

С. КАЧМАРЧИК

РОБОЧИЙ ЗОШИТ

з англійської мови

для студентів I – II курсів

напряму підготовки “Менеджмент”

за підручником Market Leader (Pre-Intermediate)

КИЇВ – 2018

Національний університет біоресурсів і природокористування
України

С. Качмарчик

Робочий зошит

з англійської мови

студента _____ курсу _____ групи

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Робочий зошит з англійської мови призначений для підготовки студентів I – II курсів напряму підготовки “Менеджмент”, які навчаються за підручником Market Leader (Pre-Intermediate).

Мета – сприяти розвитку міжкультурної професійно-комунікаційної компетентності майбутніх фахівців спеціальності “Менеджмент”, тобто здатності і готовності реалізувати одержані знання і вміння як у повсякденних загальних ділових, так і у фахових ситуаціях. Добір навчального матеріалу націлений на розвиток у студентів навичок і вмінь в основних видах усної та писемної мовленнєвої діяльності.

*Рекомендовано Вченою радою гуманітарно-педагогічного
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з англійської мови
для студентів I –II курсів напряму підготовки “Менеджмент”
за підручником Market Leader (Pre-Intermediate)**

Укладач: Качмарчик Світлана Григорівна

Видання здійснено за авторським редагуванням Качмарчик С. Г.

Київ – 2018

ENTRY TEST

VOCABULARY

1. Match each word (1–8) with the correct definition (a–h). Write your answers here:

1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____

- | | |
|-----------------|--|
| 1. agenda | a) Taking goods to a place, especially to a customer who has bought them |
| 2. department | b) A document that tells customers what goods they have bought and the price |
| 3. employee | c) Part of a large company where people do the same kind of work |
| 4. headquarters | d) Someone who works for an organization and receives pay |
| 5. delivery | e) A list of subjects that will be discussed at a meeting |
| 6. launch | f) An arrangement to meet someone at a certain time and place |
| 7. invoice | g) When a new product is put on the market |
| 8. appointment | h) The head office or most important building of a company |

2. Complete the e-mail (9–15) with the words from the box.

book / discuss / know / invite / join / sign / visit

To: Viktor Sharansky
From: Renate Schmidt
Subject: Meeting in Frankfurt, Wednesday 1st November

Dear Viktor

I understand you are coming to Frankfurt for the meeting next Wednesday. One of our most important clients, Max Wursig, is going to _____⁹ our office on the same day to _____¹⁰ a new contract. I'm going to _____¹¹ him to the Rathaus

restaurant for dinner on Wednesday evening. Can you _____¹²
us? I know he wants to _____¹³ your new research, and this
would be a good opportunity.

Please let me _____¹⁴ as soon as you can, and I will
_____¹⁵ a table for three at 7.30 p.m.

Best regards

Renate

LANGUAGE

3. Choose the best answer (a, b or c) to complete each gap (16–25).

Nick Heinz works for PPP in the sales department. He _____¹⁶ the job three years ago and he _____¹⁷ very successful. Last year, he _____¹⁸ more than any of his colleagues. He _____¹⁹ the ‘Salesman of the Year’ prize twice. Now his manager _____²⁰ to give him a new job in the Export Sales department. People in export sales often _____²¹ to other countries, usually by plane. This _____²² be a problem for Nick because he _____²³ like flying. Staying in the same job _____²⁴ be good for Nick’s career. What _____²⁵ he do?

- | | | | |
|-----|-------------|----------------|-------------------|
| 16. | a) start | b) is starting | c) started |
| 17. | a) has been | b) have been | c) is being |
| 18. | a) sells | b) has sold | c) sold |
| 19. | a) wins | b) has won | c) is winning |
| 20. | a) wants | b) want | c) wanted |
| 21. | a) travels | b) travel | c) are travelling |
| 22. | a) is | b) should | c) could |
| 23. | a) don’t | b) doesn’t | c) didn’t |
| 24. | a) won’t | b) wasn’t | c) doesn’t |
| 25. | a) is | b) do | c) should |

4. Complete the dialogue (26–32) with the words from the box. Do not use the same word more than once. The first one is given as an example. There are more words than you need.

as / any / a lot / ~~better~~ / best / easier / more / much / some / than / very

Anna: I want to travel from London to Glasgow. Is it *better* to drive or to go by train?

Bob: The _____²⁶ way is to fly. It’s much faster
_____²⁷ the train and it’s not very expensive.

Anna: The problem is that I have _____²⁸ of luggage. I want to take _____²⁹ samples for my customers.

Bob: Then maybe you should hire a car. But it's a long way, and you'll be _____³⁰ tired.

Anna: I know. But is there _____³¹ other way?

Bob: Why not send the samples by courier? Then you can travel by plane!

Anna: Good idea! That would be _____³² easier!

SKILLS DEVELOPMENT

5. Choose the best phrase (a–d) to complete these conversations (33–36).

- a) Yes, I am.
- b) Hello – how are you?
- c) Yes, speaking.
- d) Nice to meet you, too.

Conversation 1: At the airport

Monika Excuse me – are you Nat Baker?

Nat _____³³

Monika Hello – I'm Monika Revallo. Nice to meet you.

Nat _____³⁴

Conversation 2: On the telephone

Andre Hello – is that Kate Gunn?

Kate _____³⁵

Andre It's Andre Lesniak here.

Kate _____³⁶

Andre Fine, thanks. How about you?

6. Choose the best phrase (a–d) to complete this conversation (37–40).

- a) See you then
- b) What day is good
- c) Can we say
- d) Can we meet

Andre _____³⁷ next week?

Kate OK. _____³⁸ for you?

Andre I'm free on Tuesday afternoon, or Wednesday.

Kate Tuesday is good. _____³⁹ two o'clock on Tuesday?

Andre Yes, fine. _____⁴⁰.

READING

Young hearts keep Casio ticking

Consumer electronics is a competitive business and keeping up with the latest fashion is difficult. But a Japanese family-run electronics group, Casio Computer, has shown that they can do as well as much larger companies.

Over the past decade, Casio has launched a number of innovative products. It was the first to launch a very small digital camera, the Exilim, in 2002. Casio's strong G-Shock watches also started a fashion. More recently, the company developed a range of very thin mobile phones for a large mobile-phone operator; they have become the best-selling model in Japan.

Casio's success is based on selling to young fashion-conscious people. This is surprising when one considers that its senior executives are well over the usual age of a senior manager.

Kazuo Kashio, the President, is 79. His elder brother and Chairman, Toshio, is 81, while his younger brother, Yukio, Vice-President, is 76.

The company was founded in 1957 by Mr Kashio's brother Tadao Kashio, the eldest of the four Casio brothers who have led it over the past half-century.

Other corporations in Japan have elderly executives. Chihiro Kanagawa, 80, has been Chief Executive of Shin-Etsu Chemical since 1990. Tetsuro Funai – the founder of Funai Electric, a consumer electronics manufacturer – is 79. Many other CEOs are in their 60s and 70s. This is partly because greater respect is given to old people in Japanese society, and also because the population of Japan is rapidly ageing. The average life span is 79 for men and 86 for women.

Even so, the Kashio brothers' ability to create innovative products is impressive – particularly when the Chief Executive does not use the Internet regularly and rarely visits the shops to try out the latest technology.

Normally it is young people who generate rapid changes in trends. But according to Mr Kashio, it isn't a question of being young: training and the ability to think creatively are more important.

7. Read the article and mark these statements true (T) or false (F).

41. Casio Computer is run by members of the same family. _____
42. It is one of the biggest consumer electronics companies in the world. _____
43. The company specialises in making computers. _____
44. Casio's products are popular with young people who are interested in fashion. _____
45. Mr Kashio doesn't agree that he is too old to have innovative ideas. _____

TOTAL _____

Unit 1. CAREERS

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

Reports of the death of the traditional career have been greatly exaggerated. Despite the growth of **outsourcing** (buying in services that were previously performed by a company's employees from outside the organization) and **teleworking** by freelancers working from home communicating via the Internet, most professional people still go to what is recognizably a job in a building that is recognizably an office. The average **tenure**, the length of time that people spend in a particular job, has remained unchanged (at about seven years) for two decades.

From the point of view of the **human resources (HR) department** of a large company, managing people's careers can still be seen in the traditional activities of **selection procedures** and **recruitment**, managing **remuneration** (how much people are paid), and working with department managers on **performance reviews**: annual or more frequent meetings with employees to tell them how well they are doing and how they may progress further on the career ladder. The HR department will also be involved with **training** and **professional development** of the company's staff.

A company's HR department may also be involved in making people **redundant**. Redundancies may be the result of an economic downturn with reduced demand for the company's goods or services, but they may follow a decision by a company to **de-layer** (to reduce the number of management levels) and **downsize**. It may offer **outplacement services**, advice to people on how they can find another job, perhaps after some **retraining**.

A manager made redundant in this way may become what Charles Handy calls a **portfolio worker**, offering their services to a number of clients. Some managers describe themselves as **consultants** but would prefer to be working in a salaried job in an organization like the one they have been forced to leave.

Others may enjoy their new-found freedom and embrace the **flexibility** that it offers. (Companies too may talk about flexibility when they use the services of **freelancers** in this way, rather than relying on salaried employees.) Freelancers have to maintain their degree of **employability** by keeping up with the latest trends and skills in their profession or industry, for example by attending short courses. They may complain that working outside an organization gives them fewer opportunities to learn these new skills. For many salaried employees, on the other hand, developing one's career in an

-
1. outsourcing _____
 2. teleworking _____
 3. tenure _____
 4. human resources department _____
 5. selection procedures _____
 6. recruitment _____
 7. remuneration _____
 8. performance reviews _____
 9. training and professional
development _____
 10. redundant _____
 11. to de-layer _____
 12. downsize _____
 13. outplacement services _____
 14. retraining _____
 15. portfolio worker _____
 16. flexibility _____
 17. freelancers _____
 18. employability _____

A CAREER IN RETAIL BANKING

Before you read

Can you name some of the major retail banks in your country? What special skills do you think you need to work in a bank?

Reading

Read the article from the *Financial Times* and answer the questions.

Retail banking: Appeal of the softer side of the business

Clare Gascoigne

Retail banking used to be an aspirational career. But as the banks have changed, so has the attraction. 'Graduates have to be led into thinking about retail banking,' says Terry Jones of the Association of Graduate Career Advisory Services. 'They think first about the investment banks or accountancy – they think retail is not as interesting as working on mergers and acquisitions or trading.'

He may be right. High-street bank managers are no longer as respected as they used to be. Staff are much more concerned with selling products and financial services, and much of the customer contact has moved to big call centers or the Internet. 'The work feels relatively low status,' says Mr Jones.

However, the banks don't feel the same way. 'We are looking for people who are customer driven, who can form good working relationships and lead sales teams,' says John Morewood, senior manager for graduate recruiting at HSBC. 'We look for graduates who have had experience of working with customers.'

HSBC is typical of the high-street banks in running two main graduate schemes. The executive management scheme is a two-year development program that aims to put graduates into a leadership role. It takes between 25 and 30 every year. 'These people have the potential to go very high,' says Mr Morewood. 'We are looking for strategic thinkers.'

The second scheme, which is more concerned with retail and commercial banking, takes between 120 and 150 people a year and gives graduates responsibility much earlier.

1. Choose the correct meaning for the word in *italics*.

- a) 'Banking used to be an *aspirational* career' means people
 - i) wanted to work in that sector because it was highly respected.
 - ii)knew they would get excellent training in that sector.
- b) A *call centre* is where customers can
 - i) meet employees.
 - ii)speak to staff on the phone.
- c) 'The work feel relatively *low status*' means
 - i) it is not considered to be very important.
 - ii)the job is easy to do.
- d) 'We are looking for *strategic thinkers*' means people who
 - i) can make decisions quickly.
 - ii)are able to make top-level decisions.

2. True or false?

- a) Retail banking is not as attractive as it used to be. _____
- b) Graduates prefer to work in other financial areas. _____
- c) Retail banking staff have to sell products and financial services. _____
- d) Banks are not interested in recruits with customer experience. _____
- e) The executive management scheme lasts three years. _____
- f) This scheme is training people for high-level positions. _____
- g) More people are recruited on HSBC's second scheme. _____

Over to you

Do you think that working in a bank is a high- or low-status kind of job?
Is it important for bank managers have a degree from a good university?

TRAINING ON THE JOB

Before you read

Do have apprenticeship schemes in your country? What are the advantages of working your way up through a company? What benefits do you think there are for the employee of doing an apprenticeship?

Reading

Read the article from the *Financial Times* and answer the questions.

Cost-effective route to create future managers

Andrew Taylor

Mike Turner, chief executive of BAE Systems, Europe's biggest defence company, and a member of the Apprenticeships Task Force, is a prime example of how starting at the bottom of the corporate ladder can lead to a top job. 'I began my working life as an apprentice,' said Mr Turner, who argues that apprenticeships remain one of the most cost-effective ways of filling skill shortages, as well as developing managers of the future.

According to the Task Force's report, published today, BAE expects to save up to 1m pounds a year by training apprentices rather than hiring and retraining outside workers, 'as apprenticeships cost per cent less than training non-apprentices'.

It is 'much more attractive to recruit young people as apprentices, as recruitment costs are lower, staff turnover is lower and apprentices quickly identified with company values', according to the Task Force. BT, the telecommunications group, for example, had 'calculated a benefit of over 1,300 pounds per apprentice per annum when compared to non-apprentice recruitment'.

Companies, even in industries such as construction and engineering, where training costs were high, found that young people in the later years of their apprenticeships were making 'a high contribution relative to their wage costs', said the Task Force.

Honda had reported that it took two years to retrain someone trained by another car manufacturer. Apprentices by contrast 'quickly understood their [Honda] company values and practices'.

Apprenticeships were also a 'cost-effective way of replacing an ageing workforce and ensuring the effective transfer of knowledge', Xerox, the office equipment group, told the Task Force.

FINANCIAL TIMES

1. Match the words to form expressions from the article.

- | | | |
|--------------|--------------|-------|
| 1. prime | a) life | _____ |
| 2. corporate | b) shortages | _____ |
| 3. working | c) values | _____ |
| 4. skill | d) ladder | _____ |
| 5. staff | e) turnover | _____ |
| 6. company | f) example | _____ |

2. Answer these questions.

a). Who is Mike Turner?

b). How much does BAE expect to save by training apprentices?

c). What three major advantages of recruiting apprentices are mentioned in the task-force report?

d). How much did BT save?

e). When do apprentices make a productive contribution to a company?

f). Why does Honda like apprentices?

g). What are the two main benefits of apprenticeships, according to Xerox?

Over to you

Do you think experience on the job is more important than qualifications?

TELEPHONING: MAKING CONTACT

1. Correct these telephoning expressions. One or two words are wrong in each expression 1-10. Replace the words that are wrong with the same number of words.

1 Can I talk on Beryl Yang, please? _____

2 I'll like to speak to Beryl Yang, please. _____

3 Just a moment. I'm putting you up. _____

4 Just a moment. I'll join you. _____

5 Are you Beryl Yang? _____

6 Beryl Yang talking. _____

7 Hello. I am Andres Solano, from Solano and Associates. _____

8 I'm phoning on the proposal you sent us. _____

9 The reason I'm call is that we want to discuss it further. _____

10 We've lost your e-mail address. May you give it to me? _____

2. Student A is Andres Solano, Student B is Beryl Yang and Student C is the operator. Role-play this telephone conversation, using correct versions of the expressions above.

A: Say hello and say who you want to speak to.

C: Ask A to wait. Then say you will put A through.

A: Thank C.

B: Say hello, but don't give your name.

A: Ask who you are talking to.

B: Give your name.

A: Say why you are calling – about a proposal for a new office building.

B: Say you understand what A is talking about.

A: Say you want to discuss it further.

B: Agree. Say you have lost A's e-mail address. Ask A to give it to you.

(This situation is continued in Unit 7.)

1. Make a list of your priorities and outline the tasks for the day. Write down your short- and long-term goals, evaluate your progress frequently and stay focused.
2. Are you really present? You may physically be at work, but are you there mentally?
3. Learn how to work through others. Delegating tasks is an important skill to master at any level.
4. Always look for opportunities to broaden your skills. For example, you can attend professional development seminars.
5. Socialize with colleagues. This will help you learn about what's happening in other departments.
6. Create your own goals. Determine where you want to be professionally and what skills you need to reach that goal.
7. Be comfortable with being uncomfortable. Accept challenges that force you to try something new.
8. Be clear about what you want. If you believe you deserve a promotion, ask for one.
9. Take time off and relax.
10. Seek satisfaction. If you're disappointed by your current career, look for ways to transform your job into more of what you want.

If you follow this advice, you will significantly increase your opportunities to earn more money, get promoted sooner and move ahead faster.

Unit 2. SELLING ONLINE

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

The world of **e-commerce** moves fast. The **dotcom frenzy** of the late 1990s, with companies raising vast amounts of money from investors, for example just to sell dog food over the Internet, came and went, and some organizations removed the dotcom suffix from their names, so much did it become a synonym for failure.

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

Amazon is now almost the only **pure-play** (exclusively) online seller of goods that has any sort of brand recognition. The range of goods it offers is becoming ever broader, and its **e-fulfillment systems** (order processing and delivery) are renowned for their efficiency. But its long-term profitability is still not clear.

However, in services, low-cost airlines like EasyJet and Ryanair are reporting that more than 90 per cent of ticket purchases are now made online. This bears out the prediction made a few years ago that online sales would develop fastest where there are no goods that have to be **physically delivered**.

And then there is **business-to-business e-commerce**. Competing companies, for example in the car industry, have set up networks where they can get suppliers to do this. Orders are placed and processed, and payment made over the Internet, hopefully with massive cost reductions through the elimination of processing on paper. An allied area is **business-to-government**, where companies can bid for government contracts over the Net.

- 7. warehousing and delivery _____
- 8. pure-play online seller _____
- 9. e-fulfillment systems _____
- 10. to be physically delivered _____
- 11. business-to-business e-commerce _____
- 12. business-to-government _____

FILM DEALS ONLINE

Before you read

Have you ever visited the Amazon website? Have you bought anything from Amazon? Why do you think the company has been so successful?

Reading

Read this article from the *Financial Times* and answer the questions.

Amazon goes to Hollywood with film deal

Joshua Chaffin and Jonathan Birchall

Amazon, the largest online retailer, is going to Hollywood after striking its first deal for the film rights to a best-selling novel.

It is expected to team up with a Hollywood studio and producer after it acquired the screen rights to *The Stolen Child*, a fantasy tale by first-time author Keith Donohue. As part of the agreement, Amazon pledged that it would market the film and its subsequent DVD on its website.

The deal comes during speculation that Amazon is poised to broaden its film ambitions by introducing a new video download service in conjunction with major Hollywood studios.

Amazon said it did not intend to co-finance the film, but that the company's brand, retail expertise, and customers around the world could make it 'an extremely valuable partner in the marketing and distribution of this film'.

Amazon has this year increased its involvement in video programming on its site, launching a weekly interview program with artists and authors. In 2004, the company also produced five short live-action films on its website, featuring famous actors, which it used to promote its credit card and the range of goods available on its US site.

Another asset Amazon could bring to the film-making process is the consumer research compiled by its website. Based on its sales data, for example, Amazon would be well positioned to target the film at customers who have read the book and others like it, or bought similar DVDs from the site.

The deal also reflects the growing presence of non-traditional producers in Hollywood.

FINANCIAL TIMES

1. Match the words and expressions (1 – 9) with their meanings (a – i).

- | | | |
|------------------------|---------------------|-------|
| 1. striking | a) collected | _____ |
| 2. acquired | b) ready | _____ |
| 3. pledged | c) bought | _____ |
| 4. subsequent | d) following | _____ |
| 5. poised | e) extend, widen | _____ |
| 6. broaden | f) promised | _____ |
| 7. in conjunction with | g) using, including | _____ |
| 8. featuring | h) making, signing | _____ |
| 9. compiled | i) together with | _____ |

2. True or false?

- | | |
|--|-------|
| a). Amazon has bought screen rights to <i>The Stolen Child</i> . | _____ |
| b). The author has written several other books. | _____ |
| c). Amazon may provide a new video service. | _____ |
| d). Amazon will invest a large amount in the film. | _____ |
| e). Famous actors have been used to advertise Amazon products. | _____ |
| f). Amazon will be able to target potential customers easily. | _____ |

3. Complete the different forms of these words from the article. The first has been done for you.

NOUN	VERB
expectation	expect
a) agreement	
b)	feature
c)	grow
d)	intend
e)	launch
f) speculation	
g) involvement	

h)	promote
----	---------

Over to you

Have you ever downloaded a film onto your computer? Do you think eventually people will stop going to the cinema? Why (not)?

ONLINE ADVERTISING

Before you read

Do you pay attention to the advertisements online? Do you like them or do they annoy you? Do you think they are more effective than traditional advertising media?

Reading

Read the article from the *Financial Times* and answer the questions.

Online advertising

The volatility of Internet stocks says a lot about what is expected from them. It says rather less about the true health of the online advertising market.

Carat, the media buying group, expects Internet advertising worldwide to grow by 25 per cent this year. In developed markets, growth rates are even faster. US first-quarter online advertising growth, for example, was 38 per cent, and there remains plenty of room for further rapid expansion. Credit Suisse expects US online spending to grow at an annual rate of 22 per cent over five years, but that still leaves it with a total market share of about one-tenth.

Demand from advertisers, however, is strengthened because people believe that online advertising generates a high return on investment. Measurement is never easy, but based on survey data from TNS Media Intelligence, online currently enjoys a return on investment of 26 per cent, compared with 17 per cent for magazines, the next closest category.

Online offers the opportunity for manufacturers to reach a larger number of consumers. A recent study found that US food companies are increasingly using the Internet to target children with interactive games and commercials,

which is a concern for anti-obesity campaigners, but an example of the potential of 'rich media'.

With expected overall advertising market growth of only 4 to 5 per cent this year, traditional media continue to lose share. In the UK, for example, print media advertising shrank 5 per cent last year, while online grew by almost two-thirds. Share prices of Internet stocks will continue to fluctuate greatly, but it is traditional print media companies that face the toughest future.

FINANCIAL TIMES

1. True or false?

- a). This year, Internet advertising is expected to increase by a quarter. _____
- b). In some markets, the increase will be lower. _____
- c). Credit Suisse predicts spending in the US to fall below 22%. _____
- d). Online advertising in the US enjoys approximately 10% of the market share. _____
- e). The return on investment of online advertising is higher than for other media. _____
- f). Experts say that traditional media continue to lose market share. _____
- g). In the UK, online advertising has grown by 5%. _____
- h). Internet stocks should become more stable in the future. _____

2. Choose the alternative that best explains the words in *italics*.

- a) the *volatility* of Internet stocks
 - i) amount
 - ii) unpredictability
 - iii) attraction
- b) online advertising generates a high *return on investment*
 - i) amount of money earned from the investment
 - ii) amount of money budgeted for the investment
 - iii) amount of money spent on the investment
- c) *Anti-obesity campaigners* are people who are
 - i) fighting against weight loss.
 - ii) always going on diets.
 - iii) trying to reduce the number of overweight people.
- d) 'Stocks will continue to *fluctuate*' means they will continue to
 - i) remain stable
 - ii) go up
 - iii) go up and down

Over to you

Do you think there are any products which should not be advertised or sold online?

If you produce or want to sell a product, would you advertise it on the Internet? Why (not)?

NEGOTIATING: REACHING AGREEMENT

1. A businesswoman is talking about a negotiation that she recently took part in. Match the negotiating tips (1-7) with the things she says (a-g).

- | | |
|---|-------|
| 1. Be friendly. | _____ |
| 2. Prepare carefully before you negotiate. | _____ |
| 3. Have a lot of options. | _____ |
| 4. Never be the first to make an offer. | _____ |
| 5. Ask a lot of questions. | _____ |
| 6. Pay attention to the other side's body language. | _____ |
| 7. Summarize often the points you agree on. | _____ |
- a) I waited for the other guy to name his price. I didn't tell him what my objective was.
- b) I asked him exactly what his requirements were, who his current partners were and how long it would take him to reach a decision.
- c) Every half hour, I tried to say what we had agreed on and what remained to be negotiated.
- d) Before the negotiations, I spent days working on the figures.
- e) I knew if he didn't accept my first option, we had two cheaper options to propose.
- f) When the customer arrived, I asked if he'd had a good flight and offered juice and coffee.
- g) I asked if that was his final offer and he went red in the face.

2. Student A is a buyer for a large bookstore chain. Student B is the sales rep for a publisher. They negotiate the discount on a new thriller.

List of words and phrases to be learnt

To refund, discount, to return, to dispatch, to purchase, storage, warehouse, bargain, cooling off period, credit card details, method of payment, interest free credit, out of stock, money back guarantee, after sales service, to enquire, to integrate, online shopping, web shopping, internet shopping, offline shopping world, bricks-and-mortar retailers, traditional stores, physical shop, cut-throat, a dilemma, dual pricing, a margin, to shop about, to encourage, to bear the cost of running a physical shop, a rival, CEO, purchase, to maintain margins, urgent report, to face problems, demand, to appeal to, destination, accommodation, insurance, to negotiate, promotion, to get money in advance, joint venture.

Topic for rendering

Keys to success in online selling

The key to success is to treat the customer as a single individual, and not to treat customers as online customers or store customers. The most important thing is to understand that customers use websites for lots of different reasons. Some people are coming to a website to actually buy something on that day; other people are coming to a website to acquire information either about the product or about the retailer. The key to selling online is to understand or recognize what the customer wants when they are on the website and try and provide that information. The keys are providing good images and good information – technical information on all of the products that are sold; being very clear about the price of the product and any promotions that are running alongside those products; being very clear to the customer about what the delivery options are for each individual product; and then, allowing them to find all of that information and then buy once they're ready.

Unit 3. COMPANIES

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

Multinationals are the most visible of companies. Their **local subsidiaries** can give them global reach, even if their **corporate culture**, the way they do things, depends largely on their country of origin. But the tissue of most national economies is made up of much smaller organizations. Many countries owe much of their prosperity to **SMEs** (small and medium-sized enterprises) with tens or hundreds of employees, rather than the tens of thousands employed by large **corporations**.

Small businesses with just a few employees are also important. Many governments hope that the small businesses of today will become the multinationals of tomorrow, but many owners of small companies choose to work that way because they find it more congenial and do not want to expand.

And then, of course, there are the **sole traders**, one-man or one-woman businesses. In the professional world, these **freelancers** are often people who have left (or been forced to leave) large organizations and who have set up on their own, taking the expertise they have gained with them.

But in every case the principle is the same: to survive – the money coming in has to be more than the money going out. Companies with **shareholders** are looking for more than survival – they want **return on investment**. **Shares** in the company rise and fall in relation to how investors see the future profitability of the company; they demand **shareholder value** in the way the company is run to maximize profitability for investors, in terms of increased **dividends** and a rising **share price**. **Publicly quoted companies**, with their shares **listed** or **quoted** on a **stock exchange**, come under a lot of scrutiny in this area. Some large companies (often family-owned or dominated) are **private**: they choose not to have their shares openly bought and sold, perhaps because they do not want this scrutiny. But they may have trouble raising the capital they need to grow and develop.

Profitability is a key. Formulas for success are the subject of thousands of business courses and business books.

1. multinational _____
2. local subsidiaries _____
3. corporate culture _____
4. small and medium-sized enterprises _____
5. corporation _____

- 6. small businesses _____
- 7. sole trader _____
- 8. freelancers _____
- 9. shareholder _____
- 10. return on investment _____
- 11. share _____
- 12. shareholder value _____
- 13. dividends _____
- 14. share price _____
- 15. publicly quoted companies _____
- 16. listed or quoted on a stock exchange _____
- 17. private companies _____
- 18. profitability _____

COMPUTER COMPANY SUCCESS

Before you read

What do you know about Hewlett-Packard? Have you ever used or bought any HP products? How competitive do you think the computer technology market is?

Reading

Read the article from the *Financial Times* and answer the questions.

HP beats forecasts and raises outlook

Kevin Allison

Hewlett-Packard, the world's second-biggest computer maker, continued to benefit from its \$1.9bn cost-cutting drive, after it reported higher profits for the third quarter and raised its outlook for the year. HP reported net earnings of 48 cents a share – sharply higher than the 3 cents a share reported one year ago.

Mark Hurd, who launched the company's \$1.9bn restructuring after he became chief executive last year, said: 'We remain focused on growth and continue to perform well in the market.' He said HP was on track to close its latest cost-cutting round by the end of the year, although he added that the company would 'always be looking for ways to optimize' costs.

Sales grew 6 per cent to \$21.9bn as HP expanded in growing Asian markets and saw renewed activity in its core US market. HP shares rose 1.3 per cent to \$34.43 ahead of the announcement.

Mr Hurd said that the company's personal computer division saw margins of 4 per cent – the highest since HP bought Compaq, a rival personal computer maker, for \$21bn in 2002. 'We continue to see a competitive environment [in PCs], but I would not call it an extraordinarily difficult [environment],' he said.

HP, which makes products ranging from laptop computers to printers and servers that power corporate data networks, said revenues in the Americas grew 8 per cent year on year to \$9.7bn.

Asia also experienced strong growth, with revenue up 7 per cent. Sales in Europe, the Middle East and Africa were behind, however, with revenues up just 2 per cent.

FINANCIAL TIMES

1. Match the numbers (1-11) with what they refer to

- | | | | |
|----|----------|----|---|
| 1 | \$1.9bn | a) | revenue increase in Asia |
| 2 | 48 cents | b) | sales turnover in past year |
| 3 | 3 cents | c) | cost of buying Compaq |
| 4 | 6% | d) | current share value |
| 5 | \$21.9bn | e) | share price rise before announcement |
| 6 | 1.3% | | |
| 7 | \$34.43 | f) | percentage increase in sales |
| 8 | 4% | g) | margins on computer sales |
| 9 | \$21bn | h) | amount saved by HP in its
cost-cutting drive |
| 10 | 7% | | |
| 11 | 2% | i) | current net earnings per share |
| | | j) | revenue increase in Europe, the Middle
East and Africa |
| | | k) | last year's net earnings per share |

1____, 2____, 3____, 4____, 5____, 6____, 7____, 8____, 9____,
10____, 11____

2. Complete the sentences below with a preposition.

for from on of

- a). The company benefitted _____ increased investment in R&D.
b). The outlook _____ the next year looks very bright.

- c). Our strategy focuses _____ bringing the customer the best quality for the least money.
- d). We are always looking _____ ways to improve our products.
- e). We work hard to stay ahead _____ the competition.
- f). They bought the company _____ \$2bln last year.
- g). Prices of our products range _____ \$5 to \$5,000.

Over to you

Why do you think sales were slower outside the USA? What is important to you when buying a computer?

CHANGE FOR SUCCESS

Before you read

Do you think that company structures (business models) need to change frequently? Why (not)? Do you think companies have to operate internationally to grow?

Reading

Read the article from the *Financial Times* and answer the questions.

A foreign way to avoid dying at home

Jonathan Moules

Tony Jones has made his money by fixing things, including changing his business model to cope with a 'dying' UK manufacturing industry.

He created Advanced Total Services (ATS) in the 1990s, a business that repaired the electronics on industrial machinery. He sold ATS for 4m pounds in 1998, but soon started a new company, Lektronix, operating in the same market as ATS, but which aimed to expand faster by modifying the business model.

ATS had eight offices across the UK so local people were near factories. However, Lektronix only had three, focusing on the larger manufacturers. Consequently, Lektronix generated the same sales volume as ATS with a third of the number of customers and significantly lower operating costs.

Lektronix faced two big challenges. Firstly, it had created its own competition, ATS, and secondly it was dealing with a smaller market as British

manufacturers either closed or moved abroad. Overseas expansion was attractive, because in many markets there was no competition. The main problem was Mr Jones's lack of experience in international expansion.

His first target market was the Czech Republic. He decided to test the market by visiting potential customers. He spent three days visiting 20 companies, and his first local recruit was one of his cab drivers who had a background in sales. The rest of the Czech team was found through a local employment agency run by a Briton who spoke Czech.

The most difficult part was taking the first step, according to Mr Jones. 'Once you commit to doing it, you will meet people who know people who can help.

FINANCIAL TIMES

1. Use the correct form of words from the article to complete these sentences.

- a). If a machine breaks down, you have to r _ _ _ _ r it.
- b). An industry which is disappearing is said to be d _ _ _ g.
- c). If you c _ _ _ _ e a company, you start or set one up.
- d). When sales are falling, we say your market share is d _ _ _ _ _ _ _ g.
- e). We m _ _ _ _ y a plan or system when the situation changes.
- f). A difficult situation can be called a c _ _ _ _ _ _ e.
- g). A company needs to r _ _ _ _ _ t good staff if it wants to succeed.
- h). People who might be your customers are known as p _ _ _ _ _ _ _ l customers.

2. True or false?

- 1. ATS is owned by Tony Jones. _____
- 2. Lektronix provides a similar service to ATS. _____
- 3. Mr Jones set up Lektronix in exactly the same way as ATS. _____
- 4. Lektronix has far more customers than ATS. _____
- 5. Lektronix's operating costs are not as high as those of ATS. _____
- 6. Many manufacturers in the UK have closed down. _____
- 7. The market in other countries is very competitive. _____
- 8. Mr Jones went to the Czech Republic to see what he could set up. _____
- 9. Mr Jones employed most of the staff there himself. _____

Over to you

What potential risks do you think companies face when they set up in another country for the first time?

PRESENTING YOUR COMPANY

1. A company boss is presenting his company to potential investors. The presenter does *not* follow the usual tips for presentations and irritates the investors. Match the tips (1-6) that the presenter does not follow with the audience's reactions (a-f)

- | | |
|---|---|
| <p>1. Find out about your audience and adapt your presentation accordingly.</p> <p>2. Introduce yourself.</p> <p>3. Use humour carefully.</p> <p>4. Outline the structure of your talk.</p> <p>5. Vary the tone of your voice.</p> <p>6. Use clear visual aids.</p> | <p>a) This is no time for jokes.</p> <p>b) Is he still in his introduction or is he on to the main part?</p> <p>c) He's talking to us as if we were his customers, not potential investors.</p> <p>d) His slides contain too much information – all those boring figures!</p> <p>e) Who is this guy anyway?</p> <p>f) I'm falling asleep. He talks in the same tone the whole time.</p> |
|---|---|

1 _____, 2 _____, 3 _____, 4 _____, 5 _____, 6 _____.

2. Three human resources directors make presentations about their companies at a business school recruitment day. You are one of the HR directors. Use the notes below to make a presentation about your company.

	Futuropolis Parks	Austro Insurance	Smart-mart stores
Head office	Toulouse, France	Vienna, Austria	Peoria, Illinois
Activities	Theme parks about the future	All insurance products: life, property, car, etc.	Everything from food to clothing to furniture
Customers	Europeans, mainly middle class families with children aged 5 to	Businesses and consumers around the world	Consumers of all classes, all incomes

PROGRESS TEST 1 (UNITS 1–3)

VOCABULARY

A CAREERS

1. Complete the text (1–5) with the words from the box. There is one word you don't need.

bonus / promotion / qualification / salary / vacancy / workload

Amélie has a _____¹ in accounting from the University of Toulouse. Now she is looking for her first job. A company in her home town is advertising a _____² in the Finance Department. The company doesn't offer a very competitive _____³, but it does offer a performance-related _____⁴, so Amélie can earn more if she works hard and is successful. It is a big company, and Amélie thinks that there will be good opportunities for _____⁵ in a couple of years.

B SHOPPING ONLINE

2. Complete these sentences (6–10) with the phrases from the box.

after-sales service / credit card details / method of payment / money-back guarantee / out of stock

6. When you shop in a store, you can usually choose the _____ you prefer: cash, cheque or credit card.
7. Some people don't like to buy online because they are afraid of giving their _____.
8. If the product you want is _____, you may have to wait a long time for delivery.
9. Many online sellers offer a _____, which means you can get a refund if you are not happy with the product.
10. If you have problems after buying a product, you can ask the _____ department for help.

C COMPANIES

3. Complete the words (11–15) to match the definitions.

11. w _ _ _ f _ _ _ _ All the employees of a company or country
12. t _ _ _ _ v _ r The total money from sales during a particular period
13. _ _ _ f _ t The money a company makes after taking away its costs
14. s _ _ _ _ d _ _ _ y A company which is part of a group; more than 50 percent of it is owned by the parent company

15. s _ c _ _ _ All the companies that belong to a particular area of activity or industry

SKILLS DEVELOPMENT

NEGOTIATING

4. Complete the dialogue (16–20) with these sentences (a–f). Each sentence should match the function given in brackets. The first one is given as an example.

- a) We really need to have everything by the middle of the month.
- b) Well, we can offer you delivery of some items in ten days and the rest later.
- c) Can I check it with them and get back to you?
- d) I was hoping it could be sooner than that.
- e) OK, then.
- f) Delivery by the middle of the month could be all right as long as the Production Department agrees.

Seller We usually deliver in 14 days.

Buyer [rejects] d

Seller [makes an offer] _____¹⁶

Buyer [states aim] _____¹⁷. We have an important conference at the end of the month and we want to complete installation before then.

Seller Right – I understand. [makes concession] _____¹⁸ [makes request] _____¹⁹

Buyer [agrees] _____²⁰

Seller Good. What else do we need to discuss?

LANGUAGE

A MODALS 1

5. Choose the best options to complete this telephone conversation.

A Huxters. Good afternoon.

B Hello. *Could / Would*²¹ I speak to Marianne Feldman, please?

A Just a moment ... I'm sorry, she isn't answering her phone. *Would you / Would you like to*²² speak to someone else?

B OK. *Can / Will*²³ you connect me to someone in the computer department, please?

C Hello, Computer Department. Carla speaking. *Can / Could*²⁴ I help you?

B Hello. My name's Bernie Lang. I spoke to Marianne before. She was helping me to solve a computer problem – I *could / couldn't*²⁵ access the Internet.

- C Right. I'm afraid Marianne *can / can't*²⁶ come to the phone at the moment.
*Could / Would*²⁷ you like to leave a message for her?
- B Yes, please. *Would / Won't*²⁸ you tell her my computer is working OK now?
 And please say thanks very much for her help.
- C Yes, of course.

B MODALS 2

6. A toy manufacturing company is holding a competition to find a good name for a new toy. These are the rules for entering the competition. Choose the correct modal verb in the sentences below (29–34) so that each sentence matches the meaning of the rules.

Competition rules

- Minimum age: 18 years
- No more than three entries per person
- Entry is free
- Closing date: 31st December
- We recommend you type or write your name in CAPITALS

29. People *can / must* be at least 18 years of age to enter.
30. You *can/ must* send three entries.
31. You *shouldn't / don't have to* send four entries.
32. You *mustn't / don't have to* pay to enter.
33. Entries *mustn't / don't have to* arrive later than 31st December.
34. You *should / can* write your name clearly.

C PRESENT TENSES

7. Complete this extract from a speech by the CEO of a retail company (35–40). Write the verbs in brackets in the correct tense: present simple or present continuous.

'I'm pleased to tell you that our company [*expand*] _____³⁵ rapidly at present. We [*open*] _____³⁶ new stores all the time. Soon we will have stores in all the major towns across the country, and right now we [*recruit*] _____³⁷ over 100 new staff to work in them. As you know, we normally [*sell*] _____³⁸ men's clothing. But our plan now is to extend our range and to include clothing for women and children as well. We [*know*] _____³⁹ that our customers [*like*] _____⁴⁰ the informal style of our stores, and that style is now our trademark.'

Natura looking for growth outside of Brazil

Natura, a fast-expanding Brazilian cosmetics company that specialises in making 'natural' products from trees in the Amazon rainforest, is considering starting sales operations in the UK, USA and Russia as part of an international expansion plan.

Alessandro Carlucci, Natura's chief executive, says he would like to see the company gain at least 10 per cent of its annual sales from outside Brazil within five years. The percentage of international sales is currently 3 per cent.

'We think there is a lot of space in the cosmetics industry to grow and we think we have good products that will appeal to consumers in other countries,' Mr Carlucci said.

The company has a team of 15 people, based in the UK, USA and Russia, who are exploring ways to start selling cosmetics in these places, probably through groups of self-employed agents.

Natura's store in Paris, which opened last year, plans to recruit in the coming months about 50 sales agents in France. Mr Carlucci says the store in France is an 'experiment' to test interest by consumers outside Latin America in Natura's products.

He declined to provide details of Natura's sales in France, but said he was 'very happy' with the results so far.

How to create demand

Lipstick that can change colour according to a woman's feelings: blue when she is angry, red when happy. A machine that can paint a woman's nails in exactly the same pattern as her dress: these are the ideas of the future, according to Jean-Paul Agon, chief executive of L'Oréal, the world's biggest cosmetics company.

Mr Agon wants scientists and marketers to work together to maintain the French group's remarkable growth. 'It is not always by asking people what they want that you find the big idea,' he says.

L'Oréal is at its best when introducing or inventing a product that the consumer later comes to love. Mr Agon therefore believes that L'Oréal has a lot in common with companies such as Apple Computer and Nokia.

'Before the invention of cellphones and iPods, nobody thought they needed one, but now that they exist, everybody believes that they make life better. Beauty is a little the same,' Mr Agon says.

8. Read the two extracts and mark the statements (41–46):

- a) true for Natura

- b) true for L'Oréal
 - c) true for both companies
 - d) not true for either company
41. They sell cosmetics. _____
42. They sell only natural products. _____
43. They are market leaders in the global cosmetics industry. _____
44. They sell only in Latin America at present. _____
45. They are growing rapidly just now. _____
46. They are looking for ways to increase international sales. _____

9. Mark these statements (47–50) true (T) or false (F).

47. Mr Carlucci says that sales in France are falling. _____
48. Natura wants to employ people to sell its products abroad. _____
49. The extract about L'Oréal describes two future product ideas. _____
50. L'Oréal's CEO believes that the only way to find new product ideas is to ask customers what they want. _____

WRITING

10. You receive this e-mail. Write a reply of 50 to 60 words. Say that you are very busy next week, but you would like to meet Joy again. Suggest lunch. You are free on Monday or Wednesday between 12.30 and 1.30 p.m.

Hi!

Remember me? We met at the conference in St Petersburg last May. I'm going to be in your area next week, and it would be great if we could meet. Perhaps we could go out for dinner one evening? Please let me know if you have time and if so, which day you would prefer.

Hope to see you soon,

Best wishes

Joy

11. You see this job advertisement. Write an e-mail of about 40 words to Damian. Say that you are interested in the job and you would like more details and an application form. You do not have to give information about yourself in this e-mail.

Sales Executives

Omnia, a top media company, is recruiting talented sales people who wish to develop their career in media sales.

Salary €44,000

e-mail damian@omnia.co.uk for details.

TOTAL _____

Unit 4. GREAT IDEAS

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

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

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

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

-
-
1. corporate venturing and entrepreneurship _____
 2. entrepreneurial _____
 3. skunk words _____
 4. innovations _____
 5. breakthrough _____
 6. continuous improvement _____
 7. market response _____
 8. prototypes _____
 9. beta version _____
 10. beta-tested _____
 11. trials _____
 12. niche _____

IDEAS FROM CONSUMERS

Before you read

Can you think of some recent innovative products which are on the market?

Reading

Read the article from the *Financial Times* and answer the questions.

How ordinary people generate great ideas

Simon London

Working out where great ideas come from is one of the big puzzles of modern management. Corporate research laboratories and in-house product development groups are only part of the answer. Innovative products and processes can come from start-ups, competitors, university campuses and ordinary employees.

Eric von Hippel, a professor of management of innovation at the Massachusetts Institute of Technology, has spent three decades studying the role played by customers in shaping new products. The results are nicely summarized in *Democratizing Innovation*, a useful book on what he calls 'user-centered innovation'.

For example, people who do extreme sports such as windsurfing or ice-climbing, play a significant role in the development of equipment which is then

mass-produced by manufacturers. Surgical equipment companies are often led towards new products by surgeons who operate using the equipment.

Users are often the first to develop many, and perhaps most, new industrial and commercial products. For example, 3M, the industrial products group, has programs in place to collect ideas generated by key users. Von Hippel found that these products at 3M were likely to be more innovative, enjoy higher market share, have greater potential to develop into an entire product line.

Mass-producing products developed by key users is only one possible approach. Alternatives include selling toolkits with which customers can build their own creations. For example, International Flavors & Fragrances supplies customers with the tools to design their own food flavors. Users themselves develop the products.

These examples revolutionize the traditional division of labor between producer and consumer. *Democratizing Innovation* shows that the flow of ideas and expertise is more complex.

FINANCIAL TIMES

1. True or false?

- a). Most new ideas come from in-house research. _____
- b). It took Eric von Hippel three years to write his book. _____
- c). People who go windsurfing have helped to create new products. _____
- d). Surgeons are unlikely to be involved in product development. _____
- e). 3M uses consumers' ideas to create new products. _____
- f). Von Hippel believes that user-led products are often better than those developed inside a company. _____
- g). Some companies use toolkits to design their products. _____
- h). The division of labour between product and consumer has changed. _____

2. Choose the correct alternative for the word in *italics*.

- a). A *puzzle* is something which is
 - i) difficult to understand.
 - ii) very interesting.
- b). A *decade* is a period of
 - i) five years.
 - ii) ten years.
- c). A *key user* is
 - i) an important consumer.
 - ii) the market leader.

- d). If you *revolutionize* something, you
- i) modify it a little.
 - ii) change it completely.
- e). If something is *complex*, it is quite
- i) complicated.
 - ii) big.

Over to you

Work in small groups and think of a product you would like to improve.

Discuss how you can improve it, explaining:

- why you think it needs changing
- what idea(s) you have
- what benefits the change(s) will bring

IDEAS FROM R&D DEPARTMENTS

Before you read

How important do you think it is for big companies to invest in Research and Development? What do you know about General Electric (GE) and its products?

Reading

Read the article from the *Financial Times* and answer the questions.

GE keeps innovation under control

Francesco Guerrera

General Electric's Global Research Centre covers 550 acres, employs 1,000 PhDs, and has \$500m a year in funding. GE's scientists have to develop new products for one of the world's largest companies, with interests ranging from jet engines and nuclear power stations to microwave ovens and wind turbines.

The research center's past achievements remind companies they need to keep innovating in order to keep growing. The light bulb, lasers and special

glass for optical lenses were all historical breakthroughs when GE researchers developed them. Today, consumers and producers take them for granted.

With globalization and the emergence of low-cost manufacturing in Asia and elsewhere, companies around the world have discovered that growth only comes from selling better, more advanced products.

Thomas Edison, one of GE's forefathers, would have been proud: a GE research project for jet fighters resulted in an invention which revolutionized the way doctors recognize illnesses.

During the 1980s, scientists at GE's global research center were looking at ways to improve aircraft controls used by aircraft pilots. Years later, one scientist, who had also worked in a related medical program, suggested applying the technology to X-rays. By the mid-1990s, GE was studying 'digital X-rays', which give a more accurate view of organs and bones than was previously possible. In 2000, the company began marketing the first digital X-ray machine. The technology is currently used in less than 10 per cent of the one million radiology procedures done every day, but GE believes that it will eventually replace traditional equipment.

GE believes more of its inventions will find uses outside their intended sectors.

FINANCIAL TIMES

1. Match the words and expressions (1 – 8) to their meanings (a – h).

- | | | |
|---------------------|----|-----------------------------------|
| 1. microwave oven | a) | important new discovery |
| 2. wind turbine | b) | a machine to cook food quickly |
| 3. achievement | | |
| 4. remind | c) | someone who started the |
| 5. breakthrough | | company a long time ago |
| 6. take for granted | d) | success |
| 7. emergence | e) | not recognize the value of |
| 8. forefather | | something |
| | f) | machine which uses wind to |
| | | make energy |
| | g) | the appearance or arrival of smth |
| | h) | help remember |

1____, 2____, 3____, 4____, 5____, 6____, 7____, 8____

2. Answer these questions.

- a). How big is GE's Global Research Centre?

b). What kind of products does GE produce?

c). Which three products pioneered by GE are mentioned?

d). Who was Thomas Edison?

e). Give two examples of how research in one field lead to innovation in another.

Over to you

How difficult do you think it is to invent something completely new today? Should companies around the world work together to develop new ideas?

SUCCESSFUL MEETINGS

Correct the one word that is wrong in each of these useful expressions for meetings. The correct word begins with the same letter as the word that is wrong. (The headings in brackets are all correct.)

Chairperson

- 1 Can we state, please? (Beginning the meeting) _____
- 2 The main arm of this meeting is to ... (Stating the purpose of the meeting)

- 3 How do you fill about this? (Asking for comments) _____
- 4 Let's mobilize on now to ... (Changing the subject) _____
- 5 Sorry, I don't quite understand. (Clarifying) _____

Participants

- 6 I'm in flavor of... (Giving opinions) _____
- 7 Perhaps will should ... (Making suggestions) _____
- 8 I totally agreed. (Agreeing) _____
- 9 I don't know around that. (Disagreeing) _____

List of words and phrases to be learnt

To take advantage of an opportunity, to raise somebody's status, to enter a market, to extend a product range, to meet a need, to make a breakthrough, to generate, customer research, an award for innovation, brainstorming, business correspondence, 'out of the blue', to troop, to admire, to charge fee, to intend, to claim, to range from...to..., to observe, a sharp drop, wheat, soil, in comparison with, diversification, local officials estimate, showroom, potion, nobility, apprentice, dazzle, watch strap, network of sales offices, to propose ideas, concept, report, feature, to launch, to interact, access, to be in favor of, leaflet, to promote, new space, an unfulfilled need, target, sale outlet, gap in the market.

Topic for rendering

There are two types of innovation. The first type of innovation is where somebody has a wonderful idea that is apparently out of the blue. I think this happens very rarely. The second sort of innovation is where somebody takes an idea and moves it into a completely new space. I think eBay is particularly effective, because it took the idea of auctions – buying and selling things that people could do in their own location – and it made it accessible to anybody with access to the Internet. It also addressed an unfulfilled need, so something people wanted to do but had no way of doing in the past. And that was to get rid of all the things that they really didn't need to use any more, and to make money at doing it as well.

Unit 5. STRESS

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

People like work that is **rewarding** and gives them **satisfaction**. For this, a reasonable amount of pressure may be necessary: many employees want work that **stretches** them, to have the feeling that it can sometimes be difficult, but that it is also **stimulating** and **challenging**. This is necessary if one is to have pleasant feelings of **achievement**.

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

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

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

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

- 5. achievement _____
- 6. to feel overwhelmed _____
- 7. pressure _____
- 8. feelings of stress _____
- 9. to stress out _____
- 10. overwork _____
- 11. to burn out _____
- 12. rat race _____
- 13. treadmill _____
- 14. lifestyle _____
- 15. stressful or unstressful _____
- 16. quality of life _____
- 17. work/life balance _____
- 18. quality time _____
- 19. downshifting or rebalancing _____
- 20. stress industry _____
- 21. stress counselors _____
- 22. stress therapist _____
- 23. job satisfaction _____

INVESTING IN STRESS-FREE COMPANIES

Before you read

How big a problem is stress in the workplace? What are some of the main causes of stress?

Reading

Read the article from the *Financial Times* and answer the questions.

Investors are turning up the heat on stress

Alison Maitland

Workplace stress is attracting shareholders' attention. In a report, Henderson Global Investors, which manages 66.5bn pounds (\$117bn) of assets for individuals and institutions, asks companies to do more to deal with the causes of stress and reveal its costs.

A survey of 22 leading UK companies finds that most companies recognize stress as a potential risk to workers' health, but more than one-quarter have no system to assess this risk. Stress has become the biggest cause of sickness absence in Britain. It accounted for 36 per cent of days lost in 2004/05.

Jane Goodland, author of the report, says Henderson wants to understand how companies in which they invest are tackling this issue. She believes that preventive approaches to stress management can lead to business benefits.

To highlight the potential costs to individual companies, Henderson created two models – one for the transport and communications sector and another for the retail sector. It calculates the cost of stress-related absence in the transport and communications sector at 18m to 24m pounds a year for a company with 100,000 employees. A retail company of the same size can expect annual costs of 5m to 6m pounds. Previous research shows that larger workplaces appear to experience more stress-related absence per employee than smaller ones.

The BT group has recognized the seriousness of the problem. BT reports that 40 per cent of its work-related ill health is due to stress and mental illness. It has reduced sickness absence and saved costs in three ways: by reducing the sources of stress; identifying early signs; and helping individuals who are suffering or recovering from stress.

FINANCIAL TIMES

I. True or false?

- a). *Assets* are things of value which belong to a company. _____
- b). If you *reveal* something, you hide it from someone. _____
- c). When you *assess* something, you calculate the value of it. _____
- d). *Absence* means sickness. _____
- e). If you are *tackling* a problem, you are dealing with it. _____
- f). When you want to stop something from happening, you take *preventive* action. _____
- g). If you *highlight* something, you draw attention to it. _____
- h). The *source* of a problem is the result of the problem. _____

2. Number the paragraph headings in the correct order.

- a). One company's method of decreasing absence and costs
- b). Majority of companies are aware of the problem
- c). Examples of savings which could be made
- d). Companies should tell investors the cost of stress
- e). Companies who deal with stress will have advantages

Over to you

Do you think it is the responsibility of companies to reduce stress? How would you deal with stress in the workplace?

TECHNOLOGY – HELPFUL OR STRESSFUL?

Before you read

Do you think technological developments always make life easier?

Reading

Read the article from the *Financial Times* and answer the questions.

Freedom or slavery?

Alan Cane

Early morning in California, and Elizabeth Safran, a public relations consultant, is dealing with a huge number of e-mails. Everybody in the small company works from home and relies on e-mail and instant messaging to stay in touch. Elizabeth worries about her work-life balance and thinks that technology 'makes us more productive, but everybody is working all the time – weekends, evenings. It's too much.'

Five o'clock Friday afternoon in the UK, Paul Renucci, managing director of a systems integration company, switches off his computer. He now works at home and is off to pick up his children. In the past, it would take him two hours to get home from the office.

Ms Safran and Mr Renucci represent different sides of a modern problem: the capabilities of the latest communications technologies, such as e-mail, text, instant messaging and videoconferencing, make it difficult to draw the line between work and leisure and raise important questions about the nature of 'flexible working' – where employees can work where and when they choose.

There are three issues here. First, does the rise of portable, networked devices such as the Blackberry and Palm Treo really damage an individual's work and life? Second, what is the effect of these devices on traditional workplace relationships? And third, how do individuals manage them?

A Microsoft survey found that where flexibility had increased, so had productivity and employee morale, together with lowered stress levels and staff turnover.

However, individuals can suffer technology-related stress as work moves into their free time and from the complexity of the gadgets they must use, such as mobile phones where manufacturers try to persuade customers to upgrade more frequently.

FINANCIAL TIMES

1. True or false?

- a). The staff in Elizabeth Safran's company all work in the head office. ____
- b). Elizabeth is happy with the way she works. ____
- c). It takes Paul Renucci a long time to get to work. ____
- d). It is sometimes hard to separate work and free time. ____
- e). Technology means that people can work wherever they want. ____
- f). A Microsoft survey reported that everyone benefits from flexible working. ____
- g). Technology can be stressful for individuals. ____

2. Use the word or expression from the article to complete these sentences.

- a). If a company depends on someone, it r _ _ _ _ _ on that person.
- b). When you ask someone to stay in t _ _ _ _ , it means you want to see or speak to them again.
- c). The c _ _ _ _ _ _ _ _ of a machine is what kind of things it is able to do.
- d). F _ _ _ _ _ w _ _ _ _ _ describes when you can work where and when you want.
- e). If you can carry a piece of equipment, it is described as p _ _ _ _ _ .
- f). A d _ _ _ _ _ is a small machine which helps you do something.
- g). Everyone needs to do more work – the company wants to improve p _ _ _ _ _ _ _ _ _ .
- h). The way staff feel about the company and their work is described as staff m _ _ _ _ _ .

Over to you

Do you think that the use of modern technology can cause stress? Why (not)?

Three advertising agency managers are having a meeting about the problems of keeping their offices in London. Group the expressions (a-h) that they use under the headings (1-4).

1 Making suggestions 2 Giving opinions 3 Agreeing 4 Disagreeing

- a) How about introducing special payments to help younger staff buy a house in London? _____
- b) I agree with you when you say that London is a very expensive place to live. _____
- c) I feel that we are not being as productive here as we could be in a quieter place. _____
- d) I'm convinced that staying in London is absolutely necessary. _____
- e) I'm not sure I agree. I think with e-mail and the Internet we can have enough contact with the outside world wherever we are. _____
- f) We could offer to help staff with their travel costs. _____
- g) What about asking all employees to vote on where they would like the company to be based? _____
- h) Why don't we offer higher salaries to attract and keep the right people? _____

List of words and phrases to be learnt

Being stuck in a traffic jam, to queue, to negotiate, deadline, to make mistakes, society, to do research, to do yoga, to make a presentation, solicitor, lifestyle, workaholic, workload, flexitime, to work under pressure, to be convinced, open-plan offices, merger, redundancy, job security, to resign, Human Resources Department, salary payments, staff cuts, to solve the problems, heavy workloads, cause of stress, to focus on, to make the effort, demotivating, to suffer from headache, overcrowded offices, to send out a questionnaire, to slow down, perks, to cope with, hotspots, to identify problem, to prevent.

Topic for rendering

The most common causes of stress at work

Usually it's a combination of things rather than one cause. Some combinations are worse than others. For example, a very bad combination is where someone is under a lot of pressure, but they also feel that they have no control and they feel unsupported. That combination can cause severe stress and depression. People in that situation often feel helpless – that nothing they can do will make any difference, and that's a very bad feeling. In order to deal with stress, firstly one should investigate causes of stress, what we call stress risk assessment. The idea of this is to identify problem areas, hotspots, where the risk of stress is high, Secondly, we train managers by raising their awareness of stress and giving them skills to prevent and reduce stress at work.

Unit 6. ENTERTAINING

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

It has been said that when two American businesspeople meet, they are there **to do a deal**, but in Asia they are there **to establish a relationship**. Entertaining in Asia is often used to ‘size up’ a potential **business partner** – partner in the sense of future supplier or joint venture associate. Asians will want to know more about their guest, their background and their contacts before going ahead and doing business. This is an essential part of the business process, not just polite **etiquette**.

Relationship building takes different forms in different places – invitations to karaoke evenings in Japan or the yacht on the French Riviera are not to be refused. The demand for **corporate hospitality** in the UK has been criticized for making events such as Grand Prix racing or Wimbledon more expensive for ordinary people. But **corporate sponsorship** of sport and culture brings in large amounts of money, and many such events benefit from this overall.

Entertaining in the form of invitations to your host’s home exists in some cultures but not others, where work and private life are kept entirely separately.

Cultural awareness of norms in these and other areas can lead to better communication and avoidance of misunderstandings. Companies are spending more time and money these days on **cross-cultural training**, often but not always in tandem with language training, in order to facilitate better **social interaction**.

Socializing in another language is not easy. There is more focus than in business discussions on the language itself. Learners, rightly, demand formulaic expressions for particular situations. This is often called **small talk**. But to refer to it as ‘small’ undervalues its importance. Language learners see it as a minefield of potential problems and, inevitably, **gaffes**. People have their favorite stories about such mistakes, perhaps ones they made themselves. Telling these stories can be a useful; form of ice-breaking activity in the classroom when working on this much-demanded **social English**.

- 7. corporate sponsorship _____
- 8. entertaining _____
- 9. cultural awareness of norms _____
- 10. cross-cultural training _____
- 11. social interaction _____
- 12. socializing _____
- 13. small talk _____
- 14. gaffes _____
- 15. social English _____

ENTERTAIN IN STYLE

Before you read

How important do you think entertaining clients is? Should companies also reward staff in a similar way?

Reading

Read the article from the *Financial Times* and answer the questions.

Yachts: Business and the ultimate pleasure

Jill James

In a world where corporate hospitality and staff incentives are big business, yachts are chartered by many companies. Miriam Cain of Camper & Nicholsons, a company which hires and sells yachts, says companies use them because they offer high levels of security and privacy.

They are like six-star, self-contained private resorts, complete with business and conference facilities and entertainment and relaxation amenities. Their controlled environment is a key selling point, but at 90,000 Euros a day they may seem too expensive for most companies.

It is important to get professional advice when chartering a yacht. Edmiston is one of the best-known names in the yachting world, with offices in London, Monte Carlo, Los Angeles, Golfe Juan and Mexico. Their expertise and specialist knowledge of large yachts has led to partnerships with such companies as Netjets, Boeing Business Jets and Premier Automotive Group, owners of Aston Martin, Land Rover and Jaguar.

Attention to Detail is the brand name of the company' that manages corporate charters for Edmiston's. They will not say who individual clients are,

except that a lot of Attention's business comes from the telecommunications and motors sectors. The company can arrange anything the client wants, including celebrities, guest speakers, music and entertainment.

Yacht company Moody does a lot of business for conferences in Cannes, especially during the film festival. Companies use the yachts for accommodation, meetings and presentations. They also specialize in charters for the Monaco Grand Prix. These are mostly for companies wanting to entertain or impress clients and reward successful employees.

FINANCIAL TIMES

1. Match the words to make expressions from the article.

- | | | |
|----------------|-----------------|-------|
| 1 corporate | a). facilities | _____ |
| 2 staff | b). advice | _____ |
| 3 conference | c). knowledge | _____ |
| 4 professional | d). hospitality | _____ |
| 5 specialist | e). incentives | _____ |

2. True or false?

- a). People like using yachts because they are more secure than other venues. _____
- b). Some yachts can cost up to 90,000 Euros a week. _____
- c). Edmiston charters are managed by a company called Attention to Detail. _____
- d). Their clients are mainly famous musicians. _____
- e). Moody organizes the Cannes Film Festival. _____

3. Use the correct form of the words from the article to complete these definitions.

- a). If you want to encourage someone to do something, you may offer them an i _____ e.
- b). When you want to hire a plane or boat for your own use, you c _____ r it.
- c). It's important to have good s _____ y so that no one gets into a building without permission.
- d). A town, usually near the sea, where people go for holidays is known as a r _____ t.
- e). A _____ s are the facilities which are offered by a hotel, for example.
- f). When someone has a lot of knowledge and experience, we say they have e _____ e.

g). If you make a p _ _ _ _ _ _ _ _ _ n, you give a talk to people about a specific subject.

h). When someone does a job well, it is nice to r _ _ _ d them with a gift or bonus.

Over to you

Would you enjoy a company event on a yacht? Why (not)?

Work in groups to plan a company event to reward staff. Discuss

- which staff should be invited
- where you would hold the event
- what kind of entertainment you would provide.

GOLF SPONSORSHIP

Before you read

Why do some big companies sponsor major sporting events? Can you think of any examples?

Reading

Read the article from the *Financial Times* and answer the questions.

How golf appeals to blue-chip sponsors

Jill James

The current popularity of golf is matched by the number of companies who want to sponsor the game. Banks and motor manufacturers are two big business sectors that have invested billions of dollars in sponsorship.

Honda, Ford, Chrysler, Buick, Nissan and Mercedes all sponsor PGA tournaments. BMW and Volvo feature on the European Tour. Elsewhere,

HSBC, Barclays and RBS (Royal Bank of Scotland) have all built on their initial involvement and sponsor either Asian or European tour events.

Even smaller companies are getting involved. OKI Printing Solutions, sponsors of Portsmouth Football Club, decided to enhance its profile in the golf market by announcing a sponsorship of the OKI Castellon Open de Espana Senior on this season's European Seniors Tour.

Buick created one of the biggest splashes in sponsorship history in 1999 when it signed Tiger Woods for a reported \$20m to \$25m for five years. And that was mainly to have its company name on his golf bag. The company says it was definitely worth the money and is sponsoring his current contract.

Businesses sponsor golf competitions for publicity and to attract certain client groups to their products. Golf is still a game played by relatively wealthy people. And that is the main commercial attraction for most companies.

RBS says: 'Research has shown golf to be the closest to our key target audience of executive-level business people in our geographic priorities of the US and the Europe/UK, and more recently the Asia Pacific countries. Golf was chosen as the only "global" sport that, cost effectively, targets this audience on both sides of the Atlantic'

FINANCIAL TIMES

1. Match the words (1 – 6) with their definitions (a – f).

- | | | |
|--------------|--------------------------------------|-------|
| 1 popularity | a) a way to attract public attention | _____ |
| 2 initial | b) most important things | _____ |
| 3 enhance | c) first | _____ |
| 4 profile | d) big interest | _____ |
| 5 publicity | e) improve | _____ |
| 6 priorities | f) image | _____ |

2. Complete these sentences with the correct word from the article.

- a) Several British banks are involved with _____ and _____ golf tournaments.
- b) Smaller companies can improve their _____ by sponsoring golf.
- c) Buick felt that sponsoring Tiger Woods was _____ doing.
- d) People who play golf are usually quite _____, which attracts companies.
- e) RBS chose to sponsor golf because it _____ clients in both the USA and Europe.

Over to you

Imagine your company wants to sponsor a sporting event. In small groups, discuss:

- which sport would be best for your company
- which event you should sponsor
- who you should invite to the event.

List of words and phrases to be learnt

Food, location, friendly atmosphere, cozy, welcoming, to be in a convenient location, to charge reasonable prizes, fair prizes, delicious food, tasty, memorable shared experience, ask for the bill, to book a table, to make a reservation, to leave a tip, to order a starter, to have an aperitif, to have the main course, spicy, annual general meeting, dish, to taste, reminiscent, authentic, in response to tennis tournament, to turn up, to take out, to look around, to look forward to, to take part in, to take up, to turn down, to put off, to accept, to entertain, to hold a conference, participants, to allow, cost, peaceful, venue, subsidiary, questionnaire, workshop, to confuse, to break down barriers, purpose, to split up, to be full of trepidation, spacious, reasonable, arrivals and departures, access, essentials, to come up with, to reckon, disastrous, airport shuttle.

Topic for rendering

How to choose the venue of the conference successfully

Organizing a conference is very significant for any company, especially for a start-up. It is a key event that will affect the image of the company, that's why you have to be careful while choosing the venue. So, you have to put heads together and try to come up with a list of essentials. It's certainly got to have a spacious conference room as well as we'll need access to a number of seminar rooms because the participants will have to split up into special interest groups. Also I'd like to admit that the venue has got to be with reasonable distance of an international airport. And not to forget about fun, of course. All work and no play makes managers dull conference participants. So, the venue's got to provide a wide choice of leisure activities. That's very important. The conference program's really intensive, so the delegates will need to relax.

PROGRESS TEST 2 (UNITS 4-6)

VOCABULARY

A IDEAS

1. Choose the correct word (a, b or c) to complete each sentence (1–5).

1. A brainstorming meeting is useful when you want to _____ ideas.
a) criticise b) deal with c) generate
2. Researchers were working on the problem for a long time before they finally made a _____.
a) breakdown b) breakthrough c) break up
3. It is very difficult to _____ a new market when you have no experience of it.
a) enter b) meet c) introduce
4. We want to _____ our product range, so we're launching a new, luxury model.
a) extend b) exercise c) explore
5. We're hoping that our exciting new design will win an _____.
a) event b) enterprise c) award

B STRESS

2. Complete these sentences (6–10) with the words from the box.

deal with / give / meet / spend / take / work

6. I always feel stressed when I have to _____ a presentation in English.
7. If you want to succeed in this job, you have to be able to _____ under pressure.
8. Trying to _____ tight deadlines is always stressful.
9. Sara likes to work part time so that she can _____ more time with her children.
10. One way to _____ high levels of stress is to go to a stress counsellor.

C RESTAURANTS

3. Mark the adjective (a, b, c or d) which *cannot* be used to describe each noun (11–15).

11. **restaurant** a) elegant b) vegetarian c) stylish d) tasty
12. **service** a) efficient b) rich c) friendly d) fast
13. **food** a) welcoming b) delicious c) regional d) exotic
14. **dish** a) hot b) cosy c) rich d) sweet
15. **price** a) high b) fair c) hot d) reasonable

LANGUAGE

A PAST SIMPLE AND PRESENT PERFECT

4. For each gap (16–20), write the verbs in brackets in the correct tense.

A: Where can we take Mr Chen when he comes to visit us in London next month?

B: We could take him to see some of the sights.

A: Hmm. He [*visit*] _____¹⁶ London several times, so I think he [*see*] _____¹⁷ most of the sights already.

B: What about the theatre?

A: I [*take*] _____¹⁸ him to the theatre last year. Unfortunately, his English wasn't very good, and he [*not understand*] _____¹⁹ very much.

B: But perhaps his English [*improve*] _____²⁰ since then.

B PAST SIMPLE AND PAST CONTINUOUS

5. For each gap (21–25), write the verbs in brackets in the correct tense.

The other day, I [*sit*] _____²¹ in a meeting when I started to feel ill. We [*discuss*] _____²² a difficult problem at the time: we needed to increase the number of staff, but there wasn't enough space in the office for any new workers. Everyone [*think*] _____²³ it was too expensive to rent more office space. Because I was unwell, I [*decide*] _____²⁴ to leave and take some work home with me. While I [*walk*] _____²⁵ home, the solution suddenly came to me: why not let people work from home some of the time? That way, we wouldn't need so much office space and we could employ more people.

C MULTI-WORD VERBS

6. Complete these sentences (26–30) with the words from the box. There are more words than you need.

around / down / for / in / off / out / up / up
--

26. The conference planners have provided a free day on Saturday to give everyone the chance to look _____ the city.

27. I was planning to visit the New York office next week, but now I've put it _____ because of pressure of work.

28. We would like to take _____ your offer to meet us at the airport when we arrive.

29. The company restaurant doesn't offer very exciting food. I think we should take our customers _____ for a meal.

30. The sales staff invited us for dinner, but we had to turn _____ the invitation, as our plane was leaving at 7 p.m.

SKILLS DEVELOPMENT

A DISCUSSIONS

7. Choose the best phrase (a–h) to match each function and complete the dialogue (31–37). The first one is given as an example.

- a) I think we should
- b) I'm not sure that's a good idea.
- c) What about
- d) Yes, but what about the cost
- e) ~~We could go to~~
- f) I really don't agree.
- g) Why don't we
- h) Excellent idea.

A: Where do you think we should go for our annual office party?

B: [*suggestion*] e Le Gavroche again.

A: [*strong disagreement*] _____³¹. Their food isn't great, and the service is very unfriendly.

C: [*strong suggestion*] _____³² go to Hôtel Madeleine. They have a lovely big room that you can hire for parties.

A: [*disagreement*] _____³³. It's a long way for everyone to travel.

B: [*suggestion*] _____³⁴ hiring a bus?

A: [*disagreement*] _____³⁵? A bus would be very expensive.

C: [*suggestion*] _____³⁶ find out the cost and then decide?

B [*agree*]³⁷.

B SOCIALISING

8. Theodor introduces Angelika to Mark Lawton. Complete each gap in the conversation (38–40) with a suitable word.

Theodor Mark, I'd like _____³⁸ Angelika Strand, our marketing manager. Angelika, Mark Lawton is one of our most important customers.

Angelika Good to _____³⁹!

Theodor Oh – you know each other!

Mark Yes, we met last year at the Manchester conference. How's _____⁴⁰ at the moment, Angelika?

Angelika We're very busy, but everything's going really well, thanks. How about you?

READING

Women at the top: 'We have to be open to ideas'

Arlette-Elsa Emch brought a new business plan to the largest watch company in the world: the Swatch Group. Ms Emch has been so successful that she is perhaps the most powerful woman in the Swiss watch industry.

'I have changed a lot in the Swatch Group and I have shown men the importance of fashion and how it can influence watchmaking.

'It is important to bring a woman's feeling to watches, as 60 per cent of watch buyers are women. You have to listen and see what is happening. In Switzerland, we are surrounded by mountains and have to let ourselves be open to ideas.'

Another high-powered woman is the energetic Caroline Gruosi-Scheufele, co-president of family-owned Chopard. She changed Chopard from a watch company into an international luxury jewellery and watch brand.

'When I started work, we made just watches, but today we are well-known for our jewellery. When I first had the idea of making jewellery in 1976, my brother and father thought I was crazy, but they trusted me,' she says. Today, Chopard's jewellery sales equal watch sales in value terms.

'It is easier for women to understand what we might want,' she says.

Another example is Cinette Robert, owner of Dubey & Schaldenbrand. She was taught by Georges Dubey himself, who was prepared to overlook the fact that she was a woman because she was keen to learn.

'In the 1960s in Switzerland, women were not so well accepted in the workplace. They were given only small jobs, but this didn't disturb me. I found my way.'

Her way was to turn to banking in Zurich and, in 1995, she bought Dubey & Schaldenbrand, complete with ten watchmakers, and today employs 100 people. She admits it has been hard.

So what advice would she give to women wanting to enter male territory?

'Wait until you have enough experience, as the sector is becoming more competitive. It is easier now than it was in the 1960s when I started ... but it is still not easy for a woman.'

9. Read the article and choose the best description (a–d) for each woman (41–43).

41. Arlette-Elsa Emch _____
42. Caroline Gruosi-Scheufele _____
43. Cinette Robert _____
- a) bought a watch company after working in banking.
 - b) has more power than any other woman in the watch industry.
 - c) believes that men have the best ideas about watch-making.
 - d) introduced the idea that her company should make jewellery.

10. Choose the best description (a–d) for each company (44–46).

44. Swatch _____
45. Chopard _____
46. Dubey & Schaldenbrand _____
- a) is family-owned.
 - b) employs 100 people.
 - c) is market leader in the watch industry.
 - d) is run entirely by men.

11. Mark these statements true (T) or false (F) according to the article.

47. More than half of the people who buy watches are men. _____
48. Chopard earns as much money from jewellery as from watches. _____
49. Cinette Robert has owned her company for more than ten years. _____
50. Chopard has always made both jewellery and watches. _____

WRITING

12. Following the meeting at Igloo Foods (see the Listening section of this test), the Marketing Department put forward a proposal to launch a new range of healthy food products. The Finance Department has now agreed to the plan.

You are the Head of Marketing. Write a memo of 100 to 150 words (including a complete heading) to all marketing staff telling them the news. List actions you now need to take (new dishes → taste trials → product names → packaging design → advertising campaign)

Objective: launch six products by end of year

Encourage staff to make project a success.

MEMO

Date: June 14th

To:

From:

Subject:

I am pleased to inform you that ...

TOTAL _____

Unit 7. MARKETING

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

‘We must be smarter at devising packages of services that our customers want and pricing them attractively. Set the marketing department free to shape new packages. Don’t confine it to coming up with cute names for offerings designed by engineers and accountants’.

This sums up the position of marketing in many companies, where it is often seen as a fancy name for selling or advertising. But, as the quote shows, marketing people should be involved not just in promoting sales but in all aspects of the marketing mix:

- **product**: deciding what products or services to sell in the first place;
- **prices**: setting prices that are attractive to particular groups of customers (**segments**) and that are profitable for the company;
- **place**: finding suitable distribution channels to reach these customer groups;
- **promotion**: all the activities, not just advertising, used to support the product – everything from pre-sales information to after-sales service.

There are the **four Ps** of the marketing mix, the ‘levers’ of a company’s marketing machine, levers that it can adjust in different ways for different products and different buyers.

Another way of looking at this is from the point of view of customers, with the **four Cs**. From this perspective, the marketing mix is expressed in terms of:

- **customer solution**: offering the right product to satisfy particular **customer needs**;
- **customer cost**: the price paid directly by the customer to buy the product, including the ‘price’ involved in not buying another product of the same or another type;
- **convenience**: distributing the product in the way most suitable for each type of customers;
- **communication**: exchanging information with the customer. Customers are informed about products through advertising, sales literature and so on. But customers also communicate with the seller, for example through **customer helplines**. This is a good way for sellers to find out more about customers and their requirements and to change or improve their **offer**.

- 1. product _____
- 2. price _____
- 3. segments _____
- 4. place _____
- 5. distribution channels _____
- 6. promotion _____
- 7. the four Ps _____
- 8. the four Cs _____
- 9. customer solution _____
- 10. customer needs _____
- 11. customer cost _____
- 12. convenience _____
- 13. communication _____
- 14. customer helplines _____
- 15. offer _____
- 16. customer orientation _____

LUXURY BRANDS

Before you read

What do you consider to be luxury products? Does luxury always mean better quality?

Reading

Read the article from the *Financial Times* and answer the questions.

Advertising: Tried and tested or tired formula?

Claire Adler

If you studied the advertisements in any glossy magazine with the logos and company names covered up, how easily could you identify the brands?

In reality advertisements for most luxury brands are depressingly similar. According to Mark Tungate, author of *Fashion Brands: Branding Armani to*

Zara, many brands are owned by huge corporations with demanding shareholders, so they can't afford to take risks.

Luxury brands are expert at creating word-of-mouth advertising through fashion weeks, events and PR. Milton Pedraza, chief executive of New York's Luxury Institute, however, believes selling reputation and tradition is not enough. He says luxury brands should train their marketers to focus on customer needs through research and testing, as Procter & Gamble does.

Recently, brands have started using specialist luxury advertising agencies. Dawn Coulter, managing director of McCann Erickson's Luxury Box, whose clients include Gucci, says a new approach is being driven by the restructuring of many luxury organizations. Furthermore, there is a greater interest in luxury goods from consumers who mix and match luxury with cheaper products.

In luxury advertising, LVMH is the biggest player. 'The advertising spend of LVMH alone 2bn Euros this year – represents more than half the luxury industry's spend,' says Antoine Colonna at Merrill Lynch. He predicts a move towards more frequent campaigns, to prevent losing share of this difficult market. According to Simon Sylvester, the main differences between advertising luxury goods and consumer goods are 'in the luxury market, the benefits and features of a product are not as important as making sure who has them and who doesn't.'

FINANCIAL TIMES

1. Who says what? Match the following statements (a – f) with the person (1 – 5) who made them.

- a). Luxury brand companies will advertise more often.
- b). Several luxury brand companies are changing their organization structure.
- c). Companies owning luxury brands are reluctant to use innovative advertising.
- d). The advertising focus on luxury brands is on the customer, not the product.
- e). More ordinary consumers are buying luxury products.
- f). Luxury-brand marketing people need to concentrate more on what the customer wants.

- 1 Mark Tungate _____
- 2 Milton Pedraza _____
- 3 Dawn Coulter _____
- 4 Antoine Colonna _____
- 5 Simon Sylvester _____

2. Match the words (1 – 8) with their meanings (a – h).

1. _____, 2. _____, 3. _____, 4. _____, 5. _____, 6. _____, 7. _____, 8. _____

- | | | |
|-----------------|----|---------------------------|
| 1. glossy | a) | status or position |
| 2. depressingly | b) | concentrate |
| 3. demanding | c) | method |
| 4. reputation | d) | looks shiny and expensive |
| 5. focus | e) | miserably, sadly |
| 6. approach | f) | stop or avoid |
| 7. predict | g) | difficult, tough |
| 8. prevent | h) | forecast |

Over to you

Do you think that luxury-brand advertisements are all the same?

If you wanted to sell a luxury product, how would you advertise it?

FOOD AND DRINK COMPANIES

Before you read

Does the way a soft drinks company advertise its products encourage you to buy them? Do you think people prefer to buy 'healthy' drinks these days? Why (not)?

Reading

Read the article from the *Financial Times* and answer the questions.

Marketing: Investors adapt to consumer trends

Jenny Wiggins

When the world's biggest soft drink company starts changing its marketing tactics, investors should ask why. Coca-Cola, which has traditionally promoted itself via the Coke brand, using slogans such as 'Coke is it', now wants to inform consumers that Coke is not the only drink it sells. Its most recent

- | | | |
|-----------------|--|-------|
| 3. ditching | c) change or modify something | _____ |
| 4. perceived as | d) the centre or heart of smth | _____ |
| 5. impress upon | e) a saying to catch your attention in an ad | _____ |
| 6. adapt | f) doing badly, failing | _____ |
| 7. core | g) approach | _____ |
| 8. suffering | h) dropping or rejecting | _____ |

Over to you

Do you think that advertisements are enough to change people's ideas about a product range? Do you always believe everything you see and hear in advertisements? Why (not)?

TELEPHONING: EXCHANGING INFORMATION

Student A is Andres Solano, a client, and Student B is Beryl Yang, an architect. Role-play their telephone conversation. (This is a continuation of the conversation in Unit 1.)

A: Suggest meeting on Wednesday next week at 2.00 at your office. B: Ask for the address.

A: 32nd floor, 625 Seventh Avenue. Tell B to ask for you at reception. B: Agree.

A: Ask about the number of architects at Yang Associates.

B: 25 architects, including seven senior partners.

A: Ask about turnover last year.

B: Sales of 20 million Euros in architects' fees.

A: Ask about important clients.

B: Clients: important companies such as JPG, AEI, KLQ and HRTZ. Say you can e-mail pictures of buildings you have designed for these companies.

A: Agree.

B: Ask for A's fax number in case there is a problem with e-mailing the pictures.

A: Your fax number is 212 563 9864. You are in a hurry. Say you look forward to seeing B on Wednesday at two. Say goodbye.

B: Confirm you look forward to seeing A. Say goodbye.

- 1) to have a passionate curiosity for the customer;
- 2) to get a deep understanding of their needs and their behavior;
- 3) to analyze all the business data and market research constantly;
- 4) to have a strong business sense;
- 5) to have an instinctive understanding of how your company makes money.

As a marketer, you have to have really great communication skills because you're often responsible for things like profit or pricing. You have to have great sort of influencing skills, to get people to understand what's behind the strategies, but also to be motivated to deliver them for you and for the business. A good marketing strategy is based upon a real understanding of customers, but beyond that, being able to group customers, to understand who are the most attractive to your company and who are least attractive; and then being able to target your offer and design your offer to meet the needs of the most attractive groups better than your competitors do.

Unit 8. PLANNING

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

Planning is about resource allocation, the way that individuals and organizations deploy their (by definition) limited resources such as time, money and expertise.

In the case of individuals, you could say that there is a worldwide planning industry, with its calendars, diaries, electronic personal organizers and **time management** training. These (often very expensive) courses tend to sort out some fairly obvious advice.

- Make lists of things you have to do. Classify them in terms of urgency and priority.
- Pursue tasks single-mindedly. Do not allow yourself to waste time through distractions and interruptions.
- Delegate. Do not try to do everything by yourself.
- Do not try to be a perfectionist in everything. Do each task so that it is 'good enough' for the circumstances.

But all these things are easier said than done.

For complex projects involving many people and tasks, the **Gantt chart** is the tool of choice. This is a diagram that shows the different stages of a project, indicating the tasks that can be done at the same time as others, and those that must wait until other tasks are completed. Originally conceived about 100 years ago, Gantt charts are now produced using computer software. Other computer-based **project management tools** have been developed by particular companies or are available commercially.

Companies also have to plan for events that they do not want, such as disasters. **Contingency planning** is designed to prepare for the worst, with specific plans of action for **disaster recovery**, including handling of the media and protecting, as far as possible, the company's reputation.

Organizational planning in its grandest form is one element of **strategy**, where companies make long-term plans about the future development of their activities. Here, they have to anticipate competitors' activities as well as trends in the general economic and political **environment**. Very large organizations have teams of **scenario planners** trying to predict how this environment may change and how they might prepare for and perhaps influence this change.

- 3. time management _____
- 4. Gantt chart _____
- 5. project management tools _____
- 6. planning _____
- 7. contingency _____
- 8. disaster recovery _____
- 9. strategy _____
- 10.environment _____
- 11.scenario planners _____

EXPANSION PLANS?

Before you read

Do you prefer shopping in a supermarket or small shops? Why? How easy or difficult do you think it is for supermarkets to move into other countries?

Reading

Read the article from the *Financial Times* and answer the questions.

Tesco plans to open Las Vegas supermarkets

Jonathan Birchall and Elizabeth Rigby

Tesco's unusually low-profile US expansion strategy is about to take it to Las Vegas, one of the fastest growing cities in the US, in addition to its plans to open stores in the Los Angeles and Phoenix areas next year.

Tesco is the UK's biggest supermarket chain, and retail analysts predict it will become Britain's biggest non-food retailer by the end of the year, overtaking Argos Retail Group.

The US push is part of Tesco's plan to expand in its domestic market and abroad. Tesco is looking for sites in Las Vegas for its planned Fresh & Easy range of mini-supermarkets.

Tesco announced its US plans in March, after conducting comprehensive market research that included a trial store in a warehouse in Los Angeles that looked like a film set. Tesco has not said how many stores it plans to open in the US and declined to comment on its strategy for Las Vegas.

The company said in March it would invest 250m pounds (\$476m) a year to fund its US expansion, a budget that should enable it to open as many as 200

stores a year. Las Vegas, with 1.7m people, is in Nevada, the fastest-growing state in the US. There is intense competition there for new customers between its existing traditional supermarkets – dominated by Kroger and Safeway – and Wal-Mart, the largest US retailer, which now has about 20 per cent of the overall US grocery market.

Tesco's strategy is based on creating a range of small stores on sites of about 14,000 sq ft similar to its Tesco Express concept in Europe.

FINANCIAL TIMES

1. Match the words (1 – 8) to their meanings (a – h) as they are used in the article.

- | | | |
|---------------|---------------------------|-------|
| 1. predict | a) doing or carrying out | _____ |
| 2. conducting | b) idea or design | _____ |
| 3. trial | c) expect or forecast | _____ |
| 4. declined | d) test | _____ |
| 5. witnessing | e) experiencing or seeing | _____ |
| 6. intense | f) controlled | _____ |
| 7. dominated | g) refused | _____ |
| 8. concept | h) strong | _____ |

2. True or false?

- a) This year, Tesco plans to open a store in Phoenix. _____
- b) Tesco is already UK's largest non-food retailer. _____
- c) Tesco has plans to expand both in UK and abroad. _____
- d) Tesco is planning to make films in the USA. _____
- e) Tesco will open up to 200 stores in America. _____
- f) Wal-Mart has more of the US grocery market than Safeway. _____
- g) Tesco's strategy is to have large food stores in America. _____

Over to you

Do you have any foreign supermarkets in your country? If so, have they been successful? Why (not)?

SURVIVAL PLANS

Before you read

How important is planning for a company? How often should companies revise their plans?

Reading

Read the article from the *Financial Times* and answer the questions.

Ford restructuring plan shifts up a gear

Doug Cameron

Ford will unveil its accelerated restructuring plan at the end of next month as the US car-maker tries to halt losses and adapt to a huge change in domestic demand. Mark Fields, president of Ford Americas, yesterday said it would speed up the 'Way Forward' plan announced in January in response to the changes in buying habits caused by high fuel prices and market trends.

Ford suffered from the fall in demand for large pick-up trucks and utility vehicles, once its most profitable segment, in the face of \$3-a-gallon petrol prices. It has also been hit by the poor performance of its luxury car segment and has hired advisers to explore a potential sale of non-core assets.

Mr Fields outlined a range of future product launches, including an addition to the luxury Lincoln brand. 'I can confirm that our plans do include more new products and quicker and deeper cost-cutting,' he said. They may have to add to the 14 plant closures and 12,000 job cuts outlined in January. 'Acceleration doesn't mean a new plan. It means a new timetable.'

Mr Fields said Ford's own new product line-up had seen it gain market share in the light-truck sector and maintain the steady share in the car segment, despite being overtaken in July sales by Toyota, the first time the Japanese auto-maker has claimed the second spot in the US market behind GM.

Ford is also considering plans to invest \$bln at its plants in Michigan to improve flexibility and boost research and development to keep up with changing consumer tastes.

FINANCIAL TIMES

1. Which of these are part of Ford's plans?

a). increasing exports

b). building new factories

c). launching new product in Lincoln brand

- d). further cost-cutting _____
- e). restructuring _____
- f). laying off staff _____
- g). investing in existing factory _____
- h). producing new truck designs _____

2. Choose the correct definition of the word in *italics*.

- a). If you *unveil* a plan, you
 - i) show it to people.
 - ii) keep it secret.
- b). When a company *adapts to* something, it
 - i) agrees to do something.
 - ii) it makes necessary changes.
- c). We *speed up* when we need to go
 - i) faster.
 - ii) more slowly.
- d). *Non-core* assets of a company are ones which are
 - i) the most important.
 - ii) the least important.
- e). 'He *outlined* a range of future plans' means he
 - i) showed diagrams of the plans.
 - ii) described them briefly.
- f). If something *boosts* sales, it means that sales are
 - i) up.
 - ii) down.
- g). If a company *keeps up with* changing consumer tastes, it
 - i) makes changes according to consumer tastes.
 - ii) is always changing product designs.

Over to you

What would you advise Ford to do next?

MEETINGS: INTERRUPTING AND CLARIFYING

Find the missing words in these expressions. There is one word missing in each of them.

Interrupting

1. Could just say something?
2. Could I just comment that?
3. Hold on minute.
4. Sorry interrupt but...

Clarifying

5. How you mean exactly?
6. What exactly do mean by...?
7. Are saying ...?
8. So you're saying is that...

1.____, 2 _____, 3 _____, 4 _____, 5 _____, 6 _____, 7 _____, 8 _____

List of words and phrases to be learnt

To estimate costs, to forecast sales, to do research, to collect information, to consider options, to rearrange, to keep within a budget, a deadline, report, schedule, unfortunately, however, recently, leasing, loan, a government grant, a business angel, an equity partner, external funder, a template, to refine plan, tip, to involve, assets, to account for, to renovate, to spring up, to boost, vehicle, to employ, to intend, chief executive, renovation, appreciate, efficiency, notably, skilled workforce, crossroads, attraction, retail center, to expand, sales target, to broadcast, traffic jam, to revise, start-up, goal, mission statement, vision, destination, to carry out, concern, to shape, small and medium-sized business, to ensure, staff, personal contribution.

Topic for rendering

Planning in business

It's important to have a clear idea about your business goal. You need to know where you want to get to. Choose the structure for your business very carefully, and don't reinvent the wheel. There is a good guide out there in the marketplace. This structure will then lead you logically and sequentially through all the activities that you need to do. Planning is very important for start-up businesses, new businesses, you can make your mistakes on paper; and for established businesses embarking on new projects, the same applies. One particular tip: desktop market research is great and is very valuable, but research

carried out talking to real clients who really want to buy your service or your product breathes life into any plan. So use your clients to market test your ideas and help you to refine your plan. And again, this applies to both start-ups, new businesses, and established businesses; and with established businesses, it is always worth undertaking independent research.

Unit 9. MANAGING PEOPLE

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

In the 1960s, Douglas McGregor, one of the key thinkers in this area, formulated the now famous **Theory X and Theory Y**. Theory X is the idea that people instinctively dislike work and will do anything to avoid it. Theory Y is the more enlightened view that everyone has the potential to find satisfaction in work. (Others have suggested Theory W (for ‘whiplash’), the idea that most work since the beginning of human society has been done under conditions of total coercion, i.e. slavery).

In any case, despite so much evidence to the contrary, many managers still subscribe to Theory X, believing, for example, that their **subordinates** need constant **supervision** if they are to work effectively, or that decisions must be **imposed** from above without **consultation**. This, of course, makes for **authoritarian** managers.

Different cultures have different ways of managing people. Some cultures are well known for the consultative nature of decision-making – all members of the department or work group are asked to contribute to this process. This is management by **consensus**. Many western companies have tried to imitate what they see as more **consensual** Asian ways of doing things. Some commentators say that women will become more effective managers than men because they have the power to build consensus and common goals in a way that traditional male managers cannot.

A recent trend has been to encourage employees to use their own **initiative**, to make decisions on their own without asking managers first. This **empowerment** has been part of the trend towards **downsizing**: reducing the number of the management layers in companies. After **delaying** in this way, a company may be left with just a top level of senior managers, **front-line** managers and employees with direct contact with the public. Empowerment takes the idea of **delegation** much further than has traditionally been the case. Empowerment and delegation mean new forms of **management control** to ensure that the overall business plan is being followed, and to ensure that operations become more profitable under the new organization, rather than less.

Another trend is **off-site** or **virtual management**, where teams of people linked by e-mail and the Internet work on projects from their own premises. Project managers judge the performance of the team members in terms of what

-
-
1. Theory X and Theory Y _____
 2. subordinates _____
 3. supervision _____
 4. imposed _____
 5. consultation _____
 1. authoritarian managers _____
 2. consensus _____
 3. consensual _____
 4. initiative _____
 5. empowerment _____
 6. downsizing _____
 7. delayering _____
 8. front-line managers _____
 9. delegation _____
 10. management control _____
 11. off-site or virtual management _____

GIVING STAFF MORE FREEDOM

Before you read

What kind of manager do you think you are / would be? Do you think it's better to work for a manager with strong opinions or one who asks staff for their ideas?

Reading

Read the article from the *Financial Times* and answer the questions.

Secrets of the maverick cobbler

James Wilson

Fifteen years ago, Mr Timpson bought out his partners in the shoe-repair business that bears his family name. In 1995, he bought Automagic, the shoe-repair and key-cutting chain. Since then Timpson has turned to key cutting, watch and jewellery repairs and engraving, acquired two big high-street rivals and broken through 100m in annual sales. Still only Mr Timpson owns shares.

'We are committed to being 15 independent. I'm not interested in a deal that involves equity being given to anybody,' says Mr Timpson, who is company chairman, while his son James is managing director. To some, the company style might seem rather old-fashioned, with holiday homes for staff, training schemes and newsletters with personal input from Mr Timpson.

Tight control of the business ensures the company's commitment to what Mr Timpson calls 'upside-down management': giving power to those a long way from head office in Manchester. Mr Timpson believes that the most important staff are those who cut customers' keys and reheel their shoes. Everyone else, from area managers to the boardroom, is there to serve the shop staff, who are given plenty of freedom as long as they prioritize customers' needs.

'I think it would be difficult for some professional manager to come in and do it our way. I don't expect other people to come up with the ideas. That is my job or James's job. But I can't then tell them what is going to happen. I have got to persuade them. My form of management is a lot of communication. It won't work unless they approve of it,' says Mr Timpson.

FINANCIAL TIMES

1. True or false?

- a) Timpson's repairs watches and jewellery. _____
- b) There are several family shareholders. _____
- c) Employees can use holiday homes owned by the company. _____
- d) Mr Timpson believes that only people in head office can make decisions. _____
- e) People who work in his shops are very important. _____
- f) The most important thing is to look after customers. _____
- g) Management's job is to support staff in the shops. _____
- h) Mr Timpson encourages staff to come up with ideas. _____
- i) Communication is a key factor in Mr Timpson's management style. _____

2. Choose the alternative that best explains the words in *italics*,

- a) A *cobbler* (headline) is someone who makes
 - i) keys
 - ii) shoes
 - iii) jewellery
- b) In business, a *rival* is a
 - i) competitor
 - ii) supplier
 - iii) sub-contractor

- c) If a company is *committed* to doing something, it means it has
 - i) negotiated to do it
 - ii) promised to do it
 - iii) refused to do it
- d) If you *persuade* someone to do something, you
 - i) stop them from doing it.
 - ii) make them believe it is a good idea to do it.
 - iii) keep telling them to do it.

3. Complete these sentences with the correct preposition.

- a) The company is committed _____ listening to what customers say.
- b) Mr Timpson is not interested _____ selling any of his shares.
- c) It can be difficult _____ some people to take responsibility.
- d) Mr Timpson does not expect his staff to come up _____ new ideas.

Over to you

Would you like to work for a boss like Mr Timpson? Why (not)? What do you think is the most important quality or skill a manager should have?

IMPROVING THE WORK ENVIRONMENT

Before you read

Do you think that companies should have social events to bring everyone together? If so, what sort of events do you think work best?

Reading

Read the article from the *Financial Times* and answer the questions.

Bonds that keep workers happy

Alison Maitland

Many people would laugh at the idea that the workplace can be a relaxing place. With their mobiles, laptops and BlackBerries, they would be more likely to complain about the way their work takes over their private lives.

The employees of Europe's best workplaces take a very different view, however. One noticeable theme to emerge from this year's survey is the strong attraction that many employees feel to their work and the personal bonds they have with their colleagues and managers.

At Confinimmo, a small Belgian property investment company in this year's European top 10, employees go on a paid team-building trip each time a new person joins their department. Celebrations and informal lunches are another way of bringing employees and managers together. 'Although the company has seen strong growth, it keeps its feeling of a small, familiar team,' says one employee.

At Boehringer Ingelheim, a family-owned Danish drug company that has been in the top 100 since the survey began four years ago, there are social events and celebrations all year, often attended by employees' children. Champagne and chocolate are brought out to mark achievements. 'Our managing director knows everyone by his first name,' says one member of the 132-strong workforce.

It is, of course, easier to create a family feeling in a small business. But bonding is also a feature of the smaller European offices of Microsoft, which is in this year's top 10. The employees of the software giant in Norway, for example, go mountain-hiking together and recently climbed seven of the highest mountains in southern Norway to symbolize their seven business goals.

FINANCIAL TIMES

1. Match the words and expressions (a – 5) with their meanings (a – e).

- | | | |
|--------------|-----------------------|-------|
| 1. bonds | a) represent | _____ |
| 2. theme | b) come out of | _____ |
| 3. emerge | c) links, connections | _____ |
| 4. giant | d) topic | _____ |
| 5. symbolize | e) huge company | _____ |

2. True or false?

- a) Employees of Europe's best workplaces think the workplace can be like home. _____
- b) At Confinimmo, every new person has to pay for a team-building trip. _____
- c) Confinimmo feels like a smaller firm than it is. _____
- d) This is the first time the Danish company has been in the top 100 companies. _____
- e) Employees' children are welcome at the social events. _____
- f) The MD knows the first name of all his employees. _____

- g). Bonding is easier in a small company. _____
- h). Microsoft has failed to rank in the top ten this year. _____

Over to you

What can companies do to make the workplace a more enjoyable place to be in? What is important to you when choosing a company to work for?

SOCIALIZING AND ENTERTAINING

A business visitor from abroad has been invited to dinner at his host's house. Match the subjects (1 – 5) to the visitor's questions (a – e).

- | | |
|--|--|
| 1 Being on time | a). Should I wear a tie? |
| 2 The way people dress | b). What should I take? Flowers, chocolates, a bottle of wine? |
| 3 How to address people | c). Should I shake hands with him again? We already shook hands this morning. |
| 4 Giving gifts | d). Should I arrive at the time I was given or should I get there 15 or even 30 minutes later? |
| 5 Shaking hands/
kissing/hugging/
bowing | e). Should I call their partner by their first name? |
- 1 _____, 2 _____, 3 _____, 4 _____, 5 _____

You are one of the people below. You meet one of the other people, a business contact. Use the information given to make small talk about what you do in your spare time. Add your own ideas to the notes, as in this example.

Marie: What do you usually do after work, Ingvar?

Ingvar: I play a lot of tennis, indoors of course, and some evenings I go cross-country skiing just outside Stockholm, where I live. How about you, Marie?

Marie: Well, there's a lot to do in Paris, and I like to go to the theatre or go out for dinner somewhere. I have five weeks' holiday a year, so I take three weeks in August and go somewhere exotic. Last year, I went to Thailand.

Ingvar: Really!

	Winter	Summer
Ingvar – Stockholm	indoor tennis, cross-country skiing (just outside Stockholm)	house in the country, sailing (islands near Stockholm)
Marie – Paris	restaurants and theatre in Paris	travel abroad (five weeks' holiday a year, three in summer)
Len – London	sport on TV (most evenings)	play cricket (local team)
Raisa – Moscow	skating (lake near Moscow)	house in the country (100 km from Moscow)
Domenico – Milan	go to watch InterMilan play (every match, home and away)	sailing (lakes in the Alps)
Susan – Edinburgh	walking (Scottish highlands)	travel (June or July), go to Edinburgh festival (August)

List of words and phrases to be learnt

To make suggestions, to reflect, to respect, to reduce, superficial, to respond to, to listen to, to deal with, to delegate to, to believe in, to communicate with, to invest in, to report to (on), to apologize for (to), to talk to (about), to agree with (on), to argue about (with), to lose someone temper, to recognize, to win support, to build credibility, challenge, stakeholders, to have confidence, weaknesses, mentor, to be aware of, career path, to be under pressure, to crack, draw on the experience, over-confident, to select, delivery date, basic salary, early delivery, staff customer loyalty, to perfect, concern, to get driven out, to take for granted, assumption, hospitality.

Topic for rendering

A Manager

No company is able to exist without managers – as a company appears, immediately there is a need to manage it. Therefore, we can say that the profession of a manager is one of the most needed and paid in the modern economic world.

A manager is a specialist in planning, organizing, motivating and controlling his subordinates' work. He must perform such functions as administrative, strategic, consultative, communicative etc. His main task is to create conditions for the most comfortable work. To become successful, a manager should be hard-working, flexible, disciplined, initiative, careful, persuasive, persistent, know how to reach his aim and to use time and resources effectively, to have strong will power and an adequate self-esteem, to be good at psychology in order to understand people he works with. A manager is a person responsible for supervising and motivating employees and for directing the progress of an organization.

To be a good manager, you need to understand that there are things that motivate everyone and these are some very familiar, common themes like, people care about their families, people – everybody wants to make a difference, everybody needs to be respected. But the most difficult thing is to understand how everybody is unique and different. Also you need to perfect the art of asking questions and listening to people.

PROGRESS TEST 3 (UNITS 7–9)

VOCABULARY

A MARKETING

1. Match each phrase with one of the definitions (1–5) below.

sales target _____

market segment _____

advertising agency _____

consumer profile _____

product life-cycle _____

1. A group of consumers who have similar age, income and interests
2. A description of a typical customer who may be interested in a product
3. A business that produces advertisements and advises companies on advertising
4. The number or amount that a company aims to sell during a period of time
5. The length of time that people continue to buy a product

B PLANNING

2. Complete this extract from a presentation to a group of people wanting to start their own business (6–10) with words from the box. There is one word you don't need.

arrange / collect / do / estimate / invest / prepare
--

OK, so you've got an exciting new product idea and you want to develop and sell it. The first thing you have to do is _____⁶ a plan. You need to see if there is a demand for your product, so you should _____⁷ some research to find out how many people might buy it and who these people are. You also need to _____⁸ information about similar products already on the market and what price they sell at. Next, you have to _____⁹ the costs of developing, manufacturing and selling your product. And of course, you mustn't forget to add in the costs of running your business – office rent, salaries and so on. With this information, you can calculate how much profit you could make. Then if you need help with financing, you can take your plan to a bank. Or you could try to find an equity partner – someone who wants to _____¹⁰ in your idea ...

C PREPOSITIONS

3. Complete this text (11–15) with the correct prepositions.

I find it very hard working with Andy. He just doesn't communicate _____¹¹ people. He does his own job well enough, but he never talks _____¹² what he's doing or what he's done. It makes it very difficult to deal _____¹³ problems. Sometimes I try to discuss problems with him, but he doesn't respond _____¹⁴ my concerns. He leaves everything to me. For example, yesterday, a customer file was missing. I asked him if he'd seen it and he said 'no'. But then I found it on his desk. And he never apologised _____¹⁵ me!

LANGUAGE

A QUESTIONS

4. Write the questions that lead to each answer below (16–20). Use the question words given.

For example:

When *did you leave*?

We left at 10 p.m.

16. Which _____?

I prefer the first option.

17. Who _____?

Jane Moorcroft is the CEO of Binhams plc.

18. Where _____?

We held the meeting in London last year.

19. Why _____?

I've decided to resign because of stress.

20. How much _____?

The new model costs \$144.

B FUTURE

5. Complete the sentences (21–25) with the words and phrases from the box.

am planning / flying / going to / hope to / meeting / starts / will have

For example:

As you can see from my schedule, I'm *going to* be out of the office next week.

21. On Saturday, I'm _____ to Dubai for the opening of our new offices there.

22. The opening ceremony _____ at 3 p.m. on Monday.

23. On Tuesday evening, I _____ dinner with the local staff.

24. I _____ meet some of our more important contacts in the city.
 25. I _____ to stay for five or six days.

C REPORTED SPEECH

6. Read this phone conversation and then choose the best verbs to complete each gap in the message below (26–30).

Di Hello?

Zoe Hi. This is Zoe. Is Rob there?

Di No – I’m afraid he’s out at the moment.

Zoe Well, can you give him a message? Can you tell him I’m meeting Jay Banks on Wednesday now – not Friday. Rob is preparing a report for the meeting, and I’d like him to fax it to me by Tuesday evening, please.

Di OK, I’ll tell him.

Zoe Oh, and I talked to the agents today. They haven’t received the brochures yet. When did you send them?

Di I’m afraid I don’t know – Rob sent them. I’ll ask him.

Message for Rob

Zoe *telephoned / asked*²⁶ about the report for the meeting. She *asked if / said that*²⁷ the meeting with Jay Banks would be on Wednesday, not Friday. She *asked if / told*²⁸ you could please fax the report to her by Tuesday evening. Also, the agents say they *haven’t / hadn’t*²⁹ received the brochures yet. Zoe wants to know when you *sent / had sent*³⁰ them.

SKILLS DEVELOPMENT

A ENTERTAINING

7. Choose the best phrase (a–f) to complete the conversation (31–36), which takes place during lunch with a client.

- a) All the best
- b) If you don’t mind
- c) I really enjoyed it
- d) It’s very kind of you
- e) Thanks for all your hospitality
- f) What do you like doing in your spare time?

Client Of course, I enjoy travelling, but I often have to travel at weekends, and that takes up my spare time.

Host A _____³¹

Client Well, I enjoy watching sport and I often go to football matches with my two sons.

- Host A** We have a very good match here tomorrow evening. I could get some tickets if you'd like to go.
- Client** _____³², but I'm afraid I already have an engagement tomorrow. Perhaps another time.
- Host A** Yes, of course. Would you like something else to eat? Some cheese or some dessert?
- Client** No, thanks. Just a coffee, please. It's been a lovely meal – _____³³.
- Host B** I'm sorry, but I have another meeting at two o'clock. _____³⁴, I'm going to have to leave you.
- Client** Well, it's been a pleasure meeting you. _____³⁵.
- Host B** It's been a pleasure to welcome you here. I hope we'll see you again soon.
- Client** I hope so, too. Goodbye. _____³⁶.

B MEETINGS

8. Complete the extract from a meeting (37–40) with these phrases (a–d).

- a) Could I just say something?
- b) If you'll just let me finish.
- c) Are you saying
- d) Sorry to interrupt

A ... and the problem with setting a low target is that our sales people won't have to work very hard to reach it. We have to set a target that will motivate them. So I think ...

B Hold on a minute! _____³⁷ that my sales staff need a high target to make them work hard? Because if that's what you mean, I have to disagree. My department has some of the most hard-working and ...

C _____³⁸, but I don't think that ...

B _____³⁹ My department has some of the most hard-working and competitive sales people in the company, and they don't need high targets to motivate them to work hard!

C _____⁴⁰

A What is it, Barry?

B It's just that I don't think 8,000 is a low figure. The market is very difficult at the moment, and I don't believe we can sell more than that.

Reading

9. Read the article and complete each gap (41–45) with one of these words (a–e).

- a) decision-making
- b) future
- c) crisis
- d) events
- e) results

Grocery bears fruit

When Alfred Josefsen, Managing Director of Irma, first arrived at the Copenhagen-based grocery chain, the workforce was not happy. Employee motivation was low, and staff members were frequently leaving to go to work for other companies. 'It was a big _____⁴¹,' says Mr Josefsen.

This year, the company is listed in the 100 Best Workplaces in Europe and wins a special award for best practices in internal communication. Some 93 per cent of the company's employees believe Irma's management team is approachable and easy to talk to, and 83 per cent agree that management always informs them about corporate developments.

Mr Josefsen describes the process that was needed to get the company from its low point to this position. 'The first thing that was important was to decentralise the company and put more _____⁴² back into the hands of store managers,' he explains.

The idea was to have each store operating like a local grocery, competing with stores around the corner. The new approach brought good _____⁴³ within a remarkably short time. 'In half a year, the atmosphere in the company was much more positive,' says Mr Josefsen.

Irma started life in 1886 as a small shop in Copenhagen. Today, it focuses on quality foods. Irma now has more than 1,700 employees working in 70 supermarkets and administrative offices.

Mr Josefsen likes to walk about in the company's head office, and he also visits the stores themselves to talk to shop assistants and customers.

Regular workshops and social _____⁴⁴ allow staff to come together. At 'Strategy Days', hundreds of employees get together for three days to share ideas. Mr Josefsen is frequently present at such events.

Another effective way to improve communications has been a short e-mail from Mr Josefsen that goes out regularly to all staff conveying key business messages.

'I try to be in contact with people so they know that the Managing Director is working hard for the _____⁴⁵ of the company,' he says. 'You have to be in contact with people if you want to show what you're doing and that you have direction.'

10. Mark these statements true (T) or false (F).

Before Mr Josefsen became Managing Director ...

46. employees enjoyed working for Irma. _____

47. employees didn't stay very long with the company. _____

Now that Mr Josefsen is Managing Director ...

48. managers and staff communicate effectively with each other. _____

49. staff working in different stores rarely meet each other. _____

50. regular e-mails are used to communicate business messages to staff. _____

WRITING

11. You represent an organisation called South-East Asian Business Associates, which will hold a conference next year. Write a letter to Dr Vladimir Sarkowski inviting him to be a keynote speaker. Dr Sarkowski is author of a book *The New Way – Business in the 21st Century*, so you think he will have an important message for your members. Offer to pay all expenses – airfare and accommodation (five-star hotel in Singapore, three nights). Inform Dr Sarkowski about the conference and your organisation. (You can refer to an enclosed brochure giving further details.) Write about 140–180 words.

- Conference title: New Trends in Business
- Dates: 3–4 February
- Place: to be held in Singapore
- Number of delegates expected to attend: 1,500–2,000
- SE Asian Business Associates: 5,000 members, owners and managers of businesses in South-East Asia

South-East Asian Business Associates
Dr Vladimir Sarkowski
927 Stabu Street
Riga
Latvia

Dear ...

Re:

TOTAL _____

Unit 10. CONFLICT

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

Conflict may well be productive in some cases. In any business situation, there are often a number of different ideas about the way to proceed. Usually only one way can be chosen, so conflict is inevitable. Ideally, airing the different ideas in discussion will lead to the best one being chosen. But the process may become political, with an idea being defended by the person or group putting it forward after it has become apparent that it is not the best way to go. Those defending a long-cherished idea are unwilling to lose face by abandoning it. There may be conflict between different levels in an organization's **hierarchy** or between different departments, with hostility to ideas from elsewhere – the **not-invented-here syndrome**.

Examples of unproductive conflict include disputes between colleagues or between managers and subordinates that go beyond ideas and become personal. Companies can spend a lot of time and energy resolving these disputes. In countries with high levels of **employee protection**, dismissing troublesome employees can lead to a long process of consultation with the authorities and even litigation, for example where an employee sues their company for **unfair dismissal**. Defending an action like this is of course costly and a distraction from a company's normal business.

Labor-management conflict in the form tactics such as **strikes** and **go-slows** can also be very expensive and time-consuming. The goodwill of a company's customers, built up over years, can be lost very quickly when they are hurt by such a dispute. But there are sometimes cases where the public sympathize with the employees and don't mind the disruption. Both sides may put a lot of effort into presenting their case and gaining public sympathy with the use of advertising, public-relations firms, and so on. Many countries have legislation with compulsory **cooling-off periods** before strikes can begin, official procedures for **arbitration** between the two sides, and so on.

In dealing between companies, **supplier-customer relationships** can generate into conflict. Conflict seems to be endemic in some industries, for example construction, where contractors are often in dispute about whether the work has been performed properly or whose responsibility a particular problem is. This can lead to protracted legal proceedings.

More and more companies in the US are specifying in contracts that any disputes should be settled using alternative **dispute resolution (ADR)**, avoiding

-
-
1. conflict _____
 2. hierarchy _____
 3. not-invented-here syndrome _____
 4. employee protection _____
 5. unfair dismissal _____
 6. labor-management conflict _____
 7. strike _____
 8. go-slow _____
 9. cooling-off periods _____
 10. arbitration _____
 11. supplier-customer relationships _____
 12. alternative dispute resolution _____

BETTER LEADERSHIP

Before you read

What do you think can cause conflict in the workplace? Do you think that managers should be trained to deal with conflict?

Reading

Read the article from the *Financial Times* and answer the questions.

Understand your team and the rest is easy

Richard Donkin

Mark Gerzon, author of *Leading Through Conflict: How Successful Leaders Transform Differences into Opportunities*, has noticed that most things in life involve conflict.

Some of these conflicts emerge when people come together from different backgrounds where views, cultures and beliefs may not be shared by their colleagues. Today some 63,000 companies are operating internationally, employing 90 million people and responsible for a quarter of the world's gross national product.

'We simply cannot manage a whole company, a whole community, and certainly not a whole planet, with leaders who identify with only one part,' he

writes. He therefore believes that future corporate leaders will need to be experts in mediation rather than the controlling style of leaders which was apparent during the 20th century.

These controlling leaders always blamed someone else for failures and achieved success only because employees were frightened of losing their jobs. Sadly such methods still exist in some companies.

Similarly, people who question management in companies where employee morale is very low are seen as trouble makers and are often dismissed by the company. But suppose they have a point? Trouble makers are likely to respect a leader with good mediation skills because they feel that someone is listening to their complaints.

One problem with mediation in leadership is that it takes time, something this highly competitive world has little of. That is why the most competitive teams need individuals who are all capable of leadership. People need to talk all the time about their various tasks and work towards the same objective, and any conflicts should be managed in a way that does not disrupt the harmony of the team

FINANCIAL TIMES

1. True or false?

- a). Mark Gerzon believes that conflict exists in nearly every part of life. _____
- b). Conflict can occur when people work together. _____
- c). Leaders need to understand only one part of the company. _____
- d). Twentieth-century leaders rarely accepted responsibility for their mistakes. _____
- e). People who disagree with management feared they will lose their jobs. _____
- f). Good mediators are likely to be respected by staff. _____
- g). Using mediation to resolve conflict takes time. _____
- h). A competitive team needs one good leader. _____

2. Choose the correct alternatives.

- a). If a manager is good at *mediation*, she/he
 - i) makes good decisions.
 - ii) is able to resolve conflict.
- b). To *blame* someone is to
 - i) say they are responsible for a mistake
 - ii) apologise to them for a mistake

- c). If employee *morale* is low, staff are
 - i) motivated.
 - ii) unhappy.
- d). A *trouble maker* is someone who
 - i) solves problems.
 - ii) causes problems.

Over to you

What sort of mix of people do you need to make a good team? What different types of leader do you think there are?

OUTSOURCING CONFLICT

Before you read

Why do companies outsource? What kind of problems might there be with outsourcing?

Reading

Read the article from the *Financial Times* and answer the questions.

Misunderstanding and mistrust be devil contracts

Andrew Baxter

A catalogue of mistakes and misunderstandings is revealed today in a global study of IT outsourcing deals which helps to explain why there is much mistrust and tension between clients and suppliers. The study, by PA Consulting Group, includes the views of all parties in an outsourcing relationship – clients, suppliers and the lawyers who mediate between them.

The problems it reveals are both surprising and disappointing, because over the past 15 years, many North American and European companies have benefited hugely from moving large parts of their IT operations to external service suppliers, either 'onshore' or in countries such as India.

In this mature market, says PA, outsourcing deals should not go wrong. But deals do fail because buyers and suppliers of outsourcing do not have a clear idea of each other's objectives.

Poor communication of objectives results in big differences between what clients want and what suppliers think they want. Meanwhile, clients are not putting sufficient time and effort into planning the outsourcing process.

The study says misunderstandings are created when the relationship between clients, suppliers and lawyers is built on undeclared assumptions which create a climate of mistrust.

For example, only a fifth of the suppliers questioned felt clients effectively communicated their objectives, and two-thirds of clients thought they should have verified their suppliers' ability to deliver.

Poor investment in three key areas is preventing the evolution of IT outsourcing as a way to transform an organization: the sourcing strategy is ill-conceived, creating a gap between client and supplier; the program is not tailored to the needs of the organization; and the internal team for managing the relationship with the supplier is inadequate.

FINANCIAL TIMES

1. Which of these things are mentioned as causes of conflict?

- a). The involvement of lawyers
- b). Poor language skills
- c). Weak management teams
- d). The failure of parties to understand each other
- e). Lack of planning
- f). Failure to check suppliers ability to do the job
- g). Lack of investment in suppliers

2. Use the correct form of words from the article to complete these statements.

- a). The car company will r _ _ _ _ l its new model at the motor show.
- b). A well-developed market is called a m _ _ _ _ e market.
- c). The aims of a company are called its o _ _ _ _ _ _ _ _ s.
- d). When you think something is true, but do not have all the facts, you make an a _ _ _ _ _ _ _ _ n.
- e). If you have to check that a deal is good, you need to v _ _ _ _ y the details.
- f). Another word for development is e _ _ _ _ _ _ _ _ n.
- g). If you have a product or service just for you, it is t _ _ _ _ _ _ d to your specifications.

h). If something is lacking, you can say it is i _ _ _ _ _ e.

Over to you

Is outsourcing always a good idea? What sort of jobs do you think can be outsourced successfully?

NEGOTIATING: DEALING WITH CONFLICT

Correct these negotiating expressions. There is one wrong word in each expression.

Calming down

1. I understand that you're saying.
2. I can see your point of views.
3. Why don't we become back to that later?
4. You don't have to sorry about...

Creating solutions

- 5 . A compromise shall be to ...
- 6 . How around if...
- 7 . Let's look at this other way.
- 8 . Another possible is ...

Closing a negotiation

9. Let's see what we've get.
10. Can I go on what we've agreed?
11. I think that overs everything.
12. We's got a deal.

Work in pairs. Student A is the customer; Student B is the supplier. You are negotiating the sale of some bricks. These are the negotiators' objectives in the beginning.

	Price per thousand bricks	Discount for bulk orders	Delivery	Payment currency
A: customer	820 Euros	25 per cent	6 weeks	euros
B: supplier	950 Euros	15 per cent	3 months	US dollars

List of words and phrases to be learnt

To check-in a queue, neighbor, to intervene, flexibility, mediator, personnel, to handle conflict, to appear, to explore, argument, perception, conclusion, consistent, patience, calm, weakness, credibility, consistency, sympathy, formality, enthusiasm, creativity, issue, employer, to negotiate a suitable solution, to give priority, to persuade, to ensure, thoroughly, benefits, to grapple, management attitude, to accept, to warn, to lead to a strike, proposal, to contribute.

Topic for rendering

The most common causes of disputes at work are: the first, is realistic expectations about what a contract can deliver, lack of flexibility, when expectations are not being met – business people can be not as flexible in circumstances; lack of communication – communicating badly or not communicating at all; genuine differences of view about how a commercial arrangement is meant to work; a change in personnel, change of management structures; simply, a component in a piece of machinery failing; a specification not being sufficiently thought through; many, many reasons. As a mediator, you have to exercise patience and you have to work skillfully with the parties to get a full understanding of not just the history, but particularly the benefits of resolving the dispute for the future.

Unit 11. NEW BUSINESS

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

A recent TV advert for an airline shows an executive receiving and e-mailed presentations from a potential supplier and then quickly forgetting about it when another potential partner walks into the room and gives his presentation in person. The advert is trying to persuade businesspeople of the merits of **face-to-face contact** in drumming up new business. Flying to meetings is still the preferred way of doing things: companies worldwide spend \$3 billion on video-conferencing equipment every year, but US companies alone spend \$410 billion a year on business travel. **Road warriors** (even if they often travel by plane) will probably be necessary to gain new business for some time to come. Clients and suppliers refer to each other as partners to underline the fact that they are in a **relationship** with mutual benefits: the supplier is making money out of helping the client to make money by providing products or services to customers. Some cultures give great importance to getting to know potential partners before working with them. There is some truth in the idea that Americans walk into a room expecting to reach a deal immediately; Asians, to build a relationship that may later lead to a deal.

In the past, companies often worked with large numbers of suppliers. Car manufacturers, for example, worked with numerous component suppliers, perhaps playing them off against each other to demand lower and lower prices. The tendency now is to work more closely with fewer suppliers. This is a necessary part of **just-in-time (JIT) delivery** and **total quality management (TQM)**. It is much easier to make improvements in these areas when dealing with fewer organizations. This means that it is difficult for new suppliers to break into the privileged circle and get new business.

Another form of new business is **start-ups**. At one end of the scale, there are one-person operations, often started by people who have gained expertise as salaried employees in organizations, and then struck out (or been forced to strike out) on their own. At the other end, there are **serial entrepreneurs**, who are gifted at transforming ideas into businesses, and who found a number of start-ups, moving on when each business becomes viable. Their talent lies in combining ideas with people and finance, and they may be less interested in the more mundane activity of running established operations.

Breaking into new markets is another form of new business. A company may try to break into **e-commerce** and may often spend large amounts of money

1. face-to-face contact _____
2. road warriors _____
3. relationship _____
4. just-in-time delivery _____
5. total quality management _____
6. start-ups _____
7. serial entrepreneurs _____
8. breaking into new markets _____
9. e-commerce _____
10. return on investment _____
11. joint venture _____

NEED FOR FAST EXPANSION

Before you read

Would you like to set up your own business? Why (not)? What sort of problems do you think new businesses face in today's business world?

Reading

Read the article from the *Financial Times* and answer the questions.

Hippychick completes first steps and prepares for growth

Jonathan Moules

Julia and Jeremy Minchin, entrepreneurs, are learning that small businesses grow fast. Julia founded Hippychick, an upmarket parenting products business, in 1999. She had already worked in a start-up as marketing head at Cobra Beer and was keen to start a business of her own.

Hippychick's launch product was the Hipseat, a baby carrier which is strapped to the user's waist. The company now sells a range of items, from baby boots to mattress protectors, many of which are distributed under licence through Mothercare, Early Learning Centre, Boots, John Lewis and about 500 independent toy shops. We are not inventors, but we are very good suppliers,' Julia says. They also export successfully to 45 countries. The Hippychick

workforce consists of just eight people, but the Minchins are under pressure to expand as the business hits a period of high growth.

Turnover for the past financial year was \$1.2m and is expected to hit \$2m during the current 12 months of trading. In three years, the Minchins expect turnover to be \$5m.

Getting the right product mix is crucial, and Julia, who oversees marketing in the business, would like to have more Hippyck-branded products. However, she is reluctant to expand into some areas, such as clothing, because it is such a difficult market.

Operations have moved to a 6,000 sq ft warehouse, and they are now considering taking a 3,500 sq ft space next door. Renting the additional space would cost another \$15,000 a year, but Jeremy believes that doing nothing is not an option.

FINANCIAL TIMES

1. Match the numbers (1 – 10) to what they refer to (a – j).

- | | | |
|-----------------|--|-------|
| 1 1999 | a) size of potential warehouse | _____ |
| 2 500 | b) the past year's turnover | _____ |
| 3 45 | c) the year the company was founded | _____ |
| 4 8 | d) predicted turnover in three years | _____ |
| 5 \$1.2 million | e) cost of renting additional space | _____ |
| 6 \$2 million | f) expected turnover for current year | _____ |
| 7 \$5 million | g) number of countries exported to | _____ |
| 8 6,000 | h) current number of employees | _____ |
| 9 \$15,000 | i) size of current warehouse | _____ |
| 10 3,500 | j) toy shops distributing Hippyck products | _____ |

2. Choose the best answer to complete each sentence.

- a). Julia has a background in
- i) baby products.
 - ii) marketing.
 - iii) farming.
- b). Some of Hippyck's products are
- i) produced by Mothercare.
 - ii) sold in Hippyck's own shops.
 - iii) distributed through toy shops.
- c). According to Julia, she and her partner
- i) are very good at supplying products.

- ii) come up with brilliant ideas.
 - iii) are trying to invent new products.
- d). The turnover of the company
- i) doubled last year.
 - ii) should be 2m this year.
 - iii) will increase by 5m next year.
- e). What does Julia say about product mix?
- i) She wants to sell more brands.
 - ii) She will start selling clothing brands.
 - iii) She wants more Hippyck brands.
- f). What are the company's options for the future?
- i) to rent a 6,000 sq ft warehouse
 - ii) to spend 15,000 on more warehouse space
 - iii) to do absolutely nothing

Over to you

Can you think of any new products which have come onto the market recently? Why do you think they are successful or not? Is it easy to set up a new business in your country?

PROBLEMS OF SUCCESS

Before you read

How difficult do you think it is to spot a gap in a market? Have you ever thought of a product/service which you'd like to see on the market, but which doesn't exist at the moment?

Reading

Read the article from the *Financial Times* and answer the questions.

The gains from growing pain

Alicia Clegg

The best start-up ideas are often the simplest. But entrepreneurs often need to experiment with business models as their ventures grow. For young retail companies, one of the biggest challenges is getting the right mix of outlets as they perfect their products. Christian Rucker, founder of The White Company, which made pre-tax profits of \$2.2m the year before last, is a classic example.

While working as an editor at fashion magazine *Harper's*, Ms Rucker spotted a gap in the market for stylish white bed linen and accessories priced midway between designer labels and mass-market lines. After finding \$20,000 from a local government grant and shares inherited from her grandmother, she launched her business in 1994, initially through mail order. Last year, The White Company made sales of \$49.5m, up by almost \$10m on the previous year.

'Offering choice is part of great customer service,' says Ms Rucker, whose company owns 14 shops, plus space in department stores and franchises in Dubai. 'One channel feeds another. Someone might see something in a store then place an order online. Customers will spend more because you are making it easy for them.'

Having survived the early days, the entrepreneur must find ways of sustaining growth in future, without sacrificing the individuality that attracted their customers in the first place.

Ms Rucker, who aims for sales of \$110m by 2011, believes the solution is to improve quality. 'There comes a point when it's easy to drop the quality a little and take a higher profit margin. But, as the quantity goes up, you can actually afford to buy slightly better materials but keep the price [for customers] the same.'

FINANCIAL TIMES

1. Complete this summary with the correct figures from the article.

Ms Rucker started her business in **a)** _____ with just **b)** _____.

The year before last, her profit before tax was **c)** _____. And last year, turnover increased by **d)** _____ to reach **e)** _____. She has set a sales target of **f)** _____ by 2011.

2. True or false?

- a) Young retail companies have problems finding the right place to sell their products. _____
- b) Ms Rucker works for a fashion magazine. _____
- c) She used a bank loan to set up her company. _____
- d) She believes that customers like choice. _____

e) It is important to keep a product's unique features when a company expands. _____

f) Ms Rucker says that quality can only be improved when a product is profitable. _____

3. Match the words (1 – 8) with their meanings (a – h).

- | | | |
|-------------------|----------------------|-------|
| 1. experiment | a) at first | _____ |
| 2. venture | b) giving up, losing | _____ |
| 3. outlet | c) shop | _____ |
| 4. classic | d) try new things | _____ |
| 5. midway between | e) activity | _____ |
| 6. initially | f) keeping | _____ |
| 7. sustaining | g) typical | _____ |
| 8. sacrificing | h) in the middle of | _____ |

Over to you

How important is the quality of something you are buying? Are you prepared to pay more for good-quality products and services?

List of words and phrases to be learnt

Training courses, high unemployment, a strong currency, government grants, cheap rents, stable economy, skilled staff, low interest rates, low taxes, inflation rate, labor force, tax incentives, government bureaucracy, Gross Domestic Product, unemployment rate, foreign investment, balance of trade, to borrow money, regulations, slight improvement, to stimulate, to reduce, a renewed effort, attractive investment opportunities, dramatically, tight monetary policy, to go up, to go down, to persuade, to require, to count, to succeed, core team, turnover, a reward, weaknesses, cash flow management, employment, to set up a company, full employment, reduction, decimals, suitability, wage rate, to contribute, to be accused of, to encourage, to get advice, to access, to bother, to be confused, downsizing, to allow, to some extent, whilst, recognition.

Topic for rendering

Problems facing new businesses

I think some of the problems facing new businesses are really to do with management skills. Often a new business is formed out of somebody who has a really good idea, good hobby, good knowledge of a certain thing, such as anything from biology to carpentry, and they form a business out of that core knowledge, the problem is they don't have enough business knowledge, to go around that, so enough knowledge of finance and book-keeping, of marketing, human issues, HR issues, for want of a better word, of the fact that these need to be, in a small business, integrated. And it's difficult for a lot of people starting a business or small businesses who have been in operation for a while to access them. So, lawyers help small businesses, accountants help small businesses, banks and universities say that they help small businesses too. And then you have a myriad of independent consultants who want to sell their services to small businesses. So there is a lot of help out there.

Unit 12. PRODUCTS

Read the following text and translate it into Ukrainian. Make a list of words and phrases in bold and find Ukrainian equivalents for them.

When we think of business, we usually think of **tangible products** that we can see and touch: computers on the desk or cars in the showroom. We may also think of **primary products** like coal or agricultural goods. But manufacturing forms a diminishing part of most advanced economies: only 17 per cent of the US economy, for example. What manufacturing there is increasingly **lean**, with ‘Japanese’ techniques such as **just-in-time (JIT)** ordering of components and **total quality management (TQM)** becoming widespread?

There is an unresolved argument about whether economies need manufacturing at all to survive and flourish. In many people’s minds, nevertheless, there is great regret when a factory closes in a ‘traditional’ industry: there is something more ‘real’ about work in a car plant than in a call centre. Call centre typically sell intangible products such as mortgages (more and more services are described in product terms). However, car plants are likely provide more work indirectly than call centers, for example at the component manufacturers that supply them.

We define ourselves partly by the products we own and use, wherever they are made. Economies in different parts of the world are at different stages of development in the way products are bought and perceived. In newly industrialized countries, such as some of those in Asia, more and more people are now able to afford **consumer durables** like washing machines for the first time, and companies that sell these types of goods can make large amounts of money. In the West, the market for televisions or washing machines is basically one of **replacement**. In a situation like this, **design, brand and image** become more important. Previously prestigious products, like certain makes of luxury car, become increasingly affordable, and manufacturers have to be careful to stay ahead of the game to avoid their brands being perceived as ‘ordinary’.

The cars, televisions and washing machines of the 1950s may have had more style, but modern products are technically far better now that they were then. Consumers can complain about **designed-in obsolescence** and unnecessary **sophistication** of products with too many features that are never used, and manufacturers may have started to take this into account, simplifying their features. Consumers are also able to obtain and compare information about different products more and more easily. Consumers are also able to obtain and

-
-
-
1. tangible products _____
 2. primary products _____
 3. lean _____
 4. just-in-time _____
 5. total quality management _____
 6. intangible products _____
 7. consumer durables _____
 8. replacement _____
 9. design, brand, image, designed-in obsolescence _____

 10. sophistication _____
 11. consumerism _____

LAUNCHING SEVERAL NEW PRODUCTS

Before you read

In what ways can technology help to save lives?

Reading

Read the article from the *Financial Times* and answer the questions.

Raymarine to launch 12 new products

David Blackweil

Raymarine, the marine electronics group, is to launch 12 new products this year, including a device that uses the satellite positioning system to pinpoint anyone falling overboard.

The company also expects continuing strong sales of the E-series of navigation products, launched a year ago. These products use one screen to display information such as navigation charts, fish-finding equipment and engine performance.

Last year, the company moved most of its production from Portsmouth to Hungary, where all its printed circuit boards are now made. It expects to

complete the transfer of all production facilities to Hungary by the end of this year.

The restructuring led to charges of \$10.9m for the year to December 31, leaving pre-tax profit at \$8.1m, compared with \$5.3m for the previous year. However, adjusted operating profits rose 38 per cent to \$19.4m after a rise in sales from \$106.3m to \$121.9m.

FT Comment

*This is both a restructuring story and one of the few successful consumer electronics stories. The fact that the company was still manufacturing anything in the UK shows how old-fashioned it was, and the outsourcing to Hungary should add at least \$5m to profits next year and \$10m the following year. It should also enable the company to lift its market share in a market that is expanding as more people retire and have money to spend on leisure. In the US, for example, many of those who move to Florida and take up boating love spending their money on such equipment. Profits this year are expected to be about \$21m, rising to \$28.5m next year.

FINANCIAL TIMES

1. Match the words (1 – 8) with their meanings (a – h).

- | | | |
|-----------------------|--------------------------------------|-------------------------------------|
| 1 marine | a) stop working | |
| 2 pinpoint | b) relocation | |
| 3 overboard | c) free time | 8 leisure |
| 4 navigation | d) make a slight change | h) finding the direction |
| 5 transfer (n) | e) locate | 1 _____, 2 _____, 3 |
| 6 adjust | f) connected to the sea | _____, 4 _____, 5 _____, 6 _____, 7 |
| 7 retire | g) into the sea (from a boat) | _____, 8 _____ |

2. Choose the correct word from the box to complete the summary.

abroad, expanding, launch, manufacturing, operating, outsourcing, overboard, restructuring, retire

Raymarine produces electronic devices for use on boats. One of its new products can signal when someone has gone **a)** _____. The company is now moving its **b)** _____ to Hungary. The **c)** _____ has been expensive, but a lot of money should be saved by **d)** _____ to Hungary.

The market is e) _____ because more people in the USA are buying boats when they f) _____.

Over to you

Raymarine is going to launch 12 new products. What kind of strategy do you think a company needs when launching so many products in one year?

FOLLOWING NEW TRENDS

Before you read

Do companies need to come up with new products all the time to be successful?

Reading

Read the article from the *Financial Times* and answer the questions.

Kraft gives products healthy makeover

Jeremy Grant

Ever since it was invented by Kraft Foods in 1937, packaged macaroni and cheese has been the ultimate American comfort food. In the past six months, Kraft has been re-inventing 'Supermac' with a version made with healthy ingredients.

Kraft believes that many of its famous products – like Ritz crackers, introduced in 1934, Kool-Aid powdered soft drinks and Jell-O instant pudding – must be brought up to date to take advantage of the 'health and wellness' trend in the food industry. Food companies typically charge customers more for 'healthy' products. And Kraft needs such customers more than most of its rivals.

Its products like 'Supermac', aimed at the middle-income consumer, are the most vulnerable to private-label competition. It has also struggled to maintain the right price gap between its brands and non-branded competition.

Kraft risks being left out as consumers buy more expensive products – a trend highlighted by Campbell Soup's success with more expensive soups sold in cartons and marketed as 'restaurant quality'.

Roger Deromedi, Kraft chief executive, admits Kraft could be doing better. However, Mr Deromedi says the launch of new products carrying premium prices – such as luxury Carte D'Or chocolate launched last quarter in the UK and Germany – has improved sales mix. Also, new product revenues jumped by 50 per cent in two years, driven by new items like DiGiorno microwaveable frozen pizzas.

Kraft also plans to target older consumers with higher spending and has been eliminating slower-selling product lines. 'It's re-inventing the brands within the categories that exist. That is the power of our company – the strength of our brands.

FINANCIAL TIMES

1. True or false?

- a) Packaged macaroni cheese was first sold in 1937. _____
- b) Kraft is changing its products because of changes in the market. _____
- c) Healthy products are cheaper than less healthy products. _____
- d) One of Kraft's competitors is Campbells. _____
- e) Sales of Campbell's restaurant-quality soups were poor. _____
- f) Completely new products are doing less well than expected. _____
- g) Kraft plans to improve the slower-selling products. _____

2. Choose the correct meaning for the words in italics.

- a) If you give something a *makeover* (headline), you
 - i) change its look or content.
 - ii) promote the product in a different way.
- b) 'The *ultimate... comfort food*' means
 - i) the best food to make you feel happy.
 - ii) the highest-quality food possible.
- c) 'A *version* of something' means
 - i) an unusual design of something.
 - ii) a different type of something.
- d) If something is *vulnerable*, it is
 - i) likely to be in danger.
 - ii) dangerous to people.

Over to you

Do you look for healthy products when you shop? Do you think that all food companies should change their products to more healthy ones?

PROGRESS TEST 4 (UNITS 10–12)

VOCABULARY

A OPPOSITES

1. Write the opposite of each of the words in brackets to complete these sentences (1–5).

1. My manager doesn't like waiting for things to happen. He's very [*patient*] _____.
2. You don't have to wear a suit to the meeting. It's quite [*formal*] _____.
3. I had some great ideas for the new marketing campaign, but the rest of the team were very [*enthusiastic*] _____.
4. I try to relax before I start a presentation. It's difficult to speak clearly when you are [*calm*] _____.
5. My colleague isn't very good at handling conflict in negotiations – that's one of his [*strengths*] _____.

B STARTING A BUSINESS

2. Choose a word from list A and one from list B to make a phrase. Then match the phrases with the definitions below (6–10).

A

government

labour

tax

monetary

inflation

B

rate

policy

bureaucracy

incentive

force

6. Annual percentage increase in prices
7. All the people in work or available for work
8. Official rules, regulations and paperwork
9. The control of money in the economy
10. Low rates of tax to encourage new business

C DESCRIBING A PRODUCT

3. Match a word from the box with each description (11–15).

inexpensive / long-lasting / reliable / stylish / user-friendly

11. It's very easy to use to record and play DVDs.

12. You can be sure it will work effectively and without any problems. _____
13. It only costs \$60 – which is less than other similar products on the market. _____
14. You'll be able to enjoy it for many years. _____
15. It's fashionable and looks very attractive. _____

LANGUAGE

A CONDITIONALS

4. Choose the correct answer (a, b or c) to complete each gap in the conversation (16–20).

A Do you know if the new projector has arrived yet?

B I'm afraid it hasn't. If it doesn't come by tomorrow, _____¹⁶ call the supplier.

A Thanks. Please tell them I need it urgently by Friday. If it _____¹⁷ arrive by then, I won't be able to give my presentation. It wouldn't be a problem if we _____¹⁸ a spare one, but we haven't.

B Don't worry. This is a very reliable supplier. I'm sure they _____¹⁹ tell us if there was a problem.

A If it was our old supplier, you _____²⁰ be so confident.

16. a) I'll b) I'd c) I
17. a) won't b) doesn't c) wouldn't
18. a) have b) had c) would have
19. a) will b) would c) –
20. a) wasn't b) won't c) wouldn't

B TIME CLAUSES

5. Look at the schedule for opening a new restaurant business. Below is a memo which describes the schedule. In each line of the memo (21–25), there is one mistake. Cross out the word which is wrong and write the correct word on the right. The first one is given as an example.

Schedule:

complete purchase → building work → order equipment → recruit chef → start advertising → opening night

As soon than we complete the purchase of the building, we will start _____	<u>as</u>	21
building work. We not order any equipment or furniture until _____		22
we have a date for completing the building. When the work will _____		
finished, we can begin hiring staff. We want to recruit a chef before we started _____		

advertising. That way, the chef can preparing some menus _____	24
that we can use in the advertisements. When we had a chef, we can _____	25
also start planning for the opening night.	

C PASSIVES

6. Rewrite these sentences (26–30) in the passive form.

26. We will hold the conference in Sydney, from 16th to 17th January.

The conference _____

27. We have invited delegates from all over the world.

Delegates _____

28. We hired the Renaissance Center in Detroit for the event last year.

The Renaissance Center in Detroit _____

29. Professor Graham Bell will give the opening speech.

The opening speech _____

30. We usually send the conference program to delegates after they have paid their fees.

The conference program _____

SKILLS DEVELOPMENT

A NEGOTIATING: DEALING WITH CONFLICT

7. Choose the best phrase (a–e) to complete each gap in the conversation (31–35).

- a) How about
- b) Right, that's it, then
- c) I can see your point of view
- d) Let's look at it another way
- e) A compromise could be

A: I really want to take my holidays in June. That's when my husband is on holiday.

B: _____³¹. But company policy says that senior staff have priority, and that's when your manager will be away.

A: _____³² if you ask Mr Cox to change. He isn't married.

B: I'm sorry. I asked him before, but he says he has already booked his travel. _____³³ to give you one week's holiday in June and the rest at another time.

A: My husband won't be very happy with that.

B: OK. _____³⁴. Maybe we can transfer someone from another department to do your job during June.

A: Oh yes! That would be very good!

B: _____³⁵. I'll see if I can find someone who can transfer.

B DESCRIBING A PRODUCT

8. Choose the best phrase (a–e) to complete the gaps (36–40) in the description of a new model of car.

- a) Another advantage is
- b) A very useful feature
- c) I'd like to tell you about
- d) It comes in
- e) The seats are made of

36. _____ our new model, the S502.
37. _____ is that you can cut fuel costs by over 60 per cent.
38. _____ the small size, which helps you to park in busy city centers.
39. _____ high-quality leather.
40. _____ a range of exciting new colors.

READING

The man behind GE's quiet revolution

Thirty years ago, Jeffrey Immelt politely advised his high-school basketball coach to be less aggressive with the new players. It worked: the coach's calmer behaviour helped the team to win more games. It was the first successful strategy from the future chief executive of General Electric, the world's second largest company by market value.

Mr Immelt has brought some of that basketball psychology to the current job.

GE's former leader, Jack Welch, was more typical of the imperial CEOs who have presided over American capitalism for much of its history. Admired by analysts and feared by subordinates, Mr Welch ran GE with an aggression that helped to drive the company's earnings.

But Mr Immelt set about creating a quiet revolution in the company when he replaced Welch in 2001, bringing in a new approach to leadership.

Under Mr Welch, GE was a productivity machine – an organisation where cutting costs and building value was the priority. When Mr Immelt took over, GE needed to find a new way to cope with growing Asian competition and increasingly global markets. Mr Immelt changed GE by giving priority to organic growth and marketing superiority.

Making the company more global has been a key part of Mr Immelt's strategy. During his leadership, GE has become a multinational that earns

half of its \$150bn revenues from outside the country. But Mr Immelt maintains that the US, where GE still employs 160,000 of its 316,000 employees, remains the ideal place to manufacture complex equipment such as jet-engine turbines. America, he believes, still produces top professionals.

But the bottom line is clear: without the benefit of buying and selling products around the world and employing skilled people from other countries, the 128-year-old company would be smaller than it is today.

Mr Immelt set ambitious goals – a 10-per-cent annual growth in profits and an 8-per-cent increase in sales growth. Few companies have grown so fast year after year, and none as big as GE.

9. Mark these statements true (T) or false (F).

41. Jeffrey Immelt was rude to his basketball coach at school. _____
42. Mr Immelt has a similar management style to Jack Welch. _____
43. Mr Immelt has been the CEO of General Electric since 2001. _____
44. Mr Immelt has made General Electric more global. _____
45. Most of GE's employees work outside the USA. _____

10. Choose the best ending (a, b or c) for each of these sentences (46–50).

46. Mr Immelt's approach to leadership is ...
 - a) to make people afraid.
 - b) to be calm.
 - c) to be unambitious.
47. Jack Welch's main policy was ...
 - a) to make the company more global.
 - b) to compete with companies in Asia.
 - c) to reduce expenses and make more profit.
48. GE's total income (at the time of the article) was ...
 - a) \$150 billion.
 - b) \$300 billion.
 - c) \$75 billion.
49. Mr Immelt prefers to employ ...
 - a) American professionals.
 - b) skilled people from outside the USA.
 - c) the best people, wherever they are from.
50. General Electric ...
 - a) is the biggest company in the world.
 - b) has grown faster than most other companies.

c) no longer manufactures anything in the USA.

TOTAL _____

END OF COURSE TEST

VOCABULARY

- 1. Complete the text below (1–5) with the correct word from the box. There is one word you don't need.**

advertising / launch / market / redundant / share / subsidiary

Carston has announced that it will close its UK _____¹, which employs about 70 staff. Most of the staff will be made _____². The company spent £5 million on _____³ last year to promote its latest product. But the product _____⁴ was a failure. Competition from other UK companies, such as Fyfield and Brix, has been strong, and Carston has seen its market _____⁵ decline sharply over the last three years.

- 2. Complete the text below (6–10) with the best verb from the box. There are more verbs than you need.**

do / get / make / market / set up / take / work

Erika always wanted to work for herself. After getting a good qualification in art and design, she decided to _____⁶ her own business making jewellery. Two years later, she is finding it hard to _____⁷ a living from her business. In fact, she has to _____⁸ part-time in a shop to earn extra money. Erika makes innovative jewellery that is both high quality and stylish, but she doesn't have a strong customer base and often finds it difficult to _____⁹ her work. She needs to _____¹⁰ some market research and then to develop an effective marketing strategy.

- 3. Match these words (11–20) with the definitions (a–j).**

- 11. complaint _____
- 12. endorsement _____
- 13. discount _____
- 14. investment _____
- 15. merger _____
- 16. promotion _____
- 17. refund _____
- 18. staff _____

19. turnover _____

20. workload _____

- a) When a famous person appears in an advertisement saying how good a product is
- b) Money put into a business activity with the aim of making a profit
- c) When two or more companies join together to form a larger company
- d) A statement made by a customer who is not satisfied with a product or service
- e) The amount of work that a person or organization has to do
- f) The people who work for an organization or company
- g) The amount of money a company receives in sales in a particular period of time
- h) Special activity to sell a product: for example, advertising
- i) Offering something for sale at a lower price than usual
- j) Money that is given back to the customer if they are not satisfied with a product

LANGUAGE

4. Choose the correct answer (a, b or c) to complete the article (21–30).

Michel Soussaline _____²¹ in a Paris hospital as a cancer specialist. But at present, he is only working part-time. In his free time, he _____²² his wife to develop a biotech company called Imstar. Mr Soussaline describes the difficulties of setting up a new company in France: ‘We _____²³ the necessary investment, but it was impossible. There is much less help for developing companies than in the US.’ Mr Soussaline believes that Imstar _____²⁴ a bigger company by now if it was based in California.

Mr de Bézieux, who heads a lobby group for small businesses in France, says: ‘Between 1965 and 1980, the French economy _____²⁵ twice as fast as the US. Since then, it _____²⁶ the opposite. One of the main explanations is that our small businesses _____²⁷.’

But now there is a new approach to small business in France. In the past year, the government _____²⁸ a series of initiatives to support innovative start-ups. In future, fast-growing companies _____²⁹ extra benefits and _____³⁰ lower rates of tax.

- | | | | |
|-----|-------------|----------------|------------------|
| 21. | a) works | b) worked | c) working |
| 22. | a) helped | b) was helping | c) is helping |
| 23. | a) look for | b) looked for | c) will look for |
| 24. | a) was | b) would be | c) have been |
| 25. | a) grows | b) is growing | c) was growing |

26. a) was b) will be c) has been
 27. a) is not growing b) was not growing c) are not growing
 28. a) launches b) has launched c) will launch
 29. a) will receive b) have received c) receive
 30. a) will be paid b) will pay c) are paying

5. In each line of the e-mail below (31–35), there is one mistake. Cross out the word which is wrong and write the correct word on the right. The first one is given as an example.

Subject: Meeting next Thursday

Dear Becky

~~Do~~ you please help me?

Can

I'm trying to find out how many people are coming to the meeting next _____³¹ Thursday. Maria said me it would be ten, but Alex thinks it could be 20. _____³² If more than 15 people come, we would need to book a bigger room. _____³³ But the large meeting room has already been booked during the whole day. _____³⁴

I look forward to hear from you. _____³⁵

Many thanks,

Sam

SKILLS DEVELOPMENT

A MEETINGS

6. Choose the best phrase (a–h) to complete each gap in the conversation (36–43).

- a) I think
- b) I agree
- c) Perhaps we should
- d) I'm not sure I agree
- e) how about
- f) The next item on the agenda is
- g) Yes, that's right
- h) What do you mean

Chair OK, let's move on. _____³⁶ publicity for our sales conference. Barbara, you've prepared something on this.

Barbara Yes. Well, to start with, I've prepared a leaflet to send out to the agents. You've all received a copy. What do you think?

Ted _____³⁷ it looks good – very colourful!

Beth _____³⁸ highlight the guest speaker's name a bit more. She's very well known, and her talk will attract a lot of people.

Barbara _____³⁹ by highlight the name more? I've put her name in large letters.

Beth Yes – but _____⁴⁰ putting it right at the top?

Ted _____⁴¹. The title of the conference is more important, isn't it?

Dora _____⁴² – the title of the conference must be at the top. But

_____⁴³ with Beth. The name should stand out more.

B SOCIALISING

7. Choose the best response (a–g) for each item (44–50).

44. Would you like to join us for dinner? _____
45. Could you tell me where the restaurant is? _____
46. What do you recommend? _____
47. Can I get you a drink? _____
48. Can I order a taxi to go to your hotel? _____
49. Thanks for showing me round. _____
50. I hope you have a good journey back. _____
- a) Thanks. I'll be in touch soon.
 - b) The chicken is very good.
 - c) It was a pleasure.
 - d) That's very kind of you. I'd love to.
 - e) It's near our office in the High Street.
 - f) Thanks, but Jack has offered me a lift.
 - g) Thanks. Just a glass of water, please.

READING

8. Read the article and complete each gap (51–55) with one of these words (a–e).

- a) messages
- b) newspaper
- c) warning
- d) information
- e) industries

Message on sensitive e-mails is not getting through

When new employees start at Goldman Sachs, one of the first things they are told is that they should not put anything in an e-mail that they wouldn't want to read in the _____⁵¹. Don't complain about colleagues. Don't discuss sensitive deals. Don't say bad things about the competition. If you want to do those things, they are told, use the phone or talk to someone in person.

The same _____⁵² has been repeated across the corporate world for years, but the message never seems to get through. Sensitive e-mails and instant messages continue to turn up in public.

It seems that no matter how often they are told, employees continue to see workplace e-mails as casual, private exchanges that no one else will read. The ePolicy Institute, which conducts research and advises companies, recently carried out a survey of 416 companies. The survey showed that only 42 per cent of companies conduct any formal training regarding e-mail usage. Instead, they rely on written policies that are often not read.

Simply telling workers to be more careful is not enough. Some companies are now using advanced software that can block potentially embarrassing messages from leaving a corporate system.

Proofpoint, an electronic security company, offers software that monitors _____⁵³ as they arrive and depart to detect potentially dangerous words or phrases. Keith Crosley, Director of Market Development for Proofpoint, says heavily regulated _____⁵⁴, such as financial services and health care, are among his company's best customers. Kawasaki Motors uses the software to make sure no one leaks its motorcycle designs. The software ensures that personal data such as credit-card numbers and medical histories are encrypted and monitors the disclosure of confidential corporate _____⁵⁵.

'Our systems can be trained,' Mr Crosley says. 'You can show it examples – "Here are my new car designs. Here is my internal phone list" – and not let those messages go out.'

The problem is that the software can occasionally block important e-mails that are not sensitive. 'Customers are not very tolerant of that problem,' Mr Crosley says.

9. Choose the best answer to each question (56–60).

56. There are several kinds of sensitive information that shouldn't be included in e-mails. Which one *doesn't* appear in the article?

- a) complaints about people you work with
- b) trade secrets

- c) employees' names
 - d) bank-account details
 - e) credit-card details
57. If they want to discuss sensitive deals, Goldman Sachs employees are told not to ...
- a) use the phone.
 - b) use e-mail.
 - c) talk to a person inside the company.
58. According to an ePolicy survey, most companies ...
- a) use special software to block sensitive messages.
 - b) organize training programs to instruct employees how to use e-mail.
 - c) send only written instructions about using e-mail.
59. Proofpoint is ...
- a) a kind of software that monitors e-mails.
 - b) a company that specializes in electronic security.
 - c) an institute that advises companies on security.
60. Which word is used in the article to mean the same as 'sensitive'?
- a) casual
 - b) instant
 - c) embarrassing

WRITING

10. You are going to visit a client company in Toronto next week. Write a reply to the following e-mail. Write about 50 words.

To:
From: Greg Saunders
Subject: Your visit next week.

Dear ...

I am attaching a program for your visit next week. Please let me know if there is anything you would like to add.

If you could also tell me your flight number and arrival time, I will arrange for our driver to meet you at Toronto airport and take you to your hotel.

We are all looking forward very much to meeting you next week.

Best regards

Greg

TOTAL _____












