Success with English Everywhere

# Business Basics I

The English Everywhere Language Research Lab



# BUSINESS BASICS I by Stephanie Jones, M.Ed, B.Ed, B.A. for the

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## **BUSINESS BASICS I**

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### English Everywhere Language Research Lab

The English Everywhere Language Research Lab (<u>http://www.englisheverywhere.com</u>) attempts to provide efficient solutions to language learners whose goal is to improve their English skills. Therefore, we provide various English programs, including English conversation, business English, English Test preparation courses, and exam preparation courses for entrance into specialized high schools.

'Productive English, the ultimate goal of English Everywhere, is aimed at improving learners' proficiency in speaking and listening. The English Everywhere Language Research Lab has developed specialized business skills courses, which includes: Basic Business Content, Negotiation, Conference and Meeting, Business Writing Skill, Presentation, and other business-related topics— for business people in order to assist in enhancing not only their productive English skills but also their professional business skills. We promise to be the stepping stone for you to step up to be fully qualified in this competitive global society.

# Introduction

# **EE Methodology:**

# Andragogical Approach & Productive English

All teaching follows some sort of pedagogy. However, pedagogy and adult learning (andragogy) are uniquely different. Pedagogy is driven by forward thinking and rote learning. Teachers are required to follow some sort of pedagogy in order to deliver information successfully with minimal control by the learner. Andragogy, however, allows educational freedom. Androgy encourages divergent thinking and active learning. Androgy encourages learner-oriented, continuous learning. In order to feel successful, it is important for adult learners to be independent and in control of their learning. Therefore, EE's curriculum has been based on andragogy. The lessons have been designed to involve learners' participation and engagement through task-based activities and opportunities to frequently interact in the classroom.

Language learners want to achieve communicative competence. However, English education in Japan has been rather focused on receptive skills of English- writing and reading-which just increase learners' knowledge about language, not the competence to actually use the language communicatively. When L2 (second language learners) are well-equipped with productive speaking and listening skills, their English communication becomes more effective.

Using an andragogical approach enhances learners' achievement in communication skills and, ultimately, their overall global competence. EE's teaching philosophy is to pursue 'language for success'.

# Methodology

Communication, and interacting with communication, is one of the most essential components of language acquisition. Successful communication occurs through interaction with well-trained teaches who are able to provide proper explanations appropriate to the learner. In order to implement successful communicative skills, The Communicative Language Learning (CLL) method was employed in the field of Second Language Acquisition. The CLL provides activities which are geared towards a pragmatic use of the language. The language needs to be authentic, functional, and meaningful. The design of Business Basics I has been based on this CLL method. English Everywhere aims at improving all learners' communicative competence through the use of these CLL methods. Effective speaking, listening, and writing are considered to be our ultimate goals.

# **Course Objectives**

This book, BUSINESS BASICS 1, has been designed to enhance workplace communication skills at by providing a variety of business activities in order to build global competency. This book also aims to help business learners improve their productive proficiency in English-speaking, listening, and writing. We strive to provide this productive proficiency through constant classroom interactions and systematic self-study. When students are given opportunities to experience a variety of meaningful business tasks, the learning is much more effective. Introduction

# **Unit Composition**

BUSINESS BASICS I consists of 16 units. Each unit is divided into two parts: class/pair work and individual work.

# Class work

Warming-up Questions: Learners are presented with 2 or 3 questions that are related to the topic of the unit.

Dialogue: This section provides the content that meets the learners' needs so that the learners can internalize the targeted expressions through repeated oral practices.

Useful Expressions: Sentences that contain useful phrases or expressions for the topic of the unit are provided.

Reading: Reading text provides in-depth information related to the topics. Learners can widen their business knowledge as well as their proficiency in reading comprehension and vocabulary.

Activity: As the key part of the lesson, this section is designed as teacher-independent so that it can provide learners with lots of opportunities to use the language which is meaningfully acquired or learned in that lesson, and encourages the learners to actively participate.

Discussion: Learners can widely discuss the issues related to the lesson topics.

# Individual Work

Business Culture: This section contains a variety of information about worldwide business culture so that the learners can be ready for international business. 'Write Aloud', the subsection of Business Culture, helps learners improve their writing, as well as to have the in-depth view of other cultures and gain a more objective view of their own culture.

Vocabulary: This section can be used as a reference of the Dialogue and Reading sections, and also as a vocabulary drill for self-study.

Here are Ten Commandments for the best results in language learning:

- 1. Fear not.
- 2. Dive in.
- 3. Believe in yourself.
- 4. Seize the day.
- 5. Love thy neighbor.
- 6. Get the big picture.
- 7. Cope with the chaos.
- 8. Go with your hunches.
- 9. Make mistakes that work for you.
- 10. Set your own goals.

English Everywhere Language Research Lab

Business Basics I

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Careers Unit 01



# Warming-up

Class Work

\* Describe the pictures in 1 minute using your own words.



- 1. How many jobs have you had so far?
- 2. What kind of job did you enjoy most?
- 3. Have you ever consider changing your job? Why?

# Dialogue

# **Job Interview**

Interviewer: How many jobs have you had since leaving university?

Candidate: I've worked for six companies.

Interviewer: Why have you changed jobs so often?

Candidate: I wanted to earn more money.

Interviewer: What have you done that shows leadership?

Candidate: Well, I lead the sales team. I'm also chairperson of a local business association.

Interviewer: What are your strengths?

**Candidate**: I'm fluent in Italian and Spanish. I'm good at training sales staff and I get on well with people. I think I'm very good at organizing seminars for customers.

Interviewer: In what ways has your job changed since you joined the company?

Candidate: I now have more responsibility and work longer hours.

Interviewer: What mistakes have you made?

Candidate: I'm not patient when people don't meet deadlines.

Interviewer: Have you ever worked with a difficult person?

Candidate: Well, the boss in my last company wasn't easy to work with.

### **Comprehension Questions**

- 1. How many companies has the candidate worked for?
- 2. Why has the candidate changed jobs so far?
- 3. What strengths does the candidate possess? Say just two things.
- 4. What mistake has been made by the candidate?

### **Dialogue Practice**

### Practice the conversation below with your partner.

- A: How many jobs have you had since leaving university?
- B: I've worked for (six companies).
- A: Why have you changed jobs?
- B: I wanted to (earn more money).
- A: What are your strengths?
- B: I'm good at (training sales staff and organizing seminars for customers).



Class Work

# **Useful Expressions**

# Interviewer & Candidate

# [Experience]

What did you learn from your last job?	I learned to
What didn't you like about your last job?	Well, I had a problem with

# [Skills]

What are you good at?	People say that I'm good at	
Do you have any special skills?	My main strengths are	

# [Future plans]

What do you want to do in the future?	My main aim is to
Where do you want to be in ten years'	I plan to be
time?	I hope to have

# [Interests]

What do you do in your free time?	I really enjoy
What are your main interests?	I spend a lot of time

# Reading

# **Class Work**

# Cosmopolitan readers queue for Tube job



More than 1,400 readers of Cosmopolitan have applied to become a London Tube train driver. London Underground described the response to its single advertisement in this month's issue as 'exceptional.'

Successful applicants will have to get out of bed for regular 4:45 a.m. starts, but the  $\pounds$  27,650 salary and up to eight weeks' holiday may prove sufficient compensation.

Lorraine Candy, editor of Cosmo, said t he interest her readers had shown demonstrated that young women were not bound by traditional career patterns.

'It's always been a classic thing for boys to want to be train drivers. Now we're seeing that girls

can do it too,' she said.

'I don't think the job is boring or unsexy and I'm sure the passengers couldn't care less whether the train is being driven by a man or a woman—as long as it's on time.'

The ability to break bad news to travelers more sympathetically is one reason London Underground is keen to increase its number of female drivers from 100—just three percent of driving staff.

# **Comprehension Questions**

- 1. How many adverts did London Underground put in Cosmopolitan?
- 2. What are the advantages and disadvantages of the job?
- 3. What do passengers care about most?
- 4. Why does London Underground want to hire more women?

# Activity

# **High Profile Inc.: Job Interview**

High Profile Inc. (HPI) is one of the biggest sports agencies in the world. At present, HPI is interviewing two candidates for the job of marketing manager in its London office. Read the marketing director's notes below.

Skills required		
- Communication skills	- Negotiating skills	- Interested in travel
- Teamwork skills	- Speak two foreign languages	

### Task

1. Work with your teacher.

Person A takes a role as the Marketing Director: turn to page 123. Person B takes a role as Candidate 1: turn to page 124.

Read your role card and prepare for the interview. Then, hold the interview.

2. Change the roles.

Person B takes a role as either the Marketing director or the second option, P. Madison: turn to page 123.

Person A takes a role as Candidate: turn to page 124.

3. Decided which candidate is better for the job and explain why.

Discussion	
Discussion	Class Work

1. Look at these jobs. Who do you think should get the highest salary for these jobs? Put the jobs in order, highest salary first.

- lawyer	- accountant	- firefighter
- nurse	- fashion model	- teacher
- football star	- postal worker	- advertising executive

- 2. Which of the following would you like ( $\circ$ ) or not like ( $\times$ ) in a job?
  - a. a lot of telephone work
  - b. writing lots of reports
  - c. working with the same people
  - d. working with a lot of different people
  - e. working individually
  - f. sharing an office
  - g. using English at work
  - h. working flexible hours (including weekends)
  - i. a casual dress code
  - j. uniforms

3. Which is more important to you: a high salary or having a job you enjoy?

# **Business Culture**

Individual Work

# China: Interview Etiquette

- · Your interview may be scheduled on a weekend, as some offices are open on Saturdays
- You may be greeted by a handshake, nod or slight bow to the head. Return the gesture that is initiated by the interviewer. The traditional Chinese greeting is a bow. When bowing to a superior, you should bow more deeply and allow him/her to rise first.
- Dress in appropriate attire for the industry to which you are applying. It is best to be slightly conservative (more formal) for the first interview. For males conservative suits and ties in subdued colors are the norm. For females, conservative suits or dresses are generally worn. A blouse or any other kind of top should have a high neckline. Neutral colors such as beige and brown are common.

### Unit 01 Careers

Due to the emphasis on conservative, modest dress in Chinese business culture, flat shoes or very low heels are the main footwear options for women. High heels are acceptable at formal receptions.

- the interview: if you are presented with business cards, accept with both hands. Study it for a few moments before carefully placing it away. Do not hastily stuff a business card into your back pocket or write on someone's business card, as this is regarded as highly disrespectful
- be aware that in China, it is perfectly acceptable to ask people questions about age, income, marital status or related subjects. If you do not wish to answer personal inquiries, side-step these questions as graciously as possible. Regardless, do not express annoyance, outrage or similar feelings that will cause the questioner to 'lose face'.

### Write Aloud

What do you know about the etiquettes or tips for a successful interview?

# Vocabulary

Individual Work

### Dialogue

association: an organization or club

**fluent**: a) having full command of a foreign language, b) spoken or written with ease **get on with someone**: to have a friendly relationship with them

# Reading

**queue**: to stand in a line waiting for something **advertisement**: a promotion of a product or service **keen**: eager; willing

### **Vocabulary Exercise**

### Fill the gaps with the words above.

- 1. I saw an \_\_\_\_\_ for a job with a large engineering company.
- 2. Becoming \_\_\_\_\_\_ in a foreign language is no easy task.
- 3. He joined an athletic
- 4. I wonder how Sam \_\_\_\_\_ him.
- 5. She's still \_\_\_\_\_\_ to keep in touch with her ex-boyfriend.
- 6. There is a line of women in \_\_\_\_\_\_ for bread.





# Warming-up

Class Work

\* Describe the picture in 1 minute using your own words.



- 1. How many departments are there in your company?
- 2. On average how many people are there in one department?
- 3. Does your company have overseas branch offices? If yes, where?

# Dialogue

### The structure of Biopaints International

**Presenter**: Today we are talking to Philip Knight about the structure of Biopaints International. Philip is the General Manager of the Perth factory. Philip, do you think you could tell us something about the way Biopaints is actually organized?

**Philip**: Yes, certainly. We employ about two thousand people in all in two different locations. Most people work here at tour headquarters plant. And this is where we have the administrative departments, of course.



**Class Work** 

Presenter: Well, perhaps you could say something about the departmental structure?

**Philip**: Yes, certainly. Well, now first of all, as you know we've got two factories, one here in Perth, Australia, and the other in Singapore. Lee Boon Eng is the other General Manager, over there in Singapore.

Presenter: And you are completely independent of each other, is that right?

**Philip**: Oh, yes. Our two plants are fairly independent. I mean, I am responsible to George Harris, the Production Manager, and we have to co-operate closely with Rosemary Broom, the Marketing Manager.

Presenter: Mmm, yeah.

**Philip**: But otherwise, as far as day to day running is concerned, we're pretty much left alone to get on with the job. Oh, and I forgot to mention finance. The Finance Director is Weimin Tan. She's a very important woman. And her task is to make sure the money side of things is OK. The accountant and such people, they report to her directly.

**Presenter**: Is that all?

Philip: Oh, no, no. There's Personnel too.

Presenter: Oh, yes.

**Philip**: That's quite separate. Deirdre Spencer is Personnel Manager. And the Training Manager reports to her, of course.

Presenter: Are there any other features worth mentioning?

**Philip**: There's the planning department—Brian Jones is in charge of that. And a purchasing department—they buy in the materials for production.

Unit 02

# **Comprehension Questions**

- 1. What is Philip Knight's job?
- 2. How many employees does Biopaints International have?
- 3. According to Philip Knight, they have two factories. Where are they?
- 4. To whom would the accountant directly report?
- 5. To whom would the Training Manager report?
- 6. What department is Brian Jones in charge of?

# **Dialogue Practice**

### Practice the conversation below with your partner.

A: Well, perhaps you could say something about the departmental structure?

: Yes, certainly. We've got two (factories), one here in (Perth, Australia), and the other in (Singapore).

A: And you are completely independent of each other, is that right?

B: Oh, yes. Our two (<u>plants</u>) are fairly independent. I am responsible to (<u>George Harris</u>, the Production <u>Manager</u>), and we have to co-operate closely with (<u>Rosemary Broom</u>, the <u>Marketing Manager</u>).

# **Useful Expressions**

### [Describing the activity of a department]

My department deals with marketing.

My department is responsible for administration. We organize tests/studies/research.

We work with customers/suppliers/subsidiaries/other companies in the group.

### [Describing the staff of a department]

There are (20) people in the department.

Pierre Ducros is in charge of the department.

I am one of the managers/technicians/secretaries/engineers.

# [Describing the equipment/premises of a department]

We have a large office/three laboratories/a small building.

We use computers/fax/e-mail a lot.

We have a well-equipped laboratory/a lot of technical equipment.

# Reading

### Sysco



Sysco makes over 4,500 products, developed specifically for customers - food retailers and foodservice providers. As such, Sysco makes and markets products for some of the largest restaurants and hotel chains in Canada.

### **Company Structure**

Sysco operates a decentralized divisional structure. The board establishes corporate strategy and the Group's business objectives.

Divisional management integrates these objectives into divisional business strategies with supporting financial objectives.

Managing Directors are responsible for the organic and new business development growth opportunities within their divisions. These divisions are composed of three to seven business units – grouped by a mixture of market, manufacturing skills or customer expertise.

General Manager

**Class Work** 

Each business unit is led by a General Manager, responsible for the achievement of business objectives and sustainable business

performance. Each General Manager has a profit-responsible management team which concentrates on specific markets and customers.

This devolved Group structure allows a close working relationship with our customers and one where day-to-day decisions can be made at business unit level, which is vital to the fast-moving nature of our business.

Each Managing Director, together with functional heads, sits on the Sysco Management Board (operational executive team).

# **Comprehension Questions**

- 1. What are the Managing Directors responsible for?
- 2. How many business units are there in the divisions?
- 3. At which level are the day-to-day decisions made?
- 4. Who sits on the Sysco Management Board?

# Activity

# **Company Tour**

Work with your instructor. Role play this situation: Person A works at the EEB Bank. Person B works at the Goldcrest Hotel. Take turns to show each other around your company. Say what happens in each area and what is happening now.

# Unit 02

# Person A

"This is the main hall. We serve customers here.

At the moment, a cashier is talking to a customer."

	EEB Bank	
Area	Area What happens What is happening n	
Main hall	serve customers	cashier/talk/to a customer
		customer/change/
Currency section	exchange foreign currency	dollars into euros
I G .:	assistant manager arranges loans for	assistant manager/talk/
Loans Section	customers	to a customer on the phone
Manager I. CC		manager/meet/
Manager's office	manager works	an important client
		receptionist/listen/
Reception desk	staff answer questions form customers	to a customer's complaint

# Person B

	Goldcrest Hotel	
Area	What happens	What is happening now
Kitchen	prepare and cook meals	chefs/prepare/today's lunch
Restaurant	serve breakfast, lunch and dinner	waiter/clear/the tables
Reception	welcome guests, answer calls	receptionist/talk/to a guest
Gift shop	sell souvenirs	sales assistant/help/a customer
A bedroom	guests stay	maid/clean/the room

"This is the kitchen. We prepare and cook meals here.

At the moment, the chefs are preparing today's lunch."

# Discussion

Class Work

- 1. What department do you work in?
- 2. What is your department in charge of?
- 3. Which department(s) do you work closely with?
- 4. If you had a chance to work in an overseas branch office,
  - a. would you accept it?
  - b. what benefits would you expect?
  - c. how long would you like to work overseas?

# **Business Culture**

### Individual Work

Individual Work

# Japan: Female Bosses

• Women account for fewer than 0.8% of the CEOs at Japanese companies that have shares listed on the stock market. In the USA, women head nine (1.8%) of the Fortune 500 companies.

• Japan ranks well below average — No. 38 out of 58 countries studied — in providing economic opportunities to women, according to a recent study by the World Economic Forum. (The USA ranked No. 17, and Sweden was No. 1.

# Write Aloud

What do you think about female bosses?

# Vocabulary

### Dialogue

**headquarters**: the main offices of a company **accountant**: a person whose job is to keep financial accounts

### Reading

- **market**: to organize the sale of a product, by deciding on its price, where it should be sold, and how it should be advertised
- **decentralized**: to move some departments away from the main administrative area, or to give more power to local departments

**expertise**: special skill or knowledge that is acquired by training, study, or practice **sustainable**: continued at the same rate or level of activity without any problems

# **Vocabulary Exercise**

# Fill the gaps with the words above.

- 1. Mr Hisashi Hara is a certified public \_\_\_\_\_ at Nagashima Ohno & Tsunematsy (NO&T), one of Japan's leading law firms.
- 2. They have \_\_\_\_\_ the company and made it less bureaucratic.
- 3. The creation of an efficient and \_\_\_\_\_\_ transport system is critical to the long-term future of London.
- 4. The problem is that most local authorities lack the \_\_\_\_\_ to deal sensibly in this market.
- 5. It's \_\_\_\_\_ under the trade name `Tattle'.
- 6. The Google \_\_\_\_\_\_ sign is seen in a Mountain View, Calif. file photo from July 21, 2005.

Business morality

**Class Work** 

# Unit 03



# Warming-up

\* Describe the picture in 1 minute using your own words.



- 1. What do you think is the purpose of a business? Is it just to make money?
- 2. Rank the professions below according to how ethical you think they are.

accountant	civil servant	lawyer	police officer
banker	estate agent	nurse	teacher
car sales executive	journalist	dentist	taxi driver

# Dialogue

Class Work

Interview with Clair Bebbington, External Affairs Manager for a division of British Petroleum.

**Interviewer**: Why should companies be ethical or what are the advantages of a company in behaving ethically?

**Claire**: Mmm, I think the whole issue of ethics is a very complex one. Companies are made up of people. Multinationals are made up of many different nationalities. I think that companies are part



of society and as such they should reflect society's standards. Companies, especially multinational ones, do have responsibilities in the world and should try to be positive influence and I think if a company is not ethical, then it will not survive as a company.

Interviewer: Should a company have a code of ethics?

**Claire**: I think, from my point of view, it's useful on two counts. Firstly, it makes a commitment to certain good behavior and so it's a way of communicating the importance of good behavior to all of its employees and partners. Secondly, if a company has a code of ethics and spends time communicating it, it does actually contribute to it's ethical behavior. If you express these things in writing, especially, then you can be held accountable for them. This tends to mean that you are much more likely to act on them as well. I think following up that code is difficult. People tend to have different ethical standards, and defining the term 'ethics' can be a problem. But I think generally to express what your ethics are is a positive thing to do.

**Interviewer**: What kinds of moral dilemmas do large companies face? Can you think of any examples?

**Claire**: I think if you were to look at any company's ethical code, you would usually find in it a section about offering bribes and this can be an area where people can get themselves into hot water. Facilitation payments are part of doing business in many countries, and bribes are something which most companies are not going to want to get involved in. But when does a

facilitation payment become a bribe? And that is a question that can be quite difficult to answer.

Comprehension Questions		
Are these statements true (T) or false (F)? Tick the boxes.	<i>36</i>	20
	Т	F
1. The issue of ethics is simple	5	0
2. If a company is not ethical, then it will not survive as a company.		
3. If a company puts its code of ethics in writing, it is more likely to act on it.		
4. Following up a code of ethics is difficult.		
5. People tend to have similar ethical standards.		
6. Facilitation payments are part of doing business in many countries.		

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# **Dialogue Practice**

# Practice the conversation below with your teacher.

A: Why should companies be ethical?

B: I think that companies should be ethical because (they are part of society and as such they should

feflect society's standards.)

A: Should a company have a code of ethics?

B: From my point of view, if a company puts its code of ethics in writing, (<u>it is more likely to act on it, But</u> <u>I think generally to express what your ethis are is a positive thing to do.)</u>

# **Useful Expressions**

### [Giving opinion about business ethics]

	I think that companies should be ethical
Why should companies be ethical?	because
	If a company has a code of ethics, it does
Should a company have a code of ethics?	actually contribute to its ethical behavior.
What kinds of moral dilemmas do large	(Facilitation payments), for example, can be the
companies face?	dilemma that large companies face.

# Reading

# Britain Moves Higher In Bribery League

From Roger Boyes in Bonn

Britain is seen as more corrupt than seven other European countries, including Germany, according to an authoritative annual league table released yesterday by the Berlin-based Transparency International group. Transparency International is a private group, set up in 1993 to fight corruption, and bases its information on seven international

surveys of business people, political analysts and the public.

The cleanest countries this year were Denmark, Finland and Sweden, which moved New Zealand from the top position. Britain came relatively low, in 14th position, its image apparently damaged by stories of sleaze. It was overtaken by Germany, although the Germans still tolerate companies which hand out bribes to foreign contractors.

Germany has been under pressure, especially from the United States, to plug legal loopholes which allow German businessmen to write off bribes abroad against tax. Yet both Britain, and even the United States, which has strict legal barriers against international bribery, are behind the Germans. In part, this is probably because of the nature of the survey, which does not track such areas as company-tocompany bribery.

Class Work

**Class Work** 

# Unit 03 Business morality

The most corrupt countries this year are regarded as Nigeria, followed by Bolivia, Colombia and Russia. Pakistan has improved its position, earning only one out of ten for honesty last year but 2.53 this year. The chairman of Transparency International, Peter Eigen, issued a warning against focusing on Third World corruption.

'Corruption is perceived to be greatest there, but I urge the public to recognize that a large share of the corruption is the product of multinational corporations, headquartered in leading industrialized countries, using massive bribery and kickbacks to buy contracts in the developing world and the countries in transition.' The Third World, in other words, would be less corrupt if developed states stopped offering bribes.

Indeed, the most revealing standings are buried deep in the table. Belgium, for example, is now regarded as more corrupt than Mediterranean nations such as Portugal, Spain and Greece.

'Every day that the poor scores in the Corruption Perception Index are not being dealt with means more impoverishment, less education and less healthcare,' said Dr. Eigen. Money was diverted from development into over-priced contracts.

A study by Harvard associate professor Jim Allen found that a rise in corruption levels had the same effect on foreign investments as raising the marginal tax rate by more than 20 percent. 'Awareness is a first step to fighting or reducing corruption,' he said.

# **Comprehension Questions**

- 1. Which countries are regarded as the most corrupt countries?
- 2. Which country was in the top position of the cleanest country last year?
- 3. According to the article, what are the results of corruption?
- 4. Where does Transparency International get its information from?
- 5. According to Peter Eigen, what information is missing from the survey?

# Activity

### **Profit or principle?**

Nikos Takakis is the CEO of Livewire, an Australian manufacturer of electrical appliances. During the last three years, his General Manager Carl Thomson, has turned Livewire around from being a loss-making company into a profitable organization with an exciting range of new products. Both men want the company to grow as fast as possible.

### Problems

Valerie Harper is Personal Assistant to Carl Thomson. Valerie joined Livewire just over a year ago. In the beginning she was considered to be an outstanding employee. However, more recently she has been having difficulties working with Carl. They have been seen shouting at each other, and often Valerie appears upset when leaving his office. Nikos has received the following memo from Valerie.

# MEMORANDUM PERSONAL AND CONFIDENTIAL

То	Nikos Takakis
From	Valerie Harper
Date	2 July
Subject	Complaint about Carl Thomson

I would like to make a formal complaint about Carl Thomson's unprofessional behavior.

- 1. Mr. Thomson has been putting pressure on me to have a personal relationship. When I showed no interest he became aggressive and unpleasant. He gives me too much work, sets impossible deadlines, and criticizes me in front of the other staff.
- 2. Mr. Thomson gives orders to me rather than polite instructions. He never encourages or praises me. I think he would like to hire a new Personal Assistant who would be more 'friendly' to him.
- 3. He has frequent long lunches with female staff. He returns to the office late in the afternoon, then expects me to work overtime (unpaid) in the evening.

I feel that unless the situation improves, I shall be unable to continue working for the company.

That evening, Nikos Takakis found out that Carl had advised a friend to buy shares in Livewire just before it announced excellent annual results. The share price rose sharply and the friend made a quick profit.

### Task

Role play. You are a member of Livewire's board of directors. Hold a meeting with your instructor to discuss these issues.

- 1. What is the best way to deal with the bad relations between Valerie Harper and Carl Thomson?
- 2. What action should you take concerning Carl's behavior?
- 3. What action should you take concerning the possible leak of information?

Issue	Solution	Why?
1		
2		
3		

# Discussion

1. Discuss this list of unethical activities. In your opinion, which are the worst? Are there any common activities in your country?

<ul><li>a. <u>Avoiding paying taxes</u></li><li>b. Claiming extra expenses</li></ul>	f. Using your influence to get jobs for relatives
c. Using work facilities for private purposes	g. Ringing in sick when you are not ill
(e.g. personal phone calls)	h. Taking extended lunch breaks
d. <u>Accepting praise</u> for someone else ideas or work	i. Giving good references to people you want to get rid of
e. <u>Selling a defective product</u> (e.g. a second-hand car)	j. Employing people illegally

2. Do you agree with this statement? Give your reasons.

'If we face a recession, we should not lay off employees. The company should sacrifice a profit. It's management's risk and management's responsibility. Employees are not guilty; why should they suffer?'

3. Which is worse in your opinion-to offer or to accept a bribe? Why?

# **Business Culture**

Individual Work

# Guatemala: Business Ethic and Framework

Many newcomers to Guatemala are surprised by the openness and frankness of their Guatemalan counterparts. Personal relationships are very important, and Guatemalans often treat business partners as respected friends whom they try to make as comfortable and relaxed as possible. The phrase No tengo pena (don't worry) is commonly heard, as Guatemalans strive to set others at ease in both business and social situations. Honesty, hard work, and personal honor are traits Guatemalans admire and strive to include in any business deal. Direct criticism of a person or of a person's job or business is considered impolite. Avoid being openly critical of anyone, even your competitors. In Guatemala, the value of the relationship is directly proportional to the frequency of visits. At the very least, you should have an on-site Guatemalan representative for your business venture. Ideally, visiting business people should visit the country several times to show how much they value doing business in Guatemala.

### Write Aloud

How important is honesty in business?

# Vocabulary

Individual Work

# Dialogue

petroleum: oil which is found under the surface of the earth or under the sea bedcode: a set of rules about how people should behave or about how something must be donebribe: a sum of money or something valuable that one person offers or gives to another in order to persuade him or her to do something

### Reading

bribery: the act of offering someone money or something valuable in order to persuade them to do something for you
authoritative: accepted as a reliable source of knowledge
sleaze: activities that you consider immoral, dishonest, or not respectable, especially in politics, business, journalism, or entertainment
plug: to block a hole with something
loophole: a small mistake which allows people to do something that would otherwise be illegal
kickback: part of a sum of money received that is paid to someone else for help or favours already

received or to come, especially if this is illegally given

impoverish: to make a person or a country poor

divert: to cause money or resources to be used for a different purpose

# **Vocabulary Exercise**

## Fill the gaps with the words above.

There is a strict dress \_\_\_\_\_\_ no sneakers or jeans.
 Kayo is suspected of having received a 1 billion yen \_\_\_\_\_\_ in return for writing off the debts of Mitsubishi affiliates.
 We need to reduce the burden of taxes that \_\_\_\_\_\_\_ the economy.
 The government is trying to \_\_\_\_\_\_ more public funds from west to east.
 It is estimated that 60,000 shops open every Sunday and trade by exploiting some \_\_\_\_\_\_ in the law to avoid prosecution.
 She claimed that an atmosphere of \_\_\_\_\_\_ and corruption now surrounded the Government.
 Crews are working to \_\_\_\_\_\_\_ a major oil leak.
 He has a commanding presence and deep, \_\_\_\_\_\_ voice.
 He was jailed on charges of \_\_\_\_\_\_\_ products.

11. He was being investigated for receiving



Unit 04



# Warming-up

Class Work

\* Describe the picture in 1 minute using your own words.



- 1. Have you ever had a difficult boss?
- 2. What do you like most about your manager or boss? Why?
- 3. What do you like least about your manager or boss? Why?
- 4. What do you think is the most important quality that a manager should have?

# Dialogue

# **Class Work**

# John Burnham is a property developer. He is talking about a colleague he worked with.

**Marion**: John, you don't like your colleague. Why is he so difficult to work with?

**John**: He doesn't know how to motivate staff. The atmosphere in the office is really bad. He is very rude to customers and colleagues. We have had lots of complaints about his behavior.

Marion: How does he manage his staff?



**John**: Very badly. He doesn't know how to manage people. He doesn't support his staff at all, and he blames everyone else for problems.

Marion: How long has he been with the company?

John: Well, he has worked with me for five years.

Marion: What is he good at?

John: Well, he is very punctual. And he is very practical, too.

Marion: Is he still with the company?

**John**: No, he's not. He recently shouted at a customer in the office. Because of that, has to go; the company just fired him.

# **Comprehension Questions**

Are these statements true (T) or false (F)? Tick the boxes.

	<u>T</u>	<u>F</u>
a. John's colleague was easy to work with.		c
b. He was very rude to customers.		
c. He was good at managing people.		
d. He blamed other people for problems.		

# **Dialogue Practice**

# Practice the conversation below with your teacher.

A: Why was he so difficult to work with?

- B: He didn't know (<u>how to motivate staff</u>). We had lots of complaints about (<u>his behavior</u>).
- A: How did he manage his staff?
- B: Very badly. He didn't (support his staff) at all, and he (blamed everyone else for problems.)

**Class Work** 

# **Useful Expressions**

# [Complaining about a manager] What should you do to be a good manager? You need to be good at observing/ listening/asking questions. You should spend enough time planning in advance. What was his problem as a manager? He didn't know how to motivate staff. He was very rude to customers and colleagues He blamed everyone else for problems.

# Reading

# **Class** Work

# Son Tan is a management consultant in Thailand.



In order to be good managers of people...

I think good managers need to be good at four things. First of all, they need to be good at observing—that's so they can understand the behavior, the strengths and weaknesses of their staff. The second thing is that they need to be good at listening—so they can learn about their staff's problems. The next thing is, it's important for them to be good at asking questions—so they can find out all the information they need to make the right decisions. And finally, they have to be good at speaking so they can communicate their objectives clearly to all their staff.

# Qualified and skilled international managers are...

If you manage international teams, then it's really important to spend enough time preparing yourself for managing those international teams. Learn as much as you can about their language, their culture and the local conditions. And you also need to spend plenty of time with the local people. Don't try to be an expert in the first three months or so. You should take time to observe and to learn and ask questions.

# Mistakes that foreign managers make when managing Asian staff are...

Some international managers want their Asian staff to be more forceful. Another thing is, they want them to be able to deal with problems logically. And they want their staff to be ambitious like them. Sometimes background, education and cultural differences between themselves and their staff are ignored. They may underestimate the skills and abilities of their local staff because they are focusing too much on their weaknesses. The managers have a tendency to jump to conclusions too quickly, and they tend to label all local staff as being the same.

# **Comprehension Questions**

- 1. What are the four things that good managers need to be good at?
- 2. Are these statements true (T) or false (F)? Tick the boxes.

Managers need to:	Т	F
a. plan in advance.		
b. find out about the local language, culture, and conditions.		2
c. get to know the local people.		
d. try to become experts as soon as possible.		2
e. spend time observing and asking questions.		

- 3. What do foreign managers often want from Asian staff?
- 4. What do the managers sometimes ignore?
- 5. Why might the managers underestimate the local skills and abilities?

# Activity

# A people problem

Buffet Inc., a US food company, opened a restaurant chain in Germany last year. Sam Benett is the head of the Stuttgart office and Lincoln Davis is its business manager.

# The problem

Lincoln is ambitious and hard-working, and he speaks four languages. But he does not get along with Sam or the office staff in Stuttgart.

- Lincoln often wants the staff to stop their work and help him. He entertains customers a lot and spends too much money.
- Lincoln seldom attends meetings. He says, 'I was with a customer.'

Lincoln is unhappy and is thinking of leaving the company. Last week, he had a meeting with Sam. After the meeting, he wrote an e-mail to Sam:

As I said in our meeting, I work long hours every day and most weekends. Our customers say I do an excellent job, but you and the staff are not helpful.

Yesterday morning, for example, I was late. But the night before, I worked until 2 in the morning. You criticized me in front of the office staff.

I need more help to do my job.

### Task

You are a director from head office, visiting Stuttgart.

Director A & B: turn to page 125.

Read your role cards and discuss the problem. Agree on one of the following solutions. - Try to get Sam and Lincoln to work together successfully. - Move Sam or Lincoln to another part of the company. - Ask Lincoln to leave the company.

# Discussion

- 1. What qualities and skills should a good manager have? Choose the six most important things from the list.
  - To be a good manager you need to:
  - a. like people
  - b. enjoy working with others
  - c. give orders
  - d. listen to others
  - e. make suggestions
  - f. judge people's abilities
  - g. plan ahead
  - h. be good with numbers
  - i. make good presentations
  - j. be persuasive

2. If you are managing people from different cultures, what other qualities and skills do you need?

# **Business Culture**

Individual Work

### Hong Kong

Hierarchy is very important in Hong Kong business culture, regardless of the size or nature of the company. A clear line of authority is essential in any office, otherwise only confusion and resentment will likely occur.

Although the office hierarchy is determined by position, the age and gender of the employees are also important factors. Even if you are inclined to be democratic, paying close attention to the hierarchy is essential.

Hong Kong employees are keenly aware of the duties that are appropriate to their position in the office hierarchy. You must exercise caution when delegating tasks of any kind, since asking an

**Class Work** 

# Unit 04 Managing people

employee to do something that is regarded "beneath" or otherwise "outside" his or her station can be a grave breach of protocol. Usually, an inappropriate request will be quietly ignored, since reacting with indignation is discouraged. When in doubt , p ass all of you r orders through your administrative assistant in the Hong Kong office and/or the department heads. They will know what to do to preserve the dignity of all concerned.

There is a strong authoritative structure demanding impartiality and obedience. Even if you prefer a relaxed and informal management style, the staff will consider the divide between you and them as being important. Compliments, as well as pleasantries such as "good morning" and courtesies such as "please" and "thank you", are always welcome, but over-familiarity will make it difficult to maintain your authority. Criticism of any kind should be delivered gently and discreetly; it is more effective if sent through the proper channels.

# Write Aloud

What factors determine the office hierarchy in your company?

Vocabulary

Individual Work

### Dialogue

property: something someone owns

**punctual**: arriving or happening at the arranged time; not late

# Reading

forceful: powerful; effective; influential
underestimate: to make too low an estimate of (someone's or something's value, capacity, extent, etc,)

### **Vocabulary Exercise**

### Fill the gaps with the words above.

- 1. He's always very \_\_\_\_\_ I'll see if he's here yet.
- 2. He was a man of \_\_\_\_\_\_ character, with considerable insight and diplomatic skills.
- 3. None of us should ever \_\_\_\_\_\_ the degree of difficulty women face in career advancement.
- 4. \_\_\_\_\_ prices have dropped through the floor.

Leadership Unit 05



# Warming-up

Class Work

\* Describe the picture in 1 minute using your own words.



Look at the list of qualities below. Which three qualities do you think are the most important for managers in your industry?

a team player	loyal
a risk taker	creative
adaptable	open to new ideas
cautious	a sense of humor

# Dialogue

# An interview with Marjorie Scardino, Chief Executive of the media group Pearson Place.

**Interviewer**: Marjorie Scardino, you are leading one of the top companies in the UK, and you've been voted businesswoman of the year. What qualities do you need to run a large company effectively?

**Marjorie**: Well, I think different companies probably require different qualities, but for me there are only a few simple

qualities that cut across all requirements, and those are courage and imagination and empathy. By empathy, I mean, having the ability to put yourself in other people's positions and understand how they feel about situations and ideas.

Interviewer: Which business leaders do you admire and why?

**Marjorie**: I think the best business leaders are probably ones we don't know about...not the stars we read about in the newspapers. I think they're probably the ones who have great business ideas and have see them through to fruition. So the business leaders I most admire right now are those managers in Pearson who are achieving our goals of double-digit earnings growth.

Interviewer: What do business leaders actually do?

**Marjorie**: My staff would probably say this was a really excellent question they ask themselves every day! I think what they do is just what I've said the business leaders I admire do. They create a business idea, and they see it through.

Interviewer: As a leader, how do you motivate your employees?

**Marjorie**: I'd like to think we motivate each other. I think my job is to make sure the company has a purpose, because I think people like to work for a company that has a reason for being, that they can identify with and feel good about. I think that I have to communicate well with them everything that's going on—and everything I'm trying to do—in a clear way. And then in return I think they inspire me to think more adventurously and to think more carefully about how to stimulate them and how to build a better business. So it's a sort of a circular operation.

Interviewer: Do you think leaders are born or made?

**Marjorie**: I think it's probably a bit of both. All human beings obviously are born with certain qualities, and certain genetic traits. But I've seen so many people in my life who have, using those basic qualities, re-invented themselves several times as they've gone into new situations. You know, you're a certain kind of person when you're in school, and your friends know who you are, and you get slotted in. And then as you grow up, you go into new situations and become somebody else.



So people who were never leaders in school become the great business leaders of our time. So I would have to say, mostly it's made, but you also have to use what you're born with.

Are these statements true (T) or false (F)? Tick the boxes.		
	Т	F
1. Courage, imagination, and empathy are the qualities that business leaders need.		
2. The best business leaders are the stars we read about in the newspapers.		
3. Marjorie admires the managers in Pearson who are achieving their goals.		
4. Business readers create a business idea, and they see it through.		
5. Marjorie thinks leaders are born.	8	
6. People who were never leaders in school never become the great	8	

# **Dialogue Practice**

## Practice the conversation below with your teacher:

- A: What qualities do you need to run a large company effectively?
- B: I think there are only a few simple qualities that cut across all requirements, and those are (courage and imagination and empathy).
- A: Which business leaders do you admire?
- B: The business leaders I most admire right now are (those managers in Pearson who are achieving our goals of double-digit earnings growth).
- A: What do business leaders actually do?
- B: They (create a business idea, and they see it through).

# **Useful Expressions**

# [Stating goals]

Our main objective is to...

Our aims will be to...

**Class Work** 

### [Highlighting factors for success]

If we're going to be successful, we need to act quickly.

To succeed, we'll have to take into account several factors.

# [Indicating priorities]

Our first priority will be to contact our customers.

It's also essential that we brief our suppliers.

### [Defining roles and delegating]

I'd like you to prepare a report.

Could you please liaise with Sales and Marketing?

### [Motivating the team]

It's a challenge, but it's also an opportunity to develop the business.

We'll all benefit because new orders will follow.

### [Reporting back]

I'd like you to keep me up-to-date by e-mail.

I'd like to have your report by Tuesday.

I suggest we set up another meeting in two weeks' time.

# Activity

# Chief Executive's ideas about how to raise motivation and morale

- 1. Build moral through teamwork outside the office—in sports activities. Form company teams for soccer, squash, basketball, etc. Get employees to participate in inter-company competitions, e.g. athletics, swimming events and so on.
- 2. Introduce regular staff meetings which will enable staff at all levels to participate in decisionmaking.
- Set up regular small-group meetings to share ideas, develop plans and help prepare budgets.
   Also, start an 'Employee of the Month' scheme. Everyone has to nominate someone, giving reasons why they should be nominated.

- 4. Encourage staff through meetings and a newsletter (to be edited on a monthly rotating basis by different senior managers) to give ideas and suggestions. There would be cash rewards for the best ideas.
- 5. Set up a profit-sharing scheme for all employees related to increased productivity and profits.
- 6. Cancel the end-of-year bonus scheme. Spend some money instead on a spectacular Christmas dinner and party at a luxurious hotel.
- Organize one-to-one meetings with senior managers to build morale and generate ideas. Agree targets and objectives with senior managers, who share them with other staff members at regular seminars.
- 8. Have an open-door policy in every store. Employees can see the manager whenever they are available.
- 9. Create career development plans for all staff, which would involve consultation with each employee.

# Task

- 1. Work with your teacher. Choose five ideas from the Chief Executive's list which you think would be worth implementing. Note down the reasons for your choices.
- Discuss your ideas, giving reasons for your choices. Then, try to agree on the five best ideas (from the Chief Executive's and your own list) which should be put into effect.

# Reading

# Class Work

# The New Leadership



In the twenty-first century, managers looking to get ahead will need a completely different set of skills. Technology, products, markets, and customers are changing fast, and corporations will need managers that can handle uncertainty. These leaders will also need the ability to work as part of a team, have concerns for the needs of employees, and also have a sense of humor.

In order to survive, corporations will have to establish an increasing

number of partnerships with suppliers, distributors, and their most important customers. Leaders will have to rely more than ever on their staff to act independently to maintain these relationships.
As a result, they will also need to build a different kind of relationship with the people who work for them: one based on trust, rather than seniority. The best leaders will favor a team-based approach to management.

In addition, skilled employees will be more in demand, so they will be freer to come and go as they please. Managers will have to make more of an effort to attract new talent and to respond to the needs of their existing employees. Listening skills and a desire to help people could well become important qualities in a successful manager. Also, increased globalization will require sensitivity to other people's traditions and languages.

### **Comprehension Questions**

Match the beginnings of the sentences with the correct endings to create a summary of the article above.

- 1. Managers will need to be able to handle uncertainty
- 2. They will need a different relationship with employees
- 3. They will need good listening skills
- 4. They will have to be sensitive to other cultures
- a. because they will depend on them more.
- b. in order to respond to the needs of their staff.
- c. because the business world is changing very fast.
- d. because more business will be done with international partners.

### Discussion

**Class Work** 

- 1. Which modern or historical leaders do you most admire? Why?
- 2. What makes a great leader? Discuss the characteristics.
- 3. Are there differences between men and women as leaders?
- 4. Are people who were leaders at school more likely to be leaders later in life?
- 5. What makes a bad boss? Discuss some factors.
- 6. What is the difference between a manager and a leader?
- 7. What qualities do you need to run a large company effectively?
- 8. What do business leaders actually do?
- 9. As a leader, how do you motivate your employees?
- 10. Do you think leaders are born or made?

# **Business Culture**

Individual Work

### "Fast-Tracking" Employees: A Smart Move

The appointment of Carly Fiorina as president and CEO of Hewlett-Packard is an example of two major trends in corporate America. First, female executives are gradually rising to the top. Second, companies tend to hire top managers from outside rather than promote from within the company.

"Very few American companies train employees well enough to become leaders of the company," says William C. Byham, author of the book *Grow Your Own Leaders*. Some companies do have a list of possible employees for top jobs, but they fear that these people do not have the skills or training to take over if a key person leaves. Others have great hopes for some employees, but don't tell them.

Byham says that upper management must be strongly committed to developing its own leaders. That in itself can be a problem because some managers don't want to train people to take their place. According to Byham, it is important to identify several people for the "fast track," and give them assignments what will develop their management skills. And finally, it is important to make sure that people who are on the "fast track" know that they have a place in the organization's future.

#### Write Aloud

What do you think about training employees to become leaders of the company?

# Vocabulary

#### Dialogue

**fruition**: the achievement of something that has been aimed at and worked for

double-digit: the numbers between 10 and 99

trait: an identifying feature or quality, especially one that distinguishes someone's character

**slot in**: to find time to see someone or do something between various other arrangements that have already been made

Individual Work

### Reading

**corporation**: 1.a body of people acting jointly, eg for administration or business purposes and who are recognized by law as acting as an individual

### **Vocabulary Exercise**

### Fill the gaps with the words above.

- 1. The project finally came to \_\_\_\_\_
- 2. The \_\_\_\_\_ may be charged with default on its contract with the government.
- 3. Doctor John is busy this morning, but she might be able to \_\_\_\_\_\_ you in around one
- o'clock. 4. Australia had 15 years of \_\_\_\_\_ inflation.
- 5. The study found that some alcoholics had clear personality \_\_\_\_\_\_ showing up early in childhood.



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Stress Unit 06



# Warming-up

\* Describe the picture in 1 minute using your own words.

Which of these situations would you find the most stressful?

- 1. Divorce
- 2. Going on holiday
- 3. Moving house
- 4. Moving to another country
- 5. Losing your job
- 6. A personality clash with your boss
- 7. An annual health check-up
- 8. Being the victim of a robbery



Class Work

### Dialogue

Class Work

A personal manager and two colleagues are discussing ways of improving the staff's health and fitness.



- **Vincent**: I think we should do a lot more to improve our staff's health and fitness. What do you think, Monica?
- **Monica**: I agree. There are all sorts of things we could do to help staff to become more healthy and stay healthy. For one thing, we could offer them a free medical checkup every year.
- **Vincent**: Right. That's a good idea. A lot of firms do that. And how about having a no-smoking policy in the staff restaurant? What do you think about that?
- Monica: Mm, I don't think I like the idea very much. It wouldn't be good for morale. A lot of our staff smoke. They'd be against it. I'm sure of that. I think we should improve the food. A lot of dishes aren't healthy. There's far too much fatty food, not enough fish, fruit and
- Vincent: True. We could change the menus and offer healthier meals. I like that idea.

vegetables.

- **Monica**: What about setting up a counseling service, Vincent? Some staff are under a lot of stress. It affects their work and they need professional help.
- **Vincent**: I don't know, Monica. It'd be very expensive to set up a service like that. Anyway, we have a company doctor. That's her job, isn't it?

Comprehension Questions

- 1. What does Monica suggest to improve their staff's health and fitness?
- 2. Why does Monica disagree with no-smoking policy?
- 3. What is the problem with staff restaurant menu?
- 4. What does Vincent think about setting up a counseling service?

#### **Dialogue Practice**

#### Practice the conversation below with your teacher.

A: I think we should do a lot more to improve our staff's (health and fitess). What do you think?

B: I agree. For one thing, we could offer them (a free medical checkup every year).

A: Right. That's a good idea. And how about (having a no-smoking policy in the staff restaurant)?

B: I don't think I like the idea very much. (<u>It wouldn't be good for morale</u>). 'w nat about (<u>setting up a counseling service</u>)?

A: I don't know, Monica. It'd be (very expensive to set up a service like that).

# **Useful Expressions**

**Class Work** 

### [Making suggestions to improve work environment]

We could offer staff a wider choice of food.	
Why don't we change the menus?	That's a good idea.
How about offering healthier meals?	I agree
What about having a no-smoking policy?	I don't think I like the idea very much.
I think we should send out a questionnaire.	

### [Talking about stress at work]

The major causes of stress at work are (increasing job security/working long hours/working with a difficult boss).

To cope with stress, you have to find out the main reasons and possible solutions.

# Reading

Professor Cary Cooper is a well-known authority on stress management.



#### Major causes of stress

The major causes of stress at work today are firstly, increasing job insecurity. Due to the recession, many people these days feel they could lose their jobs, and they don't feel their jobs are safe. They feel they may not have a job next month or next year. Secondly, working long hours is becoming common across the world. There are problems with how much time people are spending at work compared to the time they spend at home, what is called the work-life balance, and how to get this balance right. In many countries, around the world, the typical family is a working family, with both members working, which causes problems for those families. So, working people really are experiencing problems which maybe 40 or 50 years ago they didn't have.

#### How to cope successfully with stress

For people to manage stress successfully, they first have to find out the main reason for it. For example, are they stressed because the company they work for has a habit of working long hours which is causing problems in their personal life? Or is it that they have a boss who gives them orders all the time and doesn't give them freedom or independence to organize their own work? Or is it that they are women and they work for a company which makes it difficult for women to make progress in their career, or to get promoted because the company is not flexible in its working arrangements? Each of these problems needs a different solution, so it's important for people to find out what their particular problem is and then once they've done this to think about the possible solutions.

#### Stress Unit 06

### **Comprehension** Questions

- 1. According to Professor Cooper, what are the two major causes of stress at work?
- 2. What did he say about problems 40 or 50 years ago?
- 3. Choose the examples of stress which Professor Cooper mentions.
  - a. long hours
  - b. too much paperwork
  - c. not enough breaks during working hours
  - d. a difficult boss
  - e. transport problems going to and from work
  - f. lack of promotion opportunities for women

# Activity

#### **Genova Vending Machines**

Genova Vending Machines (GVM) is part of a multinational company, based in Zurich, Switzerland. GVM merged with another company 18 months ago. As a result of the merger, the management:

- cut the workforce by 15%.
- introduced open-plan offices.
- proposed that salary payments and staff recruitment should be done by outside companies instead of by the Human Resources (HR) Department. If this happens, there will be redundancies in the department.

Most staff are now worried about job security and morale is low. In particular, staff in the Human Resources Department complain of being overworked and severely stressed. Absenteeism is high and several staff have recently resigned.

### Consultants' findings

Management has asked a group of consultants to study the problem in the HR Department. They have presented a report of their findings.

### Space problems

HR staff do not like the open-plan office. They don't have enough space or privacy. Many of them work in small areas without windows. The office is noisy and staff are often interrupted by colleagues.

#### Heavy workloads

Because of the redundancies, staff are working harder and longer hours. Also, they have to attend too many meetings and deal with too much paperwork. The company is monitoring their work more closely and controlling them more than ever before.

#### Pressure from the redundancy process

Since last year, the HR staff have had to make many colleagues from other departments redundant. Some of the HR staff involved in this have suffered great emotional strain.

#### Further staff cuts

There is a new rumor about possible further redundancies. The unions have said that they will recommend strike action if this happens.

### The new HR Director

The new Director of HR is extremely unpopular. She doesn't listen to people or try to understand their points of view. She often criticizes staff and rarely praises them . She never mixes with staff outside office hours.

#### **Career moves**

Several good HR personnel say they will resign unless the situation improves.

### Task

- You are a member of the group of consultants studying the problems in the HR Department. Discuss the following questions.
  - Which problems do you think are the most serious?
  - What should the management do to solve the problems?
- 2. Work out an action plan to reduce the stress in the HR Department.

**Class Work** 

### Discussion

- 1. What would you do?
  - a. Suppose your boss wanted you to spend your summer vacation taking an English course. What would you do?
  - b. Suppose your company gave you a large sum of money to invest in your department. What would you spend it on?
  - c. Suppose someone offered you a job in Saudi Arabia at twice your present salary. Would you take the job?
  - d. Suppose the job were in the USA. What would you do?
  - e. Suppose you wanted to start your own business. What sort of business would it be?
- 2. Which of the following business situations would worry you most? Why?
  - a. You read in the paper that your company will probably be merging with another company.
  - b. You keep your job after a merger, but you are in a less powerful position.
  - c. Your company has to relocate to the other side of the city.
  - d. You are asked to relocate to an exotic foreign country.
  - e. You are promoted but are now in charge of a hostile workforce.
  - f. You have to decide who to make redundant in your new department after a merger.

# Business Culture

Individual Work

### **Business stress levels 'double'**

Stress levels among the world's business leaders have doubled over the last year, a survey says. Taiwan is top of the stress table for the second year running, with 90% of respondents feeling more pressured, said business advisers Grant Thornton.

57% of all business owners globally reported higher stress levels compared to 39% in 2004. Just 6% of the 7,000 businessmen and women questioned said that their stress levels had gone down. After Taiwan, China, the Philippines, Botswana, Hong Kong, Singapore, and South Africa led the countries with the most stressed-out business leaders. Grant Thornson said "without a doubt" the least stressed business people in the last year were to be found in Europe and the US, although stress levels there also rose dramatically.

### Write Aloud

What is the most stressful thing at work for you? Why?

# Vocabulary

Individual Work

### Dialogue

fitness: the condition of being physically healthy and strong.

**medical check-up**: a thorough physical examination; includes a variety of tests depending on the age and sex and health of the person.

fatty: containing fat especially in unusual amounts.

### Reading

authority: the person or people who have power, especially political or administrative.

insecure: not firmly fixed; not confident or sure.

independence: the quality or state of being independent.

### **Vocabulary Exercise**

### Fill the gaps with the words above.

- 1. This provided a pretext for the \_\_\_\_\_\_ to cancel the elections.
- 2. July 4<sup>th</sup> is a public holiday celebrating America's \_\_\_\_\_\_.
- 3. I'm trying to improve my \_\_\_\_\_ by cycling to work.
- 4. Fast food has become a staple food for many Americans. Fast food is \_\_\_\_\_ and unhealthy.
- 5. He received a \_\_\_\_\_ before starting treatment for his high blood pressure.
- 6. I feel \_\_\_\_\_\_ in my position as there have been recent talks about our plant closing down.

51

Planning

**Class Work** 

Unit 07



# Warming-up

\* Describe the picture in 1 minute using your own words.



- Desk or pocket diary
- Ask someone to remind you
- Electronic organizer
- Notes stuck on board or fridge
- Memory
- Write on hand

### Dialogue

Members of a planning group discuss relocating their head office.



Smith: We need to decide exactly when we're going to move. Any suggestions?

Mark: I think July would be the best time. It's very quiet then, isn't it?

Smith: You mean, we don't do too much business then.

**Mark**: Exactly. Our sales are always down that month and quite a few staff are away on holiday. We could move all the office equipment at the weekend. Do everything at once. That's the best way...

**Smith**: I think we should take longer to move. A weekend's too short. In my opinion we should do it department by department.

Mark: How do you mean, exactly?

Smith: Well, each week a different department would move. That way, there would always be people here who could handle customer enquiries, phone calls, and so on.

**Mark**: Hmm, I see what you mean. Maybe it would be better to phase the move over several weeks. Of course, we'll have to keep our staff informed at every stage of the move. We can do that mainly by internal e-mail. Now, moving on to the question of transport. We've contacted two companies, National Transport and Fox Removals.

Smith: Sorry, could I just comment on that, Mark?

Mark: Certainly.

**Smith**: I don't think it would be a good idea to use National. I've heard one or two things about them. I don't think they're too reliable. But Fox would be fine. They've got an excellent reputation in the trade.

**Mark**: OK, perhaps it would be better to use Fox then. You know, there's another possibility. We could get our own people to do the moving.

Smith: What? You think our transport department could do the job?

Mark: Why not? They're not too busy in July.

**Smith**: I don't think that's a good idea. This is a really big job. We need a specialized firm for that like Fox. They've got the experience and will do a good job, even if it does cost us a bit more. Also, Fox offers a free consultation service.

### **Comprehension Questions**

- 1. What does Mark think about the best time for moving?
- 2. Why doesn't Smith agree to use National for transport?
- 3. What does Fox offer for free?

#### **Dialogue Practice**

#### Practice the conversation below with your teacher:

A: Now, moving on to the question of transport. We've contacted (two companies, National and Fox).

- B: Sorry, could I just comment on that?
- A: Certainly.
- B: I don't think it would be a good idea to use (National) because (they're not reliable).
- A: OK, perhaps it would be better to use (Fox) then.

Class Work

# **Useful Expressions**

### [Suggestions for planning a project]

We need to decide (when we're going to move).

I think (July) would be the best time.

I think we should (take longer to move).

It would be better to (phase the move over several weeks).

### Reading



### By Geoff Dyer

Brazil has everything to offer visitors: 7,300 km of coastline, much of it empty, endless beaches; the planet's biggest rainforest; an area of wetlands full of alligators and jaguars; colonial cities and spectacular waterfalls.

The Bahia coast in north-east Brazil is a particularly attractive area for tourism. Several luxury resorts have been built there. Recently a \$170 million five-hotel complex at Sauipe opened. With its 18-hole golf course and designer

shops, Sauipe is hoping to attract rich, foreign visitors.

The tourist industry had problems in the past because of high inflation which led to short-term planning. Hotels, however, are long-term investments, often with payback periods of over 15 years.

If resorts such as Sauipe are going to attract significant numbers of tourists, they have to solve several problems.

For a start, Brazil needs cheaper and more frequent international air travel. Brazilian airlines have actually decreased the number of scheduled international flights in the past two years because of a currency devaluation.

Foreign visitors also demand a level of service that needs lengthy training—a considerable task for most of the resorts in the northeast which do not have a well-educated population to provide suitable staff.

The other big challenge for Sauipe's managers is to avoid the social problems that other new resorts have caused, when large numbers of people have come from the interior in search of jobs, quickly creating slums.

The resort is hoping to deal with these pressures by setting up courses in the surrounding villages for making handicrafts which will be sold at Sauipe and by organizing credit for local cooperatives to produce foodstuffs for the hotels.

Some people believe that the developers have not planned the new resorts properly. 'Sauipe is a resort without adequate infrastructure, training or planning about how the industry will develop,' says Mario Beni, a professor of tourism at the University of São Paulo.

Often created in the middle of nowhere, he says, many of these resorts have poor transport links and no local tourism or sports facilities to take advantage of. 'It is time to stop and think about these grand projects,' he adds.

Not true, replies the Bahia state government, which claims to have spent \$2.1 billion over the past decade on basic tourism infrastructure, from roads to airports to sanitation.

Retrieved From: The Financial Times, 2007

### Comprehension Questions

- 1. Where is the Bahia coast?
- 2. What does Sauipe offer to attract visitors?
- 3. Who is Sauipe trying to attract?
- 4. What problems does Brazil face in attracting more tourists?
- 5. What solutions have been mentioned?
- 6. What criticisms does Mario Beni make about the new resorts?

# Activity

### MARCIA LEE JEANS

Marcia Lee Jeans is based in Toronto. Its brand is well known in Canada. In the next 10 years, Marcia Lee plans to expand in America, Europe and Southeast Asia. To do that, it has decided to build its factory in an overseas country. The factory will have approximately 2,000 workers who will produce the jeans.

The company is considering two countries as a location for the factory. There is some information about each country below.



#### Task

You are a member of the planning committee which must choose a location for the new factory.

- 1. Study the two countries and choose a country according to its suitability as a location.
- 2. Decide which is more suitable location for the new jeans factory.
  - Q: Which country is more suitable for the location of the new jeans factory?
  - A: I think ( ) is better because...

### **COUNTRY** A

#### Economy

- Growth rate: 2% per year
- Inflation rate: 5%
- Interest rates: 10%-15%
- Unemployment rate: 25%-30%
- The country has a lot of debt and is trying to modernize its economy.

#### Transport

- Good rail network but poor roads.
- New international airport.
- The main seaport is in poor condition.

#### Labor

- Unskilled labor available. A lot of training needed for jeans production.
- No unions in most industries.
- Wage rates: very low.

#### Comments

The country has a military government. Bribery is common. Political problems: the people in the north want to become an independent state. The government will contribute 30% towards the cost of a new factory.

### **COUNTRY B**

#### Economy

- Growth rate: 4% per year
- Inflation rate: 5%
- Interest rates: 8%-12%
- Unemployment rate: 12%
- Government encourages the privatization of industry .

#### Transport

- Road and rail network is in poor condition.
- Government has started a big investment program for the transport system. It will take 5-10 years to complete.

#### Labor

- Large supply of skilled workers, but they are not used to working long hours.
- Strong unions.
- Wage rates: low.

#### Comments

A lot of paperwork is required for new businesses. There are problems with air and water pollution. Profits are tax free for the first three years after a factory has been built. Companies must pay 5% of their profits into a fund for training their workers.

### Discussion

### Class Work

What conditions are important for people starting new businesses? Choose the three most important from this list and compare them with your partner. 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
stable economy	government grants

### **Business Culture**

### Individual Work

### Culture: the key to business in China

While on business in China, your local interpreter brings ice cream to your hotel while you're working late at night because you mentioned that you like it. This might seem strange, but in China it just means you're a valued guest.

Queensland-based Solutions Development Corporation International (SDC) Director, David Denham noticed that such attention to detail is characteristic of the Chinese marketplace.

"Knowing about Chinese culture and business practices, and being prepared to translate everything really makes a difference. You also have to know about the Chinese Special Economic Zones," he said.

You have to find the right government official who will spend a lot of time with you because they are looking to invest. They like it when you are prepared to work with them and to share information and experiences.

In what sounds like an epic tale, Mr Denham and his associate, Dr Kewu Li were in Hong Kong before visiting Jiangmen when they got a call to meet Dr Li's former university professor across the border in Shenzhen at 6am the following morning.

Professor Wang had arranged a meeting with a Beijing government representative with family ties in Shenzhen. This connection was very important for SDC.

"All of our presentations and handouts were in Chinese. We also learnt that getting an early signature is very important - otherwise there is no commitment, even just to talk again," Mr Denham said.

There's a lot of opportunity if you don't try to tackle the big cities first. The army and the government owns a lot of the factories and there are opportunities for companies from other countries if they target the smaller contracts that competitors like the bigger US companies won't touch.

### Write Aloud

If you planned to start a business in China, what Chinese cultural factors would you need to consider?

### Vocabulary

### Dialogue

**enquiry**: an act or the process of asking for information **phase**: to organize or carry out (changes, etc) in stages **consultation**: the act or process of consulting

### Reading

kick-start: to take a course of action that will quickly start a process going again
currency: the system of money, or the coins and notes, in use in a country
devaluation: the reduction of a country's currency value in relation to other currencies
handicraft: the objects that are produced by people doing handicrafts
sanitation: the process of keeping places clean and healthy, especially by providing a sewage system and a clean water supply

### **Vocabulary Exercise**

#### Fill the gaps with the words above.

- 1. She sells \_\_\_\_\_\_ to the tourists.
- 2. It will lead to \_\_\_\_\_\_ of a number of European currencies.
- 3. One day we would work to install water and \_\_\_\_\_\_ systems.
- 4. The President has chosen to \_\_\_\_\_\_ the economy by slashing interest rates.

5. He made some \_\_\_\_\_ and discovered she had gone to the

Continent.

- 6. Tourism is the country's top earner of foreign
- A personal diet plan is devised after a \_\_\_\_\_\_
   with a nutritionist.
- The Health Secretary told Parliament that the reforms would be \_\_\_\_\_\_ in over three years.



Individual Work

### Unit 08



# Warming-up

Class Work

\* Describe the picture in 1 minute using your own words.

- 1. How much cash do you have on you at the moment? Do you know:
  - a. exactly?
  - b. approximately?
  - c. not at all?
- 2. Do you normally check:
  - a. your change?
  - b. your credit card bills?
  - c. your receipts when shopping?



### Dialogue

### Class Work

Here is a telephone conversation between a credit controller, Valentina Santinelli, and a customer, Will Becker, who hasn't paid an outstanding bill.

Becker: Hello. Becker here.

Santinelli: Good morning, Mr. Becker! This is Valentina Santinelli calling

from GFS. I'm sorry to call you like this.

Becker: Oh, that's all right.

Santinelli: Did you receive our January shipment?

Becker: Yes, we did.

Santinelli: When did it arrive?

Becker: Er... it arrived on the... 25th of January.

Santinelli: Are all the things you ordered included?

Becker: Yes, thank you, yes.

Santinelli: Did you get the invoice as well?

Becker: Yes...yes.

Santinelli: And, er, have you paid the invoice for the last shipment yet?

Becker: I'm afraid we haven't managed...

**Santinelli**: Because I haven't got a record of the payment and our department was just getting a bit worried about it.

Becker: Yes, money is very tight at the moment, you see.

Santinelli: Of course.

Becker: I'd like to ask for an extension of credit.

Santinelli: Ah.

Becker: You see, we have a considerable overdraft.

### **Comprehension** Questions

Are these statements true (T) or false (F)? Tick the boxes.

The credit controller	Т	F
1. has no sympathy for the customer		
2. offers a bank overdraft	l.	(
3. threatens legal action		8
4. grants an extra week's credit		
5. insists on prompt payment		
6. suggests there may be a change in conditions of payment		



### **Dialogue Practice**

### Practice the conversation below with your teacher.

- A: Have you paid the invoice for (the last shipment)?
- B: I'm afraid we haven't managed it yet.
- A: Is there any problem?
- B: Yes, (money is very tight at the moment).

# **Useful Expressions**

### [Talking about the bill payment]

Did you get the invoice?

Have you paid the invoice for the last shipment yet?

I haven't got a record of the payment.

#### [Talking about an account and credit]

Money is very tight at the moment.

We have a considerable overdraft.

I'd like to ask for an extension of credit.

### Reading

### The Wall Street Crash

The stock market crash in the United States in 1929 was huge and it led to a severe and lasting economic crisis around the world. Many bankers and industrialists lost their money and reputations. Some went to prison and others committed suicide.

Share prices on the New York stock exchange had begun rising in 1924, and in 1928 and 1929 they rocketed to unbelievable levels. In spring 1929 there was a break in the rising prices when the Federal Reserve Bank said it might raise interest rates to slow down the boom.

However, a major bank, the National City Bank, assured investors that it would continue to lend money to them at affordable rates.

Soon the market took off again. People could buy stock for 10% of its value and borrow the remaining 90%. The lending rate varied from 7% to 12%. Almost everyone was optimistic. One



**Class Work** 

Class Work

economist, at the peak of the boom, said that people generally agreed 'stocks are not at present overvalued.'

It all ended on 21 October, 1929. The market opened badly and there was heavy selling. Confidence in the market disappeared. There was a rumor that the big bankers were getting out of the market. Share prices fell dramatically and kept on falling. The boom was over. But its consequences would last for years to come.

### **Comprehension Questions**

- 1. After the stock market crash, what happened to bankers and industrialists?
- 2. When did the share prices on the New York stock exchange began rising?
- 3. When did the boom end?
- 4. What happened to the share prices?

### Activity

### Valentino Chocolates

Valentino chocolates are made in Turin, Italy. They are recognized as luxury products with a delicious and unique taste. Some of Valentino's finest chocolates are handmade and have won many international awards.

The company's owners want Valentino to become an international business. They believe they make the finest chocolates in the world. This year they have set aside  $\pounds$  1.5 million to invest in their company. Their problem is to decide how to spend the money so that the company will continue to expand. Recently, a well-known business journal did a profile of the company. It ended as follows:

Valentino can continue to grow, but only if it develops new products and finds new markets. The ways in which Valentino could invest the  $\pounds$  1.5 million are listed in the table below:

Option	Cost	Benefit
1. Extend the factory	£ 500,000	Increase the factory's capacity by 30%
2. Buy new machinery	£ 200,000	End the delays caused by the old machines breaking down
3. Invest in more research and development	£ 200,000	Develop new products such as a low-fat chocolate drink, new biscuits/cakes
4. Buy out a local competitor	$\pounds$ 1.5 million	Reduce local competition
5. Establish a factory in the US	$\pounds$ 1.3 million	Manufacture chocolates in a major new market

Option	Cost	Benefit
6. Launch a marketing campaign	£ 500,000	Increase sales of all products
<ol><li>Finance a market survey and research trips to the US</li></ol>	£ 100,000	Assess the market potential for Valentino products. Contact agents
8. Invest in an existing group of cafes	£ 500,000	Become a partner in cafes which sell and promote Valentino chocolates
9. Set up online sales	£ 150,000	Increase sales and profits
10. Buy a new fleet of cars	£ 500,000	Increase motivation of the sales staff

### Task

You are a director of Valentino. Meet to discuss your investment plan.

- 1. Decide how to spend the  $\pounds$  1.5 million. Make your investment plan with reasons for your choices.
- 2. Present your ideas

### Discussion

Class Work

- 1. Do you:
  - a. give money to beggars?
  - b. give money to charities?
  - c. give away used items, such as clothing?
- 2. If you go out for a meal with someone you don't know well, do you:
  - a. offer to pay the whole bill?
  - b. suggest dividing the bill into equal parts?
  - c. offer to pay the whole bill but expect them to pay next time?
  - d. try to avoid paying anything?
- 3. What do you think about people who do not pay the correct amount of tax? Is this:
  - a. a serious crime?
  - b. morally wrong but not a crime?
  - c. excellent business practice?
- 4. If you lend a colleague a small amount of money and they forget to pay it back, do you:
  - a. say nothing?
  - b. remind them that they owe you money?
  - c. arrange to go for a drink with them and say you've forgotten your wallet or purse?

### **Business Culture**

Individual Work

### United Kingdom: Borrowing money

Most people who have a problem with cash flow phone the bank and ask for an overdraft. It is quick and easy, but it is not always cheap.

Instead of an overdraft, why not arrange a personal loan? An overdraft is really a short-term measure for one or two months, but a personal loan is often a better idea because the repayments are structured over a pre-arranged period.

If you see something you want in the shops, there is usually not time to ask your bank for a loan, so you can use a credit card. Buying on credit is expensive, but there are some good offers.

Customers with incomes of more than  $\pounds 25,000$  can benefit from gold charge cards. These are not credit cards, but payment cards for shops and restaurants, etc. They are useful if you want a large sum of money quickly, but the amount you borrow must be repaid by a pre-arranged date.

Store cards are generally more expensive than other credit cards, and can only be used in the shops which offer them.

### Write Aloud

What are some positives and negatives of using credit cards?

Vocabulary

#### Dialogue

- **shipment**: an amount of a particular kind of cargo that is sent to another country on a ship, train, airplane, or other vehicle
- invoice: a document that lists goods that have been supplied or services that have been done, and says how much money you owe for them
- **overdraft**: the state of being in debt to the bank because you have spent more money than you have in the account

### Reading

take off: to suddenly become very successful

#### **Vocabulary Exercise**

- Fill the gaps with the words above.
- 1. We will then send you an \_\_\_\_\_\_ for the total course fees.
- 2. Food \_\_\_\_\_ could begin in a matter of weeks.
- 3. It said a 1.8 trillion yen rise in household borrowing through \_\_\_\_\_\_ accounts also added to the increase in overall consumer loans.
- 4. In 1944, he met Edith Piaf, and his career \_\_\_\_\_.

### Trade Unit 09

Class Work



# Warming-up

\* Describe the picture in 1 minute using your own words.



- 1. When you buy things, do you try to haggle?
- 2. Where do you usually haggle? Where don't you haggle?

### Dialogue

# Bella Ford, a buyer for Empire Wines, is negotiating with Pierre Hemard, Sales Director for Marques Vineyards, Napa Valley, California.

Bella: If we buy more than 500 cases of the Reserve, what discount can you offer us?

Pierre: On 500, nothing. But if you buy 1000 cases, we'll offer 15%.

**Bella**: Let me think about that. Now, if I place an order for 1000, will you be able to dispatch immediately?

Pierre: I don't know about immediately, but certainly this month.

**Bella**: Well, if you get it to us before the Christmas rush, it'll be OK. I'll take it if your prices include insurance.

**Pierre**: Actually, no. You'd be responsible for that. If you can increase your order, then we'd be willing to cover insurance as well.

Bella: I'll need to do some calculations.

**Pierre**: Let's look at methods of payment. Since we've not dealt with you before, we'd like to be paid by banker's draft.

**Bella**: Well, this is a large order. We've done business with many well-known wine producers and we've always paid by letter of credit.

**Pierre**: OK. If we agree to your paying by letter of credit, then you'll have to pay us within 30 days. **Bella**: That should be fine.

### **Comprehension Questions**

Are these statements true (T) or false (F)? Tick the boxes.

	Т	F
1. If 500 cases are ordered, there will be no discount.		
2. If 1000 cases are ordered, insurance will be covered.		
3. If 1000 cases are ordered, they will be dispatched immediately.		
4. The two companies have dealt with each other before.		
5. If it is paid by letter of credit, the payment have to be made within 30 days.		

### **Dialogue Practice**

### Practice the conversation below with your teacher.

A: If we buy (more than 500 cases of the Reserve), what discount can you offer us?

B: On (500), nothing. But if you buy (1000 cases), we'll offer (15%).

- A: If I place an order for (1000), will you be able to (dispatch immediately)?
- B: Sure./I don't know about (immediately, but certainly this month).

Unit 09 Trade

Class Work

A: Do the prices include (insurance)?

B: If you can (increase your order), then we'd be willing to (cover insurance as well).

		e
Usetul	Expressions	

### [Stating aims]

We'd like to have it in a month's time.

We must have delivery by the end of next week.

#### [Making concessions]

If I have to finish in one month, I'll need to have an extra designer.

That could be all right as long as I get some money in advance.

### [Rejecting suggestions]

We'd prefer to pay you a fixed amount.

### [Bargaining]

How about paying me half when I start the work?

### [Focusing the discussion]

Let's talk about the time for setting up the website.

# Reading

### **Class Work**

Our ref: JM5/02	Connoisseur		
Ms. Denise Morgan	IMPORTER OF FINE	WINES	
Documentary Credits	18 Park Avenue Los A	Angeles, CA 90008	
National Bank of Commerce	Tel: (213) 555 9765	Fax: (213) 555 8521	
35 Main Street	e-mail: wincon@aol.co	om	
			T 1
			July
Dear Ms. Morgan:			

ly 31

Application for \*letter of credit in favor of Julian Montero srl We have contacted Julian Montero, the Argentine supplier of the wine we are importing. We

### Unit 09 Trade

will be importing 500 cases of white and red wine and the total value of the contract is US \$50,000.

Please open a letter of credit to cover the shipment. Details are as follow:

- 1. Beneficiary: Julian Montero srl, San Nicolas 1746, Buenos Aires, Argentina.
- 2. Sr. Montero's bank: Bank of Argentina, Buenos Aires.
- 3. Irrevocable Letter of Credit 30 days. To be confirmed by your correspondent bank in Argentina.
- 4. The letter of credit must cover the enclosed list of wines which specifies the brands and quantities we have ordered.
- 5. Four clean copies of the Bills of Landing.
- 6. No part shipment permitted.
- 7. Shipping terms: \*CIF

We look forward to receiving a copy of your letter to your correspondent bank in Argentina as soon as possible. Please let me know if there is any further information you require. Yours sincerely,

Vivian Eastwood

Vivian Eastwood Manager

- \* Letter of credit: A letter from one bank to another which enables a seller to obtain money. The most common way of financing international trade.
- \* CIF: All costs, insurance, and freight charges are to be paid by the exporter, Julian Montero.

### **Comprehension Questions**

- 1. When will the seller receive payment for the goods?
- 2. What information must be included in the letter of credit?
- 3. Who will pay for the cost of transporting the cases of wine?
- 4. What does Vivian Eastwood want Denise Morgan to send her?

### Activity

### **Ashbury Guitars**

The Kim Guitar Company (KGC) in Seoul, South Korea, makes electric guitars for distributors in Europe and the US. It creates its own branded products but also makes guitars to distributor's specifications.

A major Canadian distributor, Ashbury Guitars, has contacted KGC about marketing a range of guitars. Ashbury plans to put three models on the market: the Ashbury SG1000 (the most expensive model), the SG500 and the SG200.

### Task

- Person A: The KGC Marketing Manager (turn to page 126).
- Person B: The Ashbury Marketing Manager (turn to page 126).

Read your information files. You need to report to your boss. In order to prepare for the report, ask questions to each other and fill in the blanks.

- How much is the model SG500?
- How many orders of model SG1000 do you want?
- When will you be able to dispatch the model SG1000?
- What percentage of discount can you offer us?
- What is the guarantee?

# Discussion

- 1. Think of some of the things you own (for example, shoes, TV, car). Which are imported? Where were they made?
- 2. What are your country's major imports and exports? Do you think products made in your country are better than products made in other countries?
- 3. Is free trade always a good thing?
- 4. Do you think free trade leads to the creation of jobs, or to unemployment?
- 5. Should certain industries be protected? If so, which?

### **Business Culture**

### Argentina: Let's Make a Deal!

- Third party introductions are often a necessary prelude to doing business in Argentina.
- In Argentine business culture, interpersonal skills such as the ability to 'fit in' and maintain cordial relations with the group are sometimes considered as important as professional competence and experience. Moreover, establishing rapport and friendship remain key to conducting business and effective problem-solving.
- Argentines generally converse in closer proximity. Adapt to this practice—it may be taken personally if you back away from someone.
- An initial visit should be made by an upper-level executive, accompanied by mid-level executives. Mid-level executives will attend subsequent visits to conduct negotiations that go into greater depth.
- Displaying kindness and respect towards other people are valued qualities, and there is a tendency to avoid aggressive behavior. It's important to be empathetic in your dealings.

Individual Work

**Class Work** 

Moreover, you will find that expressing concern for the country's welfare and the Argentines you deal with is an appreciated gesture.

- In negotiations, feelings sometimes take precedence over facts. Among Argentines, perceptions of the truth can be subjective and personal. Catholic values have had a profound influence on their thinking.
- Generally, contract agreements are followed rigidly, problems are resolved swiftly, and payments are made promptly on the deadline.

#### Write Aloud

If you need to trade with an Argentine company, which of the above factors would you need to consider?

# Vocabulary

Individual Work

### Dialogue

**dispatch**: to send (mail, a person, etc.) to a place for a particular reason **draft**: a written order for payment of money by a bank, especially from one bank to another

#### Reading

**shipment**: an amount of a particular kind of cargo that is sent to another country on a ship, train, airplane, or other vehicle

beneficiary: recipient, receiver, and payee

irrevocable: not able to be changed or reversed

correspondent: someone with whom one exchanges letters

specify: to give information about what is required or should happen in a certain situation

#### **Vocabulary Exercise**

#### Fill the gaps with the words above.

- 1. Israelis watch TV showing Fox News \_\_\_\_\_ American Steve Centanni, at a shop in downtown Jerusalem, Sunday, Aug. 27, 2006.
- 2. He said the decision was \_\_\_\_\_
- 3. The victory inspired him to \_\_\_\_\_\_ a gleeful telegram to Roosevelt.
- 4. They \_\_\_\_\_ their wishes to an interior designer.
- 5. They embargoed oil \_\_\_\_\_ to the US.
- 6. The main \_\_\_\_\_\_ of pension equality so far have been men.





# Warming-up

Class Work

\* Describe the picture in 1 minute using your own words.

- Have you ever bought something in the subway? What did you buy?
- 2. When you buy things, what factors do you consider?(price, design, brand, etc.)



### Dialogue

### Class Work

### Telephone conversation between Sales Director Martin, and his sales Manager, Fiona.

Fiona: Hello.

Martin: Hi, Fiona. This is Martin. How are things going?

Fiona: Fine, thanks.

**Martin**: I haven't received your sales report yet for the quarter. Any problems?

**Fiona**: Oh, no. Sorry, Martin. I've been really busy lately. But I can tell you, we've had excellent results.

Martin: Good.



**Fiona**: Yeah. We've met our sales targets and increased our market share by two percent. Our total sales were over \$1.2 million.

Martin: Over \$1.2 million. Great! Well done! What about the new range of shampoos?

Fiona: Well, we had a very successful product launch. We spent \$30,000 on advertising it and...

Martin: Sorry, did you say \$13,000?

**Fiona**: No, \$30,000. We advertised in the national press, took out space in trade magazines and did a number of presentations to our distributors. It was money well spent. We've had a lot of orders already and good comments from customers.

Martin: I'm really pleased to hear that.

### **Comprehension 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?

### **Dialogue Practice**

#### Practice the conversation below with your teacher.

Martin: I haven't received your sales report yet. Any problems?

Fiona: Oh, no. Sorry. (I've been really busy lately). But I can tell you, we've had excellent results.

Martin: Good.

Fiona: We've met our sales targets. Our total sales were (over \$1.2 million).

Martin: (Over \$1.2 million). Great! Well done! What about the new range of (shampoos)?

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Fiona: Well, we had a very successful product launch. We spent (<u>\$30,000</u>) on advertising it and... Martin: Sorry, did you say (<u>\$13,000</u>)?

**Fiona**: Yes, that's right / No, (<u>\$30,000</u>).

# **Useful Expressions**

### [Reporting sales]

We've had excellent results.

We've met our sales targets and increased our market share by two percent. Our total sales

were over \$1.2 million.

We had a very successful product launch. We spent \$30,000 on advertising it and...

We've had a lot of orders and good comments from customers.

### [Promoting sales]

We sell a very large range of goods (such as canned foods, cleaning materials and cassettes). For large consumer durables, like music systems and TVs, we provide an after-sales service. If you are not completely satisfied with any product purchased, you may return it and receive a complete refund or exchange it for a different item.

# Reading

### Selling dreams

Ferrari, Italy's maker of sports and racing cars, is among the three most recognizable brands in the world. The company got its high profile among the world's corporate giants without the help, for most of its existence, of an advertising department. Only as recently as 1993 did Ferrari create a marketing department. 'Just parking our exciting automobiles is enough to draw the crowds,' writes Gian Luigi

Longinotti-Buitoni, the author of a book called <u>Selling Dreams</u>.

Customers are now spending more money on products they desire rather than on products they simply need. All companies must therefore produce goods of very high quality. More importantly,



# Class Work

### Class Work

#### Unit 10 Marketing

they must establish a brand for years to come by giving it emotional qualities that match customers' strongest desires. Like Ferrari, all companies must create and sell a 'dream.'

Longinotti-Buitoni gives some interesting statistics about markets for luxury good s worldwide: Switzerland, with 220 Ferraris sold in 1997, is the largest market per capita for the car maker's products; the company, on the other hand, sells only 2.7 percent of its cars to women; Rolex and the highest number of luxury watches are sold in Italy, while Japan has been consistently the leading market in the world for leather goods from Gucci, Ferragamo, Hermès and Louis Vuitton. China, amazingly, appears to be drinking a lot of Hennessy cognac.

From: The Financial Times

### Comprehension Questions

- 1. Which are the biggest markets / countries for these products?
  - a. Ferraris
  - b. Leather goods
  - c. Rolex watches
  - d. Hennessy cognac
- 2. What was unusual about Ferrari's marketing until 1993?
- 3. What two things does the author recommend that companies should do?

# Activity

#### Link-up Ltd.

Link-up Ltd. sells most well-known brands of mobile phones. It has many stores. Staff helps customers choose the right phone and advises them on the various service packages. Today there are two customers: one is a student, the other is an area sales manager.

#### **Mobile phones**

Phone name	Price	Screen display	Special features
Kim 4500	\$65	No color 8 lines of text	Calculator, alarm, Changeable covers
Peterson 320	\$180	Color 8 lines of text	Works in all countries Choice of 40 ring tones
Motorola	\$225	Color 10 lines of text	Works in all countries e-mail, voice-dialing

**Class Work** 

### Service packages

Package name	Monthly fee	Call rates per minute	Free call minutes	Free text messages
Leisure	\$25	\$0.75	50	10
Standard	\$50	\$0.35	200	30
Business	\$130	\$0.18	800	50

### Task

One of you is a salesperson (turn to page 127). The other is the customer (turn to page 127).

- 1. Read your role cards. The salesperson talks to the customer and helps him or her choose a phone.
- 2. Share which package(s) you sold and bought.

# Discussion

'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.

- Product: goods or services that are sold
- Price: the cost to the buyer of goods or services
- Promotion: informing customers about products and persuading them to buy them
- Place: where goods or services are available
- 1. Think of some products you have bought recently. Why did you buy them?
- 2. Which of the four Ps influenced your decision to buy?
- 3. Which of the following statements do you agree with?
  - a. People remember advertisements not products.
  - b. Advertising raises prices.
  - c. Advertising has a bad influence on children.

### **Business Culture**

Individual Work

#### **Marketing Across Cultures**

There is a story often told about General Motors, who tried to sell their Nova model car in Latin America only to find out that "nova" literally means "it doesn't go" in Spanish.

But cultural awareness in marketing is a lot more than careful translation. There are many more subtle differences between cultures. For example, colors that seem attractive in one culture may be unattractive or tasteless in another. Schedules, transportation, and everyday routines differ widely. And the simplest cultural differences can upset the greatest plans.

In Japan, for example, a US household products company spent millions of dollars on a
#### Unit 10 Marketing

marketing campaign to introduce its laundry detergent. Nevertheless, sales were very low. In fact, few store even stocked the soap. The reason? The typically American "large, economy-sized" boxes were far too big for the Japanese market. The product required too much space to stock and the boxes were very heavy to carry

In Europe and in much of Asia, product comparisons in advertising are not accepted or allowed Declaring that one soft drink tastes better than another, or that one automobile is more dependable than another, could be met with distaste or even legal action. Many cultures prefer a more humble ap consider American advertising too loud and aggressive. US companies doing business overset that an approach that emphasizes company longevity and reputation may work bette

### Write Aloud

Why is cultural awareness important in marketing?

# Vocabulary

Individual Work

#### **Dialogue**

Reading

share: the fixed units into which the total wealth of a business company is divided, ownership of which gives the right to receive a portion of the company's profits

**launch**: n. making a new product available to the public



#### **Vocabulary Exercise**

#### Fill the gaps with the words above.

1. For some months the \_\_\_\_\_\_ price remained fairly static.

2. They have the world's largest \_\_\_\_\_\_ income.

3. The company's spending has also risen following the \_\_\_\_\_\_ of a new Sunday magazine.

4. This established a strong \_\_\_\_\_ image.

5. Official show real wages declining by 24%.

# Unit 11

# Presentation

#### **Learning Objective**

After studying this unit, you will be able to.....

- prepare for and make presentations
- understand business meeting and presentation etiquette in Norway

# Warming-up

**Class Work** 

\*Describe the picture in 1 minute using your own words.

- 1. Do you get nervous when you talk in public?
- 2. How often do you give a presentation?
- 3. What is the most important thing when preparing for a presentation?

### Dialogue

#### A group of management trainees are talking about

#### the preparation of presentations.

**George**: Now let's think about the preparation for the presentation. What do you have to prepare for it?

**Sara**: The most important thing is to know about the audience, find out about...

**Luigi**: Yes, but you need to make sure of your objectives first, so decide on the objectives—what you want the talk to achieve.

**Sara**: Yes, but to do that, you need to know about the audience—their knowledge, what they want to know, everything like that.

Luigi: Yes, all that's important...

Hal: Yes, true...

George: So, audience and objectives.

Others: Yes / right / okay.

**Hal**: Then the third thing is you have to go through the content, gather information, organize it, decide on a structure.

**Sara**: Yes, get a good structure, I agree. Then once the structure is okay, you need visuals, any graphs and that sort of thing...

George: Yes, the visual supports.

**Sara**: Then, well, you could write it all out. At least the introduction—just to practice it. Some people write out everything, some don't. It depends.

**George**: Yes, I think that's a good point. But practice is really very important. A key part of the preparation is to actually practice it, to give the presentation practice... until you could do it just from notes. Then, what else?

**Luigi**: Check all the language, keep it simple, make sure there's no mistakes on the visuals. Spelling and all that.

Hal: And I think you should check that the room is okay and the equipment.

George: Yeah...imaging, no slide projector, or....

Sara: Or the overhead hasn't got a bulb in it.

### **Comprehension Questions**

- 1. According to Sara, what is the most important thing when preparing a presentation?
- 2. What do you need after you set up the structure of the presentation?
- 3. According to George what is the key part of the preparation?



Class Work

#### **Dialogue Practice**

Practice the conversation below with your partner.

- A: Now let's think about (the preparation for) a presentation. What do you have to do to (prepare for it)?
- B: The most important thing is (to know about the audience).
- A: Yes, I agree.
- B: And secondly, you need to (know about the audience).
- A: Yes, all that's important.

# **Useful Expressions**

#### [Introducing yourself]

Good morning, everyone.

- Let me introduce myself. My name is...
- I'm a specialist in...

#### [Structuring the presentation]

I'm going to divide my talk into four parts. First I'll give you...after that; finally...

#### [Inviting questions]

If you have any questions, don't hesitate to ask.

I'll be glad to answer any questions (at the end of my talk.)

#### [Giving background information]

I'll give you some background information Let's start with the background.

#### [Referring to the audience's knowledge]

- As you know...
- As you are aware...

### [Changing the topic]

Right, let's now move on to... OK, I'll now look at...

#### [Changing the topic]

To sum up... So to summarize...

#### [Referring to visuals]

If you look at the graph...

Could I draw your attention to the chart? If you take a look at the first year, you'll see...

#### [Ending]

Thanks very much. Any questions? Well, that's all I have to say. Thank you for listening.

### Reading

**Class Work** 

#### Pamela Pickford trains business people to make presentations.

The key is preparation. So the first step is to find out who you're going to be presenting to. Now you need to do this on two levels. Firstly, how much does the audience know about the subject? Are they experts or do they know very little? Secondly, are you presenting to a group from the same or from different countries?



If possible, visit the room where you'll be giving the presentation beforehand and organize it precisely to your own requirements. Check that you're familiar with the equipment, re-arrange the seating, and try to make yourself feel comfortable and relaxed in it.

So once you know who you're presenting to and where, you're ready to start preparing what exactly you're going to say. Stage one is the opening —that all-important first few moments that can make or break the presentation. Then stage two, a brief introduction about the subject of your talk. Thirdly, the main body of the presentation, and fourthly, the conclusion which should include a summary of

your talk and your final opinion or recommendations. Finally, the question and answer session.

Now the most important stage is the opening minute or so and I'd suggest that people memorize it exactly as if they were actors. Write down the opening with all the pauses and the stress clearly marked, and then record it, listen to it, and practice it again and again. This is so important because if it's properly done, you not only get the audience's attention immediately, but you feel confident during what can be the most frightening part of the presentation. After that, you can start using your notes.

So the first step is to write those notes. Write the whole presentation out just like an essay. Then select the key points. But read the full version over and over again until it's imprinted on your mind. The next step is to buy some small white postcards and write no more than one or two of the key points or key phrases onto each one.

Now visual aids, like overhead transparencies, are very important of course. But most people put far too much information on them. Don't - because it's difficult to read and it bores the audience. Limit yourself to a maximum of five points on each. Remember to turn off the projector when you're not actually using it. And don't talk to the machine, or the transparency, which again, lots of people do. Face the audience at all times.

Finally, remember that it's not just what you say. How you say it is just as important. Quite unlike meetings and negotiations, a good presentation is very much a performance.

#### **Comprehension Questions**

1. Are these statements true (T) or false (F)? Tick the boxes.

	Т	F
1. When preparing a presentation, try to find out what your audience already		
knows.		
2. Everyone in your audience should be at the same language level.		
3. Visit the room in which you are presenting before you actually make		
the presentation.		
4. If you memorize the introduction, you will be more confident when		
making a presentation.		
5. The whole text of your presentation should be written on postcards.		Ĩ
6. If you use an overhead projector, you should remember to turn it off when		
you don't need it.		
7. Remember that the content of the presentation is much more important		
than your presenting style.		

#### Unit 11

### Activity

### Presentation

You are beginning a training course on giving presentations. The trainer has provided a structure for an introduction. She asks you to introduce yourself and the company you work for. You are all from different parts of the world and different industries.

#### Task

- 1. Choose role card A, B, or C on page 128 and read your company profile.
- 2. Prepare an introduction for a presentation about yourself and the company you work for. It should last approximately three minutes.
- 3. Make your presentation to your teacher. Try to answer any questions he/she may ask.

Structure for introduction		
<b>Greeting</b> _ Your name _ Your nationality _ Your position <b>Topic</b> _ Your company	<ul> <li>Plan <ul> <li>Company products or services</li> <li>Important figures: number of employees, turnover, profits</li> <li>Your duties</li> </ul> </li> </ul>	

### Discussion

Class Work

Comment on the following statements. In your opinion, are they essential, helpful, or unhelpful for a successful presentation?

- 1. Tell a joke at the beginning.
- 2. Speak more slowly than you normally do.
- 3. Smile a lot.
- 4. Involve the audience.
- 5. Invite questions during the presentation.
- 6. Always keep to your plan.
- 7. Move around during your presentation.
- 8. Use a lot of gestures to emphasize important points.
- 9. Read out your presentation from a script.
- 10. Stand up when giving your presentation.

# **Business Culture**

Individual Work

#### Norway: Business meeting and presentation etiquette

- Meetings are rather informal.
- Send an agenda before the meeting so that your Norwegian colleagues can be prepared.
- There is not much small talk. Norwegians prefer to get to the business discussion quickly.
- Presentations should be precise and concrete, and backed up with charts, figures and analysis.
- Avoid hype or exaggerated claims in your presentation.
- Leave time for Q&A at the end of a presentation. Norwegians do not interrupt and will save their questions until you have finished speaking.

#### Write Aloud

What are the strengths and weaknesses of your presentation?

# Vocabulary

Individual Work

#### Dialogue

**objective**: what you are trying to achieve **go through**: to read or check a list, story, or plan from beginning to end

#### Reading

adjust: to change something so that it is more effective or appropriate
imprinted: firmly fixed
no more than: the phrase to emphasize how small a number or amount is
transparency: a small piece of photographic film with a frame around it which can be projected onto a screen so that you can see the picture

### **Vocabulary Exercise**

#### Fill the gaps with the words above.

- 1. To attract investors, Panama has \_\_\_\_\_\_ its tax and labour laws.
- 2. Our main \_\_\_\_\_\_ was the recovery of the child safe and well.
- 3. It'll be fine with me if you lend me your \_\_\_\_\_\_ for my presentation. I will use the overhead projector.
- 4. The skyline of domes and minarets was \_\_\_\_\_\_ on my memory.
- 5. It definitively states that they will cost \_\_\_\_\_\_\$49.99.

6. \_\_\_\_\_ his list of customers is a massive job.

#### Unit 12



# Warming-up

Class Work

\* Describe the picture in 1 minute using your own words.



- 1. How often do you attend meetings?
- 2. How long do you spend in meetings in a week?
- 3. Are you an active or a passive participant in meetings?

# Dialogue

### Class Work

### A group of managers are discussing whether to offer an employee a full-time contract.

**Bob**: Good, everyone's here now. There's coffee if you want it. Right, can we start please? As you all know, Roberto's been working as assistant to Carla Nuñez for six months now. He's just finished

his probationary period. How do you feel about offering him a full time contract?

**Maria**: I'm not sure we should do it really. It says in this report that he's been late to work a few times and he can be rather...

Nicole: Oh I don't think that's too important...

Bob: Could you let her finish please?

Nicole: Oh, sorry, I didn't mean to butt in...

Maria: Another thing about Roberto I'm not happy



about: he leaves exactly on time every day. Also, he doesn't have lunch with us very often, you know, he goes off on his own...

**Bob**: I'm not sure that's relevant.

Nicole: Mmm, maybe.

**Maria**: What about his actual work? In my opinion, it's fine. He's done some really good things.

Bob: Well, I think we should discuss this a bit more. What exactly do you mean by 'good things'?

Maria: He works very hard for Carla, and he is excellent with customers.

Nicole: And he is always very sociable in the office.

**Bob**: Well, thanks very much. You've all made your views very clear. I think it would be good to keep Roberto on a probationary period for a further three months. We can re-evaluate after that...

### **Comprehension Questions**

Are these statements true (T) or false (F)? Tick the boxes.

Т	F

**Class Work** 

#### **Dialogue Practice**

Practice the conversation below with your partner.

- A: How do you feel about (offering him a full time contract)?
- B: I'm not sure we should do it really. It says in this report that (<u>he's been late to work a few times</u>) and...
- C: Oh I don't think that's too important...
- A: Could you let her finish please?
- C: Oh, sorry, I didn't mean to butt in...
- B: Another thing I'm not happy about is (he leaves exactly on time every day).

# **Useful Expressions**

#### [Starting]

OK, let's get down to business.

Right, can we start please?

#### [Asking for reactions]

How do you feel about this?

What do you think?

#### [Dealing with interruptions]

Could you let her finish please?

Could you just hang on a moment please?

#### [Keeping to the point]

I'm not sure that's relevant.

Perhaps we could get back to the point.

Let's leave that aside for the moment.

#### [Speeding up]

I think we should move on now.

Can we come back to that?

#### [Slowing down]

Hold on, we need to look at this in more detail.

I think we should discuss this a bit more.

#### [Summarizing]

OK, let's go over what we've agreed. Right, to sum up then...

# Reading

Class Work

#### To meet or not to meet... That's the question!

The biggest waste of time is meeting when it's not necessary. You'd be surprised by how many of your weekly meetings can be eliminated when you decide to meet only when it's absolutely

necessary. Here are some tips for deciding if a meeting is worth your time:

#### 1. Has a goal been set for the meeting?

Is there a purpose for meeting, a goal to achieve? Every meeting should have an objective and if the one you've been asked to attend doesn't, consider recommending that a memo or e-mail be sent instead.



#### 2. Has an agenda been created ahead of time?

An agenda is the basis for an effective meeting. Creating and distributing the meeting agenda one or two days before the meeting begins gives participants an opportunity to prepare for the meeting. Having an agenda during the meeting also focuses the discussion and helps your group stay on track.

#### 3. Will the appropriate people be attending?

If the appropriate people aren't present, then important decisions get put on hold. It will also take time to update key individuals on what took place in the meeting they missed. It's better to put the meeting on hold until all of the right people can be in the room.

#### 4. Could the information be covered in an e-mail or memo?

The purpose of most meetings is sharing information and updating others. If possible, make an effort to substitute these types of meetings with an e-mail or memo! Simply send one e-mail to all the people who would have attended the meeting. This will save everyone time, they'll still be up-to-date on what's happening and they'll be grateful for having one less meeting to attend that week.

### **Comprehension Questions**

- 1. If there are no goals to achieve, what alternatives does the author recommend instead of holding a meeting?
- 2. To give participants an opportunity to prepare for the meeting, what should you do one or two days before the meeting begins?
- 3. If the purpose of the meetings is sharing information and updating others, what would be a good substitute for these types of meetings?

# Activity

### Slim Gyms

SLIM GYMS owns and operates six health and fitness clubs in Manhattan, New York. The clubs aim to appeal to people of all ages and income groups. Three of the clubs are located in areas where large numbers of Spanish, Chinese and Italians live. Slim Gyms recently advertised for a General Manager.

### Task

You are the director of Slim Gyms. Turn to page 129 and study the file cards of the four shortlisted candidates.

- 1. Choose the most appropriate candidate among them.
- 2. Discuss who seems to be the best candidate for the job.

# Discussion

- 1. What do you dislike about meetings?
- 2. What is the ideal kind of room for a meeting?

What equipment should it have?

Should smoking be allowed?

Should drinks be available?

- 3. What advice would you give to someone who is going to take the minutes of a meeting for the first time?
- 4. What advice would you give to someone who is going to chair a meeting for the first time?

# Business Culture

Individual Work

**Class Work** 

### Australia: Welcome topics of conversation

• Australians find arguments and opinionated conversation entertaining, so don't hesitate to express your views if they are sincere and informed. It is common for Australians to make provocative statements during conversation and it is expected that such provocation is responded to with humor.

#### Unit 12 Meetings

- Australians like to criticize themselves, but they are not receptive to criticism from others. This can put you in a difficult position, especially if the conversation shifts to animated denunciations of Australia and Australians. Should you show any signs of agreement, abuse will likely be heaped upon you and/or your home country.
- Don't boast about yourself or your company's accomplishments. Instead, Australians prefer to judge your competence and abilities through your actions.
- Australians try not to draw too much attention to their academic qualifications or personal achievements. It is perceived to be arrogant or 'showing off' to talk about your own accomplishments. People who make a lot of references to their education and other professional qualifications in conversation may be subject to teasing. The 'tall poppy syndrome' means that Australians often avoid standing out or being a 'tall poppy', as they will not be respected by others.

#### Write Aloud

What do you think are the most distinctive differences in conversation between Australia and Japan?

# Vocabulary

Individual Work

#### Dialogue

a probationary period: a period after someone starts a job, during which their employer can decide whether the person is suitable and should be allowed to continue.

butt in: to join in a conversation or activity without asking to.

#### Reading

on track: acting or progressing in a way that is likely to result in success. put something on hold: to decide not to do it, deal with it, or change it now, but to leave it until later.

#### **Vocabulary Exercise**

#### Fill the gaps with the words above.

- 1. It may take some time to get the British economy back
- 2. He \_\_\_\_\_\_ his retirement \_\_\_\_\_\_ until he had found a solution.
- 3. `I should think not,' Sarah \_\_\_\_\_ in.
- 4. Teachers should have a \_\_\_\_\_ of two years.

### Unit 13



# Warming-up

**Class Work** 

\*Describe the picture in 1 minute using your own words



- 1. Are you good at persuading people?
- 2. When you talk with people, do you spend more time listening or speaking?
- 3. Have you ever read books about negotiation skills?

# Dialogue

#### Telephone negotiation between a salesperson and a buyer about the sale of yogurt.



**Irena**: Let us talk about the yogurt deliveries for the Central European market and the North European market.

Jan: Yes, sure.

Irena: Is that OK?

**Jan**: Yeah, for the North European market, I can deliver the yogurt fairly quickly.

Irena: The North European area is not going to be a problem, I have

approval. But I need to know about the Central European area.

Jan: Ok, what do you need to know?.

Irena: I am sure we can do a good job.

**Jan**: Yeah, but you will have to give me some idea about amounts or quantities, because that way it is easier to get it through our organization, you know. They need sometimes time, but if they know something about quantity, they will be more interested.

Irena: Well, I can't say exactly. They depend on price and quality.

Jan: Oh, yes, of course.

Irena: If you like, I'll send you a fax and I shall be very open.

Jan: Er.... yes.

**Irena**: I can put in writing to you, that, say, in quantity terms, that we can take two thousand depending on the price and quality. And then if you come back to me by fax, I can tell you in my fax what I think. And I can tell you, if your quality is not good and your prices are not competitive, then that'll be the end of our business.

**Jan**: Sure, of course, I understand. But if the quantity is interesting, I am sure that our organization...

Irena: In that case.

Jan: Mrs. Eichelberger...I'm sure we can be flexible, because we need, and want figures, or quantities.

Irena: I, that is, we are not talking less than one thousand tons...

Jan: Good.

Irena: I am ready to say even a minimum of one thousand tons...

Jan: Yes, good.

Irena: But what if the matter is pushed through quickly? Will everything be OK?

Jan: Yes, of course.

**Irena**: Perhaps things will move too fast for you and then maybe we'll find that the prices you are quoting us are much too high and the quality is not good and then...

Jan: And then you will have to tell us.

Irena: Yes, then maybe we will stop the order, I tell you, because of that.

Jan: Yes, I see.

Class Work

Irena: And so can't you let us have one thousand tons now?

Jan: That might not be easy, because...

Irena: You don't want to do it, that's all.

Jan: It depends, you see.

Irena: OK, then, we'll give you time to decide. How long do you need?

#### **Comprehension Questions**

- 1. Who is the salesperson and who is the buyer?
- 2. Which market are they talking about?
- 3. What kind of information does Jan need from Irena?
- 4. What will Irena do after the telephone conversation?

#### **Dialogue Practice**

Practice the conversation below with your partner.

- A: You will have to give me some idea about (amounts or quantities).
- B: Well, I can't say exactly. That depends on (price and quality).

A: Oh, yes, of course.

B: If you like, I'll send you a fax.

# **Useful Expressions**

#### [Starting]

Could we begin now please?

OK, let's get started, shall we?

#### [Exploring positions]

- What do you have in mind?
- How would you feel about a bigger discount?

#### [Making offers and concessions]

If you order now, we'll give you a discount.

We'd be prepared to offer you a better price

if you increased your order.

#### [Refusing an offer]

I'm sorry, we can't accept that.

I'm not sure about that.

#### [Accepting an offer]

I think we can agree to that.

That sounds reasonable.

#### [Playing for time]

I'd like to think about it. I'm sorry, but I'll have to consult my

colleagues about that.

#### [Checking understanding]

When you say there are delivery problems, what do you mean? Have I got this right? You said a discount on an order of 1000. If I understand you correctly...

#### [Closing the deal]

That's it, then. I think we've covered everything. Great! We've got a deal.

# Reading

**Class** Work

#### Learn about different styles of negotiators



Win-lose negotiators tend to view negotiation as competition. Their counterpart is their opponent and like in sports, must be regarded as an adversary at the negotiating table. In fact, some people could refer to win-lose negotiations as those who like to play "hardball" not "softball." These "hard ballers" are usually unwilling to compromise their position in any way and will try to make their opponents back down rather than making a deal. By limiting the options available, win-lose negotiators tend to feel that they have

gained the advantage in the control of a negotiation process. The key to successful negotiating, especially with a person like this, is being willing to walk away from an idea or even a job.

Conversely, advocates of the win-win style see negotiation as a cooperative and collaborative process. Communication is important to win-win negotiators because it allows them to better understand their counterpart's position. With this understanding, win-win negotiators can find alternative solutions that may benefit all of the involved parties. Because they don't view negotiation as competition, negotiators who favor this approach seek to satisfy their interests as well as their counterpart's to the highest degree possible. This results in a better long-term relationship between them and lays the groundwork for future cooperation.

#### **Comprehension Questions**

- 1. How do win-lose negotiators tend to view the negotiation process?
- 2. Rather than making a deal, what do "hard ballers" usually try to do?
- 3. What is the key to negotiating with "hard ballers"?
- 4. How do win-win negotiators tend to view the negotiation process?
- 5. Whose interest does a win-win negotiators seek to satisfy?

### Activity

#### Role play this situation:

One day employees found that staff prices had risen by over 50% in the restaurant they work. This is because the company had stopped subsidizing all employee drinks and meals. Their union representative meets the general manager to discuss the situation.

You can be either:

#### Person A

The union representative (turn to page 130)

#### Person B

The general manager (Turn to page 130).

#### Task

1. Negotiate employee prices in the restaurant.

### Discussion

If you encountered each of these people below in a negotiation, what would you think of them? How would you react to them?

- 1. Someone who interrupts while others are talking.
- 2. Someone who always goes um...er...' and hesitates.
- 3. Someone who speaks incredibly fast without pausing for breath.
- 4. Someone who speaks very loudly.
- 5. Someone who speaks so softly or quietly that others can hardly hear them.
- 6. Someone who says nothing and expects others to do most of the talking.

### **Business Culture**

#### **Negotiating Styles**

#### Australia

Australians generally do not like negotiating or high-pressure sales. Be direct and don't go into too much detail. Don't try to impress Australians with your expert knowledge. Before you begin business negotiations, spend some time making small talk.

#### Finland

In Finland business people often begin negotiating right away, without small talk. Finns can be

Class Work

Individual Work

### Unit 13 Negotiation

very quiet and there are often long silences in business meetings. Look people in the eye when you speak to them.

#### Malaysia

In Malaysia you should speak and behave quietly during business negotiations. Always stay calm. Leave plenty of time for someone to respond to a statement you make. It is polite to leave a pause when someone has finished speaking.

#### Mexico

Personal friendships are important in business in Mexico. Mexicans are looking for long-term relationships based on trust so you should spend some time building these relationships. Mexicans often avoid saying "no." "Maybe" or "We will see" may actually mean "no."

#### Write Aloud

What is your negotiation style? What do you do to persuade others?

# Vocabulary

Individual Work

#### Dialogue

quote: to say how much money someone would charge another one.

#### Reading

adversary: someone you are competing with, or arguing or fighting against.collaborative: done by two or more people or groups working together.groundwork: the early work on something which forms the basis for further work.

#### **Vocabulary Exercise**

#### Fill the gaps with the words above.

- 1. Yesterday's meeting was to lay the \_\_\_\_\_ for the task head.
- 2. The U.S. can make or break any \_\_\_\_\_\_ efforts to solve the crisis.
- 3. A travel agent \_\_\_\_\_\_ her \$160 for a flight from Toronto to Vancouver.
- 4. His political \_\_\_\_\_\_ were creating a certain amount of trouble for him.





# Warming-up

**Class Work** 

\* Describe the picture in 1 minute using your own words.

- 1. You are in a meeting. People cannot agree with each other. Do you:
  - a. say nothing?
  - b. intervene and propose something new?
  - c. take sides with those you like?
  - d. suggest a 10-minute break?
- 2. A colleague criticizes your work. Do you:
  - a. consider carefully what they say?
  - b. ignore them?
  - c. get angry and criticize them?
  - d. smile, but wait for an opportunity to get back at them?



### Dialogue

#### Unsuccessful product launch

**Tom**: I'll never forget the trouble we had with that face cream. We launched it and you know it was a real winner. I mean, it was going really well.

David: Hmm, great.

**Tom**: When suddenly people started phoning and complaining it was burning their skin.

David: Burning their skin? You mean, like a kind of allergy.

**Tom**: Yeah, it was making red marks on their faces. The newspapers heard about it and wanted to know what we were doing about it.

**David**: Huh, typical. They don't exactly help, do they? So what did you do?

**Tom**: We didn't know what to do. You see, we'd tested it for over six months, and there'd been no bad reaction to it.

David: So what was the problem?

**Tom**: Well, we'd invested a lot in the product and the launch. I mean, you know what advertising costs are these days, then suddenly the number of complaints doubled in the space of a week or so.

David: Doubled? Incredible? Did you manage to keep it quiet?

**Tom**: No, our Managing Director got more than a bit worried. Said all this was harming the company's image. So we recalled the product and lost a lot of money. I tell you, the only people with red faces were us. Since then, we've kept away from skin care products.

**Comprehension Questions** 

1. What did customers complain about?

- 2. How long had the company tested the product before they launched it?
- 3. How did the company deal with the problem?

#### **Dialogue Practice**

#### Practice the conversation below with your teacher:

A: So, what was the problem with our new product?

B: It was making red marks on peoples faces.

A: How did you manage it?

B: We (recalled the product).



Class Work

#### Unit 14

**Class Work** 

### 97

# **Useful Expressions**

#### [Stating the problem]

I've got a problem with...

There are some problems with...

#### [Apologizing]

I'm very sorry about that.

I'm sorry to hear that.

#### [Getting details]

Can you give me some more information?

Which model is it?

#### [Giving details]

The invoice is incorrect.

There's a piece missing.

It's the wrong part / model / item.

#### [Finding solutions]

We can give you a refund.

I can talk to the manager.

We can send you a new one.

#### [Finishing a conversation]

Thank you.

Thanks for your help.

# Reading

#### MEMO

To: Dan Johnson, Personnel Director From: Jacques Lafont, Union Organizer Subject: Staff morale

Date: March 18

Staff are very unhappy with the present changes.

As a result, productivity has fallen and staff turnover is high. Let me summarize some of the reasons for the staff's low moral:

- 1. Factory inspections: American managers are always checking up on us and taking notes. No one knows why they are doing this or what they are up to.
- 2. Redundancies: Since June, about 60 employees from the Development Department have lost their jobs. They were given no reasons. The staff thinks this is unprofessional.
- 3. Further changes: People are looking for new jobs elsewhere. They want to move before they are pushed. People are afraid that the new management will relocate both factories.

Class Work

#### Unit 14 Dealing with problems

- 4. Management style: Staff constantly complains about the silly changes new management makes. I enclose a list of comments made to me by our members.
  - They're trying to do everything too fast—a new computer system, learning English, and maybe other languages, new product ranges, new customers.'
  - There was a family atmosphere before. The management really cared about us. Everything 'was more informal.'
  - We don't know where the company is going now. We have no idea what our strategy is, what 'our objectives are.'
  - 'We get e-mail messages from Dallas telling us what to do. Surely they can trust the management over here to make the policies and decisions?'

### **Comprehension Questions**

- 1. What are American managers doing?
- 2. How many employees from the Development Department have lost their jobs since June?
- 3. What are the main complaints about the management style?

### Activity

#### Western Airport: Complaints about the restaurant and bars

The restaurant and bars are run by Airfare, a food company which has a five-year contract with Western Airport. The restaurants and bars are used by four types of customers: business people, tourists, airport employees, and groups (sports teams, clubs, associations, etc.)

Complaints made by customers were as follows:

- 1. The restaurant menu is unimaginative. The main dishes are either steak, ham or chicken. Surely the airport can do better?'
- 2. Airport staff, who use the restaurant frequently, say the meals are too expensive.
- 3. Smoking areas are not large enough, and there is no clear division from non-smoking areas.
- 4. Passengers can't relax because they don't know when they have to board their planes.
- 5. There is nowhere for passengers to put their hand luggage. 'I was afraid someone would steal it, so I couldn't enjoy my drink.'
- 6. The bar staff look unhappy and overworked. Some are rude to passengers. 'Bar staff seem to expect a tip after serving every drink.'

#### Task

You are a representative of one of the following:

- The Customer Relations Department of Western Airport
- Airfare, the food company
  - 1. Consider the complaints and come up with ideas for dealing with them.
  - 2. Hold a meeting. Decide what action to take to improve customer service. The meeting should be led by the manager of the Customer Relations Department.

### Discussion

What would you do:

- 1. if you saw two colleagues having an argument?
- 2. if a colleague criticized you?
- 3. if you saw a colleague stealing something?
- 4. if your boss never listened to your idea?
- 5. if your boss asked you to work until midnight?

### **Busuness Culture**

Individual Work

Class Work

#### Iran: Let's Make a Deal!

- Always come to Iran knowing two things. Your success is defined by your ability to build effective personal relationships, combined with a clearly outlined and well-presented proposal.
- Building a relationship with your Iranian counterpart(s) is critical. The first meeting should be focused solely on getting to know each other. Once a relationship has been established, you can safely move on to business matters.
- Iranians are astute businesspeople. They enjoy haggling and getting concessions, so be prepared for long negotiations.
- Decision making can be slow. It is most likely that you will meet and negotiate with less senior members of a family or state department at first. Once you are seen as trustworthy and your proposal financially viable, you will then move on to meet more senior members.
- When negotiating, Iranians will start at extremes in order to gage your response. Prior to
  negotiations, know your target figure and work slowly towards it through meaningful concessions.
  When conceding, ensure you present this as a favor and a decision made out of respect and liking for
  your counterpart(s). Try and concede only once you have gained agreement on a reciprocal concession
  on a separate or related issue.
- Do not use deadlines or pressure tactics, as this can backfire. Be patient.

#### Write Aloud

If you need to negotiate with an Iranian company, what would you consider most important?

# Vocabulary

Individual Work

#### Dialogue

recall: to order to return.

#### Reading

morale: the amount of confidence and cheerfulness that a group of people have.

turnover: the rate at which people leave and are replaced.

**inspection**: the noun of "inspect" meaning that to look at every part of something carefully in order to find out about it or check that it is all right.

redundancy: the condition of being no longer needed in a company, organization, etc.

#### **Vocabulary Exercise**

### Fill the gaps with the words above.

- 1. The company said it must \_\_\_\_\_\_ one of its drugs.
- 2. It also called for \_\_\_\_\_\_ of all other nuclear-power centers in the world.
- 3. The ministry has said it hopes to avoid compulsory \_\_\_\_\_
- 4. Short-term contracts increase staff
- 5. \_\_\_\_\_ among the army and police force had plunged to a low as a result of poor working conditions and salaries.



# Warming-up

Class Work

\* Describe the picture in 1 minute using your own words.

- 1. What's happening in the photo?
- 2. What do you enjoy about using the phone?
- 3. What do you dislike about making phone calls?
- 4. For what purpose do you make phone calls at work?



Unit 15

Iseful Expressions	Class Work
[dentify who is speaking]	
A: Who's calling, please?	B: This is Paul Jones
May I ask who's calling?	Paul Jones speaking
Saying who you want to speak to]	
A: Could I/May I speak to (name)?	B: I'm afraid he's/she's in a meeting
I'd like to speak to (name).	He's/she's not in the office.
Please transfer me to extension 109, please.	He's/she's not available right now.
Taking/Leaving a message]	
A: Can I/May I take/leave a message?	B: Yes, please/Sure
Can you spell your name, please?	S-A-L-LY C-A-R-P-E-N-T-E-R

# Reading

Class Work

Read this extract from a training manual and then discuss the questions below:

### **Twelve telephone tips**

- 1. Email ahead if you want to make sure the other person has time to prepare for the call.
- 2. Make sure you have with you all the documents you'll need before you dial the number.
- 3. The other person may not understand you easily, so try to speak slowly and CLEARLY.
- 4. The other person can't see your reactions, so always CONFIRM that you have (or have not) understood each point that's been made. **Don't pretend you understand if you don't**.
- 5. The other person can't see what a nice person you are, so make sure you sound POLITE and AGREEABLE.
- 6. The other person hasn't got all day, so make sure your call is BRIEF.
- 7. The other person is getting an impression of your business while talking with you, so make sure that you sound EFFICIENT your business' image may be at stake, even if you're just taking a message.
- 8. Don't rely on your memory: make notes during a call and rewrite those notes immediately afterwards as a record of the call.

#### Unit 15 On the Telephone

- 9. Smile while you're talking. Your listener can 'hear' your smile.
- 10. Don't try to be funny you may be misunderstood.
- 11. Don't interrupt the other person: let them finish speaking before you say what you need to say.
- 12. Send a follow-up fax or email to confirm any important details (especially prices and numbers), so that you both have a written record of them.

- **Comprehension Questions**
- 1. Is it OK to bring needed documents *after* dialing the number?
- 2. Should you take notes during a call instead of relying on memory?
- 3. True or False: You don't have to smile because the other person can't see you.
- 4. When should you interrupt the other person when they are talking?

### Activity

#### **Role Play; Phone Call**

Work with your teacher. Person A & B should turn to page 131.

Follow the instructions on the card.

- May I speak to (name)?
- I'm afraid he/she is in a metting right now.
- Can I take a message?
- Can you spell your name for me, please?
- Can you give me your phone number?
- He is on the other line, would you like to hold?

### Practice the conversation below with your teacher:

- A: Hello. May I speak to (the name of a person: for example, Mr. Kim, Managing Director).
- B: Who's calling, ma'am/sir?
- A: This is (your name) from (your company).
- B: He/she is on the other line...do you mind holding for a moment?

### Discussion

Class Work

Go back to the reading section. Discuss the questions below:

- 1. Which do you think are the five most important tips?
- 2. Which tips do you disagree with?
- 3. What aspects of telephoning in English can be improved by more practice?

4. Which points do you feel least confident about when using English on the phone?

### **Business Culture**

### SwitzerlandL First Name or Title? Addressing others with respect

• You should always address Swiss adults by their professional or courtesy title followed by their surname until invited to address them by their first name.

• The order of names given on introduction is the same as in North America, with the first name followed by a surname.

• In German-speaking Switzerland, use the courtesy titles Herr to address a man and Frau to address awoman; in French-speaking areas, use Monsieur and Madame; in Italian-speaking areas, use Signore or Signora.

• You should be aware that Frau, Madame, and Signora are increasingly used as a mark of respect for a woman's professional and social standing, not as a statement of her marital status, and that Fraülein, Mademoiselle and Signorina are now used almost exclusively for addressing female children, teenage girls, and young women.

# Vocabulary

Unit 15



Individual Work

### Dialogue

counterpart: another person or thing that has a similar function or position.

#### Reading

**ahead**: a) at or in the front; forwards. b) earlier in time; before.

at stake: (= at risk, in question) to be won or lost, depending on a particular action.

rely on: 1. To need or depend on someone/something.

2. To trust or have faith in someone/something.

### **Vocabulary Exercise**

Fill the gaps with the words above.

- 1. Summer weddings need to be arranged months \_\_\_\_\_.
- 2. We cannot afford to take risks when people's lives are \_\_\_\_\_.
- 3. The industry \_\_\_\_\_\_ the price of raw materials remaining low.
- 4. The Foreign Seceretary telephoned his Italian \_\_\_\_\_\_ to protest.

### Good to know

#### Read the facts below then discuss with your teacher.

**Fact:** 88% of your customers who stop using your services and/or products do so because of perceived employee indifference or rudeness. One of the most common ways customers interact with employees is over the telephone. Therefore, having an understanding of telephone etiquette will make a giant difference to your company's customers and profits. Your reputation for service depends on how well staff handles incoming and outgoing calls. 86% of the message customers receive over the telephone is through the tonality of the voice they hear. Only 14% of the message they hear are the words used.

Telephone etiquette is an effective public relations tool for creating a positive telephone experience for your company's customers.

**Comprehension Questions** 

- 1. Why is it so important to ensure customer phonecalls are courteous?
- 2. How is body language similar to tone of voice?
- 3. How do you typically talk to customers and coworkers over the telephone?



# Warming-up

Class Work

\* Describe the picture in 1 minute using your own words.



- 1. How often do you go on a business trip?
- 2. What kinds of things can go wrong when you travel by air?
- 3. What kinds of things can go wrong when you travel by air?
- 4. Have you ever had a bad flying experience?

# Warming-up

Isabelle Dussart is a publisher. She works in London for Hachette, a French publishing company. Next month, she has a meeting in New York. She doesn't know New York, so she asks an American colleague, Larry, about it.

Isabelle: Larry, could you tell me a little about New York?

Larry: Sure. What would you like to know?

Isabelle: Is it expensive?

**Larry**: It depends. What is your budget?

Isabelle: \$250 a day. How much is a hotel room?

Larry: Between \$150 and \$300. How many days are you staying there?

Isabelle: Three.

Larry: Where are you working?

Isabelle: At the Rockefeller Center—it is located at 5th Avenue and 51st Street.

Are there any hotels in that part of town?

Larry: Of course. But Rockefeller Center is a business center.

It's not very interesting at night. What do you want to do in the evening?

Isabelle: Go to a restaurant, go swimming, or maybe go to the ballet.

Larry: There are some great restaurants in New York and there is usually a ballet at Lincoln Center.

Choose a hotel in that area.

Isabelle: Where is that?

Larry: Midtown. Just off Central Park.

Isabelle: That's dangerous, isn't it?

Larry: Not at all. During the day it is full of people having lunch, jogging, horseback riding. It's a great place.

Isabelle: Where can I find a list of hotels? Is there a guide?

Larry: There are several. I'll lend you one.

Isabelle: What about getting around?

Larry: Don't use the subway. It's not very safe or clean. There are lots of yellow cabs.

They are not very expensive.

**Isabelle**: Thanks for your help.

Larry: It's a pleasure.



Class Work

Unit 16

**Comprehension Questions** 

Are the statements true (T) or false (F)? Check the correct boxes.

	Т	F
a. Her budget is \$150 a day		
b. She is staying for three days		
c. Rockefeller Center is an art center		
d. There are a lot of good restaurants in New York		
e. Isabelle likes swimming		
f. Where is her meeting?		
g. What does she want to do in her free time?		
h. What kind of transportation does Larry recommend?		

# Reading

**Class Work** 

# BUSINESS TRAVELER PREFERENCES VARY WIDELY WORLDWIDE, ACCORDING TO AMERICAN EXPRESS BUSINESS TRAVEL RESEARCH

### Smooth Sailing: Business Travelers Ponder the Perfect Business Trip

When asked what they would consider to be the most enjoyable part of a business trip, 27 percent of respondents identified meetings with colleagues and/or clients as most enjoyable, followed closely by 25 percent for the flight to their destination, 24 percent for their hotel stay and 23 percent who cited the return home.

When evaluating the most irritating factors of traveling on business, the majority of travelers found travel delays to be the most irritating (52%), followed by poor hotel accommodations and boarding/deplaning (9%), and getting behind in office work (7%).

While on business travel, travelers occasionally have the opportunity to partake in leisure activities. Fifty-one percent of interviewees said that sightseeing was their most relaxing activity while traveling on business, followed by 28 percent who pointed to socializing with colleagues and clients and 15 percent who identified shopping as the most relaxing activity. In particular, 79 percent of Chinese business travelers found sightseeing the most relaxing thing to do while on a business trip. A high percentage of Norwegian travelers (59%) prefer to socialize with colleagues or clients.

Overall, 47 percent of those surveyed said they always bring back gifts for family, friends and/or loved ones when returning from business trips, led by 78 percent of Chinese business travelers who said they always come home with a gift.

#### Going on a business trip

#### **Dialogue Practice**

#### Practice the conversation below with your teacher:

- A: What is your budget?
- B: It's (\$250) a day. How much is a hotel room?
- A: Between (\$150 and \$300). How many days are you staying there?
- B: (Three) days.
- A: Where are you working?
- B: I'm working at the (Rockefeller Center).

# Useful Expressions

### [Reservation]

Are there any seats on Monday's flight? I'm sorry. Ther are no more seats on the flight. Please confirm your reservation in advance. I'd like to cancel my reservation.

### [Confirmation]

I'd like to confirm tomorrow's flight. I'm sorry, your flight has been cancelled due to inclement weather conditions. Yes, your flight is confirmed to leave at 8am.

### [Itinerary]

I'm flying to New York this Autumn. He is touring Southeast Asia. He is on his way from New York to Tokyo. He will arrive in New York in February.

### [Flight]

Which gate are we boarding from?It was a long flight.How long before the flight should I check in?You should check in two hours before your flight.



#### Unit 16

Class Work

### **Business Culture**

### How to Behave Appropriately on a Business Trip

Whether this will be your first or your thousandth business trip, you should be conscious of conduct that is considered proper during your absence from the office. As a representative of your company, you need to know how to behave appropriately on a business trip.

1. Pack all essential items in a carry-on bag to avoid being ill-prepared for business if the airline loses your luggage. Showing up for a trade show or a meeting with a client dressed in yesterday's clothes will not make a positive impression.

2. Dress professionally during the entire trip. Your attire should reflect the fact that you are on a business trip, whether you are on a plane, on a golf course or in a conference room.

3. Be prepared and be on time. You may normally arrive at the office at 8:10 every morning and not speak until after your first cup of coffee, but clients will not take kindly to your decision to be 10 minutes late for an important meeting and still need to go over your notes.

4. Use proper business language. Even though some business trips may include more casual situations, such as lunch, dinner or even golf, keep in mind that you are still representing your company, and like the old saying goes, "Loose lips sink ships."

5. Brush up on table manners and the basics of business etiquette before you go. This may help you avoid an embarrassing gaffe while on your trip.

6. Save all receipts from your trip so you can easily determine your expenses when you return.

7. Conduct yourself with grace and decorum at all times. If you are uncertain about these terms, consider buying a book on business etiquette for some light reading while on the plane.

### Write Aloud

Among the advice above, which two points are most important do you think? Why?
# Vocabulary

#### Reading

ponder: to think about something carefully.accommodation: buildings or rooms where people live or stay.deplaning: getting off an airplane.partake: to take part in an activity.

#### **Vocabulary Exercise**

#### Fill the gaps with the words above.

- 1. You will probably be asked about whether you \_\_\_\_\_\_ in very vigorous sports.
- 2. The government will provide temporary \_\_\_\_\_\_ for up to three thousand people.
- 3. I'm continually \_\_\_\_\_ how to improve the team.
- 4. Welcome to Fairfax Airport. We will \_\_\_\_\_ from both the front and back of the aircraft.



# Part 1. Units 1 & 2

Vocabulary

Individual Work

Complete the sentences using the words below.

expertise	advert	association	get on with
sustainable	keen	decentralized	

1. The company put an \_\_\_\_\_\_ in a local newspaper for a vacant situation.

- 2. The partnership amply demonstrates the company's know-how and \_\_\_\_\_\_ in the telecom services.
- 3. He had a \_\_\_\_\_ impatience to leave those people.

4. They have \_\_\_\_\_\_ the company and made it less bureaucratic.

5. The \_\_\_\_\_\_ is composed of 250 members.

6. The creation of an efficient and \_\_\_\_\_\_ transport system is critical to the long-term future of London.

7. You should \_\_\_\_\_\_ the manager.

# Dialogue

Complete the dialogue using the sentences below.	

- a. What are your strengths?
- b. I wanted to earn more money.
- c. I lead the sales team.
- d. How many jobs have you had since leaving university?

A: 1. ( d ) How many jobs have you had since leaving university?

B: I've worked for six companies.

A: Why have you changed jobs so often?

B:2.( )

A: What have you done that shows leadership?

B: 3. (\_\_\_\_\_) .A: 4. (\_\_\_\_\_)

B: I'm good at training sales staff and I get along well with people.

## Reading

Individual Work

#### Career woman

Carly Fiorina, who has been called America's most powerful business woman, is Chief Executive of the huge Hewlett Packard group, which manufactures computers and printers. Ms Fiorina, who has spent most of her working life in the telecommunications industry, started out as a sales representative with AT&T, where she rose rapidly through the ranks. Later she was a key player in the creation of the equipment and components company Lucent Technologies, where she was in charge of the sales and marketing of networking products. Ms Fiorina now oversees an organization which is one of the 30 leading companies in the Dow Jones Industrial Average.

#### **Comprehension questions**

- 1. In what industry has Ms Fiorina spent most of her working life?
- 2. What did she do when she started working at AT&T?
- 3. What did she do at Lucent Technologies?

# Part 2. Units 3, 4 & 5

# Vocabulary

Individnal Work

#### Match the words on the left with definitions on the right.

1. code of ethics		<ul> <li>a. a body of people acting jointly, eg for administration or business purposes and who are recognized by law as acting as an individual.</li> </ul>
2. bribery	• \ •	<ul> <li>b. to make too low an estimate of (someone's or something's value, capacity, extent, etc.).</li> </ul>
3. loophole	• \ •	<ul> <li>c. an identifying feature or quality, especially one that distinguishes someone's character.</li> </ul>
4. divert	• \ •	d. to cause money or resources to be used for a
5. underestimate	•	different purpose. e. the act of offering someone money or something valuable in order to persuade them to do something
		for you.
6. trait	• •	f. a set of rules about how people should behave or about how something must be done.
7. slot in	• •	g. to find time to see someone or do something between
		various other arrangements that have already been made.
8. corporation	• •	h. a small mistake which allows people to do
		something that would otherwise be illegal.

# Dialogue

#### Complete the dialogue using the sentences below.

- a. If a company has a code of ethics, it does actually contribute to it's ethical behavior.
- b. Do you think leaders are born or made?
- c. He didn't know how to motivate staff.
- d. He worked with me for five years.
- e. Why should companies be ethical?

Unit 17	Revie

A: How	long	was	he at	the	company	1
--------	------	-----	-------	-----	---------	---

B:1.( )

A: What was his problem as a manager?

B: 2. (\_\_\_\_\_) A: 3. (\_\_\_\_\_)

B: : I think that companies are part of society and as such they should reflect society's standards.

A:	Should	a company	have a	code	of	ethics?
----	--------	-----------	--------	------	----	---------

B: 4. (	)	
A: 5. (	)	19

B: I think it's probably a bit of both.

### Reading

Individual Work

#### Read this company charter and answer the questions below.

- We provide quality service for a reasonable price.
- Shareholders, staff, and customers are of equal importance.
- Enquires, orders, and complaints must be dealt with within 24 hours.
- Lateness and absenteeism is not professional.
- All staff must provide a written report on their work each month.
- Staff and their managers must set realistic objectives each year.
- All staff must appear neat and tidy at all times.
- Women should not wear trousers, and men should be clean-shaven.
- If necessary, we work late in order to finish; no extra money is paid in these circumstances.
- All staff work as part of a team.
- Personal phone-calls must be paid for.
- A person's office must be kept tidy at all times.

#### Are these statements true (T) or false (F)? Tick the boxes.

	Т	F
1. The customer always comes first.		
2. Complaints must be answered within a day.		
3. Men can't have beards.		
4. You can earn overtime pay if necessary		

# Part 3. Units 6, 7 & 8

# Vocabulary

Individual Work

#### Complete the sentences using the words below.

overdraft	insecure	shipment	invoice
currency	phase	consultation	

- 1. Lee explained how she felt extremely \_\_\_\_\_\_ about the decision she made.
- 2. These rates do not include the charge for obligatory medical
- 3. With such an impressive resume, Sally made it clear she would \_\_\_\_\_\_ in an incentive system during her four-year term.
- 4. For the first time the South Korean government stopped the \_\_\_\_\_\_ of aid supplies to the North.
- 5. America has opened its financial market wider since 2009 when the \_\_\_\_\_ crisis hit the nation to the initial shock of local banks, securities companies and other financial services companies.
- 6. Should I also send the \_\_\_\_\_ for your daughter's dress?
- 7. The normal way for a company to use an \_\_\_\_\_\_ from a bank is to have the bank endorse the loan in company-issued checks.

## Dialogue

Individual Work

#### Complete the dialogue using the sentences below.

- a. Yes, money is very tight at the moment.
- b. I don't think I like the idea very much.
- c. Have you paid the invoice for the last shipment?
- d. What about having a no-smoking policy?
- e. I think July would be the best time.

A: Why don't we change the menus?
B: 1. ()
A: We need to decide exactly when we're going to move. Any suggestions?
B: 2. ()
A: 3.() .
B: I'm afraid we haven't managed it yet.
A: 4.()
B: That's a good idea.
A: Is there any problem?
B: 5.()

## Reading

Unit 17

Review

Individual Work

#### Banker swaps rat race for bus lane

A bank manager has given up his \$75,000-a-year job with NatWest to realize his childhood ambition of becoming a bus driver.

Despite the \$20,000 salary and anti-social hours, John Burgin, 48, has never been happier. 'Banking was a career but in the end it became just a job,' he said. 'Once I knew I was leaving, I used to go outside at lunchtime and watch as the buses drove up and down. The time had come.'

His passion was awakened as a boy growing up in Sheffield, where he collected bus maps and time-tables. But Mr. Burgin, from Nailsea, near Bristol, went on to spend nearly 30 years working his way up through NatWest.

'The levels of stress are totally different,' he said. 'At the bank, things were very political. I worked hard all day then took work home, and it never really finished. There is stress in driving a bus around Bristol, but it's a different kind and I don't take it home.'

#### **Comprehension questions**

- 1. What job did John Burgin used to do? What does he do now?
- 2. How much did he earn? How much does he earn now?
- 3. What did he collect when he was a child?
- 4. Why is his new job less stressful than his old one?

# Part 4. Units 9, 10 & 11

# Vocabulary

Individual Work

#### Match the words on the left with definitions on the right.

1. shipment	•	•	a. the fixed units into which the total wealth of a business company is divided, ownership of which gives the right to receive a portion of the company's profits
2. correspondent	•	•	b. to change something so that it is more effective or appropriate
3. specify	•	٠	c. what you are trying to achieve
4. share	•	٠	d. relating to business corporations or to a particular
			business corporation
5. launch	•	٠	e. n. making a new product available to the public
6. corporate	•	٠	f. to give information about what is required or
			should happen in a certain situation
7. objective	•	٠	g. someone with whom one exchanges letters
8. adjust	•	٠	h. an amount of a particular kind of cargo that is sent
			to another country on a ship, train, airplane, or
			other vehicle

# Dialogue

Individual Work

#### Complete the dialogue, using the sentences below.

- a. What about the new range of shampoos?
- b. Do the prices include insurance?
- c. The most important thing is to know about the audience.
- d. What discount can you offer us?
- e. I'm really pleased to hear that.

#### Unit 17 Review

A: 1.()
B: On 500, nothing.
A: 2. ()
B: If you can increase your order, then we'd be willing to cover insurance as well
A: We've had a lot of orders already and good comments from customers.
B: 3. ()
A: What do you have to do to prepare a presentation?
B: 4. ()
A: 5.()
B. Well we had a very successful product launch

# Reading

Individual Work

#### Swiss watch

Between the mid-70s and 1983, the Swiss share of the global watch industry fell to just 9 percent. Foreign competitors dominated the market. Then Swiss watch manufacturers decided to work together and sell under one brand name. They introduced the Swatch brand in the early 1980s and saved the industry. Sales rose steadily, and by 1993, the Swiss share of the global watch industry was up to 55 percent.

#### Honda motorcycle

In the late 1950s, a Honda sales team went to America to introduce the company's big motorcycles. The US market for large motorcycles was already dominated by an American company. But there was hope for the smaller bikes. So the team changed direction and sold small bikes instead. The strategy was a success.

#### **Comprehension questions**

- 1. How did Swiss watch makers increase their market share?
- 2. What happened after they introduced the Swatch brand?
- 3. What did Honda want to sell in the US at first?
- 4. Why did Honda change its strategy?

# Part 5. Units 12, 13 & 14

# Vocabulary

Individual Work

#### Match the words to the sentences below.

recall	morale	on track	collaborative
groundwork	inspection	quote	conaborative

1. Apple Computers is \_\_\_\_\_\_ to introduce the iPad as early as January.

- 2. Dell Inc. will \_\_\_\_\_\_ 4.1 million notebook computer batteries because they can overheat and catch fire.
- 3. The Kaesong complex is a \_\_\_\_\_\_ industrial park developed by South and North Korea located in North Korea close to the Korean Demilitarized Zone.
- 4. To boost \_\_\_\_\_\_ government raised the salaries of army personnel and civil servants by 300 percent in July.
- 5. He had completed his \_\_\_\_\_\_ of the doors.
- 6. The Employment Permit System has contributed to laying the legal \_\_\_\_\_\_ for protecting foreign workers` human rights.
- 7. He \_\_\_\_\_\_ us a price for the roof repairs.

# Dialogue

#### Complete the dialogue using the sentences below.

- a. So, what was the problem?
- b. Did you manage to keep the complaints quiet?
- c. I'm not sure we should do it really.

#### Unit 17 Review

A: How do you feel about offering him a full time contract?

B: 1. (\_\_\_\_\_) A: 2. (\_\_\_\_\_)

B: No, all this was harming the company's image. So we recalled the product and lost a lot of money.

A: 3.( )

B: Suddenly the number of complaints doubled in a week or so.

### Reading

#### It's Time to Try Videoconferencing

Thanks to videoconferencing, attorneys Fred Parnon and George Pratt have become "virtual" partners in Parnon's office. Two years ago, Parnon set up a videoconferencing system between his New York City office and Pratt's suburban home, so that Pratt could avoid the long commute into the city. The partners keep the system on all the time. "It's as if we're in the same office with our desks touching," says Parnon. "I miss him when it's turned off." The technology "lets us see each other's face and hand gestures, which gives us much better communication than we would have just talking on the phone," says Parnon.

More and more small business CEOs are using this increasingly affordable and available business tool. Apart from reducing travel, videoconferencing systems have other useful features. For example, using a function called a shared whiteboard, participants at great distances can work on the same document at the same time, or see the results instantly on their computer screens.

While videoconferencing is not yet as quick and easy as a telephone call, analysts say the day is quickly coming. So along with your cell phone and beeper numbers, e-mail address, and fax number, you might also need to put your videoconferencing station number on your business card.

#### **Comprehension questions:**

- 1. Why did Parnon and Pratt set up a videoconferencing system?
- 2. Why does Parnon prefers videoconferencing to the telephone?
- 3. If more people use videoconferencing, what would they need to put on their business card?

Unit01 '

Careers

#### Person A

#### Marketing Director and Human Resources Director

- 1. One of you interviews Walter (age 34, married, 2 children) first.
  - The other interviews P. Madison (age 42, single). Then you interview the other candidates.
- 2. Check the candidate's personal details. (age, marriage, etc.)
- 3. Ask questions about the candidate.
  - Why do they want the job?
  - Qualifications (Education background)
  - Work experience (previous jobs and present job + present salary)
  - Skills (refer to the marketing director's note)
  - Interests
- 4. Ask any other questions you want.
- 5. Ask the candidate if they have any questions.

#### Preparing for the interview

You can offer:

- a salary of \$80,000
- 3 weeks' annual leave
- a company car

You may invent any details you like.

# Jnit 01

Careers

#### Person A Person B

P. Madison: age 42, single

Qualifications: Degree in business studies

#### CV summary

- Left school at 16
- Worked for 5 years in a large company
- . Went to university at 21
- · Worked for several companies in sales
- · Present job: manager for a sports goods store
- Present salary: \$60,000
- · Reason for moving: you want a more interesting job with travel
- · Interests: art and sports

#### Preparing for the interview

Think about:

• why you want the job.

• what questions you want to ask at the interview. (salary, annual leave, a company car, etc.)

You can invent any details you want.

Activity

Activity

# Unit 01

### Careers

Activity

#### Person B

#### Candidate 1

J. Walter: age 34; married, 2 children

Qualifications: A university degree and a diploma in marketing

#### CV summary

- Traveled round the world for a year
- . Worked in a department store for 8 years
- Present job: chief buyer for a clothing manufacturer (5 years)
- Present salary: \$64,000
- · Reason for moving: you want a new challenge
- · Interests: managing a youth football team

#### Preparing for the interview

Think about:

- why you want the job.
- what questions you want to ask at the interview. (salary, annual leave, a company car, etc.)

You can invent any details you want.

# Jnit 04 Managing people

Director A

You are friendly with Sam Benetti. You want Lincoln to leave the company.

He makes everyone unhappy and is difficult to work with.

#### You know:

-two office staffare leaving because of Lincoln's behavior.

-Sam Benetti is ambitious and hard-working.

-Sam Benetti is popular with all the staff.

You say:

The problem is...

Why don't we...?

That's a good idea. / I don't agree because...

# Managing people

#### Director B

Unit 04

You are friendly with Lincoln Davis. You want Lincoln to stay in his present job. He is a very good manager.

#### You know:

Lincoln is sometimes rude to office staff but customers like him.

Sam Benetti likes to have control at all times.

Lincoln often works late in the evenings and at weekends.

#### You say:

The problem is...

Why don't we...?

That's a good idea. / I don't agree because...



Activity

Activity

Unit09



#### Person A: The Ashbury Marketing Manager

You want three models: Ashbury SG1000, SG500, and SG200.

You want to place the following order. Ask prices and delivery and fill in the blanks.

Model	Quantity	Price (\$US)	Delivery
SG1000	750		
SG500	500		
SG200	300		

Negotiate discount, payment, and guarantee and write down the result.

	Desired	Result
Method of Payment	Letter of credit 60 days	
Guarantee	2-3 years	
Discounts	10%	

# Unit 09 <sup>1</sup>

Activity

#### Person B: The KGC Marketing Manager

Trade

You want to supply three models: Ashbury SG1000, SG500, and SG200. Ask quantity and fill in the blanks. Answer the questions according to the information below.

Model	Quantity	Price (\$US)	Delivery	Price (\$US)	Delivery
		more than 500 items		less than {	500 items
SG1000		920	1 month	950	3 month
SG500		550	3 weeks	580	2 weeks
SG200		475	3 weeks	500	2 weeks

Negotiate discount, payment, and guarantee and write down the result.

Desired	Result
Method of Payment	By bank transfer
Guarantee	One year
Discounts	less than 6%

Activity

# Unit 10

# Marketing

#### Salesperson

- 1. Find out the customer's needs.
- 2. Help the customer to choose a phone and a service package.
  - How often do you use your phone?
  - How many text messages do you send?
  - Do you use your phone abroad?

Note: Your commission on the Kim phone is 5% of the sales price. Your commission on the Peterson and Sakano phones is 10%.

# Unit 10

Activity

Activity

#### Choose role A or B

Customer A (Student)

Your needs are:

Phone use: not very often (200-300 minutes a month)

Text messages: a lot (about 150 messages a month) You don't use the phone abroad.

Customer B (Area sales manager) Your needs are:

Marketing

Phone use: very often (about 1,800 minutes a month)

Text messages: not a lot (about 25 messages a month). You use the phone abroad once or twice a month.



Unit	1	1	

Presentation

Activity

#### **Role Card A**

Position	Technical director, Mata Shoe Company	
	• in charge of a department of 12 staff	
Duties	<ul> <li>work with design department to create new products</li> </ul>	
	<ul> <li>responsible for quality control of products</li> </ul>	
	<ul> <li>one of the biggest shoe manufacturers in Brazil</li> </ul>	
Company profile	<ul> <li>manufactures shoes under the brand name 'Daniela'</li> </ul>	
	<ul> <li>sells in over 20 countries</li> </ul>	
Employees	20,000	
Turnover last year	US\$550 million	
Profit last year	US\$42.5 million	
Diana	<ul> <li>to enter new markets next year</li> </ul>	
Plans	<ul> <li>will target Russia and China</li> </ul>	

#### **Role Card B**

Position	Sales representative, Mei Cosmetics	
Duties	<ul> <li>visit stores and supermarkets selling a range of beauty products</li> </ul>	
Duies	<ul> <li>help to train new sales staff</li> </ul>	
	<ul> <li>manufactures beauty and skin care products</li> </ul>	
Company profile	<ul> <li>manufactures equipment for beauty salons</li> </ul>	
	<ul> <li>has several shops in Taiwan</li> </ul>	
Employees	750 at its factory and 80 at its head office	
Turnover last year	US\$120 million	
Profit last year	US\$25 million	
Plans	about to enter the US market	
	<ul> <li>will launch a new perfume next year in Japan</li> </ul>	

#### **Role Card C**

Position	Representative, Medi-Care	
	<ul> <li>organize campaigns to promote the work of Medi-Care</li> </ul>	
	• try to get doctors and other medical staff to work in developing countries	
Duties	<ul> <li>place advertisements in newspapers</li> </ul>	
	<ul> <li>give talks about the organization to young people and often appear on radio and television programs</li> </ul>	
Company profile	international reputation	
	<ul> <li>non-profitmaking organization</li> </ul>	
	<ul> <li>have several campaigns each year in different counties</li> </ul>	
	<ul> <li>governments and big companies give money to your organization</li> </ul>	
Employees	10 full-time employees in your office	
Income last year	US\$10.8 million	
Plans	<ul> <li>to contact famous people (e.g. actors and music stars) to be in a new advertising campaign for Medi-Care</li> </ul>	

Jnit 12

Meetings

#### Candidate A

Name: Isabella Rosetti

Age: 35

Marital Status: Single

**Education**: Princeton University—Master's degree in Business Administration (MBA)

**Experience**: Advertising agency for the last eight years. Important position liaising with clients and managing a team of 10 people. Previously worked as Sales Manager in a department store (Chinatown area)

**Outstanding achievement**: Got a contract with a major advertiser.

Skills: Fluent Italian, judo expert, paints.

**Comments**: Positive reference, but employer suggested she sometimes took days off work with no good reason. Several good ideas for increasing revenue, e.g. by setting up beauty centers in our clubs. Didn't mention the cost of doing this! Above average score on our aptitude test.

#### Candidate B

Name: Michael Bolen

Age: 36

Marital Status: Married, with three children

**Education**: Columbia University—Master's degree in Business Administration (MBA)

**Experience**: Four years with international sports manufacturer—Marketing Director. Previous experience with a variety of firms (sales, administration). Wants to work for a smaller organization.

**Outstanding achievement**: Successful product launch in previous job.

**Skills**: Numerate and good with computers. Only a few words of Spanish.

**Comments**: Unhappy in present position. He has often changed jobs. Aptitude test—average score.

#### Candidate C

Name: Bob Wills

Age: 40

Marital Status: Single

Education: Park High School

**Experience**: Twenty years in US army—Physical Fitness Instructor. Traveled all over the world. Left army three years ago. Has taken courses in marketing, management and computing. Over the last two years has run a fitness center in Lower Manhattan very successfully.

**Outstanding achievement**: Two decorations for bravery.

**Skills**: Speaks Spanish fluently (his girlfriend is Puerto Rican). Is a successful disc jockey in a downtown club.

**Comments**: Believes you should always stick to the rules. Values honesty and reliability. Can be quick-tempered if people are not doing their best. Very enthusiastic with many good ideas. High score on aptitude test.

#### **Candidate D**

Name: Stephanie Jones

Age: 30

Marital Status: married, no children

**Education**: Vancouver Island University—BSc in Business Administration

**Experience**: Former swimming champion. Competed at Olympic Games. For six years. highly successful presenter (children and sports programs)

**Outstanding achievement**: Voted Top Sports Personality on a cable TV channel four years ago.

**Skills**: Exceptional sportswoman. On television, handles people well. Presents an image of a caring, sympathetic person.

**Comments**: 'She'll do anything to get what she wants,' wrote one journalist. At 24, she gave up competitive swimming, following rumor of drug-taking. Aptitude test—above average.



#### Negotiation

Activity

#### Person A: Union Representative

The workers are very unhappy with the price increases. They think that the subsidized restaurant is part of their terms and conditions of work. They are also angry that management did not discuss their plans with them first. You want to negotiate a solution to the problem. Your objectives are:

1. to get subsidized meals back immediately, or

Negotiation

2. to postpone the cuts in subsidies until the staff have been properly consulted.

# Unit 13

Activity

#### Person B : General Manager

You think the staff restaurant still offers good value for money, despite the cuts in subsidies. Prices are roughly similar to those in other companies in your area. The company has to reduce costs or the staff's salaries will be affected. You want to negotiate and get a good solution to the problem. Your objectives are:

1. to listen carefully to what the union representative says.

2. to explain why the cuts in subsidies are necessary.



# Unit 15

# On the Telephone

#### Person A

Select one of the business cards from those presented below. You are the person on the business card. You have been invited to a conference in San Diego, California. You need to speak to Andrea Koss, who is arranging the conference. You want to talk about the program.



## On the Telephone

#### Activity

Activity

#### Person B

Unit 15

Someone calls to talk to your boss, Andrea Koss. Ask the caller to spell his/her name and company name so you can write it down. Andrea Koss is not available – she is in a meeting. Offer to take a message or say she will call back later today.

If you plan to ask Andrea to call back, get a phone number.



#### Unit 1 Career

#### **Dialogue Comprehension Questions**

- 1. six companies
- 2. to earn more money
- 3. being fluent in two languages, good at training sales staff, getting on well with people, and good at organizing seminars for customers
- 4. not patient when people don't meet deadlines

#### **Reading Comprehension Questions**

- 1. one
- 2. advantage: salary and holiday / disadvantage: start working at 4:45 a.m.
- 3. The train arrives on time.
- 4. Women have the ability to break bad news to travelers more sympathetically.

#### **Vocabulary Exercise**

- 1. advert
- 2. fluent
- 3. association
- 4. got(or gets) on with
- 5. keen
- 6. queuing

## Unit 2 Organization

#### **Dialogue Comprehension Questions**

- 1. the General manager of the Perth factory.
- 2. about two thousand employees
- 3. one in Perth, Australia and the other in Singapore.
- 4. Weimin Tan, the Finance Director.
- 5. Deirdre Spencer, the Personnel manager
- 6. the Planning department

#### **Reading Comprehension Questions**

1. Managing Directors are responsible for the

organic and new business development growth opportunities within their divisions.

- 2. three to seven business units.
- 3. business unit level
- 4. Each Managing Director, together with functional heads

#### **Vocabulary Exercise**

- 1. accountant
- 2. decentralized
- 3. sustainable
- 4. expertise
- 5. marketed
- 6. headquarters

#### Unit 3 Business morality

#### **Dialogue Comprehension Questions**

- 1.F
- 2. T
- 3. T
- 4. T
- 5.F
- 6. T

#### **Reading Comprehension Questions**

- 1. Nigeria
- 2. New Zealand
- 3. the effect on foreign investments
- 4. seven international surveys of business people, political analysts and the public
- 5. company-to-company bribery

#### **Vocabulary Exercise**

- 1. code of ethics
- 2. kickback
- 3. impoverish
- 4. divert
- 5. loophole
- 6. sleaze
- 7. plug
- 8. authoritative
- 9. bribery
- 10. petroleum
- 11. bribes

#### Unit 4 Managing people

#### **Dialogue Comprehension Questions**

1. a. F	b. T	
c.F	d. T	
2. five years		

- 3. being punctual and practical
- 4. Because he shouted at a customer in the office.

#### **Reading Comprehension Questions**

- 1. observing, listening, asking questions, speaking
- 2. a. T b. T c. T d. F e. T
- 3. to be more forceful and to be able to deal with problems logically.
- 4. the background, the education and the cultural differences.
- 5. because the managers are focusing too much on their weaknesses.

#### **Vocabulary Exercise**

- 1. punctual
- 2. forceful
- 3. underestimate
- 4. Property

#### Unit 5 Leadership

#### **Dialogue Comprehension Questions**

- 1. T
- 2. F
- 3. T
- 4. T

5.F

6. F

#### **Reading Comprehension Questions**

- 1. c
- 2. a
- 3. b
- 4. d

#### **Vocabulary Exercise**

- 1. fruition
- 2. corporation
- 3. slot
- 4. double-digit
- 5. traits

#### Unit 6 Stress

#### **Dialogue Comprehension Questions**

- 1. offer a free medical checkup every year.
- 2. because she thinks it wouldn't be good for morale.

- 3. There is too much fatty food, not enough fish, fruit and vegetables.
- 4. Vincent thinks it'd cost a lot of money.

#### **Reading Comprehension Questions**

- 1. increasing job insecurity and working long hours
- 2. maybe people didn't have these problems

3. a, d, f

#### **Vocabulary Exercise**

- 1. authorities
- 2. independence
- 3. fitness
- 4. fatty
- 5. medical check-up
- 6. insecure

#### <u>Unit</u>7 Planning

#### **Dialogue Comprehension Questions**

- 1. July
- 2. Ally thinks a weekend is too short. She suggests that they should do it department by department.
- 3. National is not reliable.
- 4. consultation service

#### **Reading Comprehension Questions**

- 1. in northeast Brazil
- 2. 18-hole golf course and designer shops
- 3. rich foreign visitors.
- 4. international air travel, level of service, social problems

- 5. setting up courses in the surrounding villages for making handicrafts and organizing credit for local co-operatives to produce foodstuffs for the hotels.
- 6. There is no adequate infrastructure, training or planning

#### **Vocabulary Exercise**

- 1. handicrafts
- 2. devaluation
- 3. sanitation
- 4. kick-start
- 5. enquiries
- 6. currency
- 7. consultation
- 8. phased

#### Unit 8 Money management

### **Dialogue Comprehension Questions**

- 1.F
- 2. F
- 3.F
- 4. T
- 5.F
- 6. T

#### **Reading Comprehension Questions**

- 1. They lost their money and reputations.
- 2.1924
- 3. On 21 October, 1929
- 4. The share prices fell down dramatically and kept on falling.

#### **Vocabulary Exercise**

- 1. invoice
- 2. shipments
- 3. overdraft
- 4. took off

### Unit9 Trade

#### **Dialogue Comprehension Questions**

1. T

2. F

3.F

4. F

5. T

#### **Reading Comprehension Questions**

- 1. Within 30 days.
- 2. the enclosed list of wines
- 3. Julian Montero (the exporter)
- 4. A copy of Denise's letter of credit

#### **Vocabulary Exercise**

- 1. correspondent
- 2. irrevocable
- 3. dispatch
- 4. specified
- 5. shipments
- 6. beneficiaries

#### Unit 10 Marketing

#### **Dialogue Comprehension Questions**

- 1. Yes.
- 2. increased by two percent.
- 3. \$1.2 million.

#### 4. \$30,000.

#### **Reading Comprehension Questions**

- 1. a. Italy
  - b. Japan
  - c. Italy
  - d. China
- 2. They didn't have a marketing department.
- 3. produce goods of high quality and establish a brand for years.

#### **Vocabulary Exercise**

- 1. share
- 2. per capita
- 3. launch
- 4. corporate
- 5. statistics

#### Unit 11 Presentation

#### **Dialogue Comprehension Questions**

- 1. to know the audience
- 2. visual supports
- 3. practice the preparation

#### **Reading Comprehension Questions**

- 1. T
- 2.F
- 3. T
- 4. T
- 5.F
- 6. T
- 7. F

#### Vocabulary Exercise

- 1. adjusted
- 2. objective
- 3. transparency
- 4. imprinted
- 5. no more than
- 6. Going through

#### Unit 12 Meetings

#### **Dialogue Comprehension Questions**

1. T

2. F

3. T

- 4.F
- 5. T

#### **Reading Comprehension Questions**

- 1. A memo or an email.
- 2. Create and distribute the meeting agenda.
- 3. An email or a memo.

#### Vocabulary Exercise

- 1. on track
- 2. put / on hold
- 3. butted
- 4. probationary period

# Unit 13 Negotiation

#### **Dialogue Comprehension Questions**

- 1. Salesperson: Jan, Buyer: Irena
- 2. The Central European market
- 3. quantities or amounts

4. Jan will send Irena a fax the information about quantity and prices.

#### **Reading Comprehension Questions**

- 1. Competition.
- 2. They try to make their opponents back down.
- 3. Being willing to walk away from an idea or even a job.
- 4. a cooperative and collaborative process
- 5. Theirs and their counterpart's interest at the same time.

#### Vocabulary Exercise

- 1. groundwork
- 2. collaborative
- 3. quoted(or quotes)
- 4. adversaries

#### Unit 14 Dealing with problems

#### **Dialogue Comprehension Questions**

- 1. It was burning their skin.
- 2.6 months
- 3. They recalled the product.

#### **Reading Comprehension Questions**

- 1. checking up on the staff and taking notes.
- 2.60
- 3. the changes that the new management are making.

#### Vocabulary Exercise

- 1. recalling
- 4. turnover
- 2. inspections
- 5. Morale
- 3. redundancies

### Unit 15 On the Telephone

#### **Dialogue Comprehension Questions**

- 1. Mr. Jones, managing director
- 2. Linda Thomson
- 3.822-3452-7600
- 4. managing director
- 5. Samsung, Korea
- 6. to check if Linda received the sample he mailed out

#### **Reading Comprehension Questions**

- a. F
- b. T
- c. F
- d. T
- e. F

#### **Vocabulary Exercise**

- 1. ahead
- 2. at stake
- 3. relies on
- 4. counterpart

# Unit 16 Going on a Business

#### **Dialogue Comprehension Questions**

- 1. a. F b. T
  - c. F d. F
  - e. T f. F
- 2. in New York
- 3. going to a restaurant, going swimming, or going to the ballet
- 4. in a hotel
- 5. yellow cabs

#### **Reading Comprehension Questions**

- 1. meeting with colleagues and clients
- 2. travel delays
- 3. sightseeing
- 4.47 percent

#### Vocabulary Exercise

- 1. deplanes
- 2. partake
- 3. got around
- 4. It depends
- 5. accommodation
- 6. pondering





# Unit 17 Review

#### Part 1. Units 1 & 2

Vocabulary	Dialogue	Reading
1. advert	1.d	1. in the telecommunications
2. expertise	2. b	industry
3. keen	3. c	2. She was a sales representa-
4. decentralized	4.a	tive.
5. association		3. She was in charge of the
6. sustainable		sales and marketing of
7. get along with		networking products.

#### Part 2. Units 3, 4 & 5

Vocabulary	Dialogue	Reading
1.f	1.d	1.F
2. e	2. c	2.T
3. h	3. e	3. T
4. d	4.a	4. F
5. b	5. b	
6. C		
7. g		
8.a		

#### Part 3. Units 6, 7 & 8

Vocabulary	Dialogue	Reading
1. insecure	1.b	1. A bank manager / A bus
2. consultations	2. e	driver.
3. phase	3. c	2. \$75,000 /\$20,000
4. shipment	4. d	3. bus maps and time-tables
5. currency	5.a	4. He doesn't take his work
6. invoice		home.
7. overdraft		

#### Part 4. Units 9, 10 & 11

Vocabulary	Dialogue	Reading
1.h	1. d	1. They worked together and
2. g 3.	2. b	sell under one brand name. 2.
f	3. e	Sales rose steadily.
4.a	4. c	3. big motorcycles
5. e	5.a	4. The market for large motorc-
6.d		ycles was already dominated.
7.c		
8. b		

#### Part 5. Units 12, 13 & 14

Vocabulary	Dialogue	Reading
1. on track	1.c	1. Because Pratt wanted to
2. recall	2. b	work from his home
3. collaborative	3.a	2. Because he can see his par-
4. morale		tner's face and hand gestures
5. inspection		3. video conferencing station
6. groundwork		number
7. quoted		

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