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CORSO DI LAUREA MAGISTRALE, ECONOMIA E MANAGEMENT

BUSINESS ENGLISH – YEAR II

B2/First Certificate Level - 160-180

Prof.ssa J. Thompson

Tuesday 08.30-10.00 - Aula 2

Thursday 08.30-10.00 – Aula 2



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Ricevimento – Prof.ssa Thompson

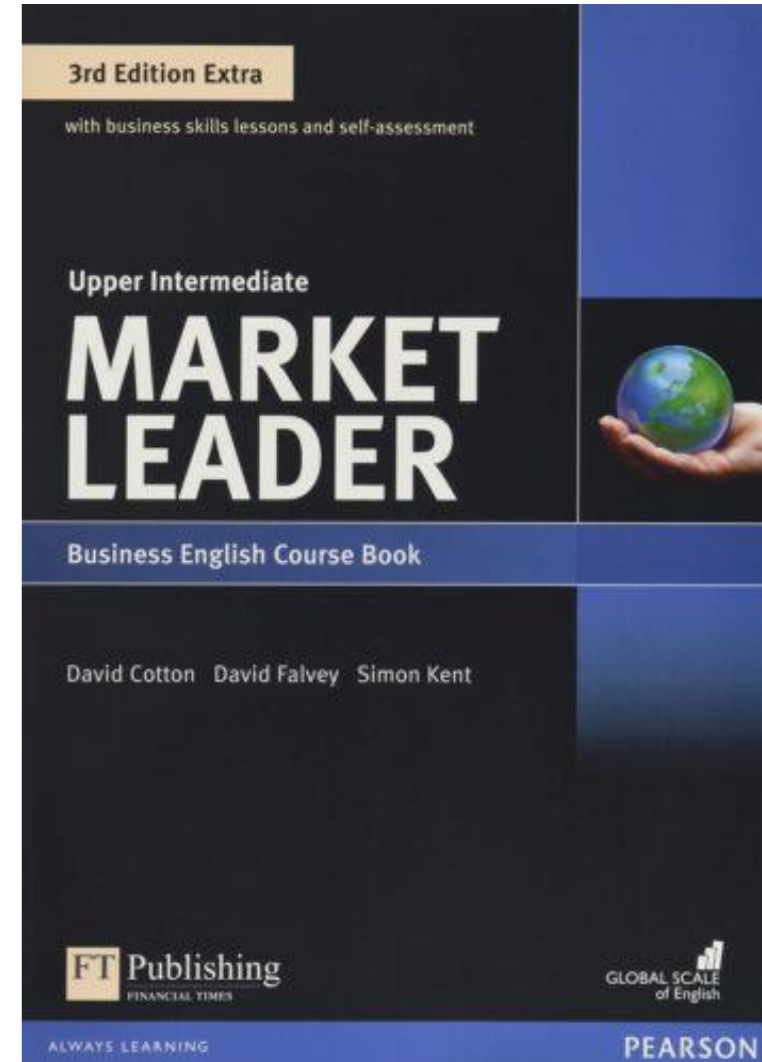
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Course Material

- Market Leader - Intermediate
- Authors: Cotton, D., Falvey, D. & Kent, S.
- Publisher: Pearson
- 3rd Edition Extra
- ISBN: 9781292134819





BUSINESS ENGLISH AND MANAGEMENT

Business and...

- International Marketing
- Building Relationships
- Success
- Risk
- Management Styles
- Crisis Management



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Any questions please email:

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BUSINESS ENGLISH II

Tuesday 4 October, 2022

Lesson 1



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Unit 2

International Marketing



- **What Is International Marketing?**
- International marketing can be defined as the **tactics and methods used to market products and services in multiple countries**. This could be in the form of import/export, franchising, licensing, and online sales.



‘In marketing, there are those who satisfy needs and those who create wants.’

Juan Carlos Castillo, American Academic

What do you understand from this?



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OVERVIEW

VOCABULARY

Marketing word
partnerships

READING

Italian luxury

LISTENING

How to market
internationally

LANGUAGE REVIEW

Noun compounds
and noun phrases

SKILLS

Brainstorming

CASE STUDY

Henri-Claude
Cosmetics –
creating a global
brand



A

What brands do you know that are marketed internationally? Think of one brand in each of these categories which is marketed internationally.

cars clothing cosmetics electrical equipment soft drinks



B

Answer these questions for each brand you listed in Exercise A.

- 1 What is its country of origin?
- 2 What is its brand image?
- 3 What is the target market/segment?
- 4 What sort of advertising campaigns does the brand use? (Are they standardised or adapted to local markets?)
- 5 What is the current slogan?

Examples of International Marketing

India: Saffron Pistachio Donut

1. Dunkin Donuts

Dunkin Donuts now has around 3,200 stores in more than 30 countries. How has a donut chain become so successful on a global scale? They adapt their donuts to appeal to local tastes. In China, they serve up pork and seaweed donuts, in India, it's saffron and pistachio donuts. If your budget allows for it, **customize your offerings** to match unique regional tastes.





2. Spotify

Spotify has grown into one of the most successful brands. That's because they don't simply offer genres of music for their listeners, they offer music suggestions based on activities like exercise and relaxation. This **crosses borders** and allows new artists to reach audiences they might not otherwise have connected with.



3. AirBnB

Airbnb harnessed the power of hashtags on social media to generate engagement and spread brand awareness. The hashtag **#onelessstranger** encouraged people in the Airbnb community to perform acts of hospitality and take photos or videos with the guests. The social campaign was an incredible success with around 3 million people participating around the world.



4. Red Bull

Red Bull is extremely good at making people think it's a local brand. They do this by hosting events all around the world like their air race in the UK, Grand Prix in Indianapolis, and rally events in rotating locales. Red Bull also has their site and content in many languages with localized content.





What are the most famous international brands in your country? What sort of image do they have a) at home, and b) abroad?



VOCABULARY

Marketing word partnerships

A

Complete each group of word partnerships (1–5) with the correct word from the box.

brand customer market marketing product

1 mix
strategy
plan

2 adaptation
penetration
segmentation

3 placement
portfolio
feature

4 profile
retention
base

5 positioning
identity
extension



Exercise A

1 marketing 2 market 3 product 4 customer
5 brand



What is 'Marketing Mix'

Definition: The ***marketing mix*** refers to the set of actions, or tactics, that a company uses to promote its brand or product in the market. The 4Ps make up a typical marketing mix - Price, Product, Promotion and Place. However, nowadays, the marketing mix increasingly includes several other Ps like Packaging, Positioning, People and even Politics as vital mix elements.



Marketing Strategy

What is marketing strategy?

A marketing strategy is a long-term plan for achieving a company's goals by understanding the needs of customers and creating a distinct and sustainable competitive advantage. It encompasses everything from determining who your customers are to deciding what channels you use to reach those customers.

With a marketing strategy, you can define how your company positions itself in the marketplace, the types of products you produce, the strategic partners you make, and the type of advertising and promotion you undertake.



What Is a Marketing Plan?

A marketing plan is an operational document that outlines an advertising strategy that an organization will implement to generate leads and reach its target market. A marketing plan details campaigns to be undertaken over a period, including how the company will measure the effect of these initiatives.



Market Adaptation means that each country/market has its Marketing Mix. The adaptation strategy is geared towards meeting the needs of the market, planning all business activities with the aim of efficiently meeting the specific needs and respecting the values of local consumers. We can take as an example beer companies. When entering a new market we can see that one country can prefer non-alcoholic beer. The company then has to adapt to the situation and, for instance, decide to produce more beer which results preferable for the chosen country/market.



What Is Market Penetration?

Market penetration is a measure of how much a product or service is being used by customers compared to the total estimated market for that product or service. Market penetration can also be used in developing strategies employed to increase the market share of a particular product or service.



What Is Market Segmentation?

Market segmentation is a marketing term that refers to aggregating prospective buyers into groups or segments with common needs and who respond similarly to a marketing action. Market segmentation enables companies to target different categories of consumers who perceive the full value of certain products and services differently from one another.



What Is Product Placement?

Product placement is a form of advertising in which branded goods and services are featured in a production that targets a large audience. Also known as "embedded marketing" or "embedded advertising," product placements are typically found in movies, television shows, personal videos, radio, and—less commonly—live performances.



What Is a Product Portfolio?

A product portfolio is the collection of all the products or services offered by a company.

Product portfolio analysis can provide views on a stock type, company growth prospects, profit margin drivers, income contributions, market leadership, and operational risk. This is essential for investors conducting equity research by investors or analysts supporting internal corporate financial planning.



What are Product Features?

Product features are a product's traits or attributes that deliver value to end-users and differentiate a product in the market. The battery life of an electronic device can be considered a feature. So can the fabric or other materials a suitcase is made from.



What is a customer profile?

A customer profile is a document or platform that contains key information about your ideal customers and their interactions with your business. It covers customer pain points, interests, buying patterns, demographic data, and more. These details can help your company understand how consumers engage with your brand and products, so you're able to customize campaigns and provide personalized support.



What is customer retention?

Customer retention is a metric that measures customer loyalty, or the ability for an organization to keep its customers over time. In addition to identifying the number of loyal customers, customer retention can reflect or predict customer satisfaction, repurchase behavior, customer engagement and emotional ties to a brand.



What does customer base mean?

Customer base is the group of clients to whom a business markets and sells their goods or services. Companies study their customer base to cater their products and offers in efforts to improve sales.

Companies can expand their customer base as a way to increase sales.



What is brand positioning?

Brand positioning is the space your brand and products hold in the market and in the minds of your customers. To say it in another way, Phillip Kotler, marketing author and professor, defined brand position as “the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market.”



What Is Brand Identity?

Brand identity is the visible elements of a brand, such as colour, design, and logo, that identify and distinguish the brand in consumers' minds. Brand identity is distinct from brand image.



What Is Brand Extension?

A brand extension is when a company uses one of its established brand names on a new product or new product category. It's sometimes known as brand stretching. The strategy behind a brand extension is to use the company's already established brand equity to help it launch its newest product. The company relies on the brand loyalty of its current customers, which it hopes will make them more receptive to new offerings from the same brand. If successful, a brand extension can help a company reach new demographics, expand its customer base, increase sales, and boost overall profit margins.



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BUSINESS ENGLISH II

Thursday 06 October, 2022

Lesson 2



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Unit 2 International Marketing



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Define International Marketing



- **What Is International Marketing?**
- International marketing can be defined as the **tactics and methods used to market products and services in multiple countries**. This could be in the form of import/export, franchising, licensing, and online sales.



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Vocabulary p.15



B Choose the correct word partnership from each group in Exercise A to complete these definitions.

- 1 When entering a new market, a SWOT analysis (strengths/weaknesses/opportunities/threats) is conducted on a product, service or company before deciding on a
- 2 It may also be necessary to carry out a STEP analysis (sociological/technological/economic/political) of a new geographical market in order to decide if changes are to be made for
- 3 The USP (unique selling point) is the which makes it different from its competitors.
- 4 Part of building up a is analysing the buying habits of consumers.
- 5 is how a product is placed (up-market, mid-market, budget) in relation to rival products.



Exercise B

- 1 marketing strategy 2 market segmentation
- 3 product feature 4 customer profile ,
- 5 Brand positioning



C Look at these groups of words and phrases. Find the odd one out in each group.

- | | | | |
|---------------------------|------------------------|------------------------|-----------------------|
| 1 a) growing market | b) developing market | c) expanding market | d) declining market |
| 2 a) questionnaire | b) focus group | c) promotion | d) survey |
| 3 a) market sector | b) market research | c) market segment | d) market niche |
| 4 a) international market | b) overseas market | c) domestic market | d) worldwide market |
| 5 a) launch a product | b) introduce a product | c) bring out a product | d) withdraw a product |
| 6 a) special offer | b) free sample | c) discount | d) slogan |
| 7 a) retailer | b) distributor | c) wholesaler | d) exporter |



Exercise C

2 promotion 3 market research

4 domestic market 5 withdraw a product

6 slogan 7 exporter

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D Discuss these questions.

- 1 What are some of the problems companies may face when they try to internationalise a brand? (For example, brand names)
- 2 What are some of the advantages/drawbacks of standardised global advertising?
- 3 Why do some brands/products fail in other countries? Can you give any examples?
- 4 Give an example of an expanding market in your country.
- 5 Give some examples of products or services which are targeted at niche markets.
- 6 What's the difference between a retailer and a wholesaler?





READING

Italian luxury

A

Answer these questions.

- 1 What do the following have in common: Gucci, Chanel, Calvin Klein, Louis Vuitton, Christian Dior, Versace, Giorgio Armani, Ralph Lauren, Prada, Yves Saint Laurent?
- 2 Which countries tend to make the world's most desirable luxury brands?
- 3 What would you buy if money was no object?

B

Read the article below quickly and complete this information.

Tod's group HQ – where? 1
Key products 2
Chairman 3
Competitors that Chairman admires 4
New markets 5
Objective in next five years 6

Diego Della Valle: Italian atmosphere is central to Tod's global expansion

by Vincent Boland

It is not too difficult, in the high-ceilinged elegance of Palazzo Della Valle on the Corso Venezia in Milan, to be seduced by the charms of a certain kind of Italian lifestyle. Here is the headquarters of Tod's Group, which has become a powerhouse in the marketing of that vision to the world's wealthy and discerning.

The atmosphere is deliberate: where some Italian fashion houses have expanded ever further into the realms of celebrity and glamour, Tod's is anchored as firmly as it can be to its family roots and its traditional, hand-made, century-old heritage.

Its signature products – shoes and bags – are made of leather, a raw material that has remained almost unchanged since it was first discovered. A new advertising campaign will take the company back to basics, with a focus on Italian families and their lifestyles – actual Italian families, however rich and privileged – rather than on celebrities.

'The Italian lifestyle is in our DNA, and in our group, we believe in our DNA,' says Diego Della Valle, the Chairman and Chief Executive of Tod's Group.

This image is especially important in new markets, such as China and India, he says. In common with other luxury-goods makers, he is intent on capturing consumers in those markets

who aspire to the same sense of the Italian lifestyle as do customers in more mature markets. 'A luxury-goods company has to have control of its image,' he says. 'For Tod's, the thing is to communicate this tradition, the generations of work that have gone into our products. For us, it's an absolute priority.'

To achieve it, one must put quality before quantity, and one must maintain the group's traditions even as it globalises, which it has been doing fairly relentlessly in the past decade.

The challenge is to marry tradition with modernity in a way that not all Italian luxury-goods and fashion producers have managed. Tod's has done it, Mr Della Valle says, by maintaining one key vision: 'We're a luxury-goods company, not a fashion company.'

This distinction between fashion and luxury is central to Mr Della Valle's global ambitions. The two have different products and ought to have different strategies, he says. The competitors he admires most, he says, are Louis Vuitton, Hermès and Chanel.

Mr Della Valle says that the goal in the next five years is 'to complete the globalisation' of Tod's, for which he has been laying the groundwork. 'I'd like Tod's to be much bigger than it is now, without diluting the brand,' he says.



He expects China and India to account for as much as 25 per cent of revenues by then, because the growth potential is much higher than in more traditional markets. 'There is a much bigger appetite for luxury goods in those markets than in mature markets, and day by day more people are coming into this market.'

But as for China as a competing producer, Mr Della Valle is sceptical about its ability to produce luxury goods. 'It lacks the structure of small companies, the tradition, the concept of excellence' that Italian luxury-goods producers have inherited and which they must maintain as a competitive advantage, he says. 'Made in Italy' doesn't necessarily mean expensive goods, he says. 'It means excellent goods.'



- 1 Palazzo Della Valle, Corso Venezia, Milan
- 2 leather shoes and bags 3 Diego Della Valle
- 4 Louis Vuitton, Hermès, Chanel 5 China and India
- 6 To complete the globalisation of Tod's



Read the article again and correct this summary.

Tod's Group wishes to convey the charms of the Italian lifestyle to the world's rich. To do this, it focuses on celebrity and glamour, and its new advertising campaign will feature Italian celebrities. The Chairman says he wants to expand into India and China to capture consumers there who appreciate the Italian lifestyle. To enter such big markets, Tod's will need to think about quantity as well as quality.

Tod's is primarily a fashion company and needs to be much bigger. China and India have more possibility for growth than Tod's traditional markets. The Chairman is worried because China will be able to produce luxury goods more cheaply. In future, Tod's will look to lower production costs by manufacturing in low-cost countries.



Exercise C

Tod's Group wishes to convey the charms of the Italian lifestyle to the world's rich. To do this, it focuses on ~~celebrity and glamour~~ its traditional, hand-made, century-old heritage, and its new advertising campaign will feature Italian ~~celebrities~~ families. The Chairman says he wants to expand into India and China to capture consumers there who appreciate the Italian lifestyle. To enter such big markets, Tod's will need to think about ~~quantity as well as quality~~ quality not quantity.

Tod's is primarily a ~~fashion~~ luxury-goods company and needs to be much bigger. China and India have more possibility for growth than Tod's traditional markets. The Chairman is not worried ~~because that~~ China will be able to produce luxury goods more cheaply. In future, Tod's will look to ~~lower production costs by manufacturing in low-cost countries~~ maintain the concept of excellence.



D

Match words from each column to make word partnerships. Then check your answers in the article.

1 competitive

2 traditional

3 raw

4 mature

5 global

a) markets

b) markets

c) advantage

d) materials

e) ambition



Exercise D

1 c 2 a/b 3 d 4 b/a 5 e



E

Discuss these questions.

- 1 What products do you know that rely on their heritage and cultural background?
- 2 In a recession, do you think companies such as Tod's should manufacture in low-cost countries rather than at home? What are the advantages and disadvantages of this?
- 3 Would you ever buy a fake luxury product?
- 4 Do you agree that designer luxury goods are always higher quality than non-designer goods?



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BUSINESS ENGLISH II

Tuesday 11 October, 2022

Lesson 3



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Unit 2

International Marketing




LISTENING

How to market internationally



Svend Hollensen

A

 **CD1.9** Listen to Svend Hollensen, Professor of International Marketing at the University of South Denmark, and answer these questions.

- 1 Which two marketing strategies does he mention?
- 2 What does he say about a) the OneCafé company, and b) Lux?




- 1
 - a) where you have one product and you sell it all over in the same format
 - b) where you try to adapt your product to the different cultures, to different countries that you are in.

B



Darrell Kofkin

 **CD1.10** Darrell Kofkin is Chief Executive of the Global Marketing Network, a training organisation which offers qualifications in international marketing. Listen to the interview and complete the gaps in these two extracts.

... a new curriculum that enables¹ worldwide to have the latest², the latest³ and⁴, to enable them to become⁵ marketers.

So our students are asked to write a⁶, develop a⁷, develop a⁸, write a⁹, present an¹⁰ – just as they would do in the workplace. Because we know in talking to employers¹¹ that they want marketing professionals that have the¹² and skills required of today's demanding¹³ environment.



1 marketers 2 practices 3 knowledge
4 techniques 5 international 6 report
7 business plan 8 presentation 9 webcast
10 internal briefing paper 11 worldwide
12 capabilities 13 global business



Noun compounds and noun phrases

1. Noun compound: *two nouns together*

for example: *customer profile; product placement*

2. Noun phrases: *eg. adverb + adjective + compound noun*

for example: *extremely detailed customer profile*



LANGUAGE REVIEW

Noun compounds and noun phrases

- A compound noun is two nouns together. Noun compounds are common in business because they are shorter and more convenient than noun phrases. For example:
a market survey rather than *a survey into the market*
a product design brief rather than *a brief for the design of a product*
- Longer noun phrases are also common. They may consist of adverbs, adjectives and compound noun. This pattern is typical:

adverb	adjective/ -ing participle	noun	head noun
highly	confidential	sales	report
	excellent	sponsorship	deal
	expanding	customer	base

➔ Grammar reference page 146



- 1 When two nouns occur together, the first noun is used as an adjective and describes the second noun. The first noun answers the question 'what kind of?'.

a manufacturing subsidiary

a draft agenda

a phone conversation

a network operator



- 2 Noun + noun compounds can often be transformed into structures where the second noun becomes the subject.

an oil refinery (= a refinery that produces oil)

company executives (= executives that work for the company)

a travel agency (= an agency that sells travel)



- 3 Noun + noun compounds may also be reformulated using a preposition.
- market research* (= research **into** markets)
 - rail transport* (= transport **by** rail)
 - leisure activities* (= activities **for** leisure)
 - a web page* (= a page **on** the Web)
 - their Paris store* (= their store **in** Paris)
 - income distribution* (= distribution **of** income)



4 The first noun is usually singular.

a five-star hotel (not five-stars)

consumer-purchasing behaviour

(not consumers)

risk assessment (not risks)

brand names (not brands)

However, some words retain the plural form.

sales policy

needs analysis



5 Sometimes three or more nouns occur together.

line management system

production research centre

travel insurance claim form

Motorola's software development

establishments

Hyphens can be used to avoid ambiguity in such compounds.

software-development establishments



6 Noun compounds can be modified by adjectives and adverbs.

inspiring team leadership

international business development directors

extremely boring conference presentation

increasingly volatile mobile phone market

A Find noun phrases in the article on page 16 which have similar meanings to these phrases.

- 1** a programme of activities over a period of time with the aim of persuading the public to buy a product (paragraph 3)
- 2** the person who has the highest position in a company (paragraph 4)
- 3** the makers of clothes, shoes, etc. in new and changing styles (paragraph 7)
- 4** an organisation that makes expensive things bought for comfort and pleasure, not for basic needs (paragraph 7)
- 5** possibility for future development and expansion (paragraph 10)



Exercise A

- 1 advertising campaign
- 2 chief executive
- 3 fashion producers
- 4 luxury-goods company
- 5 growth potential



B

Cross out the word in each group which does not make a compound noun with the word in bold.

- | | | |
|---|--------------------|---|
| 1 | marketing | campaign / budget / leader / strategy |
| 2 | market | leader / survey / check / sector |
| 3 | product | market / range / features / launch |
| 4 | advertising | campaign / exchange / agency / slogan |
| 5 | brand | awareness / loyalty / image / contract |
| 6 | sales | figures / conditions / forecast / targets |
| 7 | price | promotion / rise / product / range |



Exercise B

1 leader 2 check 3 market 4 exchange
5 contract 6 conditions 7 product



Write the words in each of these noun phrases in the correct order.

- 1 advertising impressive campaign really
- 2 customer department new relations
- 3 competitive mobile highly market phone
- 4 successful product incredibly launch
- 5 customer base loyal
- 6 thorough extremely report sales
- 7 brilliant absolutely campaign global
- 8 competitive increasingly marketing environment



Exercise C

- 1 really impressive advertising campaign
- 2 new customer relations department
- 3 highly competitive mobile phone market
- 4 incredibly successful product launch
- 5 loyal customer base
- 6 extremely thorough sales report
- 7 absolutely brilliant global campaign
- 8 increasingly competitive marketing environment



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Unit 3

Building Relationships



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Think about the different kinds of relationships people have
in their lives, eg. family, friends



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OVERVIEW

VOCABULARY

Describing relations

LISTENING

Business
partnerships

READING

Business networks
in China

LANGUAGE REVIEW

Multi-word verbs

SKILLS

Networking

CASE STUDY

Al-Munir Hotel
and Spa Group



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'If you destroy a bridge, be sure you can swim.'
African (Swahili) proverb



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BUSINESS ENGLISH II

Thursday 13 October, 2022

Lesson 4



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Unit 3

Building Relationships



1 YOU ARE IN A ROOM WITH A GROUP OF PEOPLE WHO DON'T KNOW EACH OTHER. DO YOU:

- a) introduce yourself?
- b) introduce a topic of conversation?
- c) wait for someone to say something?

2 WHEN YOU ARE INTRODUCED TO PEOPLE, DO YOU REMEMBER THEIR:

- a) name?
- b) face?
- c) clothes?

3 ON FESTIVE OCCASIONS, E.G. NEW YEAR, DO YOU:

- a) send greeting cards to everyone you know?
- b) reply only to cards received?
- c) send e-mails?

4 DO YOU THINK SMALL TALK IS:

- a) enjoyable?
- b) a waste of time?
- c) difficult to do well?

5 DO YOU PREFER:

- a) to socialise with colleagues only if you have to?
- b) to socialise often with colleagues?
- c) not to socialise with colleagues?

6 DO YOU LIKE TO HAVE CONVERSATIONS WITH:

- a) people who share your interests?
- b) almost anyone?
- c) people who are your social equals?



Key

1	a) 2	b) 1	c) 0
2	a) 2	b) 1	c) 0
3	a) 2	b) 0	c) 1
4	a) 2	b) 1	c) 0
5	a) 1	b) 2	c) 0
6	a) 1	b) 2	c) 0



- 0-7 Building relationships is not easy for you. Communication is the key. Make the effort to talk to people about problems. Ignoring them won't solve them, and practice makes perfect.
- 8-9 You are making the effort to build good relationships, but are you trying too hard? It might be better to spend more time developing the relationships you have rather than going out to meet more people.
- 10-12 Congratulations! You obviously enjoy good relations with many of your business associates. Can you use your skills to help those who work with you improve their business relations, too?



B

You are going to listen to Gillian Baker, Business Relations Manager with an international training organisation, talking about how companies can build strong business relationships. What factors do you think she will mention?



C

 CD1.15 Listen to the interview and check the predictions you made in Exercise B.

- Make a list of the points Gillian makes
- Make notes on the examples she gives



Points mentioned:

Give the customer/supplier superior value and satisfaction; exceed customer's expectations; satisfy and delight customer to create product loyalty, which will lead to better company performance

Details of example:

Company: Lexus

Situation: mechanic tuned customer's radio to the same stations as the car he traded in

Result: customer delight and satisfaction



- D** What are the most important relationships for you a) at your place of work/study, b) outside your place of work/study? **Why?**



VOCABULARY

Describing relations

A

Complete the table below with these verbs, which are often used with the word *relations*.

break-off build-up cement cultivate cut-off damage develop disrupt
encourage establish foster improve jeopardise maintain promote
restore resume sever sour strengthen undermine

Positive meaning

build up relations

Negative meaning

break off relations



Positive meaning: cement, cultivate, develop, encourage, establish, foster, improve, maintain, promote, restore, resume, strengthen

Negative meaning: cut off, damage, disrupt, jeopardise, sever, sour, undermine

**B****Choose the correct verb in each sentence.**

- 1 Sales staff who are impolite to customers *disrupt / damage* the reputation of a company.
- 2 We are planning to *promote / establish* branch offices in Spain next year.
- 3 By merging with a US company, we greatly *strengthened / maintained* our sales force.
- 4 Relations with customers have been *fostered / undermined* recently by poor after-sales service.
- 5 Thanks to a new communications system, we are *souring / improving* relations with suppliers.
- 6 A strike at our factory last year *resumed / disrupted* production for several weeks.
- 7 We could not agree on several points, so we *broke off / cut off* talks regarding a joint venture.
- 8 The success of our new product launch was *cemented / jeopardised* by an unimaginative advertising campaign.
- 9 In order to gain market share in China, we are *building up / cutting off* relationships with local agents.
- 10 Business relations between the two countries have been *severed / fostered* by official visits and trade delegations.



1 damage 2 establish 3 strengthened
4 undermined 5 improving 6 disrupted
7 broke off 8 jeopardised 9 building up
10 fostered



C

Match these sentence halves. Then make five more sentences with the verbs in Exercises A and B.

- | | |
|---|--|
| 1 Widespread rumours of a hostile takeover bid are certain | a) are a credit to its highly effective PR Department. |
| 2 The Accounts Department's very slow payment of invoices | b) have cemented relations between the two companies. |
| 3 The long-term contracts, which will run for the next five years, | c) its close relations with several major foreign investors have been jeopardised. |
| 4 The excellent relations the company enjoys with the local community | d) is causing stormy relations with some of the company's suppliers. |
| 5 As a result of the government's imposition of currency controls, | e) to strain relations between the two leading French software companies. |



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1 e 2 d 3 b 4 a 5 c



- D** Give an example of a company you know which is good at building relationships with its customers. How do they do this?



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BUSINESS ENGLISH II

Tuesday 18 October, 2022

Lesson 5



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Unit 3

Building Relationships



LISTENING

Business partnerships



Alison Ward

A

CD1.16 Alison Ward is Head of Global Corporate Responsibility at Cadbury, the chocolate maker. Listen to the first part of the interview and complete this information about Cadbury's Cocoa Partnership.

Launched	1
% Cadbury cocoa beans from Ghana	2
% yield from the land	3
Average age of farmers	4
Cadbury partners in Ghana	5



1 2008 2 70% 3 40% 4 50

5 United Nations Development Programme, Care,
VSO, World Vision



B

CD1.17 Listen to the second part and complete these extracts with up to three words in each gap.

- 1 Well, we're really proud that we've achieved for our Cadbury Dairy Milk brand ...
- 2 So it means that people around the world can now make an and ...
- 3 Fairtrade's an interesting marque in that it's not only in consumer markets – it's very well – but it also has great power back in



- 1 Fairtrade certification
- 2 ethical choice
- 3 very powerful; understood; cocoa-farming communities



 **CD1.18 Listen to the final part and answer these questions.**

- 1 What other partnership does Cadbury have?
- 2 What does Alison say about the changes in the supply chain with that partnership?



- 1 With milk farmers in the UK
- 2 They have been working to change the animal feed, the investment and the way the feed is delivered to the milk farmers, in order to make the farmers more efficient and reduce their carbon footprint.



D

Think of any other partnerships similar to that of Cadbury and the farmers from Ghana. Tell your colleague about it.



READING

**Business
networks in
China**

A

Where can you meet people to build good business relations?



- B** Read the article on the opposite page quickly and say who these people are.
- 1 Li Ka-shing 2 Gary Wang 3 Helen Wong 4 Zhou Junjun 5 Andrew Grant



How East is meeting West

by Frederik Balfour

Guan.xi. It's the first word any businessperson learns upon arriving in China. Loosely translated, *guan.xi* means "connections" and it is the key to everything: securing a business license, landing a distribution deal, even finding that special colonial villa in Shanghai. Fortunes have been made and lost based on whether the seeker has good or bad *guan.xi*.

Now, like so many things in China, the old notion of *guan.xi* is starting to make room for the new. Businesspeople—local and foreign—are tapping into emerging networks that revolve around shared work experiences or taking business classes together. Networking that once happened in private rooms at smart restaurants now goes on in plain view—at wine tastings for the nouveau riche, say, or at Davos-style get-togethers such as the annual China Entrepreneurs Forum held annually at China's Yabuli ski resort. By tapping into these informal groups, Western companies can theoretically improve their understanding of the marketplace, hire the best talent, and find potential business partners.

Guan.xi goes back thousands of years and is based on traditional values of loyalty, accountability, and obligation—the notion that if somebody does you a favor, you will be expected to repay it one day. One of Asia's most successful businessmen, Hong Kong billionaire Li Ka-shing, has used his *guan.xi* particularly astutely over the

years, in the process winning valuable licenses and permission to build huge real-estate developments. Playing the *guan.xi* game is still imperative, especially for foreign investors.

Many of China's networkers meet through an American or European MBA program. Gary Wang attended INSEAD, the famous French business school outside Paris. Today, he runs a YouTube wannabe called Tudou that was built largely on connections made at business school. A fellow student who worked at Ogilvy & Mather Worldwide helped out with public relations. And another INSEAD graduate, Helen Wong, a partner at Granite Global Ventures, helped Wang raise \$8.5 million after a friend heard him speak at the China Europe International Business School (CEIBS) in Shanghai. "Without knowing all these people through INSEAD," says Wang, "Tudou probably never would have happened."

Executive MBA programs, all the rage now in China, have become *Guan.xi* Central. Targeted at senior executives and high-powered entrepreneurs, the programs are attracting some of China's most successful businesspeople. "It's important to have friends in different industries and meet people from different cities," says Zhou Junjun, who runs the Chinese operations of a South Korean systems company and did an Executive MBA at the Cheung Kong Graduate School of Business in Beijing.

Multinational companies, of course, provide rich opportunities for networking, too. Ogilvy Public Relations Worldwide holds an annual party for former employees, many of whom now work for the company's clients, including Lenovo, Johnson & Johnson, and solar-panel maker Suntek. McKinsey has plenty of alumni who have moved into senior posts at major companies and start-ups. "Obviously, they became a valuable network for us," says Andrew Grant, who runs the firm's China practice in Shanghai.

If one thing has remained the same for foreigners in China, it is this: cracking the *guan.xi* code still takes hard work and perseverance. Networking at an alumni barbecue or wine tasting goes only so far when trying to build relationships of any lasting value. After the first 30 minutes at these functions, say people who have attended, foreigners and locals almost invariably break off into separate groups.

What's more, Chinese businesspeople are more experienced and globally savvy than they were just a few years ago. They're looking for business connections who can help them expand outside China or get their company listed on a foreign exchange. "People want something more professional and strategic from their relationships," says Li Yifei, Viacom's chief representative in China. "They want to know how good your *guan.xi* is back home."



- 1 A Hong Kong businessman who has used his *guanxi* astutely to win licences and building permission
- 2 An ex-INSEAD student who has used his connections from there to build his company, Tudou
- 3 An INSEAD graduate and partner at Granite Global Ventures who helped Gary Wang to raise \$8.6m
- 4 A businessman who runs the Chinese operations of a South Korean systems company and who did an Executive MBA at the Cheung Kong Graduate School of Business in Beijing
- 5 Person in charge of McKinsey's China practice in Shanghai



Read the article again. Which paragraph:

- 1 begins by talking about the origins of *guanxi*?
- 2 gives examples of what can be achieved if you have connections?
- 3 talks about how *guanxi* is changing?
- 4 talks about top connections made at MBA programmes within China?
- 5 talks about how a business started through connections made at a European business school?
- 6 talks about networking through multinational companies?
- 7 talks about Chinese businesspeople wanting something in return for connections?
- 8 suggests that making connections might take time and effort?



Exercise C

1 paragraph 3

4 paragraph 5

7 paragraph 8

2 paragraph 1

5 paragraph 4

8 paragraph 7

3 paragraph 2

6 paragraph 6



Answer these questions.

- 1 What is *guanxi*?
- 2 What examples are given of things you can achieve if you have good *guanxi*?
- 3 What can Western companies do if they are involved in informal groups?
- 4 How is *guanxi* changing?
- 5 Why does Ogilvy Public Relations Worldwide hold annual parties for previous employees?



Exercise D

- 1 *Guanxi* means 'connections' and is key to getting things done in China.
- 2 You can secure a business licence, land a distribution deal, find a colonial villa in Shanghai and make a fortune.
- 3 They can improve their understanding of the marketplace, hire the best talent and find potential business partners.
- 4 Networking that once happened in private is taking place at more public, informal events.
- 5 To keep in touch with previous employees who now work for the company's clients and provide a valuable network



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BUSINESS ENGLISH II

Thursday 20 October, 2022

Lesson 6



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Unit 3

Building Relationships



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READING

**Business
networks in
China**



How East is meeting West

by Frederik Balfour

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E

Find words or phrases in the article which mean the following.

- 1 using or taking what you need from a supply of something (paragraph 2)
- 2 when someone always supports someone or something (paragraph 3)
- 3 being responsible for what you do and willing to explain it or accept criticism (paragraph 3)
- 4 a moral or legal duty to do something (paragraph 3)
- 5 people you know who can help you, especially because they are in positions of power (paragraph 4)
- 6 talking to other people who do similar work in order to help each other (paragraph 6)
- 7 determination to keep trying to do something difficult (paragraph 7)



1 tapping into 2 loyalty 3 accountability
4 obligation 5 connections 6 networking
7 perseverance



F

Discuss these questions.

- 1 What advice would you give to someone trying to develop business relationships in China?
- 2 A foreign company is opening a branch in your country. What factors should it consider?
- 3 In your experience, are certain nationalities better at building relationships than others? If so, which ones?



Phrasal verbs (Multi-word verbs)

Phrasal verbs, or Multi-word verbs, are formed when a verb is followed by one or more particles (prepositions or adverbs) and the meaning is often different when the two words are separate:

- She's **getting on** the bus. = get + on
- I **get on** very well with my boss. = get on



1. There are 2 types:

- Intransitive: without an object eg. She *gets up* at 7am every day
- Transitive: with an object eg. She's *setting up a new software company*.

2. They can have 2 particles:

- I'm *looking forward to* meeting the new CEO.

3. They are separable, eg. *turn on, turn off*, or unseparable, eg. *look after, look for*:

4. Inseparable:

- a noun can come between the verb and the particle or after the particle, eg. She *turned* the *lights on*/She *turned on* the lights.
- A pronoun can come between the verb and particle but not after the particle, eg. She *turned* them *on*. ~~She *turned on* them.~~

5. Multiword verbs with two particles are not usually separated. Exceptions include:

- Multinationals can *play* individual markets *off against* each other.
- She puts her success down to hard work.
- I'll *take* you *up on* that suggestion.



LANGUAGE REVIEW

Multi-word verbs

Multi-word verbs are particularly common in spoken English. They are made with a verb and particles such as *at*, *away*, *down* and *off*. Four types are:

- 1 Without an object
*Networking now **goes on** in plain view.*
- 2 With an object – separable
*We'll **draw up** a new contract. / We'll **draw** a new contract **up**.*
- 3 With an object – inseparable
*They're **looking for** business connections.*
- 4 With two particles
*I'm really **looking forward to** meeting you next week.*

 Grammar reference page 147



A

CD1.19 Two executives are talking about building relationships with clients. Put the conversation in the correct order. Then listen and check your answers.

- ☐ a) They were both annoyed. My contact thought I had let him down, and his boss simply decided not to turn up at the meeting. We'd set up a meeting in Brussels by e-mail, but he called it off at the last minute. I'd already checked in at the hotel.
- ☐ b) Oh, what went wrong?
- ☐ c) Well, I'm going to carry on working until about six. We could meet after that.
- ☐ d) How did you turn it round?
- ☐ e) It's fine now, but at the start of the year, it was disastrous.
- ☒ f) So, how's the relationship with Toyota going?
- ☐ g) Well, I went over my contact's head and went directly to his boss at Toyota Motors Europe. I was really trying to clinch a deal.
- ☐ h) Glad it worked out. Anyway, are you free for a drink later?
- ☐ i) Well, I had to build up my relationship with my original contact again. At first, he kept putting me off. But eventually we met up and I focused on our relationship, not the next sale. Now we get on really well and sometimes play golf together.
- ☐ j) Was he annoyed?



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1f 2e 3b 4g 5j 6a 7d 8i 9h 10c



B Underline all the multiword verbs in the conversation in Exercise A. Then decide which of them has a similar meaning to each of these verb phrases.

1 have a friendly relationship

2 registered

3 make stronger

4 change something into something successful

5 postponing/delaying

6 appear/arrive somewhere

7 disappoint

8 arrange

9 continue

10 cancelled



Exercise B

1 get on **2** checked in **3** build up

4 turn[...]round **5** putting[...]off turn up

7 let[...]down **8** set up **9** carry on

10 called[...]off



Rephrase these comments using the multiword verbs from Exercise B.

- 1 We can't hold the meeting tomorrow.
*We'll have to **call off** the meeting tomorrow.*
- 2 They've postponed the presentation until Thursday.
- 3 I'm sorry I've disappointed you.
- 4 She's arranged the conference call for nine o'clock.
- 5 This is a crucial meeting. Make sure you arrive on time.
- 6 Everyone continued working as if nothing had happened.
- 7 You'll need to register at the Hilton around four o'clock.
- 8 I have a good relationship with my new boss.



Exercise C

- 2 They've put off the presentation until Thursday. /
They've put the presentation off until Thursday.
- 3 I'm sorry I've let you down.
- 4 She's set up the conference call for nine o'clock. /
She's set the conference call up for nine o'clock.
- 5 This is a crucial meeting. Make sure you turn up on
time.
- 6 Everyone carried on working as if nothing had
happened.
- 7 You'll need to check in at the Hilton around four
o'clock.
- 8 I get on (well) with my new boss.



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BUSINESS ENGLISH II

Tuesday 25 October, 2022

Lesson 7



Building Relationships

Doing Business in Russia

What advice would you give to a business visitor on building relationships in Italy?



You are going to read an article about business relations in Russia

**1 Imagine that each paragraph has a heading.
Put the headings in the correct order.**

- a) The use of names
- b) The importance of appearances
- c) Arranging meetings
- d) Building trust
- e) The (in-)accessibility of Russia
- f) Personal and professional life
- g) Talking to the right person



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1 e f d g c a b



2 Find words (lines 1–20) that mean:

- a) understand. (6 letters)
- b) seemingly. (9 letters)
- c) open. (10 letters)
- d) attractive but not in good taste. (6 letters)
- e) managed by a powerful person whose decisions are not questioned. (13 letters)
- f) very different and hard to understand. (5 letters)
- g) uncertainty about the honesty of others' motives. (9 letters)
- h) describing a group, etc. where people know each other very well and others find it difficult to enter. (5 letters, 4 letters)



- 2
- a) fathom
 - b) outwardly
 - c) accessible
 - d) flashy
 - e) authoritarian
 - f) alien
 - g) suspicion
 - h) close-knit



3 True or false? (lines 21–64).

If ...

- a) you compartmentalise two things, you keep them together.
- b) something catches on, a lot of people start do it.
- c) a law is open to interpretation, it may have several meanings.
- d) you strike a deal, you make one.
- e) price is secondary, it's the most important thing.
- f) a request is brushed aside, it is ignored.
- g) a plan works out, it is not realised.



- 3
- a) False – you keep them separate.
 - b) True
 - c) True
 - d) True
 - e) False – it's not the most important thing.
 - f) True
 - g) False – it's successful.



**4 Match the two parts of these expressions.
(lines 52–82).**

- | | |
|--------------|--------------|
| 1 ingrained | appearances |
| 2 high-level | banker |
| 3 advance | office suite |
| 4 expatriate | requests |
| 5 external | suspicion |
| 6 fancy | timepieces |
| 7 chunky | tête-à-tête |



5 Now match the expressions above to these examples of them (a–g).

- a) a one-to-one meeting with the head of Gazprom
- b) a Hugo Boss suit and leather shoes altogether worth \$1500
- c) the idea, impossible to get rid of, that phone conversations are tapped
- d) three very attractive connecting offices in an expensive business park
- e) Rolex watches one centimetre thick
- f) a French executive working for SocGen bank in Moscow
- g) asking to see the head of Gazprom three weeks before your visit



4–5

- 1 ingrained suspicion – c
- 2 high-level tête-à-tête – a
- 3 advance requests – g
- 4 expatriate banker – f
- 5 external appearances – b
- 6 fancy office suite – d
- 7 chunky timepieces – e



Put your advice under these headings

- a) The use of names
- b) The importance of appearances
- c) Arranging meetings
- d) Building trust
- e) The (in-)accessibility of Russia
- f) Personal and professional life
- g) Talking to the right person



‘It’s not what you know, it’s who you know.’ Is this true of your country and others that you know? If so, in what ways? If not, why not?



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BUSINESS ENGLISH II

Thursday 03 November, 2022

Lesson 8



Revision

VOCABULARY

2 International marketing

Match the words to make common word partnerships.

- | | |
|-------------|----------------|
| 1 marketing | a) penetration |
| 2 market | b) retention |
| 3 product | c) goods |
| 4 customer | d) market |
| 5 brand | e) feature |
| 6 free | f) materials |
| 7 expanding | g) group |
| 8 focus | h) sample |
| 9 raw | i) name |
| 10 designer | j) strategy |



1 j 2 a 3 e 4 b 5 i 6 h 7 d 8 g
9 f 10 c



NOUN COMPOUNDS AND NOUN PHRASES

Put the words in the correct order to make sentences.

- 1 product / launching / really / We're / a / impressive / range
- 2 good / forecasts / The / are / sales / very
- 3 increase / want / awareness / We / to / brand
- 4 thorough / doing / We're / market / extremely / research
- 5 successful / created / They / a / advertising / hugely / campaign
- 6 introduced / We've / just / card / a / customer / new / loyalty
- 7 thought / absolutely / He / an / of / brilliant / slogan / advertising
- 8 shopping / They're / highly / entering / online / the / competitive / market



- 1 We're launching a really impressive product range.
- 2 The sales forecasts are very good.
- 3 We want to increase brand awareness.
- 4 We're doing extremely thorough market research.
- 5 They created a hugely successful advertising campaign.
- 6 We've just introduced a new customer loyalty card.
- 7 He thought of an absolutely brilliant advertising slogan.
- 8 They're entering the highly competitive online shopping market.



SKILLS

Complete the sentences below with the words in the box.

absolutely achieve back best great mind purpose stage suggest think

- 1 The of the meeting this morning is to plan next month's launch.
- 2 What we need to today is an agreement on the budget.
- 3 I don't we could move the launch to next month, do you?
- 4 Can I that we schedule a meeting for early next week?
- 5 That's!
- 6 That's the idea I've heard for a long time.
- 7 Don't hold
- 8 Say whatever comes to
- 9 At this, we want all your ideas, however crazy you think they are.
- 10 You're right.



1 purpose 2 achieve 3 think 4 suggest
5 great 6 best 7 back 8 mind 9 stage
10 absolutely



VOCABULARY

3 Building relationships

Circle the odd verb or verb phrase out in each group.

- 1 break off cement sever end
- 2 create damage jeopardise hurt
- 3 build up strengthen begin grow
- 4 foster maintain look after endanger
- 5 develop promise encourage promote
- 6 disrupt improve cultivate make better
- 7 restore resume establish restart
- 8 undermine sour weaken allow



1 cement 2 create 3 begin 4 endanger
5 promise 6 disrupt 7 establish 8 allow



MULTIWORD VERBS

Match the sentence halves.

- | | |
|--|--|
| 1 We arrived at 7.58 and the train set | a) forward to seeing you next week. |
| 2 Let's set | b) up the new contract while we continued discussing the schedule. |
| 3 I need to catch | c) off at eight o'clock. We barely made it! |
| 4 Alicia drew | d) up with Freda – she's way ahead of me. |
| 5 I was looking for | e) on the printer. Is that OK with you? |
| 6 I'm looking | f) on working until I finish. |
| 7 I'm going to carry | g) Ramon this morning, but I didn't see him. |
| 8 I need to switch | h) up a meeting for Tuesday. |



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



Cultures 1: Doing business internationally

Complete the sentences below with the words in the box.

direct flexible local patient product relax reliable rip-off

- 1 It's important to listen to people who have knowledge.
- 2 The has to be right for the market.
- 3 You have to get the price right. Having a product that's high-end is OK, but if people think it's a, that's a real problem.
- 4 If you want to have a good reputation, you have to be and do what you say you'll do.
- 5 It's important to be when you're negotiating. In many cultures, it takes time build a relationship before you can talk business.
- 6 When you do business in Russia, it's important to and socialise.
- 7 The extent to which people are varies considerably across cultures. In some places, you have to pay careful attention even to understand if the person is saying yes. In other places, people may seem very abrupt when they say what's on their mind.
- 8 It's extremely important to be when doing business internationally.



1 local 2 product 3 rip-off 4 reliable.
5 patient 6 relax 7 direct 8 flexible



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Unit 4 Success



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Name the most successful
business person/people in Italy



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OVERVIEW

VOCABULARY

Prefixes

LISTENING

Successful
businesses

READING

Carlos Slim

LANGUAGE REVIEW

Present and past
tenses

SKILLS

Negotiating



STARTING UP

charisma
dedication
discipline
drive
imagination
looks
luck
money
nepotism
ruthlessness

A

What makes people successful? Add four more words to the list in the box on the left. Then choose the five most important.



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B

Talk about a person you know who is successful. Why are they successful?



**What are the best indicators of an individual's level of success?
How important are the following in your culture?**

exotic holidays

cosmetic surgery

chauffeur-driven car(s)

designer clothes

expensive jewellery

mixing with famous people

pedigree pets

luxury home(s)

exclusive club membership

trophy partner

domestic help

having your name in the media



brand
customer
headquarters
innovation
leader
people
profit
shares
subsidiaries
workforce

D

Complete these statements with the words from the box on the left.
Then discuss with a partner which three statements are the best indicators
of a successful business.

A successful business ...

- 1 is always making money and increasing its
- 2 is often the market
- 3 is moving forward and interested in
- 4 has a motivated
- 5 has a loyal base.
- 6 has a world-famous and an instantly recognisable logo.
- 7 issues which are worth millions on the stock market.
- 8 has its in a prestigious location.
- 9 has branches and all over the world.
- 10 treats its employees well and is-orientated.



1 profits 2 leader 3 innovation 4 workforce
5 customer 6 brand 7 shares 8 headquarters
9 subsidiaries 10 people



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BUSINESS ENGLISH II

Tuesday 15 November, 2022

Lesson 9



LUMSA
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Unit 4 Success

VOCABULARY

Prefixes

A

Read this news report and identify nine common prefixes.

EXAMPLE: multinational

Rabbit, the successful mobile phone company, has renamed itself ChitChat Media as part of its effort to establish itself worldwide.

Although some industry commentators see the name change as risky and an indication of their overconfidence, the company continues to outperform all its rivals in the competitive telecoms market. In a statement, co-founder and CEO Markus Danton said that it was an exciting time for the company and that its achievements had been underestimated in the past. He went on to say, 'We are an ultramodern

company taking the next logical step to achieve our aim of becoming the leading company in the sector worldwide.'

He denied reports of problems in the recently entered Asian markets, claiming journalists had been misinformed. His ex-business partner Darius Schnell, who left the company less than three months ago, was not available for comment. Many experts feel Mr Schnell's contributions to the success of the company have been devalued in recent press reports since his hasty exit last November.





Exercise A

renamed, **overconfidence**, **outperform**, **co-founder**,
underestimated, **ultramodern**, **misinformed**,
ex-business, **devalued**



B

Match the prefixes in Exercise A to these meanings.

1 too much

2 better / more than

3 badly

4 extremely

5 former

6 opposite

7 with

8 too little

9 again



Exercise B

1 over- 2 out- 3 mis- 4 ultra- 5 ex- 6 de-
7 co- 8 under- 9 re-



Cross out the word in each group that does not follow the prefix in bold.

- | | | |
|---|--------------|---|
| 1 | under | perform / rate / charge / profit |
| 2 | co | producer / worker / boss / author |
| 3 | re | launch / engineer / locate / decide |
| 4 | over | spend / lose / estimate / supply |
| 5 | mis | manage / judge / look / calculate |
| 6 | out | win / produce / bid / class |
| 7 | ultra | efficient / cautious / modern / big |
| 8 | ex | boss / director / employee / staff |
| 9 | de | merge / grow / nationalise / regulate |



2 boss 3 decide 4 lose 5 look 6 win
7 big 8 staff 9 grow



D

Complete these sentences with words from Exercise C in the correct form.

- 1 Several sales staff underperformed last year and didn't meet their targets.
- 2 Smith and Turner were the two of the report.
- 3 We will our product as soon as we have finished the modifications.
- 4 Sales were very disappointing. We the number of people who would buy our product in Asia.
- 5 Because the company has been for years, we are close to bankruptcy.
- 6 It was an expensive acquisition. They had to their rivals to take over the company.
- 7 Our factory has state-of-the-art machinery.
- 8 My was impossible to work with, so I left the company.
- 9 There is much more competition in financial markets.



2 co-authors 3 relaunch 4 overestimated
5 mismanaged 6 outbid 7 ultramodern
8 ex-boss 9 deregulated



Discuss these statements.

- 1 Outselling your rivals is the best indicator of success.
- 2 Mismanagement is the biggest cause of business failure.
- 3 Rebranding is often a pointless exercise.
- 4 Underfunding and overstaffing are the quickest way to failure.
- 5 Undercutting the competition is a dangerous business strategy.



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BUSINESS ENGLISH II

Tuesday 17 November, 2022

Lesson 10



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Unit 4 Success

LISTENING

Successful businesses



Tom Hockaday

A

CD1.26 Isis Innovation is a technology development company owned by the University of Oxford. Listen to Tom Hockaday, its Managing Director, talking about the essential qualities of a successful business and complete the gaps in these two extracts.


I think that the absolute essence of a business, or a¹ business, is one that manages to² and³ something, whether that is a⁴ or a⁵, but manages to⁶ it for more than it⁷ to⁸ it.

... we are investing in the⁹ to take it through various stages of development, so that we can demonstrate it has¹⁰, so that we might be able to attract more rounds of¹¹ investment or finance from other sources.



1 successful 2 manufacture 3 sell
4 product 5 service 6 sell 7 cost
8 produce 9 technology 10 increasing value
11 venture capital



- B**  **CD1.27** Listen to the second part of the interview and summarise in a short paragraph what Tom says about Natural Motion – the type of company it is, what it does and the reasons for its success.



Suggested answer

Natural Motion was set up in 2002 and its workforce has passion, vision and clarity. It has gone on to be a very successful software animation company, whose software tools are used in the film industry and in the computer game industry, to help make software characters look more realistic in those formats.

Those involved have worked together from their early vision for what this company might be and have seen that being delivered with passion and enthusiasm.

There have been some challenges along the way, but the team have taken forward their vision with impressive clarity.



 **CD1.28 Listen to the final part of the interview and answer these questions.**

- 1** Which types of business does Tom expect to succeed in the near future?
- 2** Which four examples does he give?



- 1 environmental technologies, low-carbon technologies and alternative-energy technologies
- 2 a smart-metering technology company, a project for tidal energy, a project for wind energy, a project for lightweight electric motors



READING

Carlos Slim

A

Read the article on the opposite page and correct the six mistakes in this paragraph about Carlos Slim.

Carlos Slim is probably the richest man you have ever heard of. The major influences on his life were his father, Julián, who was born in Mexico, and Jean Paul Getty. He studied finance at Harvard University and on graduating set up as a stockbroker. He made a lot of money in the Mexican recession of 1982, selling his assets in the middle of the crisis. In 1990, Slim gained control of Telmex, which owns 90% of Mexican telephone lines and is the largest part of Slim's empire. Slim is also involved in charity through his Carso Foundation.

Profile: Carlos Slim

by James Quinn



Carlos Slim is either the world's richest or second-richest man, with a fortune estimated to be in excess of \$67bn. Possibly the richest man you've never heard of, until recently his influence had largely been restricted to his native Latin America, where his sprawling family empire controls more than 200 companies, spanning everything from banking and retail to telecoms, road-building and restaurants. But given the size of his fortune, he was unlikely to stay local for long. In recent years, he has begun to stretch his increasingly long tentacles north of the border and into the United States, and this week took the American intelligentsia somewhat by surprise by revealing plans to inject \$250m into the *New York Times*.

Slim puts his success down to his admiration for his father Julián – who emigrated from the Lebanon aged 14 and made his fortune investing in property in the 1910–17 Mexican revolution –

and to American oil billionaire Jean Paul Getty. Slim learned of Getty's business acumen as a young boy and has gone on to mirror his ability to make money.

Aged 11, he invested in government saving bonds, keeping a detailed ledger to track all of his purchases. By 15, he had bought a very small shareholding in Banco Nacional de México – then the largest bank in Mexico, and one to which he has recently been linked with buying, as the current owner Citigroup looks to divest some of its assets.

While studying civil engineering at university in Mexico City, he realised the way to make money was from investing in companies, and so set up on his own as a stockbroker on graduation, working 14-hour days.

It was not until the Mexican recession of 1982 that Slim really began to make some money, taking advantage of a nationwide 'fire sale' of assets by

local and foreign investors alike, looking to sell in the midst of one of the country's worst economic crises.

The period led to the formation of one of the key parts of Slim's empire – Grupo Carso, which today has annual sales of \$8.5bn a year and owns retail outlets such as Sanborns and Sears, as well as a wide range of manufacturing businesses.

Eight years later, in 1990, came the second major turning point in Slim's career when Mexico decided to privatise its national telecoms company. Slim went head to head with America's Southwestern Bell, France Telecom and as many as 35 other domestic investors, but managed to seize control of Telmex.

Some 90 per cent of the telephone lines in Mexico are today operated by Telmex. But it is the low-cost mobile phone network América Móvil, which he also controls, which has grown to be the most substantial part of his empire, opening up other parts of Latin America to mobile telephony. It now operates in 11 countries, including Brazil, Ecuador and Guatemala.

Many commentators believe that his recent buying spree is part of a desire to replicate what he did in Mexico in the 1980s on a world stage, taking advantage of the global recession by investing in distressed assets at knock-down prices while he can.

In spite of his obvious wealth, he remains frugal in his tastes, and is often seen wearing a plastic-effect wrist-watch which doubles as a calculator. His clothes tend to be bought from the many retailers his empire owns.

Over the next four years, he has committed to spend \$10bn through his charitable Carso Foundation, whose main aim is to fight marginalisation and poverty by investing in health, education and employment.



Carlos Slim is probably the richest man you have **never** heard of. The major influences on his life were his father, Julián, who was born in **Lebanon**, and Jean Paul Getty. He studied **civil engineering** at **university in Mexico City** and on graduating set up as a stockbroker. He made a lot of money in the Mexican recession of 1982, **buying** his assets in the middle of the crisis. In 1990 Slim gained control of Telmex, which owns 90% of Mexican telephone lines and is **one of** the largest parts of Slim's empire. Slim is also involved in charity through his Carso Foundation.



B

Match the words on the left with words on the right to form word partnerships. Then check your answers in the article.

1 business

2 economic

3 annual

4 retail

5 turning

6 buying

7 global

a) spree

b) acumen

c) recession

d) point

e) sales

f) outlets

g) crisis



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



C Complete this text with the word partnerships from Exercise B.

In 2008, influenced by China's success and its appetite for commodities, shipowners went on a¹, and² of vessels reached an all-time high. The³ came the following year with the housing crisis, credit crunch and⁴ in the United States, which led to a⁵. Orders for ships dried up, and department stores and⁶ throughout the world had empty shelves. However, business is recovering and there has been a transformation of the industry from one that relied almost exclusively on a shipowner's innate⁷ to today's highly sophisticated finance-based industry.



- 1 buying spree
- 2 annual sales
- 3 turning point
- 4 economic crisis
- 5 global recession
- 6 retail outlets
- 7 business acumen



**If you had Carlos Slim's money, what kind of businesses would you buy?
What kind of lifestyle would you lead?**



LANGUAGE REVIEW

Present and past tenses

Complete the rules with the words *present simple*, *present continuous*, *present perfect*, *past perfect* or *past simple*.

- 1 We use the to describe actions and situations which are generally true.
*Carlos Slim **is** worth about \$67bn.*
- 2 We use the to describe completed actions or events which took place at a particular time or over a period of time in the past.
*Slim **bought** Telmex in 1990.*
- 3 We use the to describe current or temporary situations.
*Petrol **is getting** more expensive by the week.*
*At the moment, Slim **is writing** a book about his family.*
- 4 We use the to describe life experiences, the present results of past actions or to announce news.
*The company **has done** well recently.*
*In recent years, Slim **has devolved** power to his family.*
- 5 We use the to describe an action which is completed before a time in the past.
*The office **had closed** by the time we got there.*



- 1 The **present simple** is used to make true, factual statements.
*Established customers **tend** to buy more.*
*Nokia **sells** mobile telephones.*
- 2 Verbs relating to beliefs, being, knowledge, liking, perception and appearance are normally only used in the simple form.
*I **understand** what you mean.*
*It **depends** on what the chairman wants.*
*I **appreciate** your concern.*

- 3 The **present continuous** is used to refer to events in progress and temporary or changing situations.
*I'll be back late, I'm **sitting** in a traffic jam.*
*They're **installing** a new switchboard.*
*The world **is getting** smaller.*



- 4 The **past simple** is used to refer to events completed in the past. We frequently use a time expression to say when the event took place.

*In the late 1940s, Ford **decided** it needed a medium-price model to compete with General Motors.*

*2001 **was** a good year for our company.*

- 5 The **past perfect** sequences two or more past events.

*Before he joined this company, he **had** worked for two competitors abroad.*



- 6 The **present perfect** is used to say that a finished past action is relevant now. There cannot be any specific reference to past time.

*They **have changed** the address of their website. (It's new.)*

*The share price **has plummeted**. (It is lower than before.)*

- 7 The **present perfect** covers a period of time starting in the past and continuing up to the present. An appropriate time expression takes us up to now.

*So far, the company **has defied** predictions that its rivals will catch up.*

*Stella McCartney **has been** one of the leading fashion designers since the mid-1990s.*

*He's **been** acting strangely lately.*

*Over the last few years, e-commerce **has become** fashionable.*



A

Label the tenses in these sentences based on the article on page 39 and say why those tenses are used.

- 1** In recent years, Slim has begun to stretch his tentacles north.
- 2** Aged 11, he invested in government saving bonds.
- 3** He remains frugal in his tastes.
- 4** By 15, he had bought a very small shareholding in Banco Nacional de México.
- 5** Slim is currently looking at investing in distressed assets.

B

Write an article about Apple for a business magazine. Use these notes, putting the verbs in brackets into appropriate tenses.

THE COMPANY

- (*reinvent*) the personal computer with the Macintosh in 1980s
- (*have*) highest brand loyalty of any computer manufacturer
- (*operate*) more than 250 retail stores
- (*have*) informal culture

HISTORY

- (*start*) in Cupertino, California, April 1, 1976
- October 23, 2001: (*introduce*) the iPod digital music player
- Since it was formed 1976, (*employ*) over 75,000 people worldwide

RECENT EVENTS

- Recently (*rank*) first as most admired company overall in Fortune survey
- People in survey by CoolBrands recently (*vote*) the iPhone as world's coolest brand
- September 28, 2009 downloads from App Store (*surpass*) 2 billion

WHAT IT IS DOING NOW

- Currently (*experience*) the greatest expansion in its history
- Now (*focus*) on its software more than ever
- At time of writing, (*offer*) students a free iPod Touch with the purchase of a MacBook





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BUSINESS ENGLISH II

Tuesday 22 November, 2022

Lesson 11



Business and...

- ✓ International Marketing
- ✓ Building Relationships
- ✓ Success
- Risk
- Management Styles
- Crisis Management



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Unit 6 Risk



Guess the missing words. They
can all be business related

Risky

----- (8)

---- (4)

----- (10)

----- (7)

----- (7)

----- (8)

----- (11)



Here's some help

Risky

- - - - - e - - (8)

- e - - (4)

- - - e - - - e - - (10)

- e - - - - - (7)

- - - - e - - (7)

- - - - - e - - (8)

- - - e - - - - - - - (11)



More help

Risky

b - - - - e - - (8)

d e - - (4)

i - - e - - - e - - (10)

l e - - - - - (7)

p - - - e - - (7)

s - - - - - e - - (8)

u - - e - - - - - - - (11)



Risky

b u s i n e s s

d e a l

i n v e s t m e n t

l e n d i n g

p r o j e c t

s t r a t e g y

u n d e r t a k i n g



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'He who doesn't take risks, doesn't drink champagne.'
Alexander Lebed (1950–2002), Russian general and politician



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STARTING UP

A

Are you a risk-taker? What risks have you taken?



B

Which item in each of the categories below carries the most and the least risk? Explain why.

Travel

car

plane

train

ship

Lifestyle

drinking alcohol

poor diet

smoking

jogging

Money

property

stocks and shares

savings account

cash

Shopping

online

mail order

private sales

auction



C

What sort of risks do businesses face (for example: financial risks, environmental risks)? Can you give some examples?



VOCABULARY

Describing risk

A

The verbs in the box are used when talking about risk. Check their meanings and put them under the appropriate heading in the table below.

anticipate calculate eliminate encounter estimate evaluate ~~face~~ foresee
gauge identify measure minimise prioritise reduce spread weigh up

predict

meet

assess

manage

face



predict	meet	assess	manage
anticipate foresee	encounter identify	calculate estimate evaluate gauge measure weigh up	eliminate minimise prioritise reduce spread



8

Match these sentence halves from newspaper extracts.

- | | |
|---|--|
| 1 During the credit crunch, many businesses ... | a) the risks involved when sending staff to work in dangerous locations. |
| 2 We can reduce risk ... | b) in order to advise insurance companies. |
| 3 Trying to minimise risk ... | c) involved in setting up a new business. |
| 4 It is impossible to ... | d) eliminate all risk when entering a new market. |
| 5 It is difficult to foresee the risks ... | e) faced the risk of running out of money. |
| 6 Actuaries calculate risk ... | f) by spreading our lending across more markets. |
| 7 It is important to consider ... | g) is an important part of business strategy. |



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

C These adjectives can be used with the word *risk*. Complete them with the missing vowels.

1 sl_ght

2 gr__t

3 m_n_sc_l_

4 c_ns_d_r_bl_

5 p_t_nt__l

6 _mm_d__t_

7 h_g_

8 r_m_t_

9 s_r___s

10 n_gl_g_bl_

11 s_gn_f_c_nt

12 _mm_n_nt

13 s_bst_nt__l

14 t_rr_bl_

15 tr_m_nd__s



Exercise C

1 slight 2 great 3 minuscule 4 considerable
5 potential 6 immediate 7 huge 8 remote
9 serious 10 negligible 11 significant
12 imminent 13 substantial 14 terrible
15 tremendous



Of the adjectives in Exercise C, which describe:

- 1** a high level of risk? a low level?
- 2** a possible future risk? a risk in the very near future?



Exercise D

1 High: great, considerable, huge, serious, significant, substantial, terrible, tremendous

Low: slight, minuscule, remote, negligible

2 Possible: potential

Very near future: immediate, imminent



In pairs, talk about the types and levels of risks facing some of the following.

- | | |
|--|--------------------------|
| 1 your company/institution | 3 your city/town/country |
| 2 a major company/industry in your country | 4 a foreign country |



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BUSINESS ENGLISH II

Thursday 24 November, 2022

Lesson 12



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Unit 6 Risk



predict	meet	assess	manage
anticipate foresee	encounter identify	calculate estimate evaluate gauge measure weigh up	eliminate minimise prioritise reduce spread



Exercise D

1 High: great,
considerable, huge,
serious, significant,
substantial, terrible,
tremendous

Low: slight, minuscule,
remote, negligible

2 Possible: potential

Very near future:
immediate, imminent


LISTENING

Managing risks



Steve Fowler

A

 CD2.10 Listen to Steve Fowler, Managing Director of the Institute of Risk Management, and give one example of internal risk and one example of external risk.



Internal risk: injuries to employees within a factory,
fire in a warehouse

External risk: earthquake, tsunami, change in
exchange-rate mechanism

B

CD2.10 Listen again and complete the chart.





- 1 hurricanes
- 2 floods
- 3 employment
- 4 lack of liquidity*
- 5 competition
- 6 availability of new technology

*Means that a company has little immediately available cash, even though it has other assets. Not to be confused with insolvency, where a business can no longer operate because it has run out of money and is unable to borrow more.




CD2.11 Listen to the second part of the interview. What are the five key steps to risk management?



- 1 Recognise strategic objectives for organisation and key processes
- 2 Identify risks affecting the organisation (top down and bottom up)
- 3 Assess and prioritise risks
- 4 Mitigate (explain this as *reduce*) the risk and deal with it by a) treating it, b) terminating it, c) tolerating it or d) transferring it.
- 5 Flow actions back to strategic objectives



D

 CD2.12 Listen to the final part. Which three examples does Steve give of organisations or industries that failed to manage risk? What does he say about each example?



- Banking industry: *systematic and reckless risk-taking** with massive implications for the organisations, the banks, their shareholders and the world in general
- US-based clothing retailer: lost 45 million credit-card details, losses of \$80m and impact on reputation
- Video-cassette industry: failed to anticipate changes in customer demand caused by new technologies

*Means making investments which will not only have implications for the parties involved, but also for the whole industry or market, and done so with a disregard for the possible negative consequences.



E

Look at the audio scripts on pages 158–159. Underline the key words and phrases that Steve uses to structure his answers. Compare your answers with a partner.



Key words and phrases from audio script

CD2 TRACK 10

...there are two ways of looking at risk. One way of looking at risk is to divide risks ...

...some examples of internal risks include ...

Examples of external risks can include ...

The other way of looking at risk is to divide up risk into four categories ...

And finally, and most importantly ...

CD2 TRACK 11

There are five key steps to ...

The first step ...

Following on from step one, step two then goes on to ...

Point three: after identifying risk, the next stage is to ...

Point four ...

Firstly ...; Secondly ...; Thirdly ...; Finally ...

Two examples could be ...

CD2 TRACK 12

A great example involves ...

Moving to a lower level of risk, there's a great example of ...

A great example is ...



READING

**Insuring
trade risks**

A

Answer these questions.

- 1 What things do you and your family insure against?
- 2 What sort of things do big international companies need to insure against?



B

Read the article on the opposite page quickly and, in as few words as possible, say what the main point of the article is.



Internationalisation – risk or opportunity?

by Torsten Jeworrek

The internationalisation of the economy is not as recent as the buzzword *globalisation* would have us believe. In fact, it was internationalisation that paved the way for the beginnings of the insurance industry back in the fourteenth century, as shipowners sought to protect the increasing value of their ships and cargoes.

Even today, the complex nature of risks emanating from international trade is one of the insurance industry's most difficult challenges and one that affects all classes of business, as the following examples show:

1 More than 90 per cent of all world trade is transported by sea or other waterways. The largest container ships today, with cargoes of up to 13,000 containers, may be worth far in excess of \$1bn. However, even this concentration of value is small compared with that found at the world's great container ports, such as Singapore or Hamburg, which act as depots to goods worth tens of billions of dollars every day.

2 The outsourcing of production sites to low-wage countries does not just reduce costs. It can also reduce the quality of the goods produced. Defective products can result in recall costs or even product liability costs. Recent examples of recalls that spring

to mind include toys coated with lead paint and toothpaste contaminated with the antifreeze diethylene glycol.

3 Liability losses can reach extreme proportions when pharmaceutical products cause dangerous side effects in patients. National law in the country where the products are sold plays a key role in this connection. The US, in particular, has seen some extremely high awards for damages.

Insurance companies that cover such large risks need a secondary market where they can place them. Reinsurers assume this function. Sharing the load among several carriers helps to spread the risks. The diversification effects achieved by spreading risks across different regions and classes of business allows reinsurers to balance their portfolios and realise a level of capital efficiency that enables them to cover their clients' risks – and ultimately those of the insured – at a reasonable price.

Extreme losses in the past show just how important the reinsurer's role is. One of the biggest loss events in the history of insurance was on September 11, 2001. The attack on the World Trade Center in New York was a prime example of the complexity of today's risks, with an accumulation of losses across a range of insurance

classes such as fire, business interruption, liability, life and health, and compounded by significant capital market losses.

The insurance of large and accumulation risks is a definite advantage for the sustainable development of economies. In countries where insurance is not very far advanced, it is the vulnerable economies and above all the inhabitants that have to bear the brunt of these losses. The tsunami of 2004 not only brought immense human suffering but also caused losses of over US\$ 10bn. As the insurance density in the regions affected is still very low, the insurance industry only covered a small percentage of these losses, less than US\$ 1bn.

Countries with an underdeveloped system of insurance suffer immeasurably more from major catastrophes than those where a good part of the material losses can be covered by professional risk carriers.

The global economy is increasingly networked and interconnected. Risks are becoming ever more complex, and the insurance industry has to develop new concepts for its clients in order to meet their need for risk cover in this changed environment.



The main point is that risk is becoming more complex.



Read the article again and answer these questions.

- 1 How did the insurance industry start?
- 2 What do reinsurers do?
- 3 How do the two examples of major losses in paragraphs 7 and 8 illustrate this quote?

‘Countries with an underdeveloped system of insurance suffer immeasurably more from major catastrophes than those where a good part of the material losses can be covered by professional risk carriers.’



Exercise C

- 1 It started when fourteenth-century shipowners wanted to protect the increasing value of their ships and cargoes.
- 2 Reinsurers provide a secondary market where insurance companies can place risks.
- 3 Because the attack on the World Trade Center took place in a developed country, it was well covered by insurance. However, the tsunami of 2004 affected mainly underdeveloped countries who had little or no insurance, so the cost to individuals was much higher.



E

Find words in the article which mean the following.

- 1 when the maker of a product is responsible for any injury that the product causes (paragraph 4)
- 2 money that a court orders someone to pay to someone else (paragraph 5)
- 3 the collection of all policies held by an insurer (paragraph 6)
- 4 the total combined risks that could be involved in a single loss event (paragraph 7)
- 5 a terrible event that causes a lot of destruction and suffering (paragraph 9)



Exercise E

1 liability **2** damages **3** portfolio
4 accumulation **5** catastrophe



F

Complete these sentences with words from Exercise E.

- 1 They are being sued for by clients who they advised to invest in an insurance company that went bankrupt.
- 2 The defect in her car caused the accident, and she is suing the company for product
- 3 The region was devastated by a natural
- 4 It's safer to spread your liability by holding a of risks.
- 5 An of risk happens when there is a concentration of risks that might give rise to very large losses from a single event.



Exercise F

1 damages 2 liability 3 catastrophe
4 portfolio 5 accumulation



G

Without looking back at the article, match the words on the left to the phrases on the right to make expressions.

1 bear

2 spring

3 meet

4 pave

5 spread

a) the way

b) the brunt

c) to mind

d) the risks

e) a need



Exercise G

1 b 2 c 3 e 4 a 5 d



H

Match the expressions in Exercise G to their meanings.

- 1 immediately think of something
- 2 make it possible for something to happen in the future
- 3 suffer the worst part of something unpleasant
- 4 reduce the chance of a large loss by sharing risks
- 5 be good enough to do what someone needs, wants or expects



Exercise H

- | | |
|-------------------------|---------------------------|
| 1 spring to mind | 2 pave the way |
| 3 bear the brunt | 4 spread the risks |
| 5 meet a need | |



**In the next 30 years, which types of risk do you think will become
a) more significant, and b) less significant?**



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BUSINESS ENGLISH II

Tuesday 29 November, 2022

Lesson 13



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Unit 6 Risk



H

Match the expressions in Exercise G to their meanings.

- 1 immediately think of something
- 2 make it possible for something to happen in the future
- 3 suffer the worst part of something unpleasant
- 4 reduce the chance of a large loss by sharing risks
- 5 be good enough to do what someone needs, wants or expects



LANGUAGE REVIEW

Adverbs of degree

- We can use adverbs to strengthen the meaning of adjectives.
*The US has seen some **extremely high** awards for damages.*
- We can also use them to soften the meaning.
*The report was **slightly critical**.*



6

Adverbs of degree

- 1 If we want to amplify the quality an adjective describes, we use an intensifying adverb. These are some of the most common.

*The presentation was **really/very** good.*

*She's **dead** certain to get the job.*

*The new design looks **pretty** good.*

*I was **extremely** surprised by her reaction.*

*She's a **thoroughly** efficient organiser.*



- 2 The relative strength of adverbs is shown on this scale:

Strong: *absolutely, altogether, awfully, completely, greatly, highly, quite, terribly, totally, very*

Moderate: *fairly, mildly, moderately, partly, quite, reasonably, somewhat*

Weak: *a bit, a little, marginally, poorly, slightly.*

*The whole thing is **quite** amazing.*

*The goods are **reasonably** cheap.*

*I was **slightly** surprised by what she said.*

Note that *quite* also means *fairly*.

*The restaurant is **quite** cheap, but the food isn't wonderful.*



3 Intensifying adverbs modify adjectives that are **gradable** – that is, they can signify degrees of a given quality. Adjectives that are not gradable or identify the particular class that something belongs to are not normally used with intensifying adverbs. We cannot say:

~~a very unique idea~~

~~a fairly free gift~~

~~a very impossible solution~~

~~some slightly financial news~~



4 However, you can use an adverb such as *absolutely* or *utterly* with an ungradable or classifying adjective to show that you feel strongly.

*It doesn't cost anything – it's **absolutely** free.*

*The task is **utterly** impossible.*



A

Which of these adverbs strengthen the adjective which follow and which soften it?

a bit entirely exceptionally extremely fairly fully highly increasingly
moderately quite rather reasonably slightly somewhat totally very



Strengthen: entirely, exceptionally, extremely, fully,
highly, increasingly, totally, very

Soften: a bit, fairly, moderately, quite, rather,
reasonably, slightly, somewhat



B

Complete these dialogues with a suitable adverb.

1 'What were your sales results like last year?'

'..... good. I made my targets with two months to spare.'

2 'What's your new CEO like?'

'Extremely talented and intelligent. She brings out the best in people.'

3 'Do you really think we should invest in an volatile market?'

'Well, first of all we should stay calm and review what we already own.'

4 'What did you think of the HR Director's presentation?'

'To be honest, I don't think she was prepared. She seemed to be reading it most of the time.'

5 'Are you confident that the merger will go ahead?'

'..... confident, although we still need a few more meetings to sort out one or two problems.'



Suggested answers

- 1 Extremely/Exceptionally/Very 2 highly/very
3 increasingly/exceptionally/extremely
4 fully/very 5 Quite/Fairly/Reasonably



C

In pairs, create short dialogues using some of the phrases below.

EXAMPLE: A: *Last month's sales figures seem wrong.*

B: *I think they're fairly accurate, but I'll check if you like.*

fairly accurate

deeply disappointed

incredibly well-prepared

slightly damaged

absolutely awful

totally unrealistic

severely criticised

superbly presented

badly misjudged

thoroughly enjoyed



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UNIT

B

Revision



VOCABULARY

4 Success

Choose the correct prefix to complete each word in bold.

- 1 We finished **building** our new *multi-* /*ultra-* **modern** offices earlier this year.
- 2 The sales team *out* /*under* **performed** last year. We simply have to sell more, or we're going to have serious problems.
- 3 The government is going to *ex* /*de* **regulate** the **industry** next year.
- 4 We *over* /*mis* **spent** by about €100,000 last quarter, so we need to save money this quarter.
- 5 Hiram and I *re-* /*co-* **taught** a training session last month. He talked about sales, and I talked about marketing.
- 6 We're going to *re* /*de* **name** the **product** so it's more appealing to the new market.
- 7 I *mis* /*co-* **judged** Leon. I thought he was doing a terrible job, but this has been our most successful year.
- 8 With its fine workmanship and expensive materials, this range of furniture *under* /*out* **classes** the competition.
- 9 The *ex-* /*over* **director** predicted the company would fail when he left, but it didn't.
- 10 We have a truly *ultra* /*multi* **national** company, with staff from over 50 different countries.



1 ultra- 2 under 3 de 4 over 5 co-
6 re 7 mis 8 out 9 ex- 10 multi



Complete the conversation below with the correct form of the words in the box.

ask be deliver give have increase leave lower make plan repeat say

- Anton We'd like to place an order for 100,000.
- Lo Chi If you¹ your order, we'll² you a bigger discount.
- Anton By 12 April?
- Lo Chi Sorry, could you³ that?
- Anton With a bigger order – more than 100,000 – can you make the delivery date of 12 April?
- Lo Chi We can⁴ by that date, providing we⁵ the order today.
- Anton I'm not sure.
- Lo Chi If we⁶ the price, would you be able to increase your order to 150,000?
- Anton Are you⁷ you have that quantity in stock?
- Lo Chi Well, no, not today.
- Anton So what you're saying⁸ you can have 150,000 ready for 12 April, but you don't have stock today?
- Lo Chi Yes, that's right.
- Anton I want to⁹ a question. How are you¹⁰ to produce and deliver 150,000 in time for 12 April? The shipping will take at least three days.
- Lo Chi Yes, I hadn't thought of that.
- Anton I'd like to¹¹ a suggestion. I think we should¹² the question of quantity and come back to it later.



1 increase 2 give 3 repeat 4 deliver
5 have 6 lowered 7 saying 8 is 9 ask
10 planning 11 make 12 leave



6 Risk

1 Complete the sentences below with the correct form of the words in the box.

anticipate eliminate encounter estimate identify prioritise spread weigh up

- 1 We're a downturn next year, so we're being cautious this year.
- 2 We've the pros and cons and decided that the risk is too great.
- 3 Can you the items in the budget? What's the most important expense? What's the least important?
- 4 Palmer has a way to reduce risk that nobody else thought of.
- 5 We've reduced risk by our lending across more markets.
- 6 We the cost of opening a new office to be more than a million pounds. We think it's too risky.
- 7 The risk of not hiring a local manager is that we'll problems with the local staff as a result.
- 8 We can't completely risk, but we can reduce it.

2 Circle the odd word out in each group.

- 1 slight minuscule negligible immediate
- 2 remote considerable serious imminent
- 3 terrible tremendous potential huge
- 4 significant minimal substantial great



Exercise 1

1 anticipating 2 weighed up 3 prioritise
4 identified 5 spreading 6 estimate
7 encounter 8 eliminate



2 Circle the odd word out in each group.

1 slight minuscule negligible immediate

2 remote considerable serious imminent

3 terrible tremendous potential huge

4 significant minimal substantial great



Exercise 2

1 immediate 2 remote 3 potential
4 minimal



ADVERBS OF DEGREE

Choose the best word to complete each sentence.

- 1 We've done *exceptionally / moderately* well this year. For the past five years, we've sold about 200,000 units a year, but we've already shifted 450,000 this year!
- 2 The employee happiness scores were 3/10 two years ago, 4/10 last year, and 5/10 this year, so our workers are becoming *entirely / increasingly* happy.
- 3 The flight delays and cancellations *totally / slightly* ruined our conference. We were supposed to have 1,200 delegates, but only about 150 were able to attend.
- 4 Entering the German market looks *a bit / extremely* risky, but I don't think we'll encounter any major problems. Let's do it.
- 5 He's been working successfully in top management for more than 20 years, so he's *fairly / fully* qualified to run the company.
- 6 We've sold 50,000 a year for the past five years, so I think increasing your sales target to 350,000 next year is *highly / reasonably* ambitious.



1 exceptionally **2** increasingly **3** totally
4 a bit **5** fully **6** highly



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Thursday 01 December, 2022

Lesson 14



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Unit 7 Management Styles



What do you understand by the term
Management Styles?



Management styles are the ways that managers relate to and deal with the people under them.



Management is.....

Tasks	creativity
discipline	loyalty
responsability	strategy
organisation	adaptability
risk	innovation
leadership	
vision	
problem-solving	



STARTING UP

A

Which of these statements do you agree with? Explain your reasons.

Managers should:

- 1 know when your birthday is.
- 2 know where you are and what you're doing at all times during working hours.
- 3 not criticise or praise.
- 4 not interfere in disagreements between members of staff.
- 5 not ask people to do things they're not prepared to do themselves.
- 6 be available at all times to give staff advice and support.
- 7 keep their distance from staff and not get involved in socialising outside work.
- 8 use polite language at all times.
- 9 work longer hours than their staff.
- 10 comment on the personal appearance of their staff.



- 1 A good idea if the department is small enough (but be careful with people who dislike mixing their personal and professional lives).
- 2 This could seem intrusive, but was for a long time seen as a manager's prerogative, and may still be in some places.
- 3 Most people enjoy occasional praise. Criticism must be constructive and not degenerate into bullying.
- 4 Most employees would probably like managers to arbitrate in at least some disputes.
- 5 People with specific, hard-earned skills may be happy to be able to do things that their managers are unable to do.
- 6 Some companies have an 'open-door' policy, and encourage employees to take comments and pursue grievances to the highest level. Others would not encourage this. 'At all times' might mean being able to phone your manager at home until late in the evening, but in many places there is a strict division between home and work and you would not be able to do this.
- 7 There are probably two basic types of manager here: those who get involved in socialising with staff and those who find it easier to manage by staying clear. Again, this can be a cultural issue.
- 8 Probably a good idea in theory, but many organisations are known for profane language between employees when away from customers with, at times, highly-developed in-house slang. Racist or sexist comments should not be tolerated, of course.
- 9 True in many, if not most, cultures. But there are managers who pride themselves on finishing the day on time, for example by refusing to be distracted from the tasks at hand, and gain the admiration of their less organised employees for being able to do this.
- 10 Staff with customer contact would probably expect to be commented on if their appearance is not up to scratch. Others might find it more difficult to accept this. There are many employer-employee disputes in this area, of course.



B

What is the role of a manager? Choose your top three roles from the following and explain your ideas.

- motivator
- mediator
- leader
- problem-solver
- monitor
- decision-maker
- friend
- organiser
- role model

Can you connect the roles above to the points you discussed in Exercise A?



How important are these factors in judging the success of a manager?

- the loyalty of staff
- achievement of results
- popularity with their superiors



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Tuesday 06 December, 2022

Lesson 15



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Unit 7 Management Styles



VOCABULARY

Management qualities

A

Give the opposite meaning for each of these adjectives, using the prefixes *in-*, *ir-*, *un-*, *il-* or *dis-*. Then provide the noun forms.

1 considerate

inconsiderate, consideration

2 competent

3 creative

4 diplomatic

5 efficient

6 flexible

7 inspiring

8 logical

9 loyal

10 organised

11 decisive

12 responsible

13 sociable

14 supportive



Adjective	Opposite adjective	Noun form
considerate	inconsiderate	consideration/ considerateness *
competent	incompetent	competence/ competency *
creative	uncreative	creativity/ creativeness *
diplomatic	undiplomatic	diplomacy
efficient	inefficient	efficiency
flexible	inflexible	flexibility
inspiring	uninspiring	inspiration
logical	illogical	logic/logicality
loyal	disloyal	loyalty
organised	disorganised/ unorganised **	organisation
decisive	indecisive	decisiveness/ decision
responsible	irresponsible	responsibility
sociable	unsociable	sociability
supportive	unsupportive	support

B

CD2.16 Mark the stress on the positive adjective and noun forms in Exercise A. Listen and check your answers.



1 <u>c</u> onsiderate, <u>c</u> onsideration	2 <u>c</u> ompetent, <u>c</u> ompetency
3 <u>c</u> reative, <u>c</u> reativity	4 <u>d</u> iplomatic, <u>d</u> iplomacy
5 <u>e</u> fficient, <u>e</u> fficiency	6 <u>f</u> lexible, <u>f</u> lexibility
7 <u>i</u> nspiring, <u>i</u> nspiration	8 <u>l</u> ogical, <u>l</u> ogic
9 <u>l</u> oyal, <u>l</u> oyalty	10 <u>o</u> rganised, <u>o</u> rganisation
11 <u>d</u> ecisive, <u>d</u> ecisiveness	12 <u>r</u> esponsible, <u>r</u> esponsibility
13 <u>s</u> ociable, <u>s</u> ociability	14 <u>s</u> upportive, <u>s</u> upport



Choose the four best qualities of a manager using the adjectives in Exercise A and rank them in order of importance (1 = most important). Then choose the four worst qualities and rank them (1 = worst).



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- Competent
- Responsible
- Diplomatic
- Efficient

- Creative
- Diplomatic
- Responsible
- Competent

- Decisive
- Responsible
- Supportive
- Flexible

- Disloyal
- Inflexible
- Disorganised
- Unsociable

- Incompetence
- Inflexible
- Indecisive
- Unsupportive



Match these pairs of contrasting management styles

1 autocratic	a) collaborative
2 centralising	b) controlling
3 directive	c) delegating
4 empowering	d) democratic
5 hands-on	e) people-orientated
6 task-orientated	f) laissez-faire



2 a 3 f 4 b 5 c 6 e



E **Discuss these questions.**

- 1 Which management style(s) would you like to experience / have you experienced?
- 2 How would you describe your own management style? If you are not a manager, what do you think your management style would be?
- 3 What qualities do you think you possess or lack?



LISTENING

Successful managers



Laurie Mullins

A

CD2.17 Laurie Mullins is the author of *Management and Organisational Behaviour*. Listen to the first part of the interview. Which two factors influence the managerial function today, and what are the two examples that Laurie gives of these factors?



- 1 The ability to manage in an increasingly competitive, volatile, changing business environment; concern for recognition of the individual within the organisation.

Example: the growth of the BRICK* nations (Brazil, Russia, India, China, [South] Korea)

- 2 Managing with an increasing rate of technological change, allied to the competitive and challenging business environment.

Example: ICT, e.g. used in managing remote teams

* BRIC is the original term, coined in 2001 by Jim O'Neill, head of global economic research at Goldman Sachs. Korea is not really in the same category as the others. Some even add Mexico, to give 'BRIMCK', a rather unwieldy acronym. For more information, see <http://en.wikipedia.org/wiki/BRICs>



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BUSINESS ENGLISH II

Tuesday 13 December, 2022

Lesson 16



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Unit 7 Management Styles



LISTENING

Successful managers



Laurie Mullins

A

CD2.17 Laurie Mullins is the author of *Management and Organisational Behaviour*. Listen to the first part of the interview. Which two factors influence the managerial function today, and what are the two examples that Laurie gives of these factors?



- 1 The ability to manage in an increasingly competitive, volatile, changing business environment; concern for recognition of the individual within the organisation.

Example: the growth of the BRICK* nations (Brazil, Russia, India, China, [South] Korea)


- 2 Managing with an increasing rate of technological change, allied to the competitive and challenging business environment.

Example: ICT, e.g. used in managing remote teams

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B

 **CD2.18 Listen to the second part. Which six managerial philosophies does Laurie mention?**



- 1 Consideration, respect and trust
- 2 Recognition and credit
- 3 Involvement and availability
- 4 A sense of justice
- 5 Positive action on an individual basis
- 6 Emphasis on end results



C

CD2.19 Listen to the final part and complete these extracts.

Some managers believe in the need for¹ and control through an² system of central control, formal organisation³, systems of⁴, and the belief that it's natural for people to try to get away with what they can ...

Other managers believe in the integration of⁵ and⁶ goals and that people can be⁷ to the goals of the organisation, in which case they will exercise self-⁸ and self-⁹.



1 direction 2 organised 3 structure
4 routine 5 individual 6 organisational
7 committed 8 direction 9 control



READING

Management styles

A

Discuss these questions.

- 1 What do you like or dislike about the management style in your organisation?
- 2 What would your ideal workplace be like?



Read the article about Anna Wintour page 69

Read your article quickly and decide which of these statements are true for the CEO you read about.

They ...

- 1 think most meetings are a waste of time.
- 2 are good at making decisions quickly and firmly.
- 3 want people to know who is the boss.
- 4 think artificial deadlines are stressful.
- 5 believe in hiring the best staff they can.
- 6 think their staff feel happy working there.

Anna Wintour

60 Minutes' Morley Safer interviews *Vogue's* Editor in her first lengthy U.S. T.V. profile.



She is said to be the most powerful woman in fashion and she does nothing to dispel that belief. Her name is Anna Wintour, a name that strikes terror in some and loathing in others. It should also be said she commands a loyal band of friends and admirers.

"The blurb on your unauthorized biography reads 'She's ambitious, driven, needy, a perfectionist'. Accurate?" *60 Minutes* correspondent Morley Safer asked Wintour.

"Well, I am very driven by what I do. I am certainly very competitive. I like people who represent the best of what they do, and if that turns you into a perfectionist, then maybe I am," Wintour replied.

Wintour is involved in every detail of the magazine: the clothes, editing the pictures and articles. She is decisive, impatient, and bears a look that says "I'm the boss, and you're boring."

"An editor in the final analysis is a kind of dictator—a magazine is not a democracy?" Safer asked.

"It's a group of people coming together and presenting ideas from which I pick what I think is the best mix for each particular issue, but in the end, the final decision has to be mine." Wintour explained. "We're here to work. There's on-duty time and off-duty time, and we're drawn together by our passion for the magazine. If one comes across sometimes as being cold or brusque, it's simply because I'm striving for the best."

"It's not like a tea party here. We work very hard," *Vogue's* Editor-at-large Andre Leon Talley told Safer. Asked what kind of boss she is, Talley told Safer, "Let's say that Anna can be intimidating. I think that's her armor, to intimidate. To give the people the sense that she is in charge. She is not a person who's going to show you her emotions ever. She's like a doctor, when she's looking at your work, it's like a medical analysis."

Vogue Creative Director Grace Coddington says, "I think she enjoys not being completely approachable, you know. Just her office is very intimidating, right? You have to walk about a mile into the office before you get to her desk, and I'm sure it's intentional."

Jim Buckmaster



What is the office atmosphere like?

'We don't really have the arcade games, fussball, ping-pong tables or **that sort of thing**, but I guess **it's** a cosy kind of non-corporate atmosphere, **it** just feels like you're sitting in a house, and there's no dress code. **I** spent a lot of years working in organisations that were regimented

and **we** were told what to do in many different ways, and I developed a very anti-authoritarian mindset by the time I was put in a position of authority. The last thing I wanted to do was reproduce all of **those things** that I had disliked so much. **Such that our** employees aren't really told what to do, or when to do **it**, or when to come into work, or what **they** can wear, and we don't set deadlines at all – unless **they** are set for us by some external force like a regulatory agency. I don't think that artificial deadlines are a good idea. **They** just create stress where **it** is not needed.'

So there is no management?

'**We** do have a hierarchy, we do have managerial positions, but I personally don't like trying to impose **my** will on someone else or trying to hold it out that I'm in a position of authority. I hold **that** in reserve as an absolute last resort, and certainly years go by when I don't have to exert that kind of authority.'

How do you motivate people?

'One of the wonderful things about working at Craigslist is that the company philosophy and approach is such that people generally feel very good about working **there**. Because we have a non-traditional philosophy – **it** is very public-good centric – people feel good about coming to work ... We are also very careful in hiring people who are a) talented and b) self-motivated. Then once we have people who fit that description, I've always found that it is just a matter of letting them do **their** work.'

And you really don't hold meetings?

'Of all the meetings that I've gone to in the past, virtually all of **them**, I've felt, were kind of useless. I don't like closed-door meetings because **they** always mean something bad is going to happen.'



Anna Wintour: 2, 3, 5

Jim Buckmaster: 1, 4, 5, 6



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Compare and contrast the management styles of the two CEOs



D Which of these adjectives do you think describe Anna Wintour?

approachable demanding perfectionist ruthless volatile



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demanding, perfectionist, ruthless



E

Match the adjectives in the box to the definitions below.

anti-authoritarian approachable demanding perfectionist
ruthless self-motivated talented volatile

- 1 not caring if you have to harm others to get what you want
- 2 not satisfied with anything unless it is exactly right
- 3 having a natural ability to do something well
- 4 wanting to achieve something by themselves
- 5 against forcing people to obey strict rules
- 6 friendly and easy to talk to
- 7 expecting a lot of time and effort from others
- 8 liable to suddenly become angry



Exercise E

1 ruthless 2 perfectionist 3 talented
4 self-motivated 5 anti-authoritarian
6 approachable 7 demanding 8 volatile



F

Complete this paragraph with adjectives from Exercise E.

At my last company, the managers were remote and not at all¹. They were hard to get to know. The only one who showed any emotion was the CEO, who had a² temper. He was completely ruthless and didn't care about his staff at all. He acted like a dictator. He had a³ management style, insisting that everything was exactly right. He was also very demanding, making us work really unsociable hours. In my new company, the managers are good communicators, decision-making is open and transparent and the style is⁴. Management is by consensus. All the staff are⁵ and experts in their own fields. They are⁶ and trusted to work without supervision.



Exercise F

1 approachable 2 volatile 3 perfectionist
4 anti-authoritarian 5 talented 6 self-motivated



Discuss these questions.

- 1 What are the advantages and disadvantages of each style of management described in the articles?
- 2 Would you rather work for a male or female manager? Describe your ideal manager.
- 3 Do you agree with Buckmaster that most meetings are a waste of time?



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BUSINESS ENGLISH II

Thursday 15 December, 2022

Lesson 17



Business and...

- ✓ International Marketing
 - ✓ Building Relationships
 - ✓ Success
 - ✓ Risk
 - ✓ Management Styles
- Crisis Management



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Unit 11 Crisis Management



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STARTING UP

A

Work in groups. Think of a crisis you have / your country has experienced. Say what happened and how it was handled.



B

Crisis-management experts have identified 10 key steps for companies in a crisis. Complete steps 5–10 below using the verbs in the box.

analyse disclose inform practise predict set up

- | | |
|---|--|
| 1 Work out an action plan to ensure the crisis does not happen again. | 5 Try to what crises could occur. |
| 2 Role-play a potential crisis. | 6 a crisis-management team. |
| 3 Find out what happened and how it happened. | 7 the directors. |
| 4 Write down and circulate your crisis-management programme. | 8 as much information as you can. |
| | 9 the actions you took to deal with the situation. |
| | 10 making decisions under stress. |



Exercise B

5 predict 6 Set up 7 Inform 8 Disclose
9 Analyse 10 Practise



C

Complete this table with the steps in Exercise B. Discuss your answers.

before the crisis	during the crisis	after the crisis



Exercise C

before the crisis: 2, 4, 5, 6, 10; during the crisis: 7, 8;
after the crisis: 1, 3, 9



D

Answer these questions.

- 1 What sort of crises do business managers have to face?
- 2 How is a business crisis different from a business problem?
- 3 Can you think of any examples of recent business crises? Which do you think have been the worst in recent years?



VOCABULARY

Handling crises

A

Match words from Box A with words from Box B to make word partnerships, adding *of* if necessary.

EXAMPLES: *action plan, admission of liability*

A

action admission contingency damage
flow legal loss press press speed

B

action conference confidence information liability
limitation plan plan release response



Exercise A	
Noun phrases with <i>of</i>	Noun phrases without <i>of</i>
admission of liability flow of information loss of confidence speed of response	action plan contingency plan damage limitation legal action press conference press release



B

Complete these sentences with the word partnerships from Exercise A.

- 1 How quickly management react to a crisis is known as the
- 2 In a breaking crisis, a manager may speak to the media at a(n)
- 3 Alternatively, there may be a written statement, which is given to the media in the form of a(n)
- 4 During the crisis, management may choose to keep customers, employees and shareholders up to date with a regular
- 5 A(n) is part of a crisis strategy prepared in advance.
- 6 A backup strategy is a(n)
- 7 The risk of being taken to court is the threat of
- 8 An acceptance of responsibility in a crisis is a(n)
- 9 Following a crisis, a company may suffer a decline in loyalty from its customers, or a(n) in its product or service.
- 10 Minimising the negative effects of a crisis is known as



Exercise B

- 1 speed of response
- 2 press conference
- 3 press release
- 4 flow of information
- 5 action plan
- 6 contingency plan
- 7 legal action
- 8 admission of liability
- 9 loss of confidence
- 10 damage limitation



C

**Match an expression from Exercises A and B with each of these verbs.
Three of the expressions are not used.**

1 implement *an action plan*

2 issue

3 take

4 hold

5 suffer

6 prepare

7 control



2 a press release 3 legal action*

4 a press conference 5 a loss of confidence

6 a contingency plan 7 the flow of information

*Point out that you say *to take legal action*, not *to take a legal action*



D

Answer this question, then discuss your ideas in small groups. Can you give any examples?

Which of the word partnerships in Exercise C do you think are:

- a) essential in a crisis?
- b) important to avoid?
- c) useful but not essential?



READING

Dealing with crises

A

In groups, brainstorm the crises that these companies could have.

a) a pushchair (buggy) company

b) a mobile phone company

Read Article A and Article B on p.107.
Which is the best headline for each article?

1 **Expect the unexpected**

2 **How not to take care
of a brand**

3 **No way back from
a crisis**

Article A

by John Gapper



Maclaren is a small private company with a big public problem, one that it has not handled well.

On Monday, Maclaren announced that it was issuing repair kits for up to 1 million pushchairs it had sold in the US over the past decade after 12 cases in which children's fingertips were chopped off in the pushchairs' hinges. By that afternoon, its website had frozen and its phone lines were overwhelmed by parents. Meanwhile, the British company told non-Americans they would be treated differently.

Instead of a formal product recall, it was simply issuing warnings to owners not to let children stick their fingers in the folding mechanism as they opened the pushchairs. Repair kits to cover the hinges would not be automatically dispatched to every Maclaren owner, as in the US.

Outrage ensued, with messages on Twitter such as 'WHAT?! Amputations from a stroller?!' By the time Farzad Rastegar, Chief Executive of Maclaren in the US and the brand's controlling shareholder, had lunch with me in New York on Tuesday, he sounded shaken.

'Did I expect this kind of coverage? No, I did not,' he said. It was hard to grasp why. The words 'child' and 'amputation' in a media release from the US safety regulator would surely terrify anyone.

After talking to him, I concluded that Maclaren does not have a bad story to tell – its safety standards are

higher than cheaper rivals. But it has done a poor job of telling it.

Therein lie lessons for companies that face similar crises, of which there are a lot. Nokia has announced a recall of 14 million phone batteries, while Toyota is still coping with a recall of 3.8 million cars with floor mats that can make the vehicles accelerate uncontrollably and crash.

Lesson one: be ready. When the announcement of the recall leaked early, Maclaren was left floundering. Lesson two: empathise. Maclaren is the latest of many companies to fall into the trap of being inwardly focused and failing to realise how customers will react. Lesson three: be polite. Lesson four: don't discriminate. Maclaren's biggest mistake was to appear to be treating American children's fingertips as more precious than those of children in the UK and other countries.



Article B

.....

by Morgen Witzel

Crises are an inevitable part of management, and the larger the business grows, the bigger the crises seem to become. However robust a business
5 seems, it is still fallible. Arthur Andersen, the accountancy firm, and Marconi, the telecoms equipment maker, are two once-great businesses that have disappeared in recent years.
10 Not every crisis can be foreseen. Sometimes managers will know that a threat exists, but will not know when or where it will materialise. The chances of an airliner crashing,
15 for example, are extremely small, but every airline must still live with the possibility.

When an Air France Concorde crashed on take-off from Paris – the
20 first accident involving a Concorde – Air France was prepared to deal with the issue.

Managers moved quickly to withdraw Concorde from service,

25 announce an investigation into the accident and reassure the travelling public that it was still safe to fly Air France. The following day the airline's share price did decline, but
30 not by much and not for very long.

Intel, the world's leading maker of semiconductors, suffered a huge and unforeseen crisis when it emerged that a small proportion of its Pentium
35 microprocessors were faulty. Quickly assessing the options, the company took the brave step of recalling and replacing the entire production run of the series. The move cost more than
40 \$1bn (£550m) and probably saved the company. Intel showed that it was committed to its product, whatever the short-term cost, and customers responded positively.

45 Looking back on the incident, Andy Grove, Intel's Chairman and then Chief Executive, compared managing in a severe crisis to an illness. Strong,

healthy companies will survive, although at a cost to themselves. Weak companies will be carried off by the disease and will die. In Mr Grove's view, the key to successful crisis management is preparedness. Forward
55 thinking and planning are essential; understanding the nature of the crisis that might occur can help managers be better prepared, as the Air France example shows.

60 However, while forward planning is necessary for crisis management, it is not sufficient. Not every crisis can be foreseen or planned for. Good crisis management requires the ability to react to events swiftly and positively, whether or not they have been foreseen.



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Article A: 2
Article B: 1



Read your articles again and take notes on these questions.

- 1 What crises happened?
- 2 How did the companies mentioned deal with their crises (if this is mentioned)?
- 3 What lessons can be learned?



E In pairs, make as many word partnerships as you can by matching the verbs (1–7) to the nouns (a–g). More than one combination may be possible.

1 handle

2 issue

3 face

4 announce

5 cope with

6 deal with

7 reassure

a) a warning

b) a problem

c) a crisis

d) an investigation

e) a recall

f) the public

g) an issue



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Examination 2022/2023



The exam consists in:

- a dialogue between candidate and examiner of approximately **10 minutes**
- **questions and answers** relating to a presentation and the topics dealt with during the 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:

- Make a presentation on one of the topics of the Business English course, explaining all aspects of that topic
- What they found of particular interest in the course and be able to talk about the different areas of Business considered during the course:



GRADES

B2/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)



Course Content

- ❖ Unit 2 International Marketing
- ❖ Unit 3 Building Relationships
- ❖ Unit 4 Success
- ❖ Unit 6 Risk
- ❖ Unit 7 Management Styles
- ❖ Unit 11 Crisis Management



Unit 2 International Marketing

- ❖ Vocabulary: marketing word partnerships; noun compounds and noun phrases
- ❖ Reading: the Italian luxury market, Diego Della Valle
- ❖ Listening: how to market internationally



Questions to Think About

- ❖ What does international marketing involve?
- ❖ Define the marketing word partnerships in the vocabulary section.
- ❖ Diego Della Valle and Tod's Group
- ❖ The marketing strategies Svend Hollensen talks about



Unit 3 Building Relationships

- ❖ Vocabulary: describing business relationships
- ❖ Reading: business relationships in China and business relations in Russia
- ❖ Listening: Cadbury's Cocoa Partnership explained by Alison Ward



Questions to Think About

- ❖ Describing how companies can build up strong business relationships
- ❖ Explain and discuss Cadbury's Cocoa Partnership
- ❖ Business relations in China and the importance of guanxi, business relations in Russia and Italy



Unit 4 Success

- ❖ Vocabulary: prefixes
- ❖ Reading: Carlos Slim
- ❖ Listening: Isis Innovation



Unit 4 Success

- ❖ What makes people/companies successful? What are the indicators of success?
- ❖ Tom Hockaday's ideas on the essential qualities of a successful business. The reasons for the success of Natural Motion – what type of company is it? What type of companies are likely to succeed in the future?
- ❖ The reasons behind Carlos Slim's success.



Unit 6 Risk

- ❖ Vocabulary: describing risk
- ❖ Reading: the complexity of risk
- ❖ Listening: managing risks



Questions to Think About

- ❖ Discuss different aspects of risks.
- ❖ What risks does Steve Fowler talk about? What are the 5 key steps to risk management? What examples does he give of failed risk management?
- ❖ How did the insurance industry start? What do reinsurers do? Examples of consequences of catastrophes in developed and underdeveloped systems of insurance.



Unit 7 Management Styles

- ❖ Vocabulary: management qualities
- ❖ Reading: two different management styles: Anna Wintour and Jim Buckmaster
- ❖ Listening: interview with Laurie Mullins on successful managers



Questions to Think About

- ❖ Discuss different aspects of management styles
- ❖ Laurie Mullins' ideas on the managerial function today. Which 6 managerial philosophies does he mention? What two basic management styles does he talk about?
- ❖ Explain and contrast the management styles of Anna Wintour and Jim Buckmaster



Unit 11 Crisis Management

- ❖ Vocabulary: handling crises
- ❖ Reading: Dealing with crises



Unit 11 Crisis Management

- ❖ Discuss ways of handling crises
- ❖ Give examples of how companies handled crisis. What lessons can be learned?



Presentations

THINKING ABOUT YOUR AUDIENCE

When planning your presentation, it's essential to think about your audience and the following things:

- ☐ What will they already know, or what assumptions will they have about the topic?
- ☐ What will get them interested?
- ☐ What jargon or technical language should be avoided because the audience won't know it?



Structure

- ❑ Begin strong. Think about how you will really grab people's attention from the start.
- ❑ Create a need to listen. At or near the beginning of your talk, explain why you're talking about this topic and why it's important to the audience.
- ❑ Take your audience on a journey. Give your talk a clear route from beginning to middle to end.
- ❑ End powerfully. Summarize your main message and emphasise your emotional attachment to it.



Effective Openings

Grab your audience's attention from the beginning of the presentation.

- ☐ Tell a captivating story or anecdote
- ☐ Ask a rhetorical, thought-provoking question
- ☐ State a shocking statistic or headline
- ☐ Use a powerful quote
- ☐ Show a gripping image
- ☐ Be controversial – say something that some of the audience may disagree with
- ☐ Be challenging – say something to make your listeners question themselves



SIGNPOSTING LANGUAGE TO GIVE STRUCTURE

Signposting language lets your audience know what to expect and keeps them engaged.

- 1** Study the table of signposts for presenting. Then add expressions 1–10 to the table.
 - 1** Firstly ... , Secondly ... , Thirdly ...
 - 2** As I said earlier ...
 - 3** The reason we're all here today is because ...
 - 4** Are there any questions?
 - 5** Moving on to ...
 - 6** Thank you for listening.
 - 7** Thank you for coming today.
 - 8** As you can see from this ...
 - 9** I'll give you an example of what I mean.
 - 10** The third thing I want to say is ...



Starting the presentation Good morning everyone. My name's ... and I'm from/work for ...	Introducing your main aim Today, I'm going to talk about ... In the next twenty minutes I plan to show you that ...
Introducing a message or point So, first let's look at ... My second point is	Ending a message and moving on So that brings me to the end of that point. Now let's look at
Sequencing, adding and contrasting ideas Also, in addition, additionally On the other hand, However, In contrast,	Explaining and giving examples Let me explain in more detail. For example ...
Referring to an earlier or later point Previously I talked about ... I'll come back to that later.	Referring to visual aids Take a look at ... This shows you
Ending the presentation So, that's the end of presentation. I've talked about ...	Taking questions We have a few minutes left for questions. If you have any questions, I'd be happy to try and answer them.



Answers

1. Sequencing, adding and contrasting ideas
2. Referring to an earlier or later point
3. Introducing your main aim
4. Taking questions
5. Ending a message and moving on
6. Ending the presentation
7. Starting the presentation
8. Referring to visual aids
9. Explaining and giving examples
10. Introducing a message or point



USING VISUAL AIDS

Slides can be an extremely useful tool for presenters, but be careful, they also can be a distraction.

Remember, slides should:

- ☐ Present data clearly and simple
- ☐ Offer a few, powerful examples of illustrations of the main points
- ☐ Reinforce or amplify the speaker's words
- ☐ Not distract the audience or compete with the speaker
- ☐ Not require the audience to read a lot

See the *Using visual aids* file in the 'Presentation skills' section of the metacourse for more information and tips



VARYING YOUR SPEAKING PACE



Pace in general

Pay attention to the pacing of your words. If you speak too quickly (a common problem for speakers who are nervous), the audience may not be able to keep up. If you speak too slowly, they may become bored. Try to speak at a natural and understandable pace.

Varying the pace

During your presentation it is a good idea to vary your pace to signal changes in the content. For example, when communicating excitement, people often speed up. When communicating complicated or serious ideas, they tend to slow down.

The pause

Short pauses can be incredibly effective in helping the listener to reflect on a key point you have made or to prepare them for a change of direction in the talk.



Being Clear and To The Point

Follow these points:

- ☐ Be really clear in your own mind about what you want to audience to take away (purpose of your talk)
- ☐ Treat complex ideas more slowly and in short clear sentences
- ☐ Repeat key messages at strategic points in your talk (e.g. at the beginning and end) but try to avoid unnecessary repetition

When you have written your presentation, present it to a friend and ask them what they felt was unnecessary