise 2

Adidas targets the Chinese interior

by Patti Waldmeir

Adidas, Europe's biggest sports-goods maker, will open 2,500 stores and expand its sales network to 1,400 Chinese cities, in an effort to regain market share lost to foreign and domestic competitors in one of the world's most rapidly growing retail markets.

The German company is one of many consumer-goods multinationals that have recently decided to shift their focus from near-saturated cities like Shanghai and Beijing to target smaller cities and less wealthy consumers, where they believe growth potential is higher for foreign brands.

Adidas plans to reach far into Chinese interior to open the new stores. Initially, this will be in urban areas with as few as 500,000 people and then, by 2015, in cities with a population of just over 50,000, company officials said in Shanghai on Tuesday.

"We will be in much smaller cities by 2015," said Christophe Bezu, Adidas Managing Director for Greater China. At present, the company has 5,600 stores in 550 cities.

The product mix in smaller cities will be chosen so that the entry price for consumers would be 15 per cent less than in Adidas's existing shops in larger cities, he added. The company would be targeting consumers with an average disposable income of Rmb 5,000 (\$753) a month.

Herbert Hairier, Adidas Chief Executive, predicted that the strategy would allow the German group to regain the number-two market position that it recently lost to Li Ning, the Chinese sportswear manufacturer.

Li Ning, named after the Olympic gymnast who lit the flame at the opening ceremony of the 2008 Beijing Olympics, recently announced plans to take its brand upmarket to compete more directly with foreign brands like Adidas and the market leader, Nike.

Li Ning's move up to second position could prove a key moment. Retail analysts see it as one of the first signs in the retail field that Chinese products can rebrand themselves as not just cheap but desirable.

Li Ning has strong sales and distribution networks in the lower-tier cities that Adidas hopes to penetrate.

Mr Hainer dismissed Adidas's recent problems in China as temporary, related to overstocking in the run-up to the Olympics. Mr Hainer predicted double-digit sales growth in China over the next five years.

4. Match these words and phrases (1-7) to their definitions (a-g).

1. market position	a) the combination of products that a company has to offer
2. upmarket	b) a market filled so completely that no more products can be added
3. product mix	c) expensive compared to other products of the same type
4. penetrate	d) alter a product or service to change the way that people think about it
5. disposable income	e) start selling goods or services in a new market
6. rebrand	f) money that is available to spend after paying for essentials like taxes, food and housing

7. saturated	g) the ranking of a company or brand against its competitors in terms of its sales.
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5. Complete these sentences with some of the words/phrases from Exercise 4.

1. The Beatles were able to _____ the US market.
2. During the economic crisis, people had less _____.
3. Smaller banks are struggling to compete in an already _____ market.
4. We are trying to lose our cheap image and move _____ with more expensive products.
5. Coca-Cola decided to _____ Diet Fanta in the UK, to fit in with the rest of Europe.

V. Listening Comprehension

Marketing pharmaceuticals

1. Richard Turner is the European Marketing Manager for a pharmaceutical company. Listen to the first part of the interview and answer these questions.

1. What is very important when you market to doctors?
2. How much time do marketing people usually have with doctors?
3. What are 'rational' advantages?
4. What are 'emotional' advantages?

2. Richard talks about 'the regulatory environment'. This is where the authorities have official powers to control the production and safety of drugs. Listen to the second part and complete this audio-script extract.

I think the biggest 1) _____ for us is the regulatory environment. The laws that we need to follow are quite 2) _____ - and quite rightly so. We in the pharmaceutical industry have the same interests as the doctor. We want to help 3) _____ lead better lives.

We have to present the data in a 4) _____ and balanced way, not to overstate the advantages of our 5) _____. Because we're trying to develop 6) _____ which are consistent across many different countries across Europe... it's often a challenge...

3. Listen to parts one and two and complete the table with words that Richard Turner uses.

Noun	Adjective
clinic	
reason	
tradition	
emotion	
regulation	
pharmaceuticals	
consistency	

4. Complete the answers to these questions with expressions from part two.

In marketing pharmaceuticals, ...

1 what is the biggest challenge? - It's the _____.

2 are the laws weak? - No, they are quite _____.

3 what is your main aim? - We want to help patients _____.

4 how must you present your data? - In a _____.

5 can you say that the product benefits are bigger than they really are? - No, we mustn't _____.

6 do you use campaigns that say different things in different countries? - No, they are _____ many different countries.

7 is it easy to know what to say in advertising? - No, it's a _____.

5. Listen to the third part and say if these statements are true (T) or false (F). Correct the false ones.

1. The key to good marketing is being able to speak directly to patients.

2. Marketing people are gaining from all the benefits of the Internet and new communication methods.
3. Companies are starting to look at using technology such as the iPad when presenting data to doctors.

6. Listen to part three and replace the seven mistakes in the transcript below with what Richard Turner actually says.

Sadly, because of the regulatory laws that we need to obey, we're not able to promote directly to patients. We can only speak to the doctor, because the doctor makes the decision about the medicine. So, although we'd love to use all the advantages and opportunities that the Internet and the new communication methods offer, we're not able to use them as much as we'd like to do. That said, we are beginning ... I think many companies are beginning to look at the possibilities that new technologies such as the iPhone may offer to present the data when we're face to face with the doctor, because it's a clearer and more involving way of presenting the data to the doctor than the traditional paper.

7. Listen to the final part and put these stages in the correct order.

- | | |
|--------------------|------------------------------------|
| a) Peak sales | c) Present data to the doctor |
| b) Clinical trials | d) Scientist comes up with an idea |

8. Listen to part four. Are these statements about the words in *italic* that Richard Turner uses true or false?

- 1 Someone who works in science is a *scientific*.
- 2 Another word for 'doctor' is *physicist*.
- 3 Work to see if a drug is safe and effective is a *clinical trial*.
- 4 If you do a lot of work on something, you spend *a lot of effort* on it.
- 5 *Peak sales* is the time when a drug is just beginning to sell.
- 6 If there is a *patent* on a drug, other drug manufacturers cannot copy it.

9. What can you say about the different product Lifecycles of these things?

- pharmaceutical drugs
- computer software
- cars
- English-language textbooks
- Rubik's cubes
- skateboards
- football shirts of a famous team

VI. Skills “Telephoning: exchanging information”

1. Listen to four people giving some numbers, phone numbers and addresses.

Tick the correct ones.

- | | |
|----------------------------------|------------------------------|
| 1. a) 30,456 | b) 13,456 |
| 2. a) 0033 2399 0324 | b) 0033 3299 0342 |
| 3. a) v.artin@sawlina.com | b) v.altin@sawslan.com |
| 4. a) 128/16 Rattanatibarth Road | b) 128/60 Rattanatibeth Road |

2. Write down some numbers and addresses you know. Dictate them to a partner. Check that your partner has written the numbers correctly.

3. Work in pairs. Say the international spelling alphabet.

Alpha, Bravo, Charlie, Delta, Echo, Foxtrot, Golf, Hotel, India, Juliet, Kilo, Lima, Mike, November, Oscar, Papa, Quebec, Romeo, Sierra, Tango, Uniform, Victor, Whisky, X-ray, Yankee, Zulu.

4. Choose an e-mail address and dictate it to your partner. Spell each word when you dictate, then check your partner's answer.

5. Listen to the first part of a phone conversation between a sales director, Martin, and his manager, Fiona. Answer these questions.

1. Did they meet their sales targets?
2. How has their market share changed?
3. What were their total sales?

4. How much did they spend on shampoo advertising?

6. Now listen to the second part and note down this information.

- | | |
|-------------------------|---------------------|
| 1. customer's name | 4. e-mail address |
| 2. nationality | 3. telephone number |
| 5. meeting day and date | |

7. Listen to the whole conversation again. Tick the phrases in the Useful language box below that Martin uses to check information, ask for information and finish the conversation.

Useful language

CHECKING INFORMATION

Sorry, did you say ...?
 Sorry, I didn't catch that.
 Could you repeat that, please?
 Let me read that back to you.

ASKING FOR INFORMATION

Could you give me a few details?
 What about the new range?
 Did she say when she'd like to meet?

FINISHING A CONVERSATION

OK, I think I've got all that.
 Thanks very much. That was very helpful.
 I should go now. Let's speak again soon.
 Right, I think that's everything.

8. Role-play a telephone call between the Marketing Director and the European Sales Manager of a coffee-machine manufacturing company. They are talking about a focus group for the company's new range of coffee machines.

Student A

You are the Marketing Director. You want to do the following when the European Sales Manager calls you.

- | | |
|--|---|
| <p>1 Note down when and where the focus group meeting will take place.</p> <p>2 Suggest that these people attend the meeting:</p> <ul style="list-style-type: none"> • Elisavet Efstathiou
 Tel: (812) 275 6381
 E-mail: e.efstat@nimarkt.com
 She is a marketing consultant based in Athens, Greece. | <ul style="list-style-type: none"> • Katja Buchholtz
 Tel: (361) 339 4032
 She is Head Buyer for a department store in Munich, Germany. <p>3 Ask the European Sales Manager about last month's sales results in France. Did they increase or decrease?</p> |
|--|---|

Student B

You are the European Sales Manager. You want to do the following when you call the Marketing Director.

- 1 Tell the Marketing Director when and where the focus group takes place. Details are as follows:
 Location: Commercial Institute
 20 Koninginnelaan 2482 BN
 Amsterdam
 Date/Time: Thursday, 25 August at 10.00 a.m.
- 2 Note down the names of two people whom the Marketing Director wishes to invite to the focus group.
- 3 Answer his or her questions about last month's sales results in France. Details are as follows:
 Total sales: €5.6 million
 Sales were 9% higher than the same period last year.

VII. Self-directed work

Reading 1

Read this article from the Financial Times by Roger Blitz and Rose Jacobs and answer the questions.

Before you read

What are the traditional sports in your country a) to watch and b) to participate in? Are you a fan of these sports?

The search for new sports fans

By Roger Blitz and Rose Jacobs

The National Basketball Association (NBA) has brought its product to London, once more pitching the game to an overseas market in an attempt to expand its product beyond its North American homeland. The NBA had insisted that the LA Lakers-Minnesota Timberwolves friendly last month would feel just like a US-based NBA game.

American football is also in the fourth year of its own export drive. On Sunday, the San Francisco 49ers take on the Denver Broncos at Wembley stadium in London in the latest annual attempt to sell the National Football League to a new audience.

Sports operators face competition from other sports for revenues as well as other leisure interests and must find new markets if they wish to grow. Consumption can be measured both by the numbers participating in the sport and those watching it.

The NFL and NBA are not the only sports trying to find new markets. Bernie Ecclestone, the Formula One motor racing chief, has dropped some venues and created new ones in Singapore, Bahrain, Malaysia and, most recently, South Korea. Football, the most popular of sports, still has the Indian and Chinese markets to penetrate. Expansion in these markets is left to individual clubs to see what new fan bases they can reach.

Sports that enter new markets must bite into the leisure time and income of people already participating in or watching the traditional main sports of their countries. As David Stern of the NBA puts it: "We just want one in 10 people to bounce the ball rather than kick it." However, so he concedes "the growth is different market by market."

Exercises

1. Look through the whole article and find the names of:

- a) four types of sport.
- b) two teams that play one of these sports.
- c) two teams that play another of these sports.
- d) three sports organisations.
- e) two people who work for these organisations.
- f) four countries mentioned in relation to a particular sport.
- g) two countries mentioned in relation to another sport.

2. Answer these questions about the expressions in *italic* in paragraph 1.

- a) What is the *product* referred to in line 3?
- b) If a marketer *pitches* something to someone, what do they do?
- c) If a marketer *expands* a market, what do they do?
- d) Which countries are referred to in the expression *North American homeland*?

e) If you *insist* something will happen, are you unsure that it will happen?

f) If *x feels like y*, is x similar to y (line 4-5)?

3. Choose the alternative with the closest meaning to the expression in italic.

1) American football is also in the fourth year of its own export *drive*.

a) road

b) lane

c) campaign

2) On Sunday, the San Francisco 49ers *take on* the Denver Broncos at Wembley stadium in London ...

a) play

b) carry

c) employ

3) ... in the latest annual attempt to sell the National Football League to a new *audience*.

a) listener

b) spectator

c) public

4) Sports operators face competition from other sports for *revenues* ...

a) income

b) costs

c) expenses

5) ... *as well as* other leisure interests and must find new markets if they wish to grow.

a) also

b) in addition to

c) too

6) *Consumption* can be measured both by ...

a) the popularity of a sport

b) the amount eaten at stadium restaurants

c) the number of spectators

7) ... the numbers *participating* in the sport and those watching it.

a) activating

b) taking part

c) gaming

4. Complete the table with words from paragraphs 3 and 4, in the form they are used in the article.

Verb	Noun
market	
	creation
	penetration
	reach
	bite
	bounce
	kick
grow	

5. Now match the nouns in Exercise 4 to their meanings in the context of the article.

a) when something gets bigger

b) when a product enters a new market

c) when a ball hits the ground and goes up again

d) how much a product is known about, bought, etc.

e) starting or making something for the first time

f) when someone hits a ball with their foot

g) the act of sinking your teeth into something

h) places where something is sold

Over to you 1

Why do you think baseball and American football are not (with some exceptions) generally as popular around the world as they are in the US?

Over to you 2

Think of a sport that is not popular in your country. How would you market it there?

Reading 2

Read this article from the Financial Times by Haig Simonian and answer the questions.

Before you read

Are coffee-making and tea-making machines for the home becoming popular?

Stirring up the tea market

By Haig Simonian

Competition in the hot drinks market reached boiling point on Wednesday, as a former Nestle executive launched a new tea-making system to compete with the Swiss food group's own recently launched product. The move followed legal action, as Nestle this week won a court battle to ban a rival product in its highly profitable Nespresso business.

Eric Favre, previously Nespresso's chief executive, and who is now an independent businessman, launched Tpresso, a new tea-making system which he said he wanted to make "the Nespresso of tea". The first machines, to be assembled in China from European components, will go on sale in China in April, with other Asian markets next year, and Europe possibly following.

The new system, to be sold in China for Rmb 5,000 (\$756), followed Nestle's launch last year of Special T, a tea-making system designed to do for tea what Nespresso has done for coffee. Machines for Nestle's Special T system, launched initially in France, cost €129 (\$ 168), with a 10 capsule pack costing €3.50.

Over on the coffee front, a commercial court in the Swiss city of St Gallen gave Nestle an important legal victory on Monday when it won its case against discount retailer Denner. Denner had been selling Nespresso-compatible coffee capsules for about half the Nestle price. Last June Nestle showed its willingness to

defend Nespresso, which it says is protected by 1,700 patents. It took legal action against the US Company Sara Lee, when it launched its L'Or Espresso machine.

Exercises

1. Look through the whole article and find the names of:

- a) a big Swiss food company.
- b) a coffee machine that the company makes.
- c) someone who used to work for the company.
- d) a tea-making machine that he has launched.
- e) a tea-making machine that the company in a) above has launched.
- f) a retailer that sells at low prices.
- g) a coffee-making machine that another company has launched, and the name of the company.

2. Match the two parts to make expressions from paragraph 1.

1 hot drinks	action
2 boiling	battle
3 tea-making	business
4 legal	market
5 court	product
6 rival	system
7 profitable	point

3. Now match the expressions in Exercise 2 to their meanings, as they are used in the article.

- a) when someone tries to solve a disagreement by using the legal system
- b) an example of item a) where the disagreement is very big
- c) an extreme stage
- d) a product that competes with another product
- e) an activity that makes money

- f) selling tea and coffee machines
- g) a machine to make one of the drinks in item f)

4. Read paragraphs 2, 3 and 4 and decide if these statements are true or false.

- a) Tpresso machines will be assembled in France.
- b) The parts will be made in China.
- c) Special T is designed to be a success for tea in the same way that Nespresso has been a success for coffee.
- d) Special T was launched all over Europe at the same time.
- e) Special T costs less than €130 and the capsules cost €0.35 each.
- f) Denner has also launched a tea-making machine.
- g) Other companies are free to copy the technology used in Nespresso.

5. Answer these questions about paragraph 4.

- a) Who won the court case between Nestle and Denner?
- b) Why did Nestle take legal action against Denner?
- c) Which two other things show that Nestle wants to protect its Nespresso machine?

6. Choose the best summary of the whole article.

- a) The market for tea- and coffee-making machines is very competitive.
- b) Company executives can always leave in order to start their own business.
- c) Chinese companies are entering the market for tea- and coffee-making machines.

Over to you 1

Is it acceptable for an executive to leave a company and immediately start competing with it by marketing similar products? Why? / Why not?

Over to you 2

Coffee machines like Nespresso mean that Nestle can continue to make money from sales of coffee capsules for each machine it sells. Make a list of other products where the manufacturer can continue to sell things after it sells the main product.

Reading 3

The sweet smell of success

Estée Lauder knew how to make a sale. Once when she was refused a counter at the Galleries Lafayette in Paris, she 'accidentally' spilt one of her fragrances in the crowded store. The scent wafted through the crowd of shoppers who immediately demanded to know what the lovely fragrance was and where they could buy it. Very soon after, Estee Lauder got her counter and her products went on sale in the Galleries Lafayette.

Estée Lauder attributed her success to her sales technique. 'If I believe in something, I sell it, and I sell it hard', she said. She was a brilliant saleswoman and she personally visited the staff on her counters to offer them sales tips. Her approach was very hands-on. She always believed that in order to make a sale, you must touch the customer. Even today the company's motto is 'Bringing the best to everyone we touch'.

Estée knew about the importance of image. She wanted to give her products a sophisticated look and personally chose the blue colour of the bottles which she believed would look stylish in every bathroom. She believed in secrecy and didn't reveal much about her life or the ingredients used in her products. She wanted her customers to believe that they were buying not only 'beauty in a jar' but also the solution to looking and feeling eternally young. She said that 'In order to sell a cream, you sold a dream'. She put a lot of time and effort into building up that dream image.

When she began her business, she didn't have a marketing budget, but she believed that if you put the product into the customer's hands, its quality would speak for itself. She started by giving free demonstrations and makeovers using her own products anywhere she could: in hotels, beauty salons, subway stations and even on

the street. Most importantly, she pioneered the idea of a 'gift with purchase'. No one had ever heard of this before, free creams, free lipsticks! She began by giving away free samples and then moved on to giving away extra products with a purchase. These days many companies use this marketing technique, but fifty years ago the idea was revolutionary.

With the combination of hard work, dedication, ambition, and belief in herself and her products, Estee created a culture of quality, style and unsurpassed customer service. This turned her company into the global cosmetics leader it is today. As she famously said, 'I never dreamed about success.'

1. Match a quotation from the text with the correct explanation on the right.

a) 'Beauty in a jar'

b) 'In order to sell a cream, you sell a dream'

c) 'Bringing the best to everyone we touch'

1) This stresses the personal approach. It makes customers feel that they are each important to the company, but also that they are getting the best quality available.

2) The idea that you can buy beauty.

3) The key thing is not the cream itself, but encouraging women to fantasize and want a certain lifestyle, so that there is then a market for the cream.

2. With a partner, look back at the article and your answers to Exercise 1 and answer the questions.

1 Which of Estee's secrets of success do you consider to be the most important?

2 Which of these secrets are still good business practice today?

3 Do you think there is still a market for new cosmetics companies? In which way would they need to be different?

3. The following words are all used in the article about Estee Lauder. Match a word on the left to the correct definition on the right.

1 to spill

a) beautiful and well-designed

2 fragrance	b)	a nice smell
3 to demand	c)	changing a person's appearance so that they look better
4 stylish	d)	to accidentally pour a liquid out of its container
5 makeover	e)	to say that you want something very' strongly
6 to pioneer	f)	better than everything else of its kind
7 sample	g)	completely new and different
8 technique	h)	a method of doing something
9 revolutionary	i)	a small amount of a product given to people for free
10 unsurpassed	j)	to be one of the first people to do something

4. Decide if these statements are true or false.

1. Estée Lauder began her business with a counter in the Galleries Lafayette.
2. She had a big amount of money and she didn't make sales personally.
3. She visited her staff in order to control their work.
4. The motto of Estée Lauder is "Touch the customer and make a sale"
5. The image of the product was very important for Estée Lauder.
6. She chose blue colour bottle for her product because it suited for every bathroom.
7. Estée Lauder kept in secret ingredients of her products.
8. Estée Lauder was the first person who gave free demonstrations and gave free samples of her products.
9. The person who bought something could receive extra products free of charge.
10. The idea of free samples and extra products was great and nowadays many companies use it in their sales.

Unit 7 Products

*'When the product is right, you don't have to be a greater marketer'
Lee Lacocca, US Businessman*

I. Topical Vocabulary

1	<i>tangible product</i>	фактичний товар
2	<i>primary product</i>	сировина
3	<i>lean manufacturing</i>	економічне виробництво,
4	<i>just-in-time</i>	точно в строк
5	<i>total quality management</i>	комплексне управління якістю
6	<i>consumer durables</i>	споживчі товари довготривалого користування
7	<i>replacement</i>	заміна
8	<i>designed-in</i>	закладений в конструкцію
9	<i>sophistication</i>	складність; відповідність сучасним вимогам
10	<i>consumerism</i>	стимулювання інтересу споживачів; захист інтересу споживачів
11	<i>overpriced</i>	занадто дорогий
12	<i>to reckon</i>	рахувати, вираховувати
13	<i>obsolescence</i>	застарівше
14	<i>raw materials</i>	сировина
15	<i>components</i>	деталі
16	<i>labour</i>	праця
17	<i>work-in-progress</i>	незавершене виробництво
18	<i>finished goods</i>	готові вироби
19	<i>stocks</i>	запаси
20	<i>in-house</i>	власний, внутрішній
21	<i>outsourcing</i>	отримання комплектуючих виробів зі сторони
22	<i>subcontracting</i>	укладання угоди з субпідрядниками
23	<i>substitutes</i>	замінники
24	<i>genuine</i>	справжній, істинний, непідроблений
25	<i>perishable goods</i>	товари, що швидко псуються
26	<i>attractive</i>	привабливий
27	<i>comfortable</i>	зручний
28	<i>economical</i>	економічний
29	<i>efficient</i>	ефективний, результативний
30	<i>expensive</i>	дорогий

31	<i>fashionable</i>	модний, фешенебельний; світський
32	<i>healthy</i>	здоровий
33	<i>popular</i>	популярний
34	<i>practical</i>	практичний
35	<i>pure</i>	чистий; бездомішковий
36	<i>reliable</i>	надійний, певний, міцний
37	<i>safe</i>	непошкоджений, цілий, безпечний
38	<i>to launch</i>	запускати
39	<i>to test</i>	тестувати
40	<i>to promote</i>	рекламувати
41	<i>to modify</i>	видозмінювати
42	<i>to discontinue</i>	припиняти
43	<i>to design</i>	розробляти
44	<i>to distribute</i>	класифікувати, розподіляти
45	<i>robust</i>	міцний, здоровий; сильний
46	<i>sturdy</i>	1) сильний, здоровий; міцний 2) стійкий, твердий, відважний
47	<i>versatile</i>	багатосторонній, різнобічний; гнучкий
48	<i>user-friendly</i>	зручний для користування

II. Starting-up

1. Describe some of your favourite products. Why do you like them? What do they say about you? Which of these products could you not do without?

2. What product would you most like to own? Why? Which product would make your life easier?

3. Do you agree or disagree with these statements? Give reasons for your answers.

1 It is better to pay a bit more for products which are made in your own country.

2 'Organic', 'energy-saving' or 'green' products are overpriced and often not as good as the alternatives.

3 Companies spend far too much on launching and promoting new products.

4 Multinationals which manufacture in developing countries help the world economy.

5 Modern technology-based products do not improve people's lives.

III. Vocabulary and Speech Exercises

1. Check that you know the meaning of the adjectives below. Think of a product that matches each word. Compare your ideas with a partner. How many were the same?

- attractive • comfortable • economical • efficient • expensive • fashionable
- healthy • popular • practical • pure • reliable • safe

2. Complete this chart with adjectives with the opposite meanings to those in Exercise 1.

un-	in-	im-
unattractive		

3. Complete the sentences below with the words from the box.

best hard high high high long well

- 1 IBM manufactures _____-tech computer products.
- 2 Timberland makes a range of _____ -wearing footwear.
- 3 Hermes produces _____-quality fashion accessories.
- 4 Coca-Cola and Pepsico both developed _____-selling soft drinks.
- 5 Duracell sells _____-lasting alkaline batteries.
- 6 Levi jeans are a _____-made clothing product.
- 7 Ferrari make _____-performance sports cars.

4. Use the adjectives in Exercise 3 to describe other companies and products.

EXAMPLE: *Nestle makes many of the world's best-selling food products.*

5. Look at this list of products. Which of the adjectives from Exercises 1, 2 and 3 (including opposites) could you use to describe them?

- bottled water
- an MP3 player
- soap
- a pair of jeans
- a four-wheel-drive car
- a perfume
- a fast-food product
- a laptop computer

6. Match the verbs (1-8) to their meanings (a-h). Then put the verbs into a logical order to show the lifecycle of one of the products from Exercise 5.

- | | |
|---------------|--|
| 1 launch | a) to stop making |
| 2 test | b) to build or make |
| 3 promote | c) to introduce to the market |
| 4 manufacture | d) to change in order to improve |
| 5 modify | e) to try something in order to see how it works |
| 6 discontinue | f) to make a plan or drawing |
| 7 design | g) to increase sales by advertising, etc. |
| 8 distribute | h) to supply to shops, companies, customers |

7. Read the sentences and write the missing word to complete the sentences.

- 1 If a product is _____, it doesn't cost a lot of money to use.
- 2 A product that is _____ is popular at a particular time.
- 3 An _____ product is one that people find beautiful and exciting.
- 4 A product that is _____ is enjoyed or liked by a lot people.
- 5 An _____ product is one that you can use without wasting energy or time.
- 6 A product that is _____ can be trusted to work well.

8. Complete the sentences with words from the box.

lasting made quality selling tech wearing

- 1 Rolex makes high-_____ watches.
- 2 Timberland makes fashionable and hard-_____ boots.
- 3 Dell manufactures high-_____ computer products.
- 4 Samsung has produced some best-_____ mobile phones.
- 5 Tungsram makes long-_____ light bulbs.
- 6 Samsonite sells practical and well- _____ bags and suitcases.

9. Make new adjectives by joining a word from Box A to a word from Box B.

Use the new adjectives to complete the definitions.

Box A	Box B
custom down first multi up	class made market market purpose

- 1 An _____ product is expensive and usually of high quality.
- 2 If products are _____ - _____ they are made especially for one person or group of people.
- 3 A _____ _____ product is one that has several different uses.
- 4 _____ _____ products are cheap and sometimes not good quality.
- 5 _____ - _____ products are of excellent quality.

10. Choose the best word (a, b or c) to complete each space in the text.

- 1 a) planned b) designed c) sketched
- 2 a) fabricated b) manufactured c) assembled
- 3 a) tested b) examined c) researched
- 4 a) specifications b) qualities c) improvements
- 5 a) promoted b) exhibited c) displayed
- 6 a) discount b) delivering c) distribution
- 7 a) profitable b) available c) marketable

- 8 a) destroy b) discontinue c) distinguish

The life cycle of a product

All products have a life cycle. Therefore, new products are being developed all the time to replace older products which are coming to the end of their lives.

The cycle begins when a new product is 1) _____. At that stage, there is only a plan or a drawing, which is then used when the product is 2) _____. Nobody knows how well the new product works or how good it is so it has to be 3) _____. On the basis of the test results, it may have to be modified. Once the necessary 4) _____ have been made, the product is ready to be launched and then 5) _____ in a number of advertising campaigns. Advertising plays a very important role and so does 6) _____. Indeed, the company has to make sure that its new product is 7) _____ to as many customers as possible.

Finally, when it is clear that sales are going down steadily, the company will probably decide to 8) _____ the product.

IV. Reading Comprehension

Text 1

Types of products

When we think of business, we usually think of tangible products that we can see and touch: computers on the desk or cars in the showroom. We may also think of primary products like coal or agricultural goods. But manufacturing forms a diminishing part of most advanced economies: only 17 per cent of the US economy, for example. What manufacturing there is increasingly lean, with 'Japanese' techniques such as just-in-time (JIT) ordering of components and total quality management (TQM) becoming widespread.

There is an unresolved argument about whether economies need manufacturing at all to survive and flourish. In many people's minds, nevertheless, there is great

regret when a factory closes in a 'traditional' industry: there is something more 'real' about work in a car plant than in a call centre. Call centres typically sell intangible products such as mortgages (more and more services are described in product terms). However, car plants are likely provide more work indirectly than call centres, for example at the component manufacturers that supply them.

We define ourselves partly by the products we own and use, wherever they are made. Economies in different parts of the world are at different stages of development in the way products are bought and perceived. In newly industrialised countries, such as some of those in Asia, more and more people are now able to afford consumer durables like washing machines for the first time, and companies that sell these types of goods can make large amounts of money. In the West, the market for televisions or washing machines is basically one of replacement. In a situation like this, design, brand and image become more important. Previously prestigious products, like certain makes of luxury car, become increasingly affordable, and manufacturers have to be careful to stay ahead of the game to avoid their brands being perceived as 'ordinary'.

The cars, televisions and washing machines of the 1950s may have had more style, but modern products are technically far better now than they were then. Consumers can complain about designed-in obsolescence and unnecessary sophistication of products with too many features that are never used, and manufacturers may have started to take this into account, simplifying their features. Consumers are also able to obtain and compare information about different products more and more easily. Consumerism is a force that manufacturers increasingly have to reckon with.

Text 2

Launching new products

1. Discuss these questions.

- 1 Which countries are strong in the consumer electronics industry?
- 2 Which companies do you know in that industry?

3 What is the best electronic product you have bought, and why?

4 What Casio products do you know?

2. Read through the article below quickly to find this information.

1 three examples of problems for the Japanese consumer-electronics industry

2 four examples of Casio's products

3 two examples of major players in professional photography

4 two of Mr Kashio's favourite expressions

5 three examples of rivals to Japan's electronics industry

A path to salvation through innovation

by Robin Harding

Kazuo Kashio has led Casio, the Japanese consumer-electronics company that he founded with his three brothers, for 20 years.

Whatever problem is put to him, whether it is the yen's strength, the economy's weakness or the collapse in Japanese mobile-phone sales, the energetic executive has a single answer: launch new products.

"For us as a manufacturer, whether conditions are good or bad is all decided by our products, and our strategy is to make sure as many of them as possible are new," he says. Casio plans to replace 50 per cent of its products in the second half of the year. That strategy amounts to an attempt to maintain sales by taking a larger share of a shrinking market. Challenged as to whether that is possible, given that rivals are not only racing to launch new products but also cutting prices, Mr Kashio argues that Casio's products are unique enough to do it.

This confidence in his products is typical of Mr Kashio. He often says that his long years of selling make him a keen judge of whether a new product will succeed. He perks up considerably when given the chance to praise his gadgets, such as radio-controlled watches that pick up a broadcast signal to set the time, and the toughened G-Shock brand, which redefined watch design.

A source of pride at the moment is Casio's family of high-speed "burst" digital cameras, which can take up to 60 shots a second after the photographer presses the button.

With such a camera, Mr Kashio says, a photographer can catch the precise moment at which a batter hits a baseball and judge instantly whether a runner was safe or out. The product has taken Casio into the professional photography market, which is dominated by Canon and Nikon.

Two of Mr Kashio's favourite phrases sum up the family's approach to research and development. One is to resist "preconceived ideas" of what a device should do and how it should do it; the other is "from zero to one", to describe how Casio creates something that did not exist - such as the electronic calculator that started it all in 1957 - from scratch.

Mr Kashio argues that Japan's electronics industry can stay ahead of its rivals in Taiwan, China and South Korea if it keeps innovating.

His hopes for the future are those of a family company: to maintain Casio's stability and to keep the new products coming.

3. Read the article again. Then decide whether (according to the text) these statements are true (T), false (F) or not mentioned (NM).

- 1 The Casio Tower is located in the Shinjuku district of Tokyo.
- 2 Mr Kashio's answer to the problems he faces is to launch new products.
- 3 Casio's rivals are focusing mainly on cutting prices.
- 4 Mr Kashio is confident about the company's financial position, as it has no debt.
- 5 Mr Kashio says he is good at deciding whether a new product will succeed, because he has a lot of experience of selling.
- 6 Mr Kashio is proud of Casio's high-speed 'burst' digital cameras.
- 7 Casio dominates the professional photography market.
- 8 Mr Kashio's main hope is that Casio will make more and more profits.

4. Work in groups of three or four. You have a very large budget to launch a product of your choice in your country. How would you launch the product?

V. Listening Comprehension

1. Four people were asked the question 'What is the best thing you have ever bought?' Listen and, for each speaker, note what the product is, and why they think it was a great buy.

2. James Wallman is Editor of LS:N, a lifestyle news network which follows trends and innovations in the retail and technology sectors. Listen to the first part of the interview and complete his notes for answering the question 'What makes a product great?'

1 It should be easy to _____.

2 It should solve a _____ or fulfill a _____ (example: _____).

3 It should be _____, _____ and make your life _____ and make things _____.

3. Listen to part one and complete the table with words that James Wallman uses.

Noun	Adjective
intuition	
simplicity	
obviousness	
essence	
function	
help	

4. Complete these sentences with adjectives from Exercise 3 above, choosing the correct alternative. (The numbers in brackets refer to those in the table above).

1 It's not very pretty, but it really works - it's just very _____ (3 or 5)

- 2 You can just start using it. You don't have to spend hours reading the manual - it's very _____ (1 or 6)
- 3 It's so _____ to use - just push the button. (2 or 4)
- 4 It's like having another pair of hands - it's so _____ in the kitchen. (1 or 6)
- 5 When you see it, it's _____ how to use it. (2 or 3)
- 6 Every home should have one - it's _____ (4 or 6)

5. James was asked which product of recent years has been the most exciting. Listen to the second part and correct the three mistakes in this summary of what he says.

It's the Testa Roadster. This is the new gas vehicle which goes from 0 to 60 mph in 34 seconds. I drove one from Paris to Cannes, and it was very exciting. The response from the accelerator is instant.

6. Listen to the third part and answer these questions.

- 1 What product does James expect to see in the near future?
- 2 What does he sometimes not like about driving?
- 3 Where does he not like driving?
- 4 Which companies are mentioned?
- 5 What is the comparison with the 747 plane?

7. Complete the answers to these questions with appropriate forms of expressions from parts two and three.

- 1 Is the Testa petrol-driven? - No, it's e_____.
- 2 Is there a delay when you press the accelerator? - No, there is no l_____.
The response is a_____ i_____.
- 3 Do you have to press the brake for the car to slow down? - No, you just r_____ your foot from the accelerator.
- 4 Does James Wallman like driving in cities? - No, he says it can be b_____.

5 Have companies already invested in driverless cars? - Yes, he mentions three companies that have already p_____ m_____ into this.

6 Are some cars already driverless? - No, but some cars are s_____ from being completely controlled by the driver to being partly controlled by computer.

7 What will driverless cars allow you to do? - In the future, you will be able h_____ o_____ control of your car so the computer does all the driving.

8. Listen to the final part and complete this information about James Wallman.

his favourite product	
the colour of this product	
his job	
what he is writing	
uses Skype to talk to friends in which places?	

9. Listen to the final part again and complete these extracts.

It connects me to 1) _____ because obviously I have 2) _____ at home.

When I go to a 3) _____ I have Wi-Fi, I take it with me when I go on 4) _____ and I go to places that have Wi-Fi.

So for me, my 5) _____ and its connection to the 6) _____ and its connection to 7) _____ around the world, makes it invaluable and makes my life more 8) _____ and more 9) _____.

10. Correct the mistake in each of these sentences, using forms from part four.

1 The new iPad is really attractive - it looks well.

2 I'm writer and I need a computer for work - the iPad is ideal.

3 I read a lot - at the moment I read a novel by Paulo Coelho.

4 Every time I go to a Wi-Fi cafe, it link me to e-mail.

5 I'm in constance contact with my friends around the world.

6 My iPad gives me access to a wealthy of information on the Internet.

7 It makes my life more connected and more funny.

VII. Skills “Presenting a product”

1. Listen to a sales manager presenting a product to some buyers. Which of these adjectives does she use?

attractive elegant energy-saving fashionable flexible high-quality
 popular practical reliable robust sturdy stylish user-friendly
 versatile well-designed

2. Listen again to the presentation. How does the sales manager describe the product? Complete these words and phrases with between one and three words in each gap.

1 It has several special _____.

2 As you can see, it's stylish, _____ and elegant.

3 It's made of _____ and is very sturdy.

4 It weighs approximately 12 kilos, but it's very strong and _____.

5 What about its main _____?

6 Well, it's very _____ in terms of power and exceptionally quiet ...

7 Now, a word or two about its _____ for the user.

8 And because the machine's so _____, it can make cubes of different sizes.

9 It's fairly _____ compared with other models. The _____ is around €320.

10 It comes with a full five-year _____ on parts and labour.

3. Work in small groups.

1 Think of an innovative new product you would like to launch. Prepare a short presentation about the product. Consider its main features and benefits for the user. Use the headings in the Useful language box below to help you structure your talk.

2 Form new groups and present your products to each other. Answer any questions that you are asked about them.

Useful language

<p>INTRODUCING THE PRODUCT This is our new product. I'm going to tell you about our new product.</p>	<p>STATING THE PRODUCT'S USES It's ideal for travelling. It's designed to be used with any type of material. It's for people who like giving parties. It's perfect for making different sizes of ice cubes.</p>	<p>REFERRING TO BENEFITS It saves people time/money. It's easy to use. It makes the user look good/professional.</p>
<p>DESCRIBING THE PRODUCT Let me tell you about its special features. It's made of leather /wood/steel/ aluminium. It weighs approximately 16 kilos. Its dimensions in centimetres/metres are: high wide deep. It comes in a wide range of colours.</p>	<p>LISTING SELLING POINTS What about its main selling points? It has several special features. It has a unique design. It's economical/quiet/energy-saving. It's great value for money.</p>	<p>INVITING QUESTIONS Does anyone have any questions? Would anyone like to ask a question? Any questions?</p>

VII. Self-directed work

Reading 1

Read this article from the Financial Times by Andrew Jack and answer the questions.

Before you read

Do universities work with companies in your country to develop new products? If so, give some examples (perhaps by doing some research on the Internet). If not, give some reasons why.

GSK looks to universities for new drugs

By Andrew Jack

Glaxo Smith Kiine aims to start working this year with university superstar researchers" in long-term partnerships to help develop medicines more effectively and cheaply. The aim is to work closely with leading medical researchers over a decade, all the way to the launch of a new drug. This will allow GSK to use its knowledge while providing the university researchers with investment that will be more than paid back if a new drug is successful.

While big drug companies have often licensed ideas from universities and then take full control, GSK wants instead to continue working with leading

medical researchers who prefer to remain in their current jobs rather than become employees of a biotechnology company.

Patrick Vallance, senior vice president for drug discovery and development at GSK, said: "We want partnerships that allow university researchers to work all the way through to the end of the project, getting a big reward if a medicine is launched." The move comes as the UK pharmaceutical group cuts back on expensive but unproductive in-house research and attempts to change from investment in their own research centres towards partnerships with outside developers.

GSK has recently signed a contract with Professor Mark Pepys, head of medicine at the Royal Free and University College Medical School in London, designed to develop a treatment for a rare form of heart disease. Mr Vallance said he planned to sign 10 such deals this year. Under the agreement, Prof Pepys' company Pentraxin Therapeutics receives a small upfront fee allowing GSK to gain an exclusive licence for his experimental drug when it is launched. "It's a wonderful idea," said Prof Pepys. "This new partnership with GSK is very exciting."

Exercises

1. Look through the whole article. Is it about finding new drugs in:

- a) the Amazon jungle?
- b) university laboratories?
- c) drug companies' laboratories?

2. Look through the whole article and find the names of:

- a) a pharmaceutical company.
- b) someone who works for it.
- c) his job title.
- d) a university researcher.
- e) his job title.
- f) the university department that he works for.

g) a company that he has started.

3. Find words in paragraph 1 that mean the following.

- a) a noun for someone who is very famous in their profession s_____
- b) an adjective that means 'over a long time' l_____ - t_____
- c) a plural noun for people working together p_____
- d) an adverb to say that something is done in a good way e_____
- e) an adverb to say that something is done without spending a lot of money
c_____
- f) an adverb to describe the way that people work together c_____
- g) a noun for the time when a new product is sold for the first time l_____
- h) a noun for a period of 10 years d_____
- i) a word ending in -ing that means 'giving' p_____
- j) an adjective to say that the result of something is good s_____

4. Read paragraph 2 and decide if these statements about expressions are true or false.

If ...

- a) a company licenses ideas from a university, it pays the university to use them.
- b) you take full control of something, you share control with others.
- c) you prefer x rather than y, you like y more.
- d) you get a reward for something, you get money, etc. for the work that you did on it.
- e) a company cuts back spending on something, it increases the amount that it spends.
- f) work is unproductive, it gets good results.
- g) you attempt to do something, you try to do it.

5. Complete the table with words from the text, in the form they are used in the article.

Verb	Noun
Control	
Discover	
Develop	
Treat	
	Plan
Agree	
License	

6. Now match the nouns in Exercise 5 to their meanings.

- a way of curing a disease
- when you pay for the right to use someone's ideas in a product
- when two or more people decide to work together on something
- the power to make someone or something do what you want
- a series of actions, etc. to achieve a result
- making or improving something
- finding something new

Over to you 1

Should the purpose of universities be more for a) teaching, b) pure research, or c) research to develop new products? Give your reasons.

Over to you 2

Which possible new products could these university departments be involved with developing?

- Engineering
- Chemistry
- Linguistics

Reading 2

Read this article from the Financial Times by Sarah Murray and answer the questions.

Before you read

Returns are products that are sent back to the manufacturer or supplier because they don't work or because customers have changed their minds. How often do you return products a) to shops and b) to online retailers? Is it easy to do this?

Hidden beauty of the “uglies”

With computers, transport managers can pack a truck so that only the minimum of space is left empty. They can work out exactly how to fill the vehicle with goods ready for market. But what about transporting the "uglies" - the boxes of different shapes and sizes containing broken and unwanted products - back to the manufacturer?

Martin Patten, manager of the technology programme for Europe at Cisco Systems, the computer equipment supplier, says, "You can't use space on trucks in the best way for returns because people might use different wrapping or put things in bigger boxes." Worse, products usually need to be collected from all sorts of different places. As a result, it can cost four times as much to take something back as to send it out.

One factor behind increasing return rates is the growth in online retailing. "With online shopping there's an attitude of 'I'll buy it and, if I don't like it, I'll send it back'," says Jonathan Wright, a senior executive in Accenture's global supply chain consultancy. "With Internet sales, up to one in five products gets sent back, which is huge."

"Moreover, if that process is inconvenient, shoppers can go to other online retailers for their purchases. "If returning products is not customer-friendly, it's going to hurt the retailer's business," says Scott Harkins, vice-president of product marketing at FedEx.

However, an even bigger challenge is on the way. European Union law now requires manufacturers and importers of electronic goods to collect and so recycle them at the end of their lives. "The transport of goods after the sale of the product is now as important as it is before the sale, and that's a huge change," says Mr Wright.

Exercises

1. Look at the headline and look quickly through the whole article. What are 'uglies'? Why do they have this name?

2. Complete these statements with expressions from paragraphs 1 and 2.

- a) If you p_____ a truck, you put goods on to it.
- b) If you calculate how to do something, you w_____ o _____ how to do it.
- c) In speaking and writing, you can introduce a new idea with 'w_____ a _____'.
- d) Products that are sent back to the supplier or manufacturer are called r_____.
- e) Material used to protect and contain a product is its w_____.
- f) If you take something from a particular place, you c _____ it from there.
- g) If companies transport goods for delivery, they s_____ them o_____.

3. Read paragraphs 3 and 4 and decide if these statements are true or false.

- a) Customers are sending more products back because of poor quality.
- b) People shopping online buy things knowing that they can always send them back.
- c) The percentage of goods bought online and returned is not very big.
- d) Sending things back is always easy, so there is no competition between online retailers on this.

4. Choose the alternative with the closest meaning to the expression in italic.

- 1) *Moreover*, if that process is inconvenient, ...
 - a) But
 - b) Then
 - c) In addition

- 2) ... shoppers can go to other online retailers for *their purchases*.
- a) the things that they buy
 - b) the things that they sell
 - c) the things that they return
- 3) "If returning products is not *customer-friendly* ...
- a) easy for customers to use
 - b) hard for customers to use
 - c) difficult for customers to use
- 4) ... it's going to *hurt* the retailer's business," says Scott Harkins, vice-president of product marketing at FedEx.
- a) help
 - b) support
 - c) damage
- 5) *However*, an even bigger challenge is on the way.
- a) And
 - b) But
 - c) Although
- 6) European Union law now *requires* manufacturers and importers of electronic goods to collect and recycle them at the end of their lives.
- a) forces
 - b) needs
 - c) allows
- 7) "The transport of goods after the sale of the product is now as important as it is before *the sale*, and that's a huge change," says Mr Wright.
- a) they sell
 - b) they are sold
 - c) they are selling

5. Look through the whole article again. Which two of these things are not specifically mentioned in relation to returning goods?

- a) The cost of fuel for trucks.
- b) The difficulty of packing returned goods on trucks.
- c) Returning goods bought online.
- d) The difficulty of arranging a convenient time to collect things.
- e) New EU rules on recycling.

Over to you 1

With Internet sales, up to one in five products gets sent back, which is huge. Does this figure surprise you? Why? / Why not?

Over to you 2

Online shopping for clothes has grown very quickly in recent years. Will this growth continue, or will there be a natural limit to it? Think, for example, about:

- the difficulty of choosing the right clothes.
- problems in returning them when they are not suitable or the wrong size.

Reading 3

Materials and suppliers

Dryden makes vacuum cleaners. It takes raw materials like steel and plastic and makes some of the components or parts used in its products. Other components are made by other companies.

Materials and parts are just some of the inputs. The others are labour (workers and managers) and capital (money). Knowledge is also important because Dryden is a leader in vacuum technology.

Vacuum cleaners that are being made are work-in-progress. At any one time, Dryden has goods worth millions of dollars in its factories and warehouses: the products that have been made - its finished goods - and materials and components.

Quantities of raw materials, components, work-in-progress and finished goods in a particular place are stocks.

Dryden receives materials and components from about 20 companies, its suppliers or partners. The company is doing more subcontracting: using outside suppliers to provide components and services. In other words, it is outsourcing more, using outside suppliers for goods or services that were previously supplied in-house: within the company.

Of course, it costs money to keep components and goods in stock: stocks have to be financed (paid for), stored (perhaps in special buildings: warehouses) and handled (moved from one place to another). So Dryden is asking its suppliers to provide components just-in-time, as and when they are needed. This is part of lean production or lean manufacturing, making things efficiently: doing things as quickly and cheaply as possible, without waste.

Exercises

1. Match the sentence beginnings (1-4) with the correct endings (a-d). The sentences all contain words from the text.

1 Computer manufacturer XL is cutting back on in-	a) contractors' maintenance work is worrying train operating companies
2 The poor standard of some sub	b) suppliers are causing delays in production, the Azco group claims.
3 Retail giant Sharks Ltd have decided to out	c) house production work in a bid to reduce costs and increase efficiency.
4 Late deliveries from outside	d) source canteen and cleaning services, to focus better on its buying and selling activities.

2. Replace the words in brackets with the correct forms of words from the text.

- 1) Let's get the materials in (only when we need them) to keep costs down.
- 2) It's difficult to find the right (special buildings) to put our finished goods in.
- 3) You'll have to decide well in advance how to pay (for all this).
- 4) It's very important that we (keep) these components at the right temperature.

- 5) There must be a (quicker and cheaper) method than this!
- 6) They want to introduce a system of (making things efficiently).

Over to you

What are the advantages and disadvantages of:

- outsourcing?
- using outside suppliers?
- asking for components 'just in time'?
- lean production?

Reading 4

Product and service types

Raw materials - such as cotton, gold and oil - are used to make, or manufacture, other products. A group of related products made and marketed by a manufacturer is a product line. There is usually a logical grouping of products - for example, Faber-Castell produce writing instruments, both high quality pencils for children and adults, and also high quality pens. A product type is a group of products offered by different companies which are technically similar. However, there will be variations in terms of price, appearance and marketing. A good example is cosmetics and make-up. A product class is a group of products that may be considered as substitutes for one another. H&M and Zara clothes are in the same class. Christian Dior is the same product type but not in the same class.

Types of products or goods:

Convenience / fast moving consumer / consumer packaged goods	products with a high turnover and relatively low price, such as table salt or shampoo
White goods	major household electrical goods which are usually white, such as freezers, washing machines

	and dishwashers
Brown goods	major household electrical goods that are not usually white, such as camcorders, televisions and DVD players
Perishable goods	goods that have a limited shelf life and must be consumed relatively quickly, such as fresh fruit, fresh meat and eggs
Durable / hard goods	goods that last for a long time - they cannot be easily worn out or used up, such as cars, furniture and white goods
Nondurable / soft goods	goods that are used up or last for less than three years - for example, perishable goods, consumable supplies such as CD ROMs, or ink for a printer
Green products	products that are not harmful for the environment
Generic products	products sold without a brand name, usually in a supermarket or in a pharmacy as alternatives to brand name drugs
Healthcare products	products that are beneficial for your health and well-being - for example, vitamins and plasters

Types of service

A service is a non-material good, provided by a company or an individual.

Common service types, are:

- childcare (childminders, kindergartens);
- financial (banking, real estate);
- consulting (business and financial advisors);
- risk management (insurance and security);
- cleaning and maintenance (office cleaners, gardeners);
- education and training (private schools, adult colleges);
- healthcare (doctors, hospitals);
- hairdressing (small salons and large groups);

Unit 8 New business

‘Three components make an entrepreneur: the person, the idea and the resources to make it happen’

Anita Roddick, British founder of the Body Shop

I. Topical Vocabulary

1	<i>balance of trade</i>	торгівельний баланс
2	<i>exchange rate</i>	курс валют
3	<i>foreign investment</i>	іноземні інвестиції; інвестиції за кордоном; капіталовкладення за кордоном
4	<i>government bureaucracy</i>	урядова бюрократія
5	<i>inflation rate</i>	темпи інфляції
6	<i>interest rate</i>	відсоткова ставка
7	<i>labour force</i>	робоча сила; працівники; кадри
8	<i>tax incentives</i>	податкові пільги
9	<i>foreign debt</i>	зовнішній борг; зовнішня заборгованість
10	<i>public expenditure</i>	суспільно-державні витрати, витрати на державні нужди
11	<i>recession</i>	спад, зниження (цін, попиту, виробництва тощо)
12	<i>subsidy</i>	грошове асигнування, субсидія, дотація
13	<i>trade deficit</i>	торговий дефіцит
14	<i>trade surplus</i>	активний торговельний баланс
15	<i>taxes</i>	податки
16	<i>transport links</i>	транспортний канал
17	<i>cheap rents</i>	низька квартплата
18	<i>strong currency</i>	стабільна валюта
19	<i>government grants</i>	державна дотація; державна субвенція; грант; урядова субсидія
20	<i>easy access to credit</i>	легкий доступ до кредитів
21	<i>mining</i>	гірнича справа; гірничя промисловість
22	<i>consumer prices</i>	споживчі ціни
23	<i>public spending</i>	державні витрати
24	<i>consumer spending</i>	витрати споживачів
25	<i>founder</i>	засновник, фундатор
26	<i>reduction</i>	зниження; зменшення, скорочення
27	<i>fractions</i>	дроби
28	<i>decimals</i>	десяткові дроби

29	<i>percentages</i>	ВІДСОТКИ
30	<i>minimum wage</i>	МІНІМАЛЬНА ЗАРОБІТНА ПЛАТНЯ

II. Starting up

1. Discuss these questions.

1. Would you like to start your own business? Why? / Why not?
2. What conditions are important for people starting new businesses? Choose the three most important from this list. Can you think of any others?
 - low taxes
 - good transport links
 - skilled staff
 - training courses
 - low interest rates
 - high unemployment
 - cheap rents
 - a strong currency
 - a healthy economy
 - government grants
 - a stable political situation
 - easy access to credit

2. Many economies contain a mix of public- and private-sector businesses. Think of companies you know in the areas below. Which are public-sector companies, and which are private-sector ones?

- post office
- railways
- television
- water
- energy
- telecoms
- cars
- banks
- newspapers
- airlines
- roads
- mining

3. Many companies in the UK have been privatised. What are the trends in your country? Talk about the business sectors in Exercise 2.

III. Vocabulary and Speech Exercises

1. Match the economic terms (1-10) to their definitions (a-j).

1. interest rate	a) total value of goods and services produced in a country
2. exchange rate	b) percentage increase in prices
3. inflation rate	c) cost of borrowing money
4. labour force	d) price at which one currency can buy another

5. tax incentives	e) percentage of people without jobs
6. government bureaucracy	f) the number of people working
7. GDP (gross domestic product)	g) low taxes to encourage business activity
8. unemployment rate	h) money from overseas
9. foreign investment	i) official rules/ regulations/ paperwork
10. balance of trade	j) difference in value between a country's imports and exports

2. Try to complete this economic profile without looking back at the terms in Exercise 1.

The economy is stable following the problems of the past two years. By following a tight monetary policy, the government has reduced the 1) i_____ r_____ to 2%. For borrowers, after going up dramatically, the 2) i_____ r_____ is now down to 8%. The last six months have seen a slight improvement in the 3) e_____ r_____ against the dollar.

For the country as a whole, the 4) G_____ has grown by 0.15%. Exports are increasing, and the 5) b_____ of t_____ is starting to look much healthier.

In terms of jobs, the 6) u_____ r_____ continues to be a problem, as it is still 16%. In order to stimulate the economy and attract 7) f_____ i_____ from abroad, the government is offering new 8) t_____ i_____, as well as making a renewed effort to reduce 9) g_____ b_____ and red tape. Finally, a large skilled 10) l_____ f_____ means there could be attractive investment opportunities over the next five years.

3. Think about some of the economic terms you looked at above in relation to your own country. Which do you think are going up / going down / staying about the same? Also consider the following:

- consumer prices (the price of things in the shops)
- public spending (the money the government spends)
- consumer spending (the money people spend)

4. What do you think are the biggest economic problems in your country at the moment? What do you think the government's priorities should be? Talk to a partner about your ideas.

5. Write a short paragraph about the economic profile of your country.

6. Complete each sentence with an appropriate economic term from the box.

balance of trade exchange rate foreign investment tax incentives
 government bureaucracy gross domestic product (GDP)
 inflation rate interest rate labour force unemployment rate

- 1) If you plan to borrow money, you will want to know the _____.
- 2) In countries where the _____ is high, young people tend to study more.
- 3) How many yen to the euro? Do you know the _____, by any chance?
- 4) According to a recent survey, 12 per cent of the _____ are earning less than the minimum wage.
- 5) So many forms to fill in just to import one photocopier! Nobody needs all this _____.
- 6) The higher the _____ of a country, the richer its people are.
- 7) When the value of a country's exports is greater than the value of its imports, we say that the _____ is 'favourable'.
- 8) Prices increased again last month so the _____ rose to 5.3 per cent.
- 9) Less government bureaucracy will encourage _____.
- 10) The government is offering attractive _____ to encourage foreign investment.

7. Match the economic terms (1-6) to their definitions (a-f).

1) foreign debt	a) the total amount of money spent by a government on schools, roads, the army, etc.
2) public expenditure	b) money that a country owes to lenders

	abroad
3) recession	c) situation when a country sells more goods to other countries than it buys from other countries
4) subsidies	d) situation when a country pays more money for imports than it gets from exports
5) trade deficit	e) money that a government pays to make something cheaper to buy
6) trade surplus	f) a period when trade and business activity decreases

8. Complete the sentences with economic terms from exercise 7.

1) To help farmers, the EU has given out millions of euros in agricultural

_____.

2) The country was able to repay some of its loans from abroad and so reduce its

_____.

3 Industrial production is still decreasing. It seems that the country is heading for a

_____.

IV. Reading Comprehension

1. Which new business has impressed you most in the last six years? Why did it impress you?

2. Work in pairs. Student A, read Article A. Student B, read Article B. Make notes in this chart.

	Article A	Article B
name of new business		
name of founder		
age of founder		
age of business at time of writing		
location of new business (city and country)		
number of employees		
what the new business is/does		

Article A

Internet whiz-kid's discount idea makes billions in two years

by Jonathan Birchall

Andrew Mason studied music at university, where he dreamt about making his riches as a rock star. Instead, the 29-year-old decided to set up an Internet business that offers discounts on everything from restaurant meals to hair transplants and yoga classes. The big idea is about to turn him into the latest web billionaire.

Google is preparing to buy Groupon, his two-year-old company, for \$5.3 billion, according to reports. The proposed deal will put Mr Mason in a group of young Internet billionaires including Mark Zuckerberg of Facebook and the Google founders, Larry Page and Sergey Brin.

The site offers vouchers named "Groupons" that can be spent at participating retailers. Every user gets a discount offer based on his or her location and profile, but these huge discounts expire unless enough people sign up. The trend, described as "social buying", has spread rapidly across the Web, and Groupon was described by Forbes as "the world's fastest-growing company".

Its explosive growth and healthy profits have convinced Google to dig into its deep pockets. It is believed to have started its bidding at \$3 billion, a price that has been steadily rising over the past few weeks.

Mr Mason appears to be a man who knows his worth. In April, it was reported that he turned down a \$2 billion offer from Yahoo, because the valuation was too low.

Groupon employs about 1.000 people, mostly based in Mr Mason's home town of Chicago. It is active in more than 80 countries and is growing at the rate of 10 per cent a week by adding new users through Facebook and Twitter.

Article B
Help with exports

by Peter Marsh

Scattered around the world are many thousands of “micro-manufacturers” of craft items such as jewellery and handbags, often offering high standards of design and quality. Most, however, have little idea of how to sell their products in international markets.

At the same time, retail outlets are eager to get their hands on products that look new and different - but find it difficult to discover them.

Just over a year ago, Sandra Felsenstein, a 27-year-old former industrial engineer, decided to start a business that would try to link these two groups. Her approach was to find a series of high-quality manufacturers in her native Argentina - a country with a good reputation for design, yet poor connections to the rest of the craft trade worldwide - and link them with shops and distribution companies elsewhere.

Dinka, the four-person company she founded in Buenos Aires, is now showing signs of success. Ms Felsenstein has organised links with 30 Argentinian companies that have agreed to let Dinka promote their goods in export markets. Under these deals, Dinka will find buyers for their products and handle shipments and customs formalities in exchange for a proportion of sales revenues.

She has laid the foundations, too, for establishing a network of retail outlets in other countries, arranging connections with retailers in Chile, Peru and Ecuador as a first step, while signing up a distributor in Austin, Texas, that she hopes will help them enter the potentially large US market.

Ms Felsenstein says she is also “exploring several opportunities” for finding retailers in Europe - particularly in Spain, Italy, Germany and Switzerland - where she thinks sizeable sales could be established for Argentinian-made goods.

3. Note down two other interesting pieces of information about your article.

4. Give your partner an oral summary of your article, then take notes as you listen to your partner's summary.

5. Work in groups of three or four. Think about a business you could start as a group. Consider these questions.

1. What kind of business would it be?
2. Which country and city would you like to locate your new business in? Think of the factors mentioned in Starting up, Exercise 1.
3. What do you already have as a group? Think about skills, experience and contacts.
4. What other strengths do you have? What about your gaps?
5. What difficulties do you think you may face? How will you overcome them?

V. Listening Comprehension

New business

1. Abdirashid Duale is the Chief Executive Officer of Dahabshiil, a global money-transfer company. Listen to the first part of the interview and answer these questions.

1. How many countries does the company transfer money to?
2. Dahabshiil helps four types of people or organisations. What are they?

2. Listen to the second part and complete these notes.

All successful new businesses have to:

- have a 1) _____
- have a 2) _____
- know how they are going to 3) _____ that vision
- motivate their 4) _____
- keep their customers 5) _____
- maintain their 6) _____ with their customers

- make sure that the customers are happy with their 7) _____
- manage the difference between their income and their 8) _____

3. Listen to parts one and two and match the verbs with the expressions that follow them.

1 transfer	that vision
2 send	their staff
3 have	money
4 reach	a vision
5 motivate	money
6 maintain	more profit
7 make	their relationship

4. Complete these statements with appropriate forms of expressions from part two.

- 1) If you have an idea about what something will be like in the future, you have a _____.
- 2) If your customers are _____, they keep coming back to you.
- 3) _____ is the money you make from sales.
- 4) A customer's _____ are what he or she needs.
- 5) Satisfied customers are _____ customers.
- 6) A company's costs are its _____.
- 7) A _____ company is one that has gone out of business.

5. Susan Barratt, the CEO of Nature's Way Foods, talks about the advice she would give to anyone starting their own business. Listen and complete this extract from the audio script.

I hope they've got lots of 1) _____. I think it is difficult and quite hard 2) _____, and needs a significant level of commitment. I think it's really, really important to make sure you understand the 3) _____ and who

your customers are going to be. And how you differentiate yourself, or make yourself different, from any of your 4) _____ in that marketplace.

People will only go to you and buy your 5) _____ or your service if they feel it is added 6) _____ over and above what they can get elsewhere, or something they can't get elsewhere.

So, for me, understanding the market and the 7) _____ is absolutely critical to the success of the business. The other key thing is that you've got sufficient 8) _____.

6. Listen to part three. Match the things that Susan Barratt mentions (1-6) with the quotations (a-f) from someone starting their own company.

1 energy	a) 'I'm not going to give up easily.'
2 commitment	b) 'I never feel tired.'
3 making yourself different	c) 'We've carried out a big market survey.'
4 added value	d) 'We've got €100,000 in the bank in case there are any problems.'
5 understanding the market	e) 'We offer something that none of our competitors offer.'
6 cash	f) 'Our product will save customers €3,000 a year. Competing products only save customers about €1,000.'

7. Listen to part three again and find adjectives that mean the following.

1 not easy d _____

2 not easy h _____

3 very high s _____

4 not the same d _____

5 extremely important c _____

6 enough s _____

8. In groups, discuss these questions

1. What sort of problems do new businesses face?

4. a) Interest rate reduction: 0,5% / 1,5%
 b) Economic growth: 2,8% / 1,8%

4. Work in pairs. You work for a marketing department, which is launching a new range of mobile phones in an overseas market. You are gathering statistical information.

1. Ask each other questions to complete your charts.
2. Discuss which are the best markets to launch the new range of phones in.

Student A

Ask and answer questions to complete the information in these charts.

EXAMPLE: A: *What's the population of Tokyo?*

B: *Thirty-six point seven million OR Thirty-six million, seven hundred thousand.*

Biggest cities (population in millions)			% of households with Internet (2008)		Oldest populations (% aged over 60)		Cars per 1,000 people				
1	Tokyo, Japan	1	South Korea 94.3	1	Japan	1	Iceland	
2	Delhi, India	22.1	2	Iceland 87.7	2	Italy	26.7	2	Luxembourg	664	
3	São Paulo, Brazil	3	Netherlands	3	Germany	3	New Zealand	656
4	Mumbai, India	20.0	4	Sweden	4	Sweden	25.0	4	Italy
5	Mexico City, Mexico	19.5	5	Norway	5	Finland	24.7	5	Brunei	608
6	New York, US	6	Denmark	81.9	6	Bulgaria	6	Malta

All figures taken from *The Economist: Pocket world in figures*, 2011 edition (Profile 2010)

Student B

Ask and answer questions to complete the information in these charts.

EXAMPLE: B: *What's the population of Delhi?*

A: *Twenty-two point one million OR Twenty-two million, one hundred thousand.*

Biggest cities (population in millions)			% of households with Internet (2008)		Oldest populations (% aged over 60)		Cars per 1,000 people				
1	Tokyo, Japan	36.7	1	South Korea	1	Japan	30.5	1	Iceland	669
2	Delhi, India	2	Iceland	2	Italy	2	Luxembourg
3	São Paulo, Brazil	20.3	3	Netherlands	86.1	3	Germany	26.0	3	New Zealand
4	Mumbai, India	4	Sweden	84.4	4	Sweden	4	Italy	609
5	Mexico City, Mexico	5	Norway	84.0	5	Finland	5	Brunei
6	New York, US	19.4	6	Denmark	6	Bulgaria	24.5	6	Malta	559

All figures taken from *The Economist: Pocket world in figures*, 2011 edition (Profile 2010)

Useful language

<p>SAYING LARGE NUMBERS</p> <p>912,757,250 =</p> <p>912 = nine hundred and twelve million,</p> <p>757 = seven hundred and fifty-seven thousand,</p> <p>250 = two hundred and fifty</p> <p>FRACTIONS</p> <p>$\frac{5}{7}$ = five-sevenths $\frac{2}{5}$ = two-fifths</p> <p>$\frac{1}{2}$ = a half $\frac{1}{4}$ = a quarter</p>	<p>BRITISH AND AMERICAN ENGLISH DIFFERENCES</p> <p>320 = three hundred and twenty (BrE) three hundred twenty (AmE)</p> <p>0 = nought/oh (BrE) / zero (AmE)</p> <p>DECIMALS</p> <p>1.25 = one point two five</p> <p>0.754 = nought point seven five four (BrE) zero point seven five four (AmE) point seven five four (BrE/AmE)</p>	<p>PERCENTAGES</p> <p>65% = sixty-five per cent</p> <p>CURRENCIES</p> <p>£3,000,000 = three million pounds</p> <p>€16,000 = sixteen thousand euros</p>
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VII. Self-directed work

Reading 1

Read this article from the Financial Times by Tim Bradshaw and answer the questions.

Before you read

When you use the Internet, do you sometimes look for new websites, or do you always look at the ones you already know? Describe your Internet 'behaviour'.

Web start-ups buy more TV advertising

By Tim Bradshaw

More and more, small Internet start-ups are advertising on television, often within months of their launch. In the late 1990s, many of the Internet's biggest brands - such as Google, Skype and Amazon - were built through word-of mouth, without paying for offline ads. Today Google is advertising on TV and billboards, and investors are encouraging more of their start-up companies to take advantage of television.

Index Ventures invests in Internet start-ups. Saul Klein, a partner at Index, says: "Once you have a clear sense of how much it costs you to get a customer and the total lifetime value of that customer, you should start experimenting with as

many different marketing channels as possible. "Recent e-commerce companies appearing on UK TV include Spotify, the digital music service; Lovefilm, the DVD-rental and online-video service; Glasses Direct, which sells spectacles; Wonga, a loan provider; and Just-Eat, which let`s people order from local fast food takeaways online.

Such companies started off by advertising on Google's search ads, which allow an exact analysis of how much each ad cost and how much the visitor who saw the ad went on to spend. But search ads are most useful when people know what they are looking for - so for companies trying to build awareness for a new kind of online service, TV ads can be more useful.

"Our goal on TV is to educate people that there is an alternative to the high street," says Kevin Corn its, chief executive of Glasses Direct. "Anyone can do an ad online, but people trust TV." Mat Braddy, marketing chief at Just-Eat, buys TV advertising to target younger people in early evenings and at weekends. "If you're clever about it, you can advertise at the times of day when people make the decision to eat," he says.

Exercises

1. Look through the whole article and find the names of:

- a) three 'old' Internet companies.
- b) a company that invests in Internet start-up companies.
- c) someone who works for the investment company in b).
- d) five new Internet companies.
- e) people who work for two of these companies.

2. Find three forms of advertising in paragraph 1.

3. Complete these expressions with the correct prepositions.

- a) invest _ _ a start-up
- b) experiment _ _ _ _ different things
- c) appear _ _ TV
- d) order something _ _ _ _ somewhere
- e) start off _ _ doing something

4. Find expressions in paragraphs 2 and 3 that mean the following.

- a) the total amount that a customer buys from a company

t _ _ _ _ l _ _ _ _ _ _ v _ _ _ _

- b) different ways of advertising

m _ _ _ _ _ _ c _ _ _ _ _ _

- c) glasses (to see with)

s _ _ _ _ _ _ _ _

- d) a type of bank

l _ _ _ _ p _ _ _ _ _ _

- e) ready meals you buy somewhere and eat elsewhere

t _ _ _ _ _ _ _ _

- f) examination

a _ _ _ _ _ _ _ _

- g) knowing about something

a _ _ _ _ _ _ _ _

5. Correct these statements about the expressions in *italic* as they are used in the article.

- a) A *goal* is only something that happens in football.
- b) If you *educate* people, this always happens in schools.
- c) If you have an *alternative*, you have no choice.

- d) *The high street* is in the same place as a shopping mall.
- e) If you *do* an ad online, you read an ad on the Internet.
- f) If advertisers *target* particular people, they do not want to reach them and communicate with them.

6. Choose the best summary of the whole article.

- a) Internet advertising will replace TV advertising in the long run.
- b) TV advertising can be used to get people to look at particular websites.
- c) TV advertising is only useful to get people to order takeaway food online.

Over to you 1

'People trust TV advertising.' Is this true in your country? Why? / Why not?

Over to you 2

Would you use the Internet to buy any of the products / services sold by the companies in Exercise 1, question d) above? Why? / Why not?

Reading 2

Read this article from the Financial Times by Luke Johnson and answer the questions.

Before you read

An entrepreneur is someone who starts a new business, or a series of new businesses. Are you / Could you be an entrepreneur? Why? / Why not?

Rules of the game have been rewritten

By Luke Johnson

Entrepreneurs of the 21st century are different. The world of business has changed a lot since I entered it in the 1980s, and the rules of the game have been totally rewritten. An important factor has been the influence of the Internet. Many start-ups are now online companies or use the Internet in some way. A 26-year-old such as Mark Zuckerberg can create a community of 500 million users with Facebook - employing just 1,000 staff. Facebook is also an example of how investors are willing - sometimes - to back projects that have almost no sales revenues, believing that a profitable business model will come later, as it did with Google.

Every young company now uses social networking as one of its marketing tools. An understanding of how to use Facebook, Twitter, Foursquare and the rest is important for the success of almost any brand targeted at the young. Each new wave of technology is accepted very quickly. Things used to evolve much more gradually in the past.

Start-ups are far more likely to be founded by graduates than they used to be. In the past six years in the UK, there has been a 46 per cent jump in the number of graduates describing themselves as self-employed. I am sure that will continue, partly because comfortable jobs are much harder to get. Of course, many more people attend university now; yet when I left Oxford, it was seen by many as "wasting" a degree to want to create a business.

Women entrepreneurs are much more common than in the past, with almost one in three UK start-ups in 2009 founded by a woman. Now women are much more confident and ambitious in their careers, and there are plenty of role models of successful women in the workplace.

Exercises

1. Put the paragraph headings in the correct order.

- a) Women entrepreneurs
- b) The importance of social networking
- c) Graduate entrepreneurs
- d) Entrepreneurs and the Internet

2. Answer these questions about paragraph 1.

- a) When did the writer arrive in the world of business?
- b) What expression does the writer use to describe what has happened since then?
- c) What does the expression in question b) above mean?
- d) Why has this happened?
- e) Are all start-ups now Internet companies?
- f) How many people work at Facebook?
- g) Why are investors willing to put money into companies with no sales revenues?

3. Choose the alternative with the closest meaning to the expression in italic.

1) An understanding of how to use Facebook, Twitter, Foursquare and the rest is important to the success of almost any brand *targeted at* the young.

- a) made for
- b) made by
- c) presented to

2) Each new wave of technology is accepted very quickly. Things used to *evolve* much more gradually.

- a) stay
- b) event
- c) change

3) Start-ups are far more likely to be founded by *graduates* than they used to be.

- a) people with degrees
- b) people with a gradual approach to business

c) people with doctorates

4) In the past six years in the UK, there has been a 46 per cent *jump* ...

a) fall

b) decrease

c) increase

5) ... in the number of graduates describing themselves as *self-employed*.

a) working for a company

b) working for themselves

c) working hard

6) I am sure that will continue, partly because comfortable jobs are much *harder* to get.

a) more difficult

b) easier

c) better paid

7) Of course, many more people *attend* university now;

a) wait for

b) go to

c) drop out of

8) ... yet when I left Oxford, it was seen by many as "wasting" a degree to want to *create* a business.

a) start

b) manufacture

c) invent

9) Women entrepreneurs are much more *common* than in the past, with almost one in three UK start-ups in 2009 founded by a woman.

a) ordinary

b) often

c) usual

4. Complete the table with words from paragraphs 2 and 3, in the form they are used in the article.

Verb	Noun
understand	
succeed	
	target
jump	
	waste
	creation

5. Now match the nouns in Exercise 4 to their meanings.

- a) the act of starting something
- b) the customers that something is made for
- c) when you achieve what you wanted or hoped for
- d) when you do not use something in an effective way
- e) when you know what something means, know how it works, etc.
- f) when something is more than before

6. Imagine a different headline for the article. Choose the best alternative from the following.

- a) When I was a young man, business start-ups were easier
- b) Thirty years of change in the world of entrepreneurs
- c) Graduate start-ups are the way to go

Over to you 1

Is it possible nowadays to start a business that does not depend on the Internet in some way? Explain your ideas.

Over to you 2

Do you think that university graduates are 'wasting' their degree if they start a business? Give your reasons.

Reading 3

Teddy bear business

1. Biographical background

Margarete Steiff was born in 1847 in Giengen in southern Germany. Unfortunately, she contracted polio when she was a small child and as a result spent the rest of her life in a wheelchair. Although she had many operations on her legs, she never walked again. However, this didn't prevent her from having a successful business career.

2. Key moments in a career / nature of work

After leaving school, she set up a small sewing workshop in her family's home. Then, assisted by her brother she set up her own business and factory in 1877. Margarete always loved children, and so in 1880 she produced her first toy, an elephant. It was an instant commercial success. In 1902, her company produced the first 'teddy' bear with moving joints. At first, it was less popular than the elephant and sales were disappointing. However, eventually an American bought 3,000 bears at a trade fair in Leipzig. After the Steiff bear won the first prize at the World Exhibition in St Louis, everyone wanted a teddy bear. In 1904 Steiff introduced their trademark 'button in ear' and, in 1906 the teddy bear got its name: it was named after US President Theodore (Teddy) Roosevelt.

3. Charitable actions

Over the years, the Steiff Company have produced a number of limited edition charity bears. The proceeds from the sales of these bears go to support charities and good causes such as the fight against polio, and the World Wildlife Fund's (WWF) campaign to protect European brown bears.

4. Today

By 1907 1,7 million toy animals were being made a year. During her life Margarete's motto was 'Only the best is good enough for children.' Although Margarete died in 1909 at the age of 61, the Steiff Company is still going strong today. The Steiff club for teddy bear fans began in 1992 and currently has over 45,000 members. In addition to this there are Steiff galleries and teddy bear trade fairs across the world.

Exercises

1. Read the profile of Margarete Steiff, the inventor of the teddy bear, and put the events below in order.

- set up sewing workshop;
- won first prize at the World Exhibition;
- contracted polio;
- went to school;
- named a bear after a US president;
- made a toy elephant.

2. The items in the box are useful for linking sections and putting events in order. Answer the questions below about them.

then currently after (that) furthermore in the end
 however unfortunately at the moment in addition

- 1) Which two items mean the same as now?
- 2) Which item means the same as eventually?
- 3) Which item is a more formal way of saying but?
- 4) Which two items are a more formal way of saying also?
- 5) Which two items tell you that something happened next?
- 6) Which item tells you that something bad happened next?

Unit 9 Planning

'People don't plan to fail. They fail to plan'
Mark McCormack, sports agent and founder of IMG

I. Topical Vocabulary

1	<i>special occasion</i>	особлива подія
2	<i>wedding</i>	весілля
3	<i>pocket diary</i>	щоденник
4	<i>memory</i>	пам'ять
5	<i>to remind</i>	нагадувати
6	<i>to stick on</i>	наклеїти
7	<i>to estimate costs</i>	орієнтовна вартість; кошторисна вартість; розрахункова вартість; передбачувана вартість
8	<i>to forecast sales</i>	передбачати товарообіг
9	<i>to plan a meeting</i>	планувати збори
10	<i>to do research</i>	проводити дослідження
11	<i>to draw up a budget</i>	складати бюджет
12	<i>to overspend a budget</i>	перевищити бюджет
13	<i>to stick to a budget</i>	бути прив'язаним до бюджету
14	<i>to implement a plan</i>	реалізовувати план, проект
15	<i>to evaluate a plan</i>	оцінювати план, проект
16	<i>to stick to a plan</i>	бути прив'язаним до плану
17	<i>to arrange a meeting</i>	організовувати збори
18	<i>to cancel a meeting</i>	скасувати збори
19	<i>to reschedule a meeting</i>	переносити збори
20	<i>to submit a report</i>	зробити доповідь
21	<i>shedule</i>	графік; план; програма; розклад
22	<i>to interrupt</i>	перебивати, переривати
23	<i>to clarify</i>	прояснити(ся); вносити ясність, з'ясовувати

II. Starting up

1. What do you think about when you plan these things?

1. a holiday
2. a special family occasion, for example a wedding
3. an ordinary working day/week

4. your career

2. Which of the following do you use to plan your day or week? Which do you prefer? Why?

- desk or pocket diary
- electronic organiser
- writing on your hand • memory
- asking someone (e.g. your PA) to remind you
- wall chart
- smartphone
- notes stuck on board, desk, fridge, etc.
- computer program (e.g. Google calendar, iCal)

3. Discuss these statements.

1. Making lists of things to do is a waste of time.
2. You should plan your retirement from an early age.
3. If you make a plan, you should stick to it.
4. There are some things you can't plan for.

III. Vocabulary and Speech Exercises

1. Match the verbs in the box to the nouns below (1-5). Each word partnership describes a way to plan effectively. Use a dictionary to help you if necessary.

collect consider do estimate forecast

1. _____ costs
2. _____ sales

3. _____ research
4. _____ information
5. _____ options

2. Match the verbs in Box A to the nouns in Box B. Make as many word partnerships as you can.

A

arrange implement keep to meet prepare rearrange write

B

a budget a deadline a meeting a plan a report a schedule

3. A managing director talks about the planning of a new sales office in the United States. Complete this text with nouns from Exercises 1 and 2. One noun is used twice.

Recently, we decided to open a new sales office in New York. First, I arranged a
 1) _____ with the finance department to discuss the project. We prepared a
 2) _____ with details of the various costs involved. Then we collected
 3) _____ about possible locations for the new office. We considered two
 4) _____ - one in Greenwich Village and the other near Central Park. After
 doing some more 5) _____ I wrote a 6) _____ for the Board of Directors.

Unfortunately, we made a mistake when we estimated the 7) _____, as
 the exchange rate changed, so we didn't keep within our 8) _____. We
 overspent by almost 20 per cent. We had to rearrange the 9) _____ for moving
 into the building because the office wasn't redecorated in time. The Board of
 Directors was unhappy because we didn't meet the 10) _____ for opening the
 office by December 15. It finally opened in January. However, we forecast
 11) _____ of at least \$1,000,000 in the first year.

4. Choose one of these events and tell your partner how you will plan it. Try to use some of the vocabulary from Exercises 1-3 above.

1. A team-building weekend for your department/sports club
2. An event to mark your company's / organisation's 100th an anniversary
3. A party to celebrate the return of a close friend after two years abroad
4. The opening of a new store

5. Cross out the noun which does not normally go with the verb in the bubble.

<p>1</p>	<p>2</p>
<p>3</p>	<p>4</p>

6. Cross out the verb which does not normally go with the verb in the bubble.

<p>1</p>	<p>2</p>
<p>3</p>	<p>4</p>

7. Complete each sentence with a word combination from exercise 5 or 6.

1. Experts _____ the _____ of the deal at 20 million euros.
2. We have to _____ the _____ for Friday because the CEO is busy all day Thursday.
3. My boss is angry because I haven't quite _____ my sales _____ yet and she expected it last week.

4. We always _____ on our products so we can prove that they are the safest on the market.
5. Our team managed to meet all the deadlines and to _____ the _____ that was allocated to the project.

IV. Reading Comprehension

1. Which of these would you normally find in a business plan?

1. business aims 3. management team 5. staff holidays
2. opening hours 4. financial forecast 6. assessment of the competition

2. Read the article and complete this chart.

name	job/position	company	type of company	location
Dan Scarfe				
David Heatt				
Rajeeb Dey				
Paul Maron-Smith				

3. Read the article again and answer these questions about the four people in Exercise 2.

1. How many people did not write a business plan for their present companies?
2. Who thinks that setting fixed aims involves too much time and is not valuable?
3. Who says that some plans don't work because we don't know what will work?
4. Who thinks that planning often leads to doing nothing?
5. Who provided the finance for the companies themselves?
6. Which of the four is not against business plans?

When there's no Plan A

by Jonathan Moules

Dan Scarfe, Chief Executive of Windsor-based software development company Dot Net Solutions, says that he has never written a business plan for the company he founded in 2004.

Now, it is one of Microsoft's five key partners in the UK and a leading player in the hot new area of cloud computing - and to Scarfe, that is proof that setting fixed objectives is a complete waste of time.

"Writing software, or starting a new business, is incredibly difficult to plan for," he says. "You're effectively trying to second-guess exactly what you may want down the line, based on marketing conditions and varying customer demand." Whilst short-term business budgeting and strategy is vital, long-term business plans are less so." Twitter, Facebook and cloud computing were not even concepts a number of years ago, Scarfe notes, so there would be no way he could have planned for them.

David Hieatt, co-founder of Howies, the ethical-clothing manufacturer based in Cardigan, claims that a business plan is really just a guess.

"There are some brilliant business plans written, but they fail because the customer wants to do business differently," he says. "The awful truth is we don't know what will work.

"He claims that the secret is to be flexible-although this often takes a lot of courage. For example, in 2001, Hieatt phoned up all of Howies' retailers and said he was going to introduce organic cotton. The initial effect of this spur-of-the-moment act was disastrous.

"We lost all our wholesale accounts overnight because they said nobody would pay £27 for a T-shirt," he recalls.

Hieatt and his colleagues managed to rescue the situation by launching a catalogue to sell products. It proved to be a turning point for Howies. "Losing all your shop accounts in one day is not great for business, but it's probably the best thing we did," Hieatt concludes. Now, the company sells 80 per cent of its products through this medium.

Others argue that business planning is often a reason for in action. Rajeeb Dey launched Enternships, a student internship matching service. "I never wrote a business plan for Enternships, I just started it," he says-although he admits that it is easier for Internet-based businesses to do this.

Perhaps unsurprisingly, Dey and Scarfe have entirely self-financed their businesses. Venture capitalists and private investors do not usually approve of this casual attitude to planning.

To Paul Maron-Smith, Managing Director of Gresham Private Equity, a business plan is rather like a car's dashboard, guiding the entrepreneur along the road to success.

But even he admits that problems can arise when business plans become too fixed. "The aim of a business plan is to give the stakeholders a good idea of where the business is heading," he says. 'Sure, there are going to be some forecasts in there that are not going to be accurate, but they are a best guess at the time.

4. Discuss these questions.

1. In which sectors is it difficult to plan?
2. How far ahead should you plan?
3. How often should you review plans?
4. What reasons are given for and against having business plans?
5. What is your opinion of business plans? How useful do you think they are?

V. Listening Comprehension

How important is planning?

1. Ian Sanders is a business consultant and the author of Unplan your business. In the first part of the interview, he answers the question "How far ahead should businesses plan?". Listen and complete these notes.

- Depends on 1) _____.
- Three-year contracts should have a plan for 2) _____.

- Three years is a long time for 3) _____ businesses and new businesses entering the market in the field of 4) _____.
- Ian likes the idea of a 5) _____ plan, because it's very 6) _____.
- Problem with business planning: it can sometimes be business 7) _____.

2. Listen to part one. Choose the correct alternative to replace the expression in *italic* so as to keep the closest meaning.

1 If you're a business that has a commitment from a client for three years, you have a three-year contract, *it makes sense* to have a three-year plan, ...

- a) it's sensitive b) it's sensational c) it's sensible

2 ... because you *can project forward those revenues*, ...

- a) analyse sales b) forecast sales c) record sales

3 ... and you can *make some assumptions* about what you need to do as a business ...

- a) assume certain things b) define certain things c) respond to certain things

4 in order to deliver *the requirements of that contract*.

- a) what the contract writes b) what the contract specifies
c) what that contract speaks

5 For a lot of smaller businesses, new businesses *entering* the market, ...

- a) continuing to sell in b) starting to sell in
c) increasing their sales in

6 ... especially in technology for instance, when who knows what trends are going to *come into play* next month ...

- a) start playing the situation b) start influenced the situation
c) start affecting the situation

3. Listen to the second part and complete this audio script.

I think the best business plans are ones that are 1) _____ and 2) _____ enough to take into account changing markets and changing situations. Any plan that is too 3) _____ or too set in 4) _____ becomes very unwieldy, because it can't accommodate economic changes, market changes, 5) _____ changes.

4. Which word in Exercise 3 refers to the ability to change easily, and which two words or phrases refer to the opposite?

5. Complete these statements with words from parts one and two that are related to the words in italic.

If ...

1 you are *committed* to something, you have a _____ to do it.

2 you have *contracted* to do something, you have a _____ to do it.

3 you *relate* to someone in a particular way, you have a _____ with them.

4 you can *manage* a task easily, it is _____

5 something has the characteristic of *simplicity*, it is _____

6 something has the characteristic of *flexibility*, it is _____

6. Listen to the final part. Are these statements true, false or is the information not given?

1 Many business plans fail.

2 Entrepreneurs can forecast the future.

3 It's not necessarily bad if a business plan fails.

4 If a business idea doesn't work the first time, it should always be dropped.

5 The entrepreneur's successful business was completely unrelated to a previous version.

6 The business was based in Amsterdam.

7 When he was working on the first version, the entrepreneur saw the mistakes that would cause it to fail.

8 Failure can sometimes lead to success.

9 The entrepreneur is planning another new business.

7. Listen to the final part and answer these questions.

1. What is it important for entrepreneurs to do?

2. Ian talks about an entrepreneur he met recently. What business had the entrepreneur set up?

3. Why did the entrepreneur eventually succeed?

8. What are the advantages and disadvantages of writing a business plan?

VI. Skills “Meeting interrupting and clarifying”

1. Listen to a meeting in which members of a planning group discuss relocating their head office. In which order are these points mentioned?

- a) the cost of moving _____
- b) when to move _____
- c) the advantage of using a specialised firm _____
- d) whether to use their own transport department _____
- e) how to communicate with staff _____
- f) which transport company to use _____

2. Look at these extracts from the planning meeting in Exercise 1. Decide whether each expression in italics is a) interrupting, or b) clarifying.

1. B: I think July would be the best time. It's very quiet then, isn't it?

A: *You mean*, we don't do too much business then?

2. C: *Could I just say something?*

3. C: *In my opinion*, we should do it department by department.

B: *How do you mean exactly?*

4. B: We've contacted two companies, National Transport and Fox Removals.

A: *Sorry, could I just comment on that*, Mark?

5. B: You know, there's another possibility. We could get our own people to do the moving.

A: *What? You think our transport department could do the job?*

3. Role-play this situation. A group of international VIPs is going to visit your company/organisation for three days. You need to plan the programme for the visit. Discuss these questions with other managers in the department.

1. Where will the VIPs go, and what will they see? (e.g. inside the company/organisation, local sights, etc.)
2. Who do they need to meet?
3. Where will they stay?
4. How will they move around? (e.g. transport)
5. What sort of farewell event/dinner will you have on the final evening?
 - a) Will you have food? What? (e.g. snacks? a meal?)
 - b) Will there be a speech? Who will make it?
 - c) Who will attend? (e.g. special guests?)
 - d) Will there be any entertainment?
6. What sort of gifts will you give the visitors?
7. What else do you need to plan? (e.g. the itinerary - will they have any free time?)

Useful language

INTERRUPTING

Could I say something?
 Could I just comment on that?
 Hold on a minute.
 Sorry to interrupt, but ...

DEALING WITH INTERRUPTIONS

If you'll just let me finish ...
 Just a moment, please.
 I'd like to finish if I may.

CLARIFYING

How do you mean exactly?
 What exactly do you mean by ...?
 Are you saying ...?
 So what you're saying is that ...

VII. Self-directed work

Reading 1

Read this article from the Financial Times by Alina Dizik and answer the questions.

Before you read

Why do some business ideas 'take off and become successful, but most do not? Make a list of all the factors for success/failure that you can think of.

When friendship and fashion equal success

By Alina Dizik

When launching Gilt Groupe, an online shopping site that currently has 3m members, the co-founders did not write a traditional business plan. Instead Alexis Maybank, 35 and Alexandra Wilkis Wilson, 33, took what they had learnt from Harvard Business School. "You could have taken a good month to write a beautiful 40-page business plan, but you could have lost a critical month in getting your product to market," says Ms Maybank, who adds that competition was coming quickly. "You don't really know if an idea is going to take off before putting it in front of customers."

And they did just that. The two founders used a short presentation to convey their idea to the venture capitalists they had found through the business school network. They also talked about what it was like to be two female entrepreneurs, pitching an idea to male-dominated venture capital firms. "Talking about women's fashion to a bunch of guys in Boston was difficult and something that hadn't been pitched to them very many times," says Ms Maybank.

However, after initial investment, it took only two months to build a site that was ready to test. Three years later, in spite of intense competition from newer sale sites such as HauteLook or Rue La La in the US, Gilt is still expanding quickly.

Launched just before the US recession in November 2007, the Gilt site offers limited-time fashion bargains to a restricted list of customer members, and the site's members can invite new members to use the site. Gilt's business, dominated by its fashion sales, draws "hundreds of thousands of people" checking its site each day, the group says, mostly at or soon after it opens its selected daily sales at noon.

Exercises

1. Choose the alternative with the closest meaning to the expression in *italic*.

1) When *launching* Gilt Groupe, an online shopping site...

a) continuing

b) starting

c) closing

2) ... that *currently* has 3m members,...

a) at the time

b) during the period

c) now

4) to write a *traditional* business plan.

a) usual

b) normal

c) old-fashioned

5) You could have taken a good month to write a beautiful 40-page business plan, but you could have lost a *critical* month ...

a) a difficult

b) a serious

c) an important

6) ... in *getting* your product to market," says Ms Maybank, who adds that competition was coming quickly.

a) bringing

b) obtaining

c) sending

7) "You don't really know if an idea is going to take off before *putting it in front of* customers."

a) placing it to

b) making it available to

c) serving it to

2. Find words and expressions in paragraph 2 with the number of letters shown in brackets that mean the following.

a) A noun for people who start a business. (8)

b) A two-word combination for investors who put money into new businesses (7, 11)

- c) A noun for a group of people who communicate with each other, help each other, etc. (7)
- d) A two-word adjective used to describe a situation where there are more men than women. (4-9)
- e) A three-word combination for the organisations that the people in b) above work for. (7, 7, 5)
- f) A three-word expression used informally to refer to a group of men. (5, 2, 4)
- g) A verb used twice in different forms to talk about explaining a new business idea to possible investors. (Give the infinitive.) (5)

3. Read paragraphs 1 and 2. What does each word in *italic* below refer to?

- a) *They* didn't write a traditional business plan.
- b) *They* gave *one* to venture capitalists. (2 expressions)
- c) They found *them* through Harvard Business School.
- d) *It* was difficult because *they* were not used to presentations like this. (2 expressions)

4. Read paragraphs 3 and 4 and decide if these statements about expressions as they are used in the article are true or false.

- a) *Initial* is used to describe something that relates to the beginning of something.
- b) *Build* is only used in relation to houses and other buildings.
- c) *Intense* competition is weak.
- d) If something *expands*, it grows.
- e) A *recession* is a period when the economy gets smaller.
- f) If goods are offered on a *limited-time* basis, they are available for a very long period.
- g) A *bargain* is when you pay a lot for something, more than you think it is worth.

5. What is the key message of the article? Choose the best summary.

- a) Successful businesses always start on the basis of a detailed business plan, detailed analysis and the opening of a number of stores.
- b) Gilt Groupe was started by two women entrepreneurs who made short presentations to possible investors, obtained initial investment, and built a website to sell clothes at bargain prices.
- c) Gilt Groupe could not have succeeded without the support of students from Harvard Business School.

Over to you 1

Think of a business you know that has started in the last ten years. (It could be anything from a local restaurant to an e-commerce site.) Imagine a short presentation that its founders might have made about their plans to get finance for the business.

Over to you 2

If you are doing business studies, economics, etc., think of a business case study that has particularly interested you. What questions about planning would you ask the business people involved?

If you are working in an organisation, identify one of its activities, products, markets, etc. that would be interesting for students in a business school. What key facts about the way it was planned would be useful for the students to know?

Reading 2

Read this article from the Financial Times by Rhymer Rigby and answer the questions

Before you read

What is the most important thing to remember when planning a business trip?

Planning efficient business trips

By Rhymer Rigby

With business travellers expected to do more work in less time, how do you ensure that you use the time you have in the best way?

Although it is fashionable at the moment to take public transport to the airport and to fly economy, it might not be the best solution. "It might be better to be driven to the airport if it means you can use the time to make calls," says Clare Evans, a time management coach. "It's the same with business class. If you're a senior manager and it means you can be productive, it's potentially cheaper. Calculate what your time is worth."

It is better to get to the airport an hour early and spend the time working. Ms Evans says: "Make sure you always have some work with you. With laptops and smart phones, a decent lounge isn't that different to your office." Ensure that you are organised at the other end and don't take any more than carry-on luggage if you can help it. Sites such as Dopplr and Triplt can help you organise your travel online and alert you to delays.

"Arrange meetings with jet lag in mind," says Ms Evans. "If you're on a long-haul flight from London to Los Angeles, then mornings are going to be better for you." Spend the 'lower quality' time on administrative tasks such as e-mail. Unless the flight is very short, you do need to spend some time resting. "If you're away for four days, you may be better off spending the flight relaxing rather than working."

Exercises

1. Put the paragraph headings in the correct order.

- a) You will be tired after a long flight
- b) Make best use of your travel time
- c) Plan your journey
- d) Time is money

2. Read paragraphs 1 and 2 and decide if these statements about expressions are true or false.

If ...

- a) you are *expected* to do something, this is what people want you to do.
- b) you *ensure* that something will happen, you make certain that it will happen.
- c) something is *fashionable*, not many people are doing it.
- d) you find a *solution* to a problem, you find an answer to it.
- e) you *are driven* somewhere, you drive yourself there.
- f) you are *productive*, you don't do much useful work.
- g) x is *potentially* cheaper than y, it will certainly be cheaper.
- h) your time is *worth* a particular amount, that is its value.

3. Relate these traveller's thoughts to the advice given in paragraph 3. Put the thoughts into the same order as the pieces of advice given in the article.

- a) 'I must check online to see if any of my flights are cancelled.'
- b) 'I'm glad I brought the company's latest financial results to read.'
- c) 'It's good that I only have hand luggage with me. I won't have to wait in the baggage hall.'
- d) 'It's only four o'clock and the flight doesn't leave till six.'
- e) 'This place is nice and I can sit here quietly and get through a lot of work.'

4. Match the two parts to make expressions from paragraphs 3 and 4.

- | | |
|------------------|---------|
| 1 carry-on | lag |
| 2 jet | time |
| 3 long-haul | tasks |
| 4 lower quality | luggage |
| 5 administrative | flight |

5. Which one of these pieces of advice does not appear anywhere in the article?

- a) Don't take too much luggage.

- b) Organise meetings to take account of how you will be feeling when you arrive.
- c) Don't eat or drink too much on the plane.

Over to you 1

What advice would you give for planning a) a successful business trip, or b) a successful holiday trip?

Over to you 2

This article is about time planning on business trips. What tips would you give for time management in relation to planning your work or studies?

Reading 3

Read this article from the Financial Times by Rahul Jacob and answer the questions.

Before you read

Give some examples of family-owned companies in your country.

Family conflicts in Asian companies

By Rahul Jacob

In Hong Kong, the man and woman on the street show more interest in the lives of the city's tycoons than perhaps anywhere else in the world. On Tuesday, Walter Kwok, who, following a dispute with his brothers and sisters, lost his stake in one of the world's most valuable property companies, Sun Hung Kai Properties, said that he had been offered HK\$20bn (\$2.6bn) to settle the dispute, but that it was not enough.

The family-controlled public companies of Hong Kong are characteristic of the Asian model of management, say observers. The Asian public company is often an extension of the founding family. Asian business people typically trust an inner circle, which starts with the family. Moreover, in developing countries, the personal contacts between founder and family are more important than they are in the west.

The disputes between the two Indian billionaire brothers, Mukesh and Anil Ambani of Reliance Industries, over the past few years have been on an epic scale. In 2009, the younger brother, Anil, even flew from Mumbai to the Himalayas seeking the god Shiva's help in the hope of resolving his dispute with his brother. The problem, says Joseph Ngai, who heads the Hong Kong office of McKinsey, the consulting firm, is that in the typical family-run business, family, ownership and business issues are mixed together. "The more you can separate these three, the longer your family business will last," says Mr Ngai.

Still, change is happening, so even in countries like India, long dominated by family companies. The founders of Infosys Technologies, the Bangalore-based software firm, were so determined to create a professionally-run company that they ordered that none of the founders' children would be allowed to work in the business.

Exercises

1. Look through the whole article. Which headline (a-c) could be used instead of the existing headline?

- a) Family-run Asian companies and their problems
- b) Family-run companies around the world
- c) Family-run companies in India

2. Look through the whole article and find the names of:

- a) a very rich property developer in Hong Kong.
- b) the name of the company in which he had a stake.
- c) two Indian billionaire brothers.
- d) their company.
- e) a god whom one of the brothers went to 'see' in order to help solve a dispute.
- f) a consulting firm with an office in Hong Kong.
- g) someone who works for it.
- h) an Indian IT company.

3. Find words and expressions in paragraph 1 that mean the following.

- a) ordinary people t_____ (7 words)
- b) very rich business owners t_____
- c) a conflict d_____
- d) the percentage of a company that someone owns s_____
- e) a verb used to talk about ending a conflict s_____

4. Read paragraph 2 and decide if these statements about expressions are true or false.

- a) Something *characteristic* of something is typical of it.
- b) A *model* is a way of doing something that is not copied by anyone else.
- c) An *extension* of something is another part of it.
- d) In a company, the boss's *inner circle* consists of people that he or she doesn't know.
- e) Your *personal contacts* are people that you don't know.
- f) Someone who takes over a company is its *founder*.

5. Answer these questions about paragraph 3, starting your answers with the words given.

- a) Have the disputes between the Ambani brothers been on a small scale? - No, they...
- b) Did one of the brothers seek outside help to resolve the dispute? - Yes, he even...
- c) Why are disputes so difficult to resolve in family-run businesses? - Because many different issues...
- d) What is the best way to resolve them? - By...
- e) What happens if you can resolve family business disputes? - The longer the business ...

6. Complete the table with words in the form they are used in the article.

Verb	Noun
	head

	separation
change	
	domination
found	
	order

7. Now match the nouns in Exercise 6 with related points from the article (a-f).

- a) dividing family issues from business issues
- b) the boss of McKinsey in Hong Kong
- c) the position of family businesses compared to other businesses in India
- d) the instruction that the founders' children should not take over Infosys
- e) the way that even in India things are not the same as before
- f) the brothers who started Infosys Technologies

Over to you 1

Why are family disputes, even non-business ones, so hard to resolve?

Over to you 2

What advantages do professional managers have over family members when running a business?

Unit 10 Managing people

*'A boat can't have two captains'
Akira Mori, Japanese businessman*

I. Topical Vocabulary

1	<i>qualities</i>	якості
2	<i>to be an expert</i>	бути спеціалістом
3	<i>to focus on tasks</i>	бути зосередженим на завданнях
4	<i>to give orders</i>	віддавати розпорядження, наказ
5	<i>to make suggestion</i>	вносити пропозиції
6	<i>to judge people's abilities</i>	оцінювати людські здібності
7	<i>to plan ahead</i>	планувати заздалегідь
8	<i>to be good with numbers</i>	гарно рахувати, поратись з цифрами
9	<i>flexibility</i>	гнучкість
10	<i>to respond</i>	відгукуватися, реагувати, відповідати
11	<i>to delegate</i>	доручати
12	<i>to communicate</i>	спілкуватися
13	<i>to invest</i>	1) вмщати, вкладати, інвестувати (капітал) 2) надавати (владу, повноваження)
14	<i>to argue</i>	сперечатися
15	<i>genuine</i>	справжній, істинний, непідроблений
16	<i>to engender</i>	збуджувати, породжувати, викликати
17	<i>mutual consideration</i>	спільні обговорення
18	<i>employee engagement</i>	нарада працівників
19	<i>to hug</i>	міцно обіймати; стискувати в обіймах
20	<i>to bow</i>	кланятися
21	<i>enquiry</i>	запит
22	<i>to be on time</i>	вчасно
23	<i>to dress</i>	одягатися
24	<i>to address</i>	звертатися
25	<i>to give gifts</i>	робити подарунки
26	<i>to shake hands</i>	потиснути руку

II. Starting up

1. What qualities and skills should a good manager have? Choose the six most important from the list. Discuss your ideas with a partner.

To be a good manager you need to:

- | | |
|--------------------------------|-------------------------------|
| 1. be an expert. | 7. make suggestions. |
| 2. like people. | 8. judge people's abilities. |
| 3. focus on tasks, not people. | 9. plan ahead. |
| 4. enjoy working with others. | 10. be good with numbers. |
| 5. give orders. | 11. make good presentations. |
| 6. listen to others. | 12. be older than your staff. |

2. If you are managing people from different cultures, what other personal qualities and skills do you need?

3. Talk about the good or bad qualities of managers / bosses you have had.

III. Vocabulary and Speech Exercises

1. 'Verb + preposition' combinations are often useful for describing skills and personal qualities. Match the verbs (1-7) to the prepositions and phrases (a-g).

A good manager should:

- | | |
|----------------|---|
| 1. respond | a) in their employees' abilities. |
| 2. listen | b) to a deputy as often as possible. |
| 3. deal | c) to employees' concerns promptly. |
| 4. believe | d) with colleagues clearly. |
| 5. delegate | e) with problems quickly. |
| 6. communicate | f) in regular training courses for employees. |
| 7. invest | g) to all suggestions from staff. |

2. Which do you think are the three most important qualities in Exercise 1?

3. Some verbs combine with more than one preposition.

He reports to the Marketing Director. (to someone)

The Sales Manager reported on last month's sales figures. (on something)

Say whether these combine with *someone*, *something* or both.

1. a) report to
b) report on
2. a) apologise for
b) apologise to
3. a) talk to
b) talk about
4. a) agree with
b) agree on
5. a) argue about
b) argue with

4. Complete these sentences with suitable prepositions from Exercise 3

1. I agreed _____ her that we need to change our marketing strategy.
2. I talk _____ my boss every Monday at our regular meeting.
3. We argued _____ next year's budget for over an hour.
4. He apologised _____ losing his temper.
5. We talked _____ our financial problems for a long time.
6. The Finance Director argued _____ our Managing Director over profit sharing.
7. I apologised _____ Paula for giving her the wrong figures.
8. Can we agree _____ the date of our next meeting?

5. Write three questions using some of the 'verb + preposition' combinations from Exercises 1 and 3. Then work in pairs and ask each other the questions.

6. Join up with another pair. Compare your answers to Exercise 2 above and Starting up Exercise 1. What is your ideal manager like? Are they male or female?

7. Complete the first gap in the sentences below with a verb from Box A and the second gap with a preposition from Box B.

Box A	Box B
believe communicate deal delegate invest listen respond	in in to to to with with

Seven ways to manage people more successfully

1. Your staff will often have good ideas and suggestions, so _____
_____ what they have to say.
2. Do not think you have to do everything yourself _____ tasks
_____ other people.
3. Problems may be more difficult to solve if you wait too long, so _____
_____ them as soon as you can.
4. Good employees want to develop professionally, so _____ _____
courses and seminars for them.
5. Clear information is very important _____ _____ your employees
clearly so that they know exactly what you expect.
6. When your employees are satisfied, they work more effectively so _____
_____ their needs without delay.
7. And finally, remember that trust is essential. Your staff need a manager that they
can strongly _____ _____.

8. Complete the sentences with the correct prepositions.

1. Staff often complained _____ the new manager, saying he didn't believe
_____ their abilities.
2. Robert was arguing his _____ his boss _____ taxation.

3. Did she talk _____ you _____ her plans to leave the company?
4. Good. So you all seem to agree _____ me _____ the main points.
5. They apologized _____ everyone _____ their failure to deal the crisis.
6. The team had to report _____ their progress _____ the manager every month.

9. These sentences are not correct. Supply, correct or delete the prepositions as appropriate.

1. Robert never listens my suggestions.
2. Socialising colleagues is sometimes a good way to learn about what is happening in different departments.
3. Linda would like to discuss about the report's recommendations with you.
4. My company spends a lot of money for training courses for employees.
5. He may become a good manager. It depends of his communication skills.
6. She told to her boss that her new job was challenging.

IV. Reading Comprehension

1. What would you do if you were a director of your company or school and had the power to change anything?

2. Douglas McGregor, a US psychologist, argued that managers hold one of two theories about the people they have to deal with. Read this extract about the two theories and say which you prefer, and why.

Theory X is based on a fairly negative view of human nature. It says that people are essentially lazy and uncomfortable with the idea of having too much

responsibility for anything. They only turn up to work for the pay. Employees have to be managed in a strict way, otherwise nothing will get done.

Theory Y on the other hand suggests people may be capable of something more positive - that they will seek out responsibility and try to get better at their jobs from which they can get significant personal satisfaction. Theory Y managers have high expectations of their people. They are also much more likely to develop a truly motivated workforce.

3. Read the article below. Say which theory is probably supported by the management of Ruby's company, and which by the management of Geraldine's company.

Share the power

by Stefan Stern

What does employee engagement look like in practice? John Smythe, from the Engage for Change Consultancy, offers two situations to illustrate it.

Imagine two different employees, called Ruby and Geraldine, who work for different businesses. In the first situation, Ruby is invited to attend a morning meeting titled "Help our recovery".

"The invitation states that all parts of the company have performed badly, and that its parent company is unable to provide more cash for investment. It says that fast action must be taken to stabilize the situation," Mr Smythe explains. "But it also says there are no secret plans for extreme action. It says: 'We want to communicate openly. We also want you and your colleagues to take ownership with management to solve the crisis, recognising that unpleasant options will have to be on the table.'"

'Ruby is both concerned and flat-tered. She arrives at the meeting feeling like a player rather than a spectator.

A two-month timetable is laid out in which she and her colleagues are invited to use their knowledge to find achievable cost savings without damaging key business areas.

In this process, Mr Smythe says there are three good questions employees can be asked. What would they do if they:

- had a free hand in their day job?
- were a director of the company?
- had to propose important changes?

In this way employees can feel part of the decisions that are necessary. They don't become demotivated.

The alternative scenario, which concerns Geraldine, is less appealing. She is also invited to a meeting described as a "cascade briefing". Rumours have been spreading, so directors are hard to find, and there has been hardly any communication from the company.

"At the cascade, her fears are confirmed when, in a PowerPoint presentation, the full extent of the terrible state of the business is revealed for the first time," Mr Smythe says. "Detailed management plans for restructuring and efficiencies are revealed. The focus is all on reduction, with no hint of new business opportunities. Geraldine feels less like a spectator and more like a victim. To varying degrees, her colleagues leave the meeting in shock."

"When have you felt most engaged and most valued and in a successful project or period at work?" he asks. "Absolutely none of us is going to report that it was more like Geraldine's experience."

4. Read the article again and say if these statements are true (T), false (F) or the article doesn't say (DS).

1. Ruby and Geraldine were both invited to a meeting.
2. Ruby felt part of the decision-making process.
3. Ruby and Geraldine both left their meetings in shock.
4. The companies that Ruby and Geraldine work for are both having problems.
5. Geraldine enjoyed her meeting more than Ruby.
6. Communication was better in Geraldine's company than Ruby's.
7. After the meeting, Ruby was invited to a staff party.

8. Geraldine's company focused on reduction.
9. Geraldine is looking for another job.

5. In pairs, tell each other about:

1. when you have felt most engaged and most valued at work, or in a sports team, or in your daily life;
2. the best way to communicate bad news;
3. any other theories of managing people that you know.

V. Listening Comprehension

Managing people

1. Laurie Mullins is the author of Management and organizational behaviour.

Listen to the first part of the interview and answer these questions.

1. Who was the first manager that impressed Laurie?
2. How do you spell his name?
3. What was his job?
4. What three things did he emphasise?

2. Complete the table with appropriate forms of words from part one.

Verb (infinitive)	Noun (singular)
	influence
manage	
pioneer	
emphasise	
control	
profit	
retail	

3. Match the nouns above (1-8) to their meanings (a-h).

- a) a person or organisation that is the first to do something

- b) selling to consumers rather than to other businesses
- c) power to change other people's opinions, behaviour, etc.
- d) the way organisations are structured, employees told what to do, etc.
- e) the importance given to something in relation to something else
- f) when you get more money from sales than you have spent
- g) someone who tells employees what to do
- h) the power to make decisions about how an organisation works

4. Listen to the second part and complete these notes.

Anita Roddick

- founded The Body Shop in 1) _____
- displayed a genuine 2) _____ towards staff
- strong belief in:
 - environmental and 3) _____ issues
 - feminist principles
 - practical 4) _____ to Third World countries
- not possible to provide 5) _____ and social support without making a profit
- was in business to make a 6) _____

Richard Branson

- founded the 7) _____ brand in 8) _____
- over 9) _____ companies
- famous for combining a true 10) _____ spirit with a genuine 11) _____ for people.

5. Complete these statements with expressions from part two.

- 1 The attitudes and beliefs that guide someone's behaviour together form their ph_____.
- 2 Someone who starts a business is its f_____.
- 3 Something that is real is g_____.

- 4 Subjects, problems, etc. that are discussed are i_____.
- 5 Moral ideas that guide your behaviour are your pr_____.
- 6 Another word for 'help' is a_____.
- 7 If you believe something strongly, you believe it f_____.
- 8 Large amounts of money are s_____ s_____.

6. Listen to part three. Match the issues (1-6) with the imaginary comments (a-f) made by employees working under one of the three managers mentioned.

1 communication	a) 'He never shouts at people.'
2 involvement	b) 'When she says something, it's always so clear what she means!'
3 availability/visibility	c) 'He's a real hands-on type of manager.'
4 commitment	d) 'I think he will always do the best thing for all of us.'
5 respect/consideration	e) 'The door to her office is always open.'
6 trust	f) 'I want to do my best for the organisation.'

7. Listen to the final part and complete this summary.

All three managers had or have a genuine belief in effective_____;
involvement and_____ for their staff; _____ so that staff can see
them, _____ them; and they were able to have immediate_____ with
them.

All either did or do engender a genuine_____ from members of their staff.

All three had or have a genuine belief in creating a climate of mutual consideration,
_____ and_____ with their staff.

8. In pairs, tell each other which manager you would like to work for. Why?

VI. Skills "Socialising and entertaining"

1. Socialising is an important part of good management. When socializing for business in your country, how important are the following?

1. being on time
2. the way people dress
3. what people are interested in, e.g. fashion, football, etc.
4. how you address people (first names or family names?)
5. giving gifts
6. shaking hands / kissing / hugging / bowing

2. Paul is on a business trip to Syria. Mohammed is a Syrian business contact. Listen to their conversation, then answer these questions.

1. What does Mohammed invite Paul to do?
2. Does Paul accept?

3. Complete this extract from the conversation in Exercise 2.

Paul: Mmm, 1) _____ to invite me, Mohammed, but I think I'd prefer to stay in the hotel, 2) _____ I'm really tired at the moment. It was a long flight, and I feel a little jet-lagged. I need an early night.

Mohammed: OK, Paul, I 3) _____. Perhaps we could meet Abdullah at the weekend.

4. Paul is being entertained by Abdullah and Mohammed. Listen to their conversation. Below are the answers to three questions. What were the questions?

1. Well, we like the same things as Western people.
2. I generally watch television with my wife.
3. I like to go out to restaurants.

5. Listen to another part of the conversation between Paul and Abdullah. Why has Paul come to Damascus? How can Abdullah help him?

6. Listen again. In which order do you hear these sentences?

- a) I do know someone who might help you. _____
- b) Would you like me to give him a call first? _____
- c) Can you recommend anyone? _____
- d) Hold on a minute, I've got his business card. _____
- e) I'm looking for a company to supply carpets for my store. _____
- f) He specialises in traditional designs. _____

7. Role-play this situation.

You meet a business contact in a foreign country. Find out this information.

- a) how they spend their weekends c) what they do in the evenings
- b) where they go for their holidays d) what kind of hobbies and sports they
like

Also, you want to find an agent for your firm's products. Ask him/her if they can help.

Useful language

MAKING EXCUSES

I'm afraid I already have plans to ...
I'd like to take it easy if you don't mind.
It's very kind of you, but another time perhaps.

SAYING GOODBYE / THANKING

Thanks very much for your hospitality.
I really enjoyed the meal.
Thanks for showing me round the city.
I'll be in touch soon.
Goodbye. All the best.

MAKING CONVERSATION

What do you like to do in your spare time?
How do you spend your evenings/ weekends?
What's your favourite hobby/pastime?
Where are you going for your holiday this year?
Can you tell me about any interesting places to visit?
What/How about you?
What do you usually do after work?

NETWORKING

I'm looking for ...
Can you recommend anyone?
Do you have any contacts in ...?
I could make some enquiries for you.
I might be able to help.
Can I mention your name?
Would you like me to give them a call first?
Let me give you their business card.

VII. Self-directed work

Reading

Read this article from the Financial Times by Brian Groom and answer the questions.

Before you read

What is the most important characteristic of a good manager? Give reasons.

Do you like the way you are managed?

By Brian Groom

Research among 3,000 employees by the Chartered Institute of Personnel and Development (CIPD) found the proportion of people happy with their job had increased to +46 per cent (percentage satisfied minus percentage dissatisfied), compared with +26 per cent in a similar survey last year.

However, the CIPD's new quarterly Employee Outlook survey suggested problems were developing that would damage employee well-being, morale and commitment if not dealt with. Three-quarters of employees said their organisation had been affected by the recession, with 52 per cent saying that there had been increases in work-related stress as a consequence, and 38 per cent saying there had been an upsurge in office politics. The proportion of people who said their jobs made them worried or tense had also increased and nearly six in ten said they were worried by the future.

The survey also highlighted problems with how people are managed. Although most felt treated fairly by their line manager, they were less happy with how far their manager discussed their training and development, gave feedback or coached them. Employees were particularly critical of senior managers, with less than a fifth agreeing that they trusted them and only a quarter agreeing that they consulted employees about important decisions.

Ben Willmott senior public policy adviser at the CIPD, said: "Employers must ensure arrangements for informing and consulting employees over major changes, such as redundancy, are effective, if they want to improve trust in senior management. They also need to invest in developing line managers' people management skills, particularly in coaching and performance management, if they want to boost employee commitment and productivity. They must ensure managers

can spot the early warning signs of stress and provide support to help people struggling to cope."

Exercises

1. Look through the whole article. What is it mainly about?

- a) employees' opinions of their companies
- b) managers' opinions of their employees confirmed
- c) neither of the above

2. Look through the whole article and match the figures to the things that they refer to.

1. 3,000	a) those saying that stress levels had increased
2. +46 per cent	b) those saying that they were consulted by senior managers when there were big changes
3. +26 per cent	c) the number of people interviewed for the survey
4. three-quarters	d) those saying there had been an increase in office politics
5. 52 per cent	e) those who said they trusted senior managers
6. 38 per cent	f) the deference between satisfied and dissatisfied employees this year
7. nearly six in ten	g) those affected by the recession
8. less than a fifth	h) those worried about the future
9. a quarter	i) the difference between satisfied and dissatisfied employees last year

3. Complete the table with words from paragraph 2, in the form they are used in the article.

Verb	Noun
employ	
survey	
	suggestion

	development
commit	
increase	
stress	

4. Now match the nouns in Exercise 3 to their meanings in the context of this article.

- a) a set of questions that you ask a lot of people in order to find out about their opinions
- b) continuous feelings of worry
- c) when there is more of something than before
- d) caring about your organisation and its success
- e) improving employees' skills
- f) something that may be true, but needs to be confirmed
- g) someone who works for an organization

5. Complete these statements with words from the text, using the correct form of the words.

If...

- a) you are involved in trying to get personal advantage in relation to others who work with you. you are involved in _____ (6 letters, 8 letters)
- b) you are unhappy because of a problem, you are _____ about it. (7 letters)
- c) a problem is _____, it is discussed and people pay attention to it. (11 letters)
- d) people are treated in a proper way, they are treated _____ (6 letters)
- e) people talk about a problem, they _____ it. (7 letters)
- f) you give _____ to someone, you tell them how they are doing, how good

their work is, etc. (8 letters)

g) a manager _____ an employee, he or she gives them help and advice about their career. (7 letters)

h) you are _____ of something, you do not like it. (8 letters)

i) managers _____ employees about changes, etc., they discuss the changes with them. (7 letters).

6. Relate the issues (1-4) from paragraph 4 to what different employees might have said to the researchers (a-d).

1. redundancy	a) 'I always believe what our Chief Executive tells us'.
2. trust in senior management	b) 'She goes round talking to herself the whole time.'
3. boosting productivity	c) 'A quarter of us are going to lose our jobs.'
4. early warning signs of stress	d) 'If they gave us better computers, we could do more work.'

Over to you 1

What are the biggest causes of stress in your organisation?

Over to you 2

What can senior managers do to increase employees' trust in them? Give five examples.

Reading 2

Read this article from the Financial Times by Yih-teen Lee and Pablo Cardona and answer the questions.

Before you read

What products is Switzerland famous for?

Victorinox

By Yih-teen Lee and Pablo Cardona

Victorinox is famous for its core product - the Swiss army knife. The company was founded in 1884 in Ibach, a small town in the German-speaking part of Switzerland, by Karl Elsener. He wanted to create jobs that would be long term. This has remained a cornerstone of the company culture.

After the terrorist attacks on the US in September 2001, new airline safety regulations around the world stopped passengers from taking knives on board. The rules had a serious effect on Victorinox, because sales of pocket tools at airports were important sales channels. Victorinox needed to find a way to survive and to deal with the fact that there were too many employees.

Victorinox decided not to get rid of workers. However, it stopped hiring new workers, cancelled overtime and reduced the workday by 15 minutes. Employees were encouraged to take vacation, sometimes in advance of when it was due. Victorinox kept all the employees on its own payroll, while lending 80 or so to other companies for up to six months.

Having committed workers who understand and share the company mission is the goal of many businesses. But few achieve this. The secret lies in the way that Victorinox has always treated its employees. It created some employee-oriented management systems, such as long-term employment, training and development opportunities, and a policy which aims to better integrate young and older workers, immigrants, and people with disabilities into its workforce. It also maintains a 5:1 salary ratio between the highestpaid and average-paid workers.

1. Put the paragraph headings in the correct order.

a) The strategic response

- b) The key lessons
- c) The challenge
- d) Company history

2. Choose the alternative with the closest meaning to the expression in italic.

1) Victorinox is *famous* ...

- a) infamous
- b) well-known
- c) interesting

2) ... for its *core* product - the Swiss army knife

- a) most important
- b) most profitable
- c) sharpest

3) The company was *founded* in 1884 in Ibach, a small town in the German-speaking part of Switzerland, by Karl Elsener.

- a) begin
- b) placed
- c) started

4) He wanted to create jobs that *would be long term*.

- a) were necessary
- b) were well-paid
- c) would last

5) This has remained a *cornerstone* of the company culture.

- a) one of the most important parts
- b) one of the most interesting parts

- c) one of the weakest parts
- 6) because sales of pocket tools at airports were important *sales* channels.
- a) spreading
- b) distribution
- c) delivery

3. Read paragraph 3 and decide if these statements are true or false.

After 9/11, Victorinox ...

- a) asked some of its employees to leave the company.
- b) took no action at all.
- c) stopped recruiting.
- d) stopped asking employees to work more than the normal number of hours.
- e) asked employees to work the normal number of hours.
- f) told employees to go on holiday.

4. Find words in paragraph 4 with the number of letters shown in brackets that mean the following.

- a) A word ending in *-ed* that describes employees who believe in their organisation, want to do their best for it, etc. (9)
- b) A noun used to talk about the company's purpose. (7)
- c) A noun meaning *objective*, also used in football. (A)
- d) A verb used to talk about reaching objectives. (Give the infinitive.) (7)
- e) A verb used here to talk about how the company considers its employees, what it does for them, etc. (Give the infinitive.) (5)
- f) A word combination used to describe things that are good for workers. (8-8)
- g) A noun used to talk about the way that employees can learn new skills, get more important jobs in the company, etc. (11)

- h) A noun referring to people who come from other countries. (10)
- i) A verb used to say that a situation is kept, not changed. (Give the infinitive.) (8)

5. Choose the best summary of the whole article.

Victorinox...

- a) has always had employee-oriented policies, and its actions after 9/11 were part of this long-term 'philosophy'.
- b) treated its employees particularly well when sales fell after the 9/11 attacks.
- c) is always willing for its employees to work for other companies, rather than lay them off.

Over to you 1

Why do you think many companies *don't* share Victorinox's values? What reasons might they give?

Over to you 2

Think about your organisation or one you would like to work for. If there was a sudden fall in its sales, which of the crisis management actions taken by Victorinox, if any, could be taken by it? Give reasons.

Reading 3

Read this article from the Financial Times by Stefan Stern and answer the questions.

Before you read

Do you like arguments, or do you try to avoid them? Give your reasons.

The challenge of conflict

By Stefan Stern

Robert McHenry, chief executive of OPP, the Oxford-based business psychology consultancy, says that some organisations may be hiding conflicts that should be out in the open. "Clients sometimes tell us that their biggest problem is the

lack of conflict in their organisations," he says. "They say that senior leaders create a culture where people prefer to 'keep their head down' and not offer feedback or ideas: conflict damages performance."

OPP recently surveyed 5,000 employees in Europe and America to find out about their experience of conflict at work. They found that, on average, each employee spends 2.1 hours a week-roughly one day a month dealing with conflict in some way. Most managers find this difficult to manage. Some, but not enough, receive training in the kind of communication skills that can help to resolve conflict.

It's not all bad news. According to another piece of new research, conflict might offer the chance to improve your company's performance. Early results from the research point to the role of successfully managed conflict in the development of effective corporate strategy. In their work with international businesses, the London-based consultancy Cognosis has found that managers who deal with conflict successfully will get better performance from their staff.

How can you benefit from disagreement? Conflict should be managed, Cognosis has found. In open corporate cultures, employees feel able to challenge senior managers. Indeed, so managers will actively ask them for their views. "One of the characteristics of effective leaders is their ability to both challenge others and be challenged themselves in a positive way," says Richard Brown, managing partner at Cognosis.

Exercises

1. Look through the whole article. What is it mainly about?

- a) Marketing
- b) Finance
- c) Human resources

2. Look through the whole article and find the names of:

- a) two people who work for consultancies.
- b) their job titles.
- c) the names of the two consultancies.

d) the places where they are based.

3. Read paragraph 1 and decide if these statements about expressions are true or false.

If ...

- a) you *hide* something, you do not discuss it.
- b) something is *out in the open*, it is not discussed.
- c) there is a *lack* of something, there is lots of it.
- d) you *keep your head down*, you do not comment on things, make trouble, etc.
- e) you offer *feedback* on something, you give your opinion about it.
- f) x *damages* y, it is good for y.

4. Find words and expressions in paragraph 2 that mean the following.

- a) asked questions _____
- b) workers _____
- c) get information _____
- d) typically _____
- e) managing _____
- f) type _____
- g) solver _____

5. Match the two parts to make expressions from paragraph 3.

- | | |
|--------------------|------------------|
| 1 bad | conflict |
| 2 new | businesses |
| 3 successfully | managed research |
| 4 effective | news |
| 5 international | performance |
| 6 better corporate | strategy |

6. Now match the expressions in Exercise 5 to their meanings.

- a) when employees produce improved results
- b) when arguments are dealt with in a good way
- c) information that was not available before
- d) companies that operate in more than one country
- e) a company's plans for its future that are successful
- f) new information that is not good

7. In what order do these points occur in paragraph 4?

- a) In these companies, bosses will ask employees for their opinions.
- b) In some companies, workers are free to criticize their bosses.
- c) How can you get an advantage from conflict?
- d) Good bosses are able to criticise others, and able to accept criticism from others.
- e) Disagreement is something that should happen in an organised way.

Over to you 1

Do you think that conflict in organisations can be a good thing, as the article says?
Why? / Why not?

Over to you 2

... on average, each employee spends 2.1 hours a week roughly one day a month dealing with conflict in some way. Is this your experience? Why? / Why not?

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ENGLISH FOR ECONOMISTS

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