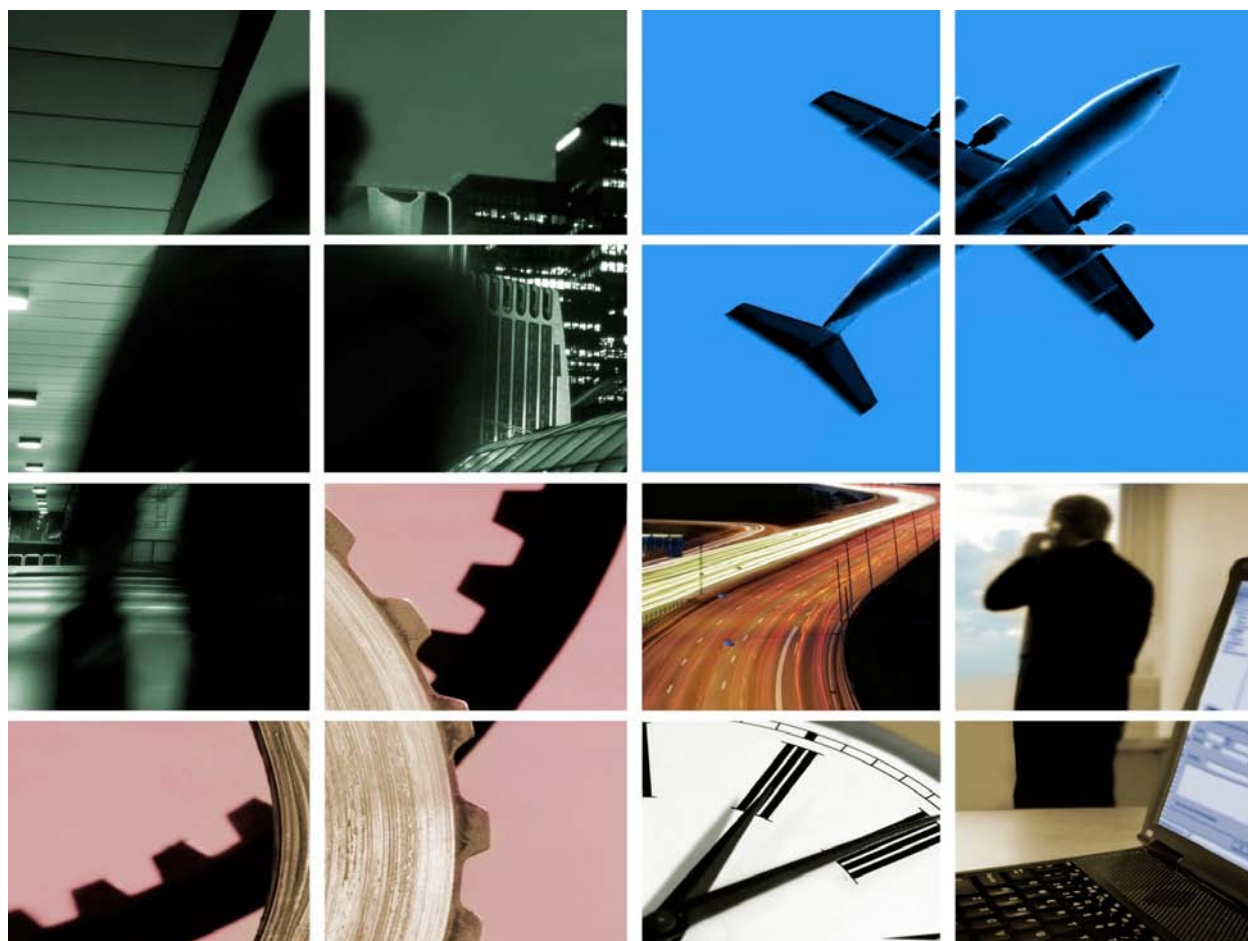


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ENGLISH FOR BUSINESS



TOMSK POLYTECHNIC UNIVERSITY

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ТОМСКИЙ ПОЛИТЕХНИЧЕСКИЙ УНИВЕРСИТЕТ»**

А.Ю. Смирнова, Ю.А. Чайка

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Пособие состоит из шести разделов, каждый из которых содержит обширный материал разной степени сложности и разной функциональной направленности. Обширный грамматический и лексический материал пособия, представленный в текстах и тренировочных упражнениях, способствует подготовке к письменному рубежному и итоговому контролю.

Данное пособие предназначено для студентов, получающих образование в области бизнеса и мировой экономики, бизнес-администрирования, а также для всех изучающих деловой английский язык.

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ENGLISH FOR BUSINESS

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Unit 1 ECONOMY. COMPETITION.



Keynotes

Economy

Economic development has brought **benefits** to the populations of both the **more** and the **less economically developed countries**. Loans from international organizations enable governments to exploit their **natural resources** and to invest in **construction projects** and **industrial facilities**. This raises **Gross Domestic Product (GDP)** and improves standards of living. **Environmentalists** oppose development which produces **pollution** and **endangers** the health of local people and depletes resources.

Competition

Developing a successful **strategy** is a vital part of the **planning process** for all business organizations. Analysing where a business stands in relation to its **markets** and **competition** enables it to identify potential **opportunities for growth** and potential **threats**. It is then possible to set **strategic objectives** and to predict the human and financial **resources** needed to achieve them.

Vocabulary

Ex. 1

Match the words with their definitions.

- | | |
|-------------------------|---|
| 1. budget | A the people who control a country and make laws |
| 2. business | B information |
| 3. convenience | C company that sells goods or services |
| 4. data | D easiness |
| 5. demand | E the amount of money you have for something |
| 6. government | F how much people want something |
| 7. inflation | G the number of people without work |
| 8. resources | H something such as money, workers or minerals belonging to an organization, country, etc which can be used to function properly |
| 9. trade-off | I rising prices |
| 10. unemployment | J giving away something in exchange for something |

Ex. 2

a) Complete the article with the following words.

acquisition	model	transaction	buyers	sales	income
risks	monopoly	investigation	interest		

Breaking into new markets

eBay, the world's largest online auctioneer, has a business 1 model that definitely suits the Internet. Thanks to many clever search features, it can match up sellers and 2 _____ of even the most unfamiliar items. And because of its smart cost and revenue structure (it charges a modest commission on each 3 _____ and does not store goods), eBay has been one of the most consistently profitable e-commerce businesses. In the first quarter, its net 4 _____ more than doubled, to \$104,2m. on revenues of \$476m. This was partly due to eBay's 5 _____ of PayPal, a payments business, last year.

Taking out the effects of that deal, 6 _____ were up by 56% over the previous year. One of eBay's greatest strengths, however, is also one of the biggest 7 _____ it faces. Its business like any marketplace is a natural 8 _____, and so once it is established, it is pretty hard for a newcomer to challenge it. This has already aroused the 9 _____ of America's Department of justice. It took no action after an 10 _____ a couple of years ago, but some think it will be tempted to take another look as eBay expands.

b) Define if these statements about eBay are **true** or **false**?

1. eBay is regarded as the top online auction company.
2. The company buys goods and holds them before reselling them.
3. It makes a large profit on every deal.
4. eBay has only just started to make profit.
5. eBay has recently bought a payments business.
6. The US Department of Justice has tried to stop eBay trading.

Reading.

Part 1.

Read the text about economics and match each paragraph (1-5) with the correct heading (A-E).

| A. How economists work

- B. Making deals every day**
- C. Various ideas about economics**
- D. Two areas of economics**
- E. Two types of economist**

What does economics study?

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

2. Very simply, economics studies the way people deal with a fact of life: resources are limited, but our demand for them certainly not. Resources may be material things such as food, housing and heating. There are some resources, though, that we cannot touch. Time, space and convenience, for example, are also resources. Think of a day. There are only 24 hours in one, and we have to choose the best way to *spend* them. Our everyday lives are full of decisions like these. Every decision we make is a trade-off. If you spend more time working, you make more money. However, you will have less time to relax. Economists study the trade-offs people make. They study the reasons for their decisions. They look at the effects those decisions have on our lives and our society.

What are microeconomics and macroeconomics?

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

4. Another way to look at the science of economics is to ask, ‘what’s it good for?’ Economists don’t all agree on the answer to this question. Some practise *positive* economics. They study economic data and try to explain the behavior of the economy. They also try to guess economic changes before

they happen. Other practice *normative* economics. They suggest how to improve the economy. Positive economists say, ‘this is how it is’. Normative economists say, ‘we should...’

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

Reading

Part 2.

Look at the statements below and read the text about the structure of the market. Which company (1.market leader, 2.market challenger, 3.market follower or 4.market nicher) does each statement refer to? For each paragraph 1-4 mark a suitable letter A-F. You will need to use some of the letters more than once.

Which company

- A** ... focuses on a specific group of customers?
- B** ...is very adaptable and can tailor its strategy to the market changes?
- C** ...sells to the largest number of customers?
- D** ...competes with the leader trying to find its weak point?
- E** ...considers enlarging their share of the market as the main strategy?
- F** ... should have some exclusive product feature to be attractive to the customers?

Market structure.

1. In most markets there is a definite market leader: the firm with the largest market share. This is often the first company which succeeded in a market. The market leader is frequently the main company to introduce new products, to change prices, and so on. They have 3 strategies:

- a) To increase market share
- b) To protect its current market share
- c) To increase the total market

Contrary to a common belief, wholly dominating a market, or having a monopoly, is seldom an advantage: competitors expand markets and find new uses and users for products, which enriches everyone in the field, but the

market leader more than its competitors. One way of market expanding is to stimulate more usage, nowadays, for instance, for many families one TV set, one radio or one computer aren't enough. They prefer to have one in each room, one in the car, plus a MP3 player or two, or a laptop and an iPad.

2. In many markets, there is often also a distinct market challenger, a company who has less market share, second place at market. Its strategy is to attack leader or followers. Market challengers need to discover the leader's Achilles heel in order to compete successfully. The Avis's slogan 'We're number two. We try harder.' exemplifies the marketing strategy of a challenger establishing a competitive advantage that directly addressed a weakness of the leader. Their methods are: products innovation, price reductions, cheaper or higher quality versions, improved services and so on.

3. The majority of companies in any industry are merely market followers which present no threat to the leader. Market followers prefer to follow the leader rather than attack it. They have very small market share. Market followers have to find small segment to survive. If its product doesn't have a 'unique selling proposition' there is no reason for anyone to buy it. Although, small companies are generally flexible, and can quickly respond to market conditions, their narrow range of customers causes problematic fluctuations in turnover and profit.

4. Sometimes the best way to compete in the market is to make a niche of your own. While most companies prefer to battle it out with each other and seek the position of market leadership, there are those who prefer to specialize. Market nichers usually targets a small and well-defined sub-segment of the market, and concentrates all efforts on this small segment. Market nichers don't compete with other companies for the share of the market, they instead focus and specialize on one part of it. Market niching is an effective strategy for smaller firms who can't really compete in the mass marketing game. Contrary to what some people might think, niching can actually be profitable, because the market nicher knows the target customer group so well that it meets their needs better than other firms that casually sell to this niche.

Use of English.

Part 1.

Read the text. Use the words given in capitals on the right to form a word that fits in the gap in the same line.

A market is an (1) _____ through which buyers and (2) _____ meet or communicate for the purpose of (3) _____ goods or services. Markets are a way in which buyers and sellers can conduct transactions resulting in mutual net gains that otherwise wouldn't be (4) _____. Many market transactions are conducted without buyers and sellers actually meeting at a particular (5) _____. For example, you can browse through catalogues or magazine (6) _____ to see what (7) _____ sellers are offering. If you find something you like, you can order it by mail or telephone, without face-to-face contact with the seller. You can also hire an intermediary to carry out a transaction for you.	(1) ARRANGE (2) SELL (3) TRADE (4) POSSIBILITY (5) LOCATE (6) ADVERTISE (7) VARY
--	--

Part 2.

Read the following article about types of companies. Choose the best word to fill each gap from A, B, C or D below.

The Mixed Economy

Britain is the model of a mixed economy. It is (0) C up of two (1) _____ of companies: privately-owned organizations and (2) _____ -owned enterprises. The objectives of those who (3) _____ business in these two sectors are quite different, as private sector firms are owned by individuals, and public sector firms and organizations are owned by central or (4) _____ government. Most businesses in Britain are privately (5) _____ and this sector is clearly (6) _____ as a key area of the economy. The (7) _____ objective of firms in the private sector is to (8) _____ a larger share of the market. This can be (9) _____ through an (10) _____ in sales. This in (11) _____ will enable the business to grow, for example, through buying up another company. The (12) _____ company will then have a greater (13) _____ of entering different markets. The public sector has different (14) _____, the principle one being to (15) _____ essential services, such as health and education.

0	A built	B grown	C made	D constructed
1	A styles	B kinds	C areas	D forms
2	A country	B state	C nation	D land
3	A perform	B make	C do	D carry
4	A restricted	B local	C narrow	D limited
5	A made	B arranged	C managed	D driven
6	A looked	B watched	C noticed	D seen
7	A main	B most	C first	D top
8	A add	B gain	C build	D expand
9	A achieved	B completed	C done	D finished
10	A addition	B enlargement	C increase	D expansion
11	A cycle	B turn	C circle	D roll
12	A larger	B greater	C fatter	D heavier
13	A try	B aim	C luck	D chance
14	A matters	B concerns	C alarms	D affairs
15	A give	B provide	C put	D find

Present Simple / Present Continuous

Ex. 1

Write the verbs in brackets in the present simple or the present continuous.

- 1 He _____ (work) for a software company in New York.
- 2 I normally _____ (get up) at five every morning.
- 3 Joel _____ (work) at home this week.
- 4 Our accountant _____ (check) the invoice right now.
- 5 Now, things _____ (begin) to change in the company.
- 6 Currently, our customers _____ (demand) more and more from us.
- 7 We frequently _____ (travel) to Asia on business.
- 8 My typical working day _____ (end) at six o'clock.
- 9 They _____ (learn) English at the moment.
- 10 After work, we usually _____ (have) a drink together.

Ex. 2

Complete the article about the magazine Time Out by using words in brackets. Decide whether to put the verb into present simple or present continuous.

Time Out, the London entertainment magazine, has plans for expansion. It already (1) _____ (own) the monthly magazine *Paris Passion*, and now it (2) _____ (move) beyond France to other markets such as Argentina and Japan. Tony Elliott, *Time Out's* founder, says he (3) _____ (look for) local

people to initiate and run the magazines, as *Time Out's* London office doesn't have the cash or management time. Elliot also has plans for the website, Timeout.com, which was launched in 1995 and (4) _____ (provide) information about more than 30 cities. It (5) _____ (rely) on advertising revenue and small amount of money from ticket sales to survive. But as *Time Out* changes and expands, Tony Elliott (6) _____ (try to) persuade advertisers in the printed version to take more space on the Internet site. Also, he (7) _____ (investigate) the possibility of charging visitors to the site for access to some information. Despite these expansion plans, Elliott says that a flotation on the stock market is out of the question. He (8) _____ (want) to keep control of the business he has built up.

Ex. 3

Complete the sentences by putting the verbs in brackets into the present simple or present continuous.

- 1 I..... (look at) the details on the screen right now.
- 2 I..... (look at) the sales results in detail every month.
- 3 The production line..... (not / work) at weekends.
- 4 The production line..... (not / work) at the moment.
- 5 Yes, I agree. I..... (think) it's a good idea.
- 6 I..... (think) about it. I'll let you know tomorrow
- 7 Helen..... (stay) at the Astoria while she's in Madrid this month.
- 8 Helen..... (stay) at the Astoria when she is in Madrid.
- 9 We..... (take) a sample for testing once a day.
- 10 We..... (take) a big risk if we go ahead with the project.
- 11 They..... (be) usually very flexible if we need to change the order.
- 12 They..... (be) flexible about giving us credit for a few more months.

Ways of expressing Future.

Ex.1

*Complete this dialogue by putting each of the verbs in brackets into the future. Choose between **will** and **going to**. Sometimes either answer may be possible, but decide which form is the most natural. Use contractions where possible.*

JOANNA Pleas, come in, have a seat. Would you like a drink? Coffee?
 Mineral water?

GREG Oh, I (1)..... (have) a coffee, please.

JOANNA Lucy ... could you make two coffees? Well, thanks for coming this morning. I (2)..... (tell) you why I asked you here. Um, as you know, there (3)..... (be) some big changes in the company. In fact, we (4)..... (restructure) the whole department.

GREG Yes, I know. When (5)..... (it/happen)?

JOANNA Everything (6)..... (be) finished by the summer. Um, the thing is, under the new structure your job (7) (probably /disappear).

GREG Really? Is that certain?

JOANNA Well, we (8)..... (have) a meeting next week to finalise all the plans, and of course I (9) (let) you know what we decide. Anyway, you don't have to worry.

GREG Oh?
(coffee arrives)

JOANNA Well, as I was saying, you don't have to worry. We (10) (offer) you a new job. You (11)..... (have) more responsibility, and the salary (12).....(be) much better.

GREG That's l wonderful thank you very much. What exactly (13)..... (the new job / involve)?

JOANNA Well, we (14)..... (expand) the whole customer service area. If you accept the job you (15) (be) responsible for the new team. Um, it (16)..... (mean) a lot more work, of course.

GREG What do you think?

JOANNA It sounds great, but I (17)..... (need) a day or two to think about it.

JOANNA Of course, no problem. Look, I (18)..... (not/be) in the office for the next few days - I(19) (visit) our subsidiary in Hungary.

GREG (20)..... (you /have) an answer for me by next week?

JOANNA Yes, I (21). (give) you my decision on Monday.

Ex.2

*In this article, add the word **will** in eight places and the word **won't** in one place.*

The future of work

What your office look like in twenty years' time? I expect there be just a small number of people, sitting on comfortable chairs, talking together and using hand-held computers. I think more people probably work as freelancers, and those still inside the company on permanent contracts have more flexible job description. Both groups do more work from home, and via the Internet. In general, companies be smaller and more specialized. A consequence of all these trends is that the office become a place for 'face time' only – those occasions when meetings of real people are absolutely essential. But some things probably change. These days people want more from their work: they expect their jobs to be more interesting, creative and satisfying. And I think that this continue.

Ex.3

*Complete the second sentence so it has a similar meaning to the first sentence. The answers include these forms: **will**, **won't**, **shall**, **present simple**, **present continuous** and **future continuous**.*

1 I promise to phone you when I get back.

When I get back I'll phone you.

2 Would you like me to close the window?

.....I close the window?

3 After the conference we can travel back together.

When the we can travel back together.

4 They refuse to lower the price.

They..... lower the price.

5 What job will you have after the company reorganisation?

What.....doing after the company reorganisation?

6 I'll wait here until it stops raining.

When it stops raining...leave.

7 How about having a drink after work ?

..... we have a drink after work ?

8 Are you free tomorrow evening?

Are.....anything tomorrow evening?

Ex.4

*Rewrite each sentence with **will**, **shall** or **going to**, using the verb underlined.*

- 1 Sarah doesn't plan to get involved in any research yet.
Sarah isn't going to get involved in any research yet.
- 2 How about having a game of tennis at the weekend?
.....a game of tennis at the weekend?
- 3 I've decided to study Arabic in Cairo.
..... Arabic in Cairo.
- 4 I promised to be back before midday.
.....before midday.
- 5 I have an appointment to see the doctor, so I can't come.
.....the doctor, so I can't come.
- 6 I promise not to forget.
.....
- 7 I plan to do my MBA in France.
..... my MBA in France.
- 8 Would you like me to help you with those bags?
..... with those bags?
- 9 It's possible for us to come back later if you like
..... back later if you like.
- 10 I intend to ask my boss about opportunities for promotion.
.....boss about opportunities for promotion.
- 11 I want to have the salmon.
.....the salmon please.
- 12 I've decided to have the salmon.
..... the salmon.

Adjectives. Degrees of Comparison.

Ex.1

Complete these sentences with the adjective in brackets in comparative or superlative degree.

- 1 I think Italian clothes are _____ (beautiful) than French clothes.
- 2 This has been one of the _____ (bad) years in the company's history.
- 3 This dress is _____ (cheap) than that one.
- 4 Our European market isn't as _____ (big) as our Asian market.
- 5 She's our most _____ (talented) designer.
- 6 Designer clothes are _____ (good) made than off-the-peg clothes.
- 7 I'll buy it when the price is _____ (low).

- 8 We need systems in the office which are _____ (reliable).
 9 He's _____ (happy) with his job than he was.
 10 The numbers on this watch are the _____ (easy) to read.

Ex.2

Correct the errors in these sentences.

1. Lisbon is not as big than London.
2. There is more to life that a spreadsheet.
3. The advantage of this project is that it is twice cheaper than the other.
4. Women's pay usedto be more lower than men's, even for the same work.
5. Metro is the world's second bigger retailer Wal-Mart Stores of the US.

Ex.3

Complete the text with the comparative or superlative form of the adjectives in brackets.

Giorgio Armani, founder of the Armani Group agrees thatbthe last year has been the 1(bad)_____ for many years for fashion and luxury goods companies. When the economy is down, people don't want to spend money. Now, things are slowly getting 2(good)_____, and customers are becoming 3(optimistic)_____, but they are 4(careful)_____ about what they buy than they were before. Quality and value for money are becoming 5(important)_____and it is 6(hard) _____ for companies to sell something just because it has a design label. People expect luxury goods to last 7(long)_____ than other goods. Consumers are 8(interested)_____ in fashion and design than ever before, but they expect to be able to buy the 9(new)_____ styles for less.

Ex.4

Complete the second sentence so that it has a similar meaning to the first sentence and contains the words in bold.

1. Retail banking is not as profitable as investment banking.

more

Investment banking.....

2. I haven't seen worse service than this.

ever

This is.....

3. Could you not talk so fast, please?

slowly

Could you.....

4. The Chinese market is bigger than the Indian market.

as

The Indian market.....

5. Alan sells the same number of products as Richard

just

Alan sells.....

6. The other members of the team are more experienced than Romy.

least

Romy.....

7. I'll see you in a few hours.

later

I'll.....

8. David is a better technician than Paul.

as

Paul is not..... David.

9. Nobody at KBN is a better investment analyst than Carol.

the

Carol is at KBN

10. I haven't read as many sections of the report as you.

than

You've read.....

11. I expected the meeting to last longer.

as

The meeting didn't last.....

12. Our training budget isn't as big as yours

than

Your training budget is

13. No presentation I've given is more important than this one.

ever

This is the.....

14. This speaker is more interesting than the last one.

as

The last speaker was not

15. I ate less than George did.

much

I didn't..... George.

16. No one in the team has better communication skills than Jane.

the

Jane has in the team.

17. I have rarely met a more interesting person.

most

He is one of.....

WORD BANK

Nouns

abundance	economics	production
availability	economist	promotion
competition	employment	revenue
competitor	goods	rival
competitiveness	industry	rivalry
consumer	innovation	scarcity
consumption	labour	supplier
customer	manufacturing	trade-off
delivery	monopoly	turnover
demand	monopsony	unique
distributors	obsolescence	uniqueness
durability	oligopoly	warehouse
economy	profit	wholesaler

Verbs

to adapt to	to face up to	to respond to
to avoid	to ignore	to tailor smth. to
to compete with	to operate in	to welcome
to cope with		

Adjectives

consumable	falling / steady /
long-term / short-term	rising /
obsolete	sluggish market

Word – collocations / phrases

to be available	market leader
bond market	market challenger
commodities market	market follower
securities market	market nicher
bull / bear market	market segment
channel of distribution	market share
cost leadership / differentiation /	private sector / state sector
focus strategy	product promotion

delivery system
durable goods/non-durable goods
to get (a good) value for money
to be on the market / to be in the market
labour market

retail outlet
to stay ahead of
primary sector / secondary sector /
tertiary sector
command (planned) economy
free market economy
mixed economy
traditional economy

Abbreviations

GDP (Gross Domestic Product)

USP (unique selling proposition / point)

UNIT 2. COMPANY



Keynotes

There are many different types of companies. Most large corporations are public limited or **joint-stock** companies, which means that **shareholders** who wish to invest in the company can buy and sell parts of the company on the stock exchange. Many are **multinationals** with **subsidiaries** and **assets** in various different countries and they generally engage in **mergers** with other companies and **acquisitions** in order to expand. However, the large corporation is increasingly under threat from growing number of **dotcoms** set up by **entrepreneurs**.

Vocabulary

Ex.1

Match the departments (1-10) with the quotes (a-j).

- | | |
|-----------------------------|--|
| 1. Administration | A We are very dependent on technology; my job is to ensure that all hardware and software is operational. |
| 2. Finance | B I am responsible for sourcing all materials, equipment and components needed by the firm. |
| 3. Human Resources | C My team provides detailed figures to assess the health of the company. |
| 4. Information Technology | D The marketing department identifies gaps in our product range. We create the new products and then test them. |
| 5. Marketing | E We are concerned with manufacturing in our two factories. |
| 6. Production | F When a job becomes vacant or a new post is created, we take care of recruitment and selection. |
| 7. Purchasing | G We work with a large team of national representatives whose job is to get orders from customers and then ensure that the orders are delivered. |
| 8. Quality | H My department has a wide range of responsibilities from running the post room to organizing office furniture. |
| 9. Research and Development | I We find out what customers want, set the price and organise promotion campaigns. |
| 10. Sales and Distribution | J I ensure that all our products are manufactured to the highest possible standard. |

Ex.2

Complete the sentences with *by*, *for*, *of*, *on*, *to* or *with*.

1. Shares in corporations are usually sold _____ the Stock Exchange.
2. One advantage _____ working for TBF is the career structure.
3. Who is responsible _____ staff development in this department?
4. The key _____ survival for most companies is flexibility.
5. Companies need to be able to adapt _____ a changing environment.
6. A team of ten people reports _____ the IT Manager.
7. Many companies used to provide workers _____ lifelong employment.
8. The Head of Procurement is in charge _____ purchasing.
9. Traditional companies are being replaced _____ networks of companies working together.
10. Which division deals _____ issues related to patents?

Reading.

Part 1.

Below you will find an article about *Hongdou*, a Chinese clothing company. The article has five paragraphs. Write a number (1-5) in the boxes to show which information each paragraph contains.

- A. The early history of the company.
- B. The company's markets
- C. The company's success.
- D. The origin of the company's name.
- E. The movement away from state ownership.

HONGDOU

Company background

Hongdou Group is a well-known Chinese manufacturer of clothing, based in Jiangsu province. The current president is Mr. Zhou Haijiang.

1. The Chinese characters which spell out the name *Hongdou* literally mean *red bean*. Hongdou makes most Chinese people think of a popular poem by the Tang Dynasty poet, Wang Wei, called *Xiang Si* or *Lovesickness*. In the poem, Hongdou is a symbol of love and affection.

2. However for consumers in China today, the word Hongdou also has other associations. It's also the name of one of the most respected clothing brands in China. Their main products are suits, shirts, jackets, underwear and

children's clothes. In 1994, the government named Hongdou as one of China's top ten famous brands and in 2004, the company won a national award.

3. The current chairman of Hongdou group is Mr. Zhou Haijiang. The company began in the communist era when Zhou grandfather set up a cotton mill in 1957. After a few months, the local communist officials forced him to join a together with two other similar operations to create a state-owned collective. Mr Zhou died seven yeas later from breathing in cotton dust, but in 1983, his son, Zhou Yaoting, took over the operation of the company. This was a period of economic growth and the company began to expand. Thee current chairman, Zhou Haijiang, is the third generation son. He gave up his job as a lecturer at Hehai University to join the business in 1987.

4. The company gradually became privatized. In 1992, the Zhou family and othes gained more than 50 per cent ownership of the company. Zhou Yaoting's position as a member of the national congress helped him with this process because he could stay friendly with local government authorities. In 2004 the government sold its last shares in Hongdou and in that same year, Zhou Haijiang took over the position of chairman.

5. Hongdou clothing usually attracts the middle-aged market but now they are trying to create clothes which appeal to the younger consumer. They have used the pop star Jeff Chang in some of their advertisements to give the company a younger image. The company has a number of clothing chains outside China as its customers, and hopes to expand its overseas market further. Mr.Zhou's ambition is to make Hongdou one of the world's top clothing brands.

Reading.

Part 2.

Look at the statements below and read the text about different types of company. Which company does each statement refer to? For each paragraph 1-4 mark a suitable letter A-G. You will need to use some of the letters more than once.

In which type of company

A ... the owners can lose just the money that they have invested in the

business?

- B ...a person may lose his/her personal assets in the case of a bankruptcy?**
- C ... shareholders cannot offer their shares to the general public over a stock exchange?**
- D ... an innocent person can be held responsible when another member of the company commits inappropriate or illegal actions?**
- E ... there is no legal distinction between the owner and the business?**
- F ... shares can only pass to another person with the agreement of other shareholders?**
- G ...a person may contribute to a business without being involved in the affairs of the company?**

1. A **sole proprietorship**, also known as the **sole trader**, is a business owned and run by one person. A sole proprietor may use a trade name or business name other than his or her legal name. A sole trader business is the simplest type of business organisation and the easiest to establish. There are no legal restrictions affecting the establishment of a sole trader business. The owner receives all profits and has unlimited responsibility for all losses and debts. One of the main disadvantages of sole proprietors is unlimited liability where the owner's personal assets can be taken away.

Examples of sole trader businesses include small retailers, plumbers, builders, internet entrepreneurs, beauticians, market traders, grocers and butchers.

2. A **public limited company (PLC)** is a company owned by at least two people and whose shares are traded on a stock exchange and can be bought and sold by everyone. Public limited company and its abbreviation Plc are commonly used in the UK in the way that corporation and Inc. is used in the United States. The company must have a minimum share value of £50,000. Liability in PLC is defined as limited because the maximum that the owners can lose is the money that they have invested in the business, so personal assets such as homes and personal bank accounts are safe. The ability to offer shares on the stock market makes it easier to raise capital; however the accounts of the company are available to the public. All financial records, including the director's reports must be audited and sent to the Companies House.

3. A **private limited company (Ltd)** is owned privately by a small group of people such as a family. A private limited company cannot trade its shares on

the stock market. Shareholders cannot sell or transfer their shares without offering them first to the other shareholders for purchase. Private limited companies can operate through just one director but it must have at least 2 shareholders. The share capital for a private limited company has to be £50 000 or less (there is no minimum). A private limited company has to use the letters Ltd after its name so that people dealing with the company know that they are dealing with a private limited company.

4. A **partnership**. When two or more people join forces to own and run a business, their business is known as a partnership and they are called partners. Partnerships often occur in professional services such as doctors, solicitors etc. Partnerships will either adopt the name of the partners or trade under a suitable trading name. There are two main types of a partnership: general and limited.

A general partnership is a partnership with only general partners. Each general partner takes part in the management of the business, and also have unlimited liability, which means their personal assets are liable to the partnership's obligations. If one partner is sued, all partners are held liable. General partnerships are the least desirable for this reason.

A limited partnership includes both general partners and limited partners. A limited partner or a “sleeping partner” only contributes capital and shares the profits or bears the losses, if any. Such a partner does not participate in the day-to-day management of the partnership and his/her liability is limited.

Reading. **Part 3.**

Read the article and answer the following questions.

1. What were the characteristics of US corporations in the past?
2. What changes have occurred to those corporations?
3. What is meant by ‘shifting from high-volume to high-value’?
4. What different types of future companies does the author mention?
5. Why does he believe there is no one definite type of future company?
6. What does he believes to be the key to survival for companies in future?

A matter of choice.

That reliable workhorse of capitalism - the joint-stock company looks surprisingly durable. But pressure on it is increasing.

In 1967, John Kenneth Galbraith’s *The New Industrial State* argued that the USA was run by a handful of big companies who planned the economy in the name of stability.

These were hierarchical and bureaucratic organizations making long runs of standardized products. They introduced “new and improved” varieties with predictable regularity; they provided the workers with lifetime employment and they enjoyed fairly good industrial relations with the giant trade unions.

That world is now dead. The US’s giant corporations have either disappeared or been transformed by global competition. Most have shifted their production systems from high-volume to high-value, from standardised to customised. And they have flattened their management hierarchies. Few people these days expect to spend their lives moving up the ladder of a single organization. Dramatic changes are taking place. But where exactly are they taking us? Where is the modern company heading?

There are three answers to this question. The first is that a handful of giant companies are engaged in a “silent takeover” of the world. The past couple of decades have seen a record number of mergers. The survivors, it is maintained, are far more powerful than nation states.

The second school of thought argues almost the opposite: it says that big companies are a thing of the past. For a glimpse of the future, look at the Monorail Corporation, which sells computers. Monorail owns no factories, warehouses or any other tangible assets. It operates from a single floor that it leases in an office building in Atlanta. Freelance workers are designing the computers while demand is still low.

The third school of thought says that companies are being replaced by “networks”. Groups of entrepreneurs form such a network to market an idea. They then sell it to the highest bidder and move on to produce another idea and to create another firm, with the money being supplied all the time by venture capitalists.

Another way to look at the future of the company is to focus on the environment that will determine it. That environment is dominated by one thing: choice. Technology and globalization open up ever more opportunities for individuals and firms to collect information and conduct economic activity outside traditional structures. While the age of mass production lowered the costs of products at the expense of limiting choices, modern “flexible” production systems both lower costs and increase choice. Consumers have more choice over where they spend their money. Producers have more choice over which suppliers to use. Shareholders have more choice over where to put their money. With all that choice around, future companies will have to be very flexible in order to quickly adapt to the changing environments if they are to survive.

Reading

Part 4.

Read the article and choose one letter (A, B, C or D) for the correct answer.

The magic of the merger

The previous year was undoubtedly the year of the merger. More companies than ever before joined together in deals that totalled \$2.25 trillion and created the world's largest ever bank and the world's biggest oil company. Faced with plummeting oil prices, oil giants Exxon and Mobil sought to achieve economies of scale through a \$250bn merger.

There are several factors behind the increase in mergers and acquisitions. Firstly, the accelerated rate of globalisation has left companies desperately seeking overseas acquisitions in order to remain competitive. Deutsche Bank bought its way into the US with its takeover of Bankers Trust, whilst Siemens hopes that its acquisition of Matra, the French defence group, will allow it to gain access to France's railway business, which is dominated by Alstom, the Anglo-French consortium.

Another factor behind the increase in merger activity is the record performance of stock markets, which has enabled companies to finance major acquisitions on the strength of their inflated share prices. Earlier this year Vodafone, the UK mobile telephone operator, acquired its US counterpart AirTouch by making AirTouch shareholders a cash and stock swap offer worth a total of \$62bn. The deal created Vodafone AirTouch, the world's largest mobile telecoms group with over 29m customers.

The European banking sector is also seeing a trend towards consolidation, a process accelerated by deregulation, over-capacity and the arrival of the single European currency.

New technology is also making it easier for companies to diversify as different industries come to rely on common technologies. Microsoft, for instance, is busily diversifying into cable and mobile telecommunications as well as WebTV. The US software giant has a \$5bn equity stake in AT&T, which recently bought Media One for \$57bn. Under the deal, Microsoft will succeed in introducing its recently-launched cable television software into millions of homes in the US and UK.

Not all mergers, however, are the result of global economic trends, political change or technological innovation. BMW's takeover of the Rover Group injected much needed investment into the struggling UK car manufacturer whilst extending BMW's product range. And when the UK pharmaceutical firm Zeneca merged with Swedish drug company Astra, the new company

started life with strong combined R&D capabilities, further strengthened by the world's best selling drug Losec in its portfolio of products.

Despite all these potential benefits and their promise of competitive advantage, mergers and acquisitions are not risk-free ventures.

Such alliances are more than just financial agreements; they also involve the coming together of different corporate and, in many cases, national cultures. This can have a destabilising effect on a workforce and may mean projected efficiencies are not delivered. Daimler and Chrysler, for example, face the challenge of integrating two very different corporate and national cultures.

A further destabilising effect is the prospect of redundancies as companies look to reduce their payroll by restructuring duplicated functions such as marketing and administration. Although shareholders are lured by such short-term savings, there is little evidence to show that mergers and acquisitions actually add long-term value to company performance.

1. Exxon and Mobil merged in order to
 - A enter new overseas markets.
 - B reduce costs and improve margins,
 - C create the world's biggest company.
 - D undercut competitors' prices.

2. Vodafone was able to acquire AirTouch by
 - A selling highly-valued share to customers.
 - B obtaining a loan based on its share value.
 - C exchanging shares as part of the deal.
 - D buying under-valued AirTouch shares.

3. What is Microsoft's interest in AT&T's acquisition of Media One?
 - A It will raise Microsoft's equity stake in AT&T
 - B It will give Microsoft access to new technologies.
 - C It will increase the size of Microsoft's core market.
 - D It will help Microsoft break into new markets.

4. Why was the BMW takeover in Rover's interests?
 - A Rover was able to raise capital.
 - B It extended Rover's product range.
 - C Rover gained new distribution channels.
 - D It reduced Rover's operating costs.

5. What is the main challenge facing Daimler and Chrysler?

- A Customers may not want to buy foreign products.
- B Workforce reductions could affect delivery times.
- C Their managers might not work together effectively.
- D The cost of the merger will outweigh any savings.

6. Merged companies can usually increase short-term profits by
- A cutting their combined labour costs.
 - B boosting the company's productivity.
 - C using a single marketing campaign.
 - D selling their shares at a high price.

Use of English.

Part 1

Ex.1

Read the text. Use the words given in capitals on the right to form a word that fits in the gap in the same line.

<p>Vittorio Merloni founded Merloni Elettrodomestic in 1975. The company took just 25 years to become Europe's third-biggest (1) _____ of fridges, cookers and washing machines. It didn't start as a big company; it was a small white-goods firm which later bought the Ariston brand. Mr. Merloni developed the firm by (2) _____ up his (3) _____ and expanding his markets to other countries. He also invested a lot in research and (4) _____, and he was one of the first to use electronics in fridges and washing machines. The business grew and its sales increased reaching 2.2 billion Euros in 2002.</p>	<p>(1) MAKE</p> <p>(2) BUY</p> <p>(3) COMPETE</p> <p>(4) DEVELOP</p>
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Ex.2

Read the text. Use the words given in capitals on the right to form a word that fits in the gap in the same line.

<p>Some companies have a complex hierarchy with many levels of (1) _____; senior managers are very (2) _____, so it is important to show them great respect and subordinates are generally afraid to question the decisions of their superiors. Other companies are less (3) _____. People respect each</p>	<p>(1) MANAGE</p> <p>(2) POWER</p> <p>(3) HIERARCHY</p> <p>(4) SENIOR</p>
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other because of their skills, not because of their (4) _____. These companies give younger employees more (5) _____. They reward good ideas from every level in the (6) _____.	(5)RESPONSIBLE (6)ORGANISE
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Part 2.

Ex.1

Read the following article and choose the best word to fill each gap from A, B, C or D below.

Pro-Chic was a (1) _____ company with a customer base of about 250. Its founder, Biruta Zilinskiene, was a (2) _____ fashion designer with a lot of good ideas. She specialized in smart, practical clothes that could (3) _____ to business women. Her customers were too busy to go shopping, so Biruta visited them in their office or home. It was a clever plan and Pro-Chic started to make a good (4) _____. The company had a brand with a good (5) _____, but it needed more (6) _____ to reach a wider market. Biruta wanted the company to grow, and for that she needed to (7) _____ her designs in magazines. To begin with, Beruta used her own money to (8) _____ the venture. But to run a big advertising (9) _____, she needed a lot more (10) _____. So she went to a group of venture (11) _____ to try to raise more money. The group liked her ideas and saw that the business had a lot of (12) _____. Biruta was able to (13) _____ the money she needed.

- | | | | | |
|----|---------------|---------------|---------------|--------------|
| 1 | A set-up | B starting | C start-up | D setting |
| 2 | A talented | B targeted | C weak | D aimed |
| 3 | A appeal | B target | C feature | D gain |
| 4 | A demand | B competition | C profit | D supply |
| 5 | A image | B fame | C opinion | D view |
| 6 | A publication | B public | C publicity | D publish |
| 7 | A represent | B produce | C promote | D perform |
| 8 | A finance | B raise | C rocket | D increase |
| 9 | A commerce | B contract | C campaign | D company |
| 10 | A findings | B funding | C founders | D foundation |
| 11 | A capitalists | B elevators | C enthusiasts | D volunteers |
| 12 | A future | B prediction | C potential | D foreseeing |
| 13 | A lend | B borrow | C finance | D loan |

Ex.2

Read the following short description of the marketing department of IceBerg. Choose the best word to fill each gap from A, B, C or D below.

IceBerg makes and sells ice cream both nationally and internationally. The marketing department is (1) _____ by the Director, Johannes Fleischer. His department (2) _____ detailed market research in order to identify opportunities for new product development. Johannes (3) _____ a team of market researches, who, in turn, are (4) _____ for specific product areas. The team (5) _____ with lots of reports from internal and external sources. This information is passed to Johannes, who is (6) _____ of collating the information so that it can be presented to the Board. Johannes also (7) _____ problems connected with pricing, and (8) _____ promotional campaigns for new (and old) products. In addition to the market research team, Johannes is also (9) _____ an assistant and a secretary. They (10) _____ his schedule and prepare all his appointments.

- | | | | | |
|----|----------------|---------------|---------------|-----------------|
| 1 | A headed | B dealt | C encouraged | D formed |
| 2 | A points out | B states | C carries out | D does |
| 3 | A performs | B makes | C leads | D combines |
| 4 | A restricted | B responsible | C charge | D limited |
| 5 | A deals | B arranges | C completes | D runs |
| 6 | A in head | B in team | C in notice | D in charge |
| 7 | A decides | B solves | C makes | D does |
| 8 | A spends | B gains | C organises | D expands |
| 9 | A supported by | B helped by | C charged | D supervised by |
| 10 | A find | B provide | C help | D manage |

Participle 1/2

Underline the correct word.

- 1 I couldn't do any more work last night. I was so *tired* / *tiring*.
- 2 I don't think the audience liked the talk. They looked *bored* / *boring*.
- 3 I don't think the audience liked the talk. It was a bit *bored* / *boring*.
- 4 Your new multimedia project sounds really *excited* / *exciting*.
- 5 You look *worried* / *worrying*. Is anything the matter?
- 6 The meeting was very *interested* / *interesting*.
- 7 I was *interested* / *interesting* in your idea about outsourcing.
- 8 I found her comments quite *surprising* / *surprised*.
- 9 I was *surprising* / *surprised* by her comments.

Gerund/Infinitive

Ex.1

Complete the dialogue with the correct form of the verbs in brackets.

Rod	Hi, Sandra. How are you? How's the new job going?
Sandra	Fine, thanks. The job's going OK.
Rod	I think 1 (leave) <u>leaving</u> like you did caused one or two of us to think about our own positions too, you know. So, anyway, what's it like 2 (work)_____ for MegaCorp? Do they expect staff 3 (do)_____ as many hours as everyone says they do?
Sandra	Oh, it's not too bad. You're under a lot of pressure 4 (meet)_____ deadlines. But it used 5 (be) _____like that anyway, didn't it?
Sandra	That's true. Do you remember 6 (work) _____ on that contract for Pakistan? I can't believe the number of extra hours we must have put in.
Rod	I know. But we managed 7 (get)_____ it done on time. So life's not really that much different at MegaCorp.
Sandra	And what about the people? Are they nice 8 (work) _____with?
Rod	Yeah. It's always difficult 9 (make) _____ friends at a new company, isn't it? But it's such a relief 10 (not/have)_____ to work for Charles Osbourne any more! I hated 11 (have) _____ to do all those stupid little jobs he gave me. Not to mention always 12 (have) _____to show him how to use his computer. At least my new boss actually appears 13 (know) _____ how to use his!
Sandra	No, you didn't really get on with Charles, did you?
	I know. I couldn't wait 14 (leave) _____, could I? But I just couldn't carry on 15 (be) _____ so unhappy at work every day. Anyway, how are you? How are things back at Global?

Ex.2

Using the words in bold, complete the second sentence so that it has a similar meaning to the first. Do not change the form of the word given.

1) Travelling doesn't bother me as long as there are no delays.

mind

I don't..... no delays.

2) In my job I have to meet many people.

involves

My job..... many people.

3) I certainly did not pass any trade secrets.

deny

I firmlytrade secrets.

4) There's a danger we will lose business to our competitors.

risk

We..... our competitors.

5) I think it would be a good idea to get in touch with the commercial attaché.

suggested

She..... with the commercial attaché.

6) We fully expect to double our turnover in the next two years.

anticipate

We..... **in the next two years.**

7) He was late so I didn't see him.

missed

He was late so.....

8) Why on earth did you spend so much on entertainment?

justify

How can you..... on entertainment?

Past Simple / Present Perfect

Ex.1

Write the verb in brackets in the past simple or present perfect.

- 1 Two years ago, I _____ (leave) my company for this one.
- 2 The price _____ (continue) to fall for the last two weeks.
- 3 In 2001, the market _____ (fall) to an all-time low.
- 4 This graphs shows that inflation _____ (remain) steady for six months now.
- 5 German house prices _____ (double) since 1979.
- 6 How _____ (be) your trip?
- 7 We _____ (not/raise) our prices in recent weeks.
- 8 _____ (you/be) to France before?
- 9 I _____ (see) any changes in our recent performance.
- 10 _____ (you/invite) the press yesterday?

Ex.2

Complete this article by putting verbs into correct tense, past simple or present perfect.

Nike: the brand that keeps growing

An accountant and a sports coach (1) _____ (start) a small shoe company called Blue Ribbon in 1964. In 1971 it (2) _____ (change) its name to Nike, and since then it (3) _____ (become) one of the world's most successful brands. Originally Nike (4) _____ (be) only associated with basketball, but recently it (5) _____ (expand) into new markets like football. Now Nike (6) _____ (start) buying other fashion brands that are not even connected with sport.

Ex.3

Underline the correct words.

1. Their share price *goes up/went up/has gone up* by 4% yesterday.
2. Their share price *goes up/went up/has gone up* by 4% today.
3. Their share price *goes up/went up/has gone up* every month.
4. *I live/I lived/I've lived* in Barcelona since the end of last year.
5. *I live/I lived/I've lived* in Barcelona now - it's a great city.
6. *I live/I lived/I've lived* in Barcelona when I was a student.
7. When I cross the road in London *I forget/I forgot/I've forgotten* to look the right way.
8. Oh no! *I forget/I forgot/I've forgotten* her name! Can you remember it?
9. I must call Laura. *I forget/I forgot/I've forgotten* to thank her for the meal last night.

Ex.4

Complete the text with the present perfect or past simple form of the verbs in brackets.

Taurus

Christian Rufer is an accountant with Taurus, a finance company. He (1) _____ (work) for the company for ten years. Since he first started, there (2) _____ (be) many changes. 'For many years,' he says, 'the company (3) _____ (have) a rigid hierarchy with many levels of management. Then Gerhard Brock (4) _____ (take over) as CEO two years ago. Brock's first decision was to re-structure the company to create a flatter hierarchy. Since then, a completely new management style (5) _____ (develop). In the past, staff (6) _____ (come) to work at 8:00 every morning. Now the company (7) _____ (change) to flexible working hours and staff can start and finish when they want. In the old days, staff (8) _____ (receive) fixed salaries based on their seniority. But now, staff are able to earn bonuses based on

performance and productivity. In the last two years, I (9) _____ (enjoy) my job much more. I think it's great!

WORD BANK

Departments of a company

Administration
Finance and Accounting
Information Technology
Human Recourses / Personnel
Marketing
Public Relations
Production
Purchasing / Procurement
Quality
Research and Development
Sales and Distribution

Company Types

sole trader / sole proprietor
private limited company
public limited company
partnership
general partnership
limited partnership

Nouns

acquisition	hierarchy	president
assets	implementation	subsidiary
bankruptcy	joint venture	shares
branch	maintenance	shareholders
chairperson	merger	staff
department	parent company	stock exchange
division	responsibility	subordinates
empowerment	position	supervisor
headquarters	post	takeover
		tax

Verbs

to deal with	to lead	to report to
to contract out	to liaise with smb.	to work under smb.
to empower	to maintain	to be promoted to
to head / to be headed	to manage	to supervise
to involve	to organize	to tax
to launch		

Word – collocations / phrases

Board of directors

middle management

business debts
to carry out a research
to be in charge of
to deal with
limited / unlimited liability
to be liable for
to be listed in the stock exchange
to go bankrupt
line management

senior managers
top management
to be promoted to
to get a promotion
to raise capital
to be responsible for
to run a business / a company
to set goals
to set up a business / a company

Abbreviations

AGM (Annual General Meeting)

MD (Managing Director)

CEO (Chief Executive Officer)

Unit 3. LEADERSHIP. RECRUITMENT.



Keynotes

Leadership

The role of a leader is to **inspire** and **motivate** staff and to **develop talent** within an organization. The **management style** of leaders varies: some prefer to **delegate** responsibility to **subordinates** whereas others prefer to use their **authority** to control operations directly.

Recruitment

Human resources departments are responsible for recruiting new **personnel**. **Candidates** are initially asked to provide **curriculum vitae (CV)** or **resume** (AmE) which gives information about their **qualifications, experience** and **skills**. The recruiter then **screens** the **applications** and selects candidates for interview. Successful applicants are **hired** and put on the **payroll**.

Vocabulary

Ex.1

Complete the sentences with on, in, by, into, of, to or with.

1. Janice is very good at dealing _____ problems in the workplace.
2. The manager needs to take control _____ the situation immediately.
3. If management aren't careful, staff will go _____ strike.
4. A friend of mine recently asked me to go _____ business with him.
5. Today's management session will focus _____ marketing strategies.
6. Managers need to make company information more accessible _____ staff.
7. I don't think a good leader is someone who rules _____ terror.
8. A good teacher should be open _____ new ideas.
9. What do you think is needed to succeed _____ business?
10. I'd say your way of managing staff is similar _____ mine.

Ex.2

Which is the odd one out in each set?

- | | | | | | |
|---|-------------|-------------|---------------|---------------|----------|
| 1 | A manager | B executive | chief | C subordinate | D leader |
| 2 | A precedent | B success | C limit | D target | |
| 3 | A achieve | B reach | C meet | D lose | |
| 4 | A reduce | B improve | C develop | D increase | |
| 5 | A deadline | B cost | C expectation | D dismissal | |
| 6 | A positive | B trusted | C poor | D valued | |
| 7 | A fire | B motivate | C reward | D inspire | |
| 8 | A risk | B consensus | C position | D chance | |

Ex.3

Complete the tips for effective leadership below with the following verbs.

develop lose take set give make resolve dominate avoid create

Tips for effective leadership

1. Resolve any problems quickly.
2. _____ care to involve staff.
3. Always _____ clear instructions.
4. _____ unrealistic targets.
5. Do _____ sure your staff feel valued.
6. _____ talent among your staff.
7. _____ your temper.
8. _____ causing stress among workers.

9. _____ a positive working environment.
10. Lead meetings but _____ them.

Reading.

Part 1.

Read the text below and match the short extracts (A-G) from different CVs to the seven sections that are included in the text (1-7). Which extracts follow the advice given in the text? Which are not? Some sections can refer to several letters.

Writing your CV.

A CV is an outline (description of the main facts) of a person's educational and professional history. In some countries, like the USA, it is known as a *resume*. There is no one correct way to construct a CV, but remember the following two principles:

- Make it clear. Use direct, simple language, short headings and highlight the important things like the titles of previous jobs.
- Make it short, no more than two sides of paper. A busy human resources manager with 20 CVs to read in half an hour won't want to read anything longer.

Standard CVs are usually divided into maximum of seven sections. One of the most common ways to order the sections is like this:

1. Personal details. These are facts about you and how to contact you.

The section should include your name, address, date of birth (not age, as this will have to be changed every year), and nationality. Some people attach a passport size photo, which can help attract an employer's interest.

2. Education. This should outline your educational history and your qualifications. There's no need to give details about your primary or elementary school! If you left school some years ago and have done company or professional training courses, it may be more important to highlight these. In these case, you can call these section "education and training".

3. Employment. This should include the different jobs your have done. Start with the most recent as this is usually the one where you have the most responsibility. You should list the main duties of each job as it may not be clear from the job title.

4. Skills. Here you should list any other skills that employers might be interested in, like computer skills or speaking another language.

5. Interests. This includes sporting and leisure interests. Avoid obvious ones that most people share like reading and watching TV.

6. Personal profile. This section describes what kind of person you are and is usually written in complete sentences. Try writing down ten words or phrases which describe your good points and then putting them into a paragraph. Don't be modest and use phrases like 'fairly good' or 'usually hard-working'. Other applicants will write the best descriptions that they can, so you must too!

7. References. You should include two people who can provide you with a reference. One should be your last employer, if possible. Make sure you ask their permission first.

Another common way of ordering the material is to put the personal profile first. This is especially common in the USA and is becoming normal practice in many international or sales-oriented businesses. The advantage of this is that the jobseeker's achievements and qualities are presented right at the start so that employers can decide straight away if they like the sound of the candidate or not.

- a. I am a fairly good team worker.
- b. I speak fluent English, Spanish and some Arabic.
- c. Age: 36 years.
- d. 1990-1995: Gutierrez elementary school.
- e. A team worker who enjoys challenges, I would like to join a lively team where I can contribute to the full.
- f. Kevin Smith, Managing Director, Kronos Int., Southampton, kevin.smith@southampton.ac.uk
- g. I am a keen reader.
- h. I have a clean driving license.
- i. 2008-present: Rahman Chemicals, Dubai, Sales Manager. Increased market share of an industrial paper product from 27% to 36% in a year.

Reading.

Part 2.

Read the article below about leadership and the questions on the opposite page. For each question 1-6, mark one letter (A, B, C or D) for the answer you choose.

FIRST TIME LEADER

Taking on a leadership role for the first time is tough. There is always pressure on you to do the right things, and to be seen to be doing them. But, unless there's something that needs sorting out urgently, your first few months in the role will be better spent in understanding the people and the situation. One easy mistake to make is to think that you, as a leader, the top person with top salary, have the sole responsibility and the know-how to solve every single problem yourself. And you can be sure that others will encourage you to think that way, since it takes the pressure off them, and it satisfies their natural urge to leave the solving problems to others. Instead try using existing resources to identify the current position and the ways to change it for the better.

Start by consulting widely, beginning with the people who now report to you direct, as these are more likely to be the people with the expertise and experience to tackle some of the problems that are identified. A series of one-to-one meetings, though time-consuming, will be worthwhile, especially if they are structured to provide you with the information you need to make decisions later on. Two useful questions are: 'What do you see as the biggest problem facing the department now?' and 'What one change would make the most difference to our success?' From their answers you can build up a picture of your people, as well as of the issues. Some will consider the needs of the department as a whole, while others may just concentrate on their own particular concerns. You will also have had personal contact with each person and can judge who you will work well with in the future.

Overlap in their responses is a useful pointer to the priorities needing your attention. If there is no duplication in problems or solutions, it means that you have inherited a disunited group which will need some team-building and restructuring. If no clear picture emerges, it means that your people are the part of the problem: you will need to make them aware of this.

At the same time, consult with customers. Be open to criticism and to praise. Compare the views of your department with the external viewpoint and see where the biggest gaps are. This will help to identify areas for action.

While you are data-gathering, have a look at the figures. Apply to different measures from standard ones. You probably lack knowledge about which company products are profitable, and you recognize that staff costs are a key factor. So, ask for analysis of profitability per employee. There will be

grumbling that the new figures involve extra work, but the analysis will reveal how many and what kind of staff your company really needs.

Finally a key issue for you as a new leader is to establish priorities. If you have done your research well, you will have identified a number of areas for action. Bring your senior team together and tell them about your research findings, both the problems and the suggested solutions. Together, plot the solutions on a big graph, with one axis relating to the amount of difference the action would make; and the other axis to the ease of implementation. This will prompt useful discussion on the issues and the means of resolving them. In selecting priorities, you might well gain volunteers to tackle some of the tasks. Agree actions, assign responsibilities and establish dates for completion and progress reviews.

1. Employees encourage their boss to believe that he or she should solve all the problems, because they

A really don't want to have to solve the problems themselves.

B believe that the boss is paid to solve problems.

C know that the boss has a lot more information about the issues than they do.

D feel that they shouldn't have to solve problems created by other people.

2. How should you structure your first meeting according to the writer?

A Explain to each member of staff the problems facing his or her department.

B See people individually and ask each one the same questions.

C Ask each member of staff to help in setting priorities for action.

D Bring everyone into the discussion to get an agreed plan of action.

3. Getting the same answers from different people during your research tells you that

A the people who are under you clearly do not work well together.

B a lot of your department's problems are caused by the people themselves.

C you have identified the most urgent issues needing your attention.

D your department is working well despite a number of problems.

4. It is useful to talk to customers about the performance of your department because

A they are likely to be more honest and open than your own staff.

B it makes your customers feel that their opinions are important to you.

C it gives you an opportunity to criticize or praise them.

D you can evaluate what they say against what your own staff told you.

5. what might you learn from the kind of financial analyses that the writer recommends?

- A that you need to employ fewer people, or people with different skills
- B that you can increase profitability by using different measures
- C that this kind of financial analysis involves a lot of extra work
- D that financial data must be combined with other information to give a full picture

6. According to the writer, using a graph as a part of the meeting with senior staff is a good way to

- A set deadlines for completing the work and reporting back.
- B give feedback to your staff on the results of your research.
- C get your staff talking about the issues and what to do about them.
- D show which members of staff should tackle the various problems.

Use of English

Part 1.

Ex.1

Read the following text and choose the correct word A, B or C, to fill each gap (1-12)

Online recruitment

Many companies and organisations now recruit directly through the Internet. This is quicker and cheaper **1**..... paying a recruitment agency or placing an advertisement **2**..... a newspaper. Sometimes they recruit **3**..... using the company website. They set up a page **4**..... shows vacancies within the organisation and applicants can email the company directly with their CVs. Some other websites just work **5**..... databases for online CVs. These are used **6**..... employers who are looking for candidates. Usually, you **7**..... to pay to put your CV on one of these sites, but it can be an effective way **8**..... finding out about new vacancies.

9..... employers access these sites, they search for key words in each document. You need to think **10**..... this when you write your CV. Think about the words that **11**..... often used in your area of employment and **12**..... sure you include them several times.

- | | | | |
|---|--------|---------|---------|
| 1 | A of | B that | C than |
| 2 | A on | B in | C for |
| 3 | A from | B by | C with |
| 4 | A who | B which | C where |

- | | | | |
|----|--------|----------|---------|
| 5 | A as | B for | C with |
| 6 | A by | B with | C from |
| 7 | A must | B should | C have |
| 8 | A of | B in | C to |
| 9 | A When | B What | C Which |
| 10 | A to | B about | C at |
| 11 | A have | B is | C are |
| 12 | A make | B do | C take |

Ex.2

Read the following text and choose the correct word A, B or C, to fill each gap (1-8)

These days many applicants submit their **1.....** speculatively to companies they would like to work for. In other words, they do not apply for an advertised **2.....** but hope the employer will be interested enough to keep their CV on file and contact them when they have a / an **3.....**. When replying to an advertisement, candidates often fill in a / an **4.....** and write a / an **5.....**. The employer will then invite the best candidates to attend a / an **6.....**. Sometimes candidates will take a / an **7.....** before the interview to assess their mental ability and reasoning skills. These days it is normal for successful candidates to have to work a /an **8.....** in a company. This is usually three or six months; after that they are offered a permanent post.

- | | | | |
|---|---------------------|-----------------------|-----------------------|
| 1 | A summary | B CV/ resume | C abstract |
| 2 | A work | B operation | C job |
| 3 | A labour | B vacancy | C appointment |
| 4 | A application form | B questionnaire | C application letter |
| 5 | A covering letter | B accompanying letter | C covered page |
| 6 | A conversation | B interlocution | C interview |
| 7 | A psychometric test | B mind testing | C psychological test |
| 8 | A trial period | B experimental period | C probationary period |

Part 2.

Read the text. Use the words given in capitals on the right to form a word that fits in the gap in the same line.

Many managers believe that getting work done through others requires a free flow of (1) _____ and	(1) INFORM
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<p>open, (2) _____ relationships with workers. Rather than creating a climate of fear, they give clear (3) _____ and realistic deadlines and take care to give only constructive criticism and not upset employees. They work towards creating a positive working environment where staff feel valued and (4) _____. Some specialists say that it is (5) _____ not to criticize, as this rarely motivates and often causes stress and loss of confidence among the employees. Managers who (6) _____ maintain the balance of power will not lose their authority even when certain subordinate members take control of projects. This style of (7) _____ is particularly important during an economic upswing when employees can easily find work with another company.</p>	<p>(2) PRODUCT (3) INSTRUCT (4) TRUST (5) ESSENCE (6) SUCCESS (7) MANAGE</p>
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Reported Speech.

Ex.1

Write the actual words that each person says. Use contractions where possible.

1. Celine said she had contacted the maintenance company.
She said, ' I've contacted the maintenance company.'
2. George said he would be back in the office around eleven.
He said, ' _____ back in the office around eleven.'
3. Helen said she was going to process the order today.
She said, ' _____ the order today.'
4. Paul said that he wanted to check the figures again.
He said, ' _____ the figures again.'

Ex.2

Look at the actual words spoken. Underline the correct words in the reported version.

- 1 Florencia said, 'I'm meeting Mr Smith tomorrow.'
Florencia said she *is/was* meeting Mr Smith *tomorrow/the next day*.
- 2 Mai said to me, 'I'll email you about the sales conference.'
Mai said she *will/would* email *me/her* about the sales conference.
- 3 The sales manager said, 'We received your order yesterday.'
He said *we/they* received *our/your* order the day *after/before*.
- 4 Yumiko said, 'Here in Japan this area of technology is very advanced.'
She said that *here/there* in Japan *this/that* area of technology *is/was* very advanced.

Ex.3

Rewrite the sentences in reported speech. Use contractions where possible.

1 She said, 'I'm going to be late and I'm not sure when I'll arrive.'

She said she was going to be late and _____

2. He said, 'I'm finishing some paperwork and I won't be long.'

He said he _____

3. She said, 'I don't think it can be repaired, but I'll do my best.'

She said _____

Ex.4

Rewrite the sentences in reported speech. Use contractions where possible.

1 'I won't put it in the sales because it's selling very well,' she said.

She said ***she wouldn't put it in the sales because it was selling very well.***

2 'I've read the report and I don't understand section 4,' he said.

He said.....

3 'When I finish my presentation, I'm, going to have a drink, he said.

He said that when.....

4 'I'm preparing the figures but I won't be long,' she said.

She said.....

5 'I like playing tennis but I don't do it very often,' she said.

She said.....

6 'I'm going to visit our Polish subsidiary, but I'm not sure when.' she said

She said.....

Ex.5

Match the actual words in sentences 1-2 with the reported statement a-l.

1. 'Well done! You've done it!'

a) He advised me to do it.

2. 'Who me? No. I never did it.'

b) He apologised for not doing it.

3. 'I'm really sorry I didn't do it - I just forgot.'

c) He congratulated me on doing it.

4. 'If I were you, I'd do it.'

d) He invited me to do it.

5. 'Would you like to do it?'

e) He denied doing it.

6. 'Don't forget to do it!'

f) He mentioned that he'd done it.

7. 'Oh, I see that you've done it.'

g) He didn't realise I'd done it.

8. 'Oh, by the way, I've done it.'

h) He promised that he'd do it.

9. 'Oh! I thought you hadn't done it!'

i) He noticed that I'd done it.

10. 'I really wouldn't do it. It could be a disaster'

j) He refused to do it.

11. 'I'll do it, you can count on me.' k) He reminded me to do it.
 12. 'No, I won't do it. It's out of the question.' l) He warned me not to do it.

Ex.1

Underline the correct words.

Nanotechnology: small scale, big potential

Nanotechnology is the branch of engineering that deals with individual molecules. There has been (1) *many/much* progress over recent years in the (2) *many/much* laboratories involved in this research. In the US, a lot of government money (3) *are/is* available through the National Nanotechnology Initiative, and millions of dollars (4) *are/is* also being spent in the private sector. The University of Rochester is a leader in the field: they are doing (5) *an/some* interesting research where they are trying to treat diseased cells at the genetic level. Of course, there are (6) *a little/a few* problems in this area of science and it will take (7) *a little/a few* time before all the difficulties are overcome. In particular, (8) *much/many* people (9) *is/are* worried by safety issues, and it is crucial that governments provide (10) *a/some* detailed advice in this area.

Ex.2

Complete the sentences with the word a, an, some, much or many.

- 1 That's.....*a*.....good idea.
- 2 Well, that's.....progress, I suppose.
- 3 We do some business in Poland but not.....
- 4 We have a few customers in Poland, but not.....
- 5 I'd like to make.....inquiry about training courses you offer at your college.
- 6 Can I have.....information about trains to Paris?
- 7 I'll see you in an hour. I don't havemore e-mails to write.
- 8 I'll see you in an hour. I don't have.....more work to do.
- 9 Do you have.....trouble with the unions in your factory?
- 10 Do you have..... difficulties with the unions in your factory?
- 11 I need to claim.....expenses for my trip last month.
- 12 We didn't study.....economics at university, just a little.

Ex.3

Underline the correct word.

1. There's *a/the* woman waiting to see you at *a/the* reception desk.
2. At *an/the* of the talk, someone asked *a/the* very difficult question.
3. Hutchison Port Holdings is *a/the* largest shipping line in *a/the* world.

4. When I arrived at *a/the* airport, I had *a/the* coffee and waited for *a/the* flight.
5. It's *a/the* interesting idea. Perhaps we should discuss it at *a/the* meeting.
6. *A/the* Board agreed to give us *a/the* budget we needed to finish *a /the* project.
7. What's *a/the* difference between *a/the* wholesaler and *a/the* retailer?
8. *A/the* person with *an/the* MBA usually gets *a/the* good job.
9. It's *a/the* way to do things here – whoever sells the most gets *a/the* biggest bonus.
10. I have *a/the* suggestion to make. It's different to *a/the* suggestion I made last week.
11. I have two daughters. One is *a/the* student, and *another/the other* is unemployed.
12. I've got *a/the* German car. It's *a/the* BMW.

Ex.4

Put either a/an, the or dash (-) to show no article.

- 1..... Italians have given us..... lot of business.
- 2most people thought that it wasvery good product.
- 3 I like to drinkglass ofwine in evening.
- 4 I wish I could speak.English like.English.
- 5 As soon asHelen gets offplane, ask her to give mecall.
- 6smoking is not permitted in this area.
- 7 I want action, not words.
- 8 I'll get you coffee frommachine.
- 9 Marie comes fromFrance.

Ex.5

Complete this article with either a/an, the or dash (-) to show no article.

How clean is their money?

'Money laundering is (1)name given to one of (2)world's biggest financial problems: moving money that has been obtained illegally into (3)foreign bank accounts so that (4)people do not know where it has come from. Putting (5)value on money laundering is course very difficult, but the International Monetary Fund estimate that it is huge – perhaps \$1 trillion (6) year, equivalent to about 4% of gross world product.

(7)problem has grown hand in hand with (8)globalisation, and particularly with (9)lifting of capital controls and (10)..... development of (11).....international payment systems. These allow

money to be involved in (12) seconds between banks in different parts of the world who know very little about each other. (13)..... international payment system is crucial to (14).....stability of the world's financial markets, but it also provides (15)opportunity for criminals to hide their money.

Private banking is (16) best –known laundering channel. Clients of these banks are wealthy people who want their affairs handled with discretion, especially because they want to minimise (17) amount of (18) tax they pay. In these banks there is (19)culture of 'don't ask; don't tell'. And (20).....biggest problem within (21)..... private banking is offshore banks. There are around 5,000 offshore banks controlling about \$5 trillion in assets, and some have no physical presence in any location.

Ex.6

Using the words in bold, complete the second sentence so that it has a similar meaning to the first. Do not change the form of the word given.

1. Let me tell you what I think you should do.

advice

Let me give you

2. I haven't got anything to do.

got

I'vedo.

3. People who are unemployed need better training programmes.

the

.....better training programmes.

4. What did that piece of machinery cost?

how

.....that piece of machinery cost?

5. There is little travel in my job.

much

There.....travel in my job.

6. Clara does people's accounts for her living.

accountant

Clara is

7. The report did not contain the information I wanted.

in

The information I wanted.the report.

WORD BANK

Nouns

applicant	employment	post
application form	features	redundancy
bonus	freelance	references
candidate	fringe benefits	referee
challenge	interview	retirement
characteristics	interviewer	salary
CV (curriculum vitae) / resume	interviewee	skills
covering letter / letter of application	headhunting	traits
education	motivation	unemployment
employee	qualities	wages
employer	qualifications	vacancy
	perks	trainee
	position	

Verbs

to apply to smb. for smth.	to fire	to motivate
to appoint smb.	to lay off	to promote
to commute	to retire	to recruit
to dismiss	to encourage	to reduce smb.
to employ	to headhunt	to resign
to encourage	to hire	to take on

Adjectives

challenging	redundant	unemployed
employed		unemployable

Word – collocations / phrases

career ladder	parental leave
employment agency	to be promoted to/to get promotion
to fill in an application form	to quit a job
full- / part-time job	to receive unemployment benefit / to be on the dole
to give smb. a sack	to retain the workers
to get a state pension/company pension	talent management
to hand in (give in) one's notice	to take voluntary redundancy (termination)
key vacancy	sick leave / to be on a sick leave
job advertisement	job mobility
job description	staff turnover
to leave a job	
to make smb. redundant	

marital status
maternity leave
to offer a redundancy package (termination
package)

work experience
to be short-listed

Unit 4 PRODUCTION.



Keynotes

In manufacturing, **productivity** means the **amount** of goods produced in relation to the work, time and money needed to produce them. There are many ways for companies to **improve** productivity: by installing new equipment with more **up-to-date technology**, for example. Many manufacturers and suppliers have a system of **just-in-time delivery**, which reduces the cost of carrying large quantities of **stock**. More generally, productivity means doing something **efficiently**: not **wasting** time and **resources**.

Vocabulary

Ex. 1

Match the words with the definitions.

1. brand	a Person who uses goods
2. business	b products
3. challenge	c Something produced by nature or people
4. consumer	d Make wider
5. experience	e Get started
6. goods	f Quality of being useful or desirable
7. launch	g trademark
8. merchandise	h Something done to help or benefit
9. product	i Knowledge or skill gained by doing or seeing things
10. service	j New difficult or interesting task to solve
11. stretch	k Goods bought and sold
12. value	l Buying and selling, commerce, trade

Ex. 2

For the next sentences choose the most suitable variant.

1. They have been in this _____ for 15 years.

a market	b bazaar	c department store
----------	----------	--------------------

2. We always fulfill our _____.

a engagements	b duties	c commitments
---------------	----------	---------------

3. To _____ our profits we should enter the international market.

a prolong	b widen	c increase
-----------	---------	------------

4. Our _____ are satisfied with our service.

a staff	b customers	c managers
---------	-------------	------------

5. We are going to _____ our new product next year.

a start	b launch	c give up
---------	----------	-----------

6. Our _____ in the domestic market is about 50 %.

a division	b part	c share
------------	--------	---------

7. The _____ needs to be well-qualified.

a cleaners	b clients	c staff
------------	-----------	---------

8. The _____ of production has increased recently.

a account	b cost	c bill
-----------	--------	--------

9. We mostly _____ goods for women.

a produce	b launch	c increase
-----------	----------	------------

Reading

Part 1

Read the text about Toyota production system. For questions 1-6 after the text choose the correct answer A, B or C.

Toyota production system.

By the 1970s, car production in Europe and America was huge. Demand was high and cars were mass-produced on an enormous scale. But when demand changed, and mass production methods didn't, thousands of unsold vehicles sat outside the factories waiting to be bought. In Japan however, things were different.

The Toyota Production System (TPS) was developed in the middle of the last century by a Toyota manager named Taiichi Ohno. It created the most efficient car production system in the world. Instead of using machines that built only one specific part, Toyota designed machines that could produce many different parts. This made Toyota more flexible and able to react quickly to customers' changing needs.

By the 1990s, the term Lean Manufacturing was being used to describe TPS. Lean Manufacturing combines the best elements of craftwork and mass

production. It uses less labour, less machinery, less space and less time. The aim of lean manufacturing is to eliminate all defects. If something goes wrong, a worker can stop the whole production line and deal with the problem immediately. If the worker didn't make this decision, production could carry on producing faulty or incorrect parts.

At Toyota, the just-in-time system makes stores or warehouses unnecessary because parts are only produced or ordered when they are needed. This means that costs are cut, and turnover is increased.

Toyota has more success with lean manufacturing than other companies because all their employees have a clear understanding of the objective and are totally committed to *kaizen*, the Japanese term for continuous improvement. Importantly, Toyota employees identify strongly with their company.

When implemented successfully, the TPS is a systematic way to satisfy customer needs and create meaningful work for every member of an organization.

The results of TPS are superior products and service quality, short lead times, low costs and a safe (physically, professionally and emotionally) working environment for the employees.

Although lean manufacturing is spreading from the car factory to other industries, manufacturers around the world who try to implement the TPS are not always successful. One of the reasons for this is that companies which have been running mass production systems sometimes find it difficult to adjust. Additionally, in the West, where employees think of themselves before the company, it is more difficult for employees to adapt to the TPS.

1. When did the Toyota Production System start?
 - A. It started 100 years ago.
 - B. It started 50 years ago.
 - C. It started about 60 years ago.
2. What is Lean Manufacturing?
 - A. car production
 - B. another name for Toyota Production System
 - C. using less machinery
3. Where are the Toyota's employees involved in?
 - A. They are involved in the production process.
 - B. They are involved in building machines.
 - C. They are involved in buying Toyota cars.
4. What does Just-In-Time mean?
 - A. It means that parts are ordered when they are needed.
 - B. It means that parts are ordered once a month.

- C. It means that parts are ordered once a week.
5. How can we describe the conditions for the workers of the TPS?
- A. They are unsafe.
 - B. They are less dangerous.
 - C. They are more dangerous.
6. What is *kaizen*?
- A. It is the stock that is only ordered when it is needed.
 - B. It is a system that aims to produce more, using less.
 - C. It is continually making small improvements which lead to greater effectiveness and higher quality.

Use of English

Part 1

Fill in the gaps with the correct words derived from the words in bold. The example is given.

<p>Raymarine, the marine electronics group, is to launch 12 new products this year, (1) _____ a device that uses the satellite positioning system to pinpoint anyone (2) _____ overboard. The company also expects continuing strong sales of the E-series of (3) _____ products, launched a year ago. These products use one screen to display (4) _____ such as navigation charts, fish-finding (5) _____ and engine performance.</p>	<p>INCLUDE FALL</p> <p>NAVIGATE INFORM EQUIP</p>
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Part 2

Read the article below about technology in the workplace. For each question 1-10 choose the correct word to fill each gap from A, B, C or D.

The dominant machines.

Anyone who thinks that the barriers between humans and computers have crumbled should listen to the experiences of a few help-line engineers. One caller, for instance, complained that his screen was **(1)** – during a power cut. Then there was the chap who couldn't make his floppy-disk drive work. When the engineer suggested closing the door, the caller got up and shut the office door.

Such legends emphasize the enduring culture gap between computer users and IT professionals. But as a recent survey proves, technology is now both **(2)**..... and ubiquitous in the workplace. The research, which **(3)**.....

more than 400 managers, directors and chief executives across a broad range of sectors, has provided (4)..... evidence of the exploitation of technologies such as e-mail and the internet. Among the good (5)..... cited by respondents are faster decision-making, the ability to extend into overseas markets, and being able to (6)..... workforces far more flexibly.

It is not all that rosy, though. Business communications technology is still (7)..... short of expectations and creating problems of its own. Common gripes (8)..... junk e-mail, poorly designed and badly maintained web sites, and the rapid rate at which equipment becomes (9)..... . Software is seen as far too complex, making it time-consuming to learn and costly to maintain. And the ability to work from home or while travelling is seen as a double-edged sword. People welcome the flexibility but (10)..... the fact that they are unable to escape from the pressures of work, day or night.

- | | | | | |
|----|-----------------|----------------|---------------|---------------|
| 1 | A bare | B plain | C blank | D vacant |
| 2 | A indispensable | B instrumental | C incessant | D inseparable |
| 3 | A extended | B covered | C ranged | D referred |
| 4 | A novel | B original | C topical | D fresh |
| 5 | A items | B respects | C particulars | D points |
| 6 | A delegate | B dispose | C deploy | D devolve |
| 7 | A falling | B coming | C landing | D running |
| 8 | A count | B include | C incorporate | D entail |
| 9 | A terminal | B extinct | C obsolete | D void |
| 10 | A aggrieve | B object | C enrage | D resent |

Passive Voice

Ex. 1

Read this information about the Morgan Car company, a privately-owned family firm that makes classic sports cars. Put the verbs into the present simple passive.

The making of a Morgan

Every Morgan (1) _____ (order) in advance and each one (2) _____ (build) to the customer's specifications.

Body shop – The first stage of production involves the construction of the frames. The frames (3) _____ (make) of wood, and they (4) _____ (put) together carefully by expert craftsmen.

Sheet metal shop – This is where the panels of steel or aluminium (5) _____ (cut) out. The sheet metal shop is the main supplier for the assembly shop.

New Assembly shop – This is where the wooden frame (6) _____ (bolt) to the steel chassis. Afterwards the aluminium panels (7) _____ (attach) to the frame. Then the wings, bonnets and wheels (8) _____ (fit) and the car (9) _____ (prepare) for painting.

Chassis erection shop – Here is where the engine (10) _____ (assemble) to the chassis – most of the engines that (11) _____ (use) come from Rover, Ford or BMW. This is also where the gear boxes and other parts (12) _____ (add) to the car. This part of the process takes a day.

Finishing shop – Here the final operations (13) _____ (carry) out. The leather seats, electrical wiring, dashboard and windscreens (14) _____ (fit) to the cars. Afterwards the cars (15) _____ (take) for a road test.

Despatch department – It is here that the cars (16) _____ (check) against a quality list. Then they (17) _____ (clean and polish) and (18) _____ (**despatch**) to the customers.

Ex.2

Read each of the following statements. Then say if it would most probably be followed by sentence a or sentence b. Choose the best answer.

1. Roche Inc. is one of the world's leading pharmaceutical groups.
 - a) It manufactures vitamins, perfumes, and antibiotics.
 - b) Vitamins, perfumes, and antibiotics are manufactured by it.
2. Qantas is Australia's largest airline.
 - a) A fleet of 145 aircraft is operated by it.
 - b) It operates a fleet of 187 aircraft.
3. Our most successful department by far is Research and Development.
 - a) It is run by Dr Stein and her colleagues.
 - b) Dr Stein and her colleagues run it.
4. News Corporation is a global media and entertainment empire.
 - a) As well as publishing newspapers and books, 20th Century Fox is owned by it.
 - b) As well as publishing newspapers and books, it owns 20th Century Fox.

Ex. 3

Read the newspaper article. Underline the correct form of the verb in italics.

The telecoms regulator Oftel (1) *has released/ has been released* figures showing that broadband (2) *is taking up/ is being taken up* rapidly by British

households and businesses. The statistics, which (3) *published/ were published* yesterday, (4) *show/ are shown* that over 30,000 subscribers a week (5) *are turning/ are being turned* to high-speed Internet services. The main advantage of broadband is that files (6) *can download/ can be downloaded* by users up to 40 times faster than with a dial-up modem, and the connection (7) *can leave/ can be left* open all the time. Broadband services (8) *have reached/ have been reached* most major towns and cities, but customers in more remote areas (9) *do not know/ are not known* whether the phone lines in their areas (10) *will upgrade/ will be upgraded*.

Ex. 4

Rewrite the following sentences so that they have the same meaning.

1. A local firm is redecorating our offices.

Our offices a local firm.

2. They grow a lot of the world's tea in India.

A lot of in India.

3. I'll have the interviews conducted by my assistant.

I'll get the interviews.

4. His suits are all made in Savile Row.

He has in Savile Row.

5. Two brothers founded the company in 1896.

The company in 1896.

6. Nobody has paid the bill yet.

The bill still

7. They reorganized the department last year.

The department last year.

8. An Italian designer updated our winter range.

We had By an Italian designer.

9. You will be collected from the airport.

Someone from the airport.

10. I'll ask Accounts to send you another copy of the invoice.

I'll have another copy of the invoice.

Prepositions of place

Ex. 1

Choose the correct word.

1. Look at the Appendix *at/ by* the end of the report.

2. When I got *in/ on* the plane someone was sitting in my seat.

3. What a fantastic view! The sky *above/ over* and the sea *below/ under/*

4. Next week I'll be *at/ in* Hungary for a few days.
5. Turn into Western Avenue and you'll see our offices *on/ at* your left.
6. You can't miss it. The restaurant is exactly *by/ opposite* the cinema.
7. I often work *in/ at* home in the evening.
8. I bought this tie *in/ at* Madison Avenue.
9. She'll be here in a few minutes – she's just *at/ on* the phone at the moment.
10. The power socket is over there, *by/ at* the door.
11. This graph isn't labeled properly. Write the units *by/ next to* the X axis.
12. I went to visit my son *in/ at* hospital yesterday.
13. Put a sheet *above/ over* the machine to stop it getting dusty.
14. Siena is quite *near/ by* Florence.
15. I'll see you tomorrow at ten thirty, *in/ by* my office.
16. It's a large block. Our offices are *at/ on* the fifteenth floor.
17. I saw Simon *at/ in* the station while I was waiting for a train.
18. I must have been standing *in/ at* the queue for half an hour.
19. You'll see our offices – they're *by/ near* a furniture store. (the next block)
20. You'll see our offices – they're *by/ near* a furniture store. (the next building)

Ex. 2

Complete the sentences with in, at or on.

1. I live Manor Road, number 295.
2. You shouldn't really park the pavement.
3. I had a lovely meal the plane.
4. I'd like to live the country when I retire.
5. Go to the end of the road, and you'll see the bank the right.
6. I'll be arriving your offices Barcelona at three.
7. Lisbon is the middle of Portugal, the coast.
8. I'll meet you the front of the building in ten minutes.
9. I wonder what's television this evening.
10. The size of the text the screen is very small.
11. I live a small village the road to Dover.
12. the beginning of my career I worked in marketing.
13. It was a very well-run meeting. Erika was the chair.
14. I wasn't looking the mirror and I nearly had an accident.
15. She works Servile, the University.
16. The sales figures? Yes, I have them right here my hand.
17. I waited patiently the back of the queue.
18. I think I left my briefcase the chair the restaurant.
19. I'm off sick at the moment, but I should be back work next week.

20. The last Finance Minister is still prison.

WORD BANK

Nouns

breakthrough	inventory	pioneers
component	invoice	productivity / output /
concept	licence	capacity / excess
creativity	licencing	capacity
designer / design	location	copyright
discovery	model	prototype
durability / reliability /	modifications	researcher
consistency / modernity	obsolescence / obsolete	setback
invention / innovation	patent	subcontractor
		technologist

Verbs

to modify	to turn down
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Adjectives

annoying	environmentally friendly	revolutionary
beneficial	/ recyclable	ridiculous
brilliant	licenced	silly
copyrighted	outsourcing	wasteful
designed with planned /	pointless	
built-in obsolescence	practical	

Word – collocations / phrases

assembly line	life-saving
to be under licence	mass production / craft industry
built-in quality	money-saving
computer-integrated manufacture	not-invented-here syndrome
copyright reserved	Production department
drawing board	production facilities
to get (good) value for money	product launch
to go bust	profit margin
ground-breaking	Research&Development
intellectual property rights	Sales&Marketing
Just-In-Time production (JIT)/ lean	space-saving
production	to take smth. for granted
leading edge	time-saving

lead time
licence agreement
life-changing

Total Quality Management (TQM)
state-of-the art

Unit 5 MARKETING.



Keynotes

The various activities of the marketing process are referred to as the **marketing mix** and traditionally include the **four Ps: product** (characteristics and **features**), **price** (appropriate market price), **promotion** (communicating the product's **benefits**), **place** (**distribution** of the product in markets). In order to gain a **competitive advantage** over rivals, companies create **brands** that represent **aspirations** and a desirable image of life that the customer would like to identify with.

Vocabulary

Ex. 1

Match the words with the definitions.

1. complacent	a. To go beyond the limit.
2. exceed	b. A difficult, trying situation.
3. expect	c. Be thankful for.
4. predicament	d. Wait for something.
5. anticipate	e. To think something will probably happen.
6. accurately	f. Exactly.
7. appreciate	g. The act to solving a problem.
8. provide	h. Give or supply something.
9. solution	i. Work done for the benefit of another.

Ex. 2

Complete the sentences with the words in the frame.

interest	eventually	involves	success
	motivate	assume	effective
			efficient

1. This is especially _____ with limited time offers that initiate action within a certain time frame.
2. Demonstrate that your product or service can save them time, make them more _____, and allow them to get more business done during the day and you have a winner.
3. When people feel like they are saving money they are more inclined to make a purchase immediately rather than put it off and _____ forget about it.
4. Almost every significant purchase made _____ either saving money or time.
5. What motivated them to buy your product, what motivated them to buy your product over your competitor's product, and what can you do to _____ them to into a repeat purchase in the future?
6. If you can include one, or better yet, both of these powerful motivators in your offer, your _____ rate will likely increase.
7. They _____ their campaign failed.
8. The biggest mistake made in marketing is not contacting a well-qualified buyer, who has expressed an _____ in your product or service after the first mailing, a second time with harder-hitting additional marketing material or letters.

Reading

Part 1

Read the article below about low-cost market research and the questions after the article. For questions 1-6 choose the correct answer A, B or C.

Low-cost market research.

To run a successful business, you must know your market thoroughly. You should carry out effective market research to provide you with a range of information about your customers, your industry, and your competitors. In your start-up period, it will help you work out how likely to succeed a business idea is, and as you grow, you can use it to help you to improve. Here are five cost-effective methods you can try:

- *Speak directly to customers.* Invite a few of your customers to lunch; give them a presentation on a new product or service and ask for their off-the-record informal response. Or have someone in your office phone several customers and ask the same survey questions. While the results won't be as scientific as a major survey, you'll get information on general trends.
- *Use students.* Contact your local business college to get students to work on a market research project. Students welcome this as it offers experience or course credits. They will save you money and perhaps provide some fresh ideas about running market research.
- *Take advantage of your library.* Your local library has a wealth of facts and figures available through business directories, government reports and guides to training courses. Visit the reference section and speak to the librarian. Explain clearly what you are looking for and she or he will be able to direct you to the appropriate resources.
- *Call your trade association.* Trade associations regularly collect information about industries in surveys about operating costs, growth trends and opportunities, and make it available to members. These reports are often available only to members, so you may have to join to get access.
- *Read trade publications.* Reading trade journals, magazines, newspapers and industry newsletters is an excellent way to learn about trends in your industry and keep ahead of your competitors. They often report on trends and issues before they're covered by national newspapers. In addition, trade publications also commonly include articles about the results of recent research which institutes have conducted.

Try out these cheap methods, and your understanding of your business should grow.

1 According to the opening paragraph, market research should

- A concentrate most on what competitors offer.
- B look at a number of different factors.
- C always follow a particular pattern.

2 Speaking directly to customers will enable you to find out

- A more information than from a major survey.
- B about their experiences of using your products.
- C their reactions to your ideas for products.

3 You should use business students for market research because

- A their college will pay their fees.
- B they may suggest new approaches.
- C they are trained to work efficiently.

4 Ask staff at a public library to help you by

- A showing you how to find information.
- B telling you about business courses.
- C giving you useful addresses.

5 Trade associations can help you by

- A providing data about business.
- B introducing you to other members.
- C advising you on ways to improve your company.

6 Reading trade publications is useful because they

- A carry out specialist research.
- B make information available early.
- C contain details about your competitors.

Reading

Part 2

Read the export market reports about four central European countries. Which country does each sentence 1-7 refer to? For each sentence, choose one correct answer A, B, C or D. You will need to use some of the letters more than once.

A This was the first central European economy to emerge from recession and start growing stronger. Continued growth in the gross national product of five per cent or more is likely over the next few years. The privatization of former state industries continues and major projects are being developed, notably in the power generation industry.

B Although the gross national product has been rising marginally since 1994, the country is still facing economic difficulties, most notably a large trade deficit. Despite these problems, its currency has remained stable against those of its major European trading partners. Privatization is well advanced, with 75 per cent of wealth now created by the private sector.

C Despite the government's privatization programme, industrial production is still dominated by large state-owned manufacturing enterprises. However, smaller private companies are starting to emerge, particularly in the service sector. The country is placing a high priority on rebuilding and modernizing its infrastructure and a wide range of products and services are actively being sought.

D The country's transformation into a market economy has been slow and difficult. However, with its strategic position, substantial natural resources and skilled and multi-lingual workforce, it is likely to become a major European industrial and trading power. Export success in this market requires careful research, patience and a lengthy commitment.

1. The majority of business in this country is privately-owned.
2. This is the fastest growing economy of the four countries.
3. This would be a good market for construction companies to enter.
4. In order to success in this country, you need to plan for the long term.
5. In this country there is very little privately-owned industry.
6. A lot of money is being invested in this country's energy sector.
7. This country imports a lot more than it exports.

Reading
Part 3

Read the four stories about marketing disasters. Which story does each piece of marketing advice below refer to?

1. Don't change something which is already a proven success.
2. Don't spend more on the promotion than the product.
3. Don't let competitors dictate your strategy.
4. If things go wrong, change the name.
5. A marketing mistake can put a company out of business.
6. Doing things too quickly can produce disastrous results.
7. Work out the exact cost of a promotional gift.

A good idea at the time...

Some marketing ideas seem heaven sent. But what happens when they become promotions from hell? Adrian Stoppard reports:

Every advertising executive knows that golden moment when inspiration strikes and the 'perfect' idea appears out of the blue. However, as the following examples show, it is easy to get carried away with the excitement and not think things through carefully enough.

A Cleaned out. Hoover offered any customer who spent at least £100 on its products two complimentary flights to Europe and the US. The offer attracted more than double the anticipated applications, leading to the dismissal of three senior managers and a bill for £19m.

B Another one bites the dust. A large computer hardware retailer positioned itself at the bottom end of the market by undercutting all its competitors. To attract customers, it even offered a 0% interest Buy Now, Pay One Year Later deal. People did buy, but unfortunately, serious cash flow problems forced the company into liquidation before customers repaid them.

C Washday blues. Lever Brothers rushed Persil Power onto the market to coincide with a rival company's launch of its own new washing powder. Despite millions of pounds spent on research, Persil Power was fatally flawed, having the unfortunate effect of damaging clothes. It was quickly withdrawn and reformulated.

D The unreal thing. 'The best has been made even better,' said the Chairman of Coca-Cola about its decision to change the flavour of Coke for the first time in its 99-year history. However, of the 150 million people who tried the new Coke, nearly two-thirds preferred the original. The company was forced to re-launch the old Coke as Coke Classic three months later.

Reading

Part 4

Read the article about exporting and the questions after the article. For each question 1-6 choose the correct answer A, B, C or D.

Problems facing potential exporters

Many firms fail because when they begin exporting they have not researched the target markets or developed an international marketing plan. To be successful, a firm must clearly define the goals, objectives and potential problems. Secondly, it must develop a definitive plan to accomplish its objective, regardless of the problems involved. Unless the firm is fortunate enough to possess a staff with considerable expertise, it may not be able to take this crucial first step without qualified outside guidance.

Often top management is not committed enough to overcome the initial difficulties and financial requirements of exporting. It can often take more time and effort to establish a firm in a foreign market than in the domestic one. Although the early delays and costs involved in exporting may seem difficult to justify when compared to established domestic trade, the exporter should take a more objective view of this process and carefully monitor international marketing efforts through these early difficulties. If a good foundation is laid for export business, the benefits derived should eventually outweigh the investment.

Another problem area is in the selection of the foreign distributor. The complications involved in overseas communications and transportation require international distributors to act with greater independence than their domestic counterparts. Also, since a new exporter's trademarks and reputation are usually unknown in the foreign market, foreign customers may buy on the strength of the distributing agent's reputation. A firm should therefore conduct a thorough evaluation of the distributor's facilities, the personnel handling its account, and the management methods employed.

Another common difficulty for the new exporter is the neglect of the export market once the domestic one booms: too many companies only concentrate on exporting when there is a recession. Others may refuse to modify products to meet the regulations or cultural preferences of other countries. Local safety regulations cannot be ignored by exporters. If necessary modifications are not made at the factory, the distributor must make them, usually at a greater cost and probably not as satisfactory. It should also be noted that the resulting smaller profit margin makes the account less attractive.

If exporters expect distributing agents to actively promote their accounts, they must be trained, and their performance continually monitored. This requires a company marketing executive to be located permanently in the

distributor's geographical region. It is therefore advisable for new exporters to concentrate their efforts in a few geographical areas until there is sufficient business to support a company representative. The distributor should also be treated on an equal basis with domestic counterparts. For example, special discount offers, sales incentive programmes and special credit terms should be available.

Considering a joint-venture or licensing agreement is another option for new exporters. However, many companies still dismiss international marketing as unviable. There are a number of reasons for this. There may be import restrictions in the target market, the company may lack sufficient financial resources, or its product line may be too limited. Yet, many products that can compete on a national basis can be successful in the majority of world markets. In general, all that is needed for success is flexibility in using the proper combinations of marketing techniques.

1. In the first paragraph, the writer suggests that firms thinking about exporting should

A get professional advice.

B study international marketing.

C identify the most profitable markets.

D have different objectives to other exporters.

2. The writer believes that if sufficient preparation is undertaken

A initial difficulties can be easily avoided.

B the costs can be recovered quite quickly.

C management will become more committed.

D the exporter will be successful in the long term.

3. An exporter should choose a distributor who

A has experienced personnel.

B has good communication skills.

C is well-established in the target market.

D is not financially dependent on the import business.

4. New exporters often make the mistake of ignoring the export market when

A distribution costs are too high.

B their product is selling well at home.

C there is a global economic recession.

D distributors cannot make safety modifications.

5. For a distributor to be successful, the exporter must

A focus on one particular region.

B finance local advertising campaigns.

C give the same support as to domestic agents.

D make sure there are sufficient marketing staff locally.

6. In the last paragraph, the writer states that some companies are reluctant to export because
- A there is little demand for their products.
 - B the importation of certain goods is controlled.
 - C they do not have good marketing techniques.
 - D they are not able to compete with local businesses.

Use of English

Part 1

Read the article below about training for a career in marketing. For each question 1-15 choose the correct word to fill each gap from A, B, C or D.

A career in marketing.

According to business experts, marketing is becoming an increasingly competitive discovered of business to get into. Emma Richardson, who works in marketing for a multinational firm, has (1)..... that a career in marketing is not just about advertising or promotions. Today's marketing executive is responsible for the (2)..... made from a brand, its sales and market share, and therefore must have a broad (3)..... of business skills.

Her firm does not (4)..... a general graduate programme. Instead, it recruits people into specific job roles. It (5)..... graduates in any discipline as marketing trainees, but insists that they all need imagination, creativity and (6)..... analytical skills. Everyone starts as an assistant with immediate responsibilities, such as developing a promotions (7)..... or re-launching an existing brand. After three or four years, graduates can expect to move up to brand manager (8)..... and lead international projects. There are many opportunities and all graduate trainees are paid the same (9)..... salary of just over \$30,000.

Those who are successful are expected to work (10)..... with colleagues in other functions, such as (11)..... development, where new ideas are needed. They also co-operate with sales and finance managers to (12)..... those ideas on to the market, and with advertising (13)..... to create effective campaigns and back them (14)..... with promotional activities and direct marketing.

All graduate trainees have the same opportunities. 'We only promote from within, and if you have the ability then you can reach the (15)..... , without being threatened by external candidates trying to get into the system,' says Ms Richardson.

- | | | | | |
|----|------------|---------------|-----------------|----------------|
| 1 | A explored | B discovered | C distinguished | D believed |
| 2 | A profit | B finance | C yield | D pay |
| 3 | A series | B choice | C range | D group |
| 4 | A carry | B hand | C present | D run |
| 5 | A joins in | B takes on | C counts in | D calls on |
| 6 | A sharp | B bright | C pointed | D high |
| 7 | A map | B arrangement | C plan | D preparation |
| 8 | A step | B level | C stage | D degree |
| 9 | A first | B early | C starting | D opening |
| 10 | A closely | B warmly | C nearby | D around |
| 11 | A item | B goods | C piece | D product |
| 12 | A set | B make | C get | D have |
| 13 | A agencies | B premises | C workplaces | D headquarters |
| 14 | A off | B out | C up | D down |
| 15 | A limit | B height | C best | D top |

Part 2

Fill in the gaps with the correct words derived from the words in bold.

<p>People interested in (1) _____ as a career are often also interested in (2) _____, and quite rightly so, as the two are closely linked. When asked what marketing is, the reply is often that it is to do with (3) _____, which is true. Marketing is, therefore, a wider concept. This is something that has to be fully understood by the staff of an advertising (4) _____, who may need to argue with the marketing (5) _____ of a client that its marketing policy is at fault and that unless the name, price or (6) _____ of the product is changed, the advertising campaign will be (7) _____.</p>	<p>ADVERTISE MARKET</p> <p>SELL</p> <p>AGENT PART</p> <p>DISTRIBUTE USE</p>
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Modal verbs

Ex.1

Choose the correct word or phrase in *italics* to complete each sentence.

1. You *must/ needn't* save a file before you turn the computer off, or you will lose it.
2. I'm afraid this is a non-smoking office, so you *haven't got to/ can't* smoke in here.

3. Employees are reminded that they *mustn't/ needn't* use the office phone to make personal calls.
4. You *needn't/ mustn't* send that reminder to Eastwood's – they paid the invoice this morning.
5. You *don't have to/ can't* buy or sell alcohol in Iran, Saudi Arabia, and several other countries.
6. This income tax form *must/ needn't* be completed and returned to the Inland Revenue within 30 days.
7. You *mustn't/ don't have to* come to the meeting if you have more important things to do.
8. This information is highly confidential, so you *mustn't/ needn't* discuss it with anyone.
9. As you are from the EU, you *mustn't/ don't have to* have a visa to go to France.
10. Drivers wishing to hire a car *must/ aren't allowed to* be over 21 and have a full driving license.

Ex.2

Rewrite these suggestions using the word in brackets.

1. Shall we go out to the new Italian restaurant? (Why)
2. Let's set up a meeting to discuss this. (How)
3. What about finishing this off tomorrow? (Shall)
4. Why don't we have a word with the boss? (Let's)
5. Shall we send them another email? (What)

Ex.3

*Complete the text with **have to, don't have to or can't**.*

Capital cities around the world are trying to tackle the problems of busy roads and pollution in different ways. In Athens, on certain days of the week, you can drive if your car number plate ends in an even number, but on the other days, you (1)..... drive and (2)..... find some other way of getting to work. In London there is a congestion charge, which means that you (3)..... drive through central London for free anymore -- you (4)..... pay about £5 to take your car into the city centre. There are some exceptions – people with electric cars (5)..... pay the charge because they don't cause any pollution.

Ex. 4

*Complete the email message with **had to, didn't have to or wasn't/ weren't allowed to**.*

Thanks for your message. Yes, Peter and I both went on that course last year. We (1)..... work from 9 to 1, and 2 to 4.30, but the rest of the time we were free (apart from the homework assignments that we (2)..... do every night). It was a residential course – and in fact we (3)..... leave the campus for any reason – they said participants (4)..... take every opportunity to exchange ideas. At first it felt a bit like being locked in, but it wasn't too bad, and we found we had a lot more time because we (5)..... travel to and from home every day.

Ex.5

In each of the following sentences, choose the correct answer a, b, c or d.

1. The files aren't here – I them back at the office.
 - a) may leave
 - b) must be leaving
 - c) should have left
 - d) must have left
2. If the meeting goes well, they award us the contract.
 - a) ought
 - b) shall
 - c) need
 - d) might
3. I haven't seen Simone for ages – she in a different department.
 - a) should work
 - b) needn't have worked
 - c) must be working
 - d) ought to have been working
4. It's a pity we sold the shares when we did – we them for another couple of months.
 - a) should keep
 - b) should be keeping
 - c) should have kept
 - d) should have been keeping
5. Sorry, but you give me a hand with these boxes? They're very heavy.
 - a) might
 - b) may
 - c) would
 - d) shall
6. He worked until 10 p.m. and finish the proposal in time.
 - a) managed to
 - b) was able

- c) could
d) succeeded
7. We had to get an interpreter in Japan because none of us speak Japanese.
a) knew
b) were able
c) could
d) succeeded
8. We were lucky that the security guard put out the fire in time – we the whole warehouse.
a) were able to lose
b) managed to lose
c) could lose
d) could have lost
9. The CEO is confident that we will increase sales by 10% next year.
a) can
b) ought
c) be able to
d) manage
10. We them the reminder on Monday morning because the cheque arrived in the post that afternoon.
a) needed to send
b) needn't send
c) needed to have sent
d) needn't have sent

Compound nouns

Ex. 1

Make two compound nouns from the nouns in each group. The first one is done for you.

1. profits course training company
a) company profits b) training course
2. staff forecast meeting sales
a) _____ b) _____
3. card store credit department
a) _____ b) _____
4. Internet sale summer access
a) _____ b) _____
5. figures price inflation range
a) _____ b) _____
6. survey market hour rush

- a) _____ b) _____
 7. technology keys car information
 a) _____ b) _____
 8. assistant shop failure power
 a) _____ b) _____
 9. shopfloor working worker lunch
 a) _____ b) _____
 10. insurance loan contract bank
 a) _____ b) _____
 11. features costs production product
 a) _____ b) _____
 12. market marketing budget leader
 a) _____ b) _____

Ex.2

Cross out the one word in each group that doesn't make a common compound noun with the first word in bold.

1. **sales** forecast/ figures/ trade/ target
2. **market** forces/ sector/ check/ share
3. **price** offer/ list/ range/ rise
4. **brand** image/ leader/ loyalty/ process
5. **tax** relief/ benefits/ output/ allowance
6. **product** manager/ range/ features/ share
7. **advertising** slogan/ campaign/ line/ agency
8. **production** market/ line/ capacity/ target
9. **working** conditions/ trend/ hours/ lunch
10. **stock** option/ decision/ market/ exchange

WORD BANK

Nouns

ad/advert/advertisement	end-users	showrooms
appeal	jingle	slogan / logo
billboard / hoarding	mailshot	sponsorship
brochures/catalogues/ leaflets	packaging	strengths/weaknesses/threats
coverage	points of sale	TV / radio commercials
display	posters	TV slot
endorsement	publicity	voice-over

Verbs

to appeal	to persuade	to target
to endorse	to publicise	

Adjectives

up-market / down-market

Word – collocations / phrases

to add value to your product	mass market
advertising agency	mix coherency
advertising campaign / standards / budget	mix dynamics
to be engaged in field work	neon signs / directories
to capture someone's imagination	outdoor advertising
classified advertisement	radio spots
competitor / competition	to raise prices
to choose a sample of consumers	media
/sampling unit	potential customers
to differentiate your product / service from the others	primary / secondary data
free samples	4Ps of marketing (Product, Place, Price, Promotion)
focus group interviews	to raise prices
to gain the attention of	subliminal advertising
to have a bad influence on	to raise prices
mail order	subliminal advertising
Marketing mix	target audience
market opportunities	word-of-mouth
market research	word-of-mouth advertising
market segment / market niche / market share	

Unit 6 BUSINESS RESPONSIBILITY.



Keynotes

Every business operates within the **society**. It uses the **resources** of the society and depends on the society for its functioning. This creates an **obligation** on the part of business to look after the welfare of society. So all the activities of the business should be such that they will not harm, rather they will **protect** and **contribute** to the interest of the society. Every business should have responsibility towards owners, suppliers, competitors, customers, employees, government, investors.

Vocabulary

Ex. 1

Match the words with the definitions.

- | | |
|------------------|--|
| 1. espionage | a) gaining unauthorized access to confidential computer data |
| 2. investigation | b) spying to obtain secret information |
| 3. bugging | c) secretly entering a place or organization |
| 4. infiltration | d) careful watch of someone suspected of doing wrong |
| 5. hacking | e) collection and examination of evidence to find the truth |
| 6. surveillance | f) fitting a secret microphone to a telephone or room |

Ex. 2

Different companies have different ways of working. Complete these sentences with the words in brackets.

Dress (*uniforms/ casual Fridays/ weekend clothes*)

1. We don't have to wear business suits at the end of the week. My company has a system of _____.
2. In many banks, staff can't wear what they like. They have to wear _____.

Timekeeping (*flexible hours/ part-time/ shift work*)

3. For two weeks each month, I work at night. I can't sleep during the day. I hate _____.
4. We have a _____ system in our office. Some people work from 9 a.m. to 5 p.m.; others work from 10 a.m. to 6 p.m.

Time off (*childcare/ annual leave/ public holiday*)

5. I am so busy at the moment that I worked on New Year's Day, which is a(n) _____.
6. How many days' _____ do you get in your company?

Reporting procedures (*written report/ face-to-face/ e-mail*)

7. We often speak on the phone but never _____.
8. He sends us a(n) _____ in the post each month.

Types of meeting (*informal/ formal/ social*)

9. Our department starts everyday with a(n) _____ meeting.
10. Companies have an Annual General Meeting (AGM) once a year. It is a very _____ meeting, with a lot of people.

Names (*job title/ first name/ family names*)

11. In some countries, the company culture is formal. Staff use _____ when they speak to each other.
12. What's your _____ now? Are you 'Chief Executive'?

Reading

Part 1

Read the article and choose the best title for each numbered paragraph.

- Paragraph 1
Paragraph 2
Paragraph 3
Paragraph 4

- A Being sociable
- B Building relationships
- C Choosing the right event
- D Choosing the right moment
- E Enjoying corporate events
- F Getting down to business
- G Setting clear objectives

Training to be entertaining and making it pay.

Diane Summers picks up some tips on how hosts and clients can mix business and pleasure more effectively.

Got a lunch with a client or contact today? Are you sure your objectives for the meal are clear? If your answer to the last question is yes – having some nice food and getting to know the other person a little better – you could be in need of a training course. Fortunately, one is now available. Called 'Influencing in a Social Context', the three-day programme run by Huthwaite, the UK-based training consultants, will give you the knowledge and skills to plan and achieve business objectives in a social setting while ensuring that your clients and prospects still enjoy themselves.

1. The first thing the course stresses is that there is no point in taking clients to a rugby match if you are hoping to have some one-to-one

conversations. Instead, use a sporting event or the opera, for example, as a ‘hook’, then arrange a meal afterwards for the more intimate discussions about your company’s understanding record, or whatever business it is that you wish to do.

2. Another common mistake many businesses make is to send staff to corporate events without telling them why they are there or what they should do. It is not surprising that they see this as a chance simply to stand around having free drinks on the company and chatting to each other rather than talking to clients. Everyone feels uncomfortable in this situation.
3. Also, many business people seem to be afraid of even mentioning the word ‘business’ at corporate events. Yet too much social chit-chat and getting-to-know-you-type conversation adds up to missed opportunities. Corporate events need to be seen for what they are – business meetings in a social setting.
4. A further difficulty lies in deciding exactly when you bring up the matter of business at a social event. Some people simply have poor timing. What client wants to spend an evening at the theatre listening to you whisper half-yearly sales figures into his ear, no matter how exciting you may think they are?

According to Peter Belsey from Huthwaite, the recipe for success and the key to establishing or building a good business relationship seems to be the ability to mix ‘purposeful’ conversation and to move smoothly and effortlessly between the two. So, if you’re having lunch with a client today,

Reading **Part 2**

Read the leaflet about risk assessment. Choose the best title for each of the five steps.

- Step 1
- Step 2
- Step 3
- Step 4
- Step 5

- A Decide who might be harmed
- B Look for the hazards
- C Revise your assessment
- D Record your findings

E Evaluate the risks arising from the hazards

5 steps to risk assessment...

Risk assessment is nothing more than a careful examination of what, in your work, could cause harm to people, so that you can decide whether you have taken enough precautions or should do more to prevent harm. Its aim is to make sure that no one gets hurt or becomes ill. Accidents and ill health can ruin lives and affect your business too if output is lost, machinery is damaged, insurance costs increase, or you have to go to court.

The important things you need to decide in risk assessment are whether a hazard is significant and whether you have it covered by satisfactory precautions so that the risk is small.

If you are a small firm and you are confident you understand the work, you can do the assessment yourself. Alternatively, you could ask a responsible employee, safety representative or safety officer to help you. If you are not confident, ask your local Health and Safety Inspector to advise you. But remember: You are responsible for seeing that adequate precautions are taken.

Step 1. Walk around your workplace and look afresh at what could reasonably be expected to cause harm. Ignore the trivial and concentrate only on significant hazards which could result in serious harm or affect several people. Ask your employees or their representatives what they think. Because they experience the workplace and work practices on a daily basis, they may have noticed things which are not immediately obvious.

Step 2. Think about people who may not be in the workplace all the time, e.g. cleaners, contractors, maintenance personnel. Members of the public who visit your workplace should also be included. There is a chance that they could be hurt by your activities.

Step 3. Even after all precautions have been taken, usually some risk remains. What you have to decide for each significant hazard is whether this remaining risk is high, medium or low. First, ask yourself whether you have done all the things that the law says you have got to do. Then ask yourself whether generally accepted industry standards are in place. But don't stop there – think for yourself, because the law also says that you must do what is reasonable to keep your workplace safe. Remember: your aim is to make all risks small by adding to your precautions if necessary.

Step 4. If you have fewer than five employees, you do not need to write anything down, but if you have five or more employees, you must record the significant findings of your assessment. This means writing down the more significant hazards and recording your most important conclusions. You should keep the written document for future reference. It will be particularly

useful if an inspector questions your precautions or if you become involved in an action for civil liability. It also helps to show that you have done what the law requires. And it can remind you to keep an eye on particular matters or causes for concern.

Step 5. At some time, you will undoubtedly bring in new machines, substances and procedures which could lead to new hazards. If there is any significant change, you should take this into account. In any case, it is good practice to review your assessment for every trivial change or each new job; but if a new job introduces significant new hazards of its own, you will want to consider them in their own right and do whatever you need to keep the risks down.

Reading

Part 3

Read the article below about business meetings and the questions after the article. For each question from 1-6, choose the correct answer A, B, C or D.

Getting the most out of meetings.

One aspect of business life which many managers are unhappy with is the need to attend meetings. Research indicates that managers will spend between a third and a half of their working lives in meetings. Although most managers would agree that it is hard to think of an alternative to meetings, as a means of considering information and making collective decisions, their length and frequency can cause problems with the workload of even the best-organized executives.

Meetings work best if they take place only when necessary and not as a matter of routine. One example of this is the discussion of personal or career matters between members of staff and their line and personnel managers. Another is during the early stages of a project when the team managing it need to learn to understand and trust one another.

Once it has been decided that a meeting is necessary, decisions need to be taken about who will attend and about the location and length of the meeting. People should only be invited to attend if they are directly involved in the matters under discussion and the agenda should be distributed well in advance. An agenda is vital because it acts as a road map to keep discussion focused and within the time limit allocated. This is also the responsibility of the person chairing the meeting, who should encourage those who say little to speak and stop those who have a great deal to say from talking too much.

At the end of a well organized meeting, people will feel that the meeting has been a success and be pleased they were invited. They will know not only what decisions were made but also the reasons for these decisions.

Unfortunately, at the end of a badly organized meeting those present will leave feeling that they have wasted their time and that nothing worthwhile has been achieved.

Much thought has been given over the years to ways of keeping meetings short. One man who has no intention of spending half his working life in meetings is Roland Winterson, chief executive of a large manufacturing company. He believes that meetings should be short, sharp and infrequent. 'I try to hold no more than two or three meetings a week, attended by a maximum of three people for no longer than half an hour,' he says. 'They are clearly aimed at achieving a specific objective, such as making a decision or planning a strategy, and are based on careful preparation. I draw up the agenda for every meeting and circulate it in advance; those attending are expected to study it carefully and should be prepared to both ask and answer questions. Managers are best employed carrying out tasks directly connected with their jobs not attending endless meetings. In business, time is money and spending it in needless meetings that don't achieve anything can be very costly. Executives should follow the example of lawyers and put a cost on each hour of their time and then decide whether attending a long meeting really is the best way to spend their time. '

1. What do most managers think about meetings?
A Meetings take up most of their working life.
B Meetings allow them to monitor decision-making.
C Meetings prevent them from establishing a routine.
D Meetings are the only way they know of achieving certain objectives.
2. According to the writer, an example of a valuable meeting is one which
A allows colleagues to achieve a better working relationship.
B requires managers to discuss staffing needs with personnel.
C selects a suitable group of people to work together as a team.
D encourages staff to present ideas on improvements in management.
3. According to the writer the agenda is important because it
A is seen by everybody before the meeting.
B helps to give direction to the discussions.
C contains items of interest to all those present.
D shows who should speak at each stage of the meeting.
4. The writer says that people leaving a well organized meeting will understand
A the reason for their invitation to attend.

- B** how the decisions taken were relevant to them.
 - C** the importance of proposals under discussion.
 - D** why certain courses of action were agreed upon.
5. What does Roland Winterson say about the meetings that he organizes?
- A** He aims to hold them on a regular basis.
 - B** He ensures they have a definite purpose.
 - C** He requires his managers to draw up the agenda.
 - D** He uses them to make decisions about strategy.
6. What is Roland Winterson's opinion about meetings?
- A** They can be a bad use of a manager's time.
 - B** Their importance is often underestimated.
 - C** They frequently result in wrong decisions.
 - D** Their effectiveness could be improved with better planning.

Reading
Part 4

Read the article about the behaviour of bosses and the questions after the article. For each question from 1-6 choose one correct answer A, B, C or D.

Bosses are not just people who have bigger salaries or cars than the rest of us. They behave differently. In many sometimes subtle and often painful ways, they show you it is them rather than you who is in the driving seat. This power allows bosses to behave badly at employees' expense. The accumulation of humiliations for subordinates adds up to the status they feel. One ploy is not to answer employee calls for days. It takes relatively little time to make a quick call but often the excuse after two or three weeks is that the boss did not have time. This, and a battery of degrading actions, merely emphasise where the power lies. What that excuse is saying is that the boss did not have time for you. The boss may even add insult to injury and say: 'Did you phone? I'm sorry, I never got the message.' The contempt of one who has power is never more starkly shown than when the boss tells such a lie.

Bosses may set up a meeting and then either cancel it at the last minute or be very late. Not only are they often late for a meeting, they also leave early and often have little or no idea what the detail of the meeting is about. They sit cryptically in the corner for a minute and then leave. All of that is there to show you who it is who has the power and that your time and convenience are less important than this childish show. Often this is the result of insecurity or just a failure to learn good manners.

Being tough and unresponsive to people and their feelings, the boss assumes everyone else is as well. They may even imagine that people respond better to terror and threats than to encouragement and praise. That produces a penchant for abuse, attack and denigration. And that in turn will produce good work only from a narrow range of resilient and thick-skinned people.

But it is once you get into meetings that real power language starts. When you get face to face, body language really becomes unmistakably obvious and the assertions of power become easy and evident. Typically, during a lengthy and well-researched presentation you are giving, the boss might put up a hand, turn to someone else and say: 'Yes, I think we get the drift and I hear what you say. Now, John, I think you have one or two ideas which might help push this boat out.'

However, some support for bosses behaving badly comes in *48 Laws of Power* by Robert Greene and Joost Elffers. Law 43 in this book states that those who act with authority are more likely to be accepted as leaders. Keeping a distance rather than attempting to be chummy is vital if leaders wish to have the ability to inspire loyalty, fear or love. Those who pretend to be one of the crowd elicit contempt. While many see a boss's unpredictability as an abuse, Law 47 suggests: 'Those who succeed at the game are those who control the patterns and vary them at will, keeping people off balance while they set the tempo. The powerful vary their rhythms and patterns and learn to improvise.'

Consultant Jonathan Wilson says: 'Many of those we work for do not realize the difference between the exercise of power and bullying. Bosses behaving badly may work in the short term and even be tolerated, but in the end those bosses cut themselves off from the organization and do not get any meaningful feedback. Also, those beneath them will be too frightened to do anything creative and only do to the letter what they are told. People are people and sometimes they behave badly and lose their tempers, but sustained bullying as a way of running an organization is counter-productive.'

1. The writer uses the example of bosses not returning calls to illustrate

A the fact that people change when they become bosses.

B the bad behaviour that most bosses are unaware of.

C the low regard that bosses have for employees.

D the unpredictable way in which bosses behave.

2. The writer says in the second paragraph that when bosses attend meetings,

A they make it clear that they resent having to do so.

- B** they aim to create a certain impression.
C their contribution often spoils the meeting.
D their behaviour varies from meeting to meeting.
3. According to the writer, when bosses are tough and unresponsive
A the attitudes of people working for them often change.
B some employees feel they have to improve their performance.
C some people working for them do not find this upsetting.
D employees tend not to understand their intentions correctly.
4. The writer uses the example of a presentation to illustrate
A the fact that bosses tend to disagree just for the sake of it.
B how little bosses really know about the work their employees do.
C the fact that bosses often come to the wrong conclusions.
D how keen bosses are to be in control of certain situations.
5. In *48 Laws of Power*, the authors state that
A many bosses would like to be more pleasant to employees.
B many bosses do not realize their behaviour is unpredictable.
C bosses who are friendly do not gain respect.
D bosses are seldom given the credit they deserve.
6. Which of the following does Jonathan Wilson say about bosses' bad behaviour?
A It is understandable to a certain extent.
B It is caused by their desire to keep away from employees.
C It takes a great many different forms.
D It can cause employees to do their work badly.

Use of English
Part 1

Fill in the gaps with the correct words derived from the words in bold.

<p>Team (1) _____ has always been important at work. However, the concept of the team is not static. The (2) _____ team works together in one location and has a hierarchy or (3) _____. But with organizations structured in new ways, and with new types of (4) _____, so new types of team have been developed. The organizations are changing their structures and looking at how to maintain a sense of being in a team when people are no longer so (5) _____ to each other. Mrs Riley-Moore says that in this instance people need to develop (6) _____ team-working skills which they can carry from one team to another.</p>	<p>BUILD</p> <p>TRADITION</p> <p>LEAD</p> <p>WORK</p> <p>ACCESS</p> <p>TRANSFER</p>
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Conditionals

Ex.1

Fill in the blanks with **if** or **when**.

1. I don't think you'll have any problems, but call me you do.
2. Mrs Barton is coming this afternoon. Could you send her up she arrives?
3. We won't be able to compete we don't adopt a better Internet strategy.
4. Put that on my bill please, and I'll pay I check out.
5. I'll be disappointed I'm not promoted this year.
6. Sales are low this spring, but they will improve summer starts.

Ex.2

Match the first part of each sentence in column A with the right ending in column B.

A

1. There's going to be a train strike tomorrow
2. The union won't go on strike
3. She will accept the job
4. She won't accept the job
5. Unless sales improve dramatically
6. If sales improve dramatically
7. Unless we pay them immediately
8. If we pay them immediately

B

- a. unless we give her the salary she wants.
- b. we will not make a loss this year.
- c. we will make a loss this year
- d. they will not take legal action.
- e. unless we agree to their demands.
- f. if we agree to their demands.
- g. they will take legal action.
- h. if we give her the salary she wants.

Ex.3

Rewrite the following sentences using **unless**.

1. If nothing goes wrong, we will sign the deal tomorrow.
We will sign the deal tomorrow
2. We're not going to get that contract if we don't improve our offer.
We're not going to get that contract
3. Only phone me if it is an emergency.
Please don't phone me
4. If demand doesn't increase soon, we're going to have a bad year.
We're going to have a bad year

5. This project will only be viable if you can cut your overheads.
This project will not be viable
6. I'll accept an overseas posting if I can have my job back when I return.
I won't accept an overseas posting

Ex. 4

Read through the following sentences. Decide whether the events are likely or imaginary, and put the verbs in brackets into the right tense.

1. If everyone (contribute) 20% of their salaries to charity, there (be) no poverty.
2. I am confident that we (meet) our targets if we (maintain) our current level of sales.
3. If I (be) in your position, I (insist) on having more staff in the department.
4. Please have a seat. If you (wait) a couple of minutes, I (give) you a lift.
5. I'm expecting a call from Grayson's. If they (ring) today, please (let) me know at once.
6. I (apply) for the job if I (have) an MBA, but unfortunately I haven't.
7. I (be) back at 8.30 if the traffic (not/be) too bad.
8. What laws (you/change) if you (be) the Prime Minister?
9. If I (be) you, I (ring) them and see what's happened to the order.
10. I'm worried that unless sales (improve), they (close) the factory.
11. I've had a long career in the law, but if I (have) the chance to start all over again, I (study) medicine.
12. Take the receipt with you – if you (not/have) one, they (not/give) you your money back.
13. What products (you/develop) if you (be) the head of a company like Microsoft?

Ex. 5

Complete the sentences with if, when, unless or in case.

1. Please don't disturb me in the meeting something really urgent comes up.
2. Mr Dubarry is coming in today – please give me a ring he gets here.

3. everything goes according to plan, we will meet our targets easily this year.
4. The flight is full, so I can't get a confirmed seat there is a cancellation.
5. I always take a spare battery for my laptop the main one runs out.

Ex.6

Rewrite the sentences below using a conditional form so that they have a similar meaning. See the example.

e.g. He didn't do well in the final interview. He didn't get the job.

If he had done well in the final interview, he would have got the job.

1. You checked the invoice. We didn't make an expensive mistake.

If you _____ .

2. Fiona didn't come to the meeting because she was in London.

If Fiona _____ .

3. We didn't realize interest rates were going to rise so quickly. We took out a big loan.

If we _____ .

4. I didn't know you were planning to leave. I promoted you.

If I _____ .

5. They didn't give a good presentation. They didn't win the contract.

If they _____ .

Ex.7

In each of the following sentences, choose the correct answer.

1. I think I'll check my emails, just Kostas has sent me a message.

a if

b unless

c so that

d in case

2. My flight gets in at 9.30, so I'll call you I get there.

a when

b if

c unless

d in case

3. Neil's a good administrator, but if he deals with customers, he always problems.

a is creating

b creates

c created

d would create

4. If that package from Neilson's arrives this afternoon, it up to my office immediately.

a you are bringing

b you would bring

c bring

d you brought

5. If you tomorrow, you'll have problems because of the strike.

a will travel

b travelled

c would travel

d travel

6. It's got a year's guarantee, so you can bring it back if anything wrong.

a will go

b would go

c goes

d had gone

7. You can go ahead and order the parts as as you get permission from Accounts.

a long

b high

c far

d many

8. It was clear that the strike would go ahead there was a last-minute breakthrough.

a unless

b as long as

c so that

d if

9. If I a bit more experience I'd be in a position to apply for that job, but they need someone more senior.

a have had

b would have had

c will have

d had had

10. I the contract if I had read it properly.

a will have signed

b wouldn't have signed

c didn't sign

d signed

WORD BANK

Nouns

bribe
bugging
espionage
etiquette
hacking
infiltration
initiative
investigation
rapport
successor
surveillance

Verbs

to blame
to neglect

Adjectives

authoritative
stressed out
tactful
threatening

Word – collocations / phrases

body language
casual Friday
to clear the air
dog eat dog
dress code
on a day-to-day basis
weekend clothes

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