**UNIT I**

**MEETING PEOPLE**

Ex. 1 Read the conversations and say:

* Is it a formal or informal situation?
* Do people know each other?
* Which phrases are used in formal and informal situations?

*1)*

* *Mr Wellas, may I introduce you to Peter Brien. Peter, this is Mr Wellas of Telefonica de Espana.*
* *How do you do?*
* *How do you do? Peter, are you with Telecom International?*
* *Yes, I work for our New York branch.*

*2)*

* *Ulla!*
* *Thomas! Welcome to Oxford. It’s nice to see you again.*
* *You too. How are you?*
* *Fine thanks, Thomas. And you?*
* *Very well. How was your trip?*
* *Not bad, thanks.*
* *Good. Let’s go upstairs and have some coffee.*

*3)*

* *Good evening, Bob.*
* *Good evening, Liz. Do you know Luigi? Luigi, this is Liz, a friend of mine from work.*
* *Hello, Liz.*
* *Hello, pleased to meet you.*
* *So, are you an engineer too, Liz?*
* *That’s right. What about you?*
* *I’m in the chemicals business.*

*4)*

* *What do you do for a living?*
* *I’m in computers.*
* *Really? Who do you work for?*
* *Olivetti. I’m a product manager. What about you?*
* *I work for Balfore Beaty.*
* *So, you are in the construction business?*
* *Yes, I’m a civil engineer.*

Ex. 2 Work in pairs. Practice making introductions in the situations:

* Two people in a formal situation.
* Two people in an informal situation.
* Yourself to a new colleague.
* Yourself to a foreign visitor you are meeting at the airport.
* Yourself at a company reception desk.

Use the phrases:

*May I introduce you to …?*

*How do you do?*

*Do you know …?*

*Hello/ Hi*

*Good morning. My name is …*

*Excuse me. Are you Mrs Elvy?*

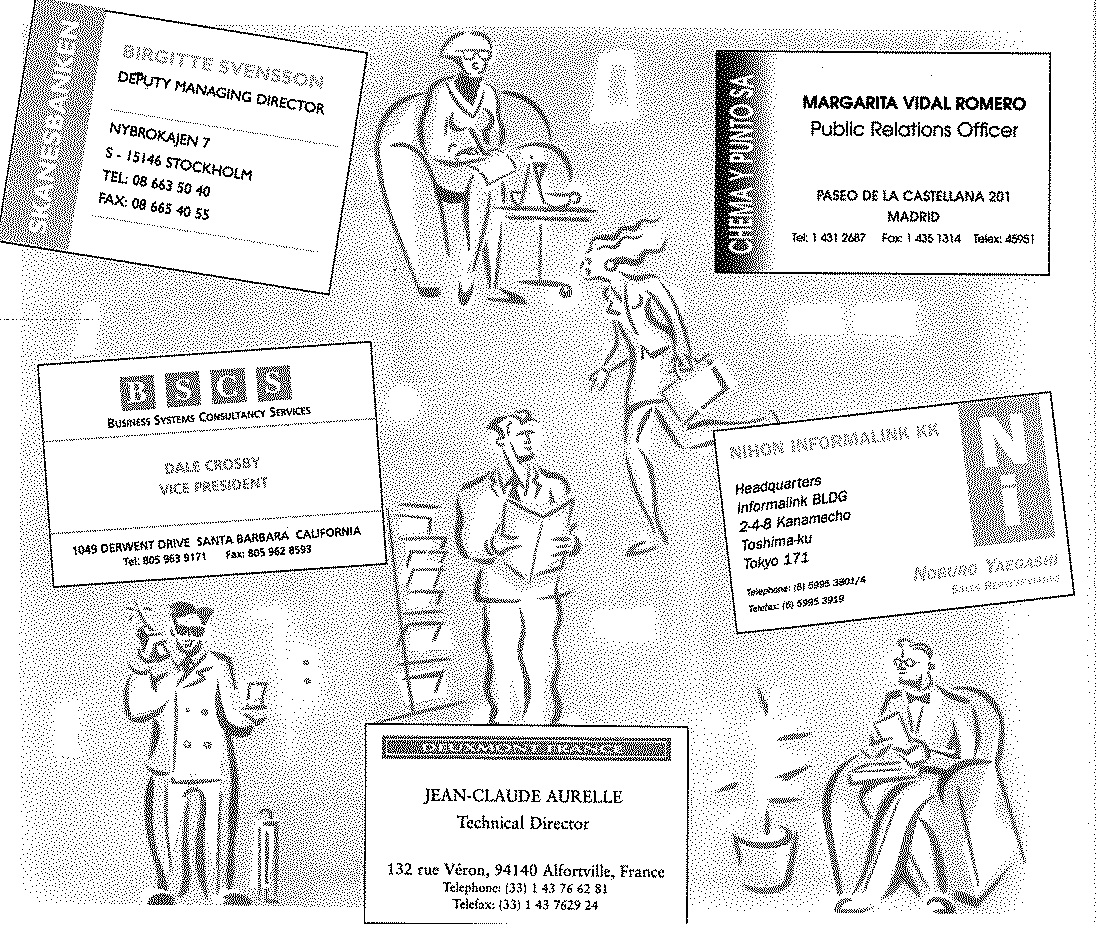
*This is …*

*Nice to meet you.*

*I don’t think we have met.*

*I have an appointment to see …*

Ex. 3 Five people are visiting your company today. Look at their business cards, ask and answer questions about them. *(What’s his/her name? What nationality is he/she? Who does he/she work for? Where does he/she work? What is his/her position in the company?)*

**

Ex. 4 Put the right question word in the spaces.

*Where, When, Why, What, How, Which, Who*

**Welcome to the IPQ conference.**

…… are you here? To find out about IPQ’s newest product.

…… is it? The RM110 data communication system.

…… many people are attending? 76

…… are they? European members of the IPQ team.

…… divisions do they work in? Marketing and Sales.

…… do we meet? At 6 o’clock this evening.

…… do we meet? In the Regency Lounge (1st floor).

Ex. 5 Here are some answers. What are the questions?

* How do you do?
* Fine, thanks. How are you?
* Jose Peres.
* I’m Spanish.
* No, I’m single.
* IBM.
* They produce and sell computers.
* The financial department.
* I’m an accountant.
* English, Spanish, and a little Italian.

Ex. 6 Imagine that you are one of the people in Ex. 3. Write some questions to ask your partner. Ask about the company, the job, the responsibilities, their hobbies and interests.

Ex. 7 Read the notes about these people quickly. Ask and answer questions about them.

1. *Rosa Gonzales*, architect. Works in 42nd Street, New York. Lives 2 miles away in 86th Street. 15-minute journey on rollerblades. Thinks about the day ahead or listens to her personal stereo.
2. *Matt Long*, jeweller. Works in Hatton Garden, London. Lives 4 miles away in Hornsey. 25-minute journey on bike. Has to concentrate on the traffic.
3. *Daisu Tanaka*. Works for banks in Otemachi, Tokyo. Lives 20 miles away in Chiba. 50-minute journey by train. Reads comic books or sleeps.

Model:

*What does Rosa do for a living?*

*Where does she live?*

*What nationality is she?*

*Where does she work?*

*How long does it take her to get there?*

*How far is it?*

*How does she get there?*

*What does she do on the journey?*

**Now, change a partner and ask similar questions about their studies, work, and their journey to work.**

Ex. 8 Read the profile of Derek Stirling and then write a profile about yourself. Use the topics below to help you.

*Name, nationality, home town, university, company, responsibilities, hobbies*

**Derek Stirling Profile**

My name is Derek Stirling and I’m Scottish. I live in Hadlow, a lovely English village near London, and I work for the Swire Group, Britain’s largest private company. The company deals with five business areas: aviation, property, industries, and trading. I work at our London head office. I’m responsible for developing trading business. I’m always very busy and I don’t have much free time, but when I do, I like fishing and I grow my own vegetables, just for fun.

**What other companies do you know? Where are they located? What do you know about them?**

**UNIT II**

**ARE YOU A NATURAL LEADER?**

Ex. 1 Use the words below to complete the sentences.

*Confident, honest, manage, organized, perfect, push yourself, respect, succeed*

1. No one is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. We all make mistakes.
2. My desk is always neat and \_\_\_\_\_\_\_\_\_\_\_\_\_ - everything is in its place.
3. You were relaxed and didn’t look nervous. You looked very \_\_\_\_\_\_\_\_\_\_\_.
4. It’s important to be \_\_\_\_\_\_\_\_\_\_\_\_\_\_ and never lie.
5. He’s late for everything. It’s not easy for him to \_\_\_\_\_\_\_\_\_\_\_\_\_ his time.
6. I know the job is not easy. But if you work hard, you will \_\_\_\_\_\_\_\_\_\_\_\_\_.
7. I \_\_\_\_\_\_\_\_\_\_\_\_\_\_ our new leader. She is trying hard and doing her best.
8. I know you can do it. You just need to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and try harder.

Ex. 2 Read the text *Are you a natural leader?* quickly. Then write the headings in the correct places in the text below.

*Managing others*

*Problems and ideas*

*Working with people*

*Emotions and stress*

**Are you a natural leader?**

**A** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. I like to try new things. I push myself when I need. I manage stress well. I feel it’s sometimes OK to lose. I’m not perfect but I know how to improve.

**B** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. I’m a very organized person. Clear goals and ideas are important to me. Change doesn’t bother me. I’m able to do several things at the same time. If there’s a problem at work, I try to fix it.

**C** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. I like to be in charge during a project. People on my team try to do their best for me. I want everyone to participate in discussions. I want the people around me to succeed. I’m comfortable with my decisions.

**D** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. People respect my ideas. I explain my ideas clearly. I’m confident of my public speaking skills. People describe me as a “people person.” It’s important for me to be honest.

**How many sentences are true for you? Do you think you are a natural leader?**

**Do you know a natural leader? Do the sentences in the text describe them?**

Ex. 3 Look at the text *Great leaders and their character* and choose the best summary sentence for the text.

1. *Great leaders are confident, excited, and helpful.*
2. *There are nine qualities that every great leader has.*
3. *You need just eight qualities to succeed in business.*
4. *Anyone can have the qualities of a great leader.*

**Great leaders and their character**

Great leaders come in all shapes and sizes. They can be anyone from a company CEO to a soccer coach, a small business owner to a group leader. While there are some natural leaders, most great leaders are not born that way. They learned how to be great over time. So what are these qualities that all great leaders have?

**They are confident** in their abilities and actions, but not arrogant.They are not afraid of new challenges and stay calm when things get difficult. Confident leaders usually give comfort to those around them. **They are excited** about what they do and want to share that feeling with others. **They are helpful** as they care about other people and want to help them. A good boss always sees an employee who is having a difficult time, and offers support. **They communicate well**. They communicate their ideas clearly, and listen carefully. The tech company Hewlett-Packard, for example, has an “open-door” rule. Leaders leave their doors open so employees can stop by and speak to them anytime. **They are determined**. Great leaders have a goal in mind and do what they need to achieve it. **They are responsible.** Great leaders need to be responsible for the performance for the people around them. When something goes wrong, they look for ways to fix problems quickly. **They are honest.** They are honest in all things – not just what they say and do, but in who they are. **They are respectful.** There is a rule in many cultures – treat other people as you want to be treated. But great leaders treat other people as they would like to be treated. **They stay positive**. When things go wrong, they smile, fix the problem, and move forward. Being positive makes everyone feel that they are working toward something good.

Ex. 4 Match the main ideas from the text (1-7) with the text sections (a-h). There is one section in the list that you do not need to match.

1. They do not give up easily. a. They are helpful.
2. No one wants a leader who lies. b. They are excited.
3. They are often quick to offer support. c. They are honest.
4. It’s never helpful to be negative. d. They are determined.
5. They do not stop until they succeed. e. They are positive.
6. They treat people well. f. They are confident.
7. They are not afraid of difficulties. g. They are respectful.

h. They are responsible.

Ex. 5 Complete the sentences. Use one word from the text.

1. Great leaders are never \_\_\_\_\_\_\_\_\_ of new challenges.
2. A good \_\_\_\_\_\_\_\_\_\_ is quick to offer employees help when needed.
3. A large number of people say that honesty is the most \_\_\_\_\_\_\_\_\_\_ quality.
4. A \_\_\_\_\_\_\_\_\_\_ leader makes everybody feel they are working toward something good.
5. Great leaders are \_\_\_\_\_\_\_\_\_\_\_, but not arrogant.
6. Many companies have an “open-door rule” that encourage employees to \_\_\_\_\_\_\_\_\_\_\_\_\_ openly.

Ex. 6 Look at the roles and qualities. Discuss what qualities are important for each role and why.

Model: *A great teacher should be caring and communicate well. He must explain his ideas clearly and respect students so that students get interested and inspired.*

**Roles Qualities**

CEO caring

President friendly

Music group leader works hard

Writer determined

Restaurant chef talented

Railway station master helpful

Leader of a political party or group intelligent

Military commander communicates well

Football team captain positive

honest

………

Ex. 7 A student chose a leader and wrote a paragraph in response to the question “What qualities make a leader great?” Read the paragraph. Underline the qualities the student mentions.

*There are many great leaders in the world. Some are in politics or business, but a leader can be anyone. I think the singer Bono from the band U2 is a great leader. There are three qualities that make him great. First, he is very caring. He works to help poor people around the world. Second, he is very determined. He works to raise money and does not stop until he achieves his goal. Third, he has great communication skills. He can talk with anyone, from regular people world leaders. This is why I believe he’s a great leader.*

Ex. 8 Brainstorm and write a paragraph “What makes a great leader?”

*Who can be a great leader?*

*There are many great leaders in the world, such as …*

*What person do you want to describe?*

*What character qualities does he or she have?*

*What actions show these qualities?*

*What quality of a leader do you want to have? Why?*

**UNIT III**

**TIME MANAGEMENT**

Ex. 1 Look at the information how an average British college student spends a day.

*Sleeping (8 hours)*

*Leisure and sports (4 hours)*

*Working (3 hours)*

*Studying (3.3 hours)*

*Eating and drinking (1.7 hours)*

*Washing (0.8 hours)*

*Going to and from class (1.5 hours)*

*Other (1.7 hours)*

**What does it show?**

**How do you compare with the information?**

**What do you spend more or less time doing?**

**What do you think some of the “other” activities are?**

Ex. 2 Use the words below to complete the sentences.

*Block, break, clear, complete, concentrate, folder, list, tip*

1. I need a \_\_\_\_\_\_\_\_\_\_ from studying. Let’s go get some coffee.
2. I can’t \_\_\_\_\_\_\_\_\_\_ on these questions anymore. I’m so tired.
3. Mom made a \_\_\_\_\_\_\_\_\_\_of chore we need to do. What’s number one?
4. You need to \_\_\_\_\_\_\_\_\_\_\_\_\_\_ this form. Remember to sign it at the end.
5. I need a 90-minute \_\_\_\_\_\_\_\_\_\_\_\_\_\_ of time to finish this report.
6. These instructions are not \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. Can you explain them?
7. Put all your papers inti this \_\_\_\_\_\_\_\_\_\_\_\_\_ to keep them together.
8. My teacher gave us a useful study \_\_\_\_\_\_\_\_\_\_.

Ex. 3 Do you manage your time well? Take this quiz to find out. Discuss with a partner.

1. *Do you have goals for this University year?* ***Yes No***
2. *Do you do your homework on time?*
3. *Do you ask for help when you need?*
4. *Do you use the time before and after class to study?*
5. *Do you study more difficult subjects first?*
6. *Do you turn off or silence your phone when you study?*

**If you answer “No” to most of the questions, you are not well organized.**

Ex. 4 Skim the text *Time-management tips.* Why would someone read the information?

1. To learn how to work harder.
2. To learn how to organize their time
3. To learn how to have more free time

**Time-management tips**

Unlike school, university students spend less time in class and more time studying outside of class. Some students have families, many have jobs, and all have busy lives. That is why it is important to manage your time well.

1) **Write down** the things you need to do in a notebook, or use an online tool to create a “to-do” list. Then check off things as you do them.

2) **Stay organized.** Use different notebooks and folders for each class so you can find them easily. Organize your computer files efficiently. And always keep your desk area neat so you know where every item is.

3) **Review notes** before class. You might think of a question to ask. Review the notes after class/ we forget the most within 24 hours when we don’t review.

4) **Plan study blocks.** Never study for hours without a break. This wastes time. For a block of 50 minutes, take a 10-minute break. During the break, relax, have a snack, or get some air.

5) **Do important things first.** Important things first, then smaller things.

6) **Do one thing at a time,** and do it well. one cannot manage too many affairs.

7) **Concentrate.** Sometimes it can be difficult to study because you start to think about something else. Find a quiet place to study and turn off the TV. Let people know your study times. Don’t check every e-mail or text as it comes. Check your phone during the break.

**What tips do you use?**

**What tips do you find useful?**

Ex. 5 Collocations with *time.* Choose the correct definition for each phrase.

1. free time a. lost time b. extra time
2. on time a. at the right time b. at the exact hour (12:00,1:00)
3. in time a. just before the time b. just after the time
4. spend time a. to save time on something

b. to pass time doing something

5. waste time a. to forget about the time

b. to do something that is not a good use of time

6. make time for a. to create time in a busy schedule

b. to do something more than one time

7. take your time a. to not hurry b. to hurry

8. kill time a. to do something to make time go slow

b. to do something to make time go fast

Ex. 6 Complete the sentences with the collocations from Ex. 5.

1. I need to \_\_\_\_\_\_\_\_\_\_\_\_ on my research project this weekend.
2. There is no hurry at all. Please \_\_\_\_\_\_\_\_\_\_\_\_\_.
3. I don’t have any \_\_\_\_\_\_\_\_\_\_\_\_\_ this semester, I’m so busy!
4. I got to the exam just \_\_\_\_\_\_\_\_\_\_. I was one minute early.
5. Dan and Lisa are busy but they always \_\_\_\_\_\_\_\_\_\_\_\_\_\_ when I’m in town.
6. We need to finish this report. Please don’t \_\_\_\_\_\_\_\_\_\_\_\_.
7. I have an hour before our study group meets. What can I do to \_\_\_\_\_\_\_\_\_\_?
8. Class starts at 1:00/ I always arrive at 1:00, exactly \_\_\_\_\_\_\_\_\_\_\_\_.

Ex. 7 Discuss the questions.

1. What do you like to do in your free time?
2. What do you like to take your time doing?
3. What do you do when you need to kill time between classes?
4. Do you often waste your time doing nothing?
5. Do you always come to class on time?

Ex. 8 Do you have good time-management skills when you have an exam? Choose the statements that show good time management.

**Before an exam During an exam**

I get 7-8 hours of sleep. I look over the whole exam.

I study a little every day. I always answer easy questions first.

I study for a few hours the night before. I check that I answer every question.

I study in blocks of time. I hand in my exam as soon as I finish.

Ex. 9 Read the student’s paragraph. Complete the paragraph with the reasons below.

*I think I have good time-management skills before and during exams. First of all, I do a lot to prepare before an exam \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. I study a little bit every day and I usually study in one-hour blocks. Also, I study for a few hours the night before. I always get 7-8 hours of sleep \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. Before I start the exam, I look over the whole exam. I always answer easy questions first. I check that I answer every question \_\_\_\_\_\_\_\_\_\_\_\_\_\_. When I finish, I hand in my exam at once. I know that’s not good to do \_\_\_\_\_\_\_\_\_\_\_\_\_\_. Overall, I think I manage my time well.*

* 1. because it’s important to collect your thoughts and concentrate.
  2. because I don’t want to be sleepy during the exam.
  3. because I sometimes hurry and forget to answer some.
  4. because it gives me confidence.

**What sentences are true for you?**

**UNIT IV**

**CHOOSING A CAREER**

Ex. 1 Read the paragraph *Factors when choosing a profession.* Underline the factors that influence people’s choice of a job.

**Factors when choosing a profession**

Most people work because they need to earn a salary, but money is not the only motivation or reason why people work. People get job satisfaction from different factors, such as social interaction with colleagues. Status, that is your professional position, and achievement, doing something well, can be important. Some companies value their employees and see them as the company’s main asset. Some organisations give their workers freedom to develop their roles and others don’t.

Ex. 2 Look at the survey below, then choose six factors that are important for you. Compare them with a partner.

*Factors considered when choosing your first job*

**I want to: % of graduates**

enjoy my job 72

like the people I work with 70

have enough money to afford the things I enjoy 64

receive training 63

have a motivating boss 41

have a good social life 40

work for a well-known company 35

have a position of responsibility 30

have job security 30

be in control of what I do 27

have a lot of freedom at work 21

have a job that will take me abroad 16

Ex. 3 Discuss the questions.

1. Are you ambitious? Why or why not?
2. Do you have a career plan? Where do you want to be in 10 years’ time?
3. Which of the following would you prefer to do?
4. Work for one company during your career
5. Work for several different companies
6. Work for yourself

Ex. 4 Which of the following areas do you plan or would you like to work in? Why?

1. Sales and Marketing
2. Construction
3. Management
4. Tourism
5. Vehicle manufacturing
6. IT (Information Technology)
7. Engineering
8. Telecommunication
9. Other

Ex. 5 What should you do to get ahead in your career? Choose the four most important tips from the list below. Compare your ideas in a group.

1. Change companies often
2. Attend all the meetings
3. Go to your company’s social functions
4. Be energetic and enthusiastic at all times
5. Be the last to leave work every day
6. Find an experienced person to give you help and advice
7. Study for extra qualifications in your free time

Ex. 6 Match the verbs on the right with the nouns on the left to make collocations. Use the collocations in your own sentences to discuss careers.

1. make a. money/ 40 thousand/ a bonus
2. get b. a fortune/ progress/ a living/ a mistake/ a decision
3. earn c. flexitime/ long hours/ for yourself
4. do d. a part-time job/ an office job/ a career plan
5. take e. a promotion/ the sack/ a pension
6. work f. a training course/ a break/ time off
7. have g. research/ a job/ your best

Ex. 7 Are certain careers more suitable for women than for men? Which do you consider a) for women only? b) for men only? c) for either?

*police officer, car mechanic, chef, nurse, pilot, politician, train driver, railway station master*

Ex. 8 Read a lecture delivered by a career advisor. Name two things that you have to do, two things you shouldn’t do, and the thing that only you can do when choosing a career.

**Career choices**

Choosing the right career is one of the biggest decisions you’ll ever have to make. You shouldn’t let other people decide for you. Don’t choose a career just because your parents, or your teachers, or your friends want you to do it. You’ll have lots of opportunities to make other people happy, but this one is for you; this is maybe the one time when you need to choose what feels right for you. Secondly, you shouldn’t choose a career just because it’s something you are good at. I meet people who chose a career in science, for example, just because they were good at science at school. Although they are still good at it, actually, they hate it. Now, before you can choose a career, you need to know yourself. Lots of tests online will help you identify what sort of person you are. The second thing you have to do is to find out what sort of work is available, and what it involves. You need to find out as much as you can about the companies preferably from the people who are already working in the sector. Social media sites like Facebook and Google+ are a great way to contact people who can share their experience. The last thing, the thing only you can do is understanding what makes you happy. What makes most people happy is surprisingly simple: contact with other people, variety, autonomy and recognition. The feeling that you are doing something useful, that you are making the world a better place is also a big motivator.

**Do you agree with the ideas discussed in the lecture?**

**If you could choose any job in the in the world to do, what would it be? Why?**

**UNIT V**

**COMPANY TYPES AND STRUCTURE**

Ex. 1 Look at the ways of classifying businesses.

|  |  |  |
| --- | --- | --- |
| **Industry**  **type** | Primary | agriculture, fishing, forestry, mining |
| Secondary | construction, manufacturing |
| Tertiary/services | banking, tourism, entertainment |
| **Business**  **type** | Sole trader | The business is owned by one person |
| Partnership | Two or more people run the business; all partners share profits and losses. |
| Limited liability (Ltd) | The company is responsible for any losses, not the owners; the company is private (share cannot be sold to the public). |
| Public limited (PLC) Corp) (Inc) | The company is owned by shareholders who receive dividends and gain or lose money if share prices go up or down. |
| **Business**  **model** | B2B | business to business – companies sell to companies |
| B2C | business to consumers – companies sell to individuals |
| C2C | consumer to consumer – individuals sell to individuals |
| B2B2C | third party vendors or consultants sell a company’s products to consumers |

**Which categories do the companies that provide these products and services belong to?**

*your Internet connection, your bicycle, spare parts for your car, your milk and cheese, your haircut, your dental care, bread and cakes, hamburgers and drinks.*

Ex. 2 Look at the business structures. Which do you think is best for these companies?

*Small family business*

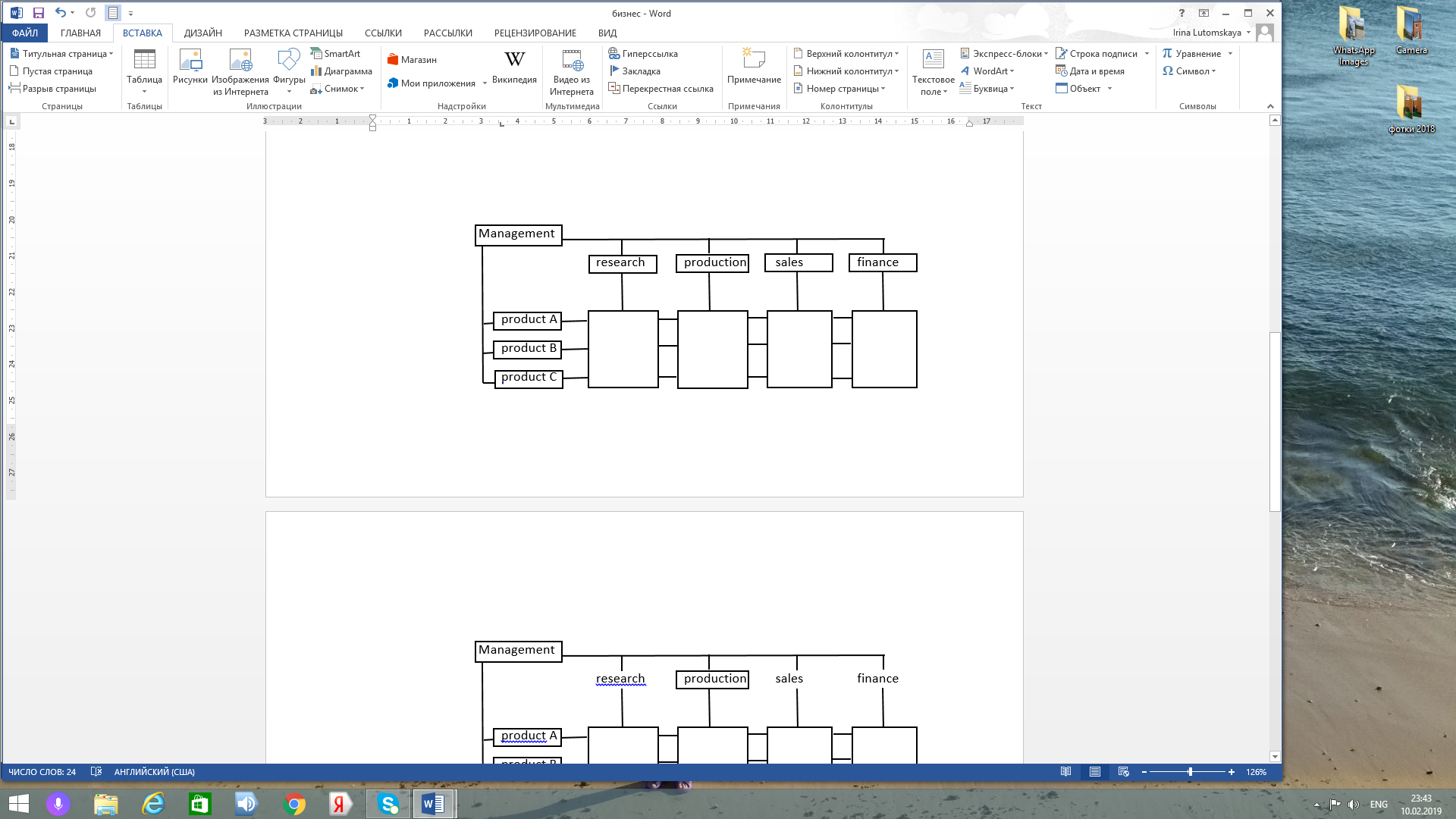
*Global online retailor*

*Multinational conglomerate*

*Medium-sized manufacturer*

Functional structure Hierarchical structure

Product structure Matrix structure



Ex. 3 Read about five people talking about their businesses. Note each speaker’s job, industry type, business model, type of business and company structure.

Model: *Mina is a geologist. She works in mining industry. Her company’s business model is B2B. she works for a multinational corporation that has a functional structure.*

**Mina:** I’m a geologist with a well-known multinational corporation. Our core business is mining – gold, silver, copper, iron and so on. We have a complex structure; each geographical region has a local management structure, but individual product managers also report to different functional managers at HQ – R&D, finance, marketing, etc.

**Marty:** I’m a freelance photographer, so I run my own business. I do a lot of weddings, parties and so on. Because I’m self-employed, I can do things my way, which is great; on the other hand, it’s financially risky. For example, if the business got into trouble, I could lose my home.

**Isabelle:** I share an office and an assistant with three other lawyers. I specialize in employment law, advising companies on HR issues. My partners each have their own specialization, and Sarah, our assistant, works for all of us. In theory, as managing partner, I’m the boss, but in practice we each look after our own clients. So it’s a very flat structure, there’s no real hierarchy.

**Frank:** I work for a hairdressing franchise – my job is to recruit and manage new franchisees; I report directly to the CEO. We help franchisees to set up salons, promote our products, and increase our shareholder value. Although they manage their own limited companies, they don’t have any real say in how things are done.

Ex. 4 Read and complete the company descriptions below using the words.

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Capital liability accountants share*

This is for between two and 20 people, and very often it is a group of doctors or \_\_\_\_\_\_\_\_\_\_ who set up this type of business. Each person has an equal \_\_\_\_\_\_\_\_\_\_ in making decisions and profit made. The more people you have, the more \_\_\_\_\_\_\_\_\_ you can put into business. However, you are legally responsible for the other people in the business, and you all have unlimited \_\_\_\_\_\_\_\_\_\_. So if one makes a mistake, you all have to pay for it.

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Investment agreement accounts shareholders*

This type of company is owned by a small group of individuals, the \_\_\_\_\_\_\_\_\_\_\_, who are very often the members of one family. You can only sell your shares if the owners are in \_\_\_\_\_\_\_\_\_\_\_\_. You have limited liability so you only lose your \_\_\_\_\_\_\_\_\_\_\_ if the company runs into trouble. You have a lot of paperwork to do as you have to publish your \_\_\_\_\_\_\_\_\_\_ every year.

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Capital fall shares Meeting shareholders*

Anyone can buy \_\_\_\_\_\_\_\_\_\_\_ in this company. This is a good type of company if you need to raise \_\_\_\_\_\_\_\_\_\_\_ in order to expand and diversify. You have limited liability but you can still lose money if there is a \_\_\_\_\_\_\_\_\_\_ in the price of your shares. You have little control in the running of the company unless you are a major \_\_\_\_\_\_\_\_\_\_\_ or enough other shareholders vote the same as you at the Annual General Meeting of shareholders.

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Debts trading profit boss*

This is the easiest type of business to start. You simply need a good idea and enough money to start \_\_\_\_\_\_\_\_\_\_\_. You can organize your work as you want because you are your own \_\_\_\_\_\_\_\_\_\_\_, and if you make a \_\_\_\_\_\_\_\_\_, you keep it for yourself. On the other hand, you have to work long hours and you have limited liability. That means if you run up \_\_\_\_\_\_\_\_ you alone have to pay for them.

**Read the texts again and write each company type below at the top of the correct paragraph.**

*Sole trader Partnership*

*Private limited company (Ltd) Public limited company (PLC)*

Ex. 5 In each set of four, match a verb on the left to a word on the right to form an expression from the text.

1 start a) money 5 run up e) capital

2 make b) a company 6 publish f) shares

3 invest c) trading 7 buy g) accounts

4 set up d) a profit 8 raise h) debts

Ex. 6 Decide with a partner if the sentences true or false. You may need to read the texts again.

1. A PLC is unlikely to have a hierarchy.
2. If you are a sole trader and you go bankrupt, you may have to sell your possessions to pay your debts.
3. If a sole trader becomes a partnership, you have more capital to invest in the company.
4. If you go bankrupt, it is better to be a Ltd company.
5. In a private limited company, shareholders can buy or sell shares as they wish.
6. It is easier for a PLC to raise capital.
7. You cannot lose money if you buy shares in a PLC.

**UNIT VI**

**PRESENTING A COMPANY**

Ex. 1 Do you know these companies? Make statements about the companies.

Model: *Toshiba* is a Japanese company. The headquarters are in Japan.

*HONDA OLIVETTI IBM*

*ERICSSON PHILIPS NESTLE*

*L’OREAL SIEMENS ROLLS-ROYCE*

Ex. 2 Read the facts about global companies and use the present perfect (*have/has done*) or past simple (*did*) of the verbs in brackets.

1. McDonald’s \_\_\_\_\_\_ (open) its first foreign outlet in Richmond, Canada in 1967. It now has outlets in 120 countries.
2. The Bank of Tokyo-Mitsubishi UFJ, Ltd \_\_\_\_\_\_ (be) the world’s largest bank since 2006. It has assets over US$1.7 trillion.
3. Lufthansa \_\_\_\_\_\_\_ (take over) Swiss Air in March 2005. It is now Europe’s third largest airline after British Airways and Air France.
4. De Beers \_\_\_\_\_\_ (has) a monopoly of the world’s diamond market for decades. It controls about 60% of the market.
5. Exxon Mobile, the world’s biggest oil company \_\_\_\_\_\_\_\_ (announce) revenues of over US$298 billion on 2004. That is more than the GDP of a country such as Australia.
6. Wal-Mart \_\_\_\_\_\_\_ (be) a family-owned business since Sam Walton opened his first Wal-Mart store in Arkansas in the USA in 1962.
7. Levi’s \_\_\_\_\_\_\_ (close) most of its factories in the USA and Canada and \_\_\_\_\_\_ production to low-cost countries in the 1990s.
8. Apple Inc. \_\_\_\_\_\_\_\_ (decide) to drop the word computer from its name Apple Computer Inc. in 2007. Since the success of its iPod, Apple \_\_\_\_\_\_\_\_\_ (focus) on expanding its range of products in the consumer electronic market.

Ex. 3 *Siemens AG* is one of the world’s biggest technology conglomerates. It has subsidiaries in 190 countries and employs almost half a million people worldwide. This is the first 120 years of the company’s history in short. Make the story more interesting and appealing using the phrases below.

*First of all …, To start with …, Initially …, To begin with …, it’s important to note that…, another important thing is …, what is interesting …, Then, After that, Next,*

*As soon as / When + full clause, ...but then, Immediately …, Surprisingly.*

**Siemens AG**

Werner von Siemens established the Siemens and Halske Construction Company in Berlin in 1847. The company constructed the Indo-European telegraph line between London and Calcutta in 1870. Siemens presented the first electric railway at the Berlin Trade Fair in 1879. In 1919, Siemens formed a joint venture with two other manufacturers of light bulbs. The joint venture company was called Osram. The company installed the first automatic traffic lights in Berlin in 1924. Siemens started producing the electron microscope in 1939. Siemens developed a method to produce ultrapure silicon and entered the data processing industry in 1953. In 1964, construction of the world’s largest satellite communications station in Bavaria began. Siemens became a German public limited company, Siemens AG in1966. Siemens set up the company Bosch-Siemens to produce household appliances in 1967.

Ex. 4 Which if these suggestions do you agree with?

To make an effective presentation, you should:

1. Find out as much as possible about your audience.
2. Introduce yourself (name, position, company).
3. Start with a joke.
4. Outline the structure of your talk.
5. Use different tones of your voice.
6. Refer to your notes as often as possible.
7. Use clear visual aids.
8. Summarize your main points.
9. Ask questions to the audience.

Ex. 5 Read a presentation about Sara Fashions. Put the phrases from the Useful language box in the correct places in the presentation.

|  |
| --- |
| ***Useful language:***  *First, I’ll give you some basic information.*  *Secondly, I’ll talk about our stores in other countries.*  *Next, I’ll talk about career opportunities.*  *Last of all, I want to look at our future plans.*  *Here’s some basic information.*  *Let me add a few figures. Let me start with …*  *Let’s have a look at some statistics.*  *What are our strengths?*  *To conclude, I want to tell you about our future plans.*  *Finally, a few words about our new project.*  *Thanks very much for listening to my talk.* |

**Sara Fashions**

Good morning, everyone. My name’s Marta Page. I’m Personnel Director of Sara Fashions. I’m going to talk to you today about our company. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ about Sara Fashions. Then I’ll talk about our overseas stores. After that I’ll outline the strengths of the company. Next \_\_\_\_\_\_\_\_\_\_\_\_\_\_. And finally, I’ll mention our future plans. I’ll be pleased to answer any questions at the end of my talk.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ with some basic facts. The company started in 1978. We are a family owned business and our head office is in London, UK. We sell clothes for men and women, and our customers are people aged 20 to 35. We have 15 stores in England.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. We have an annual turnover of about €260 million. Our net profits last year were approximately €16 million. We have a workforce of just over 2,000 employees.

Now, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. We have 4 large stores in France and another 10 in other European countries. We are planning to open 5 new stores next year. What are our strengths? We keep up with fashion trends. . and we get them to the stores very quickly. Next, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. If you are ambitious and fashion-conscious, we have opportunities in all areas of our business.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. We are planning to open a new store in New York. This will bring us to the US market. We are very excited about this new development.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_?

Ex. 6 Choose a company. Make a presentation about the company using the phrases from Ex. 4. Speak about: *Where is the head office? What does it sell/ produce? Who are its customers? Annual turnover? Annual net profits? Number of store/ plants? In what countries? Strengths? Future plans?*



1. I hope we can spend some time together while you’re here.
2. Can you bring me some Swiss chocolate, please?

Ex. 5 Complete the email openings with the words in the box.

|  |
| --- |
| *about because to with* |

1. I’m writing ……..confirm my dates and times.
2. I’m writing………more information about your visit.
3. I’m writing………my English course in Canterbury.
4. I’m writing………ask you a favour.
5. I’m writing………my phone is out of order.
6. I’m writing………details of the next team building day.
7. I’m writing………your computer problem.
8. I’m writing………tell you I can’s come to the seminar.

Ex. 6 Match these sentences from emails (1-6) with the writer (a-f).

1. Just let me know if you have any more problems with your product.
2. Just let me know when you can ship the order.
3. Just let me know if you’d like to come bowling with us.
4. Just let me know if you need any additional support while Sam’s off sick.
5. Just let me know if you need somewhere to stay.
6. Just let me know when Mum wants me to pick her up.

a) a colleagues b) a close friend c) a manager d) a family member e) a regular customer f) a regular supplier

Ex. 7 Imagine you are Gabi’s friend, Rita. Write these emails.

1. Write to Josie, another close friend. You won’t be in Montevideo on November 17th. Explain why. Ask Josie if she can meet Gabi at the airport.
2. Write to Raquel, the friendly manager of the pizza restaurant where you sometimes work at weekends. Tell her you can’t work the weekend of 1-2 December. Offer to work during the week instead.
3. Write to your uncle Manuel, who lives on the Gold Coast near the beach. Ask if you and Gabi can stay in his house for the weekend of 1-2 December. Tell him the good news about your exams, too.
4. Compare the e-mails you have written with your partner’s .

Ex. 8 Read the following text about letter writing.

Letters can be of different types: letters of application for a job, letters of complaint, letters asking for/giving information or advice, letters of invitation, letters of apology etc.

Before sending a letter, make sure that the information, layout, style and spelling are correct because the way a letter is written says a lot about the person who is writing it.

When writing a business letter, you should follow the standard format:

a) letterhead/address (but not name) of a writer;

b) the name of the person (if you know it) and the address of the person/company you are writing to;

c) date;

d) opening;

e) body of the letter;

f) a final sentence;

g) closing;

h) your signature;

i) your name and job title.

Business letters are usually quite formal in style, though over the past 10-15 years, business correspondence has become more informal and this tendency is more visible in e-mails. In formal style, we avoid contractions, slang and spoken language. Passive voice and complex sentences are an important characteristic of formal style.

Ex. 9 Match the informal phrases with their formal equivalents.

|  |  |
| --- | --- |
| 1. Write soon. | a) We would like to apologise for… /Please, accept our apologies for… . |
| 2. I’m sorry for… . | b) With reference to your e-mail of 19 October… . |
| 3. Could you… ? | c) Please, let us know your requirements./Please, let me know if you require any (further) information. |
| 4. Don’t forget to… . | d) I can assure you that… . |
| 5. Sorry, I can’t make it to the meeting on Monday. | e) We would like to remind you that… . |
| 6. I promise you to… . | f) I regret to tell you that… . |
| 7. Thanks for the e-mail of 19 October. | g) I look forward to hearing from you. |
| 8. I need to… . | h) It is necessary for me to… . |
| 9. What do you need? | i) I would be grateful if you could… . |
| 10. I’m sorry to tell you that… . | j) I am afraid I will not be able to attend the meeting on Monday. |

Ex. 10 Two people are writing to apply for the job of a nurse at Phoenix Nursery. Read and compare the letters, their weaknesses and strengths. Say who of the writers will get the job and why.

180 Garfield Road

Levenshulme,

Dear Sir

I noticed you had this job in the paper for a nursery nurse. Well, I think I could do it and I’d really like to. I’m pretty good with kids.

I’m working in a holiday camp at the moment but I don’t much like it and I can’t wait to leave. Also, I’ve always wanted to work in Surrey. They say it’s really nice.

I hope you’ll drop me a line and ask me for interview. I’m sure I could convince you that I am the person you need.

Yours,

Alison Scott

1. The Principal, 36 Summerton Road

Phoenix Nursery, Glasgow G 12 8 RH

Pond Lane, Surrey Scotland

8th January 2017

Dear Sir/Madam

I would like to apply for the position of a full-time nursery nurse, advertised in the “Surrey Advertiser”. I feel I am qualified for the position having got four O-levels, four Grade 1 CSEs and having taken an NNEB (National Nursery Examinations Board) course at Nottingham’s Basford Hall College. I’m an enthusiastic and patient person and I have a genuine affection for young children.

I can assure you I have had considerable experience and very good references from previous employers. A position with the Phoenix Nursery would give me the opportunity to work full-time in the job that I love. A CV of my qualifications and experience is attached. I would be happy to attend an interview at any time convenient to you.

Yours faithfully,

Jean Craig.

Ex. 11 This letter of application is not appropriate. Rewrite it so that it has more appropriate style. Make any other necessary changes.

*Hello,*

*I was browsing your website the other day and saw the ad for a sales representative, so I want to apply for the job. I think your company is cool, so I’d love to work for you. I know I am the person you’re looking for, because I am young, outgoing and energetic. I’m sending you my cv. Anyway, please reply soon and tell me if you want to know more about me.*

*Regards,*

*Thomas Hudson*

Ex. 12 Write a formal e-mail to your director Mr. Hardy, using the following information. The e-mail must be as short as possible.

You work as a sales manager. You have found information about a training course called “Spreadsheets for Financial Planning”. The course dates are from 10 October to 14 October. The course runs every evening during that week, from 18.30 to 20.00. It costs 800 euros. You are free at that time and you would really like to take the course, because you are uncertain how to use Excell. The course is expensive and you can’t afford to pay for it out of your own money. Ask the director if the company can pay for you.

Ex. 13. Write a semi-formal e-mail, using the following information. The e-mail must be as short as possible.

You’re replying to the e-mail sent by your colleague Andrea. Andrea asked you to help organise a meeting in St. Petersburg on 25 September. You want to know some details. Ask her how many people are going to be at the meeting and if it is alright to book a meeting room in the hotel Astoria. Ask Andrea which equipment will be necessary for the meeting.

**UNIT VIII**

**WRITING A CV OR RESUMÈ**

Ex. 1 Discuss the following statements about writing a CV. Say why you agree or disagree with them.

1. You should never use more than one page.
2. You should describe your experience then your qualifications.
3. You should list five or six people who can be contacted for a reference.
4. You should always include a photograph.
5. You should include voluntary roles and personal skills.
6. You should not include personal information.
7. You should include the information about secondary school.

Ex. 2 Read the following text quickly and say if your answers in Ex. 1 were correct.

**CV** (Br) **or RESUMÈ** (Am)

Writing a CV (Curriculum Vitae) or Resumé should be your first step when you start looking for any job. Ideally, a CV should not be longer than one page. It is standard practice to begin CV with *Personal Information* (name, address, telephone number, email) centered at the top of the page.

The next section *Job Objective* is a brief explanation of your career goals. It should be well thought out and not too general.

The next part of your CV depends on your work history. If you are a recent graduate with limited business experience, begin with your *Education/Qualifications* first. List the universities, institutes and colleges you have attended in reverse chronological order. Include any studying you have done abroad and courses that are relevant for the job. Do not include secondary school.

Your *Work Experience* is the next section. Give (in reverse chronological order) exact dates of employment, your position, the name of the company, describe your responsibilities. Do not use complete sentences. Make short statements without the words “my” or “I”.

Under *Special Skills* list your language, computer skills.

In *Personal Interests/ Volantory roles* section you can mention public organisations you belong to, interests and hobbies.

In the last section called *References,* list at least two people who can describe your qualifications for the job. Include their names, titles, places of work and phone numbers. If you do not have space on your CV, write: “Available upon request”.

Ex. 3 Answer the questions about CV/Resumé.

1. How important is a good CV or Resumé? 2. What is the difference between CV and Resumé? 3. How long should a CV be? 4. Where should you place Personal Information? 5. What should come first: Education or Work Experience? 6. How do you understand the expression “in reverse chronological order”? 7. Should you mention the school you went to? 8. They do not recommend using complete sentences. Give examples of statements about yourself without “I” or “my”. 9. What kind of public organizations can you mention in the Personal interests section? 10. Think of two people who could describe your qualification for a job. Who could they be? 11. Do you think it is OK to write “Available upon request” if you do not have anyone to describe your qualifications? Why? /Why not?

Ex. 4 Read a sample CV below.

**Richard Webb**

22, Park Lane, Durham DH1 CN4 Tel: (191) 246 16 46

Email [rwebb@yahoo.com](mailto:rwebb@yahoo.com)

Objective: Seeking a position of responsibility in the field of railway engineering.

Employment history

2008 – present Design engineer, Yarvis Rail, York, UK

Wrote technical specifications as well as installation and

maintenance instructions.

2007–2008 Institution of Civil Engineers, Newcastle, UK

Office manager responsible for coordination of engineers

training process.

Qualifications

2003–2007 Graduated from the Polytechnic University in Manchester,

UK with an Honours Degree in Civil Engineering. Main course components: construction of railways, track and

track maintenance.

Options: IT and economics (Distance course)

Other skills Languages: English – native; German – basic.

Computers: Experience in programming in a number of applications.

Personal interests Sport: cycling and mountain skiing.

References Available upon request.

Ex. 5 Under which headings in Richard’s CV do the following items belong?

1. 2005: TOEFL Certificate.
2. Designed the company’s website.
3. An Assistant Marketing Director.
4. 2000–2003 MBA at Brentford College.
5. Singing in a choir.
6. Driving License.
7. Proficient user of MS Windows, MS Word, MS Excel.

Ex. 6 Match the requirements to applicants with the jobs/positions. Use the following model: A candidate for the position of sales manager should have higher education. / An applicant for the position of secretary needs to have typing skills.

Requirements Jobs/Positions

University degree Financial Manager

Higher education

Good academic record Sales Representative

Commercial/business background

Prior experience in related spheres Secretary/Administrator

Excellent communication skills

Analytical and problem-solving skills Public Relations

Organisational skills

Typing skills Accountant

PC skills

Pleasant appearance Receptionist

Fluent/native English

Class D driving license Personnel/Human Resource

Ability to work to deadline Manager

Ability to negotiate

Ability to work in a team Office Manager

Ex. 7 Write your own CV.

**UNIT IX**

**JOB INTERVIEW**

Ex. 1 Read the text and discuss what recommendations are valuable.

**How to behave during an interview**

You may be interviewed in different ways, but the interviewer will have a clear-cut aim to find out what sort of person you are. In addition, he will be appraising whether you have the necessary set of knowledge and skills.

Be ready for your interviewer to assess what you can do for the company that is going to employ you. You should be ready for questions like “How do you see your future duties?”, and you should learn as much as possible about the company you are dealing with before the interview.

The next question will usually be “What are your strong points?” Remember that an answer like “I can do everything” is unsuitable. The enumeration of your genuinely valuable merits – “I’m energetic, hard-working, loyal and so on” – will produce no effect unless you back them up with examples.

“What are your weak points?” Be ready to speak about failures or mistakes in your career, since no one believe that you had none, but don’t run to the other extreme – don’t start enumerating all of your slip-ups.

Think about the achievements you can mention at the interview. If you can’t answer questions about them, or mumble something unintelligible, your chances of succeeding in the interview won’t be great.

Be ready for practical tests – you may be required to describe some production situation, to express your opinion on the settlement of the conflict in a hypothetical situation.

What salary are you expecting? Think of concrete figures – you should base your answer on the average salary of other employees with your qualification. Usually they will ask, at the end of an interview, if there is anything you would like to know. This is your turn to interview a staff member. For example, what their policy on training and development is, or what their dress code is. No matter how interested you are in this position, remember that you should not only be selected, but actively choose this job, for it may be not the job you have been dreaming about.

Ex. 2 With a partner, choose from the ideas below. Explain and justify your choices.

1. I have no idea how my career will develop. / I have a clear idea of my career path.

2. I expect to work for one company all my life. / I expect to work for several different companies in my life.

3. Money, status and a comfortable lifestyle are my priorities / Job satisfaction, variety and being useful to society are my priorities.

Ex. 3 Rank these benefits from the most (9) to the least desirable (1) in your opinion.

*Christmas bonus*

*Company car*

*Free accommodation*

*Free medical insurance*

*Luncheon vouchers*

*Pension plan*

*Profit sharing*

*Sports and social facilities*

Ex. 4 Match a verb 1-10 with a noun a-j to make collocations for describing skills and qualities.

1 take a) a commitment to

2 have b) initiative

3 be c) good working relationship

4 work d) a good listener

5 build e) to strict deadlines

6 work f) a busy workload

7 make g) ownership

8 manage h) closely with

9 possess i) a valuable contribution to

1. take on j) strong negotiating skills

Ex. 5 Use eight of the collocations from Exercise 5 to complete the sentences below. Change the verb form if necessary.

1. I enjoy taking initiative, and I keep my promises, when I………..to a project, I always deliver.
2. I have a lot of experience in……..both product development and sales teams, and can adapt to their different working styles.
3. I have excellent organizational skills, and I hate being late – so I have no problem with ………
4. I liaise with government officials – fortunately I……
5. I’m used to………I’m good at multitasking and coping with pressure is no problem.
6. I often …..of projects with multi-million dollar budgets.
7. I believe I can……any work group.
8. I……, so I build good working relationships with colleagues.

Ex. 6 Read 4 extracts from job interviews A-D.

1. I’m responsible for taking orders, presenting new products and taking care of customers. I do a lot of travelling.
2. I’m in charge of the company’s image. I organize events and I deal with journalists. So the job requires excellent spoken and written communication skills.
3. I manage a team of business analysts. We provide key data on revenues, profitability and cash flow to the management team.
4. I assist the General Director. I handle letters, email and phone calls and I run the Director’s office on a day-to-day basis.

Which candidate:

1. gives concrete examples from their experience?
2. asks questions to make sure they answer the interviewer’s question?
3. structures the answer in two parts?
4. turns a question about a negative point into an opportunity to emphasize a positive quality?

Ex.7 Read the dialogue of an interviewer and the applicant. Roleplay the dialogue.

1. *Right, shall we make a start” my name is Philipp Rickett. I work in the human resources department and I’m responsible for recruitment.*
2. *Pleased to meet you.*
3. *Did you find us all right?*
4. *Yes, the map you sent me was very clear.*
5. *Good. Now, this is just a preliminary interview to check out some details. If you’re successful, you’ll go on to a more in-depth interview this afternoon. Is that all right?*
6. *Yes, I don’t have to be back at work until tomorrow morning.*
7. *Do your present employees know where you are?*
8. *No, I asked for a day’s unpaid leave for personal reasons. I didn’t say why.*
9. *What don’t you like about your current position?*
10. *Actually, there are a lot of things I do like about it, but no job is perfect. I think I am ready for more responsibility and when I saw your advert, I thought I should apply.*
11. *You know this job is a managerial position. How much managerial experience do you have? It’s not very clear from your CV.*
12. *Well, in my present job, I’m a management team coordinator.*
13. *Yes. Does that mean you’re the leader of the team?*
14. *Not exactly. I assist the general manager in running the department.*
15. *Oh, I see. Are you a kind of personal assistant?*
16. *No, I think it’s a bit more than that…*
17. *But are you a manager?*
18. *I suppose not.*
19. *It says in your CV that in your previous position you were an “SPC professional”. What exactly does that mean? Is Sales Productivity Centre basically a sales department?*
20. *Yes, we provided backup for 20 salespeople from different sectors of the company.*
21. *Are you saying you were directly involved in sales?*
22. *No, it was more about providing support to help drive sales and increase productivity.*
23. *I see. So, what sort of work did the job involve?*
24. *I’d say it was a position that required a lot of time management skills and prioritizing of tasks. It gave me a lot of insight into the sales process.*
25. *Can you be a bit more specific, please?*
26. *Well, to be honest, some of the work was secretarial, but I am applying for your post because I’m capable of doing far more. I’d like more responsibility and to be able to use my studies and my languages.*
27. *Yes. Is your Spanish as good as your English?*
28. *It’s not bad.*
29. *Could you tell me about your degree course in Spanish?*

Ex. 8 Which two answers in Exercise 4 could you give to each of these questions?

1. Are you able to take responsibility?
2. Are you a good communicator?
3. Are you a good time manager?
4. Are you a good team worker?

Ex. 9 How would you answer the following interview questions?

1. Where do you see yourself in five years’ time?
2. How can you motivate people to do their best?
3. What are your weaknesses?
4. Can you give an example of a situation you found stressful, and how you coped with the stress?

Ex. 10 The employer really only wants to know:

1. What value can you add to my enterprise as an employee (and can you prove it)?
2. Why do you want this job?
3. What are your strengths and weaknesses?
4. Why do you want to work for us?
5. What is your greatest achievements?
6. How do you make sure things get done?
7. Why do you want to leave your present job?
8. Tell me about a time when you successfully handled a difficult situation.
9. What sort of environment would you prefer not to work in?
10. What are the most difficult kinds of decisions for you to make?

**With a partner, ask and answer the questions, inventing any details if necessary.**

**UNIT X**

**WORKING AT HOME OR IN AN OFFICE**

Ex.1 E-commerce has advantages and disadvantages. Work with a partner. Decide if the features on the left are positive factors or negative factors for the seller (S) or the customer (C). Add your own ideas.

*-open for business 24\*7\*365*

*-competitive pricing*

*-no need for physical premises*

*-low selling costs*

*-updated stock information in real time*

*-credit card payment*

*-fast communication with client*

*-cost and time of delivery*

*-collection of marketing data*

*-uncertainty about delivery*

*-difficulty of returning goods*

*-not good for perishable goods*

*-online information limited to text and photos*

Ex. 2 Work with a partner. Discuss the advantages and disadvantages of the following.

a) working for a company and working for yourself

b) living in the country and living in a town

c) having children and not having children

d) going to university and starting work straight after school

5. One type of e-work is telecommuting. Discuss these questions with a partner.

a) What is telecommuting?

b) What kind of people in a company telecommute/ are there some jobs which are more suited to telework?

c) Is the number of people that telecommute increasing?

d) How highly is the opportunity to telework valued by workers?

Ex. 3 Read the following article and compare the author’s findings with your answers.

**Work home or work from home?**

Telecommuting, the practice of working from home, is on the rise, and more companies are trusting their employees to be more productive in their own home offices than they might be at the workplace. Wrike, a company that makes collaboration software, asking them a variety of questions about working from home.

According to the survey, 83 % of the respondents said that they work remotely at least part of the day. Of the 1,074 respondents in the survey, 36% were team members, 33% were managers, 15% were business owners and 15% were executives.

The survey showed that people see a rising trend in the future of remote collaboration: 43% of respondents worked remotely less often two-three years ago, and 66% believe their office may go virtual in one-five years.

The survey also found the higher the position in the company, the more time the person spends working outside the office. Business owners worked nearly 3-5 hours a week from home, executives worked about 20 hours, managers worked between 10 and 20 hours, while team members worked up to about 10 hours.

When asked how much we are ready to pay for the opportunity to work remotely:

78% would forego free meals

54% would forego employer-paid cellphone plans

31% would accept a reduction in paid vacation

25% would accept a reduction in salary.

The survey also found 89% of respondents consider the opportunity to work remotely as one of three main perks, the other two being salary and reputation.

When asked if consumer social communication tools help in remote collaboration, 91% said they would happily abandon social communication tools. The survey found that people spend no more than one hour a day on Facebook, Twitter and Skype.

Ex. 4 Decide if the following statements are true (T) or false (F) according to the article.

a) companies allow telecommuting because they believe it is more productive

b) the survey only included people who worked for themselves

c) the biggest group of telecommunication in the survey were executives

d) nearly half of the participants in the survey work from home more often than four years ago

e) people in top positions spend less time working outside the office than those lower down

f) most people would be prepared to earn less if they could work from home

g) social networks like Facebook are very important to telecommuters.

Ex. 5 Which of the figures in the survey do you find surprising? Why?

Ex. 6 Read the article about business travelling and find the following:

a) Carlos Ghosn’s nationality….Brazilian.

b) two companies that he works for…

c) a city in Asia…

d) three European cities….

e) a country in Asia…

**Working in a foreign country**

Today, more and more people travel in their job. Carlos Ghosn is a Brazilian businessman and he travels to different countries for his work. He is the head of the French car company Renault, and he spends 40 percent of his time in Paris. He is also the head of Nissan, and he spends 35% of his time in Asia, in Tokyo. He spends 25% of his time in other countries, such as the USA.

Some employees travel to different countries to work on projects. They are in a country until a project ends and then they return home. For example, many IT engineers live in India but work on projects in the UK and the USA. Other people live in a country but go to work every day in a different country. In Europe, workers regularly commute between Brussels, London and Paris. Plane tickets are not expensive and travel between the cities is easy with a European passport.

But is the increase in business travel a good thing? It is interesting for employees to meet different nationalities. It is also good for business to have contacts in different countries around the world. But there are also problems. Some employees spend a lot of time away from their home country and it is not easy for governments to decide exactly where workers should pay tax.

Ex. 7 Read the article again. Are these statements true or false?

1. Carlos Ghosn is the head of BMW…false.

2. He travels between Asia, Europe and the USA.

3. Some workers travel to different countries to work on projects.

4. Indian software engineers work on projects in the UK.

5. It’s difficult to travel between European cities.

6. it’s interesting to meet people from different countries.

7. Contacts in different countries are good for business.

8. It isn’t difficult to know what country to pay tax in.

**UNIT XI**

**BRAND MANAGEMENT**

Ex. 1 Can you match these famous brands with their makers?

|  |  |
| --- | --- |
| Cinzano  Marlboro  Smarties  Walkman  No.5  Nescafe  501  Big Mac | Nestle  Rowntree  McDonalds  Levi Strauss  Sony  Grand Metropolitan  Chanel  Philip Morris |

Ex. 2 Brands often have the same name as their manufacturers, e.g. Coca-Cola, Rolex. Can you think of some more examples?

Ex. 3 Before you read the text below, discuss the following questions.

1. What is a company’s main technique for building brand awareness?
2. What is “brand image”?
3. Why do people wear Rolex watches?
4. Which brands are you loyal to? Why?
5. Do you expect the article to praise or criticize trends in brand management?

**The purest treasure**

Brands are insubstantial things, mere symbols, names, associations. Sometimes they signal real differences between products. Sometimes they are pure illusion. Either way, brands are akin to a product’s or company’s reputation and they influence consumers’ perceptions. The BMW driver is concerned with more than getting from place to place. Brands add value by making customers loyal and, often, willing to pay more for the things branded.

Despite the evidence of the value of brands, many brand managers forget about the long-term commercial health of their products under pressure to make short-run gains in sales. Increasingly they are abandoning brand-building activities, such as advertising, in favour of tactics, especially price promotions, which aim to increase market share quickly.

Managers are not sufficiently aware of the damage that short-term thinking can do to good brands. A marketing plan centered on discounts and promotions, along with corner-cutting on quality, caused Schlitz, an American lager, to lose its position as a premium beer.

The failure of challengers to overcome the resilience of familiar names has led to another tactic also prone to short-termism: brand-stretching. Managers often overlook basic problems with the “fit” between the old name and the new item.

More perilous are still attempts to milk additional sales from premium brands by taking them downmarket. Undisciplined use of the Gucci name almost brought the company to ruin, at one point there were some 14,000 different Gucci products.

One solution suggested for companies is to hire or appoint people solely to monitor the status of brands. These “brand-equity managers” would be charged with taking a long view on guarding products’ images, name associations and perceived quality. They would have final say over marketing plans and the decisions of ordinary brand managers. Such a system is being tried at Colgate-Palmolive.

Ex. 4 Answer the following questions to the text.

1. What are brands?
2. What are the advantages to a company building up a brand?
3. What mistake have brand managers been making in their marketing?
4. What do terms ‘brand-stretching’ and taking a brand downmarket’ mean?
5. Why is it dangerous to take a brand downmarket?
6. What negative effect can price promotions have on brands?
7. What is the thinking behind the appointment of ‘brand-equity managers’?

Ex. 5 Match each word in the left box with a word in the right box to form ten common marketing expressions.

|  |  |
| --- | --- |
| brand  consumer  marketing  advertising  core  premium  market  price  special  brand | plan  brand  offer  loyalty  share  product  brands  campaigns  awareness  promotions |

Ex. 6Use these expressions to complete the sentences that follow.

1. \_\_\_\_\_\_ are important brand-building activities.
2. Marketing tactics such as \_\_\_\_\_\_\_aim to boost sales quickly.
3. Because of their association with quality and status, \_\_\_\_\_\_ often cost a bit more.
4. During a sale in a department store, many goods are on \_\_\_\_\_\_.
5. The danger with brand-stretching is the damage that can result to the \_\_\_\_\_\_ if it is not successful.
6. A good \_\_\_\_\_\_ will guard the long-term interests of the brand it is promoting.
7. Launching a new \_\_\_\_\_\_ onto the market is a costly and risky business.
8. Customers who always buy the same brand of goods are showing \_\_\_\_\_\_.
9. \_\_\_\_\_\_ is a measure how well-known a product is in the marketplace.
10. In some sectors, the competition between companies for \_\_\_\_\_\_ is fierce.

Ex. 7 Complete each sentence with the correct form of the underlined word. In some cases, you will need to use the negative form.

1. *advertise*

* In our new campaign, our main \_\_\_\_\_\_ medium will be television.
* Benetton produced a series of eye-catching \_\_\_\_\_\_ for their products.

1. *consume*

* Food, clothing and household products are all examples of \_\_\_\_\_\_\_ goods.
* Wine \_\_\_\_\_\_is high in France, and on the increase in other European countries.

1. *produce*

* Although the meeting went on for hours, it was rather \_\_\_\_\_\_.
* Since we introduced the new pay structure, \_\_\_\_\_\_ has improved enormously.

1. *profit*

* This line of raincoat is highly \_\_\_\_\_\_ - we must discontinue it as soon as possible.
* If we are serious about improving the \_\_\_\_\_\_ of these outlets, we should take a good look at staffing costs.

1. *promote*

* We expect all our \_\_\_\_\_\_ activities to cost around £2 million.
* \_\_\_\_\_\_ is a very important marketing function.

1. *sell*

* Which is your best-\_\_\_\_\_\_ product?
* Our \_\_\_\_\_\_ force doubled when we took over our chief competitor.

Ex. 8 Read the following advertisement and write a letter of application for the post. You may invent any information about yourself that you wish.

|  |
| --- |
| **BRANDS GROUP MANAGER**  **to manage and inspire an able group**  **in growing some of the best known brands**  **c.£36,000+car Central London**  Although innovative brand management is often the basis of a marketing career, success in leading and managing a group of brand managers depends on a much broader range of talents. This new job, in an organization whose name is a byword in its field and whose products are highly regarded, provides the chance to display genuine management ability, in controlling an able, committed and product-focussed team. A new marketing structure has been set up to anticipate and take advantage of changes and new opportunities in the market place. The ability to generate new ideas and perspectives which add to the success of established methods will therefore be critical. For our ideal candidates, personality will be at least as important as background, certainly they’ll be energetic, undoubtedly they’ll be bright and inevitably they’ll be highly proficient marketers. Their background in brand management, either in-house or in-agency, should demonstrate commitment, success and, above all the potential for further growth. Please send full details.  WE 1091, to Dave Denny, Ward Executive Limited, Academy House, 26-28 Sackville Street, London W1X2QL. Tel: 071-439 4581 |

**UNIT XII**

**TEAM BUILDING**

Ex. 1 How do you see yourself? And how do other people see you?

Write a brief profile of yourself (approximately five lines), outlining your personal qualities and highlighting any strengths and weaknesses you feel you have. Then write a brief profile of you partner, outlining his or her strengths and weaknesses as you see them. Use the list of personal qualities to help you. When you have finished, work with your partner and compare the profiles you have written. Discuss any differences between them and try to agree an ‘accurate’ profile of each other.

|  |  |
| --- | --- |
| **strengths**  confident thorough  enterprising tolerant  humorous caring  ambitious prudent  helpful focused  forceful supportive  competitive generous  open to change | **weaknesses**  arrogant obsessive  opportunistic uncaring  frivolous nosy  ruthless indecisive  controlling tunnel-visioned  bullying interfering  combative irresponsible  wishy-washy |

Ex. 2 Complete the following self-analysis questionnaire and work out your score using the special points system. Then compare results with your partner.

|  |
| --- |
| WHO DO YOU THINK YOU ARE?  **true false**   1. I reckon I can do things as well as most people \_\_\_\_ \_\_\_\_ 2. It’s not easy being me \_\_\_\_ \_\_\_\_ 3. When I have to make presentations, I’m terrified of \_\_\_\_ \_\_\_\_   making a fool of myself   1. It’s not often that I think of myself as a failure \_\_\_\_ \_\_\_\_ 2. There are lots of things about myself I’d change if I could \_\_\_\_ \_\_\_\_ 3. I am rarely bothered by other people’s criticism \_\_\_\_ \_\_\_\_ 4. Other people tend to be more well-liked than I am \_\_\_\_ \_\_\_\_ 5. If I have something to say, I usually go ahead and say it \_\_\_\_ \_\_\_\_ 6. I don’t often feel ashamed of anything I have one \_\_\_\_ \_\_\_\_ 7. When people say complimentary things about me I find \_\_\_\_ \_\_\_\_   it hard to believe they really mean it.  Score two points for each ‘True’ answer to questions 1, 4, 6, 8, 9; score zero for every ‘False’ answer. For questions 2, 3, 5, 7 and 10, score two points for each ‘False’ answer; score zero for each ‘True’ answer.  The higher your score, the better the opinion you have of yourself. A score of 14 or more suggests that you are quite confident and certainly like yourself well enough. There is no danger of other people being made to feel uncomfortable by any signs of self-loathing in you.  A score of 8 or less suggests that you have serious doubts about yourself and your value to the world. It may of course be a temporary state of affairs – perhaps the result of some recent misfortune. But if this is your normal condition, other people are bound to pick it up, and the risk is that they will accept your low estimate of yourself and hence find it difficult to respect you. |

Ex. 3 What do you think?

1. What personal qualities are essential in a good manager?
2. What professional skills/abilities are essential in a good manager?
3. What approach to people should a good manager have?

Ex. 4 Before you read the article below, try to predict what eight characteristics of ’great managers’ are. Read the text and decide which of the following comments you should expect the writer to agree with.

*Successful managers…*

1. *are happy when their staff make progress in the company.*
2. *try to be positive even when times are difficult.*
3. *tell head office if any of their staff make mistakes.*
4. *praise their staff as often as they can.*
5. *encourage employees to speak out if they are unhappy.*
6. *make sure they know what’s going on outside their organisation.*
7. *keep in touch with their staff and customers.*
8. *never dislike any member of their staff.*
9. *concentrate on their employees’ strong points and try to correct the weak ones.*
10. *ignore people’s weak points, pretending they don’t exist.*
11. *enjoy new challenges.*
12. *don’t find it easy to delegate responsibility*.

**How to be a Great Manager**

At the most general level, successful managers tend to have four characteristics:

* they take enormous pleasure and pride in the growth of their people;
* they are basically cheerful optimists – someone has to keep up morale when setbacks occur;
* they don’t promise more than they can deliver;
* when they move on from a job, they always leave the situation a little better than it was when they arrived.

Great managers accept blame: when the big wheel from head office visits and expresses displeasure, the great manager immediately accepts full responsibility. In everyday working life, the best managers are constantly aware that they selected and should have developed their people. Errors made by team members are in a very real sense of their responsibility.

Praise is probably the most under-used management tool. Great managers are forever trying to catch their people doing something right, and congratulating them on it. And when praise comes from outside, they are swift not merely to publicise the fact, but to make clear who has earned it. Managers who regularly give praise are in a much stronger position to criticize or reprimand poor performance.

Great managers put themselves about: most managers now accept the need to find out not merely what their team, but what the rest of the world, including their customers, is saying.

Great managers judge on merit. It’s virtually impossible to divorce your feelings about someone – whether you like or dislike them – from how you view their actions. But suspicions of discrimination or favouritism are fatal to the smooth running of any team.

Great managers exploit strengths, not weaknesses. They see strengths, in themselves as well as in other people, as things to be built on, and weakness as something to be accommodated, worked around and, if possible, eliminated.

Great managers make things happen and have confidence that their people will be working in their interests and do everything they can to create an environment in which people feel free to express themselves.

Ex. 5 Finish the list of adverbs. Then, using each adverb once only, complete the sentences that follow.

|  |  |
| --- | --- |
| **adjective**  basic  common  constant  full  true  virtual | **adverb**  basically  \_\_\_\_\_\_  \_\_\_\_\_\_  \_\_\_\_\_\_  \_\_\_\_\_\_  \_\_\_\_\_\_ |

1. There are \_\_\_\_\_\_ no women in top positions at our company.

2.\_\_\_\_\_\_, a good manager is someone who knows how to handle staff well.

3. It is \_\_\_\_\_\_ believed that leaders are born, not made.

4. In business, you need to be \_\_\_\_\_\_aware of what your competitors are doing.

5. We have quite a reputation for our innovative approach to product design – we are \_\_\_\_\_\_ on the lookout for new ideas.

6. I am \_\_\_\_\_\_ delighted to hear of your promotion – it is well deserved.

Ex. 6 The following pair of words are frequently confused. Choose the correct word to complete each sentence.

*ensure - assure*

*dissatisfied - unsatisfied*

*effective - efficient*

*morale - moral*

*criticism - critic*

1. A good manager will \_\_\_\_\_\_ that his staff have an opportunity to express their opinions.
2. In my opinion, the demand for this product is still largely \_\_\_\_\_\_.
3. The new machine is very \_\_\_\_\_\_ - it is quick, clean and very economical to run.
4. The \_\_\_\_\_\_ of the story is that if you must dismiss someone, you had better do it quickly.
5. Our new advertisements have come in for a lot of \_\_\_\_\_\_ - many people consider they are in poor taste.

Ex. 7 Study these examples. Then, working in pairs, practice making excuses and giving advice. Use the phrase ‘if only…’ to discuss the complaints that follow.

Model: *A ‘There just aren’t enough hours in the day to do all the things I have to do.* ***If only*** *I had more time…’*

*B ‘Well, why don’t you manage your time better? If I were you, I’d delegate more of my work.’*

*A ‘I always have far too much to do, but I never get paid overtime.* ***If only*** *I wasn’t so overworked and underpaid…’*

*B ‘It might be an idea to think about employing a secretary. And you should try saying ’no’ when your boss gives you more work to do. May be you could ask for a rise, too.’*

1. ‘My staff never seem to listen to me, so they always get things wrong. I spend hours each day telling them how to do things properly.’

2. ‘Head office is always cutting my budget. I never have enough money to do anything properly.’

3. ‘They never let me run things my way. Someone’s always checking up on me. If it isn’t head office, it’s that regional manager who’s always on my back.’

4. ‘I’m always being interrupted in my office when I have an important call, or when I want to get down to writing a report.’

5. ‘the paperwork is unbelievable. I’m up to my eyes in it. I have to read through a stack of papers in my in-tray every morning.’

6. ‘They’re always moving the goalposts. They give me a ‘sales target to meet, then they raise it three months later.’

7. ‘I wish someone would tell me what’s going on in this place. I’m always the last to know about any new policy.’

8. ‘My area manager never praises me. I’d like more feedback from him. A pat on the back now and then. Frankly, I’ve no idea what he thinks of my work.’

**UNIT XIII**

**MAKING A PRESENTATION**

Ex. 1 Discuss the following questions.

1. What is a ‘presentation’?

2. For what purposes are presentations made in business?

3. What makes a presentation effective?

4. What is the worst presentation you have ever experienced?

5. Even experienced presenters can make mistakes during a presentation. Can you give any examples from first-hand knowledge?

Ex. 2 Find the right definition for the words in the box.

|  |
| --- |
| pointer slide projector  overhead projector (OHP) pie chart  bar chart microphone  flipchart handout  whiteboard podium |

1. \_\_\_\_\_\_\_\_ is a way of showing information about how a total amount is divided up, consisting of a circle that is divided from its centre into several parts.

2. \_\_\_\_\_\_\_\_ is a document given to each person who is present, usually to give information about a particular subject.

3. \_\_\_\_\_\_\_\_ is a board with large pieces of paper fixed to the top which can be turned over, used for writing down ideas or showing information to people.

4. \_\_\_\_\_\_\_\_ is a small, low box or stage that someone stands on in order to be seen by a group of people.

5. \_\_\_\_\_\_\_\_ is something that is used for pointing at things, such as a long, thin stick.

6. \_\_\_\_\_\_\_\_ is a piece of equipment that shines images from a flat transparent sheet onto a white screen or wall.

7. \_\_\_\_\_\_\_\_ is a machine that shines a light through a photograph made into a slide to produce a larger image on a screen.

8. \_\_\_\_\_\_\_\_ is a device that increases the loudness of sounds by changing the sound waves into electrical waves.

9. \_\_\_\_\_\_\_\_ is a board with a smooth, white surface, often attached to a wall, on which you can write and draw using special pens.

10. \_\_\_\_\_\_\_\_ is a type of graph in which different amounts are shown using rectangles that have different lengths but the same width.

Ex. 3 Read text 1 about how to make a presentation and answer the following questions.

1. Why is thorough preparation important?

2. What are possible objectives of a presentation?

3. What should you know about your audience?

4. How will you organize your content?

5. What approach rule is good to use?

6. What structure should your presentation have?

7. What are visual aids to help you?

8. How do you identify weak and strong points of your presentation?

**Some Hints for a Successful Presentation**

PREPARATION

* **Planning** Plan your presentation carefully. It will make you more confident and help you to overcome your nervousness.
* **Objectives** Think about what you want to achieve. Are you aiming to inform, persuade, train or entertain your audience?
* **Audience** Who exactly will you be addressing? How many people will be attending? What do they need to know? What do they already know? What will they expect in terms of content and approach?
* **Content** Brainstorm your ideas first. Then decide which are most appropriate to your audience and to your objectives and carry out any necessary research. Be selective! Don’t try to cram too much into your presentation.
* **Approach** A good rule is to ‘tell your audience what you are going to say, say it, then tell the audience what you’ve said’. Try to develop your key points in an interesting and varied way, drawing on relevant examples, figures etc. You might also like to include one or two anecdotes for additional variety and humour.
* **Organisation** Your presentation should have a clear structure and cover the points you wish to make in a logical order. Most presentations start with a brief introduction and end with a brief conclusion. Use the introduction to welcome your audience, introduce your topic, outline the structure of your talk, and provide guidelines on questions. Use the conclusion to summarise the main points of your presentation, thank the audience for their attention, and invite questions.
* **Visual aids** If you have a lot of complex information to explain, think about using some charts, diagrams, graphs etc., on an overhead projector or flipchart. Visual aids can make a presentation more interesting and easier to understand, but make sure they are appropriate and clear.
* **Rehearsal** Allow time to practice your presentation – this will give you a chance to identify any weak points or gaps. You will also be able to check the timing, and to pronounce any figures and proper names correctly.

Ex.4 Read text II and choose the right headings to the paragraphs.

|  |
| --- |
| Visual aids Signalling  Audience rapport Simlicity  Audience reaction Voice quality  Nerves Clarity  Body language |

DELIVERY

* \_\_\_\_\_\_\_\_You will probably be nervous at the beginning of your presentation. Don’t worry – most people are nervous in this situation. Try not to speak too fast during the first couple of minutes – this is the time you establish your rapport with the audience and first impressions are very important.
* \_\_\_\_\_\_\_\_ Try to be enthusiastic – your interest in the subject matter will carry your audience along. Look around your audience as you speak – eye contact is essential for maintaining a good rapport.
* \_\_\_\_\_\_\_\_ Stand rather than sit when you are delivering your presentation and try to be aware of any repetitive hand gestures or awkward mannerisms that might irritate your audience.
* \_\_\_\_\_\_\_\_You must be clearly audible at all times – don’t let your voice drop at the end of the sentences. If you vary your intonation, your voice will be more interesting to listen to and you will be able to make your points more effectively.
* \_\_\_\_\_\_\_\_ Use your visual aids confidently, making sure you allow your audience time to absorb information from flipcharts.
* \_\_\_\_\_\_\_\_Be ready to deal with any hostile questions. Polite, diplomatic answers are a good disarming tactic, but if you should find yourself ‘under fire’, suggest that the audience keeps any further questions until the end.

LANGUAGE

* \_\_\_\_\_\_\_\_ Use short words and sentences that you are comfortable with. There is no benefit in using difficult language.
* \_\_\_\_\_\_\_\_ Active verbs and concrete words are much clearer and easier to understand than passive verbs and abstract concepts. Avoid jargon unless you are sure all your audience will understand it.
* \_\_\_\_\_\_\_\_ Indicate when you’ve completed one point or section in your presentation and are moving to the next. Give your audience clear signals as to the direction your presentation is taking.

Ex. 5 Complete the following presentation excerpts with suitable words from the boxes.

|  |  |
| --- | --- |
| **1-14**  after that finally  to start with specifically  outline bring you up to date  illustrate purpose  then thank  sum up describe  tell you concluding | **15-28**  indicated talked  you will notice  draw your attention  interrupt expand move on  options priority referring  in conclusion on balance  recommended pointed out |

‘Good afternoon, everybody. I’d like to 1)\_\_\_\_\_\_\_\_ you all for being here.’

‘My 2)\_\_\_\_\_\_\_\_ today is to 3)\_\_\_\_\_\_\_\_ about our corporate strategy for the next decade, and, more 4)\_\_\_\_\_\_\_\_, to 5) \_\_\_\_\_\_\_\_ with our plans for Europe.’

‘6) \_\_\_\_\_\_\_\_ I’d like to 7) \_\_\_\_\_\_\_\_ briefly our current marketing policy in the UK. 8) \_\_\_\_\_\_\_\_\_ I’ll 9) \_\_\_\_\_\_\_\_\_ some of the problems we’re having over market share. 10) \_\_\_\_\_\_\_\_ I’ll 11) \_\_\_\_\_\_\_\_ the opportunities we see for further progress in the 21st century. 12)\_\_\_\_\_\_\_\_ I’ll quickly 13) \_\_\_\_\_\_\_\_ before 14) \_\_\_\_\_\_\_\_ with some recommendations.’

‘Please feel free to 15) \_\_\_\_\_\_\_\_ me if you have any questions at any time.’

‘Now I’d like to 16)\_\_\_\_\_\_\_\_ to Chart B showing our sales revenue and pre-tax profits over the last ten years. 17) \_\_\_\_\_\_\_\_ that although turnover has risen, our profits have not increased at the same rate.’

‘I’ve 18) \_\_\_\_\_\_\_\_ about our current position in the UK and I’ve 19) \_\_\_\_\_\_\_\_ some of the problems we are facing. Well, what 20) \_\_\_\_\_\_\_\_ are open to us now? Where do we go from here?’

‘ As I have already 21) \_\_\_\_\_\_\_\_, I think our first 22) \_\_\_\_\_\_\_\_ must be to build on the excellent results we have achieved in certain European markets. I’m 23) \_\_\_\_\_\_\_\_, of course, to Italy and Spain. Let me quickly 24) \_\_\_\_\_\_\_\_ on those success before we 25) \_\_\_\_\_\_\_\_.’

‘We should not forget the French market. Admittedly our results there have been poor so far, but there are signs the market is changing and we can learn a lot from our mistakes. 26) \_\_\_\_\_\_\_\_, though, I think we stand to gain most from concentrating on southern Europe and I strongly 27) \_\_\_\_\_\_\_\_ we put all our efforts into further expansion in Italy, Spain and possibly Greece.’

’28) \_\_\_\_\_\_\_\_, may I thank you all for being such an attentive and responsive audience. Thank you for your pertinent questions. Are there any final questions?”

Ex. 6 Prepare a presentation of a company you are working for or would like to work for.