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ECONOMIA E COMMERCIO III ANNO

BUSINESS ENGLISH

Prof.ssa J. Thompson

Tuesday 11:30-13:00

Thursday 08:30-10:00

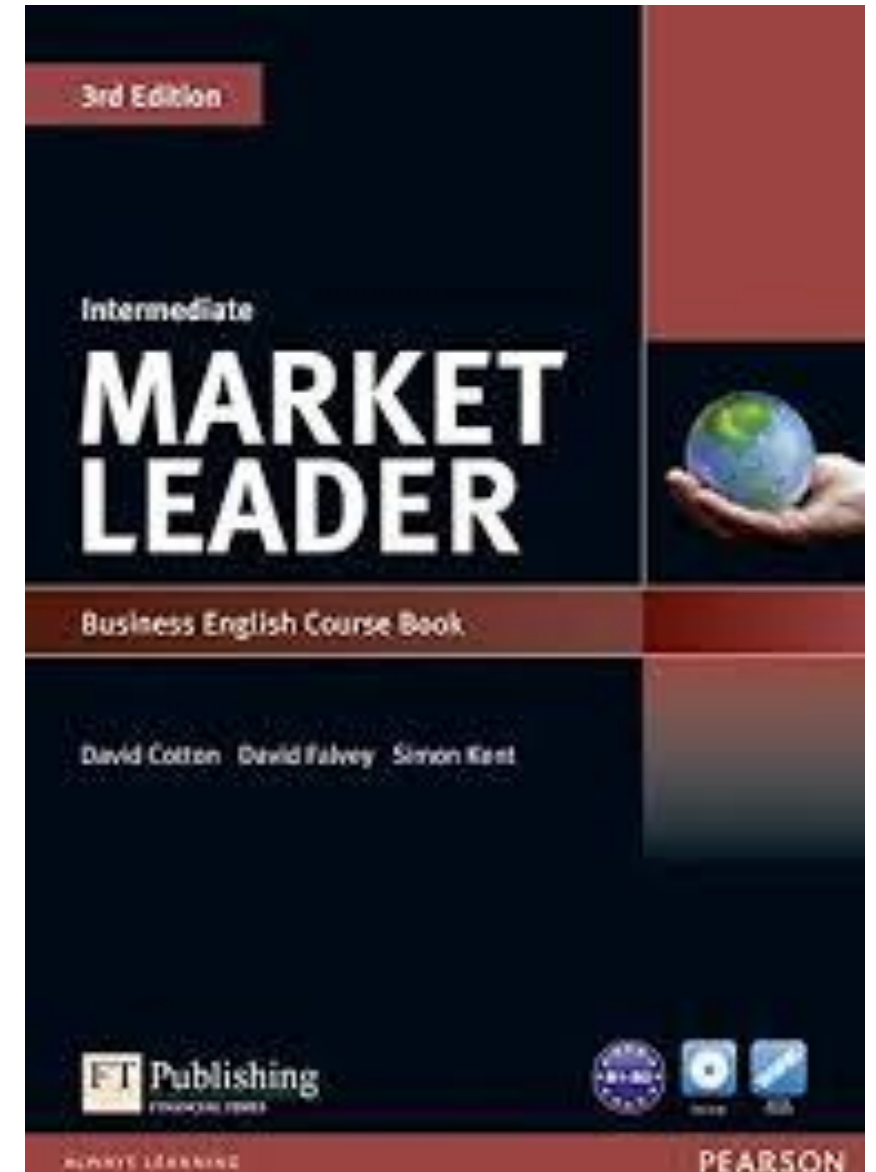
Aula 13



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Course Book

- Market Leader - Intermediate
- Authors: Cotton, D., Falvey, D. & Kent, S.
- Publisher: Pearson
- 2010 (3rd Edition)
- ISBN: 978-1-4082-3695-6





	DISCUSSION	TEXTS	LANGUAGE WORK	SKILLS	CASE STUDY
UNIT 1 BRANDS → page 6	Talk about your favourite brands	Listening: An interview with a brand manager Reading: Building luxury brands – <i>Financial Times</i>	Words that go with <i>brand, product</i> and <i>market</i> Present simple and present continuous	Taking part in meetings	Hudson Corporation: Decide how a luggage manufacturer can protect its brand Writing: e-mail
UNIT 2 TRAVEL → page 14	Talk about your travel experiences	Listening: An interview with a sales director of a hotel chain Reading: What business travellers want – <i>Financial Times</i>	British and American travel words Talking about the future	Telephoning: making arrangements	BTS: Retain a travel agent's key client Writing: e-mail
UNIT 6 MONEY → page 52	Do a quiz and discuss attitudes to money	Listening: An interview with an investment director Reading: An inspirational story – <i>Sunday Times</i>	Words and expressions for talking about finance Describing trends	Dealing with figures	Make your pitch: Present a new idea to investors Writing: e-mail



	DISCUSSION	TEXTS	LANGUAGE WORK	SKILLS	CASE STUDY
UNIT 9 INTERNATIONAL MARKETS → page 82	Discuss the development of international markets	Reading: Trade between China and the US – <i>China Daily</i> , <i>Reuters</i> Listening: An interview with an expert on negotiating	Words and expressions for talking about free trade Conditions	Negotiating	Pampas Leather Company: Negotiate a deal on leather goods Writing: e-mail
UNIT 10 ETHICS → page 96	Discuss questions of ethics at work	Reading: The ethics of résumé writing – <i>Business Week</i> Listening: An interview with the director of an environmental organisation	Words to describe illegal activity or unethical behaviour Narrative tenses	Considering options	Principles or profit?: Debate some ethical dilemmas facing a drugs company Writing: report
UNIT 12 COMPETITION → page 112	Do a quiz on how competitive you are	Reading: Head to head competition – <i>Financial Times</i> Listening: An interview with a manager from the Competition Commission	Idioms from sport to describe competition Passives	Negotiating	Fashion House: Negotiate new contracts with suppliers Writing: e-mail



Unit 1 BRANDS

Product types

Brands

Clothes

Technological goods.....

Cars.....

Food.....



STARTING UP

A

Work with a partner. List some of your favourite brands. Then answer these questions.

1 Do you / Would you buy any of the following brands? Why? / Why not?

Coca-Cola	Ikea	Microsoft	Tesco	Chanel
IBM	General Electric	Virgin	Nokia	Kellogg's
Toyota	Google	Intel	Samsung	Ford
McDonald's	Mercedes-Benz	Disney	Marlboro	China Mobile

Which of these brands do you think feature in the top ten interbrand list in 2011 and 2021?



World's Top 10 Brands 2011

Rank	Brand
1	Coca Cola
2	IBM
3	Microsoft
4	Google
5	General Electric
6	McDonald's
7	Intel
8	Apple
9	Disney
10	HP

World's Top 10 Brands 2021

Rank	Brand
1	Amazon
2	Apple
3	Google
4	Microsoft
5	Tencent
6	Facebook
7	Alibaba
8	Visa
9	McDonald's
10	Mastercard



- 3 Pick some of the brands above which interest you. What image and qualities does each one have? Use these words and phrases to help you.

value for money	upmarket	timeless	well-made	classic
durable	inexpensive	cool	reliable	stylish
fashionable	sexy	sophisticated	fun	



- 4 How loyal are you to the brands you have chosen? For example, when you buy jeans, do you always buy Levi's? Why do people buy brands?
- 5 Why do you think some people dislike brands?



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B Listen to two speakers talking about brands.

Which speaker is in favour of brands and which is against?

Listen again.

What reasons do they give?



Speaker 1 is in favour of brands because branded products are:

- a guarantee of good quality and reliability
- buying something stylish you attract attention and impress people

Speaker 2 is not in favour of brands because:

- doesn't want to give free advertising
- tired of seeing the same things everywhere
- can't be sure it's the genuine article or a copy
- too expensive



VOCABULARY

Brand management

A

Match these word partnerships to their meanings.

B
R
A
N
D

- 1 loyalty
- 2 image
- 3 stretching
- 4 awareness
- 5 name

- a) the title given to a product by the company that makes it
- b) using an existing name on another type of product
- c) the ideas and beliefs people have about a brand
- d) the tendency to always buy a particular brand
- e) how familiar people are with a brand (or its logo and slogan)

P
R
O
D
U
C
T

- 6 launch
- 7 lifecycle
- 8 range
- 9 placement
- 10 endorsement

- f) the set of products made by a company
- g) the use of a well-known person to advertise products
- h) when products are used in films or TV programmes
- i) the introduction of a product to the market
- j) the length of time people continue to buy a product

M
A
R
K
E
T

- 11 leader
- 12 research
- 13 share
- 14 challenger
- 15 segment

- k) the percentage of sales a company has
- l) customers of a similar age, income level or social group
- m) the best-selling product or brand in a market
- n) information about what consumers want or need
- o) the second best-selling product or brand in a market



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1 d 2 c 3 b 4 e 5 a 6 i 7 j 8 f 9 h
10 g 11 m 12 n 13 k 14 o 15 l

**B**

Complete these sentences with word partnerships from Exercise A.

B R A N D

- 1 No one recognises our logo or slogan. We need to spend more on advertising to raise brand awareness.
- 2 Consumers who always buy Sony when they need a new TV are showing
- 3 A fashion designer who launches his or her own perfume is an example of
- 4 The of Mercedes-Benz is such that its products are seen as safe, reliable, luxurious, well made and expensive.

P R O D U C T

- 5 George Clooney advertising Nespresso is an example of
- 6 A consists of introduction, growth, maturity and decline.
- 7 Tesco's wide means that it appeals to all sectors of the UK market.
- 8 The use of Aston Martin cars and Sony computers in James Bond films are examples of

M A R K E T

- 9 Microsoft is the in computer software.
- 10 In countries with ageing populations, the over-60s age group is becoming an increasingly important
- 11 Pepsi is the in carbonated soft drinks.
- 12 Focus groups and consumer surveys are ways of conducting



brand

1 awareness 2 loyalty 3 stretching 4 image

(You could point out that 'raise awareness' is another form of word partnership, this time between a verb and a noun.)

product

5 endorsement 6 lifecycle 7 range 8 placement

market

9 leader 10 segment 11 challenger 12 research



C Discuss these questions.

- 1 What are the advantages and disadvantages for companies of product endorsements?
- 2 How can companies create brand loyalty?
- 3 Can you give any examples of successful or unsuccessful brand stretching?
- 4 Think of a cheap or expensive idea for a product launch.
- 5 What other market segments can you identify (e.g. young singles).
- 6 What action can companies take if they start to lose market share?


LISTENING

Successful brands



Chris Cleaver

A

 CD1.2 Chris Cleaver is Managing Director, Business Brands at Dragon Brands. Listen to the first part of the interview and tick the points that he makes.

A brand ...

- 1 helps people to become familiar with a product.
- 2 gives a product an identity.
- 3 increases the sales of a product or service.
- 4 enables the target consumer to decide if they want the product or not.



A brand:

- 1** helps people to become familiar with a product.
- 2** gives a product an identity. ✓
- 3** increases the sales of a product or service.
- 4** enables the target consumer to decide if they want the product or not. ✓



B



CD1.3 Listen to the second part of the interview and answer the question.

What is the main function of a brand?



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.....

A brand's main function is 'to enable you to choose one thing from another – often in markets where there is very little actual difference between, you know, the product'.

.....



CD1.4 Listen to the final part. In which two ways has Chris Cleaver's company helped Nokia?



Chris Cleaver's company has helped Nokia:

- with the question of what the Nokia brand represents and how customers relate to it – to get them to think of it as the 'master brand'.
- to develop parts of their offer (point out this specialised use of *offer*) and keeping the brand fresh with multimedia devices, not just 'phones'.

(Point out Chris's use of *Firstly* and *And* to signpost these two main ideas.)



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Think of three brands you really like and discuss what ‘appealing and persuasive’ ideas they communicate to you.



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Can you think of any luxury brands and their categories?

For example: Rolls Royce is associated with luxury cars



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What is the brand image of *Dior*?



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Luxurious
Exclusive
Sophisticated



B Skim the article on the opposite page quickly and say which of the following points are mentioned:

- 1 The high profit margins on bags
- 2 Investing in markets that may take some time to grow
- 3 People are ready to pay a lot of money for very high-quality things because they are beautiful.
- 4 Building customer loyalty through ready-to-wear

Restless pursuer of luxury's future

by Vanessa Friedman

Sydney Toledano (Dior's Chief Executive) is one of the longest-serving chief executives in the luxury industry. As the industry goes global, he must balance the demands of shareholders and the values of a historic label, the need for exclusivity and the need for expansion.

He routinely communicates with his demanding boss, Bernard Arnault, main shareholder of Christian Dior, and a number of creative types, including Dior's clothes designer John Galliano and jewellery designer Victoire de Castellane.

'The best advice I ever got was that, when times are bad, you need to get out of the office; when things are good, you can spend time on the organisation,' says Mr Toledano, who travels almost every week to one of Dior's 224 stores round the world. 'You have to look for newness, look for what is happening next. Forget the calculator. Understand the people from different countries and what they want.'

It was by spending time in China in the 1980s, for example, when he worked at the French leather-goods house Lancel, that Mr Toledano first

realised China would one day be prime territory for luxury.

'I met some factory owners, and they were working so hard, but then they would bring you to a restaurant and it was clear they wanted to enjoy life,' he says. 'And I thought: one day these people are going to have money and they are going to spend it.'

A few years later, Bernard Arnault contacted him. 'The interview took 15 minutes. He knew exactly what he wanted,' says Mr Toledano: to take a small couture house he had bought out of bankruptcy and build it into the biggest luxury group in the world. Mr Arnault has used Dior to create LVMH (Louis Vuitton Moët Hennessy, the world's largest luxury group).

'Christian Dior can double in five years,' he says. 'There may be difficult times coming, but if you look at the Middle East, China, even Europe, I believe there is growth coming, and we have to develop our network and perfect our supply chain.'

The next wave of luxury buyers is now in the new territories: the Middle East, Russia, Hong Kong and South Korea.



Sydney Toledano, CEO Dior

Mr Toledano believes not only that a brand should go to its customers but that it should anticipate their needs and invest early in markets that may not show real growth for up to six years.

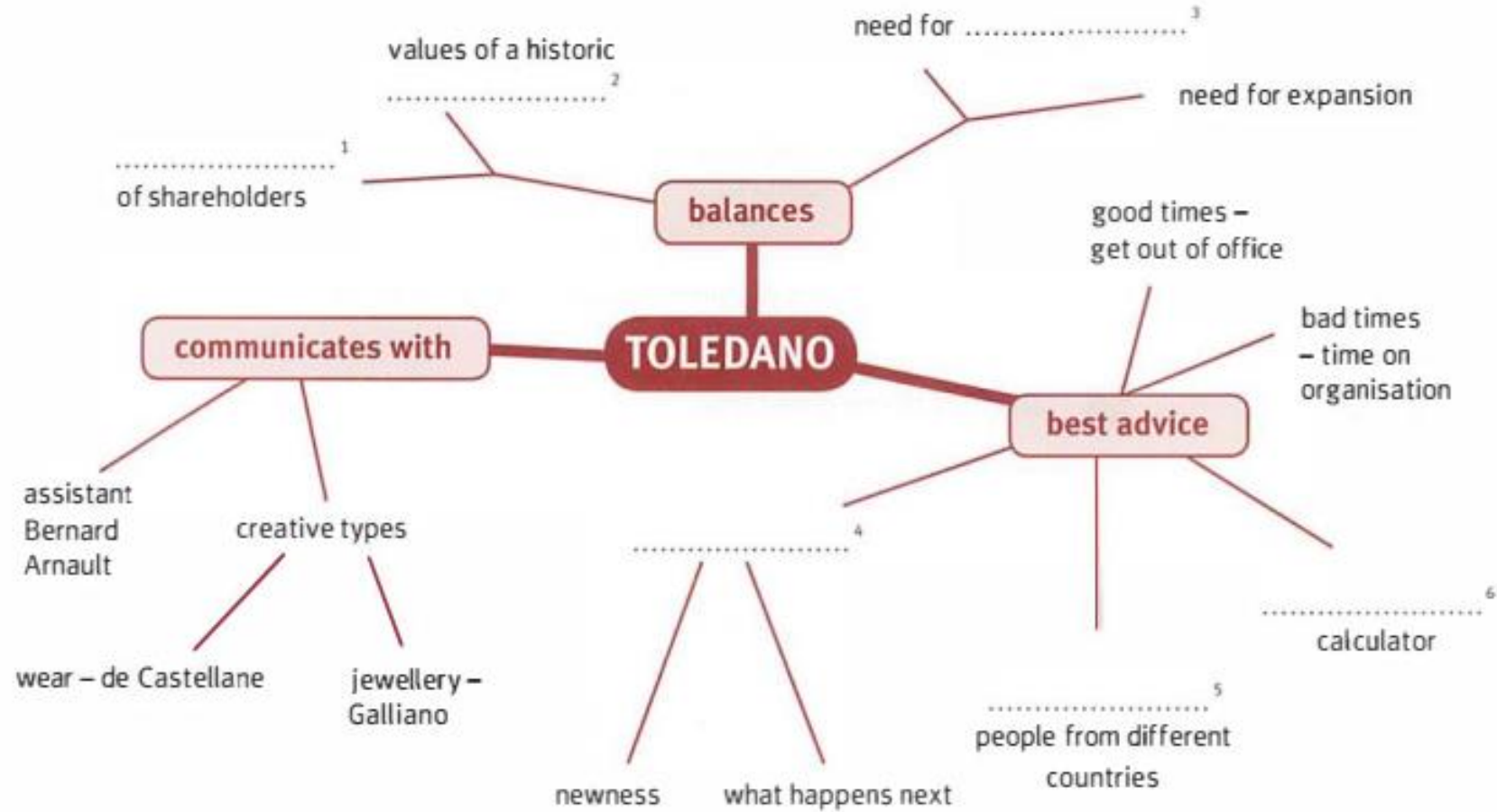


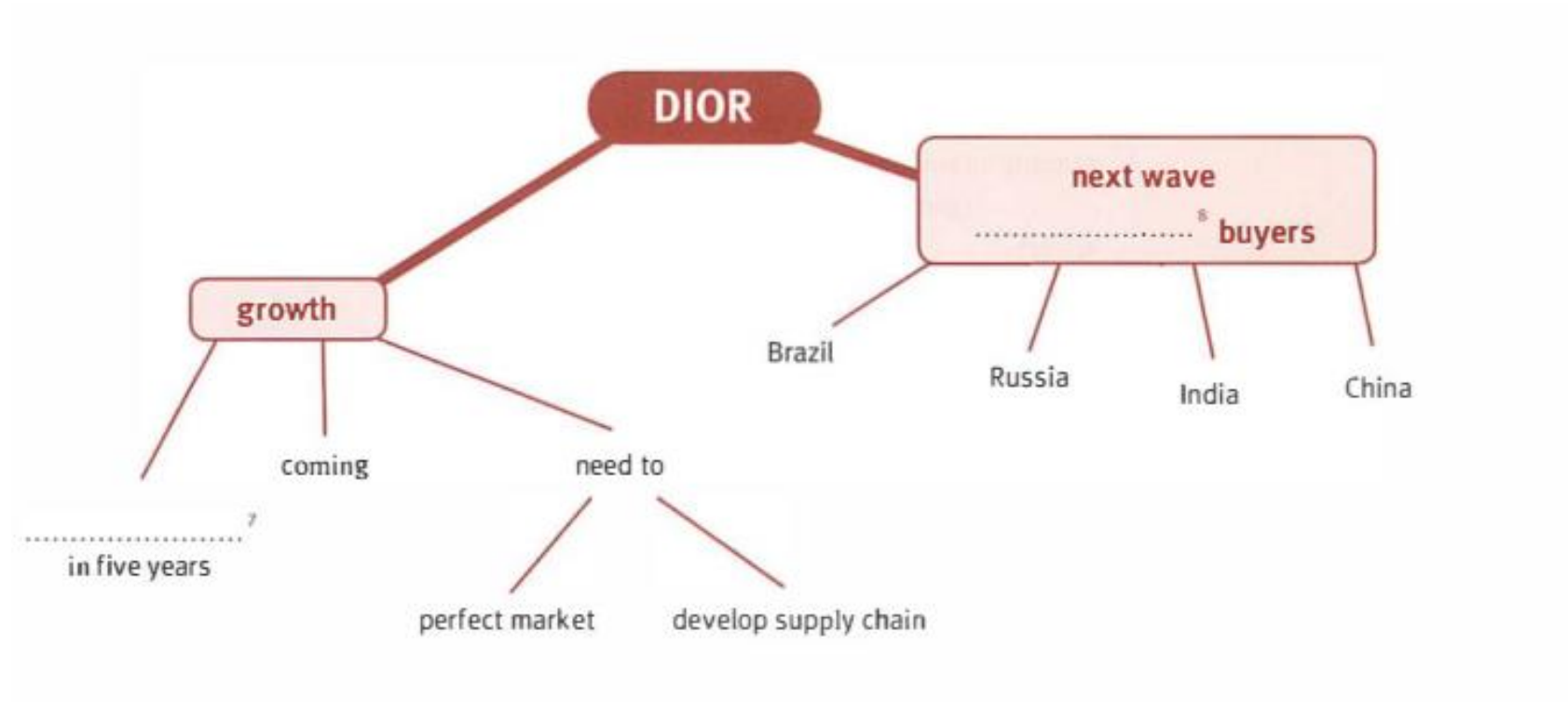
The only point specifically mentioned is:

- 2 Investing in markets that may take some time to grow: 'You have to look for newness, look for what is happening next. Forget the calculator. Understand the people from different countries and what they want.' (lines 24–28)**
'... a brand should go to its customers but that it should anticipate their needs and invest early in markets that may not show real growth for up to six years.' (lines 67–71)



Read the article and complete the notes in the maps below. Then correct the ten mistakes.







1 demands

2 label

3 exclusivity

4 look for

5 understand

6 forget

7 double

8 of luxury



the ten mistakes in the maps.

- 1** Bernard Arnault is Sydney Toledano's boss, not his assistant. (line 11)
- 2, 3** Galliano and de Castellane need to be swapped round in relation to clothes and jewellery. (lines 14–16)
- 4, 5** Swap round two pieces of advice: 'when times are bad, you need to get out of the office; when things are good, you can spend time on the organisation'. (lines 18–21)
- 6, 7** In the Dior map, swap round: 'we have to develop our network and perfect our supply chain'. (lines 60–61)
- 8, 9, 10** Russia is correct, but the other three markets are not. They are, in fact, the Middle East, Hong Kong and Korea. (lines 64–65)



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Grammar

Present simple and present continuous



Present simple
structure?
Use?

Present continuous
structure?
Use?



A

Which of the time expressions below do we usually use with the present simple? Which do we usually use with the present continuous? Which are used with both?

usually

this year

every day

now

often

nowadays

once a month

currently

at the moment

these days

six months ago



usually (PS)

every day (PS)

often (PS)

once a month (PS)

at the moment (PS and PC)

this year (PC)

now (PC)

nowadays (PC)

currently (PS and PC)

these days (PS and PC)



► DYNAMIC and STATIVE VERBS

Dynamic verbs

People put the things they meet in the world into groups.

Just a moment. I'm putting my hat and scarf on.

Stative verbs

We know what kind of behaviour to expect.

(not are-knowing)

Look at the grammar box. Choose the correct option to complete the rules.

- 1 Dynamic verbs *are / are not* used in both the continuous and simple form.
- 2 Stative verbs are not normally used in the *continuous form / simple form*.



Look at these stative verbs. Do you know what they mean?

believe
wonder
realize

belong
contain
remember

mean
hate
sound

need
like
suppose

seem
love
taste

understand
prefer

Look at the table. Put
the stative verbs in the
correct group.

	Stative verbs
Thoughts and mental processes	know, _____, _____, _____, _____, _____, _____, _____, _____
The senses	hear, _____
Emotions	want, _____, _____, _____, _____, _____
Possession	have, _____, _____



ANSWERS

Categories	Stative verbs
Thoughts and mental processes	know, believe, mean, seem, understand, wonder, realize, remember, suppose
The senses	hear, sound, taste
Emotions	want, need, hate, like, love, prefer
Possession	have, belong, contain



Choose the correct option to complete the sentences.

- 1 Jake's on the phone. *He tells / He's telling* Pat about his holiday.
- 2 What *do you think / are you thinking* of my hat?
- 3 *Do you remember / Are you remembering* last summer?
- 4 *I hear / I'm hearing* you have a new job.
- 5 Maria's at the travel agent's. She *asks / is asking* the dates of the flight.
- 6 *I want / I'm wanting* to pass my exams first time.
- 7 Sorry, I *don't know / I'm not knowing* the answer.
- 8 *Do you make / Are you making* coffee? Great.



ANSWERS

1 He's telling

2 do you think

3 Do you remember

4 I hear

5 is asking

6 I want

7 I don't know

8 Are you making



B

Complete these sentences with the present simple or the present continuous form of the verbs in brackets.

- 1 a) At the moment, eBay (work) with brand owners to remove fake items.
b) eBay now (spend) \$20m a year analysing suspicious sales.
- 2 a) Louis Vuitton usually (sell) its products through authentic Louis Vuitton boutiques.
b) At the moment, Louis Vuitton (negotiate) with Hubert de Givenchy.
- 3 a) Both Apple and BlackBerry (launch) important new products this year.
b) These days, a lot of people (have) a BlackBerry.



- 1 **a)** is working
 b) spends (or *spend*) (Explain that you can treat a company as singular or plural.)
- 2 **a)** sells (In this case, the singular must be used to agree with *its products*.)
 b) is negotiating (or *are negotiating* but this wouldn't be consistent with the previous sentence)
- 3 **a)** are launching
 b) have (because *have* is not used in the continuous in this context; *are having* would be very strange here)



Complete this text with the present simple or the present continuous form of the verbs in brackets.

The Google brand¹ (grow) rapidly. According to the Millward Brown Brandz report, it² (hold) first place in the list of top 100 brands. In fact, the IT field³ (dominate) the top-ten corporate brands. Google⁴ (operate) websites at many international domains, the most popular being www.google.com, and⁵ (generate) revenue by providing effective advertising opportunities. Google always⁶ (focus) on the user, and consumers usually⁷ (see) Google as quite trustworthy.

Nowadays, companies⁸ (begin) to recognise that brands are amongst their most valuable assets. They understand that brands⁹ (become) ever more powerful in driving business growth. Strong brands¹⁰ (generate) superior returns and protect businesses from risk. Google currently¹¹ (hold) the top position, but it has to keep innovating if it wants to remain number one. BlackBerry and Apple are the two fastest-growing brands in the top 100, and China Mobile¹² (grow) steadily, too.



1 is growing

2 holds

3 dominates

4 operates

5 generates

6 focuses

7 see

8 are beginning

9 are becoming

10 generate

11 holds

12 is growing



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Unit 2

Travel



- What was your best travel experience?
- What was your worst?



STARTING UP

A

Discuss these questions with a partner.

- 1 How often do you travel by air, rail, road and sea?
- 2 Do you enjoy travelling? What don't you enjoy about it?
- 3 Put the following in order of importance to you when you travel.

comfort

safety

price

reliability

speed

Does the order of priorities change for different types of travel?



B Choose the correct words from the box to complete the following list of things which irritate people when flying.

cabin	cancellations	checks	food	jet
luggage	queues	room	seats	trolleys

- 1 not enough leg.....
- 2 lost or delayed
- 3 long.....at check-in
- 4 poor quality.....and drink
- 5 no baggage available
- 6 overbooking of.....
- 7 flight delays and
- 8 tiredness and lag
- 9 delays for security.....
- 10 oversized hand luggage in the



- 1 room
- 2 luggage
- 3 queues
- 4 food
- 5 trolleys



C

**🔊 CD1.7 Listen to three people talking about their travel experiences.
Tick the problems in Exercise B that they mention.**



Traveller 1

not enough legroom
poor-quality food and drink

Traveller 2

long queues at check-in
no baggage trolleys available
flight delays and cancellations

Traveller 3

lost or delayed luggage
overbooking of seats ('they overbook seats')
jet lag



CD1 TRACK 7

- 1 What I really don't like is the way airlines treat people on the plane. There are far too many seats on most planes, so there's not enough legroom, and I'm not even particularly tall! I always try and get the seats near the emergency exit for that reason – you get much more room. Also, the poor-quality food and drink you get on airlines annoys me. It's all so processed and packaged, I just can't eat it. I prefer trains!
- 2 I like flying, but I really don't enjoy being at airports. Things like long queues at check-in irritate me. Also, when I have a lot of luggage and there are no baggage trolleys around, it's really inconvenient. What's even more frustrating is when I do find a trolley and then see that the departure board is full of flight delays and cancellations.
- 3 I must be really unlucky because it seems I'm always a victim of lost or delayed luggage. It usually turns up, but never with an apology. I don't like the attitude of the airlines, and I'm sorry, they're all the same. They seem to treat passengers like just another piece of luggage to be moved around the world. They seem to forget that we're people. For example, they overbook seats and just expect people to be able to get the next flight if their flight is full. What I really hate, though, is jet lag. It's a big problem for me, as I travel a lot to the Far East on business.



D

**Which of the things in Exercise B irritate you most? Which irritate you least?
Discuss your ideas with a different partner.**



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VOCABULARY

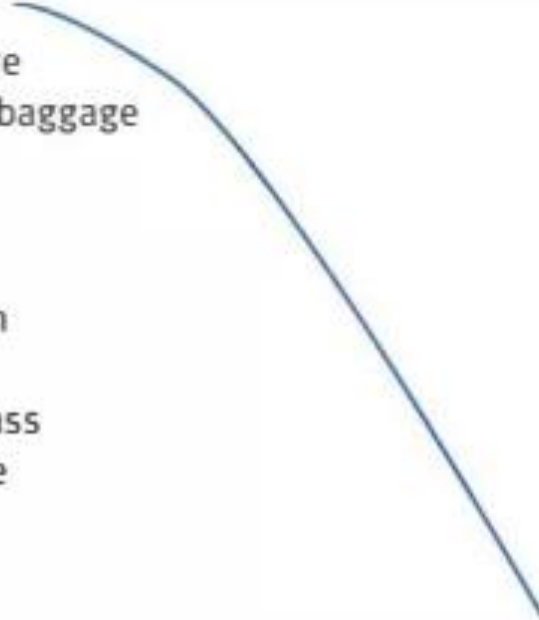
British and American English



A Match the words and phrases which have the same meaning. For each pair, decide which is British English and which is American English.

- 1 subway
- 2 city centre
- 3 carry-on baggage
- 4 one way
- 5 return
- 6 freeway
- 7 rest room
- 8 elevator
- 9 coach class
- 10 timetable
- 11 car park
- 12 queue
- 13 check
- 14 reservation
- 15 ground floor

- a) line
- b) lift
- c) public toilet
- d) schedule
- e) economy class
- f) single
- g) first floor
- h) bill
- i) booking
- j) round trip
- k) downtown
- l) motorway
- m) underground
- n) hand luggage
- o) parking lot





1 m 2 k 3 n 4 f 5 j 6 l 7 c 8 b 9 e
10 d 11 o 12 a 13 h 14 i 15 g

The British English expressions are underlined below:

- | | |
|------------------------|-------------------------|
| 1 subway | a) line |
| 2 <u>city centre</u> | b) <u>lift</u> |
| 3 carry-on baggage | c) <u>public toilet</u> |
| 4 one way | d) schedule |
| 5 <u>return</u> | e) <u>economy class</u> |
| 6 freeway | f) <u>single</u> |
| 7 rest room | g) first floor |
| 8 elevator | h) <u>bill</u> |
| 9 coach class | i) <u>booking</u> |
| 10 <u>timetable</u> | j) round trip |
| 11 <u>car park</u> | k) downtown |
| 12 <u>queue</u> | l) <u>motorway</u> |
| 13 check | m) <u>underground</u> |
| 14 reservation | n) <u>hand luggage</u> |
| 15 <u>ground floor</u> | o) parking lot |



B

Work in pairs. Use the American English words or phrases from Exercise A to complete this text.

My last overseas business trip was a nightmare from start to finish. First of all, there was a delay on the way to the airport, as there was an accident on the freeway.¹ When I got there, I found the lower level of the airport² was flooded. Next, my³ was too big and heavy, so I had to check it in. When we arrived, the⁴ was closed, and there were no cabs at all. After a long time trying to figure out the⁵ and waiting in⁶ for 40 minutes, we finally got a bus⁷ and found the hotel. Then there was a problem with our room⁸ and, would you believe it, the⁹ wasn't working, and our rooms were on the fifth floor.



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- | | | | |
|----------|-------------------------|----------|--------------------|
| 2 | parking lot | 6 | line |
| 3 | carry-on baggage | 7 | downtown |
| 4 | subway | 8 | reservation |
| 5 | schedule | 9 | elevator |



LISTENING

Hyatt Hotels



Sholto Smith

A

CD1.9 Listen to Sholto Smith, Area Sales Director for Hyatt Hotels, talking about how the company meets the needs of business travellers. Listen to the first part and tick which of the following he mentions.

Location of hotels	Good links with underground networks	Close to the airport
Totally non-smoking	Good restaurant	Close to client's office
Technology	Internet	Business centre
Swimming pool	Translation services	Free transport to hotel



**Location of
hotels ✓**

**Good links with
underground
networks ✓**

**Close to the
airport ✓**

**Totally
non-smoking**

Good restaurant

**Close to client's
office ✓**

Technology ✓

Internet ✓

Business centre ✓

**Swimming
pool**

**Translation
services ✓**

**Free transport
to hotel**




CD1 TRACK 9 (I = INTERVIEWER, SS = SHOLTO SMITH)

- I What are the main needs of business travellers, and how do your hotels meet them?
- SS A key point would be the location of our hotels, um, good links with um subway underground networks, close to the airport, um, and obviously close to an office that the guest would be working in while they're staying in the hotel. Um, technology is also a key feature, and nowadays it's expected because obviously people have, um, great technology at home and therefore if it's also available in a hotel, that's also, um, a key feature. Um, Internet, a business centre, um, obviously translation services and that kind of facility is also, is paramount, and guests also expect an area where they can, er, go to a gymnasium, they can exercise, um, and also that kind of thing. These would be the key features.



B

 **CD1.10** Listen to the second part and complete the notes on the ways hotels are adding value to their guests' stay.

-¹ on a daily basis
- Membership to the²
- Newspapers
- Transportation to and from the³
- A shuttle service to:
 - a) the⁴
 - b) the⁵ in which the client works



Breakfast¹ on a daily basis

Membership to the health club²

Newspapers

Transportation to and from the airport³

A shuttle service to:

a) the local department store⁴

b) the offices⁵ in which the client works




CD1 TRACK 10 (I = INTERVIEWER, SS = SHOLTO SMITH)

I And how have rising travel costs affected the hotel business?

SS Er, they have affected business, but it's made the hotels more savvy in that they are being more competitive and looking at ways of adding value to the guests' stay, and that can take in anything from, um, including breakfast, um, on a daily basis, membership to, to the health club, er, including newspapers or possibly looking at, um, you know, transportation to and from the airport, a shuttle service to the local department store or a shuttle service to the offices in which the client, um, works in, um and that kind of, that value-add benefit, as opposed to just directly dropping the rate, which really doesn't benefit either party.



 **CD1.11 Listen to the third part and summarise the future developments in the business travel market that Sholto mentions.**



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Technology: high-speed Internet, television on demand, lower cost telephone calls

Environmental policies: water conservation, low-energy lighting in bedrooms



CD1 TRACK 11 (I = INTERVIEWER, **SS** = SHOLTO SMITH)

I What future developments do you foresee in the business travel market?

SS Future developments in the business travel market?

I think ... technology is still a hot topic as is, um, the obviously environmental policies because that really is, um, is obviously still a buzzword, so to speak. We went through, um, healthy eating, we've gone through gymnasiums in hotels and the like, and now really there's such a huge focus on, um, on the likes of the environment – so whether it be water conservation, low-energy lighting in bedrooms, um, and the likes thereof, that, that kind of thing. Um, but obviously it's high-speed Internet, it's television on demand, it's, um, lower-cost telephone calls from the rooms, because obviously people now travel with BlackBerry and with mobile phones, so they're not actually having to use hotel telephone services – um, and these are the ways forward for hotels.



D Match the sentence halves to complete the definitions of the words in bold.

- | | |
|------------------------------------|---|
| 1 Peak travel happens | a) a change to a better seat or level of service. |
| 2 When you check in , | b) a room in a hotel/airport where people can sit and relax. |
| 3 Frequent-flyer points are | c) a card you must show in order to get on a plane. |
| 4 An upgrade is | d) all the people who work at an airport, but not the pilots or cabin crew. |
| 5 A lounge is | e) awarded by airlines to reward customer loyalty. |
| 6 A boarding pass is | f) at times when the largest number of people are travelling. |
| 7 Ground staff are | g) you go to desk at a hotel/airport to say you have arrived. |



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



E

Complete the text with the phrases from Exercise D.

I don't always pay a lot of money and I try to avoid¹. However, I do travel a lot, earn² and usually get an³ to first class. The airline gets me a car to the airport. I am met by helpful⁴. They take my⁵ and help me⁶. Then they take me to the⁷, where I read the newspapers.



- | | | | |
|----------|------------------------------|----------|----------------------|
| 1 | peak travel | 5 | boarding pass |
| 2 | frequent-flyer points | 6 | check in |
| 3 | upgrade | 7 | lounge |
| 4 | ground staff | | |



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Talking about the future

What verb forms do we use to talk about the future?



Future plans

Present continuous

I'm meeting my friends at the cinema this evening at 8pm.

Be going to

I'm going to meet my friends this evening

What's the difference?



Predictions

Be going to

Look at the grey clouds. It's going to rain.

Future simple

I think it'll rain.

What's the difference?



Future Simple: will/won't + infinitive

1. Predictions

Often with eg. I believe/hope/think/I'm sure/I'm certain

2. Spontaneous decisions

The phone's ringing. I'll answer it.

3. Offers

I'll help you. Shall I help you?

4. Promises

I'll tidy my room later.

5. Facts

She'll be 24 next week.



Present simple

We use the present simple to talk about a timetable or a programme

The train for London leaves at 10:30.



A Complete each dialogue with the correct form of *going to* or *will*.

- 1 A Have you decided where to hold the sales conference?
B Yes, we book the Emory Centre in Atlanta.
- 2 A I can't find my passport.
B OK, you look in your bag, and I check the back seat of the car.
- 3 A What are you planning to do in Tokyo?
B We meet our agent to discuss next year's advertising budget.
- 4 A I'm afraid the flight's been cancelled.
B I need to get there tonight. I take the train. I think it leaves at nine.
- 5 A The Hertz counter is a good place to meet.
B OK, I wait for you there.



1 're going to 4 'll

2 'll 5 'll

3 're going to



B

Choose the correct tense (present continuous or present simple) to complete the sentences.

- 1 We *stay / are staying* at the Ritz for next week's conference.
- 2 According to the timetable, the coach *departs / is departing* from Victoria at 8:00, reaches Lille at 12:30 and arrives in Paris at 13:30.
- 3 Excuse me, what time *is the conference beginning / does the conference begin*?
- 4 What *do you do / are you doing* on Tuesday afternoon?
- 5 What time *is this train getting / does this train get* to Osaka?
- 6 Next time, I *travel / am travelling* to Madrid by train.



- 1** are staying
- 2** departs
- 3** does the conference begin
- 4** are you doing
- 5** does this train get
- 6** am travelling



C

In pairs, take turns to complete the sentences below. Use *going to*, *will*, the present continuous or the present simple.

- 1 The flight's delayed, so
- 2 OK, I've decided. I
- 3 Let's check the timetable. The flight
- 4 It's OK, I don't need a lift. I
- 5 Friday afternoon? I'll just check my diary. I
- 6 There are two flights to Hong Kong on Friday.
- 7 It's all arranged, we
- 8 Next week,



Sample answers

- 1** The flight's delayed, so I'm going to wait in the lounge.
- 2** OK, I've decided. I'm going to book the next flight to New York.
- 3** Let's check the timetable. The flight leaves at 18:30.
- 4** It's OK, I don't need a lift. I'm taking a taxi to the airport.
- 5** Friday afternoon? I'll just check my diary. I'm not doing anything special.
- 6** There are two flights to Hong Kong on Friday. I'll catch the later one.
- 7** It's all arranged, we're meeting at five in reception.
- 8** Next week, we're flying to Munich for the conference.



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Revision – Brands and Travel



Vocabulary – Brands

Complete the text with the correct words.

Topalino is a well-known brand of sweets and chocolates owned by ABG, a company based in Maribor, Slovenia. It focuses mainly on¹ products and was the market² in exclusive confectionery.

In the last two years, however, Topalino's market³ has declined by almost 25%. There are at least two reasons for this decline.

First, supermarkets in the region are now selling sweets of similar quality at much lower prices, so more and more consumers say that Topalino is no longer⁴ for money. The economic downturn has naturally made people more price conscious, and brand⁵ is suffering as a result. A possible solution would be to reduce the price of at least a number of products so that they are in the medium⁶ of prices.

Secondly, a lot of middle-aged people find the logo childish and the packaging old-fashioned and unexciting – in other words, they no longer find the brand⁷ attractive. In order to appeal to this important market⁸, Topalino is thinking of⁹ its main products and expanding its product¹⁰.

1 a) inexpensive

2 a) leader

3 a) label

4 a) price

5 a) stretching

6 a) range

7 a) name

8 a) segment

9 a) endorsing

10 a) numbers

b) upmarket

b) launch

b) logo

b) margins

b) research

b) order

b) image

b) survey

b) repositioning

b) range

c) influential

c) awareness

c) share

c) value

c) loyalty

c) list

c) label

c) challenge

c) generating

c) list



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



**PRESENT SIMPLE
AND PRESENT
CONTINUOUS**

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

Sarika Gupta is a technology programmer, and she¹ (love) what she² (do). She³ (work) for Datascope, an exciting IT company based in Bangalore, 'the Silicon Valley of India', and she is also a shareholder in the company. Datascope⁴ (gain) an excellent reputation worldwide for its innovative products and solutions. Not only are its young engineers extremely skilled, they also⁵ (know) how to market their ideas. As a result, the company's fame⁶ (spread) rapidly, and currently a number of leading companies⁷ (try) to enter into some form of partnership with it.

That is why this week Sarika and Vijay, her Head of Department,⁸ (not work) at Datascope. They⁹ (attend) a series of meetings with representatives from global IT companies. Sarika¹⁰ (know) that some of these companies¹¹ (want) to outsource part of their operations to India, so she¹² (believe) something good for Datascope will come out of these meetings.



- | | |
|-----------------------|--------------------------|
| 1 loves | 7 are trying |
| 2 does | 8 are not working |
| 3 works | 9 are attending |
| 4 is gaining | 10 knows |
| 5 know | 11 want |
| 6 is spreading | 12 believes |



TALKING ABOUT THE FUTURE

2 Travel

Complete each dialogue with the correct form of *will* or *going to*.

- 1 A: I'm afraid we haven't received a copy of the booking form yet.
B: Sorry about that. If I could just have your number, I fax it over to you straight away.
- 2 A: Have you planned the weekend excursion for our visitors from China?
B: Yes, Tom show them round the old town and the harbour.
- 3 A: I've just heard some bad news.
B: What is it?
A: They cancel our trip to Brazil.
- 4 A: What about Tuesday at around nine thirty?
B: Fine. I see you then.



1 'll

2 's going to

3 're going to

4 'll



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Unit 6 Money

STARTING UP

A

Answer these questions individually. Then compare your answers with a partner.

Money Quiz

- 1 How much cash do you have with you at the moment?
Do you:
 - a) know exactly?
 - b) know approximately?
 - c) not know at all?
- 2 Do you normally check:
 - a) your change?
 - b) your bank statements and credit-card bills?
 - c) restaurant bills?
 - d) your receipts when shopping?
 - e) prices in several shops or online before you buy something?
- 3 Do you:
 - a) give money to beggars?
 - b) give money to charities?
 - c) give away used items such as clothes?
 - d) sell things you don't want (for example, on eBay)?
- 4 How do you feel about borrowing money?
Do you tend to:
 - a) always manage to stay in credit and save regularly?
 - b) sometimes go into the red and use an overdraft facility?
 - c) usually pay interest on your credit card at the end of the month?
- 5 Some people try not to pay the correct amount of tax. Is this:
 - a) a serious crime?
 - b) morally wrong, but not a crime?
 - c) excellent business practice?
- 6 If you lend a colleague a small amount of money and they forget to pay it back, do you:
 - a) say nothing?
 - b) remind them that they owe you money?
 - c) arrange to go for a drink with them and say you've forgotten your wallet or purse?



B What do your answers to the questions in Exercise A say about your attitude to money? Are your attitudes typical? What do they say about your culture?



VOCABULARY

Financial terms

A

Match the words in the box to the definitions 1 to 6 below.

equity stake	recession	shares	debt	stock market	forecast
--------------	-----------	--------	------	--------------	----------

- 1 equal parts into which the capital or ownership of a company is divided
- 2 a period of time when business activity decreases because the economy is doing badly
- 3 money risked when a business owns part of another company
- 4 a place where company shares are bought and sold
- 5 a description of what is likely to happen in the future
- 6 money owed by one person or organisation to another person or organisation



Exercise A

- | | | | |
|---|--------------|---|--------------|
| 1 | shares | 4 | stock market |
| 2 | recession | 5 | forecast |
| 3 | equity stake | 6 | debt |



B

Match the sentence halves.

- | | |
|-----------------------|--|
| 1 Profit margin is | a) a part of a company's profits paid to the owners of shares. |
| 2 Investment is | b) the difference between the price of a product or service and the cost of producing it. |
| 3 Bankruptcy is | c) money which people or organisations put into a business to make a profit. |
| 4 A dividend is | d) the amount of money which a business obtains (in a year) from customers by selling goods or services. |
| 5 Pre-tax profits are | e) when a person or organisation is unable to pay their debts. |
| 6 Annual turnover is | f) the money a business makes before payment to the government. |



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Exercise B

1 b 2 c 3 e 4 a 5 f 6 d



C

Complete this news report with the terms from Exercises A and B.

And now the business news ...

There was a further downturn in the economy this month as the¹ in the United States and Asia-Pacific region continues. Yesterday was another day of heavy trading on the², with big losses in share values. The³ for the near future is not good, as market confidence remains low.

Paradise Lane, the struggling luxury hotel group, is seeking new⁴ to try and avoid⁵, following the announcement of disastrous interim results. It currently has a⁶ of nearly \$5 billion. There are rumours of rivals GHN taking a large⁷ in the troubled hotel group.

Phoenix Media announced a 15% increase in⁸ on an⁹ of \$4.5 million. Added to the strong performance in the last quarter, this is likely to result in an increased¹⁰ of over 14 cents per share, well up on last year, which will certainly please shareholders*. Following a rise in sales in the emerging markets of ...

* the people who own shares in a business



Exercise C

- 1** recession
- 2** stock market
- 3** forecast
- 4** investment
- 5** bankruptcy

- 6** debt
- 7** equity stake
- 8** pre-tax profits
- 9** annual turnover
- 10** dividend



E What word partnerships can you identify from the text in Exercise C?

EXAMPLE: *heavy trading*



Sample answers

Asia-Pacific region, share values, market confidence, luxury hotel group, interim results, strong performance, emerging markets



Discuss with your colleagues.

- What is the economic situation in your country at the moment?
- Which parts of the economy are doing well or badly?
- What is your forecast?
- Which types of business are making profits or losses?
- What sort of businesses are a good investment?
- Can you think of any businesses which have gone bankrupt recently?
- Which company shares are going up or down at the moment?



LISTENING

Managing investments



Darrell Mercer

A

CD1.37 Darrell Mercer is Investment Director at PSigma Investment Management. Listen to the first part of the interview and complete the gaps.

The aim of the business is to provide¹ for private individuals who have² that they wish to employ to achieve a certain³.
My role as the Investment Director is to both⁴ for the client with the intention of meeting that aim, that return, and also then manage that strategy on an ongoing basis.



- 1 investment solutions**
- 2 capital**
- 3 level of return**
- 4 design the strategy**




CD1 TRACK 37 (I = INTERVIEWER, DM = DARRELL MERCER)

I Could you tell me what your role is as an investment director?

DM The aim of the business is to provide investment solutions for private individuals who have, er, capital that they wish to employ to achieve a certain level of return. Um, my role as the Investment Director is to both design the strategy for the client with the intention of meeting that aim, that return, and also then manage that strategy on an ongoing basis.



B

 **CD1.38** Listen twice to the second part and complete the chart. Then go to the audio script on page 157 and check your answers.

Asset	Example
1 cash	
2 fixed-interest securities	lending to a ¹ or a ²
3 index-linked securities	linked to the ³
4 equities	a ⁴ or a ⁵
5 investments not linked to equity returns ⁶ property ⁷ (e.g. precious metals) ⁸ (an interesting area of development over last 20 years)
6 alternative investments ⁹ funds ¹⁰ funds



CD1 TRACK 38 (I = INTERVIEWER, DM = DARRELL MERCER)

I What are the main areas that you invest in?

DM We invest in a number of different areas ... to try and, as I said earlier, to keep the overall spread of investment right. And they really start from the lowest risk asset, which is cash, and then we introduce other asset classes that have different risk and return profiles. So as one is prepared to take on a bit more risk, then obviously one is going potentially to get some more return. So, moving up the scale of risk we go from cash to fixed-interest securities, where in effect the client will be lending their money to either a government or a company in return for a fixed rate of return, with the view that capital will increase over a period of time. We then look at, um, index-linked – i.e. linked to the rate of inflation – securities. Equities will be the next level of risk – an equity being a stock or a share – where you're buying part of a company, and obviously as the company performs better, the price of that share should increase. We then look at slightly more esoteric or different areas of investment to give some return that's not linked to equity returns ... to share returns ... for instance, commercial property is an area where one can achieve a fairly good income return, but you're investing long term into bricks and mortar – something that you can see ... something that's slightly more safe. We also look at, er, commodities ... so looking at precious metals either gold or platinum. We look at agriculture, which has become an interesting area of development over the last 20 years. And then we have the final asset class we call our alternative investments, and they can be either hedge funds, which invest in lots of different areas, or something that's called absolute return funds, where the manager will invest money across a whole wide range of areas with the view to giving small incremental elements of return over a reasonable period. And as I said earlier, we try and combine those asset classes to get the best level of risk and return.



1 government

2 company

3 rate of inflation

4 stock

5 share

6 commercial

7 commodities

8 agriculture

9 hedge

10 absolute return



C

 CD1.39 Listen to the final part. Which of the following does Darrell not mention?

- 1 gold 2 fixed-income securities 3 hedge funds 4 early cycle equities



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He does not mention 3 (hedge funds).



CD1 TRACK 39

(I = INTERVIEWER, DM = DARRELL MERCER)

I In difficult economic times, what would you suggest are attractive areas for investment?

DM There are a number of attractive areas, and I think I've touched on one earlier with the bond investments. But perhaps I'll develop that a little bit further. A lot really depends on where we are within that economic cycle. If we're at the very bottom of an economic cycle, then the best form of recovery is probably going to be in companies who are going to recover as the economy recovers. So when prices are very low, you can invest in equity of a company where you saw they would benefit from that reduction in interest rates that you've seen. If it's in the early stages of an economic depression, or recession shall we call it, then with interest rates likely to be cut aggressively, then obviously the fixed-income area of the market is perhaps the most appropriate place to be. Another area which I think has traditionally been a very safe haven has been gold, and I think over the last 15 years or so, gold has been through a number of different cycles and in particular, I think, as a recovery play, it will always be perceived as a store of value. At the same time, as the emerging markets keep continuing to grow, there's a lot of interest ... appetite ... for people to invest in gold in terms of their jewellery, as well as wishing to own ... to own that asset. So, I think gold, fixed-income securities and early cycle equities would be my answer.



Look at the headline.

**Kieran Prior: Goldman Sachs's
whizz-kid wheeler dealer**

Which idiomatic expressions mean:

- 1 someone who does a lot of complicated business transactions
- 2 a young person who is very skilled or successful at something.



1 wheeler dealer

2 whizz-kid



Working on the noisy, frenetic trading desk at Goldman Sachs's London offices on Fleet Street earlier this decade, Kieran Prior and John Yeatts, two bright and ambitious twentysomethings from very different worlds, became close friends.

Although Prior, then 23, was just a year older than Yeatts when they met, he enjoyed giving practical advice, teasing the American about his Saturday-night dates. Yeatts returned the favour. When traders ordered lunch delivered to their desks, Yeatts cut up Prior's food and fed him one small bite at a time. Prior was born with a rare condition that affects his movement

and impairs his speech. He cannot get out of his wheelchair unaided, and has never been able to walk.

Yet despite these physical limitations, Prior is thriving on Goldman's trading desk – possibly the most demanding and competitive testing ground in finance – winning the admiration of colleagues while gaining experience, confidence and responsibility.

It's not easy managing investments of any size for the high-powered trading machine that supplies much of the earnings of Wall Street's most profitable firm. It is extraordinary that Prior is able to do so with such physical limitations.

Gary Williams, the former head of European equity trading, who hired Prior nearly eight years ago, has enormous respect for his determination. 'He is an exceptionally smart, perceptive guy who has purposefully risen to – and overcome – so many challenges,' said Williams. 'The noise and hurly-burly of the trading floor make trading more difficult for someone in Kieran's position, but the challenge actually appeals to him.'

Intellectually, Prior, now 29, has few limits. Since joining Goldman as a

financial analyst in the equity division in 2000, Prior – whose IQ score of 238 puts him in the top 1% of the world's population – has risen from performing basic research analysis and trading Euro Stoxx futures to running a \$50m (£25m) group of European equities and derivatives.

Prior joined Goldman just four days after he graduated from university. Early on, he caught the attention of John Thornton, Goldman's then-president, as Thornton was walking across the trading floor. Thornton stopped for a brief chat – and was amazed.

'I couldn't help but be impressed,' said Thornton. 'First of all, Kieran's sheer, raw talent is impressive, and when you add to that the determination he shows getting through the day in a place like Goldman Sachs, which is so demanding, it is just breathtaking.'

Prior is free to invest in almost any business sector, but recently narrowed his focus to just 20 companies because of the extreme volatility in the markets. 'I joined Goldman in a bear market,' he said, 'but these markets are the most difficult I've ever seen, so I'm just using this period of volatility to learn as much as I can.'



B

Read the article and complete the profile.

Name	<i>Kieran Prior</i>
Age	
Job	
Duties	
Company	
Work location	
IQ	
Personality/Strengths	
Current area of specialisation	



Name	Kieran Prior
Age	29
Job	Financial Analyst
Duties	Running a group of European equities and derivatives
Company	Goldman Sachs
Work location	London
IQ	238
Personality/ Strengths	Determined, smart, perceptive, likes challenges
Current area of specialisation	Focusing on 20 companies



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What do think about Kieran's story?



D

Find words in bold in the text that mean the following.

- 1 a financial market in which prices are falling
- 2 people who deal in shares and bonds
- 3 someone who carefully examines the financial state of a company
- 4 sudden and quick change
- 5 the area of a financial market where a particular company does business
- 6 the capital that a company has from shares rather than from loans
- 7 the careful examination of the performance of companies and stocks
- 8 the part of the economy made up by companies
- 9 the profit that a company makes in a particular period of time
- 10 things such as options or futures based on underlying assets such as shares, bonds and currencies



- | | | | |
|----------|--------------------------|-----------|--------------------------|
| 1 | bear market | 6 | equities |
| 2 | traders | 7 | research analysis |
| 3 | financial analyst | 8 | business sector |
| 4 | volatility | 9 | earnings |
| 5 | trading desk | 10 | derivatives |



E In groups, discuss which of the following sectors you think are likely to be volatile in an economic recession.

- telecommunications
- advertising
- healthcare
- food
- biotechnology
- cars
- budget supermarkets
- steel
- travel
- construction



Describing Trends

We can describe trends in English in different ways.

1 Verbs of change

*Demand for BlackBerries has **soared** in recent years.*

*Sales are **falling**.*

*Profits **improved** in July.*

- 1 To describe changing circumstances, we can use verbs of movement.

improve increase recover rise (↗)

decline decrease drop fall (↘)

A dramatic movement may be expressed by:

rocket soar (↗)

dive plummet (↘)

A slight movement can be indicated by:

edge up (↗)

edge down dip (↘)

The amount of increase can also be indicated using these verbs:

halve (1/2)

double (x2)

triple (x3)

quadruple (x4)

increase tenfold (x10)



2 Prepositions

Profits rose 5% to \$1.4 billion.

The sales of Dupont have gone up from \$19.6 billion to \$27.4 billion.

Sales rose by 20% over the holiday period.

This represents a decrease of 16.4% from the first quarter.

The average retail gasoline price stood at \$4.11 a gallon yesterday.



Describing Trends

3 Different verb forms

The figures **paint** a gloomy picture for Japanese growth. (present simple)

The unemployment rate **is rising**. (present continuous)

Last summer, our market share **fell**. (past simple)

This year, orders from Brazil **have levelled off**. (present perfect)

If the price of petrol **rises** further, we'll **make** a loss. (first conditional)

Changes which have not reached their end-point are expressed using **-ing**.

*Profits are **falling**.*

*Unemployment has been **rising**.*

If the change is complete, we use a perfect tense.

*The government **has privatised** the rail network.*

*Sales **have increased**, and that has meant higher profits.*

A What kind of movement do these verbs describe? Match them to the symbols (1–11) on the left. Then compare your answers with your partner. (You will need to use some symbols more than once.)

decline	increase	double	level off	decrease	peak
gain	rocket	fall	triple	fluctuate	rise
drop	plummet	halve	recover	improve	jump

1



2



5



6



9



10



3



4



7



8



11





- 1** decline, drop, fall, decrease
- 2** double
- 3** fluctuate
- 4** gain, increase, rise, improve (unless you're talking about something bad like unemployment)
- 5** halve
- 6** level off
- 7** peak
- 8** plummet
- 9** recover
- 10** rocket, jump
- 11** triple



B

Which of the verbs in Exercise A also have noun forms? What are they?

EXAMPLE: *to increase – an increase*



a decline

a gain

a drop

an increase

(*rocket* does not have a noun form in this context)

a plummet (rare, but it does exist as a noun)

a doubling

a fall

a halving

a levelling off

a tripling

a recovery

a decrease

a fluctuation

an improvement

a peak

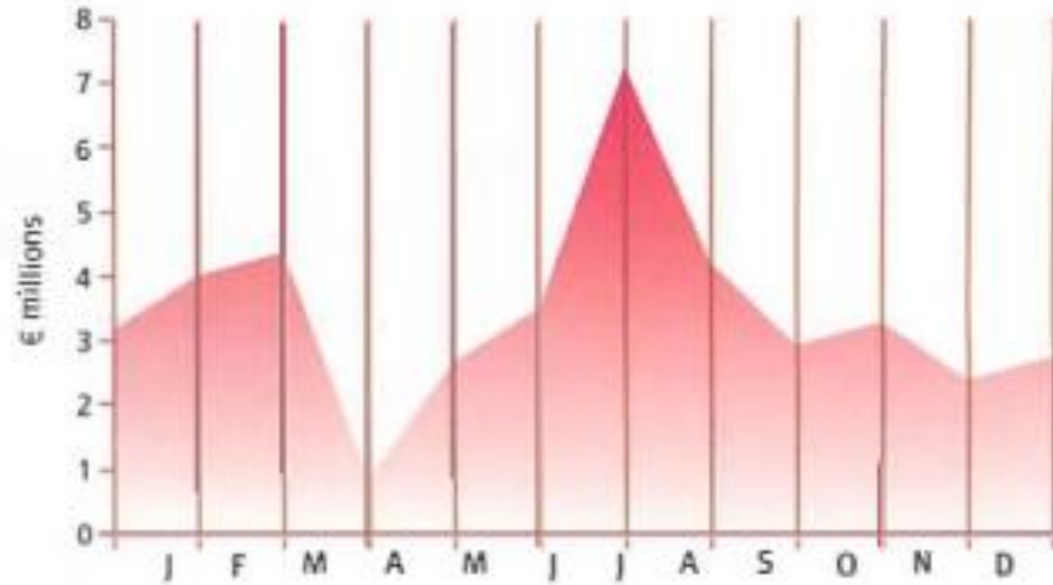
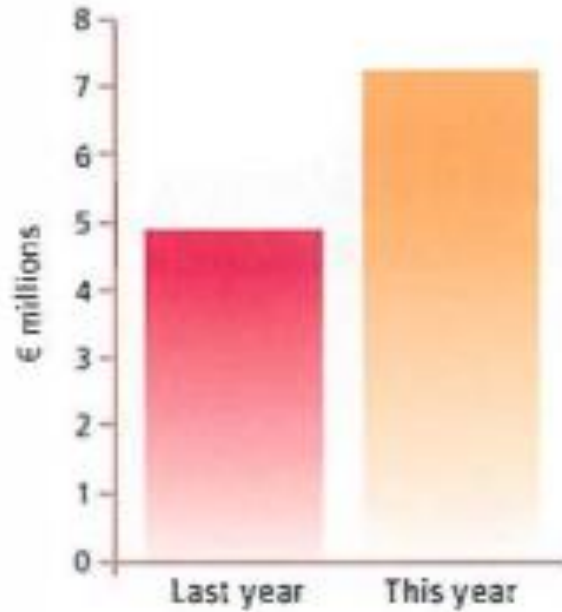
a rise

a jump



Look at the graphs below. Complete the sentences about them with appropriate prepositions.

- 1 Sales have increased €5m €7m.
- 2 Sales have increased €2m.
- 3 There has been an increase €2m in our sales.
- 4 Sales now stand €7m.
- 5 Sales reached a peak €7m in July.
- 6 Sales reached a low point €1m in April.





1 from; to

2 by

3 of

4 at

5 of

6 of



SKILLS

Dealing with figures

YEARS

1984 *nineteen eighty-four*
2012 *two thousand and twelve*
or twenty twelve

CURRENCIES

£3.15 *three pounds fifteen*
\$7.80 *seven dollars eighty*
€250 *two hundred and fifty euros*
¥125 *one hundred and twenty-five yen*

DECIMALS

16.5 *sixteen point five*
17.38% *seventeen point three eight per cent*
0.185 *(nought /zero) point one eight five*

FRACTIONS

$\frac{1}{4}$ <i>a quarter</i>	$\frac{1}{2}$ <i>a half</i>
$\frac{2}{3}$ <i>two thirds</i>	$\frac{3}{4}$ <i>three quarters</i>



SKILLS

Dealing with figures

BIGGER NUMBERS

3,560	<i>three thousand five hundred and sixty (BrE)</i> <i>three thousand five hundred sixty (AmE)</i>
598,347	<i>five hundred and ninety-eight thousand, three hundred and forty-seven (BrE)</i> <i>five hundred ninety-eight thousand, three hundred forty-seven (AmE)</i>
1,300,402	<i>one million three hundred thousand, four hundred and two (BrE)</i> <i>one million three hundred thousand, four hundred two (AmE)</i>
1m	<i>one /a million (1,000,000)</i>
3bn	<i>three billion (3,000,000,000)</i>
\$7.5bn	<i>seven point five billion dollars</i>
€478m	<i>four hundred and seventy-eight million euros (BrE)</i> <i>four hundred seventy-eight million euros (AmE)</i>

If you don't specify an exact amount, a plural is used.

*It cost **thousands** of dollars. They spent **millions** of euros.*



Listen and read the article.

Check the pronunciation of the figures

FT

Business in brief

It was a bad day for the London market. Following disappointing results from FedEx in the US and fears
5 of a credit crunch, the FTSE 100 fell 105 points or 1.8 per cent to 5,756.9, while the

FTSE 250 fell 189.1 points or 1.9 per cent to 9,534.8.

10 Only eight blue-chip stocks managed to make gains. The best was Smith & Nephew. Shares in the medical devices group rose 2.9 per cent to 595½p
15 after UBS upgraded the stock to a 'buy' recommendation. S&N was also supported by rumours of a bid approach from a Japanese company.

20 On the other hand, British

Airways, down 5.2 per cent to 225¾p, fell even further after Morgan Stanley cut its target to 149p. This was because
25 of worries about increasing fuel prices.

Tate and Lyle, the sugar and sweeteners group, lost 5.2 per cent to 402¼p after CityGroup
30 lowered its forecasts because of rising corn prices. Following recent floods in the US, the cost of corn has risen 25 per cent.



Listen to the another version of the article.
Which figures are different?

FT

Business in brief

It was a bad day for the London market. Following disappointing results from FedEx in the US and fears
5 of a credit crunch, the FTSE 100 fell 105 points or 1.8 per cent to 5,756.9, while the

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15 after UBS upgraded the stock to a 'buy' recommendation. S&N was also supported by rumours of a bid approach from a Japanese company.

20 On the other hand, British

Airways, down 5.2 per cent to 225¾p, fell even further after Morgan Stanley cut its target to 149p. This was because
25 of worries about increasing fuel prices.

Tate and Lyle, the sugar and sweeteners group, lost 5.2 per cent to 402¼p after CityGroup
30 lowered its forecasts because of rising corn prices. Following recent floods in the US, the cost of corn has risen 25 per cent.



It was a bad day for the London market. Following disappointing results from FedEx in the US and fears of a credit crunch, the FTSE 100 fell 125 points or 1.8 per cent to 5,756.9, while the FTSE 250 fell 189.1 points or 1.9 per cent to 9,538.

Only eight blue-chip stocks managed to make gains. The best was Smith & Nephew. Shares in the medical devices group rose 2.9 per cent to 599p after UBS upgraded the stock to a 'buy' recommendation. S&N was also supported by rumours of a bid approach from a Japanese company.

On the other hand British Airways, down 5.2 per cent to 225¹/₄p, fell even further after Morgan Stanley cut its target to 149p. This was because of worries about increasing fuel prices.

Tate and Lyle, the sugar and sweeteners group, lost 5.8 per cent to 402³/₄p after CityGroup lowered its forecasts because of rising corn prices. Following recent floods in the US, the cost of corn has risen 2.5 per cent.



Revision Unit 6 Money

VOCABULARY

Complete the newspaper article with the words in the box.

bankruptcy	dividend	forecasts	gains	investment
pre-tax profits	recession	share	shareholders	turnover

Stormgard shines when others stumble

While two of its rivals are teetering on the brink of¹, Stormgard, one of Europe's largest manufacturers of insulation and roofing products, reports record preliminary results, with sales growth and market share² made in all three regions of Scandinavia, western Europe and the Mediterranean.³ at Stormgard increased almost 14 per cent last year, with

demand for insulation products rising, as companies and individuals looked for ways to cut costs and save energy in the midst of the current⁴.⁵ were €62.4m, up 8 per cent from last year.⁶ will certainly not be disappointed, as the directors recommended the payment of a final⁷ of 9.25c per⁸.⁹ are optimistic, and Stormgard even plans to increase

its¹⁰ in plant and equipment in the near future. Commenting on the results, Lucas Reiner, Chairman of Stormgard, said: 'Against a background of mixed market conditions, our company faces the future with confidence and looks forward to continued progress in the year ahead.'

1 bankruptcy

2 gains

3 Turnover

4 recession

5 Pre-tax profits

6 Shareholders

7 dividend

8 share

9 Forecasts

10 investment



DESCRIBING TRENDS

1 Complete these verbs, which are all used to describe trends.

Downward movement

1 to p _ _ m _ _ t

2 to d _ _ p

3 to f _ _ _

4 to _ _ c l _ _ _

Upward movement

5 to _ _ c r _ _ _ _

6 to _ i _ _

7 to _ _ c k _ _

8 to j _ _ _



Exercise 1

1 plummet

2 drop

3 fall

4 decline

5 increase

6 rise

7 rocket

8 jump



2 Complete the chart.

infinitive	past simple	past participle	noun
to decrease	1	2	3
to fall	4	5	6
to drop	7	8	9
to peak	10	11	12
to rise	13	14	15



Exercise 2

1 decreased

2 decreased

3 decrease

4 fell

5 fallen

6 fall

7 dropped

8 dropped

9 drop

10 peaked

11 peaked

12 peak

13 rose

14 risen

15 rise



Profit figures

2008: €7.5m

2009: €4.5m

3 Complete the sentences below with appropriate prepositions.

- 1 There was a sharp drop profit.
- 2 Profit decreased €7.5m €4.5m.
- 3 Profit decreased €3m.
- 4 Profit now stands €4.5m.
- 5 There was a drop €3m profit.



Exercise 3

- 1 in
- 2 from; to
- 3 by

- 4 at
- 5 of; in



Write these numbers in full.

1 14

2 40

3 £8.50

4 €515

5 12.5

6 13.36%

7 0.125

8 $\frac{1}{3}$

9 $\frac{3}{4}$

10 5,678



- 1** fourteen
- 2** forty
- 3** eight pounds fifty
- 4** five hundred and fifteen euros
- 5** twelve point five
- 6** thirteen point three six per cent
- 7** zero (*or oh or nought*) point one two five
- 8** a (*or one*) third
- 9** three quarters
- 10** five thousand, six hundred and seventy-eight



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Unit 9 International Markets



Word pairs

What words can you collocate with 'market'?
For example, bear market.



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But first, what is a market?



A market can be defined simply or rather complexly. In the simplest terms, a **market** is a system of institutions, rules and procedures relating to the exchange of goods and services between persons or organizations.



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So what is an international market?



An international market is defined geographically as a market outside the international borders of a company's country of citizenship. A company is usually a citizen of the country where it is organized. IBM, for example, was formed in the United States. Thus, any geographic area outside the territorial boundaries of the United States where IBM conducts business is IBM's international market. The conceptual opposite of an international market is the company's **domestic market**, which is the geographic region within the national boundaries of a company's home country.



STARTING UP

companies
competition
environment
gap
opportunities
poverty
prices
standards
unemployment
workers

A

The sentences below represent a variety of views on international markets. Complete the sentences with the words in the box.

'International markets for labour, capital, goods and services ...

- 1 provide opportunities for people to work/study abroad and improve their lives.'
- 2 increase and improve the choice of goods and services.'
- 3 create and lead to job losses in richer countries.'
- 4 reduce and increase wealth everywhere.'
- 5 exploit in poorer countries.'
- 6 widen the between rich and poor nations.'
- 7 mean lower costs and cheaper retail, which benefit consumers.'
- 8 give large multinational and trading blocs too much power.'
- 9 lead to damage to the natural, local cultures and industries.'
- 10 promote higher of living, working conditions, technology, education, etc.'



- 1 opportunities
- 2 competition
- 3 unemployment
- 4 poverty
- 5 workers

- 6 gap
- 7 prices
- 8 companies
- 9 environment
- 10 standards



- B** Work in pairs. Which of the statements in Exercise A do you agree with?
- C** Work in pairs. How has the development of international markets affected:
 - a) you as a consumer?
 - b) your company/institution?
 - c) your country?
- D** How do you think international markets will develop in the future?



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VOCABULARY


Free trade

A

In pairs, discuss the question.

What is free trade?



B  **CD2.14 Listen to the first part of a radio interview with Ian McPherson, an expert on international trade. Complete the definition of free trade he gives.**

It's a situation in which goods come into and out of a country without any controls.¹ or². Countries which truly believe in free trade try to³ their trade, that's to say, they take away⁴ to trade. [...] They have open⁵ and few controls of goods at⁶.



1 controls

2 taxes


3 liberalise

4 barriers

5 borders

6 customs



 **CD2.15 Listen to the second part of the interview. Note down five things which stop people trading freely. Explain briefly the meaning of each one.**

EXAMPLE: *1 Tariffs: These are taxes on imported goods.*



CD2 TRACK 15 (I = INTERVIEWER, IM = IAN MCPHERSON)

I OK ... then you gave us several examples of barriers to trade.

IM Yes, I said that there are two main barriers: tariffs and subsidies. Tariffs are taxes on imported goods, so that the imports cannot compete so well against domestic products. Subsidies are money paid to domestic producers so that they can sell their goods more cheaply than foreign competitors. Tariffs and subsidies are barriers to trade because when people are given a choice, generally they will buy the cheapest product.

I You mentioned other barriers – less important ones, perhaps.

IM Uh-huh. I talked about quotas, which limit the quantity of a product which can be imported, and I discussed other restrictions on trade, such as expensive licences for importers, which add greatly to costs; and regulations relating to documents which a company must have to export its goods to certain countries. The documents can be very complicated and difficult to complete, so they slow down trading.



- 1 Tariffs – these are taxes on imported goods (they raise the price of goods and make them more expensive)
- 2 Subsidies to domestic producers – money given to them by the government
- 3 Quotas – limits on the number of goods that can be imported
- 4 Expensive import licences – special permission to import goods
- 5 Complicated regulations for documents – make trade slower and less attractive



1 Choose the best answer.

When there is a policy of deregulation, ...

- a)** companies compete freely.
- b)** there are a lot of government controls.
- c)** companies must follow regulations.

2 Which benefits of free trade does Ian McPherson mention? Tick the ones you hear.

- | | |
|-----------------------------------|----------------------------------|
| a) greater choice of goods | d) better pay |
| b) better-made products | e) a wider choice of jobs |
| c) lower taxes | |

3 Complete the gaps.

Some countries do not practise free trade because they wish to:

- fight against^a competition, for example, dumping;
- protect their^b industries, which are important to their economy;
- be less reliant on^c, because their own economies need developing.

4 Answer the questions.

- a)** What trend in international trade does Ian McPherson mention?
- b)** Why does he think the trend is a good one?



- 1 a**
- 2 a, b, d**
- 3 a) unfair**
b) strategic
c) imports
- 4 a) The trend towards liberalising trade and removing trade barriers**
b) Because the most successful economies tend to have open markets and most of their industries have been deregulated.



E

Use the words and phrases in the box to complete the table below. Use a good dictionary to help you.

barriers	open borders	free port	developing industries	dumping
tariffs	strategic industries	restrictions	quotas	laissez-faire
liberalise	customs	deregulation	subsidise	regulations

Open markets	Protected markets
(Trade without restrictions on the movement of goods)	(Trade with restrictions on the movement of goods, for example, import taxes)
<i>open borders</i>	<i>barriers</i>



open markets

open borders, free port,
laissez-faire, liberalise,
deregulation

protected markets

barriers, developing
industries, dumping,
tariffs, strategic
industries, restrictions,
quotas, customs,
subsidise, regulations



F Match the sentence halves.

- | | |
|---|---|
| 1 We're trying to break into | a) all regulations if you want the delivery to go through without problems. |
| 2 You should carry out | b) the delivery date, let us know as soon as possible. |
| 3 If you would like to place | c) insurance cover for the shipment. |
| 4 If you can't meet | d) a market survey before you make a major investment. |
| 5 They've quoted | e) the Japanese market. |
| 6 Let us know if you want us to arrange | f) an order, press one now. |
| 7 It's essential to comply with | g) us a very good price for the consignment. |



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Exercise F

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



G

Find verb + noun partnerships in the sentences in Exercise F.

EXAMPLE: *1 to break into a market*

Which of them is normally done by:

a) the supplier?

b) the buyer?

c) both the supplier and the buyer?



Exercise G

- 1** to break into a market
 - 2** to carry out a survey
 - 3** to place an order
 - 4** to meet a delivery date
 - 5** to quote a price
 - 6** to arrange insurance cover
 - 7** to comply with regulations
- a)** 1, 4, 5
 - b)** 2, 3
 - c)** 6, 7



H

Discuss the questions.

- 1 To what extent do you have free trade in your country?
- 2 Should certain industries in your country be protected? If so, which ones?
- 3 Is free trade always a good thing, in your opinion?



READING

Trade between China and the US

A

Work in pairs. Read the two articles quickly and choose the best title for each one.

- a) US–China trade has cost 2.3 million American jobs
- b) US protectionism is not the way forward
- c) Stop blaming China for US trade deficit
- d) Yuan needs to rise against the US dollar



Article 1

by Xin Zhiming

'The US should focus on improving its overall economic competitiveness instead of seeking protectionism to combat its economic slowdown,' said the latest 2008 White Paper: American

Business in China. 'And it should not argue for a stronger currency to reduce its trade deficit with China, since the value of the yuan is not the fundamental cause of the deficit,' said the White Paper, which

was released by the American Chamber of Commerce (AmCham) China, AmCham Shanghai and AmCham South China Tuesday.

The US economy is currently slowing, while its trade deficit with China remains high, standing at \$163.3 billion last year. The deficit has led to protectionism against Chinese goods and investment in the US.

The two countries should make 'defending and preserving the



openness of the trade relationship a core commitment', the White Paper said. 'Instances of co-operation between China and US far exceed instances of dispute.

'An open US and an open China will lead to sustained benefits for both US companies and citizens back home,' said Harley Seyedin, Chairman of AmCham South China.'

from China Daily



Article 2

BY ANDREA HOPKINS



The US trade deficit with China cost 2.3 million American jobs over six years, the Economic Policy Institute said on Wednesday.

5 Even when they found new jobs, workers who had lost jobs to Chinese competition saw their earnings decrease by an average of \$8,146 each year because the new jobs paid less, according to the
10 report, funded in part by labor unions.

"(We hope) it will help to focus the debate on trade to where it needs to be right now with respect to China," said Scott Paul, Executive Director of the
15 Alliance for American Manufacturing.

US manufacturers, labor unions, and many lawmakers have long accused

China of manipulating its currency to give Chinese companies an unfair advantage in international trade, and are pressing
20 China to continue to allow the yuan to rise against the US dollar.

China has said the United States should recognize how much its yuan
25 currency has already risen against the dollar—it is about 20 per cent higher since China revalued its currency in July 2005.

China has also said the fact that Americans save much less of their incomes
30 than the Chinese do has increased the trade deficit. Chinese-made goods have been extremely popular in recent years with US consumers looking for low prices.

from Reuters



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Article 1: c

Article 2: a



B Look at the articles again. Decide if the statements are true (T) or false (F).

Article 1

- 1 The US should concentrate on being more competitive economically.
- 2 The US should be protectionist.
- 3 The US should argue for a stronger Chinese currency in order to reduce the US's trade deficit with China.
- 4 The US and China should focus on the openness of their trading relationship.

Article 2

- 5 The US should recognise how much the Chinese currency has already risen against the dollar.
- 6 US labour unions say China has manipulated its currency to give Chinese companies an unfair advantage in international trade.
- 7 The Chinese save less of their income than Americans.
- 8 Americans have recently bought Chinese-made goods at low prices.



- 1 True
- 2 False: 'The US should focus on improving its overall economic competitiveness instead of seeking protectionism to combat its economic slowdown, ...'
- 3 False: ' ... it should not argue for a stronger currency to reduce its trade deficit with China, since the value of the yuan is not the fundamental cause of the deficit ...'
- 4 True
- 5 True
- 6 True
- 7 False: 'China has also said the fact that Americans save much less of their incomes than the Chinese do has increased the trade deficit.'
- 8 True



C

Find the opposites of these words in the articles.

1 free trade **2** upturn **3** surplus **4** dispute **5** decreased **6** spend



Exercise C

1 protectionism

2 slowdown

3 deficit

4 co-operation

5 risen

6 save



- D** Complete the sentences with the words you found in Exercise C.
- 1 Economists know that and import taxes promote inefficiency.
 - 2 The study was done in with local businesses.
 - 3 There has been a in the tourist trade.
 - 4 The figures show a trade of \$4 billion.



Exercise D

1 protectionism

3 slowdown

2 co-operation

4 deficit



What do you think will happen to the trade situation between China and the US?



Language review

Conditional sentences

First conditional sentences

- How do we form 1st conditional sentences?
- When do we use the 1st conditional?



1 We use *if* + present to talk about a possible situation and *will* / *won't* + infinitive to talk about the consequence.

1 If we **get** to the airport early, the flight **will be** delayed.
If you **tell** her the truth, she **won't believe** you.
What **will** you **do if** you **don't find** a job?

2 The *if*-clause can come first or second. If the *if*-clause comes first, we usually put a comma before the next clause.

If you **don't go**, she **won't be** very pleased.
She **won't be** very pleased **if** you **don't go**.

3 We can also use the imperative or *can* + infinitive instead of *will* + infinitive in the other clause.

If you **miss** the last bus, **get** a taxi.
If you **miss** the last bus, you **can get** a taxi.



a Match the sentence halves.

If you leave now, **C**

- 1 The hotel will be cheaper ☐
- 2 If you don't hear from me this afternoon, ☐
- 3 You'll learn more quickly ☐
- 4 If you get that new job, ☐
- 5 You won't pass your driving test ☐
- 6 If I lend you this book, ☐

- A if you don't have enough lessons.
- B will you remember to give it back?
- ~~C you'll catch the 8.00 train.~~
- D if you book it early.
- E if you come to every class.
- F will you earn more money?
- G call me this evening.



b Complete the sentences with the correct form of the verbs.

If we start walking, the bus will come. (start, come)

1 If you me what really happened, I
anybody else. (tell, not tell)

2 If I it down, I it. (not write, not remember)

3 you me if you any news? (call,
get)

4 She you if you her nicely. (help, ask)

5 I you if I from Alex. (phone, hear)

6 You your friends if you to Paris. (miss, move)

7 If you carefully, you everything.
(listen, understand)

8 Your boss pleased if you late for work
today. (not be, be)

9 I you home if you me directions. (drive, give)

10 If you an umbrella, it ! (not take, rain)



Second conditional sentences

- How do we form 2nd conditional sentences?
- When do we use the 2nd conditional?



- 1 We use *if* + past to talk about an imaginary or hypothetical future situation and *would* / *wouldn't* + infinitive to talk about the consequence.
- *would* + infinitive is sometimes known as the conditional tense. We also use it without an *if*-clause to talk about imaginary or hypothetical situations e.g. *I'd never have a cat as a pet. They'd be happier in a bigger house.*
- *would* / *wouldn't* = is the same for all persons. Contractions: *'d* = *would* (*I'd, you'd, he'd, etc.*); *wouldn't* = *would not*.

If a cow **attacked** me, I'd **run** away.

If she **didn't have** a dog, she **wouldn't do** any exercise.

Would you **go** for a swim **if** there **were** sharks in the sea?





2 In a second conditional the *if*-clause can come first or second. If the *if*-clause comes first, we usually put a comma before the next clause.

2 If I **had** more time, I'd **do** more exercise.
I'd **do** more exercise **if** I **had** more time.

3 We can also use *could* + infinitive instead of *would* + infinitive in the other clause.

If we **went** by car, we **could stop** at places on the way.



be in second conditionals

With the verb *be* we can use *were* (instead of *was*) after *I / he / she / it*, e.g.

*If Jack **was** / **were** here, he'd know what to do.*

Use *were* (not *was*) in the expression *If I were you,...*

We often use this expression for advice, e.g.

***If I were you**, I wouldn't take that job.*



a Match the sentence halves.

You'd feel much better **A**

- 1 I'd enjoy the weekend more ☐
- 2 If you didn't have to study for your exams, ☐
- 3 Would you really wear a suit ☐
- 4 If we took a taxi, ☐
- 5 I wouldn't work ☐
- 6 If I went to live in London, ☐

~~A if you did some exercise.~~

B would you come to visit me?

C if I bought one for you?

D we could go out tonight.

E if I didn't have to work on Saturday.

F we would get there sooner.

G if I didn't need the money.



b Complete the sentences with the correct form of the verb to make second conditional sentences.

If I found a good job, I 'd move to the USA. (find, move)

1 We a dog if we a garden. (get, have)

2 If you Indian food, I'm sure you it. (try, like)

3 I it if I it. (not buy, not like)

4 If we a car, we drive to the mountains. (hire, can)

5 We our children more often if they nearer. (see, live)

6 I to that restaurant if I you – it's very expensive.
(not go, be)

7 You more if you more homework. (learn, do)

8 I to work if the traffic so bad. (cycle, not be)

9 you abroad if you a well-paid job?
(work, find)

10 I love living here. I happy if I leave. (not be, have to)



A

Choose the correct verbs to complete the sentences.

- 1 If you give us / 'll give us a discount of 5%, we 'll place / place a firm order.
- 2 Will you deliver / Do you deliver by November if we pay / 'll pay the transport costs?
- 3 If you will lower / lower your price by 5%, we buy / 'll buy at least 4,000 units.
- 4 Would / Does it help you if we sent / are sending the goods by air?
- 5 If you aren't improving / don't improve your delivery times, we 'll have / had to find a new supplier.
- 6 If we will join / joined an association of producers, we would get / will get a better price for our coffee.



1 give us; 'll place

2 Will you deliver; pay

3 lower; 'll buy

4 Would; sent

5 don't improve; 'll have

6 joined; would get



B

CD2.17 Naoko Nakamura, a buyer for a large Japanese department store, is negotiating with Li Bai, Sales Director for a clothing company in Hong Kong. Listen and complete the conversation.

- Naoko If I¹ 30,000 silk scarves, what discount will you offer us?
- Li On 30,000, nothing. But if you buy 50,000 scarves, then² offer you 10%.
- Naoko OK, I'll think about that. And tell me, if we placed a very large order, say 80,000 units,³ to despatch immediately?
- Li We can normally guarantee to despatch a large order within three weeks. But if you⁴ at a peak time, like just before Chinese New Year, it will be impossible to deliver that quickly.
- Naoko I take it your price includes insurance?
- Li Actually, no. Usually, you'd be responsible for that. But if the order⁵ really large, that would be negotiable, I'm sure.
- Naoko What about payment?
- Li To be honest, we'd prefer cash on delivery, as this is our first contact with you. If you⁶ a regular customer,⁷ you 30 days' credit, maybe even a little more.
- Naoko That's all right. I quite understand.
- Li Look, how about having some lunch now, and continuing later this afternoon? Then we could meet for an evening meal. I know an excellent restaurant in Wanchai.
- Naoko Yes, let's continue after lunch. If I had more time,⁸ to have dinner with you, but unfortunately my flight for Tokyo leaves at eight tonight, and I need to be at the airport by six.



Exercise B

1 order

2 we'll

3 would you be able

4 order

5 was

6 were

7 we would offer

8 I would love




LISTENING

Training for negotiating



Andy Simmons

A

 CD2.18 Andy Simmons is a partner at The Gap Partnership and is an expert on negotiating. Listen to the first part of the interview. What three things does Andy say are important in negotiating?



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.....

**Create an environment where people can do; keep the
learning fresh; look at the feedback from negotiations**

.....




CD2 TRACK 18 (I = INTERVIEWER, AS = ANDY SIMMONS)

I How do you train people to be good negotiators?

AS There are three things that are important in negotiation training. Number one is to create an environment where people can do. Using case studies and the use of video, people are able to see how they behave on video. They can look at what's appropriate and they can look at what is inappropriate. What I mean by that is, where they're effective and where they are ineffective. Using feedback, people are then able to change their behaviour – rather than just telling people about negotiation or reading a book. So the experience is vital. Number two: it's about keeping the learning fresh. Using different vehicles and different formats, whether that be, er, e-learning, watching videos online – or recently podcasts – or whether it be through a series of different activities following on the workshop to keep it live, keep it fresh, and to stop people falling into those old habits. The third thing that's very important indeed is to look at the feedback from the negotiations themselves. And at The Gap Partnership, we use a ROI system – which means 'return on investment'. We measure the effectiveness of those negotiations for many months after the training, and this enables us to tweak and change the training and make it more customised. But it also allows the client to see the effects of that training, to measure it, and that provides them with a degree of investment for the future.



B

 **CD2.19 Listen to the second part and complete the gaps.**

In fact, this concept of¹ – that's what we teach – says that there is no one way, there are many² ways, ranging from the very³, very high-.....⁴ negotiations that are generally win-lose, all the way through to the very, very⁵ negotiations, which are deemed as⁶. And there's no right or⁷, or there's no good or bad, it's just what's appropriate to the⁸.



1 appropriateness

2 different

3 competitive

4 conflict

5 co-operative

6 win-win

7 wrong

8 circumstances



 **CD2.20 Listen to the final part and answer the questions.**

- 1 What behaviours are appropriate for being a good negotiator?
- 2 How do you tell if there is more scope for negotiation?



- 1 Be versatile, be adaptable, be able to change behaviour according to circumstances, be able to manage conflict and the pressure of face-to-face negotiation, be able to plan effectively, be analytical, be open-minded and creative, have self-discipline**
- 2 Listen for certain language cues – soft exposing give-aways.**



CD2 TRACK 20 (I = INTERVIEWER, AS = ANDY SIMMONS)

I What makes a really good negotiator?

AS There are many behaviours that make a good negotiator. And, er, when I say 'good negotiator', it's the word 'appropriate' – appropriate in being able to change – and so the overriding thing is to be versatile, to

be adaptable, to be able to change your behaviour according to those circumstances. And the behaviours that are appropriate are everything from being able to manage conflict, be able to, er, manage the pressure in a face-to-face negotiation, right the way through to being able to plan effectively, to be analytical, but at the other end of the spectrum, to also be open-minded and creative, in other words to come up with ideas on how to repack the negotiation, and to have the self-discipline in being able to communicate that with the right use of language. And when I say 'the right use of language', er, effective negotiators are able to watch for when there is more scope for negotiation. What I mean by that is, the ability to be able to look out and listen for what we call 'soft exposing give-aways'. These are the small bits of language around proposals that will tell you that your counterpart, the person on the other side of the table, has more negotiation room. And these are words like 'I'm looking for ... roughly ... in the region of ... around about ... I'd like ... I'm hoping for ... currently ... right now ... er, probably'. Er, these are words that negotiators spot to help them understand just how movable the other side is. And so language itself is very important and the control of that language; but also the ability to listen. Because the more information you have, the more powerful you become, because information is power.



D

Discuss the questions.

- 1 What do you think makes a really good negotiator?
- 2 Do you prefer high-conflict win-lose negotiations or cooperative win-win negotiations?
- 3 How common is negotiating in your country?



Revision: International Markets

VOCABULARY

9 International markets

Match the verbs (1–6) to the nouns (a–f).

- | | |
|------------------|---|
| 1 to comply with | a) a market |
| 2 to carry out | b) a price |
| 3 to break into | c) an order |
| 4 to place | d) a market survey, an enquiry, an investigation, tests |
| 5 to quote | e) the delivery date, a deadline |
| 6 to meet | f) the regulations, a rule, an order |



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1 f 2 d 3 a 4 c 5 b 6 e



CONDITIONS

1 Match the sentence halves.

- | | |
|---|---|
| 1 If they didn't offer such good terms, | a) we'll have to cancel it. |
| 2 If you ordered a larger quantity, | b) the consignment will reach us in time. |
| 3 If we offer them a 10% discount, | c) we can start production as scheduled. |
| 4 If you don't confirm your order soon, | d) we wouldn't do business with them. |
| 5 As long as we get the parts in May, | e) we could negotiate a better price. |
| 6 Provided that it is sent by air, | f) they say they'll place an order today. |



Exercise 1

1 d 2 e 3 f 4 a 5 c 6 b



2 Complete the sentences with *'ll*, *'d*, *won't* or *wouldn't*.

- 1 We have to look for another supplier if you can't deliver this month.
- 2 You get such a good commission if you didn't win so many deals.
- 3 We cut the price by 10% if you gave us a firm order in advance.
- 4 If we don't retrain our staff, they be able to use the new software.
- 5 Unless we hear from you within five days, we assume that the deal is off.
- 6 If you met your sales targets, we consider offering you a three-year contract.



Exercise 2

1 'll 2 wouldn't 3 'd 4 won't 5 'll 6 'd



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Unit 10 Ethics



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What do we mean by 'ethics'?



Ethic *noun*

a system of accepted beliefs that control behaviour, especially such a system based on morals:

- *the (Protestant) work ethic*
- *The ethics of journalism are much debated.*
- *He said he was bound by a scientist's code of ethics.*
- *Publication of the article was a breach of ethics.*



Ethics uncountable noun

what is morally right and what is not

- More examples
- The doctor has been accused of violating professional ethics.
- a code of behaviour/ethics
- The company was known for its poor business ethics and many people refused to buy its products.
- Members of the society are highly qualified and governed by a strict code of ethics.
- He wrote an article criticizing the business community for its the lack of ethics.



Discuss the questions.

- 1 What is the purpose of a business, in your opinion? Is it just to make money?
- 2 What do you understand by the term 'an ethical business'?



The primary purpose of a business is **to maximize profits for its owners or stakeholders while maintaining corporate social responsibility.**

Do you agree with this statement?



The market for ethical business is growing.

But *what is* an ethical business?

There's no one definitive profile of an ethical business – it's all about making a profit and doing good. It's not a legal structure (unless you're a charity or not-for-profit), but it does impact how your business operates.

Running an ethical business is much like living an ethical lifestyle – it's all about considering the impact of your actions, products and services on people, animals and the environment.

Ethical businesses try to minimise any negative impact they make on society or the environment. They may also try to make a positive impact on a particular cause – a business model that is often known as a social enterprise.



VOCABULARY

Right or wrong

A

Look at the situations. Which do you think are the most serious?


- 1 A new contact suggests that a payment into his private bank account will enable a company to win a valuable supply contract.
- 2 An employee informs some friends about a company takeover before it is generally known so they can buy shares and make a profit.
- 3 A company is making copies of luxury branded products and selling them in street markets.
- 4 An upmarket private airline only employs attractive women under 25 years old as cabin crew and ground staff.
- 5 An industrial company is disposing of waste chemicals in the sea.
- 6 A car manufacturer is secretly taking photos of a rival's new model at a test track.
- 7 A cosmetics and pharmaceutical company tries out all its products on rats and mice.
- 8 Some criminals buy property and expensive cars with money they got from illegal activities. The goods are then sold and the now 'clean' money is used in other businesses and new bank accounts.
- 9 A group of rival mobile phone companies get together and agree to charge approximately the same amount for a range of services and packages.
- 10 A company tells the authorities that it is making a lot less profit than it actually is.



- B** Match words from Box A and Box B to make word partnerships which describe the activities in Exercise A.

EXAMPLE: 1 *bribery and corruption*

A	bribery	price	environmental	sex	insider
	tax	counterfeit	money	animal	industrial
B	and-corruption	testing	discrimination	fraud	trading
	fixing	laundering	goods	pollution	espionage

- C**  CD2.25 Mark the stress in each word partnership from Exercise B. Then listen to the correct answers.



- | | |
|---|--|
| 1 <u>bri</u> bery and cor <u>ru</u> ption | 6 <u>tax</u> <u>fraud</u> |
| 2 <u>price</u> <u>fixing</u> | 7 <u>count</u> erfeit <u>goods</u> |
| 3 environ <u>men</u> tal poll <u>u</u> tion | 8 <u>money</u> <u>laundering</u> |
| 4 <u>sex</u> discrim <u>ina</u> tion | 9 <u>animal</u> <u>test</u> ing |
| 5 <u>insider</u> <u>trading</u> | 10 <u>industrial</u> <u>espion</u> age |



Discuss the questions.

- 1 Which of the activities described in Exercise A are illegal in your country?
- 2 Are there any which you think should not be illegal because this damages business?
- 3 In your opinion, which are the easiest or most difficult to control?



E

Work in groups. What should you do in each of these situations?

- 1 Your boss has asked you to make one member of your department redundant. The choice is between the most popular team member, who is the worst at his job, or the best worker, who is the least popular with the other team members. Who do you choose?
- 2 The best-qualified person for the post of Sales Manager is female. However, you know most of your customers would prefer a man. If you appoint a woman, you will probably lose some sales.
- 3 You work for a travel company which is in serious financial difficulties and will go bankrupt in the near future. Your boss has ordered you to continue to accept deposits and payments from customers until the company officially stops trading. You fear that these people may lose their money or may be left abroad when the company collapses.
- 4 Your company has a new advertising campaign which stresses its honesty, fairness and ethical business behaviour. It has factories in several countries where wages are very low. At present, it is paying workers the local market rate.



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READING

**The ethics of
résumé writing**

A

In groups, discuss the question.

Is there ever a time when it is OK to lie on a résumé?



B

Read the headline and subheading of the article. In pairs, predict five words that will appear in the article. Include some words connected to dishonesty. Check the article to see if you were correct. Underline all the words in the article connected with dishonesty.

The ethics of résumé writing

It's never OK to lie on a résumé. But what about stretching the truth?

by Clinton D. Korver



How much can you “dress up” your résumé to make yourself as strong a candidate as possible without crossing the ethical line of deception? Consider a few conflicting thoughts:

- Over 50% of people lie on their résumé.
- A Monster.com blog about the dangers of lying on your résumé elicited 60 comments from job seekers recommending lying and only 46 discouraging it. Recommenders justified lying by claiming: everyone else is doing it, companies lie about job requirements, and it's hard to get a good job.
- Executives caught lying on their résumés often lose their jobs.

If you are reading this blog, you probably are not tempted by dishonesty. But what about the following:

- Claiming a degree that was not earned because you did most of the work and were only a few credits short.
- Creating a more impressive job title because you were already doing all of the work of that position.
- Claiming a team's contributions as your own, because other members did not carry their weight.
- Inflating the number of people or range of functions for which you had direct responsibility because you really did have a great deal of influence over them.

These are called rationalizations—constructing a justification for a decision you suspect is really wrong. You create a story that sounds believable but doesn't pass close examination. You begin to fool yourself. You develop habits of distorted thinking.

So where is the line? You need to decide that for yourself. Here are some tests to keep your thinking clear:

- Other-shoe test: How would you feel if the shoe were on the other foot and you were the hiring manager looking at this résumé? What assumptions would you draw and would they be accurate?
- Front-page test: Would you think the same way if the accomplishment in question were reported on the front page of the Wall Street Journal? Or your prior employer's internal newsletter?

But wait, you say. My résumé doesn't quite pass these tests, but there is something real underneath my claims, and I do not want to sell myself short.

When in doubt, ask an old boss. While asking an old boss may be difficult, it has many benefits. Precisely because it is difficult, it forces you to think clearly and sometimes creatively. Asking also checks the accuracy of your claims, trains your old boss in how to represent you during reference checks, and sometimes your old boss may give you better ways to represent yourself.



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lie, stretch the truth, deception, dishonesty



Read the article again and answer the questions.

- 1 What reasons are given for not being totally honest on your CV?
- 2 What can happen to senior managers who lie on their CVs?
- 3 Which of the four rationalisations do you think is the most serious? Why?
- 4 What happens to you when you start using rationalisations?
- 5 What are the advantages of asking an old boss?



- 1** Everyone else does it, companies lie about job requirements, it's hard to get a good job
- 2** They can lose their jobs.
- 3** (Ask for students' opinions.)
- 4** You begin to fool yourself and develop habits of distorted thinking.
- 5** It forces you to think clearly and creatively, it checks the accuracy of your claims, it trains your old boss in how to represent you during reference checks, your old boss may give you better ways to represent yourself.



D

Discuss the two situations and decide what you would do in each case.

- 1** You discover that one of your top employees, who has done an excellent job for the last 15 years, lied about their qualifications when she joined the company.
- 2** One of your employees, who is not a good worker, has asked you to give him a good reference. You would be happy if this employee left the company.



LISTENING

Helping environmental research



David Hillyard

A

CD2.26 David Hillyard, Director of Programmes at EarthWatch, is describing his organisation. Listen to the first part of the interview and complete the gaps.

EarthWatch is an¹ research and² and³ organisation, and we have over⁴ field research projects around the⁵. That involves, er,⁶ looking at how animals and⁷ are coping in their natural⁸.



1 international

2 conservation

3 education

4 100

5 world

6 scientists

7 plants

8 environment



B

 **CD2.26 Listen again and answer the questions.**

- 1 Where does EarthWatch have offices?
- 2 How are EarthWatch's field research projects designed?



- 1** The US, the UK, India, Melbourne (Australia), Japan, China
- 2** So that members of the public, company employees, teachers, young people and young scientists can join researchers in the field as field assistants and collect real data that contributes to understanding what is happening.



CD2TRACK 26 (DH = DAVID HILLYARD)

DH EarthWatch is an international research and conservation and education organisation, and we have over 100 field research projects around the world. That involves, er, scientists looking at how animals and plants are coping in their natural environment. So all these 100 projects are supported from offices that we have in the US, in the UK, in India, in Melbourne, and in Japan and China. And the purpose of our work is to provide the scientific data about what's happening to animals and plants in the world as climate change and as human population expands and as the environment is degraded. All our field research projects are designed in a way that members of the public, company employees, teachers, youth, young scientists can join our researchers in the field as field assistants and collect real data that is contributing to understanding what is happening.



 **CD2.27 Listen to the second part of the interview and answer the questions.**

- 1** Why do businesses need to change the way they operate?
- 2** What opportunity do companies have with respect to the environment?




CD2 TRACK 27 (I = INTERVIEWER, DH = DAVID HILLYARD)

I What role can corporate sponsors play in helping the environment?

DH Companies have a huge role to play. Er, our global economy is based on the companies operating and producing goods and services that we consume. So, fundamentally, businesses need to change the way they operate in order to help and reduce the environmental impact of their operations. I think many companies are able to set leading examples, to innovate and to find new solutions to the environmental problems we have. So, erm, most people in the world work for a company, so the opportunity for companies to educate and engage their employees and get their employees inspired and motivated to do something in their own communities or in their workplace with respect to the environment is a big opportunity that ... that EarthWatch certainly believes in, and EarthWatch works with many companies to try and promote environmental change and promote good practice so that those leading companies can then influence other companies to follow, and also influence government.



D

 **CD2.28 Listen to the final part and write three sentences about the collaboration with HSBC. Compare your sentences with a partner's.**



Sample answer

EarthWatch is working with HSBC, the global bank, so that the bank's employees can work on data collection along with EarthWatch researchers.

This research is about how forests are coping with climate change and how animals and plants are affected.

This is a way of involving employees and getting them to go back into their companies so that they influence colleagues about climate change.



CD2TRACK 28 (DH = DAVID HILLYARD)

DH So, for example, we work with HSBC, the global bank, on a climate partnership which is in collaboration with other key conservation organisations such as WWF and the Smithsonian Institute, and through that, we're providing a learning opportunity online for every single HSBC employee around the world and also setting up five climate-change research centres around the world, and 2,000 HSBC employees over the next five years will join our field researchers in India, in Brazil, in the US, in the UK and in China to carry out data collection to understand how forests are, are coping with climate change and what is happening and what, what, how animals and plants are being affected.


So that's a very important programme, and it's a very important way of getting company employees involved in our work, understanding what the issues are and then taking that back into their workplace and becoming, we call them climate champions, ambassadors for, for environmental change, so that they can then influence their colleagues and also the way that HSBC operates as a business. So that's an example of a very important programme for us, erm, and a demonstration of how a company can, erm, can and should make a difference in terms of these issues.



LANGUAGE REVIEW

Narrative tenses

A

 CD2.29 Listen to a conversation about a woman who was fired from her job and put these events in the order that they happened.

- a) She lost her job.
- b) She felt desperate.
- c) She lied on her CV.
- d) There was an HR initiative.
- e) The company found out she did not have a Master's degree.
- f) She got a really good job.
- g) She got strong performance reviews.



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b, c, f, g, d, e, a



We can use different tenses to narrate a story.

Past simple	<i>The company fired her.</i>
Past continuous	<i>Everything was going really well.</i>
Past perfect	<i>She had lied on her CV.</i>
Present perfect	<i>Since then, I've advised everyone to be honest.</i>

Which tense is normally used for:

- 1 setting the scene and providing background information?
- 2 events which happen before the story begins?
- 3 events in the story?
- 4 saying what the present results of the story are?



1 Past continuous

2 Past perfect

3 Past simple

4 Present perfect



- 1 The past simple is common when we describe a sequence of events or tell a story in chronological order about events that happened in the past.

*On Monday 3 December 1984, a poisonous cloud of gas **escaped** from a pesticide plant in Bhopal, India. Eye witnesses **described** a cloud in the shape of a mushroom which rose above the plant and then **descended** over the town.*



- 2 We use the past perfect to situate an event that happened before another past event.

*By the end of the week, 1,200 people **had died** and at least 10,000 **had been affected** very seriously.*



We use the past continuous to describe unfinished events which were in progress around a particular past time.

*By Monday 10 December, the death toll had risen to 2,000, and American lawyers representing Indian families **were suing** Union Carbide for \$12.5 billion in compensation. Meanwhile, journalists **were asking** the company difficult questions about its safety procedures, and the share price **was dropping** sharply, as investors became worried about the billions of dollars of compensation that the company might have to pay.*

(Adapted from Ian Marcousé, *Business Case Studies*, Longman 1990)



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The present perfect is used to describe past events of current significance.

*A major problem for doctors in Bhopal was lack of information on how to treat the chemical's effects. A pathologist said: "Why **hasn't** Union Carbide **come forward** to tell us about the gas that **has leaked** and how to treat it? Is it not their moral duty? They **have not come forward**."*



CD2.29 Listen to the conversation again. Follow the audio script on page 163 and note down examples of each of these tenses.

- a) past simple
- b) past continuous

- c) past perfect
- d) present perfect

CD2 TRACK 30

- A** OK, let's talk about Tom. We all know he's become a real problem. And we can't turn a blind eye to what's going on any longer. He's sending in sales reports saying he's met various customers and we find out it's not true. And worst of all, he's putting in expense claims we know to be false. He claims he's had meals with customers, and then we find out they haven't met him for ages. These are serious matters, we can't ignore them. But also he's upsetting the other people in the department. They say he's really rude and unco-operative, a real nightmare to work with.
- B** Yeah, the problem is, he's a really good salesman – in fact, he was our top salesman last year – but I agree he needs tighter control. He isn't behaving professionally and he's not being a good team player. We can't let it go on.
- A** Exactly. But what are we going to do about it? It won't be easy; he's a really difficult character. Incredibly independent ... he hates rules and regulations.
- B** I'd say there are two ways we could deal with this. We could have a chat with him about his sales reports. Also we could mention that we're checking all expense claims very carefully in the future. If we do that, he may come to his senses and start behaving professionally. Or we could take a strong approach. Tell him if he doesn't change his ways, we'll be sending him a warning letter, and that could lead to him being dismissed. What do you think?

- A** Mmm, both those options have advantages. But if we just have a friendly chat with him, he may not take it seriously. To be honest, I doubt whether he'll change much with that approach. But if we take a firm approach, there's a risk he may get upset and look for another job. We don't want that either.
- B** No, we certainly don't want to lose him. OK, let's look at it from another angle. I'm wondering if he has personal problems and they're affecting his work. Why don't we have a friendly talk with him and find out if that's the real problem? He might respond well to that approach.
- A** Mmm, maybe you're right. It might be the best way to deal with the problem. One thing's for sure, he's a brilliant salesman and he's making a load of money for us, so we certainly don't want to lose him unless we have to.
- B** OK, let's see if we can sort this out. I'll arrange for Tom to meet us. How about next Wednesday? Is that a good time?
- A** OK with me – I'm free that morning.



- a)** happened, got, was, fired, said, did [...] find out, required, found out, didn't have, wasn't, cost
- b)** was going, was getting, was receiving, was exceeding
- c)** had lied, had claimed, had [...] made up, had done, had felt, had been
- d)** have been, 've advised



C

Complete this text about a pharmaceutical company with the correct tenses of the verbs in brackets.

We like to think we are an ethical company, but we¹ (have) a problem last year when we² (launch) our new product.

Let me give you the background to the problem. The new product³ (sell) very well, we⁴ (get) good feedback, and sales⁵ (increase) month by month. Everyone was happy.

Then it all⁶ (go) wrong. In August, we⁷ (start) to get complaints from some doctors about one of our salesmen. They⁸ (complain) about the methods that the salesman⁹ (use) to persuade them to endorse the product. He¹⁰ (offer) them expensive gifts and¹¹ (take) them to expensive restaurants. The doctors¹² (feel) under pressure to promote the product.

By the end of the year, we¹³ (receive) over 30 complaints about that particular salesman. In December, articles¹⁴ (start) to appear in the press about our unethical sales methods. In the end, we¹⁵ (fire) the salesman. As a result of this, we¹⁶ (recently issue) guidelines to all sales staff about appropriate gifts.



- 1** had
- 2** launched
- 3** was selling
- 4** were getting
- 5** were increasing
- 6** went
- 7** started
- 8** were complaining / complained
- 9** was using / used
- 10** was offering / offered
- 11** (was) taking / took
- 12** felt
- 13** had received
- 14** started
- 15** fired
- 16** have recently issued



Sharon Embley *started*.....¹ (*start*) working as Deputy Marketing Manager for Fleur de Lys Cosmetics three years ago. It was the kind of job she² (*always / want*). Competition for the post³ (*be*) really tough, and she knew she⁴ (*be*) selected because of her experience in marketing, which she⁵ (*gain*) in her previous job with a pharmaceuticals company.

Sharon⁶ (*be*) young and ambitious. She was also a person of absolute moral integrity. In fact, she⁷ (*apply*) for this post with Fleur de Lys mainly because the company⁸ (*pride*) itself on its ethical business practices. Its image was built on natural ingredients, environment-friendly packaging, and a ban on animal testing. This image⁹ (*reflect*) the values which Sharon¹⁰ (*always / cherish*).

Things¹¹ (*go*) really well, until one day a file.....¹² (*land*) on her desk. She¹³ (*not / know*) the file was not meant for her, or that it¹⁴ (*contain*) confidential information. She.....¹⁵ (*read*) it all, and¹⁶ (*discover*) to her amazement that Fleur de Lys was not as 'clean' as it claimed to be. It¹⁷ (*be*) true that they did not test their products on animals, but only because they did not need to: other laboratories¹⁸ (*already / test*) the ingredients on animals!

Ironically, the day before she¹⁹ (*read*) the report, the director²⁰ (*call*) her to her office. She²¹ (*inform*) Sharon that she²² (*plan*) to promote her very soon as the current Marketing Manager was due to retire.

Sharon²³ (*not / experience*) such confusion for a long time. What should she do? If she²⁴ (*blow*) the whistle, she would not get promoted and might even be dismissed. And if she²⁵ (*keep*) silent ...



- 2** had always wanted
- 3** had been
- 4** had been
- 5** had gained
- 6** was
- 7** had applied
- 8** prided
- 9** reflected
- 10** had always cherished
- 11** were going
- 12** landed
- 13** did not know

- 14** contained
- 15** read
- 16** discovered
- 17** was
- 18** had already tested
- 19** read
- 20** had called
- 21** had informed
- 22** was planning (*or* planned)
- 23** had not experienced
- 24** blew
- 25** kept



C Match these sentence halves.

- | | |
|--|--|
| 1 The fact that some politicians hold shares in big companies | a) but he was never found guilty of fraud. |
| 2 Some vitamins that athletes used to take | b) for her fairness and absolute integrity. |
| 3 His past may not be completely clean | c) have been involved in major cover-ups. |
| 4 Many countries would probably become less corrupt if big businesses | d) have now become illegal. |
| 5 Everybody praises our director | e) raises interesting ethical questions. |
| 6 Most weapons-exporting countries | f) stopped offering bribes. |



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C

2 d 3 a 4 f 5 b 6 c



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Unit 12

Competition



Are you:

- a) very competitive
- b) fairly competitive
- c) not at all competitive



Answer the questions in the quiz and then turn to page 140 to find out your score

How competitive are you?

- 1 Which of the following statements do you agree with?**
 - a) Winning is everything.
 - b) It's not the winning that counts, it's the taking part.
 - c) We are in this world to help each other.
- 2 Which of the following would satisfy you?**
 - a) Earning more than anyone else you know.
 - b) Earning more than most of your friends.
 - c) Earning enough to have a comfortable life.
- 3 You have just won €50,000 and need to buy a new car. Do you:**
 - a) spend €12,000 on a reliable car that will get you from A to B?
 - b) spend €26,000 on a middle-range car?
 - c) spend the entire €50,000 on a flashy, top-of-the-range car that will impress all your friends?
- 4 If a colleague did something very successful, would you feel:**
 - a) pleased for them?
 - b) pleased for them, but a bit jealous?
 - c) very jealous and unhappy?
- 5 If you lose at something, do you:**
 - a) forget about it immediately?
 - b) think about it for a while?
 - c) never forget?
- 6 How do you feel when you win? Do you:**
 - a) boast about it and tell everyone?
 - b) feel good, but keep it to yourself?
 - c) feel sorry for the person who lost?
- 7 What do you want for your children? Do you want them:**
 - a) to be happy?
 - b) to achieve more than you did?
 - c) to be the best at everything?
- 8 You are at the traffic lights next to another car. The lights change to 'go'. Do you:**
 - a) let the other car go first?
 - b) move away slowly, without being aware of the other car?
 - c) try to be the first away?
- 9 You are waiting to check in at a crowded airline counter. There does not seem to be a system of queuing. Would you:**
 - a) push your way to the front?
 - b) insist loudly that a fair system is adopted?
 - c) keep quiet and wait?
- 10 How do you feel about doing this quiz? Do you want to:**
 - a) show you are the most competitive person in the group?
 - b) show you are the least competitive person in the group?
 - c) find out something about yourself?



Key

1 a) 3 b) 2 c) 1

2 a) 3 b) 2 c) 1

3 a) 1 b) 2 c) 3

4 a) 1 b) 2 c) 3

5 a) 1 b) 2 c) 3

6 a) 3 b) 2 c) 1

7 a) 1 b) 2 c) 3

8 a) 1 b) 2 c) 3

9 a) 3 b) 2 c) 1

10 a) 3 b) 2 c) 1



Over 26

You are extremely competitive. You have high standards and expect a lot from yourself and other people. You are probably an impatient person. You like to win at all times and get upset if you lose. You perform well under pressure and enjoy a challenge.

18–26

You are fairly competitive. You are competitive in areas that are important to you. You don't always have to be the best. You are pleased when other people are successful, such as members of your family or your colleagues. You don't believe that 'winning is everything'.

12–17

You are not very competitive. You believe it is more important to take part than to win. You enjoy working in a group rather than individually. You try to avoid pressure as much as possible.

11–10

You are not at all competitive. You are probably a good team player. You want to enjoy life and be as relaxed as possible. You don't like being the centre of attention. You try to avoid working under pressure or having to meet tight deadlines.



VOCABULARY

Competition idioms

A

There are many idioms from sport used in business, particularly when talking about competition. Complete the idioms below with the nouns in the box. Which sports do you think they come from?

player ropes game field ball seat horse goalposts race neck

1 a level playing field

2 in the driving

3 to be neck and

4 flogging a dead

5 a major

6 move the

7 keep your eye on the

8 ahead of the

9 a one-horse

10 on the



B

Which of the idioms in Exercise A refer to:

- a) a situation of fair competition?
- b) being in front of the competition?
- c) being at the same level as the competition?
- d) being the only competitor?
- e) wasting your time on a hopeless situation?
- f) staying focused?
- g) a change in the rules?
- h) being in control?
- i) being in a very bad situation?
- j) an important company or person with a lot of power or influence?



- 1** field (football) – a
- 2** seat (motor racing) – h
- 3** neck (horse racing) – c
- 4** horse (horse racing) – e
- 5** player (football, baseball) – j
- 6** goalposts (football) – g
- 7** ball (tennis or any ball game) – f
- 8** game (any sport) – b
- 9** race (horse racing) – d
- 10** ropes (boxing) – i



1. a level playing field

A state in which conditions in a competition are fair for everybody:

He wants the government to revise the tax code to provide a level playing field for all companies.

2. In the driving seat

In control of the situation.

Although the negotiations were very difficult, our company was in the driving seat all the way.

3. To be neck and neck

So close that the advantage or lead shifts from one to the other or is virtually indistinguishable.

The two are neck and neck in developing a new operating system for the computer.



4. Flogging a dead horse

Waste energy on a lost cause or a situation which cannot change

It's time to walk away from these negotiations. The other company will never agree to compromise.

5. A major player

An important person in an activity or organisation

The new sales manager is definitely a major player in the deal.

6. Move the goalposts

To change the rules or requirements in a way that makes success more difficult

He always moves the goalposts so we can't anticipate what he wants.



7. keep your eye on the ball

To continue thinking about or giving attention to something important, to stay focused:

She really needs to keep her eye on the ball if she wants to win the election.

8. ahead of the game

in a position or situation in which one is likely to succeed, win, etc.

The company has stayed ahead of the game by meeting new government standards before they go into effect.

9. a one-horse race

A contest in which it is obvious even before it starts that one person or team is much better than the others and will win

Marseille are threatening to turn the French championship into a one-horse race.

The army claims the rebels are on the ropes.

10. On the ropes

If you say that someone is on the ropes, you mean that they are very near to giving up or being defeated.



C

Complete the extracts with the most suitable idioms from Exercise A. Remember to change the verb form where necessary.

- 1 It's not a level playing field any more. As a small, family-owned company, it's very difficult for us to compete with the big multinationals in terms of price.
- 2 They are so far ahead of their competitors in terms of new products that it has become It will be years before their rivals catch up with them.
- 3 There's no point continuing with the project. It'll never work. We're
..... . We need to look elsewhere if we're to fight off the competition.
- 4 With our market dominance in Asia, we're in an extremely powerful position. We are really
- 5 We have exactly the same market share as our nearest rival. According to independent research, we're also in terms of sales so far this year as well.
- 6 Although the market has expanded, there are still really only two
They will fight it out for market dominance.



- 1 playing field
- 2 a one horse race
- 3 flogging a dead horse
- 4 in the driving seat (You could also accept *ahead of the game.*)
- 5 neck and neck
- 6 major players



D Discuss the questions.

- 1 Have you ever felt you were *flogging a dead horse*
 - a) at work?
 - b) in your private life?
- 2 Which companies are *ahead of the game* in your industry or the industry you would like to work in?
- 3 Can you give an example of a situation when
 - a) someone *moved the goalposts*?
 - b) you were *in the driving seat*?How did you feel?
- 4 Name some *major players* in the following industries:
automotive, telecoms, computing, electronics, an industry you know well



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READING

Head-to-head competition

What do you know about Starbucks and McDonald's?



B

Read the first two paragraphs of the article. Which company is focusing more on the international market?



McDonald's stirs up battle with Starbucks

by James Quinn

Starbucks' Chief Executive Jim Donald – who has presided over a 50 per cent decline in the retailer's share price in the last 12 months – is to be replaced by founder and Chairman Howard Schultz.

His appointment comes after a dark 12 months for Starbucks, which has seen it lose out to rivals such as Dunkin' Donuts and McDonald's, who have begun to replicate its success. Schultz is now set to slow the expansion of the retailer's growth in the US, closing under-performing stores in direct response to the slowing North American economy. Instead, he will focus on the company's international plans, using money originally earmarked for US store openings for its global expansion plans.

Fast-food giant McDonald's is set to take on Starbucks in the competitive coffee market,

with plans to open coffee bars across the United States. McDonald's, until now better known for Big Mac burgers than its beverages, yesterday detailed plans to roll out coffee bars complete with their own 'baristas' in its near-14,000 North American stores.

Although there is no fixed timescale for the roll-out, trials are already under way, and it is believed the push could add \$1bn a year to McDonald's \$21.6bn of annual sales. The aim is to compete head-to-head with Starbucks in the ever-increasing brewed coffee market.

The trial involves recruiting 'baristas' – a term made famous by Starbucks – to stores, where espresso machines are displayed at the counter, so allowing customers to actually see the drinks being made. This is in direct contrast to McDonald's traditional



approach, where products tend to be made out of sight from the consumer.

McDonald's is also trying to demystify the at times confusing Starbucks approach to coffee, replacing sizes such as 'venti' and 'grande' with a simplistic small, medium and large.

In a direct side-swipe at its coffee-focused rival, it is even going so far as to use the difficulties customers often have in pronouncing words like 'latte' in consumer advertising in



Kansas City, where one of the trials is taking place.

A McDonald's spokesman told the Daily Telegraph that the push is part of the company's global focus on offering 'great products at great value', suggesting the price point will be somewhat lower than that of Starbucks. The move follows on from a previous roll-out of its coffee products, and is part of a wider re-imaging of many of its stores.



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Starbucks



C Read the whole article, then look at these company plans. Write 'M' (McDonald's) or 'S' (Starbucks) for each one.

- 1 start competing in the coffee-bar market
- 2 replace their Chief Executive
- 3 slow expansion in the US
- 4 introduce coffee bars with 'baristas'
- 5 close under-performing stores
- 6 focus on international plans
- 7 allow customers to see drinks being made
- 8 use simple sizes for coffees
- 9 probably offer coffee at a lower price than their major competitors



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1M 2S 3S 4M 5S 6S 7M 8M 9M



D

Reread the article's headline and first three paragraphs and find the prepositions that go with these verbs.

1 stir

2 replace

3 lose

4 focus

5 take



Exercise D

1 up

2 by

3 out to

4 on

5 on



- E** Match the verbs and prepositions in Exercise D (1–5) with the meanings (a–e).
- a) to not get something because someone else gets it instead
 - b) to compete or fight against someone
 - c) to give all your attention to a particular thing
 - d) to take something else's place
 - e) to deliberately cause problems



Exercise E

- a) lose out to**
- b) take on**
- c) focus on**

- d) replace (by)**
- e) stir up**



F

Match the phrasal verbs with *take* (1–5) with the meanings (a–e).

1 be taken aback

2 take off

3 take on

4 take out

5 take over

a) grow rapidly

b) give employment to

c) be surprised

d) gain control of a company

e) arrange (of money)



Exercise F

1 c 2 a 3 b 4 e (as in *take out a loan*) 5 d



G

Complete the sentences with an appropriate form of *take* and a preposition.

- 1 We were going to five new staff next month, but then the economy crashed.
- 2 They pretended it was a merger, but it feels like we were
- 3 We were when the president announced his resignation.
- 4 It is very difficult to a loan these days.
- 5 After the new product launch, sales are expected to



Exercise G

- | | |
|----------------------|-------------------|
| 1 take on | 4 take out |
| 2 taken over | 5 take off |
| 3 taken aback | |



H **Answer the questions.**

- 1 Do you think that McDonald's strategy will be successful?
- 2 How do you think Starbucks will respond?




LISTENING

The Competition Commission



Rory Taylor

A

 CD2.36 **Rory Taylor is Media Relations Manager for the UK's Competition Commission. Listen to the first part of the interview and answer the questions.**

- 1 What does the Competition Commission do?
- 2 Why are they investigating the ownership of UK airports?



- 1** It carries out investigations into particular mergers and markets in the UK and into regulated industries.
- 2** To see if the ownership structure is in the interests of consumers (i.e. to see if it is a competitive market)




CD2 TRACK 36 (I = INTERVIEWER, RT = RORY TAYLOR)

I Can you tell us about the work of the Competition Commission?

RT The Competition Commission is a public body which carries out investigations into particular mergers and markets in the UK, as well as other matters related to what they call the regulated industries, erin, such as, er, water and energy and the communications sector. One of our most high-profile investigations at the moment is one we're carrying out into the ownership of airports in the United Kingdom. Currently, seven of the UK airports are owned by a company called BAA – that's the British Airports Authority. Um, we've been asked to look into that, their ownership of those airports and whether that ownership structure is in the interests of consumers or whether, er, an injection of greater competition, er, would benefit the users of those airports.



B

 **CD2.37 Listen to the second part and decide whether the statements are true (T) or false (F).**

- 1 For the Competition Commission, the most important thing is the number of providers in a market.
- 2 In static markets, there is not much competition.
- 3 The UK grocery market is dominated by a few companies.
- 4 The grocery market is not competitive.



- 1 False: 'It's actually a matter of ... not so much looking at the number of competitors or providers in a particular market so much as looking at the dynamics of that market.'
- 2 True
- 3 True
- 4 False: '... after in-depth investigation, it was clear that this is a market where these companies are competing actively with each other.'



CD2 TRACK 37 (I = INTERVIEWER, RT = RORY TAYLOR)

I In some business sectors, there may be very few competitors. How can you ensure fairness in such cases?

RT It's actually a matter of not so many, not so much looking at the number of competitors or providers in a particular market so much as looking at the dynamics of that market. It's equally possible for what you could describe as a concentrated market – one with, say, just three or four major suppliers or providers – um, to be very competitive, but equally so, you can have a market with the same level of concentration, the same number of players, erm, which is relatively static. There's little competition going on between the players, customers aren't switching, and the companies concerned aren't reacting with each other in, in the way that you'd like to in a competitive market.

For example, one of our recent enquiries was into the groceries market in the UK. Um, that is quite a highly concentrated market, in the sense that there are, sort of, four or five major grocery companies in this country, erm, and they control something in the region of 80 per cent of the market. However, um, our –, after in-depth investigation, it was clear that this is a market where these companies are competing actively with each other. Um, customers have a choice and they're exercising that choice and, as a result, the companies concerned are competing with each other, which brings the benefits in terms of, um, lower prices, innovation and greater choice for consumers.



 **CD2.38 Listen to the third part and complete the extract.**

We found a far more¹ market. Er, we found that customers were not² between the companies, the companies were not³ with each other, erm, and consequently we were finding higher⁴, less⁵ and less⁶.



1 static

2 switching

3 competing

4 prices

5 innovation

6 choice



CD2 TRACK 38 (RT = RORY TAYLOR)

RT We could contrast that with another enquiry that we did, completed about two years ago, into what's known as liquid petroleum gas for domestic users. Essentially, this is for customers who are not supplied for energy through pipes – they live in remote areas, and therefore they need the gas, which is also known as propane, propane, delivered to their house and put in a tank. Again this is a market with only four major players in it, concentrated in the same way in nominal terms like the groceries industry, but we found a far more static market. Er, we found that customers were not switching between the companies, the companies were not competing with each other, erm, and consequently we were finding higher prices, less innovation and less choice.



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Examination 2021-2022



The exam consists in:

- A dialogue between candidate and examiner of approximately **10 mins**
- **Questions and answers** relating to a case study and the Business English course



To pass the exam candidates must:

- Demonstrate a **B2 (First Certificate) level** of English:
 - Language** (grammar and vocabulary)
 - Skills** (listening and speaking)
 - Interaction** (understanding and answering appropriately)
- Demonstrate **critical and independent thinking**



To pass the exam candidates must:

- Present solutions to one of the case studies in the text book: Brands; Travel; Money; International Markets; Ethics or Competition
- Talk about other topics on the course



To pass the exam candidates must justify/describe:

- Give the background and explain the problem in the case study
- Discuss the different possible solutions
- Decide which solution is best and give reasons



To pass the exam candidates must consider and explain:

- What they found of particular interest in the course
- Think about the questions from the course



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Grades

B2 level FCE

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1-2

0-17 - Fail

3-4

18-23 – Pass (lower)

5

24-27 Pass (upper)

5+

28-30 Pass (with distinction)



Unit 1 Brands

CASE STUDY N°1 (p12/13):

Hudson Corporation

- What kind of company is Hudson corporation?
- What's the current situation?
- What problems could they face on entering the European Market?
- Read the listening text (p.152) to find out what 4 of the Managers think.
- Summarise the different marketing strategy options.
- Decide which two marketing strategies you think are the best solution.



Unit 2 Travel

CASE STUDY N°2 (p20/21):

Business Travel Services - BTS

- What's the background of BTS?
- What's the current situation?
- Summarise the problems that NeoTech have had during recent business trips.
- In your opinion were the problems dealt with effectively? Why/why not?
- What can BTS do to help to solve the problem?
- What's the best solution for each problem?



Unit 6 Money

CASE STUDY N°3 (p58/59):

Make Your Pitch

- What is the TV programme about and what are the rules?
- Read the listening script CD1.41, p.157 and decide which are the correct statements on p.59.
- Read the listening script CD1.42, p.157 and think about the questions on p.59.
- Read the four pitches made by the entrepreneurs to the tycoons and decide which one would be the best investment, giving reasons:
 - 100 sculptures of famous people page 136
 - New Formula XF anti-wrinkle cream page 141
 - Alfresh lunch box with cooler page 136
 - On-the-Spot car cleaning page 144



Unit 9 International Markets

CASE STUDY N°4 (p89):

Pampas Leather Company

- What is the background to the company?
- Read the information file for Pampas Leather Company on p.138 and for the WCA team on page 142 and explain the priorities of both sides of the negotiation.
- What would be the best solution for both companies. Why?



Unit 10 Ethics

CASE STUDY N°5 (p1027103):

Principles or Profit: Universal Pharmaceuticals (UP)

- What is the background to the company and what are the 3 ethical dilemmas? Read the listening script on p.164 (CD2.31) and the two texts on p.103.
- What options do you think are available for UP? What do you think is the best solution to these three ethical problems?



Unit 12 Competition

CASE STUDY N°6 (p118/119):

Fashion House

- What is the background to the company and what is the situation?
- Read the information about each supplier on page 119 and the missing information for each supplier on pages 143 (supplier 1), 145 (suppliers 2 and 3).
- Read the information about the buyers on page 139.
- Decide which supplier would be the best choice. Explain your decision.



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Topics

Unit 1 Brands

Unit 2 Travel

Unit 6 Money

Unit 9 International Markets

Unit 10 Ethics

Unit 12 Competition

Questions to think about.



Unit 1 Brands

1. Explain some of the vocabulary associated with brands eg. brand loyalty, product launch, market leader etc.
2. What are the advantages and disadvantages for companies of product endorsements?
3. How can companies create brand loyalty?
4. What market segments can you identify eg. singles?
5. What action can companies take if they start to lose market share?
6. According to Chris Cleaver, Managing Director of Business Brands at Dragon Brands, what is the purpose of a brand? What is its main function? How did he help Nokia?
7. What is Dior's brand image? Summarise what Toledano says about Dior.



Unit 2 Travel

1. What kind of problems might people have when flying?
2. How do Hyatt Hotels meet the needs of business travellers? What future developments in the business travel market does Sholto Smith (Area Sales Director for Hyatt Hotels) mention?
3. Read the two articles on page 17 and 134. What are the attitudes of the two travellers?



Unit 6 Money

1. Explain some financial terms eg. equity stake, profit margin etc.
2. What is the current economic situation in Italy?
3. Which parts of the economy are doing well or badly?
4. What sort of businesses are a good investment?
5. Which sectors are likely to be volatile in an economic recession?
6. What are the main areas of investment which Darrell Mercer (Director at Psigma Investment Management) describes?



Unit 9 International Markets

1. Explain the terms 'market' and 'international market'
2. What is free trade? What things stop free trade? What are the benefits of free trade? Why do some countries not practise free trade? To what extent is there free trade in Italy? Should certain industries in Italy be protected? If so, which? In your opinion, is free trade always a good thing?
3. According to Andy Simmons (The Gap Partnership) what are three important things in negotiating? What makes for a good negotiator?



Unit 10 Ethics

1. What do we mean by the term 'ethics'?
2. What is the purpose of a business? What is an 'ethical business'?
3. What kind of unethical activities exist in business eg. tax evasion? Which are the easiest to control?
4. According to the article on page 98, what are the reasons why people are not always totally honest when writing their CVs? Do you think it's ok to lie on a CV? What could be the consequences?
5. What kind of organisation is EarthWatch? How are its research projects designed? According to Davidid Hillyard (Director of Programmes), why do businesses need to change the way they operate?



Unit 12 Competition

1. Explain some of the idioms used to talk about competition, eg. a level playing field?
2. Which industries are *ahead of the game* in the industry you would like to work in?
3. What kind of companies are McDonald's and Starbucks? What was McDonald's strategy in its competition with Starbucks?
4. What is the Competition Commission in the UK? Why did they investigate the ownership of UK airports?
5. What does Rory Taylor (Media Relations Manager for the UK's Competition Commission) say about fairness in business sectors with few competitors?