



Intelligent Business

Workbook

Advanced
Business English



| Irene Barrall | Nikolas Barrall |





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Pearson Education Limited
Edinburgh Gate
Harlow
Essex CM20 2JE
England
and Associated Companies throughout the world.

www.intelligent-business.org

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First published 2011

Intelligent Business Advanced
ISBN 978-1-408-26797-4

Set in Economist Roman 10.5 / 12.5

Printed in Slovakia by Neografia

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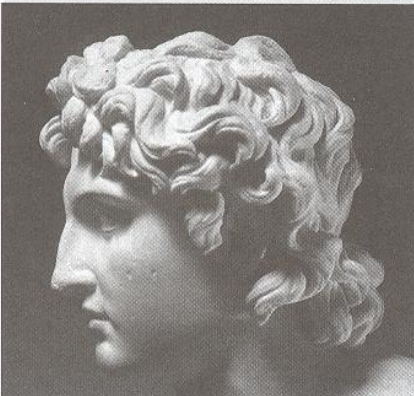
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HR

Managing talent

One of the great challenges for a modern business is how to attract and retain the best employees. As a result the role of Human Resources has gained status in recent years. Organisations need to consider the skills that their company will need not only today but also in the future. How can companies become more imaginative in recruiting key workers? And is there a consensus as to the best way to manage talent?
Page 4.



Power

The nature of leadership

From the time that Machiavelli wrote 'The Prince' in 1520, there has always been a strong fascination with leaders. Since then leadership has remained one of the most observed and least understood phenomena. Can a great leader be made or are they only ever born? What are their qualities and characteristics? Will a good manager necessarily make a good leader?
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Unit 1

HR



Vocabulary: **Collocations with set**
Language: **Contrast and similarity**
Career skills: **Managing appraisals**
Writing: **Covering letter**

Vocabulary 1 Complete the sentences with the correct collocation with set.

- The shareholders believe that this is an opportunity for our bank to set an a to other financial institutions.
a example b trap c scene
- Employees with young children would prefer flexible working hours, but managers think this would set a _____ for the rest of the workforce.
a record b deadline c precedent
- Unfortunately, this year most institutions have had to set a _____ on the number of high calibre graduates that they will recruit.
a deadline b limit c goal
- Victor's our best salesperson. He set a _____ for the highest sales in a single day.
a scene b record c course
- As a team-building exercise, the groups were set the _____ of organising a social event.
a tone b agenda c task
- The new quality control guidelines require the production department to set _____ that are both achievable and measurable.
a standards b trends c dates
- The fall in share prices set a _____ that lasted for most of the first quarter.
a trend b scene c goal
- In order to maintain our market position, it will be necessary to set ambitious sales _____ for the coming year.
a limits b courses c targets

Reading Read the article about talent management and decide whether the statements are true or false.

- HR executives have always been among the highest wage earners. *false*
- The high turnover rate of drivers at UPS was solved by improving the selection process.
- Candidates who are not actively seeking a new job may still be open to an approach.
- The intranet can be a useful resource for staff who wish to change jobs in a company.
- Experts agree on the best way to manage talented workers.

Everybody's doing it

Companies have become aware of the need to gather talent



Managing talent has become more important to a much wider range of companies than it used to be. One result has been that human resources departments have gained in status. A survey by Aon, a consultancy, identified 172 HR executives who were among the five best-paid managers in their companies. That would have been unheard of a few years ago.

– Companies are now beginning to gain insights into managing talent that should allow them to tackle the problem in a more organised way. The first rule is to think more carefully about critical talent. UPS, an international shipping company, reduced the turnover rate among the people who drive its trucks and deliver its packages. It found that even though it selected its drivers with great care, turnover was uncomfortably high, mainly because drivers hated the back-breaking work of loading the trucks in the morning. So the company contracted out this job to part-timers who are much easier to find than drivers.

Second, it is essential to plan ahead. EDS, a giant technology company, has built a global skills inventory of its 100,000-strong workforce. The company compared

the workforce's current skills with its future needs and set about filling the gaps by encouraging workers to acquire relevant new skills.

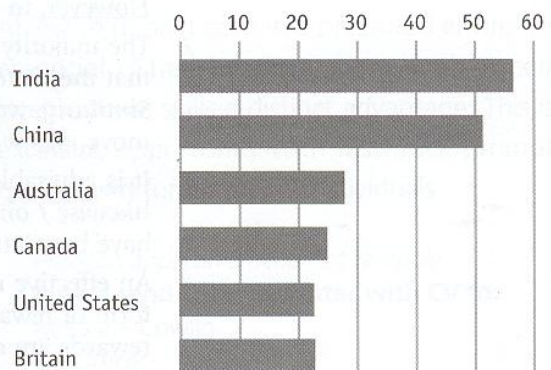
Third, companies need to be more imaginative about recruiting and retaining talent. That includes paying more attention to "passive candidates"—those who are not actively looking for a job but might be open to an approach from another company (see chart below). Popular techniques include attending conferences in order to speak to stars and buying information about competing firms (including names of key workers).

The fourth rule is to create internal markets for talent. Many HR departments instinctively look outside. The typical American company spends nearly 50 times more to recruit a professional on \$100,000 than it spends on his or her further training every year. Moreover, new recruits can take more than a year to learn a job. One solution is to establish an internal market, encouraging workers to apply for jobs across the company. Schlumberger encourages its employees to post detailed CVs on the company intranet; McKinsey allows consultants from all over the world to apply for any project within the company.

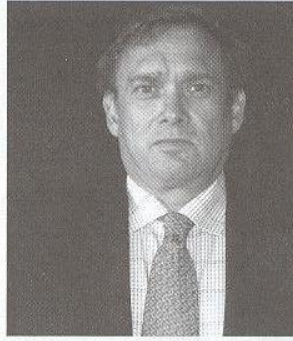
Nevertheless, there is not a consensus on the best way to manage talent. The more valuable the talent, the more difficult it is to manage. In business, as everywhere else, world-class talent sometimes comes in unexpected guises. Ray Kroc sold milkshake machines to restaurants before starting to build McDonald's at the age of 52. David Ogilvy was a chef, a farmer and a spy before becoming an advertising genius.

A world of poachers

Employees contacted by another organisation, %



Source: Corporate Executive Board, Recruiting Roundtable



Adrian Wooldridge

1 Listen to the interview with Adrian Wooldridge from *The Economist* and tick three topics that he mentions.

- 1 The difficulty in defining talent. ✓
- 2 The type of jobs that highly qualified people do.
- 3 A battle to hire the most able workers.
- 4 The increase in demand for jobs that require intellectual skills.

2 Listen again and complete the extracts from the listening.

Extract 1

I think I use the term talent to mean ¹ brainpower and I use the term talent ² _____ to mean something like Peter Drucker's ³ _____ workers. Not exclusively, but in general I think that the talent that really matters in the modern ⁴ _____ is the talent to use one's brain both for ⁵ _____ and ⁶ _____ purposes.

Extract 2

There is a ¹ _____ of talent, and countries, companies, all sorts of organisations, of course, ² _____ organisations as well, are competing to ³ _____ the best and the brightest. You know, we have a ⁴ _____ boom population that is ageing. We have an economy which is becoming more ⁵ _____ and so for all sorts of reasons talent is at a ⁶ _____.

Language check Underline the correct contrast or similarity phrase to complete the sentences.

- 1 Some bosses are over-generous with rewards. *Nevertheless / Likewise / However*, in my opinion, some others are too quick to use penalties.
- 2 The majority of employees who receive rewards for good work indicated that they intend to remain in their current job. *Likewise / Conversely / Similarly*, workers who did not receive rewards said that they intended to move jobs within a year.
- 3 It is advisable at appraisals to set achievable goals and *conversely / likewise / on the contrary* it is important to measure whether those goals have been attained.
- 4 An effective manager understands that all employees appreciate some form of reward, *similarly / likewise / nevertheless* identical forms of rewards are not appropriate in all cultures.
- 5 Our competitors invest large amounts in recruitment drives and *conversely / on the contrary / similarly* we should focus more attention on graduate fairs.

Vocabulary 2 Look at the statements from an appraisal interview. Re-write as questions, using more appropriate language.

- 1 You're obviously not settling in well with your new team.
Is there anything you'd like to mention about your working relationship with the new team?
- 2 Your performance hasn't been particularly good lately.
- 3 You must admit that you don't seem to have any idea how to use the new software.
- 4 You always have problems finishing the work on time.
- 5 Your timekeeping is terrible, you're always late.

Writing Read the job advertisement from a business magazine, *Management Today*. Write a covering letter expressing your interest and highlighting any relevant skills you have. (200–250 words)

NoristlesPlus
Logistics Ltd



Office Manager

required for small logistics team
in Shetland, UK.

At least 3 years office experience. Experience in Logistics not essential as full training will be given to the right candidate. However, attention to detail and ability to prioritise is vital.

At least one foreign language required plus willingness to learn a Scandinavian language. Some foreign travel will be required from time to time. Prospective candidates will also be expected to demonstrate that they can manage teams effectively.

Ability to remain calm in a pressured environment essential. Cheerful disposition with excellent interpersonal skills a distinct advantage. This is an excellent opportunity with fast-track promotion guaranteed for ambitious individuals.

Previous applicants need not re-apply.

Please send covering letter with CV to:

Mrs Jane Cowlin
HR Officer
NoristlesPlus Logistics

Unit 2

Organisations



Vocabulary: **Coined expressions**
Language: **Determiners**
Career skills: **Team building**
Writing: **Semi-formal email**

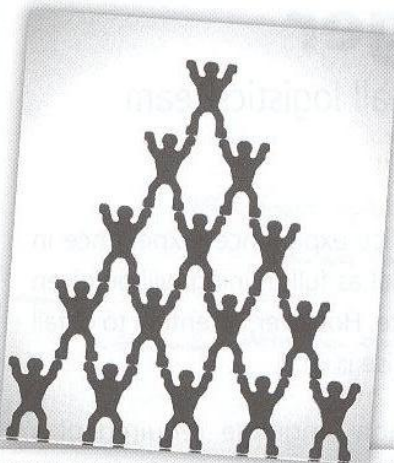
Reading

1 Read the article about organisational hierarchy and decide whether the statements are *true* or *false*.

- 1 Gerard Fairtlough was CEO of Shell. *true*
- 2 In large organisations, it's easy to make changes to the way things are run.
- 3 The only alternative to a hierarchical system is complete disorder.
- 4 Heterarchy is a structure in which partners make decisions together.
- 5 Accountability is key to responsible autonomy working properly.
- 6 Successful companies rarely move from hierarchy to responsible autonomy.

2 Read the article again and answer the questions.

- 1 What type of company is Celltech?
- 2 What type of company is often a heterarchy?
- 3 What is an individual or group accountable for in responsible autonomy?
- 4 Which two companies are moving away from hierarchy towards responsible autonomy?



The Economist

How to get things done

Hierarchy is not the only way

Gerard Fairtlough was a senior executive with Shell for many years before he left in 1980 to found a new biotechnology company called Celltech—bought by UCB, a Belgian group, for over \$2 billion. He knows how businesses are run—both well-established organisations, such as Shell, in which it can be hard to see an alternative to the “way things are done around here”, and new start-ups, where the founders’ enthusiasm can evaporate if it has to be forced into an organogram.

Mr Fairtlough argues that we are all

addicted to hierarchy. Because of the dominance of the idea of hierarchy we do not realise that there are other ways to run organisations. We think that the only alternative to hierarchy is total disorganisation.

There are, he says, two alternatives to hierarchy. One is heterarchy; the other, “responsible autonomy”. Heterarchy is the form of structure commonly found in professional-service firms, the partnerships of accountants or lawyers, in which key decisions are taken by all the partners jointly. With responsible autonomy “an individual or a group has autonomy to decide what to do, but is accountable for the outcome of the decision.” “Accountability,” says Mr Fairtlough, “is what makes responsible autonomy different from anarchy.”

Mr Fairtlough says that hierarchy is so entrenched it will take years before there is any significant change. But many companies have moved (and are still moving) along the spectrum from hierarchy to responsible autonomy. BP, for example, a huge multinational, has managed to devolve authority to much smaller units in recent years and has greatly reduced the staff in its headquarters. Toyota, likewise, evolved towards greater autonomy as it discovered that the only effective way to carry out its famous “just-in-time” system of stock control was by delegating responsibility for ordering stock to the person closest to the coal face. The fact that these are among the most successful companies in the world today strengthens Mr Fairtlough’s case.

Vocabulary

1 Match the words in the box with the correct word from 1-9 to make a coined expression.

competency crunch four line networking overload
 player practice speak

- 1 best *practice*
- 2 big
- 3 bottom
- 4 core
- 5 credit
- 6 information
- 7 net
- 8 social
- 9 team

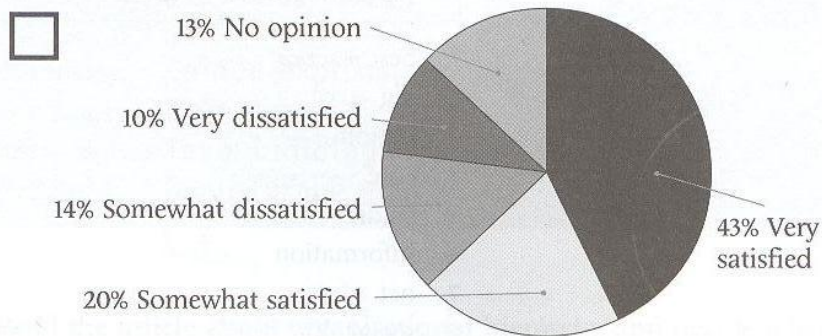
2 Complete the sentences with the coined expressions from exercise 1.

- 1 Let's get together with our equivalents in the overseas offices and see if we can put together a code of best practice.
- 2 _____ sites are a good way to keep in contact with friends and colleagues.
- 3 The value of their shares fell sharply during the _____.
- 4 Their accountancy firm has become so successful that it's now a rival to the _____.
- 5 Profits have decreased but our spending has increased and that will affect our _____.
- 6 I wish she were more of a _____ but she always makes decisions without consulting the rest of the group.
- 7 We are a software company and if we suddenly start producing hardware we'll be moving away from our _____.
- 8 If you are new to the internet it can sometimes be difficult to understand _____.
- 9 There is so much data that I can't make a decision. I'm getting _____.

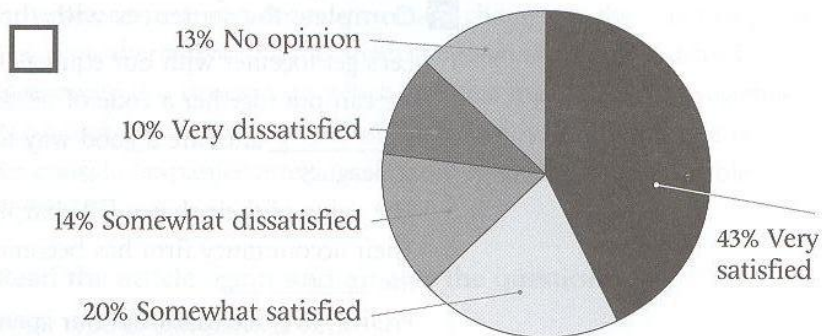


Listen to the Lisa Wright, Head of Company and tick the two pie charts which go with her presentation.

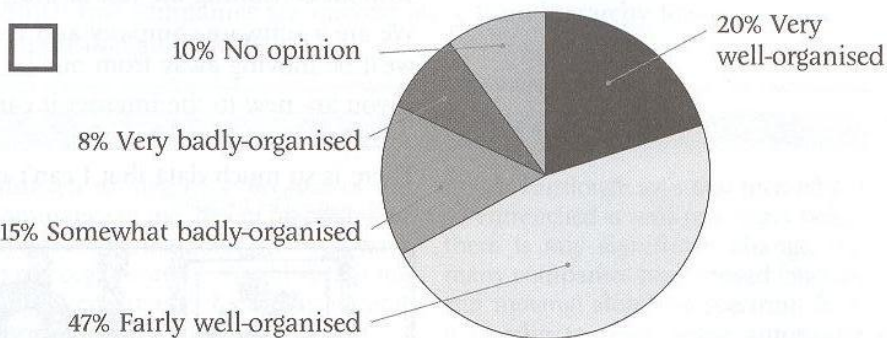
1 Opinion of company leadership



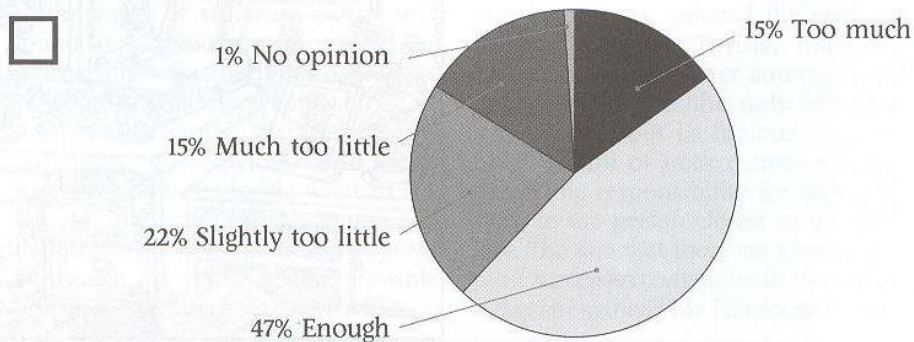
2 Opinion of current team leader



3 How well organised is this company?



4 How much autonomy do you have?

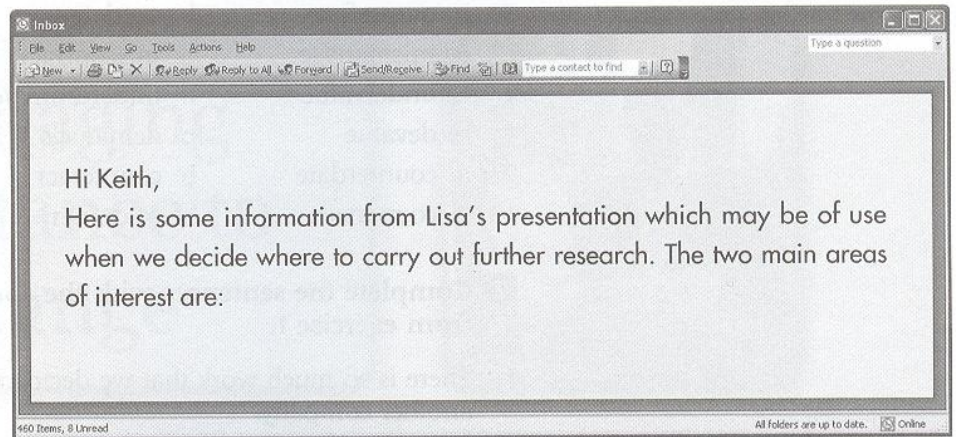


Language check Underline the correct determiner in *italics* to complete the sentences.

- 1 Every / few organisation requires some form of structure.
- 2 Whoever / *Whatever* the cost, we need to centralise our production.
- 3 *Each* / *Both* member of my family has a role in our company.
- 4 Only those teams *whose* / *which* leaders build a shared vision will do well.
- 5 Unfortunately, in our company, *few* / *little* meetings have a useful objective.
- 6 There is *none* / *no* evidence of a poor safety record in this industry.
- 7 We need a new logo but *none* / *neither* of these two designs is good enough.

Writing

You work in HR and attended Lisa Wright's presentation. Write an email (200–250 words) to your manager who was unable to attend. Choose two pie charts and summarise the data. You can use headings, bullet points or lists to help you organise information. Draw conclusions from the pie charts and make recommendations for further research.



Unit 3

Change



Vocabulary: **Prefixes with verbs**
Language: **Continuous forms**
Career skills: **Managing resistance to change**
Writing: **Summary of a report**

Vocabulary

1 Underline the word which is not a prefix/verb combination in each group.

- | | | |
|------------------|------------------|----------------|
| 1 a update | b <u>upvalue</u> | c upgrade |
| 2 a subcontract | b subdivide | c subperform |
| 3 a overcontract | b overcome | c overvalue |
| 4 a recome | b reconsider | c relocate |
| 5 a outperform | b outdate | c outvalue |
| 6 a mismanage | b miscontract | c mistake |
| 7 a undervalue | b underestimate | c underact |
| 8 a devalue | b demanage | c degrade |
| 9 a counterdate | b counteract | c counterforce |
| 10 a co-manage | b co-design | c co-grade |

2 Complete the sentences with the correct prefix/verb combination from exercise 1.

- 1 There is so much work that we decided to subcontract the design to another company.
- 2 This tactic isn't working. I think we need to _____ our decision.
- 3 If we can _____ our present problems, we have every chance of success.
- 4 Two people need to have similar aims in order to _____ a company.
- 5 The decision to _____ our company to Dubai has a number of benefits.
- 6 This model can _____ every rival product on the market.
- 7 Due to the current economic crisis they may decide to _____ the currency.
- 8 Some managers _____ the importance of motivation and that can be a mistake.

Writing

You have recently taken over as Director of Design and Production at a large furniture manufacturer. When you were appointed you were told to implement changes and to find out how staff are reacting. Read the information and write a summary for the report (200–250 words). Include information about:

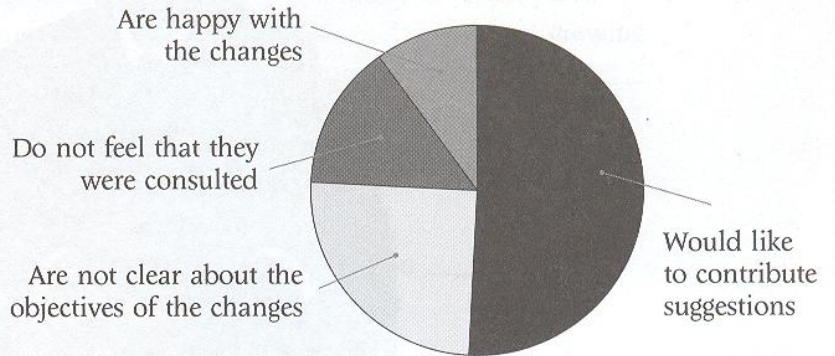
- changes that you and the management team have been making
- staff reaction, both positive and negative

- the main concerns that staff have
- current actions to solve the problem

Summary

This report is an update on changes that are being made to the Design and Production department.

Staff reactions to changes

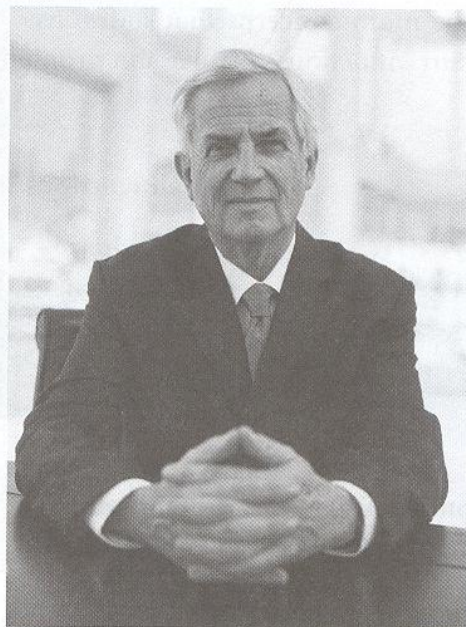


Language check Tick the correct sentences and correct the sentences with mistakes.

Managing resistance to change



- | | |
|--|---|
| 1 Many managers make the mistake of not involving staff when they ^{are} planning. <input type="checkbox"/> | 9 keep feelings bottled up inside. Some people might be held unrealistic <input type="checkbox"/> |
| 2 Yet research shows that staff who have been involved in making decisions <input checked="" type="checkbox"/> | 10 expectations about their future role in the company. Dealing with this will <input type="checkbox"/> |
| 3 are less likely to end up resisting changes at a later date. It is only by consulting staff <input type="checkbox"/> | 11 require both sensitivity and honesty. If the company is already been providing <input type="checkbox"/> |
| 4 that management can understand the issues that might being worrying them. <input type="checkbox"/> | 12 training for employees, is made plans to deal with any extra work arising <input type="checkbox"/> |
| 5 Managers need to check that aims and objectives are being clearly communicated. <input type="checkbox"/> | 13 from the changes or is implementing a reward system to recognise people's efforts <input type="checkbox"/> |
| 6 Uncertainty about what might be happening in the near future can cause anxiety. <input type="checkbox"/> | 14 then the transition is far more likely to progress smoothly. Employees who feel <input type="checkbox"/> |
| 7 To avoid this, many companies are now has employee feedback meetings. <input type="checkbox"/> | 15 that their hard work are being overlooked are at risk of becoming de-motivated. <input type="checkbox"/> |
| 8 Increasingly, staff are being encouraged to express their concerns rather than <input type="checkbox"/> | 16 This is often the case when an organisation finds that it is losing key workers. <input type="checkbox"/> |



Listening  T4

1 Listen to a telephone conversation between Paul and Anna about possible changes in their corporation. Answer the questions.

- 1 Which department will be affected by the changes? *The Finance department*
- 2 What is being sent out at the end of the week?
- 3 Which department is Finance going to share with?
- 4 What has been underestimated?
- 5 What are the risk if the plans go ahead unchanged?
- 6 What does Paul need to bring to their meeting?

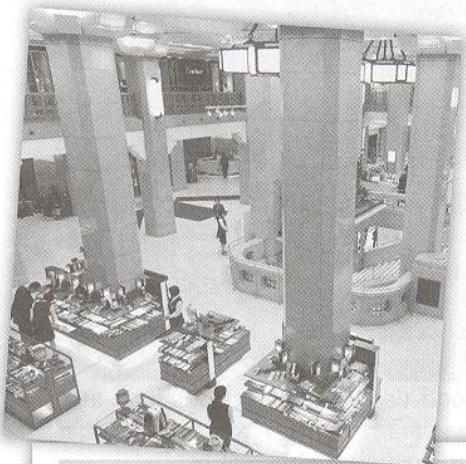
2 Listen to the conversation again and decide whether the statements are *true* or *false*.

- 1 The changes will happen very soon. *true*
- 2 The affected staff have received notification of redundancy.
- 3 All the people who work in finance have lost their jobs.
- 4 The number of orders has been overestimated.
- 5 The situation is worse than they thought it was.
- 6 Many employees were unhappy about the changes.
- 7 Anna is reluctant to change the plans.
- 8 He refuses to discuss the matter further.

Reading

1 Read the article about the changes to Japanese department stores and complete the paragraphs with the correct answer a–g.

- a so a merger serves as a convenient excuse to centralise
- b customers are deserting them in favour of
- c reorganise their operations and renovate their ageing buildings
- d the value of the land on which its stores sit
- e the first building in Japan to have central heating and escalators
- f there were art galleries, restaurants serving foreign food
- g who cost less since they receive fewer benefits



2 Read the article again and underline answer a–c to complete the sentences.

- 1 Mitsukoshi department store was one of the first to allow customers to wear _____.
a shoes b uniforms c hats
- 2 *Depatos'* sales have been _____ steadily in recent years.
a increasing b declining c growing
- 3 Two of the biggest department stores are planning to _____.
a close b open new branches c merge
- 4 Many companies are still _____.
a overstaffed b understaffed
c unable to find trained staff
- 5 To modernise, *depatos* need to invest in _____.
a consultants b exotic products c IT
- 6 *Depatos* helped to promote _____.
a shopping malls b Western buying habits c home improvements

The Economist

Demise of the depato

Consolidation beckons for Japan's retail icons

ONCE, Japan's department stores were symbols of modernity. In 1673 Mitsukoshi, the oldest, introduced the then-radical innovation of fixed prices. At the turn of the last century, its flagship store was ¹ the; and one of the first big shops in the country to allow customers to wear shoes.

Nowadays, however, *depato*, as department stores are known in Japanese, seem stodgy: ² _____ speciality clothing stores and malls. Moreover, consumer spending is flat and the population is declining. Sales have fallen across the industry for a decade, and profits with them. Because productivity is low and operating costs are high, earnings are meagre. Mitsukoshi, for one, has posted losses for six consecutive years. It is thought that ³ _____ is now higher than that of the company itself.

No wonder, then, that the boards of Mitsukoshi and Isetan, the country's fourth- and fifth-largest department-store chains, laid plans for a merger that would create the country's biggest retail group, with \$14 billion in annual sales. The deal is seen as a way for Mitsukoshi to learn new tricks from Isetan, which is far smaller but profitable. Their rivals are doing the same.

Combining forces is a way for stores to increase their buying clout with distributors. It can also help to promote broader restructuring. Branches are often run almost autonomously, ⁴ _____. Innovative practices from the better-performing stores can be rolled out across the business.

Many big chains have shed permanent staff in recent years and resorted to temporary workers, ⁵ _____. But stores are still packed with too many employees serving too few

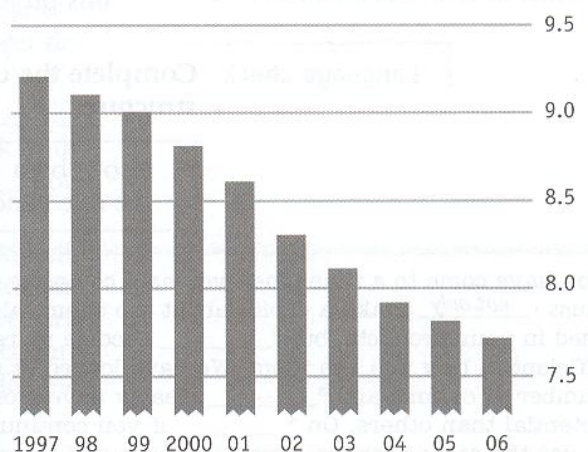
shoppers. Department stores have the lowest productivity in the Japanese retailing sector.

To catch up, Japanese department stores need to invest in IT, ⁶ _____, says Kentaro Mori of the Boston Consulting Group. This costs money—something they are short of. So the mergers are a way to attain larger scale and thus make these investments more affordable.

The *depato* helped to spread Western-style, middle-class consumerism in Japan. Family visits at the weekend were as much cultural excursions as shopping expeditions: ⁷ _____ and shelves stocked with exotic products from around the globe. But unless a radical overhaul accompanies the current consolidation, the *depato* themselves will soon become curiosities.

Dropping, not shopping

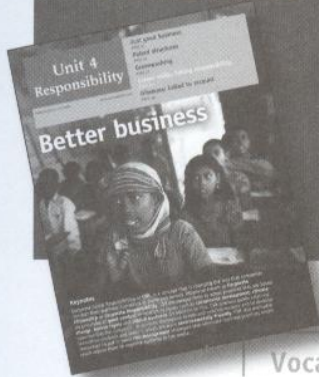
Japanese department store sales, ¥ trn



Source: Japan Department Stores Association

Unit 4

Responsibility



Vocabulary: **Synonyms and compound nouns**
Language: **Paired structures**
Career skills: **Taking responsibility**
Writing: **Memo suggesting action**

Vocabulary 1 Complete sentence **b** with the correct synonym so that sentences **a** and **b** have the same meaning.

~~commonly known as~~ come under the umbrella of
made up of more than ever put to good use take a serious look at

- a Corporate responsibility is often called corporate citizenship.
b Corporate responsibility is commonly known as corporate citizenship.
- a Our energy saving plan will be composed of four main strategies.
b Our energy saving plan will be _____ of four main strategies.
- a We need to examine in detail how much packaging waste we produce.
b We need to _____ how much packaging waste we produce.
- a Our new green policies can be included as part of our re-branding exercise.
b Our new green policies can _____ of our re-branding exercise.
- a The public increasingly expect us to take an ethical stance in all our business dealings.
b _____, the public expect us to take an ethical stance in all our business dealings.
- a The investors want to know that their money is being managed effectively in this project.
b The investors want to know that their money is being _____ in this project.

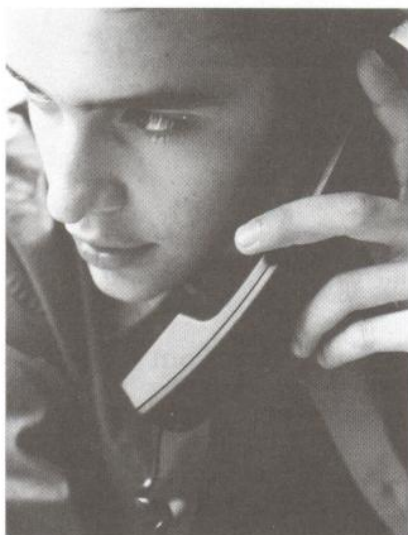
Language check Complete the consultant's report with the correct part of a paired structure.

also both on the other hand ~~not only~~ some
the one hand whether neither

You have come to a time when you as a company must ¹ not only make a choice about the chemicals used in your products, but ² _____ become more efficient in how you use them. We have looked at a number of options and ³ _____ clearly have more potential than others. On ⁴ _____ if you continue to use the same chemicals, you will be saved the cost of changing your production system, but ⁵ _____ you will continue to emit toxic fumes from your

production facility. If you start to use the range of greener alternatives that are now available, as well as saving money, you will ⁶ _____ reduce costs in the long run and improve the company's environmental reputation. Of course, ⁷ _____ you choose to start to move down the greener route or not is for you to decide. Clearly ⁸ _____ the board of directors nor the shareholders can afford to ignore this issue.

Listening 1 T5 Part 1



1 Listen to the telephone conversation between a customer and a customer services assistant. Match adjectives a–d with the customer (C), or the customer services assistant (CSA).

a unhelpful b unsure c concerned d indifferent

a unhelpful: CSA

2 Decide whether the statements are *true* or *false*.

- 1 The customer is concerned about a sweatshirt.
- 2 The customer has read a report in a newspaper.
- 3 The shop sells toy animals.
- 4 The shop gives out ethical policy fact sheets in its shop.
- 5 The customer shops regularly there for gifts.
- 6 The assistant agrees to put the customer through to the manager.

Listening 2 T6 Part 2

Listen to the conversation between the customer and the manager and answer the questions.

1 Complete what the manager says.

2 Match the correct strategy 1–5 with sentences a–e.

Manager says

- 1 It's _____ there has been some negative _____ about our company.
- 2 We were _____ to discover that one of our _____ employs under-age workers.
- 3 The moment we _____ that this was happening we _____ the company that we would no longer do business with them.
- 4 Can I just say the _____ that ten-year-olds work at the factory are _____ not true.
- 5 And I'm _____ to tell you that we have started an _____ project working with charities in that country to provide education for the children.

Strategy

- a Divert attention to something positive.
- b Challenge information that you know to be wrong.
- c Describe the positive action that is being taken by the company.
- d Address the issue.
- e Acknowledge there is crisis.

Vocabulary 2

1 Match the words in the box with the correct word from 1-8 to make a compound noun.

advantage business cause change demand ~~disaster~~
food results

- | | |
|---------------------------------|-----------|
| 1 environmental <i>disaster</i> | 5 big |
| 2 competitive | 6 climate |
| 3 financial | 7 strong |
| 4 organic | 8 worthy |

2 Complete the sentences with the compound nouns from exercise 1.

- It's certainly a worthy cause and we have a budget to support local charity events.
- Most shops have already sold out because there's such _____ for this product.
- The share holders are pleased that the _____ for this quarter are better than expected.
- Consumer pressure has resulted in more _____ being made available in supermarkets.
- Economics of scale means that _____ have the ability to charge less per unit than smaller firms.
- Critics argue that _____ doesn't exist yet our data shows changes to global weather patterns.
- To maintain our _____ we must invest in new technology just as our rivals have.
- In the future, it's possible that an earthquake or some other _____ will occur in that region.

Writing

Your company has asked for suggestions on how to make your company greener. Write your boss a memo (80-100 words) suggesting the replacement of all the existing light bulbs with low energy ones. Include these points:

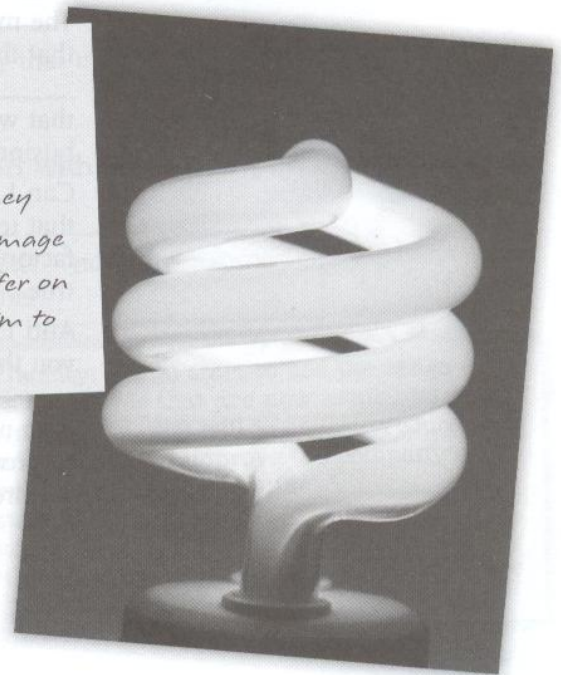
- many of the light bulbs in the building will need replacing in the near future
- good opportunity to change to low energy bulbs
- reports say that the bulbs last longer, so save money
- environmentally friendly, so good for company's image
- you know a company that is running a special offer on low energy light bulbs at the moment. Contact him to ask for a quote?

Memo

From:

To:

Subject: Low Energy Light Bulbs



Reading Read the text about Corporate Social Responsibility and tick the correct statements.

- 1
 - a British businesses tend to have few ideas, but adapt those from other countries.
 - b British businesses used to have good ideas, but don't nowadays.
 - c British businesses traditionally have good ideas, but don't follow through well.
- 2
 - a Japanese companies have had to adjust their business practices to fit in with CSR.
 - b Japanese companies base their CSR on their business customs.
 - c Japanese companies tend to dominate local partners.
- 3
 - a Differences in CSR priorities are certain to develop around the world.
 - b BRIC countries have the same priorities as Europe.
 - c The CSR approach tends to be universal.
- 4
 - a Ethos is a Russian organisation working on social responsibility.
 - b Ethos is a Brazilian government department.
 - c Ethos tries to influence the government and businesses.
- 5
 - a The concept of the rich helping the community is not new to India.
 - b Indian business people see CSR as good PR.
 - c Tata provides leisure facilities such as cinemas to communities.

The Economist

Going global

CSR is spreading around the world, but in different guises

“THE British brand of corporate responsibility is seen as the gold standard,” says Julia Cleverdon, Chief Executive of Business in the Community, which for 25 years has been championing the cause in Britain. And it is true that Britain, especially London, has been a hive of innovation in CSR since the mid-1990s, thanks to a creative cluster of think-tanks, NGOs, consultancies and inventive bosses. But according to Simon Zadek of AccountAbility, a think-tank that has been part of the cluster, this is also a repeat of a familiar British business story: superb innovation, poor implementation.

By contrast, when American firms get serious about CSR—Wal-Mart on sustainability, for example—the execution is generally impressive. The Japanese, for their part, see the roots of CSR in the traditions of Japanese business, such as *shobaido* (the way of doing business) and *shonindo* (the

way of the merchant), and Japanese firms pay a lot of attention to the environment and to relations with local communities. The lead on CSR could even shift from the rich world to the big emerging markets, each with its own traditions and priorities.

For global companies this means that a one-size-fits-all approach to corporate responsibility may not work. What is right for Europe may not be appropriate for India. Such differences in priorities are bound to grow in importance as the BRIC countries—Brazil, Russia, India and China—and other emerging markets gain in economic clout and confidence.

Among the BRICs, Russian companies seem the least interested in the idea of corporate citizenship, but Brazil has a lively CSR scene. Some 1,300 companies are members of Instituto Ethos, a network of businesses committed to social responsibility.

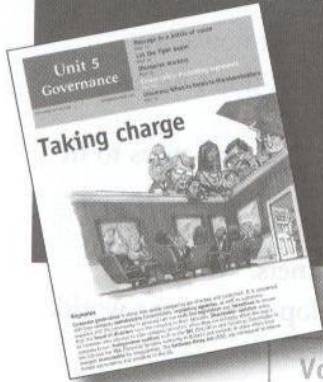


“We are developing a unique process in Brazil,” says Ethos’s founder, Oded Grajew. Ethos tries to influence public policy and corporate behaviour “to establish a socially responsible market”. A few Brazilian firms—such as Natura, a cosmetics company, and Aracruz, a pulp and paper producer—are widely known for their CSR efforts.

India has a long tradition of paternalistic philanthropy. Big family-owned firms such as Tata are particularly active in providing basic services, such as schools and health care, for local communities. For the rich, who have prospered as the economy has boomed in recent years, generous philanthropy is also a way of heading off a backlash against business. A broader culture of ensuring decent working conditions has been slow to spread.

Unit 5

Governance



Vocabulary: **Collocations and idioms**
Language: **Discourse markers**
Career skills: **Presenting arguments**
Writing: **Press release**

Vocabulary 1 Match the verbs 1-7 with the nouns a-g to make verb-noun collocations.

Verb

- 1 mount
- 2 pass
- 3 accept
- 4 uphold
- 5 hold
- 6 issue
- 7 launch

Noun

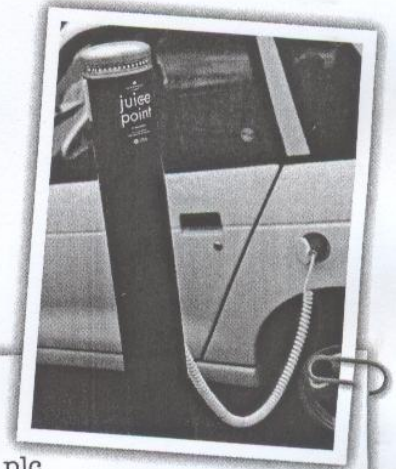
- a a right
- b a challenge
- c the view
- d a warning
- e a takeover bid
- f an offer
- g a motion

2 Complete the sentences with the correct form of the verb-noun collocations in exercise 1.

- 1 We went to court and they upheld our right to use the company name and logo.
- 2 The former financial director decided to _____ for the leadership of the firm.
- 3 Business experts predict that the Indian multinational, Gaden, will _____ for Globetex Telecommunications before the end of the year.
- 4 Yesterday, the Bank of England _____ that interest rates were likely to rise.
- 5 A multinational put in a bid and, after consideration, the board decided to _____.
- 6 Many people _____ that financial institutions need to be more accountable.
- 7 The Supreme Court recently _____ that will impact on corporate governance.

Language check Complete the memo with the correct discourse marker.

actually by and large finally for instance first of all
furthermore luckily on the whole such as to sum up
unfortunately



Memo

To: All shareholders

Subject: The future of New Eco Motors plc

¹ First of all, I am pleased to announce that, after a difficult year, sales have exceeded our expectations.

The 21st century may well see the collapse of the market for conventional cars. In many cases, this will ² _____ cause losses for investors and unemployment for large numbers of workers. ³ _____ this has the potential to spread negative effects on to related industries, ⁴ _____ the steel and plastics industries. But ⁵ _____ for us, companies such as ours will be able to withstand the end of the traditional car market. This is due to the fact that while our main competitors have, ⁶ _____ concentrated on the premium end of the market, we have chosen to invest in smaller models powered by engines that use cleaner fuels, ⁷ _____ ethanol, hydrogen and compressed air. These fuels are ⁸ _____ already being used in hybrid vehicles that will appear on the market next year. So ⁹ _____ this puts us in a much better position than many other companies in our field.

¹⁰ _____, then, you as shareholders need have no fears for your investments in the long-term. And ¹¹ _____ we would like to thank you all for your loyalty during this time and we can assure you that you will see a steady rise in your investments in the coming year.

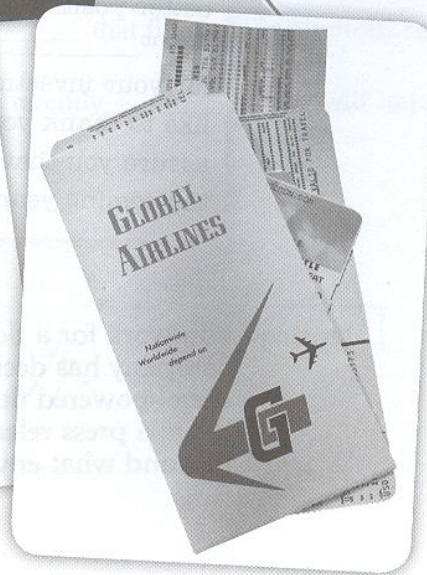
Writing You work for a florists that has four shops in a large city. Your company has decided to improve its image by replacing its diesel-powered delivery vans with smaller electric-powered ones. Write a press release (200–250 words) explaining why you have done this and what environmental benefits it will bring.

1 Listen to the conversation between a plant manager and his superior and answer the questions.

- 1 What country is the move to? *Canada*
- 2 How long would the move be for?
- 3 Is the move immediate?

2 Listen again and tick the person who uses each of the arguments.

- 1 International experience is important for career development.
 Jeff Sue neither
- 2 An improvement in organisational skills is needed.
 Jeff Sue neither
- 3 The move offers the chance to live and work in an interesting country.
 Jeff Sue neither
- 4 It would be possible to do the project without undertaking a move.
 Jeff Sue neither
- 5 The move will result in career progression at a later date.
 Jeff Sue neither
- 6 The role offered isn't necessarily the desired career move.
 Jeff Sue neither
- 7 The relocation package includes accommodation and travel allowances.
 Jeff Sue neither
- 8 Turning the opportunity down would not be a good career move.
 Jeff Sue neither



Reading Read the article about accountancy and decide whether the statements are true or false.

- 1 Enron and Worldcom tricked their auditors. *true*
- 2 Britain and the USA have the same approach to accounting.
- 3 British accountants believe that complete precision in accounting is impossible.
- 4 The Sarbanes-Oxley Act was passed just before the Enron and Worldcom accounting scandals.
- 5 The four golden principles of accounting are correctness, continuity, consistency and conservatism.
- 6 'Bean counter' is a pejorative nickname for accountants.
- 7 Most CFOs have an accountancy qualification.



The Economist

True and fair

The collapse of companies such as Enron and WorldCom demonstrated the central role of accounting in good corporate governance. Both companies manipulated their figures and then persuaded their auditors to sign off on accounts that were at best misleading, at worst downright criminal.

The cases highlighted a contrast between the modern American approach to accounting and the more old-fashioned British approach. America's accounting rules have developed in the context of the increasingly litigious nature of that country's corporate life. This has put pressure on American accountants to be very precise about what is and what is not permissible in company accounts.

In the UK, by contrast, accountants have tried to stick more closely to the old idea of "true and fair", of accepting that precision in accounting is a chimera, that the best you can hope for is that the figures appear (to an honest, independent expert of goodwill)

to be as true and fair a reflection of the corporate reality as it is possible to achieve. In the UK, auditors are required to state whether the accounts they are signing show a "true and fair view" of the organisation's affairs.

Although this principle can overrule specific legal requirements, there is no precise legal definition of what true and fair means. Despite its vagueness, however, the Sarbanes-Oxley Act (American legislation passed in the wake of the Enron and WorldCom accounting scandals that is applicable to all companies quoted on an American stock exchange) reinstated the principle into American accounting.

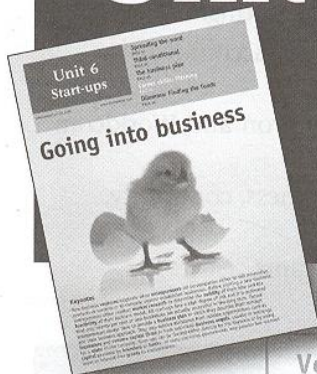
For most of the 20th century, in the UK and the many countries that follow British accounting principles, the true and fair view held the upper hand over the strict rule-setters. It was the most inviolate of the four golden principles of accounting (and the only one not beginning with the letter C: the other three being continuity, consistency and conservatism).

The case for "true and fair" was not helped by a general debasement of the accounting profession itself. In an era that declared itself to be all about change and innovation, it was common to denigrate "bean counters", people whose professional ethos was the antithesis of most of this. "Creative" accountants, after all, are folk who fiddle the books. What's more, whereas three decades ago accountancy training was essential for a young manager aiming for the top, the MBA replaced it for aspiring young executives. They now want to go to top-ranking business schools where they do not, by and large, learn how to count beans.

Even chief financial officers have largely abandoned accountancy qualifications. In 2001, Spencer Stuart, an executive search firm, looked at the qualifications of the CFOs at *Fortune* 500 companies. Only one in five of them had a CPA (Certified Public Accountant qualification); 35% of them had an MBA.

Unit 6

Start-ups



Vocabulary: **Verbs with prepositions**
Language: **Third conditional**
Career skills: **Pitching**
Writing: **Formal email**

Vocabulary Complete the sentences with the correct preposition.

between on × 2 ~~for~~ from × 2 in × 2 to

- 1 How do you account for the rise in the number of new companies?
- 2 This company needs to focus _____ getting through our first year.
- 3 This company would really benefit _____ some additional investors.
- 4 How does a government grant differ _____ a small business loan?
- 5 We won't rely _____ just one big customer, we want lots of smaller ones too.
- 6 Having a good business plan will result _____ a better start.
- 7 We need to organise training but I can't choose _____ these two consultancies.
- 8 We had an idea for setting up in business but it didn't amount _____ anything concrete.
- 9 The firm succeeded _____ attracting potential investors with its clever marketing campaign.

Language check Tick the correct sentences and correct the sentences with mistakes.

- 1 Many entrepreneurs wouldn't ^{have} had started a company if they hadn't had financial help.
- 2 If he'd talked to the bank, they might have increased his loan rather than close the company.
- 3 He's have been an asset to this company if he hadn't decided to accept another offer.
- 4 If they were serious about succeeding, they should have carried out some market research.
- 5 Our investments would have made you a lot of money if it hasn't been for the recession.
- 6 The shareholders would have back us if the board hadn't interfered.

Listen to someone talking about his start-up business. Underline two correct answers for each question.

- Who did the speaker *not* ask for money for his company?
 - venture capitalists
 - banks
 - a government agency
 - family
- How did he know that there was a gap in the market?
 - He read about it.
 - He saw a TV programme.
 - He spoke to friends.
 - He spoke to people in the business.
- Which of these sentences are true?
 - His team was playing against new opponents.
 - He couldn't play because he got injured.
 - Someone he knew from school was playing on the other team.
 - The doctor refused to give him permission to play.
- Which statements are *not* true?
 - The men didn't have time to talk after the match.
 - The men are still in business together.
 - Chris Packer made a lot of money from the internet.
 - They put in an equal investment initially.
- What does the speaker believe?
 - Luck is the only thing that's important in business.
 - His life would have been different if he hadn't gone to the match.
 - If he had worked harder, he could have started the company without his friend.
 - Luck was useful at the start but his achievements are due to working hard.

Writing

You are a venture capitalist. Read the notes about a business idea below and decide if you want to invest and whether you agree with the terms. Write a formal email (200–250 words) to the inventor to say whether you intend to invest or not and why.

Possible investment?

Inventor: Estelle Vine

Product:

disposable camera phones

- Innovative phone that can be used briefly and then recycled
- Retail at £25 for 20 mins airtime + 12 pics
- Target market: 18-24 year olds (will use the phone when out for the evening, travelling etc)

- Ms Vine is an experienced sales manager

- Has invested her savings in the project

Investment:

Start-up cash for development and prototype,

patenting, etc £35,000

Promotion, etc £5,000

offering 10% of the company in return.

1 Listen to Cyril Rollinde, an expert on start-ups, and decide whether these statements are *true* or *false*.

- 1 Cyril's job was to source funding and expert support for new start-ups. *true*
- 2 To get support from Cyril you need to have a client ready and waiting for your product.
- 3 The quality of the team and its leader is an important success factor.
- 4 The failure rate for Cyril's organisations is 1 in 5.
- 5 Entrepreneurs are mostly young.
- 6 Cyril has had some experience of being involved in a start-up.

2 Cyril explains the process that entrepreneurs need to go through to get financial support. Number the stages in the order that they are mentioned.

- | | | |
|---|--|--------------------------|
| a | Present project to a steering committee. | <input type="checkbox"/> |
| b | Receive hands-on support. | <input type="checkbox"/> |
| c | Present a business plan. | <input type="checkbox"/> |
| d | Network and attend workshops. | <input type="checkbox"/> |
| e | Highlight the qualities of the team involved in the project. | <input type="checkbox"/> |
| f | Meet a consultant. | <input type="checkbox"/> |
| g | Provide evidence that others support your idea. | <input type="checkbox"/> |
| h | The venture becomes part of the network. | <input type="checkbox"/> |

3 Listen again and tick the items which are mentioned in the listening.

- 1 The data that informs the decision to lend to an entrepreneur includes:
 - a breakeven projections
 - b market studies
 - c patent certificates
- 2 Once you are part of the network, you can:
 - a be on a committee
 - b go to workshops
 - c talk to experts
- 3 Some problems that entrepreneurs can have include:
 - a sabotage by rivals
 - b breakdowns
 - c family problems
- 4 Cyril mentions some jobs that a successful entrepreneur needs to emulate. They include:
 - a poet
 - b sailor
 - c consultant

Reading Read the article and answer the questions.

- 1 Who or what is at the centre of Professor Baumol's theory of growth?
- 2 What do opinions of entrepreneurship have a strong effect on?
- 3 What has been broken between large employers and their staff?
- 4 In the past, what did companies offer in return for employee loyalty?
- 5 Who were partially responsible for demand that led to entrepreneurship being included in mainstream business courses?
- 6 What are the participants in *Dragons' Den* trying to get?

The Economist

An idea whose time has come

No longer niche

Broad cultural changes have brought entrepreneurialism into the mainstream. An activity that was once regarded as peripheral, perhaps even reprehensible, has become cool, celebrated by politicians and embraced by the rising generation.

Today entrepreneurship is very much part of economics. Economists have now realised that, in a knowledge-based economy, entrepreneurs play a central role in creating new companies, commercialising new ideas and, just as importantly, engaging in sustained experiments in what works and what does not. William Baumol, an American Economics Professor, has put entrepreneurs at the centre of his theory of growth. Paul Romer, of Stanford University, argues that "economic growth occurs whenever people take resources and rearrange them in ways that are more valuable... [It] springs from better recipes, not just more cooking." Edmund Phelps, a Nobel Prize winner, argues that attitudes to entrepreneurship have a big impact on economic growth.

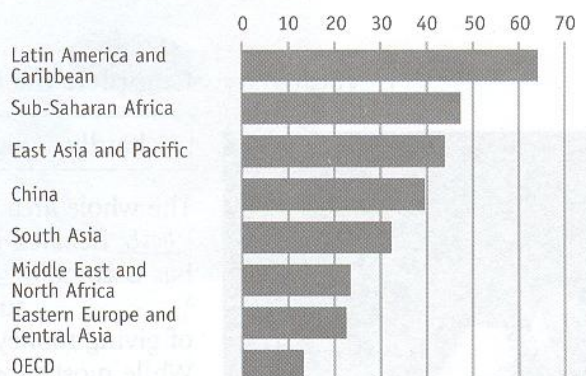
Entrepreneurship is also becoming mainstream because the social contract between big companies and their employees has been broken. Under managed capitalism, big companies offered long-term security in return for unflinching loyalty. But from the 1980s onwards, first in America and then in other advanced economies, big companies began slimming their workforces. This made a huge difference to people's experience at the workplace. In the 1960s workers had had an average of four different employers by the time they reached 65. Today they have had eight by the time they are 30. People's attitudes to security and risk also changed. If a job in a big organisation can so easily disappear, it seems less attractive. Better to create your own.

Yet another reason for the mainstreaming of entrepreneurship is that so many institutions have given it their support. Harvard Business School has made entrepreneurship one of the foundation stones of business education, partly in response to demand from students. The school's Arthur Rock Centre for Entrepreneurship now employs over 30 professors.

The media have also played a part. "*Dragons' Den*", a television programme featuring entrepreneurs pitching their ideas to businesspeople in order to attract venture capital, is shown in 12 countries. "The Apprentice", a programme that had Donald Trump looking for a protégé, has produced numerous spin-offs. Even China's state-owned Central Television has a show about entrepreneurs pitching ideas to try to win \$1.3m in seed money.

Make it snappy

Number of days it takes to start a business in:



Source: World Bank Doing Business database

Unit 7

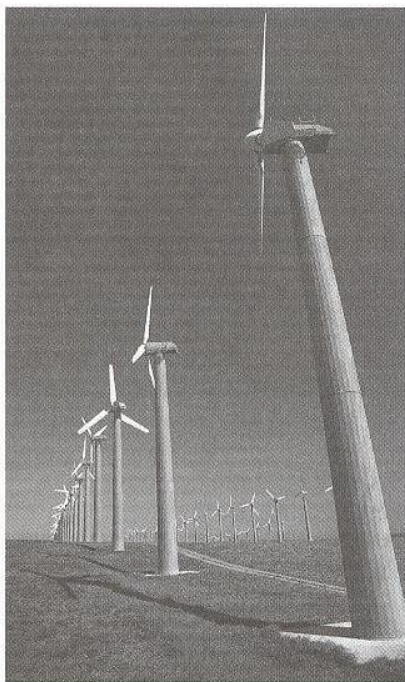
Resources

Vocabulary: **Adverbs**
Language: **Future perfect**
Career skills: **Debating**
Writing: **Email presenting an argument**

Language check

Complete the sentences with the correct form of the future. Use **will** or the **future perfect**.

- 1 The cap on minerals was announced last year, so they 'll have had (have) enough time to find alternatives by now.
- 2 They _____ (not start) production at the new biofuel processing plant when you come to visit next month.
- 3 I _____ (send) a copy of our new policies on green issues this afternoon.
- 4 We _____ (need) to reduce our transport costs before the next budget meeting.
- 5 Do you think you _____ (be) able to cut emissions with your reliance on fossil fuels?
- 6 By next year we _____ (use) wind powered electricity for a decade.
- 7 They _____ (not switch) to renewable energy by the end of the year, so they'll be fined.
- 8 If we don't start reducing our carbon footprint soon, it _____ (be) too late.
- 9 By the time we get to Denver airport, we _____ (travel) for over 36 hours and we'll then continue our journey by car.
- 10 If we organise our distribution more efficiently, we _____ (save) money and resources.



Vocabulary

Complete the text with the correct adverbs.

hardly highly heavily ~~hotly~~ widely

The whole area of green subsidies for profitable companies has been ¹ hotly debated in recent years. The practice of giving handouts to companies has become ² _____ accepted in a number of countries. Therefore, it is ³ _____ surprising that some critics have begun to question the wisdom of giving money to companies that are already ⁴ _____ subsidized. While most subsidies are tightly controlled some are given to companies which clearly do not require this level of support. It would be ⁵ _____ impractical to check that each individual subsidy is being used effectively.



Reading Read the article about coffee and complete the paragraphs with the correct answer a–f.

- a In the case of coffee, the biodiesel is made from the leftover grounds.
- b A further advantage is that unlike oils from some other plants such as peanut oil, diesel derived from coffee can usually be burned in an engine with little or no tinkering.
- c Biodiesels are becoming increasingly popular.
- d Commercial production could be carried out by a company that collected coffee grounds from big coffee-chains and cafeterias.
- e Running a diesel engine on a plant-based fuel is hardly a new idea.
- f The researchers' work began two years ago when Dr Misra, a heavy coffee drinker, left a cup unfinished and noticed the next day that the coffee was covered by a film of oil.

The Economist

Fuelled by coffee

Biofuels: A novel form of biodiesel is derived from an unusual feedstock that is more commonly used to fuel mental activities: coffee

¹ e One of the early demonstrations carried out by Rudolph Diesel, the German engineer who invented the engines at the end of the 19th century, operated on pure peanut oil. Diesel fuel made from crude oil eventually won the day because it was easier to use and cheaper to produce. But new forms of biodiesel are now starting to change the picture again. One of them is derived from the remains of a drink enjoyed the world over: coffee.

² In America, Minnesota has decreed that all diesel sold in the state must contain 2% biodiesel (much of it from the crops grown by the state's soya farmers). Biodiesel can also be found blended into the fuel used by public and commercial vehicles and by trains in a number of countries. Aircraft-engine makers are testing biofuel blends. As with other biofuels, the idea is that making fuel from plants, which absorb carbon dioxide as they grow, will produce fewer emissions than burning fossil fuels.

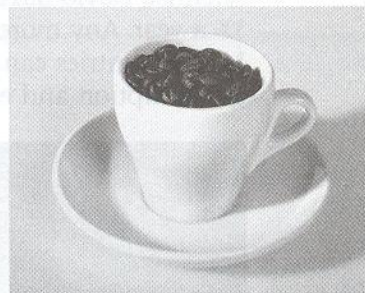
³ These would otherwise be thrown away or used as compost. Narasimharao Kondamudi, Susanta Mohapatra and Manoranjan Misra of the University of Nevada at Reno have found that coffee grounds can yield 10–15% of biodiesel by weight relatively easily. And when burned in an engine the fuel does not have an offensive smell—just a whiff of coffee. (Some biodiesels made from used cooking oil produce exhaust that smells like a fast-food joint.) And after the diesel has been extracted, the coffee grounds can still be used for compost.

⁴ Since he was investigating biofuels, he enlisted his colleagues to look at coffee's potential. The nearby Starbucks was happy to oblige by supplying grounds. The researchers found that coffee biodiesel is comparable to the

best biodiesels on the market. But unlike biodiesels based on soya or other plants, it does not divert crops or land from food production into fuel production.

⁵ The process for extracting the diesel is similar to that used for other oils and researchers estimate that it should cost \$1 per gallon to make.

⁶ There is plenty available: according to a report by the United States Department of Agriculture, more than 7m tonnes of coffee are consumed every year, which the researchers estimate could produce some 340m gallons of biodiesel. Time, perhaps, to pour another cup before refilling the car.



1 Listen to an extract from a debate and underline the best title for Jolanta Majewski's argument.

- a Poorer countries need help to increase economic growth.
- b The environment is more important than economic growth.
- c Businesses that create wealth use renewable resources.

2 Listen again and number the statements in the order that you hear them.

- 1 Do we really want economic growth that will help destroy the planet?
- 2 This argument fails to consider the damage that such growth is doing to the environment.
- 3 David Suzuki argued that ecology can only sustain a finite amount of growth.
- 4 Yet, many countries can expect annual growth rates of between 4 and 8%.
- 5 If we continue as we are, the demand for electricity will have increased by 87% by 2035 and it's likely that most of this will still be generated by fossil fuels.

3 Match points 1–5 in exercise 2 to the techniques a–e.

- a refers to an expert
- b uses rhetorical questions
- c points out flaws in arguments
- d refers to hypothetical situations
- e presents key facts and figures

4 Listen again and underline seven factual mistakes in the summary.

Economists and world leaders encourage economic growth. But economic growth can harm the environment. Factories, retail outlets and industrial plants use 50% of the world's electricity. By 2025 the demand for electricity will have increased by 87%, mostly generated by wind turbines. American scientist, David Suzuki, said ecology can only sustain growth between 0.5 to 3% a year. Any more than this and forests and urban areas can be damaged. Many countries can expect annual growth rates of between 4 and 12%. Consumption and economic growth need to be reduced.



Writing

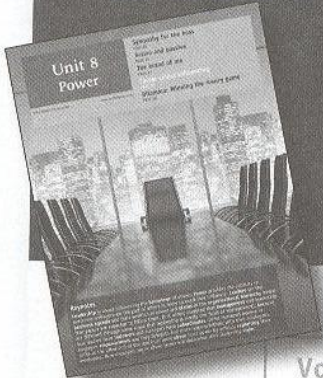
Write an email (200–250 words) to David Welbeck at What's your view? Present a counter-argument to Jolanta Majewski's view. Use your own ideas or some of these points:

- *The World Bank's view: decrease in global poverty is largely due to increased economic growth.*
- *Experts show happiness increases in countries with higher economic growth.*
- *Advancements in science and technology allow for greater efficiency in production, e.g. computers more powerful than they were a few years ago but do not require any more natural resources to build. It's possible that this could result in increased economic growth with less pressure on natural resources.*
- *American economist, Julian Lincoln Simon, argues that in the future people will find ways of adapting to any long-term environmental effects.*
- *Strong economy: wealthy nations will be able to invest more money in alternative energy.*
- *By 2035, there will be greater growth in electricity produced by renewable energy than by fossil fuels.*
- *Government incentives (alternative energy, higher fossil fuel prices and increased usage of nuclear and renewable energy) will contribute to a future where economic growth does not need to have a negative impact on the environment.*
- *Without continued economic growth, there will be an increase in poverty and unemployment.*
- *Environmental concerns are a luxury that rich countries can afford.*



Unit 8

Power



Vocabulary: **Phrasal verbs with put**
 Language: **Active and passive**
 Career skills: **Influencing**
 Writing: **Personal profile**

Vocabulary Complete each sentence with the correct particle to make a phrasal verb with *put*.

- 1 I can't put b with my staff any longer!
 a on b up c out
- 2 Could you put a good word for me about my promotion?
 a over b down c in
- 3 I'd like to put Khalid's name for the post of Finance Manager.
 a in b round c forward
- 4 The next step is to put the proposal the committee.
 a to b on c in
- 5 A good leader needs to put her vision to her staff.
 a up b across c round
- 6 Have you heard? Steve's put a transfer request!
 a in b up c out
- 7 His absences have put his co-workers significant strain.
 a to b under c on

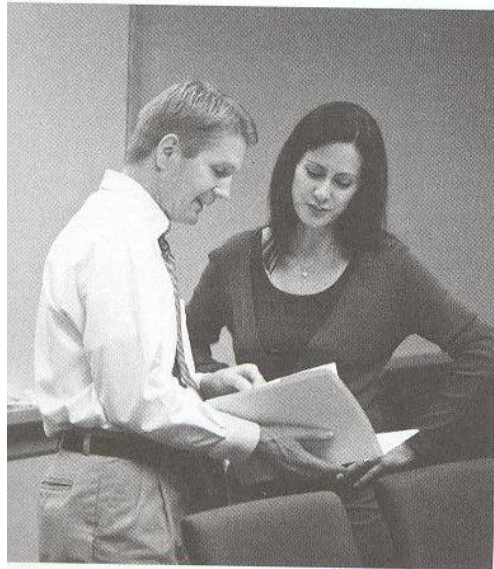
Listening T11

1 Listen to extracts of conversation where the speaker is trying to influence someone. Answer the questions.

- 1 Speaker 1 Who has he spoken to? *The Board of Directors*
- 2 Speaker 2 How long is Elsa on sabbatical?
- 3 Speaker 3 What does she want to change?
- 4 Speaker 4 When does he want the staff to come in?
- 5 Speaker 5 What does he want to start?
- 6 Speaker 6 What got lost?
- 7 Speaker 7 What will they need to make to save money?

2 Listen again. Match speaker 1-7 with the influencing tactics a-g that they use.

- | | | | |
|-------------------------------------|--------------------------|-----------------------------------|--------------------------|
| a ingratiation, flattery and praise | <input type="checkbox"/> | d inspirational appeal | <input type="checkbox"/> |
| b involve others in consultation | <input type="checkbox"/> | e bargaining and negotiation | <input type="checkbox"/> |
| c consult a higher authority | <input type="checkbox"/> | f reason, logical argument | <input type="checkbox"/> |
| | | g appeal to friendship or loyalty | <input type="checkbox"/> |



bedside character confidence difficulties experience manager
 organisation playboy structure understood

Leadership

Leadership is “one of the most observed and least ¹ understood phenomena on earth”, wrote one man in a position to know. In business, interest has focused on three aspects of the phenomenon:

- the nature and behaviour of leaders;
- the nature and behaviour of those who are led;
- the structure of the ² _____ in which the leading takes place.

Most is written about the first of these. There is a strong fascination with leaders and their ³ _____, and with the great issue that surrounds them: can they be made or are they only ever born?

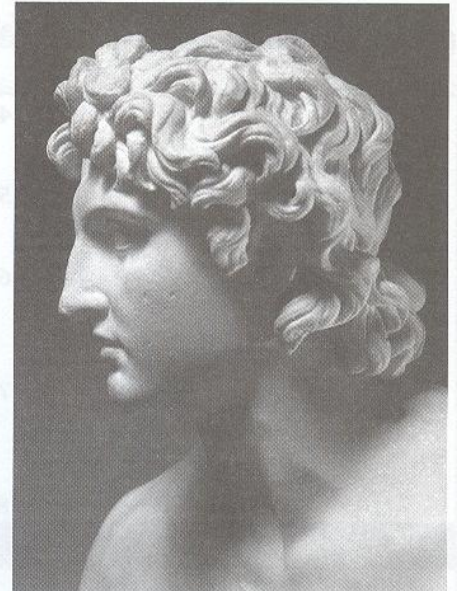
There is no general agreement about the qualities of a leader. Field Marshal Montgomery thought that a leader “must have infectious optimism, and the determination to persevere in the face of ⁴ _____. He must also radiate confidence, even when he himself is not too certain of the outcome”. Henri Fayol, an early French writer on management, said that the leader’s task is “thinking out a plan and ensuring its success”. It is, he added, “one of the keenest

satisfactions for an intelligent man to ⁵ _____”.

David Ogilvy, founder of an advertising agency, Ogilvy & Mather, and himself a leader of some quality, said: Great leaders almost always exude “self _____. They are never petty. They are never buck-passers. They pick themselves up after defeat ... They do not suffer from the crippling need to be universally loved ... The great leaders I have known have been curiously complicated men.

The leadership of people like Alfred P. Sloan, the legendary boss of General Motors, however, owed more to the ⁷ _____ and systems that they put in place in their organisations than it did on the individual’s personality. Henry Ford II’s success in revitalising his family’s firm after the second world war depended largely on his reorganisation of the company. The man himself was a jet-setting ⁸ _____ who rarely met the David Ogilvy standards of a great leader.

Abraham Zaleznik, in an influential article in *Harvard Business Review*, argued that leaders and managers are basically different, the conditions favourable to one may conflict with the growth of the other. In other words, a long career as a ⁹ _____ may not be the best training for a leader. Yet this is the training that most business leaders get.



The nature of leadership has been discussed since time immemorial. In perhaps the most famous book on the subject, *The Prince*, written in Florence in the 1520s, Niccolò Machiavelli set out his ideas about what a prince must do to survive and prosper, surrounded as he inevitably will be by general human malevolence. Dedicated to Lorenzo de Medici, the book draws on examples from history, of Alexander the Great and of the German city states, to teach its readers some eternal lessons. Many a corporate chief has a copy near his ¹⁰ _____.

Language check

1 Complete sentence *b* with the correct form of the passive so that it has the same meaning as sentence *a*.

- 1 a The board is replacing the CEO with the Finance Director.
b The CEO is being replaced with the Finance Director.
- 2 a We will have achieved our targets by the time of the next shareholders' meeting.
b Our targets _____ by the time of the next shareholders' meeting.
- 3 a Their main rivals head-hunted their Head of R&D.
b Their Head of R&D _____ by their main rivals.
- 4 a A lot of people think he's the best in his field.
b He _____ the best in his field.
- 5 a His staff don't appreciate his management style.
b His management style _____ by his staff.
- 6 a The manager brought the matter to the attention of the director.
b The matter _____ to the attention of the director by the manager.
- 7 a The new management team is going to share responsibility for results.
b Responsibility for results _____ by the new management team.
- 8 a The long working hours have put staff under strain.
b Staff _____ under strain by the long working hours.

2 Use these words to complete the text.

come done ~~finished~~ gather motivated pick put to order
to pack work


A good boss can get their staff to do whatever they want. One time, our boss needed to get an order ¹ finished on time so he had all his staff, everyone: secretaries, drivers, as well as shop floor workers, ² _____ in on a Friday evening. He had a taxi company ³ _____ us up from our homes and then had half of us ⁴ _____ the machines and got the other half ⁵ _____ the products into the boxes. He got his secretary ⁶ _____ in pizzas and soft drinks, and we worked until the job got ⁷ _____. We finished around 10.30pm and then he had us all ⁸ _____ round while he said a quick thank you and told us we didn't need to get in until 10.00am on the Monday.

At the end of the week, he had the Finance Director ⁹ _____ a little something extra in all our pay packets. He got us ¹⁰ _____ by showing that our effort was appreciated.

Writing A personal profile is sometimes used on curriculum vitae and job application forms or when writing on professional websites. The aim is to summarise key information about the writer. It often contains brief information about skills, experience and specific achievements. It uses:

- power words to get the reader's attention (e.g. action verbs)
- short punchy sentences
- positive language
- adjectives to highlight key information

Write a personal profile for the curriculum vitae below. (100–200 words)

	<p>Annette Bell</p> <p>Address: 28 Beaumont Road, Plymouth PL1 4SQ Email: a.bell@rocketmail.com Telephone: 01752 821617</p> <p>Personal profile</p> <p>I</p>
<p>Media organisation experience</p>	
<p>2010 6-month internship <i>London, UK</i></p>	<p>Inter-Cinematics: International media Public relations assistant Contributed to the organisation of press conferences Prepared press kits for journalists Proofread and copy-edited draft press releases Liaised with members of the press</p>
<p>2010–Present <i>Plymouth, UK</i></p>	<p>Editor of <i>The Varsity Times</i>: University newspaper Selected and edited potential articles Wrote weekly editorial column Ensured tight newspaper deadlines were met Awarded 'Editor of the year' in 2008 and 2009</p>
<p>2010–Present <i>Plymouth, UK</i></p>	<p>University of Plymouth President of the University social committee Organised and promoted events Controlled budgets Negotiated prices of goods with suppliers</p>
<p>Education Degree 2008–2010 <i>Plymouth, UK</i></p>	<p>University of Plymouth BA in Public Relations 1st Class Hons</p>
<p>Secondary education 2005 <i>Halford, UK</i></p>	<p>A-levels in English Literature, French and Media Studies Combertoon Secondary School</p>
<p>Languages and IT skills</p>	
<p>Languages</p>	<p><i>English</i> Mother tongue <i>French</i> Fluent <i>Spanish</i> Proficient</p>
<p>Interests</p>	<p>Keen tennis player and rower: represented University of Plymouth for 3 years Enjoy promoting local voluntary projects such as Arts for All and Silversurfers</p>
<p>Referees</p>	<p>On request</p>

Unit 9

E-marketing



Vocabulary: **Word clusters**
Language: **Word order: adverbs**
Career skills: **Decision making**
Writing: **Press release**

Vocabulary

1 Complete the text using the word clusters with *break* that mean the same as the words and phrases in brackets.

at breakneck speed big break break break down breakthrough
~~break-up~~ broken even

Four of us originally got together to form a company, Jim, Stuart, Helena and myself. Unfortunately, there was a serious disagreement and after a few months Jim and I looked at our options. We thought very carefully about the pros and cons. Finally, we made the decision to (finish) ¹ break up with the other two and set up our own firm. It was a difficult choice to make but relations between the four of us had started to (go bad) ² _____ because Stuart and Helena were so old-fashioned in how they saw marketing. Our company made products for the sailing industry and Jim was always working on innovative products. For ages, he'd been working on a safety key ring that could send out signals if a sailor got into trouble at sea. He'd been having trouble with the technology but then he had a (important new discovery) ³ _____ and we were able to make the product. But Stuart and Helena were unenthusiastic and insisted on using the same old marketing techniques, whereas we wanted to use e-marketing to promote it. Anyway, to cut a long story short, Jim and I trusted our intuition and set up our own company promoting his design. When it came to our website we had a clear goal – we wanted to work with someone with vision and fresh ideas. That's how a talented, but inexperienced web designer got his (first important opportunity) ⁴ _____ with us. Within a few weeks he had put together a brilliant webpage to promote our company and sell the safety device. Soon we were getting thousands of hits each day. Sales increased (really fast) ⁵ _____. Within three months we had (covered our costs) ⁶ _____. It's been really hectic since then, but sales have been incredible. Next month, I'm hoping to take my first (holiday) ⁷ _____ in over a year.

2 Use the clues to find the words or phrases in the word search. The number of words are indicated in brackets.

- 1 a small, exclusive group of people. (1)
- 2 you gain information verbally, someone tells you (3)
- 3 a place to post details about yourself on a social networking site or other internet site (2)
- 4 a listing of products and services for sale (2)
- 5 a format for providing web users with frequently updated content (2)
- 6 two-line summaries that appear with a link to a website (1)

s	g	d	a	k	d	z	s	j	n	i	l
d	w	o	r	d	o	f	m	o	u	t	h
a	p	s	b	y	i	n	p	d	e	w	x
d	c	l	h	f	e	s	r	k	a	g	s
e	s	d	u	w	t	m	o	u	j	a	n
i	q	r	x	b	g	l	f	d	m	e	i
f	h	b	j	v	t	k	i	n	a	u	p
i	w	a	e	d	m	c	l	s	t	q	p
s	n	e	w	s	f	e	e	d	g	i	e
s	j	k	t	y	b	a	p	z	x	l	t
a	v	d	j	f	v	s	a	e	k	c	s
l	o	e	c	m	i	n	g	l	b	d	u
c	g	p	z	h	a	f	e	q	v	s	a

Language check **1** Complete the sentences with the correct adverbs.

exactly possibly rapidly rarely recently soon whenever
widely

- This type of e-marketing is widely used in the car industry.
- I admit their market campaign is amusing but it isn't _____ sophisticated.
- _____ I see that ad it makes me want to scream.
- It's fantastic, _____ the best device on the market today.
- They _____ used an old movie clip on their website. A week or so ago, maybe.
- The number of hits on our website _____ increased after we had updated it.
- We _____ use pop-up ads, because they don't appeal to our target audience.
- Businesses _____ realised that e-marketing is one of the most effective means of reaching consumers worldwide.

2 Match the adverbs in exercise 1 to these categories.

Adverb of frequency	Adverb of time	Adverb of manner	Adverb of condition or attitude	Adverbs of degree	Wh-adverbs
1 <u>rarely</u>	2 _____	4 _____	5 _____	6 _____	8 _____
	3 _____			7 _____	

3 Circle the best place a, b or c to put the adverb in brackets.

- Most websites that you use are to have banner ads. (likely)
a ↑ b ↑ **(c) ↑**
- They visited the website and bought several products. (subsequently)
a ↑ b ↑ c ↑
- The software is simple to use but some employees will need training. (relatively)
a ↑ b ↑ c ↑
- If the client likes the new designs, we'll still have to make some changes (even)
a ↑ b ↑ c ↑

Writing

Read the notes below and write a press release for Aragon, a web design company. The company has recently launched a new consultation service for small businesses. Give information about the company and the service it is launching. Specify who it is aimed at and what the company will be doing to gain interest in the service. Include a quote from Aragon's founder, Ediz Kaplan. Write 180-220 words. Then compare your answer with the suggested answer on page 94.

Aragon Web Design ...

- has won prizes for web design.
- is famous in industry for work with multinational companies in many countries.
- launched new consultation service for small businesses, as part of National Enterprise month.
- aims to help entrepreneurs reach their target customers.

On June 19th Ediz Kaplan, the founder of Aragon/international, business guru gives talk 'Help your business to grow', followed by opportunity to talk with other important businesses in your area.

Those attending will be offered a free initial consultation.

No more than 120 places available.

More information call Sue Farr on 09232 23873668.



Aragon Web Design

Westmount Avenue
Cambridge CM2 0EZ

Press release
For immediate release

Opportunity for small businesses ...

Listening



T12

Listen to the conversation between Stevie and Chrissie and tick the correct answer to each question.

- 1 Why is Stevie at Techs Expo?
a She had arranged to meet Chrissie.
b They want to work together.
c She wants to keep up-to-date.
- 2 How do they know each other?
a They met at a conference.
b They used to work together.
c They are related.
- 3 What can you do in the game?
a Eat, take a sauna and go swimming.
b Go angling, eat and take a sauna.
c Eat, go swimming and bowling.
- 4 What is the purpose of the website?
a to inform and entertain
b to educate companies
c to sell games

Reading

1 Read the article about e-commerce. Match sections 1–5 to statements a–e.

- a It is pointless attempting to sell to people who don't require your product or service.
- b It's important to direct electronic communication and offers to the right customers.
- c It is vital to have web-based information to allow customers to learn about your company.
- d Many small businesses are unconvinced that a website can result in increased sales.
- e There are four areas that need to be considered in order to increase visitors to a site.

2 Read the article again and decide whether the statements are true or false.

- 1 You need to dress smartly to succeed as a salesman.
- 2 It's worthwhile sending out lots of e-mails to try and catch a few customers.
- 3 It isn't necessary to analyse information about the visits to the site.
- 4 E-newsletters should be sent out to all customers.
- 5 A brochure website contains only the basic information about a company.
- 6 Most small companies do not have fully effective websites.



Expert panel Q&A: E-commerce

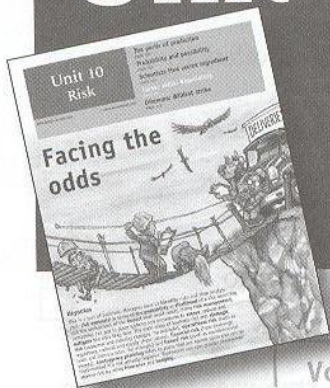
1 A website is essential these days to give customers easy access to your business and your product, but how can entrepreneurs avoid either over or under 'e-commerce' their business?

- 2 No one likes a pushy salesman. A sharp suit, overly gelled hair and a talent for small talk are of little use if a person has no interest in buying that double-glazing or changing a utility supplier.
This is equally true online. Randomly and repeatedly firing emails to market your business will do more harm than good. You'll find your messages in the trash with offers of those "once-in-a-lifetime", money-spinning opportunities that are yours for the taking if you just hand over all your financial details.
- 3 While too much can be made of web analytics, there's no doubt that you should take time to study traffic to your site. Sit down and work out the following:
 - What text links are getting the most hits?
 - How can you keep the site fresh and interesting?
 - What searches and key words are popular?
 - Could special offers and incentives be used to try and increase sales?
- 4 Use that customer information before launching e-newsletters, alerts and marketing campaigns. Think about who you're targeting among your customer base and tailor what you send out accordingly (in the same way that a direct mail campaign, if it's to be effective, should be focused).
- 5 The flip side is to not have a website or to have a page that only says what you do and where you're based (normally referred to as a "brochure website"). The vast majority of small businesses fall into the latter category, failing to see how additional revenue can be generated by taking a few simple steps.

Marc Barber, editor smallbusiness.co.uk

Unit 10

Risk



Vocabulary: **Chance and luck**
Language: **Probability and possibility**
Career skills: **Negotiating**
Writing: **Email assessing risks**

Vocabulary Underline the correct word in *italics> to complete the sentences.*

- 1 The only way to get out of this situation is to take a *chance* / *luck*.
- 2 No one can get away from the fact that we saw our *chance* / *luck* and took it.
- 3 We jumped at the *chance* / *luck* of investing in their new company.
- 4 Who could have guessed that a mogul like him would have left so much to *chance* / *luck*?
- 5 I wish we'd had the *chance* / *luck* to hear about of the embargo earlier.
- 6 It may be risky, but this is our last *chance* / *luck* to get rid of the Board of Directors.
- 7 Have you seen my briefcase, by any *chance* / *luck*?
- 8 The CEO offered me the opportunity and I jumped at the *chance* / *luck*.
- 9 We showed two companies our prototype, but I'm afraid we had no *chance* / *luck*.
- 10 You're going to the conference as well? What *chance* / *luck*, we can travel together!

Language check Complete each of the sentences with the correct word.

bound likely to must odds predict unlikely

- 1 She was always afraid to take a chance so she was never really likely to make it to the top.
- 2 Their stock _____ have been overvalued for them to crash like that.
- 3 If you take too many chances, you're _____ to have a fall eventually.
- 4 What are the _____ of them investing in us?
- 5 I _____ a growth rate of 2% for the coming year.
- 6 Are you saying that us succeeding in the American market is impossible or just _____.

Reading 1 Read the article about risk-management lessons and decide whether the statements are *true (t)*, *false (f)* or *not mentioned (n)*.

- 1 Many companies included the volcanic ash cloud in their risk assessment. *f*
- 2 Kenyan flower producers sent their produce by train when there were no planes.
- 3 Prior to a global economy the volcano would have had less impact on businesses.
- 4 The volcano is the only global disaster to cause problems for organisations.
- 5 Normally, the management of risk is based on the idea that risks are usually close to home.
- 6 When carrying out a risk assessment, firms consult a list of high frequency disasters.
- 7 An internal expert, rather than the directors, should decide how to manage potential risks.
- 8 If organisations work with customers and suppliers, they will be able to predict any type of disaster.

2 Underline the correct word a–d to complete the gaps in the article.

- | | | | | |
|---|-------------|------------|---------------|-----------------|
| 1 | a result | b guess | c start | d test |
| 2 | a final | b unusual | c standard | d unlikely |
| 3 | a list | b approach | c meeting | d directive |
| 4 | a publicity | b demand | c explanation | d possibility |
| 5 | a respond | b research | c approach | d move |
| 6 | a Perfectly | b Rarely | c Ideally | d Exceptionally |
| 7 | a workers | b disaster | c failure | d destruction |



The Economist

Not up in the air

Risk-management lessons from the volcanic ash cloud

A CLOUD of volcanic ash billowing slowly across Europe probably did not feature in the risk-management scenarios of many firms. As a ¹_____, companies from travel agents to Kenyan flower exporters suddenly had to figure out how to cope as much of Europe abruptly became an aircraft-free zone.

The volcanic disruption is a classic example of the sort of low-probability event that might once have been marginal for businesses, but has acquired far greater

significance thanks to the globalised economy. Such events are calling ²_____ methods of risk management into question. The ash cloud is one of a series of catastrophes—natural disasters, terrorism, economic crises, pandemics—that wrong-foot globalised firms. In their book, *“The Irrational Economist”*, Erwann Michel-Kerjan and Paul Slovic argue that business should develop a new ³_____ to risk management and decision-making in response.

Conventional thinking about risk management holds that risks are mainly local and routine. If the ⁴_____ of an unpredictable, international large-scale event is set very low, then the expected loss may be so insignificant that it gives a firm a false sense of security.

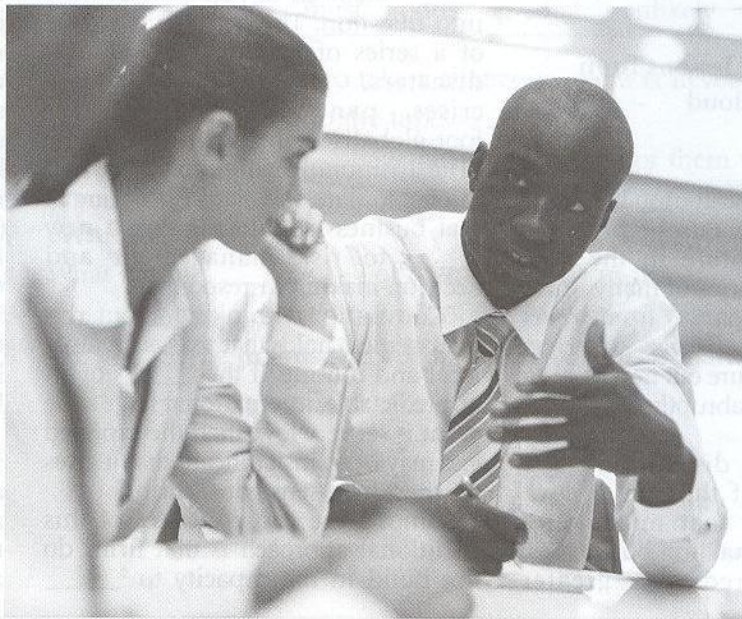
Among the consequences of this traditional approach is that firms do not build in the capacity to ⁵_____

to unlikely but potentially devastating events. They also fail to prepare for the tendency of such catastrophic events to affect many organisations at once, rendering seemingly sensible risk-management strategies useless. So how should firms prepare for these types of event? This is something that should be regularly discussed by the board, not left only to the “chief risk officer” (assuming a firm has one). ⁶_____, the firm should create a disaster-strategy team that reports to the board, whose job is to bring together the firm’s network of partners (eg, suppliers, customers) to brainstorm about potential threats and how to respond.

The aim is less about trying to predict what unlikely events may come along, and more about creating mechanisms and relationships that would help the firm and its partners respond with agility if ⁷_____ did strike.

Listen to a negotiation between three managers and tick the correct answer to each question.

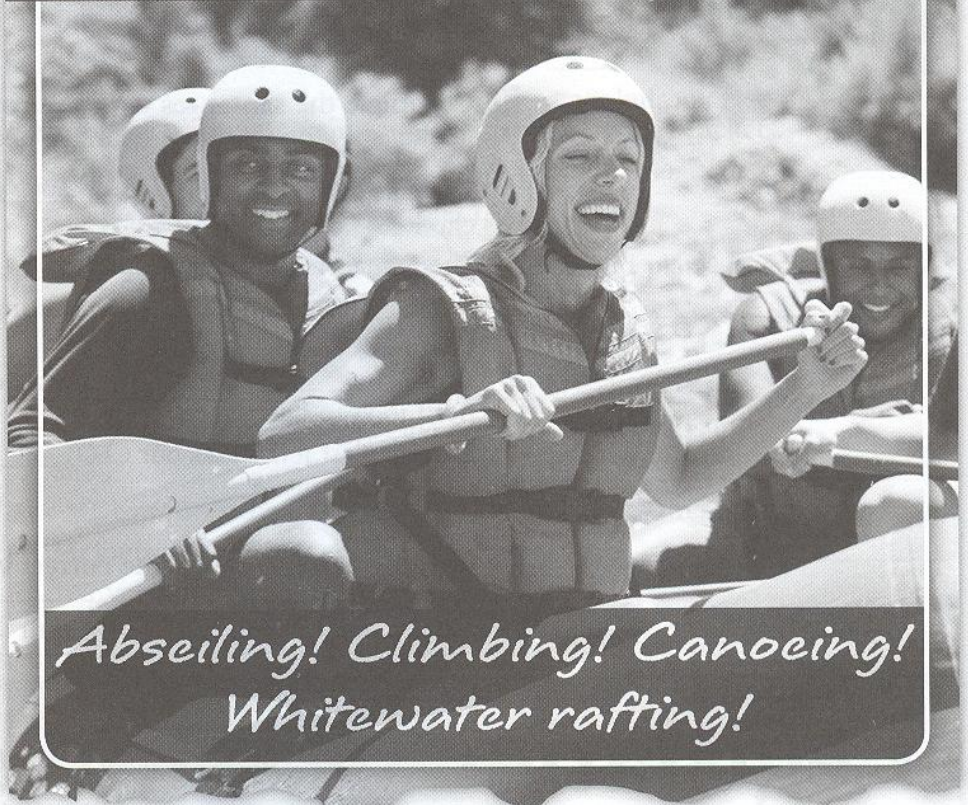
- 1 Why is there a shortage of latex on the market?
 - a Another company has bought all the latex.
 - b There is a disease attacking rubber trees.
 - c A man has found a way to make cheap, synthetic rubber.
- 2 What solution does Tim offer to get through the crisis?
 - a Redundancy.
 - b Increase production.
 - c Short-term pay cuts.
- 3 What is Maria's solution?
 - a Permanent closure.
 - b Increase investment.
 - c Find a new storage facility.
- 4 Who is to blame for the lack of stored latex at this company?
 - a Jean-Pierre.
 - b Maria.
 - c Martin.
- 5 Why can't they use the Asia storage facility?
 - a They have too much stock.
 - b A competitor owns it.
 - c It is too small.
- 6 What is the time limit to find a solution?
 - a A week.
 - b A month.
 - c A year.
- 7 The negotiation ends with an agreement to try
 - a Maria's idea and then Jean-Pierre's.
 - b Jean-Pierre's idea and then Tim's.
 - c Tim's idea and then Maria's.



Writing

Your manager, Karen Hind, has asked you to look at the possibility of arranging a team building weekend for your department. You have researched a local company who run outdoor team building activities. Write an email (100–150 words) to highlight any risks, and describe any safety measures that are in place. End the email by recommending whether the team building exercise should go ahead and say whether a formal risk assessment should be carried out.

Marshton Outdoor Training



Notes

Team members on trip : six men , eight women

7 good swimmers, 5 ok swimmers, 2 non-swimmers-

Marshton Outdoor training has agreed on one-to-one support for any non-swimmers

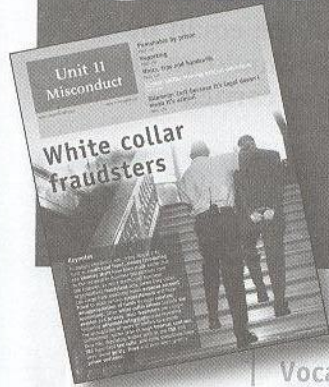
Supplies safety equipment for all activities

Marshton has excellent safety record

Spoke to some of their other clients and they say the organisation on the day is good and that staff got a lot out of it.

Unit 11

Misconduct



Vocabulary: Idioms and phrasal verbs with *draw*
Language: Reporting
Career skills: Making ethical decisions
Writing: Formal minutes

Vocabulary 1

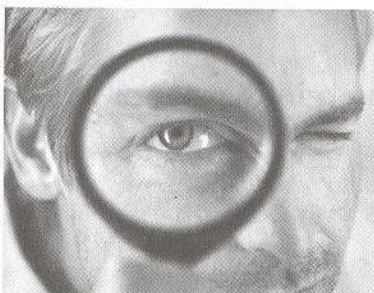
1 Complete the sentences with the correct phrasal verb with *draw*. Make any grammatical changes necessary.

- 1 The end of the financial year is drawing near and we need to do a stock check.
- 2 The management and the union _____ an agreement last month.
- 3 I expect Jackie _____ the meeting until 5 o'clock. She never finishes early.
- 4 Don't _____ now – we're ahead of our competitors now, but we need to keep fighting on.
- 5 Over the last few weeks our CEO _____ our financial reserves to almost nothing.

2 Complete the text with the correct word.


blank conclusion line strength ~~veil~~

Legislation or self-regulation?



Many financial institutions would prefer to draw a ¹ veil over the scandals that have hit the industry in recent years. Although governments have threatened to intervene in policing the industry unless it puts its own house in order, critics maintain that efforts to impose any meaningful regulation has drawn a ² _____. While most experts would draw the ³ _____ at actual legislation, most are in agreement that some form of sanction must be put

in place for companies which are not seen to self-regulate and follow ethical guidelines. Latest reports suggest that the days of big bonuses are gradually returning and it is difficult not to draw the ⁴ _____ that many financial organisations have learnt little from experience. However, observers can at least draw ⁵ _____ from the fact that it is unlikely that the industry will be permitted to go unscrutinised to the same degree that it has been allowed to in the past.

Listening  T14 Listen to the interview and decide whether the statements are true or false.

- 1 The interviewer thinks that there will be a drop in programme quality. *true*
- 2 Middle-managers will have more work.
- 3 Some employees were re-employed at lower wages.
- 4 The company is making large profits.
- 5 Viewing ratings are higher than ever.
- 6 Megagog has moved from serious programme making to lifestyle programmes.
- 7 Jenny Smith accepts Paul Robert's allegations.

Language check Rewrite the sentences using the reporting verb in brackets.

- 1 "All the relevant data has been sent." (believe)
He believed that all the relevant data had been sent.
- 2 "Can you make a statement about the proposed plans, Peter?" (ask)
Sandrine _____.
- 3 "We've got the contract!" (announce)
They _____.
- 4 "They're not going to accept the new conditions." (assume)
She _____.
- 5 "My company's final accounts are being audited." (report)
Mr Jones _____.
- 6 "We've done nothing wrong!" (claim)
Ms Schmidt _____.



Vocabulary 2 Find five words to describe crimes and punishments in the word search.

o	g	d	a	k	d	p	s	f	n	j
b	j	v	e	d	q	r	m	l	z	a
s	a	n	c	t	o	i	n	s	e	i
d	c	l	h	f	e	c	r	m	a	l
r	y	s	n	m	t	e	o	p	j	a
b	n	r	x	b	g	f	i	n	e	s
a	e	b	j	v	t	i	p	o	a	u
e	c	a	e	d	m	x	l	s	t	q
p	r	e	r	w	z	i	e	y	g	i
o	a	e	c	m	a	n	g	l	b	d
f	l	p	z	h	x	g	e	q	v	s

Writing Your company are planning to open a processing plant in South America. Look at the notes that have been taken from a meeting and write them up as formal minutes using appropriate reporting verbs. (250-300 words)

Notes for minutes - meeting to discuss new processing plant
25/7

At the meeting: Jack Kline (R&D), Zaina Ashry (Communications), Lydia West (Finance), Sven Larson (Project Development) was chair.

Meeting opens with Sven welcoming us all. Gives apologies for Howard Green - unable to come to the meeting because visiting the proposed plant site in Brazil. Sven says congratulations teams on their work so far planning the new plant. Said Zaina will be the new leader of the project.

Sven asks for reports on the progress of plans for the plant.

Jack Kline says that his team has been liaising with experts in the region to discover whether the location will have any impact on the environment or local groups. Initial feedback is good - minimal impact expected.

Zaina worries research too superficial. Says further research necessary - suggests Granfield Research - lots of experience in South America.

Lydia says is further research necessary? - expensive and possible delay?

Jack agrees with Zaina - he says without enough background research could break company's code of ethical practice.

Vote and 3 say yes to investing in further research. Lydia abstains.

Sven says stop have another meeting later to discuss the research findings - use new research information to finalise plans. Zaina Ashry says she'll contact Granfield Research.

Next meeting 26/8

Reading 1 Read the article about online fraud and complete paragraphs 1–4 with sentences a–d.

- a Such tricks are now being adopted widely by cybercriminals.
- b How do you protect yourself? It is difficult to say.
- c Yet, many of these trusted websites have become targets for criminals who lay traps.
- d Shoppers going online now need to be especially careful.

2 Read the article again and underline the correct answer to complete the sentences.

- 1 It is necessary for shoppers to be careful because cyber crimes are now more
 - a clever than before.
 - b popular than expected.
 - c easy to recognise.
- 2 The majority of web pages with a virus are on
 - a illegal software.
 - b normal websites.
 - c bank websites.
- 3 When buying online, it's not a good idea to
 - a pay by credit card.
 - b pay by cheque.
 - c pay by debit card.
- 4 The writer had a problem because
 - a he didn't use security software.
 - b his security software didn't stop a virus.
 - c he bought bad software.

The Economist

Scamalat

More than ever, shoppers need to be careful online

¹ d Cyber-scams have started to develop into something far more devious than previously encountered. Although most users have learned to recognise get-rich tricks, most people are still less likely to question things they see on popular websites that they visit regularly by choice.

² _____ Indeed, over 80% of all infected web pages are nowadays found on legitimate websites. The aim is to get people to reveal their credit-card details, or to persuade them to download viruses that feed back bank-account passwords and other confidential information stored on their computers. What makes the latest turn of events so worrying is that cybercriminals have started combining social-networking tactics

with techniques used by businesses to attract visitors to their websites. The most controversial technique is search-engine optimisation; web developers can increase search-engine results for their clients by stuffing their web pages with popular keywords and phrases, many of which have nothing to do with the actual content.

³ _____ They select keywords from current newspaper headlines which are likely to be searched for over the coming days. Meanwhile, rogue web pages are altered to include the newsworthy keywords. Without realising what has happened, you could end up on a website which is very different to the one you wanted to land on.

⁴ _____ But there are a few obvious things you can do to practice safe



surfing. First, never use links that take you to unfamiliar websites. Second, know the retailer. Third, use a credit card, not a debit card. Most credit cards at least limit your liability for wrong charges. As a final precaution, install and continually update all the necessary security software. This writer regularly updates his operating system with all the latest security. Even so, he still had get rid of a bad piece of software from his network recently. He dreads to think what nasty things online shopping is about to bring into his home.

Unit 12

Development



Vocabulary: **Synonyms and antonyms**
Language: **Verb patterns**
Career skills: **Coaching**
Writing: **Email request**

Vocabulary Underline the correct word in *italics* to complete the sentences.

- 1 There are *stringent* / *lenient* rules for going onto the high-flyer programme.
- 2 The mentoring process must always be *opaque* / *open* and honest.
- 3 You must *deny* / *acknowledge* that he hasn't been given adequate training.
- 4 The old assertiveness training course had been *replaced* / *preceded* by a new one.
- 5 He's easily offended and he doesn't respond well to *criticism* / *praise*.
- 6 She needs detailed instructions that are completely *implicit* / *explicit*.

Language check Complete the sentences with the correct form of the verb in brackets.

- 1 I aim to go (go) on a new training course about intercultural awareness soon.
- 2 Have you managed _____ (find) someone to fill the administrative post yet?
- 3 James threatened _____ (leave) if he didn't get the training that he needed.
- 4 The incident happened _____ (follow) a seminar on career development.
- 5 We can't risk _____ (lose) more key technical staff to our competitors.
- 6 I was concerned _____ (see) that you missed your appraisal.

Reading Read the article about Net Geners and answer the questions.

- 1 Who are Net Geners?
- 2 What are the positive aspects of Net Geners?
- 3 Why can they be difficult to manage?
- 4 Who will need to change their attitudes and expectations the most?

Managing the Facebookers

The balance of power between old-school managers and young talent is changing—a bit

THEIR defenders say they are motivated, versatile workers who are just what companies need in these difficult times. To others, however, the members of “Generation Y”—those born in the 1980s and 1990s, otherwise known as Millennials or the Net Generation—are spoiled, narcissistic layabouts who cannot spell and waste too much time on instant messaging and Facebook. Ah, reply the Net Geners, but all that messing around online proves that we are computer-literate multitaskers who are adept users of online collaborative tools, and natural team players. And, while you are on the subject of me, I need a month’s sabbatical to recalibrate my personal goals.

This culture clash has been going on in many organisations and has lately seeped into management books. The Net Geners have grown up with computers; they are brimming with self-confidence; and they have been encouraged to challenge received wisdom, to find their own solutions to problems and to treat work as a route to personal fulfilment rather than merely a way of putting food on the table. Not all of this makes them easy to manage. Bosses complain that after a childhood of being coddled and praised, Net Geners demand far more frequent feedback and an over-precise set of objectives on the path to promotion (rather like the missions that must be completed in a video game). In a new report from PricewaterhouseCoopers, a consultancy, 61% of chief executives say they have trouble recruiting and integrating younger employees.

For the less sympathetic sort of older manager, the recent economic downturn has been the joyful equivalent of hiding an alarm clock in a sleeping teenager’s bedroom. Once again, the

touchy-feely management fads that always spring up in years of plenty (remember the guff about “the search for meaning” and “the importance of brand me”) are being ditched in favour of more brutal command-and-control methods. Having grown up in good times, Net Geners have laboured under the illusion that the world owed them a living.

In fact, compromise will be necessary on both sides. Net Geners will certainly have to temper some of their

expectations and take the world as it is, not as they would like it to be. But their older bosses should also be prepared to make concessions. Demographic trends in most rich countries are making clever young workers even more valuable. Besides, many of the things that keep Net Geners happy—such as providing more coaching to young employees or embracing cheaper online ways to communicate—are worth doing anyway. But for the moment at least, the Facebookers are under pressure.

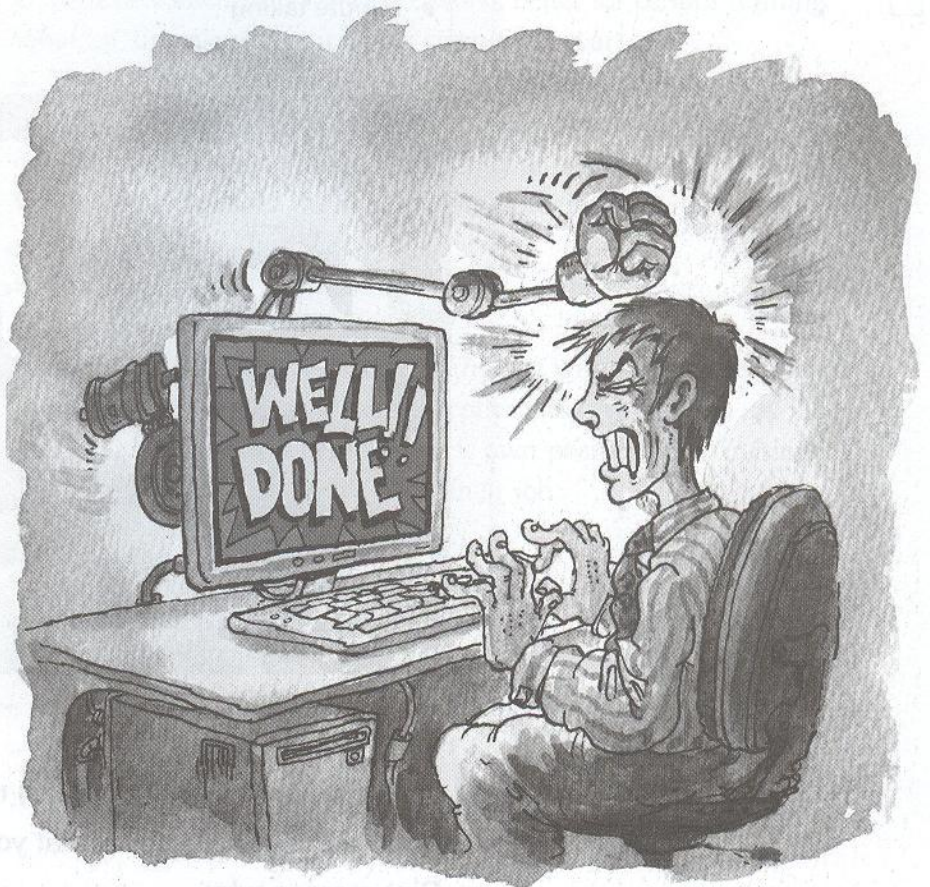


Illustration by David Simonds

1 You have started work at a new company and the HR manager has asked you to notify her about any training that you require. She has given you a brochure which lists the courses that are currently available. Look at the list of training course below and add two more to the list. Tick three courses that you think would be most useful to you for your career development.

Training and Development Courses for the next six months.

- | | |
|---|---------------------------|
| ▶ Assertiveness and confidence | ▶ Telephone sales |
| ▶ computer training (basic/intermediate/advanced) | ▶ Negotiating |
| ▶ Language training | ▶ Public speaking |
| ▶ Press and Media | ▶ First aid skills |
| ▶ Keyboard skills | ▶ Effective presenting |
| ▶ Minute taking | ▶ Product training |
| ▶ Time management | ▶ Business writing skills |



2 Write an email (150–200 words) to Elly Carr, the HR manager.

- List three training courses that you wish to attend.
- Give reasons why.
- Ask her to confirm if it is possible to attend the courses.
- Ask for information about dates, time and location.

- 1 What is Anna Pilling's job?
 - a Training Manager
 - b Personal Trainer
 - c Management Consultant
- 2 What is the difference between development and training?
 - a Development is more practical.
 - b There is no difference.
 - c There is more jargon in training.
- 3 Which of these is a problem for Anna Piling?
 - a Getting trainers who understand what her company does.
 - b Getting trainers who are organised and efficient.
 - c Getting trainers who can run effective courses on presenting.
- 4 What is the term for newer employees helping older, more senior managers?
 - a Default Mentoring
 - b Reverse Mentoring
 - c Power Mentoring
- 5 Why is e-learning not always appropriate?
 - a Because we live in a global world.
 - b Because not all companies have the correct hardware and software.
 - c Because sometimes face-to-face works better for certain training.
- 6 What are the talented employees given for a year?
 - a Time off to go to college.
 - b A consultant to help them develop their career.
 - c E-learning courses that they can study at home.
- 7 What type of skills do they learn on the programme?
 - a Hard skills.
 - b Soft skills.
 - c A mix of both.
- 8 What happens if employees do not interact with other departments?
 - a They can become too reliant on colleagues.
 - b They become too focussed on their own position and division.
 - c They don't find new ways to do their job.



Extra reading and discussion

Unit 1 Read the article and answer the questions.

- 1 On what basis are most people given pay rises and promotions?
on the basis of age
- 2 What is happening to the age of retirement?
- 3 What business sector currently leads efforts in managing older workers?
- 4 What could companies lose when large amounts of baby-boomers retire?
- 5 What two methods have some firms introduced to capture knowledge of retirees?
- 6 How will companies need to treat retirement in the future?

The Economist

The silver tsunami

Business will have to learn how to manage an ageing workforce

Companies in the rich world have a rapidly ageing workforce. Nearly one in three American workers will be over 50 by 2012, and America is a young country compared with Japan and Germany. China is also ageing rapidly, thanks to its one-child policy. This means that companies will have to learn how to manage older workers better. It also means that they will be confronted with a wave of retirements as the baby-boomers, those who were born in the fifties, leave work.

Companies are still stuck with an antiquated model for dealing with ageing, which assumes that people should get pay rises and promotions on the basis of age and then disappear when they reach retirement.

But this model cannot last. The number of young people is shrinking. And governments are raising retirement ages and making it more difficult for companies to get rid of older workers, in a desperate attempt to cope with their underfunded pension systems.



Companies will have no choice but to face the difficult problem of managing older workers. How do you encourage older people to adapt to new practices and technologies? How do they get senior people to take orders from younger workers? Happily a few companies have started to think seriously about these problems.

The leaders in this area are retail companies. Asda is Britain's biggest employer of over-50s. Netto, a Danish supermarket group, has experimented with shops that employ only people aged 45 and over.

Some companies, particularly in energy and engineering, are also realising that they could face a loss of

skills when the baby-boomers retire en masse. Bosch asks all retirees to sit down for a formal interview in an attempt to "capture" their wisdom for younger workers. Some construction companies in Sweden and the Netherlands have introduced mentoring systems that encourage prospective retirees to train their replacements.

Companies will have to rethink the traditional model of the career. This will mean breaking the time-honoured link between age and pay—a link which ensures that workers get ever more expensive even as their faculties decline. It will also mean treating retirement as a phased process rather than a sudden event.

Discussion point

- What other ways could organisations use to capture the knowledge of older workers before they retire?
- A tsunami is a huge wave. What do you think the title 'The silver tsunami' means?

Unit 2 Complete the article using these words and phrases.

- | | |
|------------------|---------------|
| a virtual office | e colleagues |
| b freelancers | f personal |
| c office space | g reality |
| d organisation | h hot-desking |

The Economist

The virtual organisation

The virtual organisation has an infinite variety of structures, all of them fluid and changing



It is widely stated that the business organisation of the future will be virtual. But precise definitions of what it means to be a virtual ¹ d are hard to find. The origin of the phrase, though, is clear. It comes from the expression “virtual ² _____” an experience in which electronically created sounds and images are made to look like reality.

Hollywood is often cited as a template for the virtual organisation. A number of ³ _____, from actors to directors via set builders and publicity agents, come together with a common purpose: to make a movie. They then go their separate ways and another (unrelated) group of people (with a similar set of skills) comes together to make another movie.

Linked to the idea of the virtual organisation is the idea of the ⁴ _____ a place where space is not allocated uniquely to individual employees. People work as and when they need to, wherever space is available. This practice is commonly referred to as ⁵ _____. The virtual office has the advantage

of providing a different vista every day. But it makes it difficult to form close relationships with ⁶ _____.

In “Rethinking the Future”, Lester Thurow, a former dean of Sloan School of Management, gave a vivid portrayal of the virtual office: You walk in and there’s an electronic board that says room 1021 is empty. You go to 1021. You have your ⁷ _____ telephone number. You call up your computer code. You press a button and your family picture is up on the flat-screen TV set on the wall. And that’s your office for as long as you’re there. The minute you leave, it ceases to be your office.

We know why you don’t do that at the moment; human beings like to have a cave. But the first company that figures out how to make this work will save 25% on ⁸ _____, 25% on telephones, 25% on computers. These will be the low-cost producers, and it is the low-cost producers who will succeed.

Discussion point

- Would using room 1021 suit your style of work? Why/why not?

Unit 3 Read the article about changes in the Indian retail sector and decide whether the statements are *true* or *false*.

- 1 The Gupta's grocery store sells a wide range of goods. *false*
- 2 Most people shop in small family-run stores.
- 3 The middle class population in India is declining.
- 4 The government are encouraging foreign retailers to open outlets.
- 5 In traditional stores, annual sales initially fell by almost a quarter when larger retailers opened in their area.
- 6 It has become more difficult for foreign retailers to open retail businesses in India.

The Economist

A wholesale invasion

A French supermarket chain takes a bet on India

ANAND GUPTA'S small grocery shop in a middle-class Delhi neighbourhood does not allow customers much of a look at its crowded shelves. It stocks a range of dry goods, but little variety: a single brand of rice, one of flour and three of shampoo. Mr Gupta has no till and does his stocktaking in pencil. His grandfather, who opened the shop in the 1940s, would notice only one change: that the daily delivery is made by lorry instead of a fleet of bicycles and bullock carts.

This is how most shopping operates in India, where "organised" outlets (supermarkets, hypermarkets and department stores) account for just 5% of the \$450 billion retail market. The rest is done in tiny mom-and-pop, or *kirana*, shops. But that is beginning to



change, as big retailers try to cash in on the leading emerging retail market. Robust economic growth and a fast-expanding middle class both help organised retail to boom. The latest retail giant to arrive is Carrefour. The French firm follows Wal-Mart, the world's biggest retailer, which last year opened an outlet in Amritsar, in northern India.

The government has kept foreign retailers at arm's length in an effort to protect millions of shopkeepers and their suppliers. Protests erupted across the country in 2007 when Reliance Industries, India's biggest company, tried to set up a network of supermarkets. Research found that the arrival of a formal retailer caused sales in nearby small shops to drop by 23% within one year. But five years on the

small shops were broadly back where they had started.

In any case, big retail is moving in. Indian retailers are opening supermarkets and large grocery stores in a number of cities. Department stores and book chains are springing up, without obvious protest. As domestic retailers flourish, foreign ones are keen to join in.

Small changes are making it slightly easier for them to do so. The price of renting commercial property has dropped by as much as 40% since 2007. Foreign firms are learning from domestic retailers with which they form joint ventures. Some reforms have helped: the tax system has been made slightly simpler, and retailers may now buy products direct from farmers.

Discussion point

- What are some of the potential advantages and disadvantages for consumers if large retailers open outlets in India?

Unit 4 Look at the summaries. Tick the statement, a or b, which is closest to the meaning in the article.

Paragraph 1: Two multinational drinks companies ...

- a helped charitable causes advertise at the superbowl.
- b started charity initiatives that used the Internet.

Paragraph 2: Cause marketing is where ...

- a companies do good in order to attract consumers.
- b charities compete for money from the public.

Paragraph 3: Research found that consumers would ...

- a pay more for ethical goods such as 'fairtrade'.
- b change to a brand connected to a good cause.

Paragraph 4: Companies increasingly think it is a good idea to ...

- a raise money for a variety of causes.
- b choose a single cause to give money to.

The Economist

Give and take

Helping themselves by helping others

The 107m Americans who tuned in to watch the Super Bowl on February 7th did not see any advertisements for Pepsi. Instead of spending \$20m on a handful of 30-second spots, the firm decided to give that amount away. Under the slogan "Refresh Everything", the Pepsi Refresh campaign asks the public to vote online for charities and community groups to receive money ranging from \$5,000 to \$250,000. A few days before the game its arch-rival, Coca-Cola, promised to give \$1 to the Boys & Girls Clubs of America every time someone watched its Super Bowl ads on its Facebook page, up to a maximum of \$250,000.

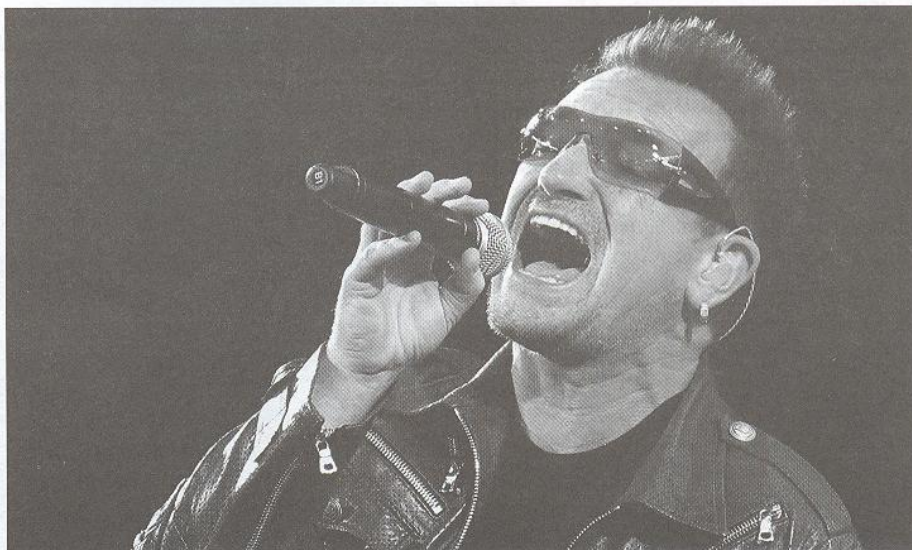
Pepsi Refresh is probably the most prominent example so far of "cause marketing"—trying to win customers by doing good. Other recent examples include Chase Community Giving, in which small charities competed to win \$5m in donations from JPMorgan Chase, and American Express and NBC Universal's "Shine A Light" programme, which awarded a grant of \$100,000 to

a small business chosen through its website.

Marketing people say consumers are increasingly trying to do good as they spend. Research in 2008 by Cone, a brand consultancy, found that 79% of consumers would switch to a brand associated with a good cause, up from 66% in 1993, and that 38% have bought a product associated with a cause, compared with 20% in 1993. Rather than try to make products that can be marketed as ethical in their own right, such as "fair trade" goods, firms are increasingly trying to take an ordinary

product and make consumers feel as though they are giving some money to a good cause whenever they buy it.

Many firms see virtue in tying themselves to a particular cause. Ten firms, including Gap, Apple and most recently Nike, have deals with (RED), a scheme fronted by Bono, a rock star, to raise money to fight AIDS. It has raised \$140m so far. Equally, Pepsi's efforts to promote healthy lifestyles while selling healthier products and Coca-Cola's various initiatives to protect water supplies in developing countries are critical to the pair's future.



Discussion point

- Would you switch to a brand because it was associated with a good cause? Why/why not?

Unit 5 Read the article and decide whether these statements are *true* or *false*.

- 1 Oldenburg is unusual in having only German retail names in its high street. *false*
- 2 What started as a shareholder battle, now involves lawyers and courts.
- 3 A trust for CeWe Color held just over a quarter of the company shares.
- 4 CeWe Color's main focus was digital film.
- 5 A former employee produced proof to say that the share price had been kept high.
- 6 Both sides in the argument accuses the other of wrong-doing.

The Economist

German corporate governance

Shareholders at the gate

A family firm takes on the hedge-fund "locusts"

The streets of Oldenburg in North Germany are home to numerous international brands such as McDonald's and Body Shop. But one Oldenburg company has been fighting a rearguard action against modern capitalism. The battle came to a head in April at a stormy shareholder meeting and is now turning into a legal fight. The clash between the old "family" values and new "locust" capital neatly illustrates the impact of globalisation on Germany's Mittelstand.

CeWe Color, a family-owned photographic and digital-imaging firm, went public in 1993, but a family trust hung on to 27% of the shares and the right to appoint executives. Rolf Hollander, chief executive since 2002, visited New York in 2005 to attract new investors. One of them was David Marcus of MarCap Investors, a hedge fund, who saw a firm with great potential. CeWe Color was still trying to squeeze as much as it could out of the dying film business, rather than going all out for digital. That would change, Mr Hollander promised in 2005.

But he has not moved fast enough for activist investors such as Mr Marcus (with a stake of 10.3%) and American Guy Wyser-Pratte, (with a 5% stake).

They had not met before the meeting in April but had a common cause: a vote of no confidence in Mr Hollander and the supervisory board.

The Oldenburgers stuck together, even when Sebastian Freitag, a former supervisory-board member, produced evidence that the chairman and chief executive had plotted to depress the share price to bring in a friendly buyer. In the end the home team won, with 57% of the votes. CeWe Color reckons it is safe from the locusts for five years.

Mr Marcus wants the company to succeed and grow, but he, Mr Wyser-Pratte and Mr Freitag feel they cannot

ignore what they believe was a flagrant breach of the German securities law. "If they don't want to manage the firm properly they should take it private," says Mr Wyser-Pratte. Mr Hollander also faces a dilemma. He let in the investors, yet his firm has many other stakeholders, including the family and the 600 employees in Oldenburg.

Germany's securities watchdog and the state prosecutor are investigating alleged share-price manipulation; meanwhile, Mr Freitag's firm has been accused of "breach of verbal secrecy" in obtaining evidence. A legal fight looms. But Oldenburg cannot keep modern capitalism at bay forever.



Discussion point

- Can a clash of business ethics be connected to a clash of cultures? Can you think of any examples?

Unit 6 Read the article and match the number with the information that it refers to.

- | | | | |
|---|--------|---|---|
| 1 | 140 | a | number of people who follow Kogi BBQ's Twitter messages |
| 2 | 2009 | b | number of people who first followed Mission Pie on Twitter |
| 3 | 94,000 | c | o'clock in the morning when the peach pie is ready |
| 4 | 44 | d | year the survey of social network users was conducted |
| 5 | 150 | e | number of letters, numbers or spaces you can use in a Twitter post |
| 6 | 500 | f | percentage of Twitter followers who follow brands because of special user deals |
| 7 | 52,000 | g | the number of people who are followers of Sprinkles Facebook page |
| 8 | 10 | h | the number of small businesses in a survey conducted by Citibank |

The Economist

A peach of an opportunity

Small businesses are using networks to become bigger

“HEY, first peaches of the season are here. Come and get your peach pie @10am.” Mission Pie, a small shop in San Francisco, uses Twitter (a social networking site where users post messages that are no longer than 140 characters) to get people interested in its sweet and savoury pies. Krystin Rubin, a co-owner of Mission Pie, says the business had just 150 or so followers for a while after one of its bakers started sending out tweets almost a year ago. Then that number suddenly increased to over 1,000. Over the past few months business has been very good and Ms Rubin thinks Twitter deserves part of the credit.

Other companies have discovered the same thing. Kogi BBQ, which has several trucks serving Korean food, now has over 52,000 followers on Twitter and uses the service to tell customers where they can find its vans each day. Sprinkles, a cupcake bakery with stores all over America and nearly 94,000 fans of its Facebook page, posts a password

to that page each day which can be exchanged for a free cake by a certain number of visitors to its shops. Such offers can attract a lot of attention. A survey of 1,000 heavy users of social networks and other digital media conducted in August 2009 found that 44% of those following brands on Twitter said they did so because of the exclusive deals the firms offered to users.

As Kogi BBQ and Sprinkles show, social networks are arguably having an even greater impact on small businesses than on the big league. By giving entrepreneurs

free access to their audience, services such as Twitter and Facebook are putting small companies on a par with big brand names such as Starbucks and Dell when it comes to broadcasting messages to a mass market.

What a pity, then, that many small firms are reluctant to use social-networking sites. A survey of 500 small businesses in America conducted by Citibank last October found that most of them had not used online networks at all because they thought they would be a waste of time.



Discussion point

- Summarise the key message of the article as a 140 character Twitter post.

- 1 What three things does government investment in green projects hope to achieve? *create new jobs, cut carbon emissions and sell products*
- 2 What type of projects are Asian countries spending the least amount on?
- 3 What type of projects has China dedicated \$220bn to?
- 4 How does the cost of solar power compare to coal powered energy?
- 5 What percentage of its Gross Domestic Product will South Korea spend on green projects?
- 6 What has the Japanese government aimed to do?

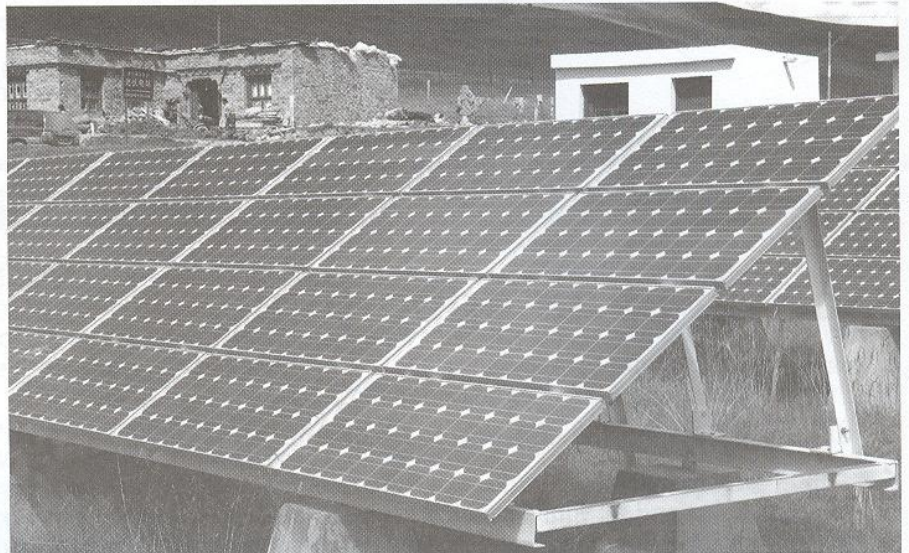
The Economist

Asia's green-tech rivals

Clean-energy competition in the region will be intense

The battle lines are being drawn in Asia over green technologies, as governments adapt their tradition of state influence on industry for an era in which eco-friendly products may result in export success. In China, Japan, South Korea and elsewhere, a large amount of money is being dedicated to green projects. It is seen as a way to create new jobs, cut carbon emissions at home—and sell products abroad.

Globally, governments have budgeted as much as \$500 billion for “Green New Deal” projects. Asia accounts for more than three-fifths of the total. Yet where the money is going varies across the region. Some countries are emphasising particular sectors (like solar power) or early-stage technology (such as fuel cells) with an eye towards building a future



market. Other initiatives simply apply current technology to reduce domestic emissions (carbon-capture at power plants, for example). Only 15% of the spending is aimed at research and development projects.

China, by some measures, has the most ambitious policy. It has dedicated around \$220 billion, to projects such as wind, solar, hydropower and clean-coal technologies. The emphasis on solar energy is as much a lifeline for Chinese firms as it is an effort to reduce emissions. Without subsidies, solar is about four times more expensive than energy from the coal-powered grid. But Chinese firms have emerged as the biggest solar-panel producers in the world—almost all of it exported—just as the industry faces problems with over-production that is forcing firms to close. By boosting domestic demand,

China's programme has the added goal of absorbing the excess supply, and helping the firms to live.

Other Asian countries have green ambitions. South Korea has made green technology a key part of national policy. The country plans to spend around 2% of its GDP on green tech to reduce emissions and spur a new export. Japan has long been a green-tech pioneer. The new government has set ambitious targets for reducing carbon emissions. It promises new spending for low-emission cars and energy-efficient appliances. Singapore has a green budget of \$450m and it will build a 55-hectare (135-acre) clean-tech office park and fund a solar-power research institute. Taiwan plans to spend \$1 billion over five years developing solar, LED-lighting and renewable-energy technologies.

Discussion point

- What green projects are being developed in your country? Are they successful?

Unit 8 Read the article and tick the statements that are true.

During the experiment students were asked to do the following:

- 1 Write about a time when they felt powerful or when they had little power.
- 2 Say whether it was wrong to claim for more expenses than a person had actually spent.
- 3 Discuss a time that they had claimed expenses.
- 4 Throw dice and remember their own score.
- 5 Throw the dice again and remember their partner's score.
- 6 Say how wrong it was for another person to take a bicycle that didn't belong to them.
- 7 Say how wrong it was for themselves to take a bicycle that didn't belong to them.
- 8 Write about how badly they felt about lying.

The Economist

Absolutely

Power corrupts, but it corrupts only those who think they deserve it

Does power corrupt, or does it simply attract those who can be corrupted? To investigate this question Joris Lammers at Tilburg University, in the Netherlands, and Adam Galinsky at Northwestern University, in Illinois, have conducted a series of experiments.

In their study, Dr Lammers and Dr Galinsky asked 61 university students to write about a moment in their past when they were in a position of high or low power. This made people feel as though they were currently divided into high and low power groups. The students were asked to rate, on a nine-point morality scale (with one being highly immoral and nine being highly moral), how wrong it would be for other people to over-report travel expenses at work. Then they were asked to participate in a game of dice. The dice players were told to roll two dice and report the results.

In the case of the travel expenses—when the question was about the behaviour of others—participants in the high-power group thought that over-reporting rated as a 5.8 on the nine-point scale. Low-power participants rated it 7.2. The powerful, in other words, claimed to favour the moral course. In the dice game, however, high-power participants reported, on average, that they had rolled 70 while low-power individuals reported an average 59. Though the low-power people were probably cheating and the high-power volunteers were undoubtedly cheating.

Taken together, these results suggest that power tends to corrupt and to promote a tendency to hold other people to



a higher standard than oneself. The powerful think worse of the wrong-doing of others than they do of their own.

Also, powerful people who have been caught out often show little sign of feeling bad about what they have done. It is not just that they abuse the system; they also seem to feel entitled to abuse it. Volunteers were asked to rate how wrong it would be for someone to take an abandoned bicycle rather than report the bicycle to the police. They were also asked, if they were in real need of a bicycle, how likely they would be to take it themselves and not report it. The “powerful” group gave a value of 5.1 to others engaging in the theft of the bicycle while rating the action at 6.9 if they were to do it themselves.

This sense of entitlement is crucial to understanding why people misbehave in high office. If Dr Lammers and Dr Galinsky are right, the sense which some powerful people seem to have that different rules apply to them is not just a convenient lie. They genuinely believe it.

Discussion point

- Do you think that power corrupts? Can you think of any examples?

Unit 9 Which is the best headline for the article?

- 1 Travel companies use advertisements to sell holidays to people who buy flights online.
- 2 Controversial new ad-targeting systems finds users' interests by checking which websites they visit.
- 3 Popular new system helps customers find good and services.
- 4 Unpopular software stops networking sites from showing advertisements.

The Economist

Watching while you surf

IS IT a worrying invasion of privacy for web surfers, or a positive new business model for online advertising? A new "behavioural" approach to targeting internet advertisements, being pioneered by companies such as Phorm, is said to be both of these things. The idea is that special software, installed in the networks of internet-service providers (ISPs), intercepts webpage requests generated by their subscribers as they roam the net. The pages in question

are delivered in the usual way, but are also scanned for particular keywords in order to build up a profile of each subscriber's interests. These profiles can then be used to target advertisements more accurately.

Suppose a web user is idly surfing a travel blog one Sunday afternoon. He visits pages containing words such as "holiday", "flight" and "hotel". The behavioural-targeting software watching him inside the ISP's network registers and categorises this apparent interest

in travel. Later, when he logs on to a social-networking site to see what his friends are up to, advertisements for an airline or hotel chain pop up alongside the postings and photos. The depressing prospect of having to return to work the next day prompts him to click on an advertisement and book a holiday for the next weekend.

The companies involved suggest that internet users will welcome all this, since more accurate targeting will turn internet advertising from an annoying distraction into a genuinely helpful service. But not everyone likes the idea. Opponents of behavioural targeting have caused the biggest fuss in Britain, over 13,000 people have signed an online petition opposing the system.

Phorm, which is now trying to get American ISPs to adopt its technology too, emphasises that consumers will be given the option to opt out of the system if they do not wish to use it.

Critics worry, however, that behavioural targeting fundamentally undermines the trusting relationship between ISPs and their subscribers, by allowing a third party to monitor what millions of people are doing.

Behavioural targeting is not necessarily a bad idea, but making it happen without telling people is likely to annoy them when they find out about it.



Discussion point

- Do you think the system is a good idea or is it a problem for people's privacy?

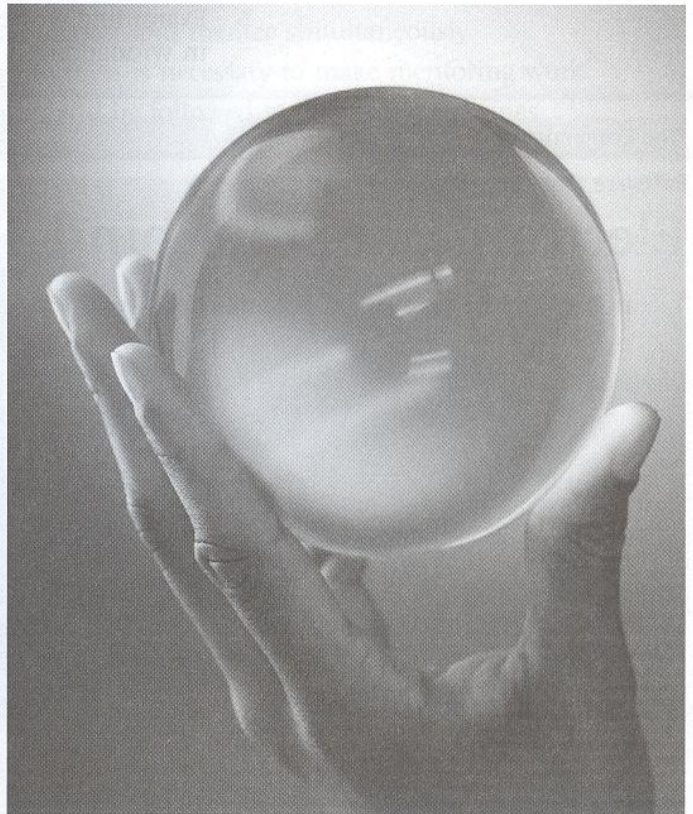
Unit 10 Choose the best word to complete the article.

- | | | | | |
|---|-------------|----------------|--------------|---------------|
| 1 | a up | b down | c over | d under |
| 2 | a Besides | b As well | c Too | d On one hand |
| 3 | a examine | b tell | c predict | d prophecy |
| 4 | a silver | b diamond | c platinum | d golden |
| 5 | a academies | b technologies | c fictions | d societies |
| 6 | a sooner | b rather | c preferably | d possible |

The Economist

Trends

The future of futurology



Think small, think short—and listen

SO THERE you are on the moon, reading *The Economist* on disposable digital paper and waiting for the videophone to ring. But no rush, because you're going to live forever—and if you don't, there's a backed-up copy of your brain for downloading to your clone.

Yes? No? Well, that's how the 21st century looked to some futurologists 40 or 50 years ago, and they're having a hard time living it ¹ *b* now. You can still get away (as we do) with predicting trends in the world next year, but push the timeline out much further, and you might as well wear a T-shirt saying "crackpot". ² _____, since the West began obsessing a generation ago about accelerating social and technological change, people in government and industry can spend weeks each year in retreats brainstorming and scenario-building about the future of their company or their industry or their world. The only thing special about a futurologist is that he or she has no other job to do.

Small wonder that futurology as we knew it 30 or 40 years ago—the heyday of Alvin Toffler's "Future Shock", the most popular work of prophecy since Nostradamus—is all but dead. The word "futuresologist" has more or less disappeared from the business and academic world, and with it the implication that there might be some established discipline called "futuresology". Futuresologists prefer to call themselves "futurists", and they have stopped claiming to ³ _____ what "will" happen. They say that they "tell stories" about what might happen. There are plenty of them about, but they have stopped being famous.

We can see now that the ⁴ _____ age of blockbuster futurology in the 1960s and 1970s was caused, not by the onset of profound technological and social change (as its champions claimed), but by the absence of it. The great

determining ⁵ _____—electricity, the telephone, the internal combustion engine, even manned flight—were the products of a previous century, and their applications were well understood. The geopolitical fundamentals were stable, too, thanks to the cold war. Futuresologists extrapolated the most obvious possibilities, with computers and nuclear weapons as their wild cards. The big difference today is that we assume our determining forces to be ones that 99% of us do not understand at all: genetic engineering, nanotechnology, climate change, clashing cultures and seemingly limitless computing power.

So a piece of advice for the budding futurist: get embedded in a particular industry, ⁶ _____, something to do with computing or national security or global warming. All are fast-growing industries fascinated by uncertainty and with little use for generalists.

Discussion point

- What other industries do you think a budding futurist could get involved in?

Unit 11 Read the article and decide whether the statements are true or false.

- 1 The objective for reading staff emails was to look for signs of fraud. *true*
- 2 An economic downturn can discourage workers from engaging in illegal behaviour.
- 3 The increasing quantity of emails makes it more difficult to identify misbehaviour.
- 4 Companies may get into less trouble with the authorities if they identify and deal with problems quickly.
- 5 E-discovery organisations identify suspicious behaviour by studying regular patterns of psychological behaviour amongst software users.
- 6 Examining written language habits can help to identify groups involved in wrongdoing.

The Economist

Software that spots hidden networks

Electronic ties that bind

Technology can help uncover dangerous cliques in companies

Illustration by Claudio Munoz



IT IS one of the more unusual cases that Elizabeth Charnock has worked on. Several years ago, Ms Charnock's software company, Cataphora, based in California, analysed the contents of e-mails sent by employees at a firm that had been sued by America's government for supposedly inflating charges on federal contracts. Cataphora's analysis helped to prove that the allegation was groundless. But other companies have ended up in serious trouble because of hidden networks. "In internal corporate investigations you often find informal cliques that communicate in ways

designed to execute a fraud or to cover it up," says Robert Sherry, a partner at K&L Gates, a law firm. The recession increases the risk that such groups of rogue employees will be tempted to engage in wrongdoing to protect their jobs or bolster their finances.

At the same time, the volume of electronic communication is exploding, complicating efforts to spot misconduct. Forrester, a research firm, reckons corporate e-mail archives are growing by over 40% a year. The ability to identify internal cliques can keep legal bills down by allowing lawyers to spot potentially damaging activity fast. Firms that swiftly uncover and put a stop to wrongdoing might also get more lenient treatment from regulators if, say, their employees are found to have broken antitrust rules.

That is why firms such as Cataphora and RenewData that specialise in e-discovery—the practice of mining electronic records to unearth important data and relationships—are seeing healthy demand for their services. Cataphora's software lets firms analyse everything from e-mails to electronic calendars and thus build a picture of typical patterns of communication across their operations. It then flags exceptions to those patterns, such as individuals who send many messages to one another even though they are not in the same unit and have little reason to interact.

The software can dig deeper still by analysing linguistic patterns. In one case, Cataphora spotted a link between several executives at a firm that had been issuing bogus invoices to inflate its revenues. A program flagged that the executives, who were all in on the scam, had been using the same unusual sign-off phrase in their e-mails, which turned out to be associated with a college fraternity to which they had all belonged.

Discussion point

- Do you think that it is ethical for companies to examine the electronic mail of their staff?

Unit 12 1 Complete the article using one of the words below

- | | | | |
|---|-----------------|---------------|--------------|
| 1 | a money | b goods | c advice |
| 2 | a assistant | b fitness | c sport |
| 3 | a colleague | b insider | c outsider |
| 4 | a skills | b examples | c stories |
| 5 | a employed | b sure | c successful |
| 6 | a understanding | b development | c interest |

2 Look at the last two paragraphs. Tick the statement(s) that are not true.

- a It is possible to be a mentor and mentee simultaneously.
- b some degree of organisation is necessary to make mentoring work.
- c a fixed programme should be followed at mentoring meetings.

The Economist

Mentoring

Mentors differ from executive coaches in that they need to have an overall appreciation of the job of the person that they are mentoring

Mentoring is a relationship between two people in which one of them offers ¹ c and guidance to help the other develop in a particular area. This has occurred for centuries in the arts: musicians and painters have traditionally sat at the feet of a master, their mentor, to learn from him. Today, sports stars often have a personal trainer: an individual who looks after not only their physical ² _____ but also their mental preparedness.

Business executives have become the latest group to see the benefits of mentoring. Sometimes their mentor is another person inside their own organisation, but more often than not it is an ³ _____. Mentors differ from executive coaches in that they need to have an overall appreciation of the job of the person that they are mentoring. Coaches are only attempting to pass on specific ⁴ _____.



Business's enthusiasm for mentoring has been caused by several things:

- An awareness that the pace of change itself is accelerating, and that to be ⁵ _____ they have to improve their understanding of what this means. Mentoring (by an outsider in particular) is seen as one way of helping them to view the wider context of change in which their businesses are operating.

- A shift in focus back to the importance of the individual. Attending conferences and seminars is not enough for their ⁶ _____ and training. They need to work one-on-one (individual to individual) with someone they can trust.

- The awareness that it is lonely at the top. It has become acceptable

to admit that senior executives are, by necessity, cut off and restricted in whom they can talk to and what they can say.

Managers can be both mentored and a mentor at the same time, in the same way that an athletics star can be a mentor for an up-and-coming young athlete, even while the older person is still competing in the sport and being mentored.

Mentoring does not, however, happen by accident. It has to be organised to some extent. Meetings have to be scheduled at regular intervals. But in these meetings there should be no fixed agenda—just a mutual interest, good communication skills and some available spare time.

Discussion point

- Which do you think is most useful – a mentor, a coach or a trainer? Why?

BEC Higher practice test

Introduction to BEC (Business English Certificate) Higher

This workbook contains a complete BEC Higher practice test (on pages 64–78). The BEC Higher examination is a Cambridge ESOL (UCLES) business English examination at advanced level. BEC Higher consists of four components: reading, writing, listening and speaking.

Reading test

Different parts of the Reading paper test different reading skills. Part 1 tests reading for gist and scanning. Part 2 tests your ability to understand text structure; in order to do this you are required to fill a gapped text with sentences. Part 3 tests your ability to read for gist and understand specific information. Part 4 tests your vocabulary. Part 5 tests grammar and understanding of cohesion. Part 6 is a proofreading task, where you are required to identify extra words in a short text.

When preparing for the examination, it is useful to:

- practise reading as many types of documents as you can
- make sure you understand the use of reference words (like *this*, *such* and *it*)
- record useful vocabulary and fixed phrases linked to different business topics
- check your own work and keep a record of the typical mistakes you make
- exchange your written work with a fellow student and check his/her work for errors.

Writing test

The Writing paper tests short neutral/formal writing in Part 1 (describing a graph) and longer neutral/formal writing in Part 2 (letter, report or proposal). It is important in the Writing paper that you:

- answer the question that is set
- use a variety of grammatical structures and vocabulary accurately and appropriately
- make sure that your writing is clear and well structured
- write concisely and pay attention to the suggested number of words.

Listening test

The Listening paper tests a variety of listening skills, for example, listening for gist (identifying topic, context, etc.) in Part 2, and listening for both main ideas and specific information in Part 3. When preparing for the examination you should:

- get as much listening practice as possible
- practise taking notes when you are taking part in meetings, making telephone calls, listening to presentations, etc. (this will help you with Part 1)
- consider the following as you listen to English: who the speakers might be, what their role is, what the purpose of the conversation is, etc.

Speaking test

The Speaking paper tests different skills. In Part 1 you are tested on your ability to talk about yourself (work, interests, etc.). Try to answer the questions as fully as possible.

In Part 2 you choose one of three business topics and give a 'mini-presentation' (for approximately one minute) on the topic. Before you start your presentation, you are given a minute to prepare what you want to say; it is a good idea to make brief notes during this time. At the end of the presentation, the other candidate can ask you a question; give as full an answer as you can. During your presentation, it is important that you:

- outline your main points clearly and refer to them in a logical order
- give reasons for your points.

In Part 3 of the Speaking paper you are asked to discuss a given topic with another candidate. It is important that you:

- give your opinion on the topic and give reasons for your opinions
- ask the other candidate for his/her opinions.

The tables on page 65 describe the components of the BEC Higher examination. The final columns refer you to units with workbook exercises which practise those skills required in the BEC Higher tasks. You may find it useful to focus on them if you are preparing for the examination.

Reading test (60 minutes)

Part	Type of reading	Task	Number of questions	Workbook units
1	Gist and scanning	Matching sentences with texts	8	Units 1, 2 and 9
2	Understanding text structures	Matching sentences with gaps in text	6	Units 3, 7 and 11
3	Gist and specific understanding	Multiple choice comprehension questions	6	Units 3, 4, 11 and 12
4	Vocabulary and structure	Multiple choice gap filling	10	Unit 10
5	Grammar and cohesion	Single word gap filling	10	Unit 8
6	Finding errors	Proof reading (finding extra words)	12	Unit 3

Writing test (70 minutes)

Part	Task	Time	Workbook units
1	Writing a description of a graph	120–140 words	Unit 2
2	Writing a letter, report or proposal	200–250 words	Units 3 and 4

Listening test (40 minutes including 10 minutes to transfer answers to a separate answer sheet)

Part	Type of listening	Task	Number of questions	Workbook units
1	Listening for specific information	Gap filling	12	Unit 6
2	Identifying topic, purpose, etc. of short monologues	Multiple matching	10	Units 4 and 8
3	Answering questions based on a longer conversation	Multiple choice comprehension questions	8	Units 5, 6, 9 and 10

Speaking test (15 minutes)

Part	Task	Time	Workbook units
1	Giving information about yourself (work, hobbies, etc.)	About 3 minutes	Units 1 and 8
2	Giving a 'mini-presentation' about a business topic	About 6 minutes	Units 2 and 4
3	Discussion with another candidate on a given topic	About 7 minutes	Units 6, 7 and 10

READING TEST

PART ONE

Questions 1 – 8

- Look at the statements below and at the five extracts from an article about water.
- Which extract (A, B, C, D or E) does each statement (1–8) refer to?
- For each statement 1 – 8, mark one letter (A, B, C, D or E).
- You will need to use some of these letters more than once.
- There is an example at the beginning.

Example

Better food production methods have led to increased numbers of people. C

- 1 Farmers are using more water.
- 2 The number of people increased due to advances in agriculture.
- 3 The need for water is unlikely to go down because homes and businesses need it as well.
- 4 To avoid world disaster, it's important that people reduce the quantity of water that they use.
- 5 Discussions over the control of water could result in serious conflict.
- 6 Changes to the weather could increase difficulties.
- 7 Some of the suggested solutions to the problem are not thought through.
- 8 Some crops require much more water to grow than others.

A When the word water appears in print these days, crisis is rarely far behind. Water, it is said, is the new oil: a resource long squandered, now growing expensive and soon to be overwhelmed by insatiable demand. Aquifers are falling, glaciers vanishing, reservoirs drying up and rivers no longer flowing to the sea. Climate change threatens to make the problems worse. Everyone must use less water if famine, pestilence and mass migration are not to sweep the globe.

B The language is often overblown, and the remedies sometimes ill-conceived, but the basic message is not wrong. Water is indeed scarce in many places, and will grow scarcer. Bringing supply and demand into equilibrium will be painful, and political disputes may increase in number and intensify in their capacity to cause trouble. To carry on with present practices would indeed be to invite disaster.

C Why? The difficulties start with the sheer number of people using the stuff. When, 60 years ago, the world's population was about 2.5 billion, worries about water supply affected relatively few people. Both drought and hunger existed, as they have throughout history, but most people could be fed without irrigated farming. Then the green revolution, in an inspired combination of new crop breeds, fertilisers and water, made possible a huge rise in the population. The number of people on Earth rose to 6 billion in 2000, nearly 7 billion today, and is heading for 9 billion in 2050.

D The area under irrigation has doubled and the amount of water drawn for farming has tripled. Farmers' increasing demand for water is caused not only by the growing number of mouths to be fed but also by people's desire for better-tasting, more interesting food. Unfortunately, it takes nearly twice as much water to grow a kilo of peanuts as a kilo of soyabeans, nearly four times as much to produce a kilo of beef as a kilo of chicken, and nearly five times as much to produce a glass of orange juice as a cup of tea.

E Industry, too, needs water. It takes about 22% of the world's withdrawals. Domestic activities take the other 8%. Together, the demands of these two categories quadrupled in the second half of the 20th century, growing twice as fast as those of farming, and forecasters see nothing but further increases in demand on all fronts.

PART TWO

Questions 9 – 14

- Read this text about using employees as consultants.
- Choose the best sentence to fill each of the gaps.
- For each gap 9 – 14, mark one letter (A – H).
- Do not use any letter more than once.
- There is an example at the beginning, (0).

A critical colleague

Many companies have had to make the decision as to whether or not to bring in a consultant. But what is a consultant and why do companies call upon them? (0) And what are they there for? On the one hand most businesses accept that a consultant is there just to provide advice in contrast to others that rely on their costly hired experts to find a magic solution to every problem. (9)

Mellor, a 1,000 employee meat outfit in western Canada, brought in consultants in July last year. (10) The idea was that as Mellor employees they would know the company, but what was needed was to give them the objectivity of a consultant. Four employees were seconded from their normal jobs for a two month period.

During the first two weeks they went to Southern Associates, a consultancy group in Lisbon, Ontario. They received a crash course in how to think and operate like a consultant. (11)

The obvious question was how these four employees could remain truly objective. This was achieved though careful selection of recruits. Southern used interviews and psychometric tests to select the right people.

Mandy Reynolds, a Customer Account Manager, was selected because her managers had noticed an ability to remain detached and objective when dealing with problems, and this was backed up by the psychometric tests. (12) Although she knew many of the staff in that department, she had never worked closely with any of them, and felt able to maintain her objectivity. 'I was worried that it might put a strain on my relationship with colleagues, but they knew I was one of them, and that like them I had been through the ups and downs of the last few years. I think that they realised I'd put myself in the firing line and wasn't there to judge them personally or tell them what to do. (13)

Next week, the team will submit their final report, and then after a fortnight's leave, they will return to the jobs they held before becoming consultants. Alan Porter, the Mellor CEO, says, 'I'm very excited and really looking forward to reading the ideas they're putting forward. Although this might not work for every business, these four consultants are also our employees and part of our team, and therefore they retain a vested interest in the company moving forward. (14)

- A Because of her profile, she was asked to act as a consultant to the Human Resources department.
- B Descriptions of consultants include a well-informed critical friend, an expert, and an objective outsider.
- C I have every confidence in them and feel proud of what they've achieved.'
- D But they didn't look far for their experts. They were all sourced from the corporation.
- E And why pay all that money for something you won't use?
- F On the contrary, it was often a case of them speaking and me listening.'
- G Sadly, that is normally an unrealistic expectation, not least because of lack of background knowledge.
- H They were taught what to look at and how to dig beneath the superficial to get to the nub of any problem.

PART THREE

Questions 15 – 20

- Read the article below about pricing.
- For each question 15 – 20, mark one letter (A, B, C or D) for the answer you choose.

You've been framed

A new study for the Office of Fair Trading, Britain's main competition-policy watchdog, seems to confirm that the way prices are presented, or "framed", can tempt consumers into error. Its authors, Steffen Huck and Brian Wallace of University College London (UCL), and Charlotte Duke of London Economics, a consultancy, base that finding on a controlled experiment. They tested responses to five different price frames: "drip pricing", where only part of the price is revealed at first and extra charges are levied as the sale progresses (think of buying an airline ticket online); "sales", where the price is contrasted with a higher price (was \$2, now \$1); "complex pricing", such as three-for-two offers, where the unit price has to be worked out; "baiting", where a cheap deal is advertised but restricted to a few lucky shoppers; and "time-limited offers" that are available for a short period.

The experiment's subjects were 166 UCL students who played at being shoppers in a computer game. Shoppers were faced with a choice between two stores selling identical goods and were given a score for each purchase. The greater the difference between the rewards for owning the goods and the prices they paid, the wiser their purchases, and the higher the score, or "pay-off". Since consumers obtain less satisfaction from buying more of the same stuff, the rewards dropped for each extra purchase they made, from 120 points for the first unit to 80 for the second and so on up to a maximum of four purchases per round. A "search cost" was also levied each time a shopper visited a shop to ask about prices. The prices in each shop (and for each frame) were selected at random from between 60 and 120. All prices in that range were equally likely. Each subject played ten rounds of a "baseline" game where goods were sold at "straight" per-unit prices, and a further ten rounds each for two of the five price frames.

How did shoppers fare? Faced with per-unit prices, shoppers made the right choices four times out of five. But when errors were made they were costly. The average lost pay-off per round compared with the best strategy was enough to cut the maximum score by a quarter. The errors were still larger in the rounds where prices were framed differently. The authors calculated the additional loss each subject suffered in response to each price frame compared with the baseline case. The average extra loss was then used to rank the five price frames. Shoppers were worst off under drip pricing, followed by time-limited offers, baiting, sales and complex pricing.

Shoppers made two sorts of mistakes. Less than 10% were purchasing errors—buying too little when the price was right or too much at steep prices. The most frequent mistake was to shop around too much or too little. Under straight per-unit pricing, consumers tended to over-search. This pattern was reversed for the price frames: shoppers tended to snatch at the deals offered in the first shop. In the drip-pricing frame, for instance, more than a quarter of consumers bought at the first shop when it would have been wise to continue the search.

The study shows that consumers learn lessons: they made better decisions as the experiment progressed. The best remedy, it seems, is for consumers to be better informed and wary about special deals.

- 15 What is said about the way prices are framed?
- A Consumers buy too much because of price framing.
 - B The Office of Fair Trading is prosecuting some companies.
 - C A consultancy conducted research on the ethics of price framing.
 - D Consumers can make mistakes due to the way prices are presented.
- 16 Which of these is not a method of framing prices?
- A Competitions for lucky shoppers.
 - B Initially giving limited information about prices.
 - C Special prices for multiple purchases.
 - D Comparing a high and a low price.
- 17 Which of the following were not part of the game?
- A random prices
 - B two shops
 - C a reward for the best score
 - D a fee for searching
- 18 How many rounds did the students play?
- A 10
 - B 20
 - C 30
 - D 40
- 19 According to paragraph 3,
- A players with a poor strategy had a 50% reduced score.
 - B without price framing, shoppers had an 80% success rate.
 - C time-limited offers caused the most problems.
 - D framing prices made no difference.
- 20 The writer says that shoppers
- A can develop better judgement.
 - B are smarter than the shops.
 - C will always be fooled.
 - D need to be trained by an expert.

PART FOUR

Questions 21 – 30

- Read the article below about supermarkets.
- Choose the correct word to fill each gap from **A, B, C** or **D**.
- For each question **21 – 30**, mark one letter (**A, B, C** or **D**).
- There is an example at the beginning, **(0)**.

A grocer goes

Sir Terry Leahys, the 54-year-old Liverpudlian, who **(0)** on June 8th that he would **(21)** next year after a lifetime at the company and 14 years as chief executive, has **(22)** the once down-at-heel British grocery chain into the world's third-largest retailer, behind America's Wal-Mart and France's Carrefour. But he is leaving unfinished business to his **(23)** Philip Clarke, in the form of a troubled American venture first billed as "transformational".

Despite a recession, Tesco's underlying pre-tax **(24)** rose by 10% to £3.4 billion (\$5.4 billion) in the year to February 27th, on global sales of more than £62 billion. Although Tesco operates in 14 countries, "this is still today a local industry", Sir Terry says. So Tesco pioneered loyalty **(25)** not just for marketing but also for data mining. They allow individual stores to tailor their **(26)** more closely to local tastes—right down to stocking, say, ready-made curries next to claret, if those items tend to be purchased together.

Such detailed knowledge helped Tesco cater to Britons' increasingly upmarket tastes, staking out the **(27)** middle ground between the cheaper Asda, which is owned by Wal-Mart, and the fancier Sainsbury's. Tesco has also led in expanding beyond groceries. It **(28)** all manner of general goods, from clothing to televisions – of which it **(29)** to sell 300,000 for the World Cup. It is now **(30)** from insurance and credit cards into banking.

- | | | | | |
|-----------|--------------------|------------------------|----------------------|----------------------|
| 0 | A renounced | B told | C announced | D claimed |
| 21 | A resign | B rebuild | C remove | D reform |
| 22 | A allied | B risen | C reduced | D transformed |
| 23 | A follower | B successor | C predecessor | D ancestor |
| 24 | A profits | B benefits | C money | D success |
| 25 | A projects | B plans | C schemes | D strategies |
| 26 | A wares | B shopping | C delivery | D staff |
| 27 | A luxury | B wealthy | C lucrative | D leisure |
| 28 | A arranges | B ranges | C directs | D stocks |
| 29 | A believes | B expects | C confirms | D makes |
| 30 | A walking | B restructuring | C moving | D arriving |

PART FIVE

Questions 31 – 40

- Read the article below about lifelong learning.
- For each question **31 – 40**, write one word in CAPITAL LETTERS.
- There is an example at the beginning, **(0)**.

Never too old to learn

“LIFELONG learning” is a phrase beloved by business schools. But not, **(0)** seems, by their clients. According **(31)** a recent survey by Mannaz, a management-development firm, the number of professionals taking part in formal corporate training drops rapidly after the age **(32)** 55. Are these wise, old heads being overlooked?

It is tempting to conclude **(33)** older executives **(34)** falling victim to age discrimination, as firms focus resources on younger talent. But according to Jorgen Thorsell, Mannaz’s vice-president, this is not the case. Reticence, he says, comes not **(35)** the organisations but from the employees themselves.

Mr Thorsell believes that conventional training simply no longer serves their needs. Formal programmes **(36)** often seen as a repetition of lessons already learned and become increasingly irrelevant in the light of experience and expertise. The resulting “training fatigue” is resistant **(37)** most incentives.

This doesn’t mean that more seasoned executives **(38)** completely abandoned the idea of personal and career development, however. Instead Mr Thorsell says that this group prefers a do-it-yourself approach, conducting their **(39)** research and swapping war stories with their peers rather **(40)** taking a place at business school.

PART SIX

Questions 41 – 52

- Read the text below about risk assessment.
- In most of the lines 41 – 52 there is one extra word. It is either grammatically incorrect or does not fit in with the meaning of the text. Some lines, however, are correct.
- If a line is correct, write CORRECT.
- If there is an extra word in the line, write **the extra word** in CAPITAL LETTERS.
- The exercise begins with two examples, (0) and (00).

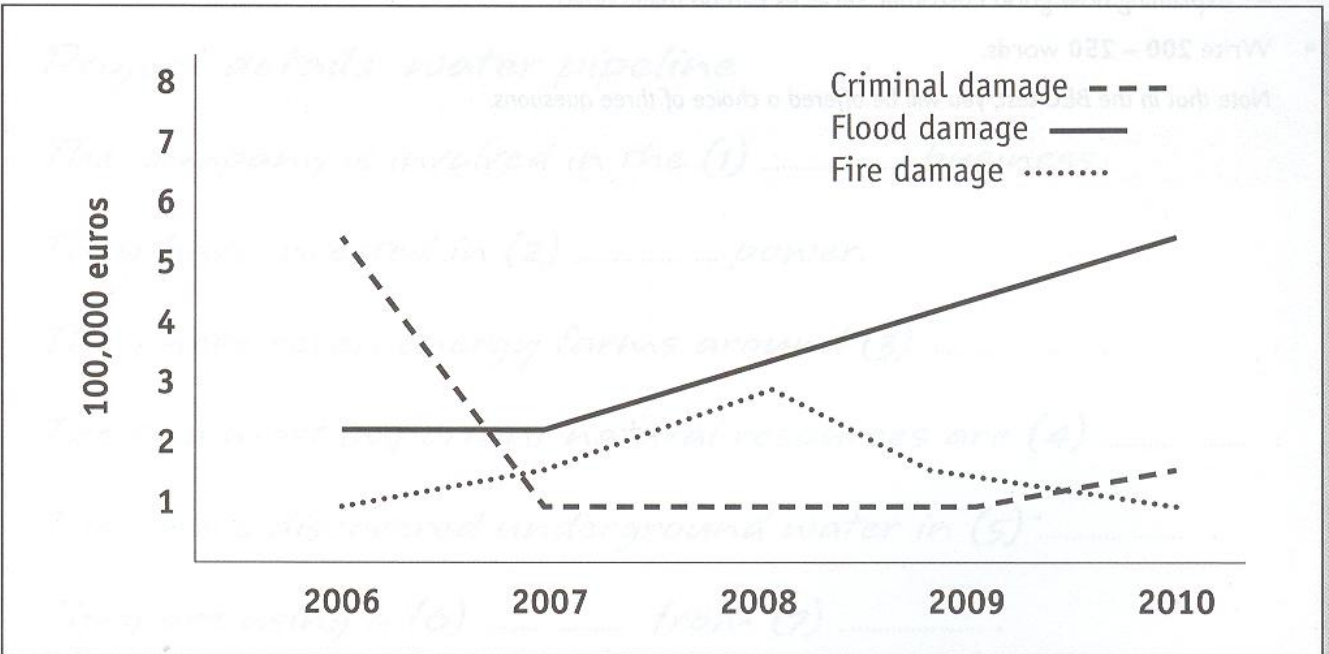
The importance of risk assessment

0	<i>CORRECT</i>	Even though there is deep-rooted suspicion regarding health
00	<i>THE</i>	and the safety legislation, it remains of key importance
41		to firms, and in the role of the health and safety officer, although
42		often the subject of jokes, remains at crucial. Whatever the time
43		spent on health and safety, the bottom line is that it must to be
44		worthwhile if it avoids injuries and saves lives. Take, for example,
45		the risk assessment form. Completing of it can be a chore,
46		especially if one often must ends up racking one's brains thinking
47		of what to include in what may seem to you like on a non-risk
48		environment. Nevertheless, what if just once the risk assessment
49		leads to you to identifying a risk that you otherwise might
50		not so have seen, which in turn prevents an accident occurring?
51		Surely that will have made the whole exercise worth doing, and
52		such worth doing properly.

WRITING TEST

PART ONE

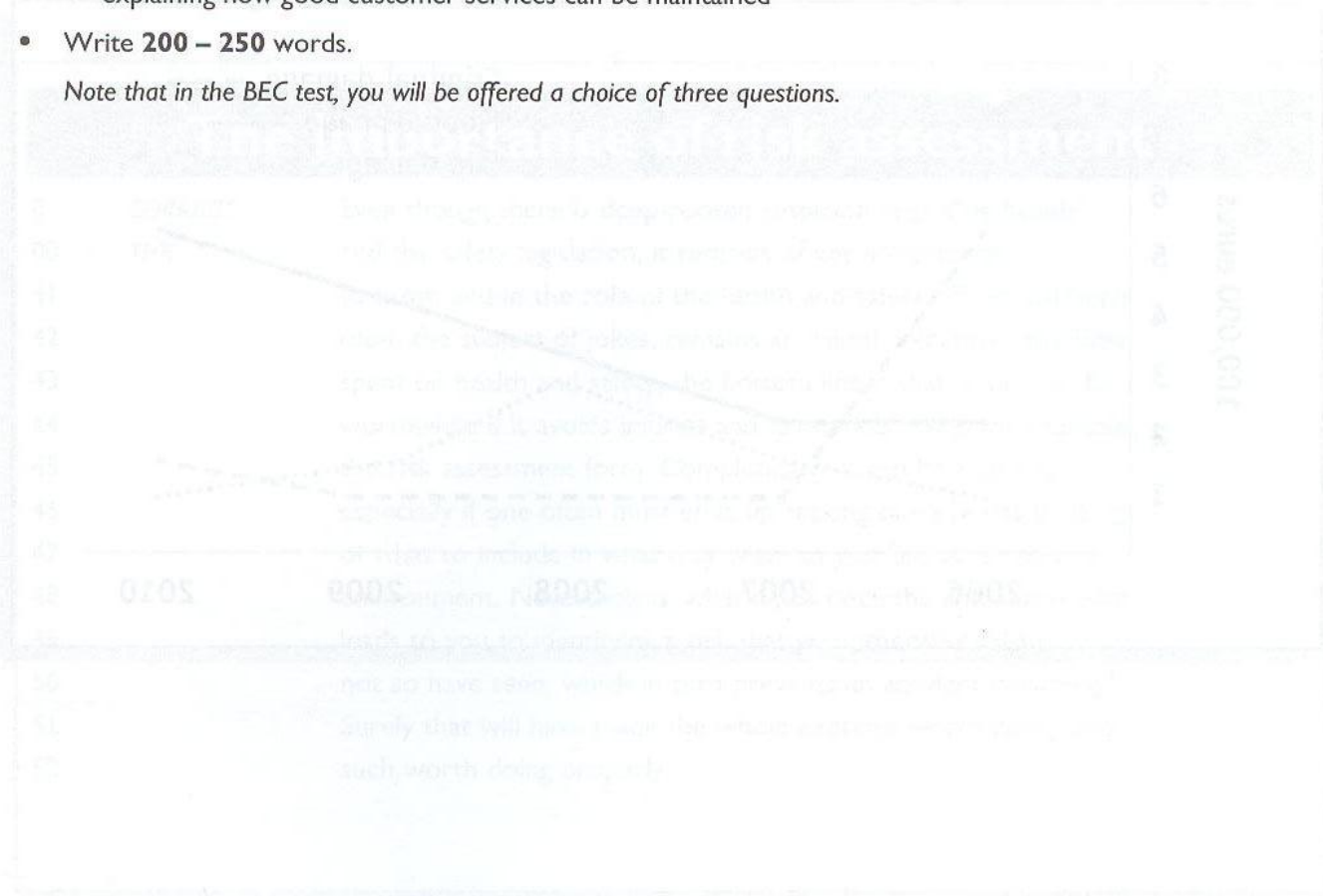
- The chart below shows insurance payouts for damage done to businesses in the Barkley South Industrial Area between 2006 and 2010.
- Using information from the chart, write a short **report** comparing the insurance payouts per year for different causes of damage.
- Write **120 – 140** words.



PART TWO

- Your company, a retailer, is keen to cut costs during an economic downturn. You have been asked to write a proposal suggesting where it would be best to make the savings.
- Write your **proposal**, including the following information:
 - saying what type of retail business your company is
 - identifying areas for cuts
 - outlining ways to avoid industrial relations problems
 - explaining how good customer services can be maintained
- Write **200 – 250** words.

Note that in the BEC test, you will be offered a choice of three questions.



LISTENING

PART ONE (CD Track 16)

Questions 1 – 12

- You will hear part of a company meeting about a water pipeline project.
- As you listen, complete the notes for questions 1 – 12, using up to **three** words or a number.
- You will hear the recording twice.

Project details: water pipeline

The company is involved in the (1) business.

They have invested in (2) power.

They have seven energy farms around (3)

The two most important natural resources are (4)

They have discovered underground water in (5)

They are using a (6) from (7)

Bo-Ram Park's job title is (8)

The best use of the water would be for (9) land.

The land they will use is (10) from the energy plant.

The water will travel in (11)

They could make a profit of (12) % if they start their own agricultural business.

PART TWO (CD Track 17)

Questions 13 – 22

- You will hear five different people talking about entertaining clients.
- For each extract there are two tasks. For Task One, choose the attitude towards entertaining described from the list **A – H**.
For Task Two, choose the piece of advice given from the list **A – H**.
- You will hear the recording twice.

Task One – Attitudes

- For questions **13 – 17**, match the extracts with the attitudes listed **A – H**.
- For each extract, choose the attitude towards entertaining described.
- Write one letter (**A – H**) next to the number of the extract.

- 13
- 14
- 15
- 16
- 17

- A** Always ask the client what they want to do.
- B** Doing something is better than just having a meal.
- C** It's a waste of time and money.
- D** It's about building relationships.
- E** It's not enjoyable but I do it.
- F** It's not my job to socialise with clients.
- G** Japanese clients prefer pubs.
- H** The client should be impressed.

Task Two – Location

- For questions **18 – 22**, match the extracts with the location mentioned, listed **A – H**.
- For each extract, choose the location each speaker mentions.
- Write one letter (**A – H**) next to the number of the extract.

- 18
- 19
- 20
- 21
- 22

- A** Cricket match
- B** Expensive restaurant
- C** Fast food restaurant
- D** Local restaurant
- E** Meeting room
- F** Mid-price restaurant
- G** Opera
- H** Rugby match

PART THREE (CD Track 18)

Questions 23 – 30

- You will hear two people discussing MBAs.
- For each question 23 – 30, mark one letter (A, B or C) for the correct answer.
- You will hear the recording twice.

23 Who is Zara speaking to?

- A her mentor
- B her manager
- C her lecturer

24 Her main areas of concern are

- A the economy and investments.
- B climate and course timing.
- C job security and financial commitment.

25 What is her company's position on funding?

- A It will not fund courses but will allow study time.
- B It funds part-time but not full-time courses.
- C It is open to negotiation.

26 Why does she want to do an MBA?

- A It will help her progress in her current career path.
- B It will help her change her career path.
- C It will help her to set up her own consultancy.

27 According to her advisor, what is the most important thing to consider when choosing an MBA?

- A that it is well regarded in a specific field
- B that it is in a good geographic area
- C that it is named in lists of top ten MBA institutions

28 What does he warn her to do?

- A gain experience with an international company
- B prepare a ten year plan
- C focus on current objectives

29 What does she need to do first to start putting her idea into action?

- A research courses
- B speak to her superior
- C send off for a prospectus

30 What is the aim of Zara going to the MBA fairs?

- A to demonstrate knowledge and answer questions
- B to network and find out information
- C to sign up for a course and complete homework

SPEAKING TEST

PART ONE

Sample questions

What's your name? Where do you live? What do you do in your free time?

Do you have a job? Are you a student? Do you like your job/studies?

How do you get to work/where you study?

What do you like about the place where you live? What's the most difficult thing about your job/studies?

PART TWO

A: Recruitment: Are qualifications more important than experience

C: Staff management: How to keep staff turnover to a minimum

B: Customer relations: how to recall a faulty product

PART THREE

Relocation

Your company needs to relocate its main distribution warehouse, which employs 200 people, to another country. It is essential to cut costs and if the relocation does not take place redundancies could be necessary. You have been asked to organise the relocation.

Discuss and decide together:

- what resources and infrastructure will be needed in the new location
- what is the best way to explain the situation to staff
- how you will handle the media in your country.

Audioscripts

Unit 1 HR page 4 (Track 2)

- BS:** Welcome to Economist.com. Today we are talking with Adrian Wooldridge, the Economist Washington Bureau Chief, about his survey of talent. I'm Barney Southin, Managing Editor of Economist.com. Adrian, you've written a survey of talent. What exactly do you mean by talent?
- AW:** Well that's a very good question. It's actually a very difficult question to answer. People in the business of writing about this tend to define talent in very different ways. Some define it in a very restricted way, to apply only to the people at the very top of the distribution curve, the sort of alphas, the top-rate minds. Some completely in the other direction define it to mean almost anybody in the workforce – it's a synonym for workers. I think the first is clearly much too restrictive. The second is so broad as to be completely meaningless. I think it does depend on context, you know, if you're in a management consultancy firm then talent really means, you know, high level analytical ability. If you're in South West Airlines then talent means the ability to be personable and pleasant and crack a few jokes quite often and keep the passengers happy. But more broadly I think I use the term talent to mean brainpower and I use the term talent worker to mean something like Peter Drucker's knowledge workers. Not exclusively, but in general, I think that the talent that really matters in the modern economy is the talent to use one's brain both for analytical and creative purposes.
- BS:** You go on to talk about there being a battle for brainpower, a war for talent. What exactly do you mean by that?
- AW:** I think there is intense competition at the moment to hire the most talented and the most intellectually able people. There was a time when I think companies had many of the advantages in the world, that it was the companies' world, it was the bosses' world. Now I think the reverse is the case. We have a shortage of talent both within countries and between countries and you have an

intense battle between companies trying to hire the most talented workers, and also between countries which are looking to recruit talented young people, talented young immigrants. We have this sense of immigrants as being things that come from countries, battling to keep out, immigrants trying to get in and climb over the walls. I think that the opposite is in fact the case at the top end – that countries are trying to woo bright young people – get them to go to their universities and get them to become immigrants. So on many, many levels, talent is at a premium. There is a shortage of talent, and countries, companies, all sorts of organisations, of course, voluntary organisations as well, are competing to hire the best and the brightest. You know, we have a baby boom population that's ageing. We have an economy which is becoming more sophisticated and so for all sorts of reasons talent is at a premium.

Unit 2 Organisations page 8 (Track 3)

Well, good afternoon and thank you everyone for coming to this meeting. As you know, as part of our ongoing team building efforts, we asked consultants to carry out a survey into, well, how you feel about the company. We wanted to know how you see us as an organisation. Anyway, the consultants have now finished their work and I just want to share their results. So without further ado, let's have a look. OK, now, I know some of you were uncertain about aspects of the restructuring that this organisation carried out earlier this year. Some teams were concerned that they'd lose autonomy. But you'll see on this first chart that nearly half of you think that we're now a quite well-organised company, and that a fifth of you think we're actually doing very well on the organisation front, so for me that's positive. But I can still see that nearly a quarter of you have concerns about the way we're organised and I can assure you all that I will take that on board. Now, moving on to the next pie chart. I'm fairly new to the company and hopefully it's still too early for you to have formed a strong opinion about me yet so we didn't ask you to comment on the leadership of the organisation, but we *did* ask you

how you felt about the quality of leadership in your teams. I'm happy to report that, as you can see from this pie chart, getting on for half of you who had an opinion, and there were 13% who didn't, were very happy with your team leader. And a quarter of you were quite happy. Strong teams are essential to this company, and so we'll now use this information to find ways to improve our team building and team leadership skills. OK, let's look at the next ...

Unit 3 Change page 12 (Track 4)

- A: Anna Chambers
P: Hi, Anna. It's Paul here.
A: Hi, Paul. How can I help?
P: Well, it's just that I've been thinking about the changes we're about to make in the Finance department with the redundancies and the move.
A: It's a bit late to be thinking about them now, isn't it?
P: Yes, I know what you're saying, but ...
A: You're aware that the redundancy notices are going out at the end of the week. It's all arranged. The remaining finance staff will be sharing an office with technical support. They're moving next Wednesday.
P: Yes, but something's come up. There's a complication and we may have to reconsider.
A: Complication? I don't like that word. What's happened?
P: Well, it seems that the Sales department may have underestimated the number of orders coming in from the European markets in the next quarter. So things might not be as bad as we'd thought. In fact the Finance department could actually end up being very busy. If we go ahead with the proposed cuts, we risk being understaffed and that means we might not be able to cope with the volume of work.
A: I see.
P: I just think we need to look at it in light of this new information. There was quite a bit of resistance to these changes throughout the company. So if, and I'm only saying if, we do end up amending the plans, then at least we'll have the staff behind us.
A: Look, I'm seeing clients this morning, but come and see me this afternoon and make sure you bring facts and figures with you. I'm

not authorising any changes to the current plan unless we're absolutely certain that they're necessary.

P: Understood. OK, see you this afternoon, then.

Unit 4 Responsibility page 16

Listening 1 Part 1 (Track 5)

- CSA: Customer services, good morning, can I help you?
C: Hi, sorry to trouble you, but I just heard a report on the radio about your using sweatshop labour to produce some of the toys you sell.
CSA: Really? Well, I'd be very surprised. We've got loads of notices around the store saying that we're an ethical company. Yeah, I'm just reading one here, 'We are an environmentally-friendly company and we have a corporate policy of only selling ethically-produced products which use responsibly-sourced materials'. OK?
C: Erm, well, you see, the report claims that the workshop where this toy zoo set you sell is made, well, it uses kids as labour, 10-year-olds ...
CSA: Yeah, I know what you're saying, but on the other hand, you can't believe everything you hear or read, can you? There's so much depressing stuff on the news nowadays.
C: Yes, but the thing is, I don't want to buy products where either people or the environment suffer.
CSA: Well, as I say, we've got all these posters up that say it's company policy not to do that.
C: Yeah, it's just they not only talked about it on the radio, but I also caught something on the end of the news on TV. Look, is your manager there?
CSA: Um. I'm not sure. He's very busy you know.
C: I can understand that but I come to your shop quite a lot to buy gifts and presents. I wouldn't feel comfortable buying stuff there again until I get some sort of response to this. So, I really need to speak to someone in authority to get it sorted.
CSA: Hold on a minute. OK, I'm transferring you now.
Listening 2 Part 2 (Track 6)
M: Hello. This is Zac Henderson speaking. I'm the manager. The customer services assistant

has explained your concerns to me. And it's true there has been some negative publicity about our company.

- C:** But are you really using sweatshop labour?
- M:** We were shocked to discover that one of our suppliers employs under-age workers. This certainly does not comply with the very high ethical standards we expect of any company we deal with.
- C:** That's terrible. Are you still using this company?
- M:** The moment we discovered this was happening we informed the company that we would no longer do business with them. These are serious allegations and we immediately informed the authorities about what we'd found.
- C:** Oh, I see. But it's still awful that your company has used suppliers that employ 10-year-old children to ...
- M:** Can I just say the reports that 10-year-olds work at the factory are simply not true. Our inspectors found that children of 14 had been employed and we are not taking this lightly. 14-year-olds should not be working. But we can guarantee that no younger children were employed by this firm. At this moment our inspectors are carrying out spot checks in the factories of all the suppliers that we use.
- C:** Well, at least you're not denying it. And you seem to be trying to put the situation right.
- M:** That's right. And I'm delighted to tell you that we've started an exciting project working with charities in that country to provide education for the children. 15% of profits from our new range of toys will go to build new schools.
- C:** OK. Well, that certainly seems like a good idea.
- M:** I want to assure you that we take this extremely seriously. We've always been committed to ethical trading.
- C:** Thanks for taking the time to discuss this. I feel a bit better about buying from your company now.
- M:** I'm very pleased to hear that. And if you ever have any other concerns call me and I'll be happy to discuss them with you.

- J:** Sue, welcome, thanks for coming to see me.
- S:** No problem, Jeff.
- J:** Take a seat. Can I start by saying that we really appreciate all the work that you've put in at the plant. You're doing a great job.
- S:** Thanks.
- J:** But do you recall what we discussed at your last appraisal meeting?
- S:** About?
- J:** About broadening your experience.
- S:** Oh yes, you said that for my career to really take off I'd need to get some international experience under my belt. Actually, I flew to Madrid only last week for three days for the safety conference.
- J:** Very good. But that's not quite what I had in mind. I wanted to see you because the Board feels that now is the time for you to acquire that international experience in a bit more depth.
- S:** Really? In what way?
- J:** Well, you've got great organisational skills and you're an excellent motivator. And I know that you and I are both in agreement that the project to set up the plant in Toronto will need people with these qualities. Malcolm is over in Canada at the moment and he needs someone to help him lead the team. I know how much commitment you've shown to this project. So we would like you to agree to go over there.
- S:** What, like, sort of on a temporary basis to help set things up?
- J:** Actually, we were thinking of something a little more permanent. Say, two years? I mean, realistically we both know that's probably how long it's going to take to get things up and running to the same standard that we have here, isn't it?
- S:** Two years? Wow! Well, first of all I'd like to say that I really do appreciate being offered this opportunity. And I've certainly enjoyed working on this project. But, I mean, surely I could spend a few days a month in Canada but still be based here? I could still help oversee the setting up of the plant.
- J:** We considered that but it wouldn't allow you the same level of involvement that the project requires. And your experience and skills make you the ideal person for this role.

- S: It just seems a bit sudden. My home is over here. My life is over here.
- J: I fully understand your concerns. But this is an excellent opportunity for you to progress in this company. It'll enable you to take on a more senior role when you return.
- S: I'm just not sure this is the direction I want to go in.
- J: We've been looking for the right opportunity to offer you an international role, and it's not as though we're asking you to move there tomorrow. We were thinking of a gradual move over the next couple of months. You could start by spending a week over there acclimatising and getting to know the team. Look at a few apartments, that kind of thing.
- S: And if I decline the offer?
- J: Well, of course, no one will force you to do anything you don't want to do. But as your direct superior I'd advise you to think this over very carefully.
- S: Yes, of course. I can see that it's a wonderful opportunity. It's just ...
- J: Of course, if you choose not to go then it leaves us no alternative but to offer the opportunity to someone else. And I'd hate to see you left behind on the career ladder. At least say you'll think about it? Take this home to read, it has details of the relocation package. A very generous package, I must say.
- S: Well, yes. I'll read it and take some time to think.
- J: Excellent. Give yourself some time to get used to the idea. We can have another chat tomorrow.

Unit 6 Start-ups page 24

Listening 1 (Track 8)

I spent a long time trying to find the cash I needed to start up my software business. I asked several banks, a government agency, even friends. No use. Well, I knew I had a brilliant idea – I knew companies that would snap up this software once it was developed. I'd spoken to a few of them informally, you see, and I'd also read in trade magazines about how there was this gap in the market. It was so frustrating. I knew that if I didn't get in there quick, someone else soon would.

Anyway, I'm in a rugby team, and one day we were in a cup match. We'd done quite well and got to the semi-finals. But I almost didn't go because I'd hurt my leg a few days previously. It was touch and go but then, at the last minute, the doctor said it was OK to play and I was dead pleased. So, I went along and we were up against this team we hadn't played before who were meant to be pretty good. Soon after the match started, I did this bone-crunching tackle on one of the opposing players. He got up, giving me a few choice words on the way, and I suddenly recognised him. It was an old mate from school, Chris Packer.

Anyway, straight after the match me and Chris had a big catching up session and he told me how he'd made a fortune in the dot.com boom. So I pitched him my idea for new software. And he liked it! In fact, he liked it enough to invest money in it. To cut a long story short, we set up in a joint venture, which he largely financed, and five years on we're doing very nicely, thank you. Tell you what, I'm so relieved that I went to play rugby that day. If I hadn't gone, I might not be here running this company. I happened to be in the right place at the right time. So luck played a big part in getting my idea off the ground, but the real reason this company's such a success is down to hard work. Everyone needs a bit of luck when they're starting out. But in the end, it's what you do with that luck that counts.

Listening 2 (Track 9)

I: We're with Cyril Rollinde, who has played a very active role as an incubator for many start-up companies in Europe. Cyril, can you tell us a little about your experience in this area?

CR: I was in fact the director of what you could call a start-up initiative group. In our case this is a regional fund that makes zero interest, zero collateral loans to new entrepreneurs. So I suppose you could say it's all about trust! And what they do is lend money to entrepreneurs during the very early stages of their project. My job, a really fantastic one too, was to find money from the government or private companies, to select enterprises and then to build a network of skilled people (former CEOs, CFOs, marketing professionals ...) who have a real feel for the quality of the start-up team, the reality of the market, and who can give support to entrepreneurs in the form of contacts, experience and advice.

I: So how would it work in practice if, say, I had a fantastic idea for a new business and I wanted to get the support of an incubator?

CR: Well, the first thing you're going to have to do is some serious work! And by that I don't mean putting together some fantastic PowerPoint presentation. I know that may be the way it's done in some places but if you were looking for support from me, I'd be looking for what we call 'proof of concept'. Now that doesn't necessarily have to be a client who's ready to buy what you want to sell, though I must say that would help. You know, it could just be proof of the existence of a group of people who are ready to support your venture in some way. Then you need a coherent plan with a coherent analysis, so that would include the traditional criteria like barriers to entry or exit, breakeven projections and capital requirements, and so on. And also, of course, and this is absolutely critical, I'd want to see the quality of the people or the team involved in the project. Then the next stage would be to come in and meet with a consultant who could give an expert opinion or maybe orientate you towards an incubator or another network. In our organisation we have an 'expertise and support' approach because we believe that starting a new venture is not just about 'due diligence', it's about accompanying an entrepreneur and giving them ongoing support. Because if you don't do that then you can't really measure the degree of risk so we always work 'with' our entrepreneurs and never 'above' them – we're hands on and we work from the inside out and not the other way round. Then the next stage would be to present your project to a steering committee. Now this is always quite a challenging moment for an entrepreneur because they're asking for a loan of up to €20,000 per person, so if there were five partners involved in a venture that would make €100,000. So if that works out, then your venture becomes part of the network and you're able to meet other entrepreneurs, attend workshops and get access to expert advice. I've always found it amazing to see what people can achieve when they act as a group.

I: People often associate the words 'start-up' and 'entrepreneur' with all sorts of positive values like financial success, personal fulfillment. But isn't there a downside in

all of this? I mean, not all of these new businesses are going to succeed, are they?

CR: It's a hard question for me. I have so much admiration for 'start-uppers' that I can hardly imagine other values than positive ones. But, of course, I've seen cases where things haven't worked out and where people have had breakdowns, divorces, family problems and that sort of thing. You know ... the hardest thing with a start-up is that you can have a brilliant idea, a perfect plan, and the best possible team and then, guess what, the market isn't ready for you or maybe you're just too small and some big company comes along with something that just knocks you off the shelf. In general though, when people have been working really hard on a start-up project and doing things the right way, really applying themselves ... well I've never seen one like that fail. But the problem is that usually people tend to focus on the idea or the concept, which is actually not that important, because it's the execution and the organisation that are the critical things. That may not be so sexy but that's what makes the difference between success and failure. In our organisation we have a failure rate of one in five. Some of those are actually "positive" failures, i.e. the entrepreneur made some money or found a better job because of the knowledge and skills they'd acquired during this experience. But, yes, for others it wasn't always a story with a happy ending and that was often because they couldn't stop before it was too late.

I: Now, that brings us to the human side of the start-up equation. You have dealt with all sorts of entrepreneurs and watched their stories evolve. Just how important is 'personality' in all of this? Are some people more likely to be successful with a start-up than others?

CR: Of course, it's quite normal to cite the quality of the team and its leader as the main reason for the success or failure of a start-up. Resources are so scarce at the beginning that a great leader, a convincing team ... are precious. But the main point remains the coherence of the project. There are so many qualities that you need to drive a start-up during the first years. You have to be a fighter to get what you need, a poet to imagine the future before the others, and a consultant to execute it properly. You have to be realistic enough to stop at the right moment or to

change direction, and foolish enough to think that one day you can succeed and convince everybody! Nobody can do all of those things. And at the end of all that, even if you do succeed, someone may take an equity stake in your business and you lose control of the whole thing. So, yes, it's a very hard job indeed. My profound belief is that everybody can be an entrepreneur. Not everybody will succeed but everybody can. That's why I love working in this environment: you meet so many different people, of all ages and origins ... I'm just disappointed that there isn't more focus on entrepreneurship in the education system. After all, the future is an opportunity for everyone and exploring and exploiting opportunities is exactly what being an entrepreneur is all about.

- I:** OK. One last question. I would like to know if, after all these years of helping other people start their businesses, you wouldn't like to set up a start-up of your own one day? Has that thought ever crossed your mind?
- CR:** Of course it has! And it's quite paradoxical to be in a position where you're giving advice to others about something that you've never done yourself! But in reality, participating in the creation of the start-up initiative group was actually a bit like being an entrepreneur because we had to deal with exactly the same sorts of problems as they did. And anyway, I like to think that people can act like entrepreneurs – without creating their own business. And I've seen a lot of people who've created their businesses or their professional activities without ever really being officially 'entrepreneurs'.
- I:** Cyril, thank you very much for giving us your valuable time and we wish you every success with your next project.

Unit 7 Resources page 28 (Track 10)

RP: Welcome to *What's your view*, the daily debate programme where we consider topical subjects. I am your host, David Welbeck, and today, the motion we are considering is 'What is more important, economic growth or our responsibility to the environment?' It's a pleasure to have with us, Jolanta Majewski. Jolanta, as many of you will already be aware, is a member of the European Parliament representing the Green Party and is also a high-profile campaigner

on environmental issues. Don't forget, we want you to listen and send in your counter-arguments by email and the best will be read out in tomorrow's programme. Jolanta, would you like to open the debate?

JM: We measure the financial health of our country and our companies by considering how much our economy grows from year to year. Economists and world leaders would argue that economic growth and the creation of wealth are something that we should all try hard to achieve, that should be encouraged. But this argument fails to consider the damage that such growth is doing to the environment. Now is the time to stop and ask ourselves an important question. Do we really want economic growth that will help destroy the planet? A key problem is that many of the activities that promote economic growth do not use renewable resources. The factories, mines and industrial plants that drive growth currently use 50% of the world's electricity. That already sounds a lot but if we continue as we are, the demand for electricity will have increased by 87% by 2035 and it's likely that most of this will still be generated by fossil fuels. The Canadian scientist, David Suzuki, argued that ecology can only sustain a finite amount of growth. That figure is between 1.5 to 3% a year. Any more than this and our forests and agriculture can be damaged. Yet, many countries can expect annual growth rates of between 4 and 8%. Our natural resources are paying the price for our greed. Businesses need consumers in order to grow. But I argue that it's time to reduce consumption, to stop this race for constant economic growth. Because it's a race where the ultimate loser is the environment.

Unit 8 Power page 32 (Track 11)

- 1 I have to tell you that I've already spoken to the Board of Directors and they agree with my proposal.
- 2 If you agree to cover Elsa's job when she goes on sabbatical for six months, I'll get Charles to take on some of your less important clients. And naturally, I'll also make sure that your help is reflected when we decide the annual bonus.

- 3 I've done some research and found evidence to support my ideas for changing the production quota. I'll leave you this short report to read. It has all the key facts and figures and we can discuss it this afternoon.
- 4 Hey, you're looking well! Have you been working out? Listen, I heard you mention that you haven't got anything planned this weekend. Well, we've got a really important deadline and I want everyone to come in on Saturday morning. Can you arrange it? They'll all listen to you because you're so good at organising people.
- 5 Together we can create a company that we are all proud of. I believe that you all have the talent and vision to make this happen. Now, we're going to march into the CEO's office and tell him that we're starting a rival company. So, who's with me?
- 6 Look, you and me, we've been colleagues for a long time. We can really rely on each other, can't we? Remember that time when you lost all the data for our project and I helped you fix it? Well, you know I wouldn't ask you for help if I didn't really need it. So here's what I want you to do ...
- 7 I'd really value your input to find a way to meet these new targets. What cuts do you think we could make in your department to save money?

Unit 9 E-marketing page 36 (Track 12)

- C: Stevie, good to see you again. I didn't know you were coming to Techs Expo.
- S: Hi, Chrissie. Yes, I thought it would be quite useful to keep up with what's happening and see how everyone's getting on.
- C: Are you still glad you made the break and set up on your own?
- S: Yeah, I think it was the right move for me.
- C: Well, we do miss you. So, are you working on any new campaigns at the minute?
- S: I am as it happens. I can't say too much but I'm working on an interesting one for a major leisure park company.
- C: Go on.
- S: Well, basically the user gets on to the website and they can set up a basic avatar and enter into a virtual leisure park, based on one of the company's real leisure parks, and do all the stuff that they could do if they were

actually at the park. You know, dive in the pool, lunch in one of the restaurants, go to the bowling alley ...

- C: Hey, that sounds brilliant.
- S: Yeah, it's pretty clever. Basically they get a good idea of what's in the company's leisure parks while playing a game.

Unit 10 Risk page 40 (Track 13)

- JP: Now, Maria, I know you want us to shut down the plant, and Tim, well, you are keen to keep things going. Let's see if we can't find some kind of compromise.
- M: Look, the way I see it is that we can't find any more latex and we're going to have to shut down the plant.
- T: Look, Maria, don't be so defeatist. There's always a chance that we'll find more.
- M: Tell him, Jean-Pierre, our luck's run out.
- T: If we close the plant for three days a week and cut pay for the next month, it will save money and it also means we'll be ready to start again once the crisis is over. There's always a chance that things'll get better.
- JP: We've been very unfortunate to experience a rubber tree blight on this scale. Who could have predicted this? It's pure bad luck.
- M: Well, Jean Pierre, you have to admit that some of our competitors managed to be 'luckier' than us. Just look at our main competitor. Newhall Rubber has been stockpiling latex and they're going to use it to get through this supply shortage. Why didn't we act as soon as we got wind of this from the industry pundits in the trade press? We should have foreseen an event like this and stored supplies accordingly.
- JP: Yes, Maria, I'm well aware that you disagreed with my decision to get rid of our storage facility in Malaysia. You know, I'm just wondering ...
- M: Yes?
- JP: Well, Do you think there's any chance of renting the Malaysia storage facility back from its new owner?
- M: No chance. It was sold to Newhall two months ago and they're hardly likely to help us out, are they? Plus, we've got nothing to put in it. I really do think we're going to have to shut down and focus on our smaller plants.

T: No. We have to at least try to save this plant. Let's set a time limit of a month to try to find a solution. At least try my idea of closing for half the week.

JP: I can see problems. The workers won't like the idea of having their wages cut.

T: I'll talk to them. They know about this problem and at least this way they'll see that we're trying everything before closing. A month could give us time to find another latex supplier and that might solve some of our problems. Come on, there's always a chance.

JP: Ok, I agree. We'll give it a month. Maria, are you with us on this?

M: Well, I don't think things will be any different in a month. But I agree that if we do this then no one can say that we didn't try. And as our optimist Tim says, there's always a chance. But if there is no change in the situation in a month I want a guarantee that we'll close the plant. We can't lose any more money on this.

JP: Ok, you have my word. Tim, we'll try it your way first and if not then we'll go with Maria's solution.

T: Thanks, you won't regret this.

Unit 11 Misconduct page 44 (Track 14)

R: So, this is Paul Roberts here today with the CEO of Megagog satellite TV channel, Jenny Smith. Ms Smith, can you tell me what the results of your cuts are likely to be in terms of the quality of your programmes?

J: Yes, certainly, Paul. Quality of programming and the well-being of our staff are our number one priorities and we don't see it in terms of cuts, no, we see it more as a necessary rightsizing of our employment structure. We want to make sure that people of all levels in our company are able to enjoy responsibility and challenge.

R: Does that mean that you are going to make middle-managers redundant and then get junior managers to do their work for less money as well as the work they are doing at the moment, which is what the unions are claiming?

J: Well, you know unions have to say these things. It's true there will be fewer middle-managers, but who has an old-fashioned pyramid structure nowadays?

R: We now have some excellent partners who can produce programmes for us and we've also been able to reorganise some of our employees into members of highly efficient, wholly-owned subsidiaries.

R: Does that mean you sacked some employees and then re-employed them on lower wages in a separate company?

J: Everything we have done has been perfectly legal. We did let some workers go and then were able to present them with an excellent opportunity to work in other areas. In the present scenario we need an organisation that that can help deal with the value migration that we've seen in recent times and get us out of the negative territory that our results have been in over the last year.

R: Some would say the last five years – essentially since you took over.

J: No, no, you have to look at the historical context of these things and you need all the facts.

R: But isn't the main fact that you brought in a team of programme makers who have made consistently bad choices, which has led to a significant drop in viewing figures and a consequent loss of advertising revenue?

J: I think, the, erm, er, *zeitgeist* has meant that the audience demographic has shifted and we are now attracting a different, less focussed group of viewers, particularly those interested in nature and the decorative arts.

R: Are you referring there to all the fishing and home makeover programmes that you've been making instead of the cutting edge documentaries and dramas that used to be made by Megagog? Isn't it a fact that you moved out of a successful niche market in order to get Megagog to buy programmes owned by your son's media group, Fishing and Home, and that this has led to the downfall of Megagog?

J: I've no idea what you're talking about. Good morning.

Unit 12 Development page 48 (Track 15)

I: We're here with Anna Pilling, Training Manager at a major multinational company in the UK, and we're going to be asking her to give us her views on personal and professional development. Anna, perhaps you

could just start by giving us a short profile of yourself and your position?

AP: I've been in training for many years in various capacities. I'm responsible for all the learning and development for our group – I've either got to train it or get someone in to train whatever it is and when it comes to software that can be quite a challenge, since I don't know too much about that side of things.

I: There seems to be a lot of interest in development these days. It's almost as if the word training has gone out of fashion. How would you distinguish the two terms?

AP: I wouldn't actually distinguish the terms. I think it's just about terminology. Personally, I think the word training is a lot clearer. In the end it's simply about equipping people to do their job in the best way and progress in their career accordingly. A lot of the vocabulary in training or learning and development can make it really difficult to understand what's really a very straightforward concept. Competencies frameworks, for example, is just jargon for putting skills into a grid.

I: Yes, there are a lot of buzzwords going around that relate to development in some way. We've all heard of knowledge management, lifelong learning, management learning systems and so on. How exactly does development fit into all of this?

AP: It's all development really and it's all training and it's all learning. When I see employees in our group doing whatever it is they do (from sales to finance to production) better than they did prior to attending one of our training courses, I get excited that we're doing it right.

I: How does an HR professional like yourself actually go about managing development?

AP: Whew! That's a big question. Obviously, I have to track requests and have a system to do this, but I think what's most important is looking at the goals of your organisation and finding out what the priorities of your business are. There are some basic training staples, if you will – everyone runs presentation courses or some type of project management course, but what's really hard is finding the right trainers that really understand the needs of your business and staff. One of the things that I find useful to do is to get departments to develop a skills matrix, to find out what their staff has and

what training is needed to fill in the gaps, so that the department or team can work as effectively as possible.

I: I wonder if you could just say a few words about how coaching and mentoring can be used as a development tool?

AP: Oh, tough one! It's really difficult to make mentoring work when there isn't a culture of mentoring and when you've not got top-down support for it. Mentoring and coaching are more powerful when it happens more organically, with little management interference. Recently, I've seen some great things work in terms of reverse mentoring where you've got, say, a new sales rep helping a senior executive to remember what it's like on the ground. Whether mentoring works or not depends a lot on the culture of your organisation.

I: A lot of organisations have invested heavily in e-learning solutions and the idea seems to be that this is a relatively inexpensive way of offering staff new development opportunities. What are your feelings about the effectiveness of e-learning?

AP: Oh, I think e-learning is great stuff but it can never replace actually being in a room with a trainer and the interaction that that allows. I think it's important to do both, e-learning and attending training courses. Different people learn in different ways, so it's wise to give multiple options to allow for that.

I: Your company runs a special programme for developing talented employees. Can you tell us how that works?

AP: Sure, we looked at how we were spending money and the fact that within our organisation we've got a huge amount of talent and we began to look at what could be produced internally. We looked at what aspects of our business are vital and developed a specialised programme that would take our rising stars into a year of hands-on development. They're given a coach for the year. That's usually someone from outside the company who can help the participant to get an overview of his or her career. This helps them to identify their goals and work out how to achieve them. Participants also go on four residential workshops of two or three days each, in which we intermix harder skills with soft skills and finally we work on communication, presentation skills,

leadership and a whole range of other things. We're investing in talented people to make a good company even better.

I: Can you give us a concrete example of a situation where development, in one form or another, has proved to be critical?

AP: Actually the programme I just mentioned is a great example of critical development. Since the participants come from different parts of our business they're asked to make that extra effort to interact and exchange ideas. I can remember one occasion when someone came up with a very clever idea for increasing sales. And it actually happened during a coffee break, so that just shows that had we not put these people in the same space looking specifically at exchanging ideas this wouldn't have happened.

I: Does it have an impact on how well people interact in the company?

AP: Oh yes, there are a lot more connections between the divisions because of the programme. Participants spend a significant amount of time with one another learning about each other's areas. That means that they developed a healthier, more holistic view of the company. It's very easy to become compartmentalised in our individual jobs and departments if we don't mix with other areas of the company. This also helps staff mobility as they move into jobs in other areas of the company. This way, when they join a new department, they already know their colleagues and have a more in-depth idea of what it does.

BEC Higher practice test

Listening Test Part 1 (Track 16)

S: Hi everyone, thanks for coming today. I think that most of us know each other, so I'd prefer to get going and keep any introductions for the coffee break, if that's OK. So, our main focus for the first part of this morning's session is an exciting new development in our energy company. We've been investing heavily in solar power over the last 10 years, and we now have seven solar energy farms, mostly based around southern Europe. What we're looking at now is a major shift from the one great 21st century resource to the other: water. Engineers working at one of our Greek solar farms have discovered an underground lake

with a huge amount of water; enough to provide water for a small town for several years, apparently. For this reason, we have called upon the services of a water industries consultancy firm, Kim of South Korea, and with us today is Bo-Ram Park, Kim's Technical Services Manager, who is going to talk us through the possibilities. Bo-Ram, over to you.

BR: Thanks for the introduction, Steve. OK, as Steve mentioned, there is enough water in this lake to supply a small town, but in reality, this water would probably be most profitably used for supplying water for irrigation, for watering crops. It so happens that there's some poor quality land about 30 kilometres from the site of the solar energy plant. It would be possible to pump the water through insulated pipes and from these perhaps 1,000 hectares of land could be brought into production and irrigated for many years. We've looked at the costs and give or take a few variables, we think that you could expect a 250 per cent return on investment over five years if you took the decision to diversify and started up an agricultural subsidiary. If you just set up a pipeline and sold the water, you could expect a modest profit, perhaps 30 per cent.

S: Thank you very much, Bo-Ram. Now, I know this is not our main area of fossil fuels, and I don't want to put you on the spot, but could I have your initial reactions ...

Listening Test Part 2 (Track 17)

- 1 I usually take people to sporting events. The whole thing is already laid out for you. You simply turn up with your client on the day. In winter there's rugby or football, and in summer there's horse racing or even yachting. The food is usually fine, but the best thing is that you give the client a taste of local life.
- 2 The bottom line is I'm a business woman. Unlike some of my colleagues I don't think that I'm there to entertain in the sense of socialise. I'm there to do business, so I tend to avoid taking people out. If they want to see the sights, I'll arrange for a member of my staff to show them round, but I do business in a meeting room.
- 3 I like to get to know my clients, to get to know what they're like as people. I feel that's important if we're going to be doing business for a long time. So I like to take clients out like I would a friend. We go to a small,

neighbourhood restaurant where there's no pressure and we can relax.

- 4 I need to let my clients know that we are a quality organisation. That's why we keep a box at the opera. The atmosphere, the other people in the audience, they all tell the client one thing: class. That's why we go to the opera or sometimes the ballet, not to a soccer match.
- 5 I know it's all about social networking, but it's boring and I don't really like it. I'm not really a sociable person anyway, just family and close friends really. So if I have to take out a client, I try to do it at lunchtime and make sure that it's somewhere OK, but not too posh. Oh, and I always take one or two colleagues with me so I don't have to talk too much.

Listening Test Part 3 (Track 18)

M: Hi Zara. You wanted to speak to me?

Z: I wanted some advice. Do you have time at the moment?

M: Sure, that's what this career support programme is about. How can I help?

Z: Well, I'm considering doing an MBA but I'm in a dilemma because I'm not sure if this is the right time to risk a steady job and return to studying. Especially in this economic climate. I'd really want to be sure that I could return to this company after I finish the course. And the courses are so expensive. It's a huge investment of time and money.

M: Well, in the first place, you might not necessarily need to give up your current position. You should start by talking to your manager. There isn't a fixed company policy on this, as far as I'm aware. So, see what you can get them to agree to. There's always the possibility that you might get it partially or even fully funded and time off to study, too. If not, you could consider doing a part-time MBA or distance learning is also worth considering. It'll take longer but you can continue working as you study. Is there a particular reason why you think an MBA would be beneficial at this point in your career?

Z: Well, my business degree was very general and then my career path took me into management consultancy, but I've realised I'm much more interested in marketing. There are openings in the Marketing department but because of my lack of

experience the jobs I could apply for are limited and they just don't offer the same level of responsibility or salary as my current position. I did some research and it looks like an MBA would give me the opportunity to build on my present skills and learn new ones that would help me change my career path without taking a step backwards.

M: Well, you've obviously considered this carefully. Apart from your concerns about leaving a secure job and funding the MBA, which we've already said might not be a problem, is there anything else that's stopping you?

Z: Yes, there are so many MBA courses out there. I don't know where to start. How can I choose the best one?

M: Oh, that's certainly a good question. Well, there are different ways to choose. You can look at their ranking, that'll tell you where the institution is on a list of the best MBA courses. Location will obviously be another thing for you to consider. But the key factor is to find one that has a good reputation in the area you want to specialise in, in your case marketing.

Z: Yeah, that makes sense. I also want to study somewhere that has a good international reputation so that it'll count with future employers, too. Who knows, some day I could end up working abroad.

M: Yeah, good point. But the risk is that you focus too much on the future and lose sight of your present needs. Have clear, achievable goals. You can't predict where you'll be working in 10 years time or what the requirements of that company might be.

Z: I know it's not possible to future-proof my career but I want this qualification to open doors and give me as much flexibility as possible.

M: OK, fair point. Right, let's see what needs to be done to transform this from an abstract idea to a concrete plan. First, you need to have a chat with your manager to work out the position on funding and study leave. After that do some research to find an MBA that has a good reputation in the field you want to specialise in and also a good international reputation.

Z: So where's the best place to get that sort of information, the Internet?

M: Well, it's a good place to start. You can visit the websites of some of the top institutions and that'll give you an idea. Send off for a prospectus from any that look interesting. But these are no substitute for talking to people face-to-face. Go to the MBA fairs, meet key people. Oh, and before you go, do your homework and prepare questions about the place. What will help you decide whether it's right for you? For example, what percentage of graduates from the course go on to work in the field you want to move into, does the institution have connections with any international companies you're interested in, what's the business background of the people who are actually teaching the courses, that sort of thing.

Z: OK, let me make a quick note of this. Right, anything else?

M: Yeah, listen, don't just talk to the people promoting a particular college, try to meet alumni who studied on the course and current students, too. Find out about their experiences at the place. What did they think of the course, the college, the standard of teaching? All the time you've got to ask questions, listen carefully to the responses and say to yourself 'will this course take me in the direction I want to go?' You've got time, so there's no pressure to make a snap decision about where to study. Go and do a bit of research and then come back and we'll talk again.

Z: Thanks. This has been really useful.

M: No problem and good luck with it. Let me know how you get on.

Answer key

Unit 1 HR

Vocabulary 1 (page 4)

2 c 3 b 4 b 5 c 6 a 7 a 8 c

Reading (page 4)

2 false 3 true 4 true 5 false

Listening (page 6)

Ex 1: 3 and 4

Ex 2: Extract 1 2 worker 3 knowledge 4 economy
5 analytical 6 creative

Extract 2 1 shortage 2 voluntary 3 hire 4 baby
5 sophisticated 6 premium

Language check (page 6)

2 Conversely 3 likewise 4 nevertheless 5 similarly

Vocabulary 2 (page 7)

Possible answers (other questions are acceptable):

2 Shall we discuss how you could go about improving your performance? 3 Would you like any extra training or support with the new software? 4 Why have you sometimes found it difficult to meet your deadlines?

5 How could we help you to improve your time keeping? / Is there anything we could do to help you to improve your time keeping?

Writing (page 7) Suggested answer (234 words)

Dear Mrs Cowlin,

I read with great interest your advertisement for an Office Manager in *Management Today* magazine. After studying your company brochures and company website I am confident that I could be an asset to your company. Please find my CV enclosed for your consideration.

I have five years experience in office management. Although I have not worked in logistics, my previous positions have enabled me to acquire excellent attention to detail and the ability to prioritise, organise and time-manage tasks. Moreover, through past experience, both at work and university, I have also acquired essential team leadership skills.

You will see from the CV that I have studied languages and speak English, Spanish and Swedish and I would be happy to extend these skills by learning any other languages that might be required. I have good interpersonal skills which I utilise to create a calm and pleasant working environment for those around me. In short, I have spent the past five years acquiring the necessary qualifications and talents needed to make an excellent Office Manager.

I have always enjoyed taking on challenges and I would fully commit myself to my professional duties in your company with ambition and energy. I am keen to discuss my experience and skills with you in person. Please do not hesitate to contact me if you require further details. I look forward to hearing from you.

Yours sincerely,

Laura Cole

Unit 2 Organisations

Reading (page 8)

Ex 1: 2 false 3 false 4 true 5 true 6 false

Ex 2: 1 Biotechnology 2 professional-service firms (partnerships of accountants, lawyers etc)

3 the outcome of decisions 4 BP and Toyota

Vocabulary (page 9)

Ex 1: 2 four 3 line 4 competency 5 crunch
6 overload 7 speak 8 networking 9 player

Ex 2: 2 Social networking 3 credit crunch 4 big four
5 bottom line 6 team player 7 core competency
8 net speak 9 information overload

Listening (page 10)

The Head of Company describes pie chart 2 and 3.

Language check (page 11)

2 Whatever 3 Each 4 whose 5 few 6 no 7 neither

Writing (page 11) Suggested answer (243 words)

Hi Keith,

Here is some information from Lisa's presentation which may be of use when we decide where to carry out further research. The two main areas of interest are:

Opinion of company leadership

A hundred people were asked their opinion. The majority of employees said that they were satisfied with the leadership in the company. Only 10% were very dissatisfied and 14% were somewhat dissatisfied. Surprisingly, 13% had no opinion.

How much autonomy do you have?

Once again, a hundred people were asked their opinion. Almost half of those asked said that they had enough autonomy. Interestingly, identical amounts of people (15%) said that they either had too much or much too little autonomy and 22% felt they had slightly too little. Only 1% of those asked had no opinion.

Conclusion and recommendations

- Although it is positive that so many employees were satisfied with the leadership of the company, almost a quarter were dissatisfied to some degree. It might be useful to carry out some further research to find out what areas of leadership are causing dissatisfaction in staff.

- The majority of employees felt they had either too much or too little autonomy. We could do further research to find out which departments felt they had enough autonomy and use the information to set up best practices for the company.

I hope this is all clear. If you have any queries, please do let me know.

All the best,

Clara

Unit 3 Change

Vocabulary (page 12)

Ex 1: 2 c 3 a 4 a 5 c 6 b 7 c 8 b 9 a 10 c

Ex 2: 2 reconsider 3 overcome 4 co-manage

5 relocate 6 outperform 7 devalue 8 underestimate/
undervalue

Writing (page 12) Suggested answer (223 words)
Summary

This report is an update on changes that are being made to the Design and Production department. Some of these changes have been technical, such as speeding up production by making adjustments to the assembly system or updating software in order to improve the co-ordination of the design and production schedules. Other changes have focused on updating skills and encouraging creativity in employees. For example, the training programme has been expanded and staff have been encouraged to attend design exhibitions. The reaction from staff has been mixed. Approximately half of the staff would like to contribute suggestions and some are happy with the changes. However, some are resisting the changes and are not implementing the new systems. A quarter of the staff felt that the changes were not adequately explained. Many feel that they were not consulted. We have therefore taken the following steps to address some of the staff concerns. Firstly, we are involving staff in the planning and implementation process. Secondly, we aim to communicate the objectives clearly. In order to do this, staff are attending a presentation to explain the objective of the changes that are currently taking place. In addition, feedback meetings are being carried out throughout the department. The aim of these is to discuss any concerns and to give staff an opportunity to contribute ideas and suggestions.

Language check (page 13)

3 ✓ 4 might be worrying 5 ✓ 6 ✓ 7 having 8 ✓
9 be holding 10 ✓ 11 has already 12 making 13 ✓
14 ✓ 15 is being 16 ✓

Listening (page 14)

Ex 1: 2 redundancy notices 3 technical support.
4 number of orders 5 being understaffed and unable to cope with the volume of work 6 facts and figures
Ex 2: 2 false 3 false 4 false 5 false 6 true 7 true
8 false

Reading (page 14)

Ex 1: 2 b 3 d 4 a 5 g 6 c 7 f
Ex 2: 2 b 3 c 4 a 5 c 6 b

Unit 4 Responsibility

Vocabulary 1 (page 16)

2 made up of 3 take a serious look at
4 come under the umbrella of 5 More than ever
6 put to good use

Language check (page 16)

2 also 3 some 4 the one hand 5 on the other hand
6 both 7 whether 8 neither

Listening (page 17)

Part 1

Ex 1: b unsure = C c concerned = C d indifferent = CSA

Ex 2: 1 false 2 false 3 true 4 false 5 true 6 true

Part 2

Ex 1: 1 true, publicity 2 shocked, suppliers
3 discovered, informed 4 reports, simply 5 delighted, exciting

Ex 2: 2 e 3 c 4 b 5 a

Vocabulary 2 (page 18)

Ex 1: 2 advantage 3 results 4 food 5 business 6 change
7 demand 8 cause

Ex 2: 2 strong demand 3 financial results 4 organic food
5 big businesses 6 climate change 7 competitive advantage
8 natural disaster

Writing (page 18) Suggested answer (97 words)

Subject: Low Energy Light Bulbs

It has come to my attention that many of the light bulbs in the building will need replacing in the near future. This is an excellent opportunity for us to consider using low energy bulbs when replacing these. Reports say that the low energy bulbs last longer. Not only would this save the company money, but it would also be good for our image as it is environmentally friendly.

I have information about a supplier who currently has a special offer on low energy bulbs. Would you like me to contact him to ask for a quote?

Reading (page 19)

1 c 2 b 3 a 4 c 5 a

Unit 5 Governance

Vocabulary (page 20)

Ex 1: 2 g 3 f 4 a 5 c 6 d 7 e

Ex 2: 2 mount a challenge 3 launch a takeover bid
4 issued a warning 5 accept an offer 6 hold the view
7 passed a motion

Language check (page 21)

2 unfortunately 3 Furthermore 4 such as/for instance
5 luckily 6 by and large/on the whole
7 for instance/such as 8 actually 9 on the whole/by and large
10 To sum up 11 finally

Writing (page 21) Suggested answer (250 words)

Press Release

Flora Creations goes greener!

Successful florists, Flora Creations, announced its decision to replace its current diesel-powered delivery vehicles with environmentally-friendly electric-powered vans. The company, which has four outlets in Manchester, plans to use the vans to deliver flowers to customers throughout the city. Giles Harding, who founded the family firm in 1995, says: "Flora Creations is committed to the environment and we are constantly looking for ways to help the planet." Flora Creations recently won the coveted Green Planet trading award for its environmentally-friendly trading policies. Some florists use stock that is flown long distances by plane or buy from suppliers who use energy-hungry growing methods. In contrast, Flora Creations sources all of its flowers and plants from local producers which cuts down on the company's carbon footprint and also supports local firms.

The new fleet of vans will be officially launched on May 27th with an event at the High Street branch of Flora Creations. The popular World Music Orchestra will be present to entertain guests and the first 50 visitors will be given a free plant.

Harding comments, "The new vans will cut our emissions considerably while still providing our customers with prompt, friendly service that they can totally rely on." The distinctive green and white electric vans will be in operation around the city from the end of the month. For more information about the launch event and to obtain high resolution photos of the new vans, please contact:

Listening (page 22)

Ex 1: 2 two years 3 No. It's gradual over the next two months.

Ex 2: 1 Jeff 2 neither 3 neither 4 Sue 5 Jeff 6 Sue
7 neither 8 Jeff

Reading (page 23)

2 false 3 true 4 false 5 false 6 true 7 false

Unit 6 Start-ups

Vocabulary (page 24)

2 on 3 from 4 from 5 on 6 in 7 between 8 to 9 in

Language check (page 24)

2 ✓ 3 'd/would 4 ✓ 5 hadn't 6 backed

Listening 1 (page 25)

2 a d 3 a c 4 a d 5 b d

Writing (page 25) Suggested answer (205 words)

Dear Ms Vine,

I was very interested to receive your business plan about disposable mobile phones. This is an idea which could have a lot of potential.

It is a useful, fun product and the fact that it can be recycled makes it more environmentally-friendly than other mobile phones. All these factors fit in with the target market that you mention. The fact that you have experience in this industry and believe in the product enough to invest your own money are also positive factors.

However, I have some concerns about your figures. You are asking for £40,000 investment. But £5,000 for promotion is a very low figure and I think you are underestimating how much marketing will be required to get this product onto the market. I also believe that your offer of 10% of the company does not reflect the level of investment required, neither financially nor in terms of the time, energy and advice that a serious investor would give.

Therefore, I suggest that we arrange a meeting to discuss these matters. Please call my assistant to arrange a date that is convenient for you. I hope that we can find a way to work together on developing this exciting idea.

Regards,

Jane Edwards

Listening 2 (page 26)

Ex 1: 2 false 3 true 4 true 5 false 6 false

Ex 2: 1 g 2 c 3 e 4 f 5 b 6 a 7 h 8 d

Ex 3: 1 a b 2 b c 3 b c 4 a c

Reading (page 27)

1 entrepreneurs 2 economic growth 3 the social contract 4 long-term security 5 students 6 venture capital

Unit 7 Resources

Language check (page 28)

2 won't have started / will not have started 3 'll send / will send 4 'll / will need 5 'll be / will be 6 'll have been using / will have been using 7 won't have switched / will not have switched 8 'll be / will be 9 'll have been travelling / will have been travelling 10 'll save / will save

Vocabulary (page 28)

2 widely 3 hardly 4 heavily 5 highly

Reading (page 29)

2 c 3 a 4 f 5 b 6 d

Listening (page 30)

Ex 1: b

Ex 2: 2 1 5 3 4

Ex 3: 1 b 2 c 3 a 4 e 5 d

Ex 4: 1 retail outlets (should be mines) 2 2025 (should be 2035) 3 wind turbines (should be fossil fuels)

4 American (should be Canadian) 5 0.5% (should be 1.5%)

6 urban areas (should be agriculture) 7 12% (should be 8%)

Writing (page 31) Suggested answer (248 words)

Dear Mr Welbeck,

I listened with interest to Jolanta Majewski's argument on today's programme and would like to put forward the following counter-argument.

Listening to Ms Majewski you would be forgiven for believing that economic growth is uniformly negative. This is simply not the case. According to the World Bank the current decrease in world poverty is largely due to increases in economic growth. Also Ms Majewski states, that by 2035, the demand for electricity will have increased by 87% and that this will mainly be generated by fossil fuels. However, the data that she refers to also indicates that there will be greater growth in energy produced by renewable energy than that produced by fossil fuels. What this tells us is that statistics can be adapted to support arguments on both sides of the current debate. The American economist, Julian Lincoln Simon argues that, in the future, people will find ways of adapting to any long-term environmental effects. This is not an argument for doing nothing but is a reminder that humans and the environment are more adaptable than is sometimes recognised. Without continued economic growth we risk a rise in poverty and unemployment. Governments are more aware than ever before that nations must work together to tackle environmental issues. That is why many offer incentives to companies to use cleaner or renewable energy. Such measures could lead to a future where economic growth does not necessarily result in a negative impact on the environment.

Regards,

Paul

Unit 8 Power

Vocabulary (page 32)

2 c 3 c 4 a 5 b 6 a 7 b

Listening (page 32)

Ex 1: 2 6 months 3 the production quota 4 Saturday morning 5 a rival company 6 data for a project 7 cuts

Ex 2: 1 c 2 e 3 f 4 a 5 d 6 g 7 b

Reading (page 33)

2 organisation 3 character 4 difficulties 5 experience 6 confidence 7 structure 8 playboy 9 manager 10 bedside

Language check (page 34)

Ex 1: 2 will have been achieved 3 was head-hunted 4 is thought to be 5 isn't/is not appreciated 6 was brought 7 is going to be shared 8 have been put

Ex 2: 2 come 3 pick 4 work 5 to pack 6 to order 7 done 8 gather 9 put 10 motivated

Writing (page 35) Suggested answer (135 words)

A highly motivated and ambitious graduate with excellent organisational and communication skills. During my studies I successfully combined university assignments with an internship with an international media organisation.

I have also won two awards for my work editing the university magazine, *The Varsity Times*, demonstrating both writing and organisational skills as well as the ability to manage a team. As president of the university social committee, I also negotiated with suppliers and promoted university events including a music festival, which raised over \$6,000 for charity. I have represented the university in tennis and rowing and worked on promoting local voluntary projects. I have a keen analytical mind with a practical approach to problem solving and am reliable,

hardworking and eager to learn. I am passionate about promotion and wish to pursue a career in PR.

Unit 9 E-marketing

Vocabulary (page 36)

Ex 1: 2 break down 3 breakthrough 4 big break
5 at breakneck speed 6 broken even 7 break
Ex 2: 2 word of mouth 3 profile page 4 classified ads
5 news feed 6 snippets

Language check (page 37)

Ex 1: 2 exactly 3 Whenever 4 possibly 5 recently
6 rapidly 7 rarely 8 soon
Ex 2: 2 recently 3 soon 4 rapidly 5 possibly
6 exactly 7 widely 8 whenever
Ex 3: 2 b 3 a 4 a

Writing (page 38) Suggested answer (201 words)

Aragon Web Design
Westmount Avenue
Cambridge CM2 0EZ
Press release

For immediate release

Opportunity for small businesses – Let Aragon help your business to grow

Aragon Web design is a dynamic, award-winning company. It is known throughout the industry for its successful work with multinational companies in a variety of countries. Now Aragon has launched an exciting new consultation service for small businesses. The initiative has been developed as part of National Enterprise month. The aim of the service is to help entrepreneurs reach their target customers.

As part of the launch, Ediz Kaplan, Aragon's founder and international business guru, will give a talk on June 19th titled 'Help your business to grow'. This will be followed by an opportunity to network with other key businesses in your area. In addition, all those attending will be offered a free initial consultation with Aragon. Ediz Kaplan explains "Communication is key to small businesses. We are offering this opportunity because we believe that we can help entrepreneurs maximise their potential. Your website is your company's window to the world and we want to help you invite customers in."

The event is strictly limited to 120 places. Let Aragon help your company grow. For your chance to participate in this event, contact Sue Farr on 09232 23873668.

Listening (page 38)

2 b 3 c 4 a

Reading (page 39)

Ex 1: b 4 c 1 d 5 e 3

Ex 2: 1 false 2 false 3 false 4 false 5 true 6 true

Unit 10 Risk

Vocabulary (page 40)

2 chance 3 chance 4 chance 5 luck 6 chance
7 chance 8 chance 9 luck 10 luck

Language check (page 40)

2 must 3 bound 4 odds 5 predict 6 unlikely

Reading (page 41)

Ex 1: 2 not mentioned 3 true 4 false 5 true 6 not mentioned 7 false 8 false

Ex 2: 1 a 2 c 3 b 4 d 5 a 6 c 7 b

Listening (page 42)

2 c 3 a 4 a 5 b 6 b 7 c

Writing (page 43) Suggested answer (127 words)

Hi Karen,

I have looked into the possibility of a team building weekend and have carried out some research to consider possible risks.

The team building weekend run by Marshton Outdoor Training would include activities such as abseiling, canoeing, climbing and rafting. There will be 14 members of the department on the trip. Most of the group can swim, but there are two non-swimmers.

However, Marshton has agreed to provide one-to-one support for these members of staff in all water activities. Marshton Outdoor Training has an excellent safety record. Also, the feedback from other clients who have used the company is very positive. Therefore I recommend that the team building day should go ahead, but suggest that we carry out a formal risk assessment before booking.

Regards,
Josh

Unit 11 Misconduct

Vocabulary 1 (page 44)

Ex 1: 2 drew up 3 will draw out/is going to draw out
4 draw back 5 has drawn down

Ex 2: 2 blank 3 line 4 conclusion 5 strength

Listening (page 45)

2 false 3 true 4 false 5 false 6 true 7 false

Language check (page 45)

2 Sandrine asked Peter to make a statement about the proposed plans.

3 They announced that they had got the contract.

4 She assumed that they weren't going to accept the new conditions.

5 Mr Jones reported that his company's final accounts were being audited.

6 Ms Schmidt claimed that they had done nothing wrong.

Vocabulary 2 (page 46)

Crimes: larceny, price fixing

Punishments: fines, sanctions

Writing (page 46) Suggested answer (264 words)

Minutes of meeting to discuss new processing plant
25 July

Present: Sven Larson, Managing Director (chairperson);

Jack Kline, R&D Manager; Zaina Ashry, Communications Director; Lydia West, Finance Director.

Mr Larsen opened the meeting by welcoming all the members. He gave apologies for Howard Green who was unable to attend as he was visiting the proposed site in Brazil. Mr Larsen congratulated teams for their work so far in planning the new plant. He announced that Zaina Ashry will be taking over as leader of the project.

He asked for progress reports on plans for the new plant. Jack Kline started by commenting that his team had been liaising with experts in the region to discover whether the location will have any impact on the environment or local groups. He stated that initial feedback was good and that minimal impact was expected.

Ms Ashry expressed concern that the research carried out so far may be too superficial. She suggested carrying out further research using Granfield Research, a company which has considerable experience in South America. Lydia West queried whether further research was necessary as it would incur further expense and possible delays. At

this point, Jack Kline commented that he agreed with Ms Ashry and noted that without adequate research there was a danger of contravening the company's code of ethical practice.

The matter was put to the vote. Three voted for further research and Lydia West abstained.

Mr Larsen suggested having another meeting in August to discuss the new research findings and to finalise plans for the plant.

Action points: Zaina Ashry to contact Granfield Research.
Date of next meeting 26th August

Reading (page 47)

Ex 1: 2 c 3 a 4 b

Ex 2: 1 a 2 b 3 c 4 b

Unit 12 Development

Vocabulary (page 48)

2 open 3 acknowledge 4 replaced 5 criticism 6 explicit

Language check (page 48)

2 to find 3 to leave 4 following 5 losing 6 to see

Reading (page 48)

- 1 They are workers born in the 1980s and 1990s.
- 2 They believe in themselves and are independent.
- 3 They need lots of directions and encouragement.
- 4 Net Geners.

Writing (page 50) Suggested answer (192 words)

Ex 2: Dear Elly,

You asked me to notify you about any training that I required. I have looked at the brochure which you kindly gave me and have chosen three courses. I think it would be useful to attend the following:

1 Negotiating

In my new role I will be negotiating with suppliers and contractors. It would be useful to verify that my current techniques are in line with company policy.

2 Product training

Given my role in product development, it would be useful to have an overview of the key products that the company manufactures. This course would allow me to gain more detailed knowledge of the product ranges and their specifications.

3 Effective presenting

I will be attending trade fairs to promote our products and this course would help me to focus on the skills required to reach my target audience most effectively.

I would be most grateful if you could email me to let me know if there are still places available on these courses. If so, could you also send me details of the dates, times and location of each course.

Many thanks for your help with this.

Regards,

Natasha

Listening (page 51)

2 b 3 a 4 b 5 c 6 b 7 c 8 b

Text bank

Unit 1

- 2 It is being raised by governments
- 3 Retail companies
- 4 Skills
- 5 Formal interviews and mentoring systems
- 6 As a phased process, and break the link between age and pay

Unit 2

2 g 3 b 4 a 5 h 6 e 7 f 8 c

Unit 3

2 true 3 false 4 false 5 true 6 false

Unit 4

2 a 3 b 4 b

Unit 5

2 true 3 true 4 false 5 false 6 true

Unit 6

2 d 3 g 4 f 5 b 6 h 7 a 8 c

Unit 7

2 research and development 3 wind, solar, hydropower and clean-coal technologies 4 It's four times more expensive 5 2% 6 reduce carbon emissions

Unit 8

Statements 1, 2, 4, 6, 7 are true

Unit 9

2 Controversial new ad-targeting systems finds users' interests by checking which websites they visit.

Unit 10

2 a 3 c 4 d 5 b 6 c

Unit 11

2 false 3 true 4 true 5 false 6 true

Unit 12

Ex 1: 2 b 3 c 4 a 5 c 6 b

Ex 2: c

BEC Higher practice test

Reading Test Part 1

1 D 2 C 3 E 4 A 5 B 6 A 7 B 8 D

Reading Test Part 2

9 G 10 D 11 H 12 A 13 F 14 C Distractor E

Reading Test Part 3

15 D 16 A 17 C 18 B 19 B 20 A

Reading Test Part 4

21 A 22 D 23 B 24 A 25 C 26 A 27 C 28 D
29 B 30 C

Reading Test Part 5

31 TO 32 OF 33 THAT 34 ARE 35 FROM 36 ARE
37 TO 38 HAVE 39 OWN 40 THAN

Reading Test Part 6

41 IN 42 AT 43 TO 44 CORRECT 45 OF 46 MUST
47 ON 48 CORRECT 49 TO 50 SO 51 CORRECT
52 SUCH

Writing Test Part 1 Suggested answer (119 words)

There have been marked changes regarding the most costly forms of damage over the five year period. Although fire damage reached a peak of 300,000 euros per year in 2008, it was back at its 2006 level of 100,000 euros by the end of 2010. During the same period criminal damage fell dramatically from 500,000 euros to 100,000 euros between 2006 and 2007 before rising slightly to 150,000 euros in 2010, suggesting that 2006 was a particularly bad year. However, there was a steady increase in flood damage rising annually each year since 2007, which suggests that while fire and flood damage are subject to periodic peaks, the increase in payouts due to criminal damage is a trend.

Writing Test part 2 Suggested answer (231 words)

This proposal aims to offer a realistic assessment of the most effective way to reduce the running costs of this company.

We are a sports retailer and have a chain of 15 stores in out-of-town shopping centres in the UK. We have three flagship superstores which sells a range of sporting goods, including bicycles and golf equipment.

The main areas which I have identified as being suitable for cost savings are at the company's headquarters near London, and in our three worst performing stores. The headquarters pays a very high rent for its premises. I therefore propose that we relocate into smaller premises in a cheaper location, and reduce the number of headquarters staff by 10% over three years. In addition, our three worst performing stores will be closed and staff will be made redundant.

In order to maintain good industrial relations we will be very open and honest with staff regarding our reasons for the cuts, and will offer alternative employment wherever possible. Fortunately, two of three stores that will be closed are located within commuting distance of other stores, so we may also be able to offer alternative employment to some of those staff.

Good customer service will be maintained in the 12 remaining stores by investing in regular staff training and introducing a scheme where staff are rewarded for excellence in this area.

Listening Test Part 1

1 energy 2 solar 3 southern Europe 4 sun and water
5 Greece 6 consultancy firm 7 South Korea 8 Technical Services Manager 9 agricultural 10 30 (thirty) kilometres (km) 11 insulated pipes/pipeline 12 250 (two hundred and fifty)

Listening Test Part 2

13 B 14 F 15 D 16 H 17 E 18 H 19 E 20 D 21 G 22 F

Listening Test Part 3

23 A 24 C 25 C 26 B 27 A 28 C 29 B 30 B

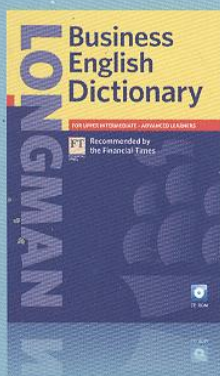
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ISBN 978-1-4082-6797-4



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