

**CAREER  
PATHS**

# **Business English**

Book  
**3**

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**Express Publishing**

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# 1 Company culture

## Get ready!

1 Before you read the passage, talk about these questions.

- 1 What values do you think make a company successful?
- 2 What traits or actions can discourage customers from doing business with a company?



## Software plus

OUR COMPANY'S CORE VALUES...

At Software Plus, we value our customers above all else. We want to:

- provide quality products at **affordable** prices
- keep prices as low as possible so that our customers know they are getting a fair deal
- treat each customer as an individual
- strive to make every person who shops with us feel important and valued

Software Plus also recognizes **innovation** as a key part of our business. We will take steps to:

- stay **one step ahead** of the market
- monitor current **trends** and move quickly to fill **gaps** in the market

The employees of Software Plus are the company's greatest **asset**. As such, we **endeavor** to:

- provide a pleasant, friendly working environment
- supply training **opportunities** and **perks**
- foster professional growth and development

**Environmental issues** are a **priority** at Software Plus. We promise to:

- support a wide range of environmentally friendly **initiatives**, such as recycling and car sharing
- never knowingly create a product that is harmful to the environment



## Reading

2 Listen and read this poster about a company's values. Then, read the summary of the text. Fill in the blanks with the correct words from the word bank. How does the company value their customers? Tell the class.

### WORD BANK

products customers employees  
market opportunities

The company 'Software Plus' has four core values. To begin with, it aims to put 1 \_\_\_\_\_ first. Secondly, it tries to stay ahead in the 2 \_\_\_\_\_ by identifying what is popular. Thirdly it treats its 3 \_\_\_\_\_ well by providing perks and training 4 \_\_\_\_\_. Finally, it never creates 5 \_\_\_\_\_ that harm the environment.

## Vocabulary

3 Match the words (1-7) with the definitions (A-G).

- |                  |                   |
|------------------|-------------------|
| 1 ___ gap        | 5 ___ perk        |
| 2 ___ trend      | 6 ___ opportunity |
| 3 ___ innovation | 7 ___ endeavor    |
| 4 ___ priority   |                   |

- A a benefit people receive from their jobs  
 B the most important thing to do  
 C a new development  
 D to try to do something  
 E a temporarily popular item or style  
 F a place where something is missing  
 G a chance to do something useful



**4** Read the sentence pairs. Choose where the words best fit in the blanks.

**1** foster / strive

The company aims to \_\_\_\_\_ the staff's development.  
Mr. Gao wants his workers to \_\_\_\_\_ to do their best.

**2** affordable / one step ahead

It's important to stay \_\_\_\_\_ of our competition.  
The other company's product is more \_\_\_\_\_.

**3** initiatives / core values

This company has three \_\_\_\_\_: loyalty, quality and trust.  
There are many new \_\_\_\_\_ to help small businesses.

**4** environmental issues / assets

The company was forced to sell many of its \_\_\_\_\_.  
Being aware of \_\_\_\_\_ can reduce pollution.

## Listening

**5** Listen to a conversation between two managers. Mark the following statements as true (T) or False (F).

- \_\_\_ The poster will be displayed in the break room.
- \_\_\_ The man wants to include a statement about current employees.
- \_\_\_ The woman thinks people will like the environmental program.

**6** Listen again and complete the conversation.

**Manager 1:** I need some help with this poster for next month's 1 \_\_\_\_\_.

**Manager 2:** Sure, have a seat. What can I do?

**Manager 1:** Well, management wants a display that shows our 2 \_\_\_\_\_. The problem is, the manual lists a lot of values, but I can only show four.

**Manager 2:** I'd start with customer care. You could write about how we keep our software affordable.

**Manager 1:** That's good, thanks. What do you think of including 3 \_\_\_\_\_, though?

**Manager 2:** Yeah, why not? You could mention a few of our environmental initiatives. Like our recycling program.

**Manager 1:** Good idea. But it's a job fair, and there's 4 \_\_\_\_\_. I should include something about them, right?

**Manager 2:** What do you 5 \_\_\_\_\_?

## Speaking

**7** With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

**USE LANGUAGE SUCH AS:**

*I need some help with this poster ...*

*I'd start with ...*

*What do you think of ...*

**Student A:** You need to choose four core values for a poster. Talk to Student B about:

- suggestions
- your ideas
- attracting employees

**Student B:** Answer Student A's questions and make suggestions.

## Writing

**8** You are writing a website page about your company's core values. Using the poster and the conversation from Task 7, write a paragraph for the website (100-120 words). Talk about:

- What your company's core values are
- What your company endeavors to do
- How your company stays one step ahead





## Get ready!

## 1 Before you read the passage, talk about these questions.

- 1 What are some ways people greet each other in formal and informal situations?
- 2 What are some things foreigners might accidentally do that are offensive in your culture?



etiquette

eye contact

## Conducting Business Overseas

Conducting business overseas is full of **pitfalls**! There are many different customs regarding **etiquette**. You may make a major social **gaffe** without realizing it! This guide outlines the areas where mistakes commonly occur.

Consider how you will address your business associate. It is polite to address someone by their **title** and **surname** in many places.

The handshake is recognized worldwide, but in the States and Britain people generally shake hands only once, when they first meet. Be **aware** that in Japan, it is rude to make **eye contact** when shaking hands, and in many Asian countries it is **customary** to bow.

If you are invited to someone's house, you should take a gift to thank them for their **hospitality**. But be careful! Your choice of gift is very important. **Avoid** giving white flowers in Japan or clocks in China because they symbolize death. Be **conscious** of eating customs. In Europe and the States, you may **offend** your **host** if you leave food on your plate. However, in Asia, a clean plate indicates you are still hungry.

In conclusion, the best way to conduct business internationally is by researching **manners** and customs. Only this way can you ensure that you won't make a terrible social **blunder**!

## Reading

## 2 Listen and read this guide to business etiquette. Then, choose the correct answers. Say four things you have learned from the text.

- 1 What should you NOT do when visiting Japan?
  - A give your host a gift
  - B bow when you meet someone
  - C leave food on your plate after a meal
  - D look a person in the eyes during an introduction
- 2 What should business travelers do before doing business other countries?
  - A purchase reasonable gifts
  - B learn the country's language
  - C research the country's etiquette
  - D memorize new partner's surnames
- 3 According to the passage, when do British people shake hands?
  - A when greeting business partners in the morning
  - B when first being introduced to someone
  - C when accepting a gift
  - D when entering someone's house



gifts



## Vocabulary

## 3 Choose the word which has the same meaning as the underlined word.


- 1 Looking his client in the eye when they shook hands was a major gaffe.
  - A blunder
  - B hospitality
  - C host
- 2 Her manners were typically British.
  - A pitfall
  - B etiquette
  - C hospitality
- 3 He was conscious that he must leave some food on his plate.
  - A aware
  - B customary
  - C eye contact



**4 Choose the correct word pair to fill in the blanks.**

- 1 Mr. Sui thanked his \_\_\_\_ for the wonderful \_\_\_\_ .  
A title - surname B host - hospitality  
C hospitality - pitfall
- 2 \_\_\_\_ making eye contact because it may \_\_\_\_ the other person.  
A Customary - avoid B Offend - host  
C Avoid - offend
- 3 It is \_\_\_\_ to call someone by their title and \_\_\_\_ .  
A aware - title B customary - surname  
C avoid - hospitality
- 4 There are a number of \_\_\_\_ people can fall into such as not using a correct \_\_\_\_ .  
A pitfalls - title B hosts - surname  
C hospitality - eye contact

## Listening

**5**  Listen to a conversation between two colleagues about a business trip. Mark the following statements as true (T) or false (F).

- 1 \_\_\_\_ The speakers are taking a trip to Japan together.
- 2 \_\_\_\_ The woman asks the man to explain parts of Japanese etiquette.
- 3 \_\_\_\_ The woman plans to purchase a gift before she arrives in Japan.

**6**  Listen again and complete the conversation.

- Co-worker 2:** I've been reading up on Japanese 1 \_\_\_\_ . It's got me worried.
- Co-worker 1:** What are you worried about?
- Co-worker 2:** It's full of 2 \_\_\_\_ ! I'm scared I'm going to make some terrible social 3 \_\_\_\_ .
- Co-worker 1:** I'm sure that if you're careful of your 4 \_\_\_\_ you'll be fine.
- Co-worker 2:** That's not the point. Good manners in Japan are different from manners here. Sometimes they're the complete opposite!
- Co-worker 1:** Like what?
- Co-worker 2:** Well, here you make 5 \_\_\_\_ when you shake hands. In Japan that's rude.
- Co-worker 1:** Really? I wasn't 6 \_\_\_\_ of that.
- Co-worker 2:** And it's 7 \_\_\_\_ to give gifts to your hosts, but there are so many gifts that can be offensive!

## Speaking

**7** With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

**USE LANGUAGE SUCH AS:**

*Are you ready for your business trip?*

*I'm scared I'm going to ...*

*It's customary to ...*

**Student A:** You are going on a business trip to another country. Explain to Student B that you are worried about:

- greeting people
- giving gifts

**Student B:** Your colleague is going on a business trip abroad and is worried about etiquette. Help Student A plan for his or her trip.

## Writing

**8** You are writing a guide for business people visiting your country. Using the guide and the conversation from Task 7, write a guide to etiquette (100-120 words). Talk about:

- What is customary for people to do when they greet each other
- What people should be aware of during meals
- What sorts of gifts are appropriate







## Should You Change Your Management Style?

Tom Keanes

A good manager has lots of qualities: **ambition**, drive and the **resourcefulness** to lead a company into the future. But additionally, managers need to decide what relationship they will have with their team-members. Let's review the three major options.

**Authoritarian style** - Here the manager remains **distant**. He or she makes all the decisions, gives the orders and expects **subordinates** to obey. This style is **limiting**, but is useful when quick decisions need to be made.

**Paternalistic style** - Here the manager is more approachable and gives workers the chance to **contribute** to decision-making. However, although the manager may **consult** the staff, ultimately, he or she will make all the major decisions.

**Democratic style** - Here, the manager **empowers** the workers and gives them the **autonomy** to make their own decisions. The advantage of this is that it can improve **morale** and **motivation**, but on the negative side, decision-making is a slow process.

No one of the management styles above is right. Each has its pluses and minuses depending on the nature of the business. However the style you choose can **make or break** your company, so it's worth reassessing your style. It could make your company more productive.



### Get ready!

1 Before you read the passage, talk about these questions.

- 1 What are the qualities of a good manager?
- 2 What are the qualities of a bad manager?

### Reading

2 Listen and read this blog about management styles. Then, mark the sentences as true (T) or false (F). What styles can a manager adopt? Tell the class.

- 1 \_\_\_ An authoritarian manager gets advice from his workers.
- 2 \_\_\_ Staff members with a paternalistic manager will contribute.
- 3 \_\_\_ Giving workers more independence slows the decision making processes.

### Vocabulary

3 Write a word that is similar in meaning to the underlined part.

- 1 Buying lunch for employees improves their happiness.  
\_ o \_ \_ l \_
- 2 The project could lead to the success or failure of the company. m \_ \_ \_ \_ r  
\_ r \_ \_ \_
- 3 Workers do their best when given some independence.  
\_ \_ t \_ \_ \_ m \_
- 4 Giving the power to make decisions to employees makes them loyal.  
e \_ \_ o \_ \_ \_ i \_ \_
- 5 Employees don't approach managers who are removed from the group. d \_ \_ t \_ \_ \_
- 6 Being inclusive of all employees' opinions can make employees happy. \_ \_ m \_ \_ \_ a \_ \_ c
- 7 Try to provide employees with the urge to do something well. \_ \_ \_ \_ v \_ \_ i \_ \_
- 8 Most employees dislike Mr. Gray's controlling style of management.  
a \_ \_ \_ o \_ \_ \_ a \_ \_ \_ \_ s \_ y \_ \_



- 4 Fill in the blanks with the correct words from the word bank.

## Word BANK

contributes subordinates limiting ambition  
consult resourcefulness paternalistic

- \_\_\_\_\_ your manager for advice.
- People with \_\_\_\_\_ want a better job.
- Good team morale \_\_\_\_\_ to productivity.
- The manager is firm but fair with all of his \_\_\_\_\_.
- Kate's idea is \_\_\_\_\_ - it would create more problems than it solves.
- \_\_\_\_\_ shows someone is practical and creative.
- Mr. Tek isn't \_\_\_\_\_, and never involves workers in decisions.

## Listening

- 5 Listen to a conversation between a business owner and an employee. Mark the following statements as true (T) or false (F).

- \_\_\_ The meeting was called to discuss the man's management style.
- \_\_\_ Emailing documents saved the company a lot of money.
- \_\_\_ Employees prefer Mrs. Thomas' democratic style.

- 6 Listen again and complete the conversation.

**Employee:** Well, it's not really a complaint. It's just that Mr. Eggers is so, I don't know, 1 \_\_\_\_\_.

**Owner:** You mean he's hard to approach?

**Employee:** Exactly. And when you do, he doesn't really listen to 2 \_\_\_\_\_.

**Owner:** Can you give me an example?

**Employee:** Sure. Just last week I suggested to him that we email documents instead of printing them. It would 3 \_\_\_\_\_.

But Mr. Eggers didn't even comment on it.

**Owner:** Hmm. Thanks for letting me know. I 4 \_\_\_\_\_ much for morale, does it?

**Employee:** Oh, it's not so bad. In fact, I know everyone really likes Mrs. Thomas' management style.

**Owner:** What is it 5 \_\_\_\_\_ that people like?

**Employee:** She listens. She let's us contribute.

**Owner:** So she's 6 \_\_\_\_\_ than Mr. Eggers?

## Speaking

- 7 With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

### USE LANGUAGE SUCH AS:

*Do you have a complaint about one of the managers?*

*Can you give me an example?*

*I know everyone really likes ...*

**Student A:** Talk to an employee about his or her managers. Ask Student B about:

- complaints
- good management
- examples

**Student B:** You work at Student A's company. Answer his or her questions. Make up some details for two managers.

## Writing

- 8 You are a business owner. Write a memo to one of your managers suggesting that he or she adopt a new management style (100-120 words). Talk about:

- What the employee's complaints about the manager's style are
- Why it is important to change the management style
- Which management style you recommend
- Why you recommend this style



## Get the Right Team!

Teams can make or break a project. Some teams **gel** instantly and achieve great things, where others **flop**. So what makes a good team? In the 1970s, Dr. Meredith Belbin observed a number of teams to find out. He identified what separates unsuccessful groups from successful ones. In successful groups, the different team-members adopt one of nine different roles.

## The Roles:

The Plant is a **creative** individual who solves problems in **unconventional** ways.

The Monitor Evaluator analyzes options and makes impartial judgements on the practicality of ideas put forward.

The Coordinator is good at focusing on the **objective**, and can **delegate** work appropriately.

The Resource-Investigator is good at reviewing information beyond the focus of the team's work.

Implementers are **practical**. They can plan strategies and carry them out efficiently.

As the project nears completion, Completer Finishers have the patience to **scrutinize** it for errors.

Team workers create a **harmonious** team atmosphere, keeping relationships within the team positive.

Shapers **thrive** on pressure. Their **passion** drives the team forward.

Finally the Specialist provides **in-depth** knowledge of one particular subject.

creative



scrutinize



## Reading

2 Listen and read this magazine article about teams. Then, choose the correct answers. What roles can be adopted by members of successful groups? Tell the class.

- Which team-member is most likely to discover helpful information for a project?
 

A a Team worker    C a Resource-Investigator  
B a Coordinator    D a Shaper
- According to the article, which of the following is NOT true?
 

A Team workers have good relationships with others.  
B Plants are good at coming up with ideas.  
C Coordinators have strong opinions and feelings.  
D Completer-Finishers are good at finding mistakes.
- What can be inferred about Dr. Belbin?
 

A He was a Resource-Investigator.  
B He studied groups for almost a decade.  
C He observed groups that were not successful.  
D He saw the nine roles in his own research team.

## Vocabulary

3 Write a word that is similar in meaning to the underlined part.

- A good team is friendly and works well together.  
\_ a \_ m \_ \_ \_ \_ u s
- Yolanda does her job quickly and well.  
e \_ \_ \_ c \_ \_ \_ t \_ \_
- This project is going to be a disaster.  
\_ l \_ \_
- Be concerned with facts, not feelings.  
\_ \_ j \_ \_ t \_ \_ \_
- Ms. Kent's methods are unusual, but successful.  
\_ n \_ \_ \_ v \_ \_ t \_ \_ \_ a \_
- A manager must learn to give work to other people.  
\_ e \_ \_ g \_ \_ \_
- Paul is able to find possible solutions to problems.  
\_ r \_ \_ t \_ \_ \_ l

## Get ready!

1 Before you read the passage, talk about these questions.

- What type of people work well in groups? What type of people do not?
- Describe a group project you were involved in that did not go well. What happened?



**4** Read the sentence pairs. Choose where the words best fit in the blanks.

**1 creative / in-depth**

John has \_\_\_\_\_ knowledge of music.  
Sally is \_\_\_\_\_ and enjoys painting and writing.

**2 scrutinize / gel**

\_\_\_\_\_ this document for errors.  
A team needs the right people in order to \_\_\_\_\_.

**3 strategy / passion**

Helen has a strong \_\_\_\_\_ for making music.  
Develop a \_\_\_\_\_ for us to save money.

**4 review / thrive**

Some people \_\_\_\_\_ under pressure.  
Roger will \_\_\_\_\_ all the current documents.

## Listening

**5** Listen to a conversation between managers. Mark the following statements as true (T) or false (F).

- 1 \_\_\_ The managers' previous project was successful.
- 2 \_\_\_ The man believes the group needs multiple coordinators.
- 3 \_\_\_ The woman suggests a team member based on his previous creative work

**6** Listen again and complete the conversation.

**Manager 1:** I guess that's 1 \_\_\_\_\_. We need someone who takes charge. A coordinator.

**Manager 2:** I agree. But we 2 \_\_\_\_\_. We don't need two people arguing over what to do next.

**Manager 1:** Good call. Let's use Erica.

**Manager 2:** But Erica tends to be too focused on planning, don't you think?

**Manager 1:** So we'll 3 \_\_\_\_\_ someone who can get work done fast.

**Manager 2:** 4 \_\_\_\_\_. What do you think of Robert? He's pretty efficient.

**Manager 1:** I like him as an implementer, yes. So we have a leader and a hard worker – what else do we need?

**Manager 2:** 5 \_\_\_\_\_ a plan. Somebody creative. Our client wants a really attractive page.

**Manager 1:** You know, Bruce has designed some beautiful pages.

## Speaking

**7** With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

**USE LANGUAGE SUCH AS:**

*We need to choose our team carefully.*

*Let's talk about personality types and roles.*

*We need someone who ...*

**Student A:** You are trying to put together a team. Talk to Student B about:

- roles
- personality types
- project needs

**Student B:** Talk to Student A about the team and suggest members. Make up some team members details.

## Writing

**8** You are a project manager. Write a memo to your company manager stating who you want in your team (100-120 words). Make up the managers' personal details. Talk about:

- How many people you want
- Which skills are important for your project
- Who you want in your team and why





**PRINGLE AND WEBSTER is currently seeking a Production Supervisor \$60,000 - \$75,000 plus benefits**

Pringle and Webster is an established manufacturer of stainless steel containers, supplying the dairy and pharmaceutical industries. We currently have five factories in the northwest. We are currently seeking a production supervisor whose primary role will be to **oversee** our **assembly line** and quality control **operations**. This is a full-time post, and is based at our Newcastle plant.

Duties will include:

- Ordering the **raw materials** required for production, ensuring there is minimal **surplus** or shortage
- Ensuring factory **output** levels are maintained
- Checking the final products for defects to ensure there is a minimal level of product **recall**
- **Conferencing** with clients to discuss their design specifications
- Developing **measures** to cut company costs
- Essential - At least three years' experience in a manufacturing environment, working in a supervisory role.
- Ability to meet deadlines
- Desirable - Preference will be given to applicants with experience in **lean manufacturing**. It is hoped that the successful candidate will have a major role in developing and **implementing** new measures such as **just-in-time** production, in order to help the company cut costs and improve the efficiency of production.

**Get ready!**

1 Before you read the passage, talk about these questions.

- 1 What skills does a supervisor in a manufacturing industry need?
- 2 Many businesses save money by producing goods in other countries. Has this helped or hurt your country's economy?

**Reading**

2 Listen and read the advertisement for a Production Supervisor position. Then, complete the table using information from the text. Present the job to the class.

Job Title:	1 _____
Company Name:	2 _____
Manufacturer of:	3 _____
Duties include:	ordering 4 _____ maintaining 5 _____ 6 _____ with clients



conference

**Vocabulary**

3 Check (✓) the sentence that uses the underlined part correctly.

- 1  A ZipCo recalled products due to high quality.  
 B Conference with the staff for more information.
- 2  A There's no need to order more, we have a surplus.  
 B Our top quality products have many defects.
- 3  A The factory builds raw materials to be sold.  
 B Forty employees work on this assembly line.
- 4  A Lean manufacturing methods reduce costs.  
 B Just-in-time production requires storing.



- 4 Fill in the blanks with the correct words from the word bank.

## word BANK

operations    output    implement  
specifications    manufacturer    oversee

- Han Inc. will \_\_\_\_\_ new methods to save money.
- Check the design \_\_\_\_\_ before starting production.
- TamCorp is the biggest \_\_\_\_\_ of cars.
- The company must increase \_\_\_\_\_ to cover increased sales.
- Mr. Bradley will \_\_\_\_\_ the workers in the factory.
- Alice managed quality control \_\_\_\_\_ at a large factory.

## Listening

- 5 Listen to a conversation between an interviewer and an applicant for a job. Check (✓) the qualifications that Mr. Robson already has.

- three years of experience
- monitoring quality control
- ordering supplies
- conferencing with clients
- using lean manufacturing

- 6 Listen again and complete the conversation.

**Applicant:** I spent two years with a manufacturer of machine parts.

**Interviewer:** What did you do there?

**Applicant:** My main role was to 1 \_\_\_\_\_ the assembly line and keep output levels high.

**Interviewer:** Were you involved in 2 \_\_\_\_\_ ?

**Applicant:** Yes. Actually I managed those operations. I'm pleased to say that when I was manager, product recall fell by 37 percent.

**Interviewer:** Congratulations, that's impressive. How did you accomplish that?

**Applicant:** I 3 \_\_\_\_\_ measures.

**Interviewer:** Well, we're very interested in that type of change. Tell me, were you responsible for any other duties?

**Applicant:** Of course. I also had to 4 \_\_\_\_\_ and avoid shortages.

**Interviewer:** And how did you decide what materials to go with?

**Applicant:** I just made sure that we 5 \_\_\_\_\_ our clients wanted.

## Speaking

- 7 With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

### USE LANGUAGE SUCH AS:

*My role was to ...*

*Were you involved in ...?*

*How did you accomplish that?*

**Student A:** You are interviewing Student B for a manufacturing job. Find out if he/she has experience in:

- quality control
- overseeing workers
- conferencing

**Student B:** You are applying for a job. Answer Student A's questions.


## Writing

- 8 You are applying for a job in a manufacturing company. Write a covering letter outlining your skills and experience (100-120 words). Make up how long you have worked in manufacturing. Talk about:


- How long you have worked in manufacturing
- What your duties were at your last job
- What other skills or experience you have







market  
research



range of products

## memo

Dear Team,

The design stage of our computer gaming console 'Iliad' is nearing completion. Therefore it is time to start planning our marketing strategies. I would like to propose a meeting in three weeks. I've booked the meeting room for 3 o'clock on August 14th. Please let me know if you will be unable to attend.

Please give the following questions some thought before then.

- We are selling to a **niche** market, so what are the characteristics of our **prospective** customers?
- Do we need to do any **market research** to find out which marketing strategies will reach our **target market** most effectively?
- What does our gaming console offer in comparison to the range of consoles sold by our **competitors**?
- Has anyone got any imaginative marketing ideas, besides the usual television commercials, **flyers**, **billboard** ads, Internet etc.?
- What are the best **distribution channels** and **outlets** for our product?  
Is it worth exploring new **avenues**?
- What sort of **promotions** will attract **consumers** to our **brand**?
- What type of **packaging** will appeal to our target audience?

I look forward to hearing your suggestions on these issues at the meeting.

Thanks

Bill Turner

PRODUCT DEVELOPMENT MANAGER  
ODYSSEY GAMES

### Get ready!

- 1 Before you read the passage, talk about these questions.

- 1 What is the best marketing campaign you can think of? What makes it so good?
- 2 What qualities would a good marketing employee have?

### Reading

- 2 Listen and read this memo from a project manager to his marketing team. Then, mark the following statements as true (T) or false (F). Summarise the memo and tell the class.

- 1 \_\_\_ The first attempt to market the 'Iliad' was unsuccessful.
- 2 \_\_\_ Market research has been done to determine the target audience.
- 3 \_\_\_ The company wants to find non-traditional advertising methods.

### Vocabulary

- 3 Choose the correct word pairs to fill in the blanks.

- 1 Do some \_\_\_\_\_ to find out what people think of the \_\_\_\_\_.  
A competitors - outlets      B market research - brand  
C target market - range
- 2 A \_\_\_\_\_ can encourage \_\_\_\_\_ to buy things.  
A niche - competitors      B flyer - avenues  
C promotion - consumers
- 3 All the products in the \_\_\_\_\_ have similar \_\_\_\_\_.  
A range - packaging      B outlet - ranges  
C target market - brands
- 4 Marketing teams try to get a \_\_\_\_\_ not to buy products from their \_\_\_\_\_.  
A target market - competitors  
B distribution channels - flyers      C avenues - outlets
- 5 The company should distribute \_\_\_\_\_ in the \_\_\_\_\_ where its products are sold.  
A billboards - distribution channels  
B flyers - outlets      C avenues - niches



**4** Write a word that is similar in meaning to the underlined part.

- 1 Consider everyone as a possible future client.  
p \_ \_ \_ p \_ \_ \_ i \_ \_
- 2 This a small, specialized market. \_ \_ c \_ e
- 3 Advertising on very large boards is inexpensive.  
b \_ \_ \_ b \_ \_ \_ \_ s
- 4 We should explore other routes and directions.  
\_ v \_ n \_ \_ s
- 5 Get new ways in which products are made available to customers. d \_ \_ t \_ \_ b \_ t \_ \_ n c \_ \_ \_ n \_ \_ s

## Listening

**5** Listen to a conversation between two employees. Choose the correct answers.

- 1 What does the manager believe is good news for the company?  
A The price of the product has been lowered.  
B Competitors are struggling to sell their products.  
C More people are becoming interested in gaming.  
D The packaging of the product has been approved.
- 2 What can you infer about the company?  
A It controls a chain of gaming stores.  
B It's hired a marketing firm to do research.  
C Its niche is composed mostly of teenage girls.  
D It has not sold products in supermarkets before.

**6** Listen again and complete the conversation.

**Employee:** Not necessarily. My research shows that gaming is a lot more popular with all ages these days. And girls are becoming more interested.

**Manager:** That's good news for us.

**Employee:** Yeah, and I think that's where our competitors 1 \_\_\_\_\_. They mostly target young males.

**Manager:** But you think 2 \_\_\_\_\_ older people and girls.

**Employee:** I do. We could widen our niche, 3 \_\_\_\_\_.

**Manager:** That's a very interesting idea.

**Employee:** Of course, it means we may need to explore new avenues for advertising.

**Manager:** And I assume we'd need 4 \_\_\_\_\_, too.

**Employee:** Probably. I thought we might stock the console in supermarkets as well as the usual gaming stores and online outlets.

**Manager:** Good thinking. 5 \_\_\_\_\_ packaging?

## Speaking

**7** With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

**USE LANGUAGE SUCH AS:**

*I've been thinking a lot about ...*

*My research shows that ...*

*We may need to explore new ...*

**Student A:** You are planning the marketing for a new product. Talk to Student B about

- prospective customers
- advertising
- distribution channels

**Student B:** Talk to Student A about the marketing for a new product. Make up a product and target market.

## Writing

**8** Imagine that your company is developing a product. Choose a product and write an email to your manager with your marketing ideas (100-120 words). Make up a name for the employee. Talk about:



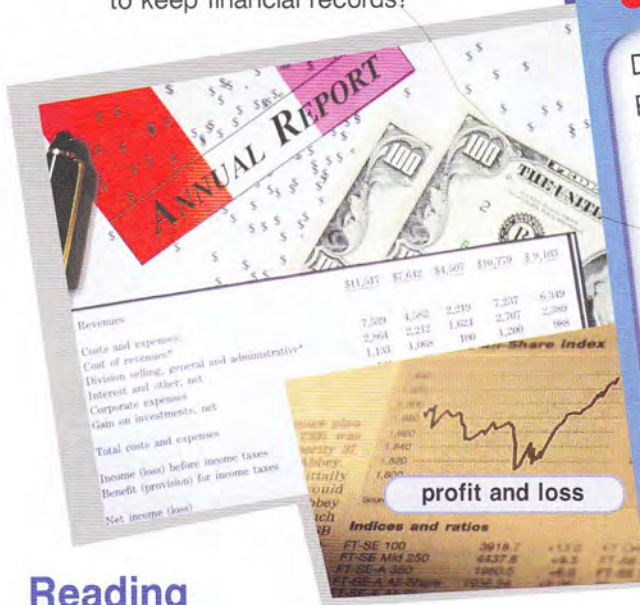
- Who your prospective consumers are
- What the best way to advertise to them is
- What distribution channels and outlets you would recommend





## Get ready!

- 1 Before you read the passage, talk about these questions.
- 1 What information might be included in a financial report?
  - 2 Why is it important for a company to keep financial records?



Dear Mr. Ingol,

Please find enclosed the annual **financial report**. In summary, the **profit and loss** statement shows that we are up \$7,658.04 on our **earnings** last year. Our increased earnings were due to the **revenue** received from the Taylor Johnson project. In fact, you will see on the spreadsheet that this one project alone brought in 20% of our annual **income after deductions**. Our profit was greatest in the 3rd **quarter**, when we received payment from Taylor Johnson and also received the **grant** from the Environmental Awards Group. Profit was lowest in the first quarter, when the company suffered a **net loss**. However, this was due to the increased **expenditure** incurred when we bought the new delivery vehicles, and there was no actual fall in earnings. The **balance sheet** shows that value of our **assets** is down this year. This is due to the **depreciation** incurred by our outdated computer system. However, the proposed purchase of a new computer system will result in an increased value in our assets by the end of the next financial year. We also have over \$3,000 in **liabilities**.

If you have any questions about the report, please get in touch.

Graham Knowles  
Director of Finance

## Reading

- 2 Listen and read this email from the Director of Finance to a CEO. Then, choose the correct answers. Summarise the email. Tell the class.
- 1 Which of the following statements is NOT true?
    - A The takings are higher than last year.
    - B Most of the profit came in the second quarter.
    - C The company received a grant in the third quarter.
    - D The company bought delivery vehicles in the first quarter.
  - 2 The company's assets decreased in value because
    - A this year's profits were low.
    - B the company suffered a net loss.
    - C the delivery trucks were expensive.
    - D the computers decreased in value.
  - 3 What is the company likely to do next year?
    - A buy a new computer system
    - B receive \$3,000 in debts
    - C receive a grant
    - D reduce spending

## Vocabulary

- 3 Match the words (1-7) with the definitions (A-G).

- |                    |                       |
|--------------------|-----------------------|
| 1 __ expenditure   | 5 __ grant            |
| 2 __ balance sheet | 6 __ net loss         |
| 3 __ assets        | 7 __ financial report |
| 4 __ depreciation  |                       |

- A money given to help a specific project
- B a situation where you spend more than you receive
- C a document giving information about finances
- D the money you spend
- E things you own which have value
- F the loss in something's value over time
- G a document containing statements relating to money



**4 Choose the correct word pairs to fill in the blanks.**

- The company's \_\_\_ was high, but it owes \$5,300 in \_\_\_\_ .  
 A revenue - liabilities                      B quarter - earnings  
 C income - profit and loss
- The expenditure \_\_\_ was greatest in the last \_\_\_\_ .  
 A deductions - income                      B incurred - quarter  
 C liabilities - asset
- The \_\_\_ statement shows that our \_\_\_ were higher last year.  
 A quarter - deductions                      B incurred - net loss  
 C profit and loss - earnings
- Our total \_\_\_ increased, not including \_\_\_ for raises.  
 A financial report - assets                      B income - deductions  
 C expenditure - depreciation

**Listening**

**5 Listen to a conversation between a CEO and a manager. Mark the following statements as true (T) or false (F).**

- \_\_\_ The company suffered a net loss in the last quarter.
- \_\_\_ The company earned income from the Hilton project last month.
- \_\_\_ The man expects losses in the next quarter.

**6 Listen again and complete the conversation.**

**Manager:** Okay. Well, 1 \_\_\_\_\_ is here on the left, and 2 \_\_\_\_\_ is on the right.

**CEO:** How do our 3 \_\_\_\_\_ to last quarter?

**Manager:** Well, they're up from the last quarter, but we actually suffered a net loss over the three months.

**CEO:** A loss? Why is that?

**Manager:** We updated the computer systems. It was pretty expensive.

**CEO:** Oh yes, of course.

**Manager:** But I expect us to make a profit in the next quarter. We'll 4 \_\_\_\_\_ the revenue from the Hilton project.

**CEO:** And 5 \_\_\_\_\_ we'll get that small business grant, too.

**Manager:** It could be a very good quarter for us.

**CEO:** Could you 6 \_\_\_\_\_ an estimate for the upcoming quarter? I'd like to show that to the board.

**Speaking**

**7 With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.**

**USE LANGUAGE SUCH AS:**

*Have you completed ...*  
*Why is that?*  
*There's no guarantee that ...*

**Student A:** You are a CEO. Talk to Student B about:

- financial report
- explanation of report
- next quarter

**Student B:** You are a financial manager. Answer Student A's questions.

**Writing**

**8 You are a financial manager. Write a brief memo to the CEO explaining why there was a net loss in the last quarter (100-120 words). Talk about:**

**MEMO**

- Lower takings last quarter
- Why expenditure was high in the last quarter
- What you expect will happen in the next quarter





## Get ready!

1 Before you read the passage, talk about these questions.

- 1 What must a salesperson do to ensure a sale?
- 2 What difficulties might a salesperson encounter when dealing with a client?



# Lucrative SOLUTIONS

## Sales Seminar 5-day workshops tailored to your needs.

In today's competitive market, you need to be sure that your sales team is ahead of the game. That's why we've developed a successful five-day seminar to help organizations like yours to develop a professional and **effective** sales team. Our courses are specially designed to help your sales team **generate** more **appointments**, deliver successful **pitches** and bring in more business. The course covers the entire sales process, from the initial greeting to closing the deal.

During the course you will learn how to:

- Create an effective sales plan to help you set and achieve your sales goals
- **Analyze** your territory and your competitors
- **Capitalize** on opportunities, develop **key contacts** and **influence** the right buyers
- **Approach** potential customers in a **consultative** manner
- Match your sales approach to the personality of your customers
- Become an **attentive** and active listener
- Handle **resistance** and **deal with** negativity
- Maintain your **existing** accounts
- Define and **demonstrate** your strengths and develop new skills

Your sales team will leave the seminar equipped with everything they need to fulfill your clients' real needs. For more information, or to book a course, please telephone 1(800)-555-2718.

[www.lucrativesolutions.com](http://www.lucrativesolutions.com)

key contact

## Reading

2 Listen and read this flyer advertising a set of seminars for salespeople. Then, read the paraphrase of the article. Fill in the blanks with the correct words from the word bank. What will people learn during the seminar? Tell the class.

### WORD BANK

seminars customers process business

Lucrative Solutions offers tailor-made courses to salespeople. The aim of the 1 \_\_\_\_\_ is to help salespeople be more professional and bring in more 2 \_\_\_\_\_. The course covers all elements of the sales 3 \_\_\_\_\_, such as analyzing territory, handling resistance and approaching 4 \_\_\_\_\_.

## Vocabulary

3 Read the sentence and choose the correct word.

- 1 The sales team delivered a successful (approach / pitch).
- 2 Tom's sales approach is not very (effective / existing).
- 3 (Capitalize / Analyze) on this new contact to sell more products.
- 4 The idea to lower prices met a lot of (influence / resistance).
- 5 Salespeople use many skills to (influence / demonstrate) people.
- 6 Many salespeople must (generate / approach) appointments.



**4** Read the sentence pairs. Choose where the words best fit in the blanks.

**1** attentive / consultative

Be more \_\_\_\_\_ when you listen to people.  
Build a(n) \_\_\_\_\_ relationship with clients.

**2** deal with / demonstrate

\_\_\_\_\_ your skills before an audience.  
It's hard to \_\_\_\_\_ difficult people.

**3** key contact / appointment

Mr. Robert's \_\_\_\_\_ is in half an hour.  
John is our \_\_\_\_\_ at that company.

## Listening

**5** Listen to a conversation between a company manager and a sales supervisor. Mark the following as true (T) or false (F).

- \_\_\_ The woman agrees to send the team to the seminar.
- \_\_\_ The sales team has lost several important accounts.
- \_\_\_ The man wants to hire new salespeople.

**6** Listen again and complete the conversation.

**Supervisor:** We have some salespeople who haven't **1** \_\_\_\_\_ in months. Clearly, they need to **2** \_\_\_\_\_ somehow.

**Manager:** Yes, good point. But isn't that something we can do in-house?

**Supervisor:** We could try. But I think they would benefit from some practice with other professionals.

**Manager:** I see. Well, if you think **3** \_\_\_\_\_, go ahead. But this **4** \_\_\_\_\_ some other concerns.

**Supervisor:** What's that?

**Manager:** I need to know if our **5** \_\_\_\_\_ can manage our existing accounts.

**Supervisor:** Well, some of our key contacts have shown some resistance to our latest sales drives. But we haven't **6** \_\_\_\_\_.

## Speaking

**7** With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

**USE LANGUAGE SUCH AS:**

*I think it would benefit our team.*

*Do you think it's necessary?*

*Do we need to bring in new personnel?*

**Student A:** A sales supervisor has concerns about the sales team. Talk to Student B about:

- a sales seminar
- pitches and appointments
- new employees

**Student B:** Talk to Student A about the sales team and seminar.

## Writing

**8** You are a sales supervisor. Write an email to the company manager explaining why you believe a sales seminar would benefit your team (100-120 words). Talk about:

- What the course promises to do
- What the current problems in the sales team are
- Why you think the seminar would benefit your team





PENN PLASTICS - Employee Manual

## Quality STANDARDS

At Penn Plastics we take great pride in the quality of our work. As an employee, you will be expected to familiarize yourself with **guidelines** published by the **International Organization for Standardization (ISO)** that apply to our field.

Chapter one in this manual outlines our **policies** regarding standards and **statutory requirements**. We are in compliance with all of the **statutes** regulating our industry and proudly maintain the highest standards.

Because most of our products are made for children, we must follow strict **criteria**, especially when it comes to our **resources** and suppliers. We are ultimately responsible for every product that leaves our factory. It's a responsibility that we take seriously. That's why every employee must complete a course and earn a **certification** in Product Safety.

Our products are designed to meet strict **specifications**. Every employee is expected to keep an eye out for quality control on the factory floor and in the shipping department.

At Penn Plastics, we're like family. We all have a vested interest in what we do and what we produce. You've joined a great team.

guideline

Chapter 4

criteria

UKAS  
QUALITY  
MANAGEMENT

ISO  
9001



specification

certification

## Get ready!

1 Before you read the passage, talk about these questions.

- 1 Why is it difficult to enforce international manufacturing standards?
- 2 How do international guidelines impact businesses?

## Reading

2 Listen and read the page from an employee manual. Then, mark the following statements as true (T) or false (F). Give two reasons why someone should join the company.

- 1  Penn Plastics executives determine regulatory statutes.
- 2  Most Penn Plastics products are intended for adult use.
- 3  All Penn Plastics employees have taken a product safety course.

## Vocabulary

3 Choose the word that is closest in meaning to the underlined part.

- 1 Alan gives the documents that give evidence of achievement.  
A certifications                      B resources                      C statues
- 2 The company must comply with the laws and guidelines.  
A specifications                      B certifications  
C statutory requirements
- 3 This manual contains the written rules and guidelines.  
A specifications                      B policies                      C resources
- 4 Follow the product requirements.  
A certifications                      B specifications                      C policies
- 5 What are the standards that must be used for testing the product?  
A statutory requirements                      B resources                      C criteria



**4** Place a check (✓) next to the response that answers the question.

- Does she know about the International Organization for Standardization?  
A  No, she has never traveled abroad.  
B  Yes, she studied its guidelines at her previous job.
- Have the employees followed the safety guidelines?  
A  Yes, their supervisor made sure.  
B  Yes, we'll have them done next week.
- Have you read about the new industry standards?  
A  Yes, I'm going to call a meeting about them.  
B  Yes, I know the industry hasn't been profitable.
- What resources does this company use most often?  
A  It processes a lot of lumber every day.  
B  It has produced more products every week.
- What does the statute say about this material?  
A  It is legal to use in everything except food.  
B  The company hasn't hired a lawyer yet.

## Listening

**5** Listen to a conversation between an instructor and a new employee. Mark the following statements as true (T) or false (F).

- The new employee has not read the ISO guidelines.
- The woman is responsible for ensuring compliance.
- The certification must be renewed every five years.



**6** Listen again and complete the conversation.

**Instructor:** Just try to 1 \_\_\_\_\_ that apply to our industry. It addresses plastics in section seven.

**Employee:** Great, thank you.

**Instructor:** Any other questions 2 \_\_\_\_\_?

**Employee:** Yeah, actually. I'm just working on the assembly line. But I'm responsible for monitoring 3 \_\_\_\_\_?

**Instructor:** Actually, that's 4 \_\_\_\_\_ . Making sure we're in compliance with all regulations, have our permits ...

**Employee:** But I have to know about it anyway?

**Instructor:** We find that it 5 \_\_\_\_\_ if everyone understands what we have to do and why.

## Speaking

**7** With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

**USE LANGUAGE SUCH AS:**

*Have you had a chance to read ...?*

*Just try to ...*

*How long does this certification last?*

**Student A:** You are a product safety instructor. Answer student B's questions.

**Student B:** You are a new employee. Ask student A about: statutory requirements.

## Writing

**8** You are a product safety instructor at a manufacturing company. Write a summary of what new employees must learn before becoming certified (100-120 words). Talk about:

- What you need to study
- How you will get your certification
- Why you must learn about these things



## Get ready!

## 1 Before you read the passage, talk about these questions.

- 1 In what ways can you compare the success of different companies?
- 2 How would you improve the efficiency of a business that exists today?

## Achieving Perfection in Your Business

You've done your homework, done your **benchmarking**, and studied various management **methods**. Think you've found the perfect **management strategy**? Think again.

Consider your **internal benchmarks**. Have you set goals? Have you taken an honest assessment of your strengths and weaknesses? If you have, you're off to a good start. **Quality management** within your company is the key to success.


Look at your **competitive benchmarks** next. Believe me, your competitors are looking at you, too. Achieving perfection means being a leader in your industry. But there's more. Keep an eye on what is going on in other industries. **Functional benchmarks** offer an opportunity for improvements across a variety of industries and organizations. Don't overlook this valuable tool.

Our recent study looked at **best practice** in the field of manufacturing and applied our findings to other industries at random. As far as management goes, we found that the top performers had the skills to be leaders in any industry.

For example, take the **six sigma** strategy, developed by an electronics company. Certainly, it has its **detractors**, but there is great value in the basic system. It also shows that a good business strategy can be beneficial far beyond its original industry.

*Top Business Quarterly  
Vol. 2 No.4*

## Reading

- 2  Listen and read the article from a business magazine. Then, read the summary of the dialogue. Fill in the blanks with the correct words and phrases from the word bank. What did you learn from the text?

### WORD BANK

management strategy    methods  
benchmarks    best practice

According to the article, the key to a good  
1 \_\_\_\_\_ is to use every available tool.  
2 \_\_\_\_\_ should measure owners' businesses, their competitors and even other industries. The 3 \_\_\_\_\_ followed in other industries may benefit other industries as well. For optimal results, owners should study all available 4 \_\_\_\_\_.

## Vocabulary

- 3 Match the words (1-6) with the definitions (A-F).
- 1 \_\_\_ functional benchmark
  - 2 \_\_\_ best practice
  - 3 \_\_\_ internal benchmark
  - 4 \_\_\_ detractor
  - 5 \_\_\_ competitive benchmark
  - 6 \_\_\_ six sigma
- A the comparison of practices among companies in the same industry  
B the comparison of similar practices within one company  
C a highly successful management strategy  
D the comparison of similar practices across industries  
E a method that consistently shows the best results  
F a person who is critical of something

management strategy

benchmarking



quality management



4 Write a word that is similar in meaning to the underlined part.

- 1 Develop a new strategy for coordinating staff and resources.  
m \_ \_ \_ g \_ \_ \_ n t \_ t \_ a t \_ \_ y
- 2 Conduct a study of the ways business is carried out.  
m \_ \_ \_ o d \_
- 3 A system of investigating successful activities improves workflow.  
\_ \_ \_ c h \_ a \_ \_ \_ n g
- 4 TechCo is reviewing its management activities that determine quality.  
\_ \_ a l \_ \_ y m \_ \_ a g \_ \_ \_ n t

## Listening

5 Listen to a conversation between a business owner and a manager. Mark the following statements as true (T) or false (F).

- 1 \_\_\_ The company's production methods are less expensive than competitors' methods.
- 2 \_\_\_ The man wants to apply best practices from one department to another department.
- 3 \_\_\_ Internal benchmarks show that the marketing department is the most efficient department.

6 Listen again and complete the conversation.

**Manager:** Because we're way more efficient. We spend about a 1 \_\_\_\_\_ on production. But the bigger companies spend almost twice that.

**Owner:** I see. They produce more overall, but our methods 2 \_\_\_\_\_ than theirs.

**Manager:** Exactly. In fact, the quality management standards on our production line could be applied elsewhere.

**Owner:** How so?

**Manager:** I noticed it while 3 \_\_\_\_\_ . As efficient as our production line is, our marketing department 4 \_\_\_\_\_ .

**Owner:** So what are you suggesting?

**Manager:** We take the production 5 \_\_\_\_\_ and apply them to the marketing department.

## Speaking

7 With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

USE LANGUAGE SUCH AS:

*How's that benchmark study coming along?*

*How can you be sure?*

*The quality management standards on our ...*

**Student A:** You are a manager and you have completed a benchmark study. Talk to Student B about:

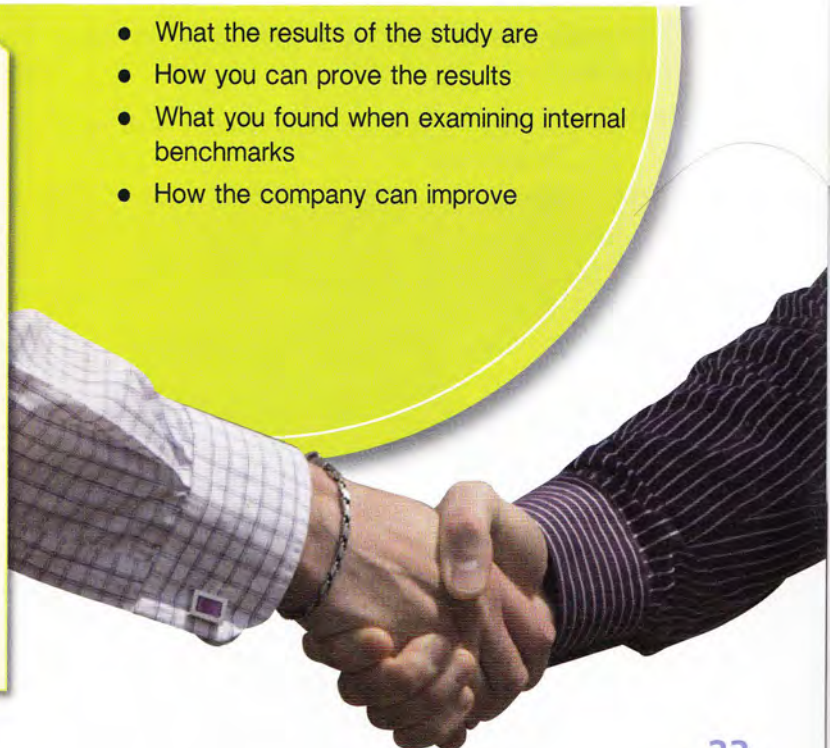
- competitive benchmarks
- production methods
- internal benchmarks

**Student B:** You are a business owner. Talk to Student A about a benchmark study.

## Writing

8 You are a manager and you have completed a benchmark study. Write a memo explaining the study to the business owner (100-120 words). Make up names for the owner and the manager. Talk about:

- What the results of the study are
- How you can prove the results
- What you found when examining internal benchmarks
- How the company can improve





## Get ready!

## 1 Before you read the passage, talk about these questions.

- 1 What are some things that can help improve a business's revenue?
- 2 How can having a successful business strategy help a business?

## Reading

## 2 Listen and read the email to a board of directors from a CEO. Then, read the paraphrase of the email. Fill in the blanks using words and phrases from the word bank. Which goals has the CEO in mind?

## word BANK

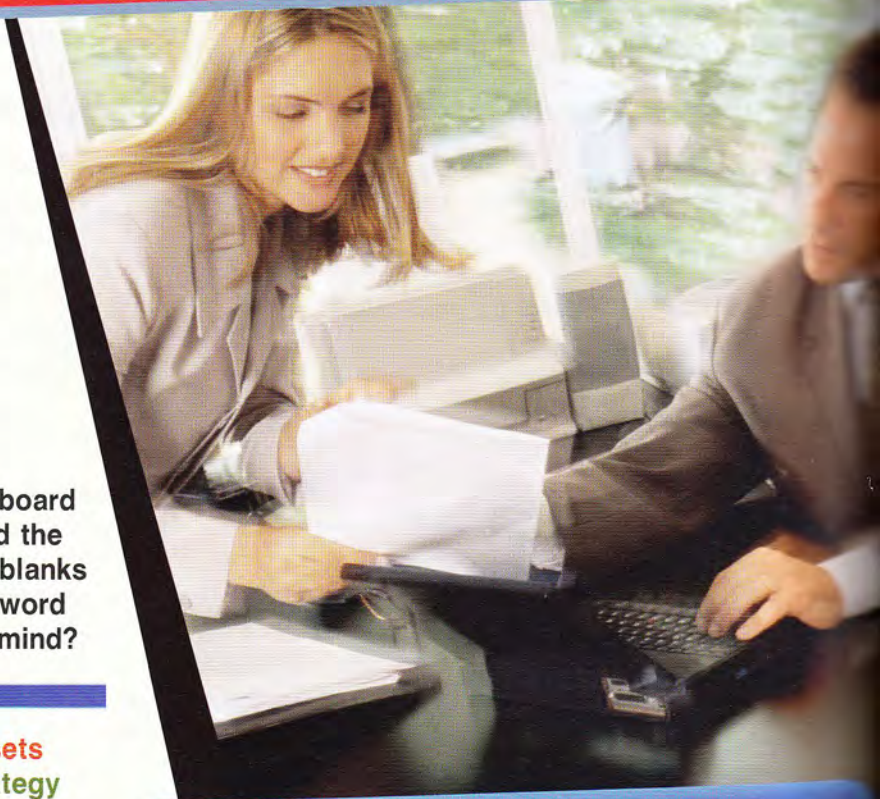
dominates recognizable assets  
board of directors business strategy

A company CEO is sending out an email to the  
1 \_\_\_\_\_ because he thinks they need a new  
2 \_\_\_\_\_. He is concerned because the  
company no longer 3 \_\_\_\_\_ the market.  
The CEO has two strategic goals in mind. First, to  
stabilize the company's 4 \_\_\_\_\_, and  
secondly, to make the company's name more  
5 \_\_\_\_\_.

## Vocabulary

## 3 Choose the correct word pair to fill in the blanks.

- 1 With a good \_\_\_\_, a company doesn't have to \_\_\_\_ its position.
  - A foothold - dominate
  - B strategy - defend
  - C strategic goal - formulate
- 2 Profits have \_\_\_\_ because the company \_\_\_\_ the industry last year.
  - A stabilized - dominated
  - B dominated - defended
  - C formulated - stabilized
- 3 To become a(n) \_\_\_\_, RogerCorp must gain a(n) \_\_\_\_ in new markets.
  - A foothold - strategy
  - B strategic goal - resource allocation
  - C industry leader - foothold



To:	The Board of Directors
From:	Luigi Quinn, CEO
Date:	May 1
Subject:	Business Strategy

## Esteemed members of the Board:

I'll make this brief. We need a new business strategy. Two years ago, we were at the top. We need to **dominate** the market again. If you ask me, we were lazy and allowed our competitors to establish a **foothold** in what was once our field alone. However, they have only begun to enter the market while we have years of experience behind us. I propose a new **strategic goal** that will increase **profitability** and **defend** our position as the **industry leader**.

Throughout the **planning** stages of this strategy, I have spoken with all of the company vice presidents about the appropriate **resource allocation** to meet our goals.

**Stabilizing** our assets is goal number one.

Name recognition is goal number two.

We've worked hard to **formulate** a plan. Now we need your support. At tonight's board meeting, I will give a formal proposal with the details of this new strategy. In preparation, please take a few moments to read the attached documents.

Let's move our company right back into the top position.

Sincerely,  
Luigi Quinn



**4** Check (✓) the sentence that uses the underlined part correctly.

- 1 — A Ms. Powers formulated a new plan.  
— B Resource allocation involved hiring employees.
- 2 — A The board voted to remove the strategic goal.  
— B The esteemed businessman has a good reputation.
- 3 — A The employees need an industry leader.  
— B The new building is still in the planning stage.

## Listening

**5** Listen to a conversation between a CEO and a director. Mark the following statements as true (T) or false (F).

- 1 — The woman helped create the new strategic goals.  
2 — The woman will attend the meeting tonight.  
3 — The board of directors will vote on the proposal at the next meeting.

**6** Listen again and complete the conversation.

CEO: Yes. This company was at the top of the industry, but we're no longer dominant. That 1 \_\_\_\_\_.

Director: I agree completely.

CEO: I'm glad I have your support, Anna. I know the other board members 2 \_\_\_\_\_.

Director: The email says that you and the company vice-presidents have 3 \_\_\_\_\_ to achieve this?

CEO: Yes, we've been 4 \_\_\_\_\_ for about a month now.

Director: I had 5 \_\_\_\_\_ that you've been thinking about it that long.

CEO: Well, I wanted to make sure the goals were 6 \_\_\_\_\_ before presenting them to the board of directors.

## Speaking

**7** With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

**USE LANGUAGE SUCH AS:**

*I just received your email about ...*

*I know the other board members ...*

*I assume it will have all the details of ...*

**Student A:** The CEO thinks that your company needs new goals. Ask Student B about:

- plan to achieve the goals
- when to present plan
- where to find details

**Student B:** You are the CEO of a company who has a proposal for new strategic goals. Answer Student A's questions. Make up personal details for a Director.

## Writing

**8** You are a CEO of a company. Make notes that will be used to compose a memo to the board of directors about this evening's meeting (100-120 words). Talk about:

- The time and location of the meeting
- What you are planning to propose at the meeting
- When board members will vote on your proposal





# 12 Competition

## Get ready!

1 Before you read the passage, talk about these questions.

- 1 What are some highly competitive professional fields?
- 2 Name some things that might give one company an advantage over another.

To: Hewster-Copeland, Inc. Employees  
From: Ronald Hewster  
Date: March 11th  
Re: Framers Associates

Since Framers Associates won the bid for the city's downtown revitalization contract, it has been getting a lot of publicity. That publicity has prompted new clients to seek out Framers Associates' services and its business is **booming**. As a result, it has gone from being a **minor player** to one of our top **competitors**.

While it may seem like Framers Associates is a major **threat** to our company, I do not want any of our employees at Hewster-Copeland to think we are no longer a **key player** in the contracting and construction market. We have the **advantage** - our reputation is solid, and we have spent years building customer loyalty through hard work and dedication. When it comes to experience and trustworthiness, we have the **edge** over Framers.

In addition, we have a good relationship with all of the material suppliers in our area, many of whom are always happy to mention our names and **recommend** our services to new customers. Just because we did not **land** the city **contract** does not mean that we are ruined. In fact, earnings reports show that we still are the top **grossing** contracting and construction firm in the city.

I thank you all for your continued hard work in making Hewster-Copeland the best in the business.

Sincerely,  
Ronald Hewster

## Reading

2 Listen and read the memo to employees regarding a competing company. Then, mark the following statements as true (T) or false (F). What advantage does Hewster-Copeland have over Framers Associates?

- 1 \_\_\_ Hewster-Copeland lost an important contract to Framers Associates.
- 2 \_\_\_ Framers Associates had higher profits than Hewster-Copeland.
- 3 \_\_\_ Suppliers suggest that people use Hewster-Copeland's services.

bid



booming

## Vocabulary

3 Fill in the blanks with the correct words and phrases from the word bank.

Word BANK

bid   key player   minor player  
advantage   land   grossing

- 1 The company is an important, \_\_\_\_\_ in the auto industry.
- 2 Which company submitted the lowest \_\_\_\_\_?
- 3 BeautyCo's line of makeup is its highest \_\_\_\_\_ product.
- 4 Ronald's experience gave him a(n) \_\_\_\_\_.
- 5 Mary's small business is just a \_\_\_\_\_ in the industry.
- 6 James has been unable to \_\_\_\_\_ new clients.




**4 Match the words (1-6) with the definitions (A-F).**


- 1 \_\_\_ contract            4 \_\_\_ edge  
2 \_\_\_ competitor        5 \_\_\_ recommend  
3 \_\_\_ threat              6 \_\_\_ boom

- A to increase or become more successful  
B something that is able to cause damage or hurt  
C to suggest  
D a quality that helps a company succeed  
E an agreement between two companies  
F a rival in the same field

## Listening

**5**  **Listen to a conversation between a manager and an employee. Mark the following statements as true (T) or false (F).**

- 1 \_\_\_ Janet is employed by Framer Associates.  
2 \_\_\_ Hewster-Copeland supplies construction materials.  
3 \_\_\_ The man is not concerned about the competition.

**6**  **Listen again and complete the conversation.**

**Manager:** Come on, Janet. 1 \_\_\_\_\_.

**Employee:** It's just some of us are concerned that the company isn't as 2 \_\_\_\_\_ as it used to be.

**Manager:** Does this have anything to do with 3 \_\_\_\_\_ for the city contract?

**Employee:** Sort of. It just seems like since Framer Associates got the contract, their business has been 4 \_\_\_\_\_.

**Manager:** I can assure you, Janet, that Hewster-Copeland is doing just fine. We actually 5 \_\_\_\_\_ on Framer Associates.

**Employee:** We do?

**Manager:** We've been in this business a long time. Hewster-Copeland has a great 6 \_\_\_\_\_ in the city.

**Employee:** That is true.

**Manager:** And our excellent relationship with our 7 \_\_\_\_\_ also gives us an advantage.

## Speaking

**7** With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

**USE LANGUAGE SUCH AS:**

*What is it you wanted to talk to me about?*

*I can assure you ...*

*It's just been alarming to see ...*

**Student A:** You are an employee who is concerned about how your company is doing. Ask Student B about:

- the company's strength
- why your company has an advantage

Make up a rival company name.

**Student B:** An employee wants to talk to you about how your company is doing. Answer Student A's questions. Make up personal details about your employee.

## Writing

**8** You are a manager. Write a memo to your employees about your company's competition (100-120 words). Talk about:

HEWSTER-COPELAND

- Competition with a key player in the industry
- An advantage you have over the competition
- Bidding against your competitors for a project

MEMO



## Get ready!

- 1 Before you read the passage, talk about these questions.
- 1 What are some ways a company can market itself creatively?
  - 2 Some products are marketed at a specific kind of customer. Name some products that are marketed this way and who they market to.

## Chapter 1 • Our Message, Our Model

## Employee Manual

## Concepts for Clients

At Concepts for Clients, our goal is **innovation**. That's why we have been a leader in the fields of **research and development** (R&D) and marketing for over a decade. You've joined our team because you are an **innovator** and we value your **creativity**.

Our clients are also leaders, when it comes to **entrepreneurship** and business sense. Our promise to them is to create the right marketing plan for their **target audience**. Concepts for Clients has built a solid reputation by consistently fulfilling this promise.

Your **designs** need to reflect our company's style and the wishes of the client. It can be a difficult balance to maintain. Remember, our message is always **optimistic**. Promote our client in a positive way. Steer clear of negative statements about the competition. Think about this question: What is the **incentive** for choosing our client over another company that provides a similar service?

Always show your work to a **focus group** before presenting it to the client. Make sure to keep our client's name **anonymous**. Members of the public are more likely to give an honest opinion that way. For more information on focus groups, see chapter 4.

## Reading

- 2 Listen and read the page from an employee manual. Then, choose the correct answers. How should employees in Concepts for Clients approach their customers?

- 1 What does Concepts for Clients value in its employees?
 

A confidence	C imagination
B entrepreneurship	D ambition
- 2 Employees are advised to
 

A present work to a client first
B create designs based on the client's style
C limit interactions with focus groups
D think about who the client's target audience is
- 3 Which is NOT good information to share with a focus group?
 

A the client's name
B the price of a product
C the product's name
D the target audience

## Vocabulary

- 3 Read the sentence pairs. Choose where the words best fit in the blanks.

1 **research and development / focus group**  
The \_\_\_\_\_ team thinks the ad will be a success.

The marketing firm asked people to be in a \_\_\_\_\_.

2 **innovation / target audience**

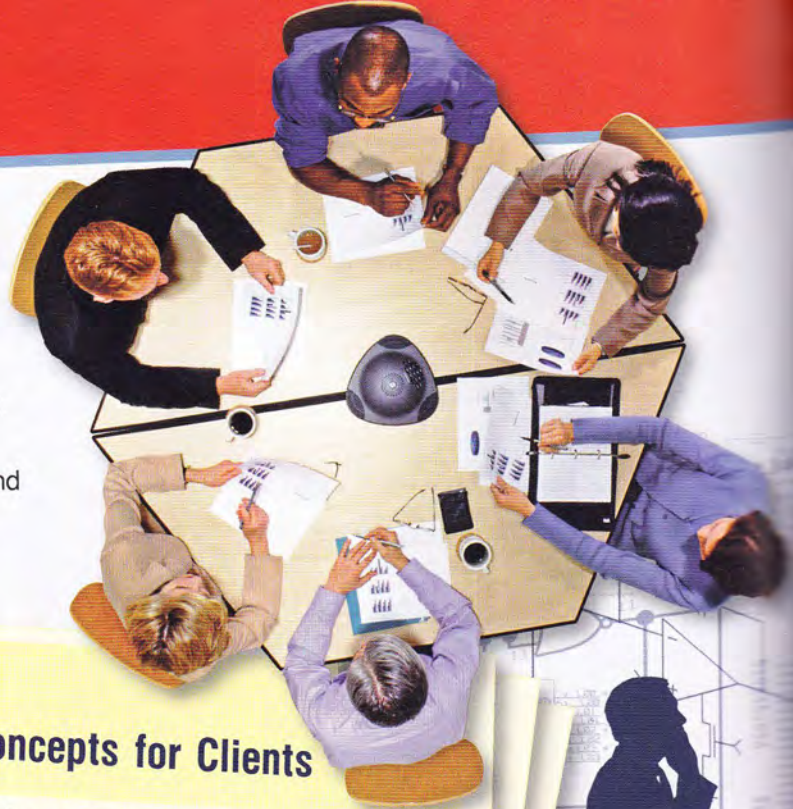
The \_\_\_\_\_ for the product is new homeowners.

Encouraging \_\_\_\_\_ results in great new products.

3 **design / entrepreneurship**

New business owners must learn about \_\_\_\_\_.

The focus group disliked the \_\_\_\_\_ of the ad campaign.





- 4 Fill in the blanks with the correct words from the word bank.

## Word BANK

anonymous    creativity    innovator  
optimistic    incentive

- 1 Don't mention the company name. \_\_\_\_\_ products get honest opinions.
- 2 It takes a lot of \_\_\_\_\_ to design a successful ad campaign.
- 3 Ms. Barrett is a(n) \_\_\_\_\_ with fresh ideas.
- 4 Provide people with a(n) \_\_\_\_\_ to be loyal.
- 5 Mr. Ito is \_\_\_\_\_ that the ad will reach his target audience.

## Listening

- 5 Listen to a conversation between a R&D manager and a market researcher. Mark the following statements as true (T) or false (F).

- 1 \_\_\_ The target audience is adults under forty years old.
- 2 \_\_\_ Some focus group participants had negative opinions.
- 3 \_\_\_ The research and development manager wants a new ad.

- 6 Listen again and complete the conversation.

**Manager:** Hi, Grace. How did the 1 \_\_\_\_\_ \_\_\_\_\_ for the new Shelbourne ad go?

**Researcher:** It went well, John.

**Manager:** Great!

**Researcher:** But there were some things the 2 \_\_\_\_\_ didn't like about it.

**Manager:** Oh ... I thought it was really 3 \_\_\_\_\_ . What didn't they like?

**Researcher:** Well, the 4 \_\_\_\_\_ for the product is adults over forty, right?

**Manager:** Yes, that's right. Most young people wouldn't be interested in that type of 5 \_\_\_\_\_ .

**Researcher:** Okay, well, some of them thought the 6 \_\_\_\_\_ was too edgy ...

## Speaking

- 7 With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

### USE LANGUAGE SUCH AS:

*How did the focus group for ... go?*

*What didn't they like?*

*Most young people wouldn't be interested in ...*

**Student A:** You are the manager of R&D. Ask Student B about:

- the focus group
- negative reactions

Make up some personal details.

**Student B:** You are a market researcher. Answer Student A's questions. Make up some personal details.

## Writing

- 8 You are a marketing researcher. Write an email to your boss about an ad campaign that was presented to a focus group (100-120 words). Talk about:

- What the product is
- Who the target audience are
- What they liked and didn't like about the product





## Get ready!

## 1 Before you read the passage, talk about these questions.

- 1 What are some factors that affect the global economy?
- 2 Name some aspects of strong economies and weak economies.

Littleton Sun Banner • June 3

## The Global Economy and Prosperity

Tonight, economics professor James Murray gave a special lecture on the global economy. He explained that **globalization** has led to higher **economic output** in many places. This, in turn, creates a higher standard of living. In some places, the increase is up to ten percent.

Murray says this is because having a global economy allows **developing countries** to trade with **industrialized countries**. As a result, national **debts** can be lowered and consumers can get products at lower prices. Also, workers in countries that engage in global commerce have better paying, higher quality jobs. All these things lead to increased prosperity.

The **gross domestic product (GDP)** of a country increases when it participates in global trade. The expanded **market** requires countries to produce more goods and services. However, the downside is **interdependence**. The daily choices we make, such as which clothes we buy, can actually have an effect on the economy of a country thousands of miles away. Its economy is dependent on what we buy. If a country's trading partner has a **downturn** in its economy, it will affect that country's economy as well.

In conclusion, Professor Murray stated that our economy is no longer solely based on **Wall Street trends**. Instead, the global economy is what will determine our economic situation in the years to come.

globalization

## Reading

2 Listen and read the following newspaper article. Then, mark the following statements as true (T) or false (F). Summarise the text. Tell the class.

- 1 \_\_\_ Globalization has led to a better quality of life in many places.
- 2 \_\_\_ Developed countries' debt may increase as they begin global trade.
- 3 \_\_\_ Countries are dependent on each other when they engage in global trade.

## Vocabulary

3 Match the words (1-7) with the definitions (A-G).

- |                       |                          |
|-----------------------|--------------------------|
| 1 ___ Wall Street     | 5 ___ developing country |
| 2 ___ trend           | 6 ___ downturn           |
| 3 ___ economic output | 7 ___ interdependence    |
| 4 ___ prosperity      |                          |

- A the general way of movement or direction  
 B an economic state of high income and low unemployment  
 C a nation that is not industrialized  
 D the street where the American stock exchange is located  
 E the amount of goods and services produced  
 F needing mutual support and assistance  
 G a decrease in economic activity



**4** Check (✓) the sentence that uses the underlined part correctly.

- 1 \_\_\_ A Globalization measures a country's economy.  
\_\_\_ B The company lost money and is in debt.
- 2 \_\_\_ A It's hard to find a gross domestic product in town.  
\_\_\_ B The state of the economy is reflected in the markets.
- 3 \_\_\_ A Industrialized countries often help their poorer neighbors.  
\_\_\_ B People have little money in a period of prosperity.

## Listening

**5** Listen to a conversation between a reporter and a speaker on the global economy. Mark the following statements as true (T) or false (F).

- 1 \_\_\_ The man thinks the global economy has more negatives than positives.  
2 \_\_\_ Companies relocate factories to pay workers lower wages.  
3 \_\_\_ The woman will use the man's comments in her article.

**6** Listen again and complete the conversation.

- Speaker:** Oh, yes. I can spare 1 \_\_\_\_\_ to talk.
- Reporter:** Do you think that your 2 \_\_\_\_\_ was well received?
- Speaker:** Yes, the audience seemed interested in what I had to say about the 3 \_\_\_\_\_.
- Reporter:** And does global commerce always 4 \_\_\_\_\_ a country?
- Speaker:** Well, there are some downsides to globalization. But the good 5 \_\_\_\_\_.
- Reporter:** Can you give me an example of one of the 6 \_\_\_\_\_?
- Speaker:** Well, in some 7 \_\_\_\_\_ globalization has led to loss of employment.

## Speaking

**7** With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.

**USE LANGUAGE SUCH AS:**

- Do you have a minute?*  
*Well, there are some downsides to ...*  
*Can you give me an example of ...*

**Student A:** You are a reporter. Talk to Student B about:

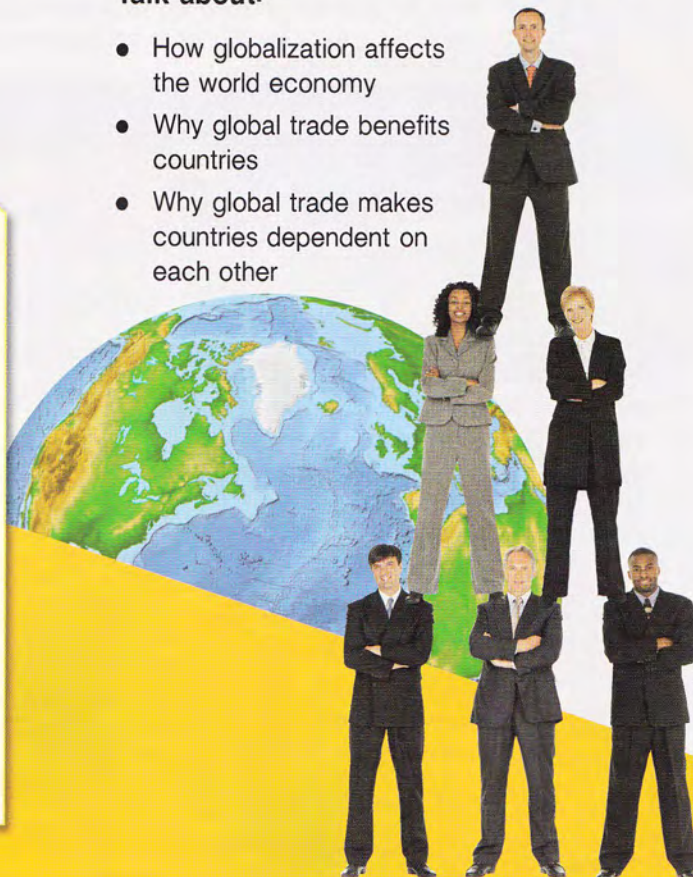
- the lecture
- effects of globalization
- writing your article

**Student B:** You are a speaker on the global economy. Answer Student A's questions.

## Writing

**8** You are a reporter. Using the article and the conversation from Task 7, write down some of the key points mentioned in the lecture for your article (100-120 words). Talk about:

- How globalization affects the world economy
- Why global trade benefits countries
- Why global trade makes countries dependent on each other





## Get ready!

- 1 Before you read the passage, talk about these questions.
- 1 The World Trade Organization regulates international trade. Why is this important?
  - 2 What might happen if there were no regulations for international trade?



WTO (World Trade Organization)



## Global Trade Today Blog

May 15th

**The WTO Debate**- When it comes to the **World Trade Organization (WTO)**, there are three kinds of people.

- 1) The people who support it.
- 2) The people who don't support it.
- 3) The people who don't know anything about it.

For those of you who are in the third category, I'll give you a brief explanation. The WTO is an organization that **oversees** global trade. It creates trade laws that govern member nations' companies when they do business. It's also the **venue** for things like negotiating **trade agreements**, settling disputes, and eliminating **trade barriers** like import **quotas**.

Now, why is it so **controversial**? Some people think the WTO has too much power. For example, a member nation's laws cannot **contradict** the WTO's laws. So a nation has to make sure they don't violate the WTO's laws when they want to create a new law. The WTO can also place **trade sanctions** on member countries if they violate a law.

The people who support the WTO say the organization promotes **free trade**. It helps developing countries establish trade with industrialized nations. This **boosts** the economies of all the nations involved. It ensures global business between nations is equal and fair.

What do you think of the WTO? Is it good, bad, or are you undecided? Leave your comments below, but please remember to be respectful of others' opinions.

venue

## Reading

- 2 Listen and read the blog post about global trade. Then, mark the following statements as true (T) or false (F). Say three things about the WTO.

- 1 \_\_\_ The WTO governs the global trade of its members.
- 2 \_\_\_ The WTO's laws are based on the laws of its member nations.
- 3 \_\_\_ Free trade is beneficial for the economies of all nations involved.

## Vocabulary

- 3 Fill in the blanks with the correct words and phrases from the word bank.

word BANK

WTO   venue   quota   violated  
trade barrier   boosts


- 1 The \_\_\_\_\_ for the meeting was the conference room.
- 2 Free trade \_\_\_\_\_ the economy of countries that export.
- 3 The leaders eliminated the \_\_\_\_\_ between the two nations.
- 4 An import \_\_\_\_\_ controls trade between nations.
- 5 The trade negotiations were overseen by the \_\_\_\_\_.
- 6 The company \_\_\_\_\_ its agreement with its main supplier.




**4 Place a check (✓) next to the correct response.**

- 1 Who is overseeing the new project?  
A  Mr. Leeds will be in charge.  
B  People who saw it were impressed.
- 2 Victor made a controversial comment.  
A  No, Jane apologized for it yesterday.  
B  Yes, I heard it caused a big argument.
- 3 Has the trade agreement been finalized?  
A  Yes, it will take effect in a month.  
B  No, the country's biggest export is oil.
- 4 Does this law contradict the old fair trade laws?  
A  Yes, it will benefit both countries.  
B  No, it just expands the current regulations.
- 5 Did the country get a trade sanction put on it?  
A  The economy has declined since last year.  
B  The WTO hasn't decided yet.
- 6 How does free trade help the economy?  
A  Sellers can get a better price for their goods.  
B  The trade agreement is not fair to one of the parties.

## Listening

**5**  **Listen to a conversation between a blogger and a co-worker. Mark the following statements as true (T) or false (F).**

- 1  The man thinks the WTO is bad for global trade.  
2  People are protesting the WTO during the conference.  
3  The woman disagrees with the man's view of the WTO.

**6**  **Listen again and complete the conversation**

- M:** Aren't they having some kind of meeting in London right now?  
**W:** Yes, it's called a 1 \_\_\_\_\_ .  
**M:** I thought I saw something on the news about people 2 \_\_\_\_\_ outside.  
**W:** Well, like I said in my blog ... the WTO is 3 \_\_\_\_\_ .  
**M:** I don't see why. I mean, there needs to be some kind of organization to oversee 4 \_\_\_\_\_ .  
**W:** Some people think governments should be able to regulate it instead.  
**M:** Yeah, but who's going to regulate the governments when they make 5 \_\_\_\_\_ ?  
**W:** Well, other governments could put their own trade 6 \_\_\_\_\_ on a country that violated any agreements.

## Speaking

**7** **With a partner, act out the roles below, based on the dialogue from Task 6. Then switch roles.**

**USE LANGUAGE SUCH AS:**

*Aren't they having some kind of ...?*

*Some people think governments should ...*

*It still seems to me like it's more practical to ...*

**Student A:** Talk to a blogger about a recent post. Talk to Student B about:

- the WTO's meeting
- the pros and cons of the WTO

**Student B:** You wrote a blog post about the WTO. Answer Student A's questions.

## Writing

**8** **You are a blogger. Using the blog and the conversation from Task 7, write notes for a blog post about the WTO (100-120 words). Talk about:**

- Where the Ministerial Conference is taking place
- How trade would be regulated if the WTO didn't exist
- The positive things the WTO does for global trade



# Glossary

- adopt [V-T-U3] To **adopt** something means to start to use it.
- advantage [N-COUNT-U12] An **advantage** is a quality or condition that helps a company succeed.
- affordable [ADJ-U1] Something that is **affordable** is not too expensive to buy.
- ambition [N-COUNT or UNCOUNT-U3] **Ambition** is a strong desire to do something.
- analyze [V-T-U8] If you **analyze** something, you study it carefully and draw conclusions from it.
- anonymous [ADJ-U13] If something is **anonymous**, its name or identity is not revealed.
- appointment [N-COUNT-U8] An **appointment** is a meeting you have already arranged with another person.
- approach [V-Tor I-U8] To **approach** means to move nearer to something or someone.
- assembly line [N-COUNT-U5] An **assembly line** is a group of machines and people in a factory that work together to build a product.
- asset [N-COUNT-U1, U7 & U11] An **asset** is any item of economic value which is owned by a company or individual.
- attentive [ADJ-U8] If someone is **attentive**, he cares about the other person's idea and listens carefully.
- authoritarian [ADJ-U3] If someone is **authoritarian**, that person makes decisions without consulting others.
- autonomy [N-COUNT-U3] **Autonomy** is independence.
- avenue [N COUNT-U6] An **avenue** is a route or direction. If you explore different avenues, you think about other ways to achieve your goal.
- avoid [V-I-U2] To **avoid** something means to try hard NOT to do it.
- aware [ADJ-U2] If you are **aware** of something, you know a little about it.
- balance sheet [N-COUNT-U7] A **balance sheet** is a document that shows the value of a company at a point in time.
- benchmarking [N-UNCOUNT-U10] **Benchmarking** is a method of investigating successful techniques in an industry and comparing them to one's own business.
- best practice [N-COUNT-U10] Methods that consistently show the best results are considered **best practice**.
- bid [N-COUNT-U12] A **bid** is a proposal to do a certain job within a certain amount of time and budget.
- billboard [N-COUNT-U6] A **billboard** is a large board found in cities and along roads. Companies use them to advertise.
- blunder [N-COUNT-U2] A **blunder** is a mistake.
- boom [V-I-U12] To **boom** is for something to increase or become more successful.
- boost [V-T-U15] To **boost** something is to increase it.
- brand [N COUNT-U6] A **brand** is the name and the 'identity' of the product.
- capitalize [V-T-U8] If you **capitalize** on something, you use the situation to your own advantage.
- certification [N-COUNT-U9] When one earns a **certification** one has a formal qualification in accordance with set standards.
- competitive benchmark [N-COUNT-U10] A **competitive benchmark** is a comparison of similar practices among companies in the same industry.
- competitor [N-COUNT-U6, U12] A **competitor** is a rival in the same field.
- conscious [ADJ-U2] If you are **conscious** of something, you know that it exists.
- consult [V-T-U3] To **consult** someone means to ask their opinion.
- consultative [ADJ-U8] If you do something in a **consultative** way, you ask questions and find things out, as well as giving information.
- consumer [N COUNT-U6] A **consumer** is a person who buys and uses produces sold by someone else.



contract [N-COUNT-U12] A **contract** is an agreement between two companies in which one company agrees to pay the other a certain amount of money in exchange for goods and services.

contradict [V-T-U-15] To **contradict** something is to be inconsistent with something else.

contribute [V-I or T-U3] To **contribute** to a project is to add to its progress.

controversial [ADJ-U15] If something is **controversial**, it causes disagreements or arguments.

core value [N-COUNT-U1] A company's **core values** are good qualities that the company wants to maintain when doing business.

creative [ADJ-U4] If a person is **creative**, that person has lots of good ideas and is often good at art, music or writing.

creativity [N-UNCOUNT-U13] **Creativity** is a characteristic that allows people to think of new ways of doing or making things.

criteria [N-COUNT-U9] Rules, standards and tests used in evaluation and decision making are **criteria**.

customary [ADJ-U2] If it is **customary** to do something, it is normal or usual in that culture.

deal with [V-T-U8] To **deal with** something means to take action to solve a problem.

debt [N-COUNT-U14] **Debt** is the amount of money that a person, company or country owes to others.

deduction [N-COUNT-U7] A **deduction** is an amount you take away from a figure.

defect [N-COUNT-U5] A **defect** is a fault or mistake in a product.

defend [V-U11] To **defend** something is to protect against a challenge or attack.

delegate [V-I or T-U4] To **delegate** work means to give work to other people, according to their skills.

democratic [ADJ-U3] If someone is **democratic**, that person will make sure everyone is involved in making decisions.

demonstrate [V-T or I-U8] To **demonstrate** something means to show and explain it to other people.

depreciation [N-UNCOUNT-U7] **Depreciation** is the loss of something's value over time.

design [N-COUNT-U13] A **design** is a drawing, model or plan for something.

detractor [N-COUNT-U10] A **detractor** is a person who criticizes something.

developing country [N-COUNT-U14] A **developing country** is a nation that is not considered modern or industrialized.

distant [ADJ-U3] If a person is **distant**, that person does not spend a lot of time talking to other people, but prefers to work alone.

distribution channel [N-COUNT-U6] A **distribution channel** is the way you make your product available to customers.

dominate [V-T-U11] To **dominate** something is to control it and have no competition.

downturn [N-COUNT-U14] A **downturn** is a period of time when economic activity is not as strong.

economic output [N-UNCOUNT-U14] **Economic output** is the amount of goods and services produced by a company, region or country.

edge [N-COUNT-U12] An **edge** is a quality or condition that helps a company succeed.

efficiently [ADV-U4] If you do something **efficiently**, you do it quickly and the quality of your work is good.

empower [V-T-U3] To **empower** someone means to give that person the power to make decisions.

endeavor [V-I- U1] To **endeavor** means to work hard in order to do something.

entrepreneurship [N-COUNT-U13] **Entrepreneurship** is the ability and willingness to start and manage a new business.

environmental [ADJ-U1] Something that is **environmental** is connected to protecting the earth and nature.

esteemed [ADJ-U11] If someone is **esteemed**, he or she is respected by others.

etiquette [N-UNCOUNT-U2] **Etiquette** is the rules of good and polite behavior.



# Glossary

existing [ADJ-U8] If something is **existing**, it is already there.

expenditure [N-UNCOUNT-U7] Your **expenditure** is the amount of money you spend.

eye contact [N-UNCOUNT-U2] **Eye contact** is the act of looking directly into another person's eyes.

financial report [N COUNT-U7] A **financial report** is a formal record of a business's financial activities.

flop [V-I-U4] To **flop** is to fail.

flyer [N-COUNT-U6] A **flyer** is a piece of paper which advertises your product.

focus group [N-COUNT-U13] A **focus group** is a random selection of people asked to give an opinion on a product or service.

foothold [V-I -U11] A **foothold** is a position that supports a company's further development or expansion.

formulate [V-T-U11] To **formulate** something is to create something.

foster [V-T-U1] To **foster** something means to look after something and help it to grow.

free trade [N-UNCOUNT-U15] **Free trade** is trade between nations without restrictions or fees.

functional benchmark [N-COUNT-U10] A **functional benchmark** is the comparison of similar practices across industries.

gaffe [N-COUNT-U2] A **gaffe** is a mistake in a social situation.

gap [N-COUNT-U1] A **gap** is a space, or a place where nothing exists.

gel [V-I-U4] To **gel** is to work well together and have a friendly relationship.

generate [V-T-U8] If you **generate** something, you make or create it.

globalization [N-UNCOUNT-U14] **Globalization** is the worldwide movement toward interconnected and inter-dependent commerce.

grant [N-COUNT-U7] A **grant** is money that someone gives to help with a specific project.

gross [V-I-U12] To **gross** is to earn a certain amount of money before paying taxes or costs.

gross domestic product (GDP) [N-UNCOUNT-U14] A country's **gross domestic product (GDP)** is the overall output of goods and services produced within the country.

guidelines [N-COUNT-U9] Recommended practices for an industry are called **guidelines**.

harmonious [ADJ-U4] If a group of people is **harmonious**, everyone is friendly and there are no arguments.

hospitality [N-UNCOUNT-U2] **Hospitality** is the act of looking after other people when they visit you.

host [N-COUNT-U2] A **host** is a person who welcomes you when you visit a new place.

incentive [N-COUNT-U13] An **incentive** is a reason for doing or buying something.

income [N-UNCOUNT-U7] **Income** is the money a company receives from sales or investments.

incurred [ADJ-U7] If something is **incurred**, it happens as a result of something else.

in-depth [ADJ-U4] If a person has **in-depth** knowledge, that person knows a lot about a subject.

industrialized country [N-COUNT-U14] An **industrialized country** is a nation that is considered modern, industrialized and financially sound.

industry leader [N-COUNT-U11] An **industry leader** is a company or business entity that has the highest profit or the highest market share.

influence [V-T-U8] If you **influence** someone, you change their mind.

initiative [N-COUNT-U1] An **initiative** is an idea which aims to solve a problem.

innovation [N-COUNT-U1] An **innovation** is a new idea or technology.

innovation [N-COUNT-U13] A business **innovation** is a good idea that can be marketed as a way to make a profit.



innovator [N-COUNT-U13] An **innovator** is a person who is successful at doing new things in his or her field.

interdependence [N-UNCOUNT-U14] **Interdependence** is the act of relying on mutual support or assistance in order to succeed.

internal benchmark [N-COUNT-U10] An **internal benchmark** is the comparison of similar practices within one company.

International Organization for Standardization (ISO) [N-NONCOUNT-U9] The **International Organization for Standardization (ISO)** is an international-standard-setting body composed of representatives from various nations.

issue [N-COUNT-U1] An **issue** is an important matter.

just-in-time [ADJ PHRASE-U5] A **just-in-time** operation aims to provide finished goods at the latest possible time in order to reduce storage costs.

key contact [N-COUNT-U8] A **key contact** is a person in another company who is likely to help you.

key player [N-COUNT-U12] A **key player** is a person or business that is very important and holds a lot of influence.

land [V-T-U12] To **land** something, such as a job, is to be picked to do it.

lean manufacturing [N PHRASE-U5] **Lean manufacturing** is the art of manufacturing goods as cheaply as possible.

liability [N-COUNT-U7] A **liability** is a debt that a company must pay.

liaise [V-T or T-U5] To **liaise** with someone is to talk to them in order to share information.

limiting [ADJ-U3] If something is **limiting**, it has a number of disadvantages that prevent progress.

loss [N-COUNT-U7] A company makes a **loss** when it spends more than it receives.

make or break [V PHRASE-T-U3] If a decision can **make or break** a company, the decision can affect whether the company succeeds or fails.

management strategy [N-COUNT-U10] A company's **management strategy** is the strategy for overseeing and coordinating staff and resources.

manners [PLURAL N-U2] **Manners** are rules of good behavior.

manufacturer [N-COUNT-U5] A **manufacturer** is a person or a company that makes products using raw materials.

market [N-COUNT-U14] A **market** is a real or virtual place where buyers and sellers trade goods, and services.

market research [N-COUNT-U6] **Market research** is the study of what people think of products and services.

methods [N-COUNT-U10] **Methods** are the ways in which a business is carried out.

minor player [N-COUNT-U12] A **minor player** is a person or a business that is not important and does not have a lot of influence.

morale [N-COUNT-U3] **Morale** is the amount of happiness and productiveness in a group of people.

motivation [N-UNCOUNT-U3] **Motivation** is the urge to do something well.

net [ADJ-U7] If something is described as **net**, nothing more needs to be subtracted.

niche [N-COUNT-U6] A **niche** market is a when a company has a small number of specialist customers with particular needs.

objective [ADJ-U4] If a person is **objective**, that person bases decision on facts, not feelings.

offend [V-T-U2] To **offend** someone means to make them feel upset or uncomfortable.

one step ahead [PHRASE-U1] If you are **one step ahead**, your ideas are more up-to-date than those of other people.

operation [N-COUNT-U5] An **operation** is a particular task in a company.

opportunity [N-COUNT-U1] An **opportunity** is a chance to do something desirable or useful.

optimistic [ADJ-U13] If someone is **optimistic**, they are confident that good things will happen.



# Glossary

- outlet [N-COUNT-U6] An **outlet** is a place that sells products from a particular company.
- output [N-COUNT-U5] **Output** is a finished product from an industry.
- oversee [V-T-U5, U15] To **oversee** is to supervise someone or something, or to check and supervise a process.
- packaging [N UNCOUNT-U6] **Packaging** is the material which holds a product while it is transported and sold. It is often made of cardboard or plastic.
- passion [N-UNCOUNT-U4] **Passion** is strong feelings and emotion.
- paternalistic [ADJ-U3] If a person is **paternalistic**, he acts like a father towards other people.
- perk [N-COUNT-U1] A **perk** is a benefit you receive from your job, such as a company car or gym membership.
- pitch [N-COUNT-U8] A **pitch** is a speech or presentation designed to persuade someone to buy something.
- pitfall [N-COUNT-U2] A **pitfall** is an unexpected difficulty.
- planning [N-COUNT-U11] **Planning** is the management function of forming plans to achieve set goals.
- policies [N-COUNT-U9] A company's **policies** are the written rules and guidelines for employee and management practices.
- practical [ADJ-U4] If a person is **practical**, that person is good at having realistic ideas to solve problems.
- priority [N-COUNT-U1] A **priority** is something that is more important than other things.
- profit [N-COUNT-U7] A company's **profit** is the total money it earns after paying the costs of production.
- profitability [N-COUNT-U11] **Profitability** is the ability of a company to generate income consistently.
- promotion [N COUNT-U6] A **promotion** is a campaign to attract consumers' attention by selling your product at a cheaper price than usual.
- prospective [ADJ-U6] A **prospective** customer is someone who is not your customer now, but could be a customer in the future.
- prosperity [N-UNCOUNT-U14] **Prosperity** is an economic state of high income and low unemployment.
- quality management [N-UNCOUNT-U10] **Quality management** includes all management activities involved in determining quality policy.
- quarter [N-COUNT-U7] A **quarter** is a period of three months.
- quotas [N-COUNT-U15] **Quotas** are limits on quantities that cannot be legally exceeded.
- range [N-COUNT-U6] A **range** is a group of things or products which are part of a set.
- raw material [N-COUNT-U5] **Raw material** is a natural product, such as wood or oil. It has not been made into another product.
- recall [N-COUNT-U5] A **recall** is the process of returning faulty goods to a company.
- recommend [V-T-U12] To **recommend** somebody for something is to suggest that somebody is capable of doing something well.
- research and development [N-COUNT-U13] **Research and development** is the field that applies research to solve problems or create new business methods or products.
- resistance [N-UNCOUNT-U8] You meet with **resistance** when you meet people who do not want the same things as you.
- resource allocation [N-COUNT-U11] **Resource allocation** is the process of dividing resources among projects, departments, etc.
- resourcefulness [N-UNCOUNT-U3] **Resourcefulness** is the ability to think creatively and make your own decisions.
- resources [N-COUNT-U9] The natural or man-made materials used in manufacturing are called **resources**.
- revenue [N-UNCOUNT-U7] **Revenue** is the money that a company receives from its customers.
- review [V-T-U4] To **review** something means to study it.



scrutinize [V-T-U4] To **scrutinize** something is to look at it very closely.

six sigma [N-UNCOUNT-U10] **Six sigma** is a highly successful management strategy developed by an electronics company.

specification [N-COUNT-U5] A **specification** is a paper which shows the exact details of a plan or proposal.

specifications [N-COUNT-U9] **Specifications** are the specific requirements to be satisfied by a material or product.

standards [N-COUNT-U9] **Standards** are the written definitions or rules approved by an official or professional agency.

statute [N-COUNT-U9] A **statute** is an official rule established through treaties, national or local standards.

statutory requirements [N-COUNT-U9] The licenses, permits, etc. necessary to carry out a business are the **statutory requirements**.

strategic goal [N-COUNT-U11] A **strategic goal** is a goal specifically designed to impact a company or its economic position favorably.

strategy [N-COUNT-U4, U11] A **strategy** is the plan of action toward a desired goal.

strive [V-I-U1] To **strive** means to try very hard.

subordinate [N-COUNT-U3] A **subordinate** is a person who works at a lower rank than you.

surname [N-COUNT-U2] A **surname** is your family name.

surplus [N-COUNT-U5] A **surplus** is a group of materials which you bought, but you not do not need.

takings [N-COUNT-U7] A company's **takings** are the total money the company receives from clients and customers.

target audience [N-COUNT-U13] A **target audience** for a product is defined by characteristics such as age and income level that make up that group.

target market [N-COUNT-U6] A **target market** is a group of people who you think you can sell your product to.

threat [N-COUNT-U12] A **threat** is something that is able to cause damage or hurt a company.

thrive [V-I-U4] To **thrive** is to do very well.

title [N-COUNT-U2] A **title** is part of your name that shows your social position, rank or achievement, such as Mister, Doctor or Professor.

trade agreement [N-COUNT-U15] A **trade agreement** is a contract that establishes the rules for doing business between two countries.

trade barrier [N-COUNT-U15] A **trade barrier** is a government imposed restriction on free trade.

trade sanction [N-COUNT-U15] A **trade sanction** is a punishment imposed on a country that violates trade agreements or laws.

trend [N-COUNT-U1] A **trend** is a change in fashions or opinions.

trend [N-COUNT-U14] A **trend** is the general way of movement or direction.

unconventional [ADJ-U4] If a person is **unconventional**, that person does things in a different way from other people.

venue [N-COUNT-U15] A **venue** is a place where something happens.

violate [V-T-U15] To **violate** is to not act properly according to a contract, law, or agreement

Wall Street [N-COUNT-U14] **Wall Street** is the street in New York City where the American stock exchange is located.

World Trade Organization (WTO) [N-UNCOUNT-U15] The **World Trade Organization (WTO)** deals with the regulation, negotiation and formalization of trade agreements between participating nations.



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