

МІНІСТЕРСТВО АГРАРНОЇ ПОЛІТИКИ УКРАЇНИ
ВІННИЦЬКИЙ ДЕРЖАВНИЙ АГРАРНИЙ УНІВЕРСИТЕТ

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BUSINESS ENGLISH

Підручник з ділової англійської мови
для студентів III курсу
факультету економіки та підприємництва ВДАУ

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Підручник охоплює широкий діапазон мовних кліше, текстів, вправ і діалогів. Мета підручника - навчити основам ділового спілкування англійською мовою в усній та письмовій формах.

Навчальний курс складається з 10 розділів, кожен з яких включає в себе основний текст, словник-мінімум, комплекс комунікативно-орієнтованих вправ, а також додаткові тексти з різнобічною інформацією про всесвітньо відомі комерційні компанії з успішним менеджментом.

Даний підручник розрахований на студентів III курсу факультету економіки та підприємництва ВДАУ.

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ПЕРЕДМОВА

Підручник “Business English” призначений для студентів III курсу факультету економіки та підприємництва ВДАУ. Підручник охоплює широкий діапазон мовних кліше, текстів, вправ і діалогів. Мета підручника-навчити основам ділового спілкування англійською мовою в усній та письмовій формах.

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Підручник розрахований для аудиторної роботи студентів, які вивчають англійську мову, і розроблений на основі сучасних принципів навчання іноземній діловій мові з урахуванням потреб майбутніх спеціалістів.

UNIT1. You and Your Company

Colgate-Palmolive Company

Colgate-Palmolive has a presence in nearly every corner of the world. The company first entered the Asian and African markets during the 1920s, and today does business in 34 countries with a total population of three billion. The company also does strong business in Latin America, with 16 subsidiaries and sales of around \$1.4 billion. Developing countries such as China, India, Botswana, Zambia, Mexico and Argentina all use Colgate products, from toothpaste to soap. Developed countries such as Japan, Australia, and the nations of the European Community use the products as well.

According to a recent annual report, Colgate-Palmolive “researchers create products for the world – not for a single country.” Still, its marketers recognize the differing needs of consumers in various countries and develop products accordingly. For instance, Protex is a popular antibacterial soap developed for the warm climate in Latin America. The product does equally well in Asia, which has similar climates and, according to Colgate, similar consumer preferences as well. Another product “transplant” is Ajax Expert spray cleaner, which was originally developed for the European market. Within a year of its introduction to the Hong Kong market, it had captured 11 percent of the market there.

Colgate tries to focus on developing products with worldwide appeal. Marketing research is often conducted concurrently in multiple countries that have broad range of economic and cultural characteristics. For instance, for its new toothpaste Colgate Total, the company conducts research in Australia, the Philippines, New Zealand, Greece, Portugal, and Colombia. Cross-functional teams that include marketing experts and scientists from around the world work together to develop such products. As it introduces new products worldwide, Colgate also relies heavily on brand-name recognition: practically everyone uses at least one Colgate product, whether it's Ajax cleaning products, Colgate toothpaste or Palmolive soaps.

Colgate pays close attention to economic and political conditions in markets around the world. The firm has recently invested heavily in China, which has the world's largest population and consumers with increasing buying power. As Latin American economies and governments appear to settle down with freer markets, stabilized currencies, and fewer trade barriers, Colgate hopes to capitalize on the increased purchasing power of that area's 401 million consumers.

Colgate views itself as a worldwide corporation dedicated to shipping high-quality products everywhere on the planet. Notes Reuben mark, chairman and chief executive officer, “Today virtually every aspect of Colgate’s business – from how we organize our operations to how we view new product development to how and where we manufacture – reflects our global orientation”. A company that already does business on six continents (it hasn’t reached Antarctica yet) and in 75 countries is clearly a global player.

Questions:

1. Why do you think Colgate's approach to developing products with a global appeal has been successful? Do you think this approach would carry over to a complex product such as portable computers? To a service such as consulting? Explain.
2. How do you think the company's use of cross-functional teams is especially helpful in the global marketplace?
3. What differences between the Japanese and Chinese markets should the company take into account?

1. People in Business

DESCRIBING JOBS

1.1 Complete the spaces with one of the verbs below. Sometimes it is necessary to change the form.

swim find run finish know do love give work go be

The Business of Sport

Alan Pascoe _____ English. British people _____ him as a famous international athlete, but he doesn't _____ in athletic competitions now. He _____ for his own company 'Alan Pascoe Associates'. The firm _____ sponsors for sports events and _____ professional and commercial advice to sports stars.

So what does Alan Pascoe _____ when he _____ work? He still _____ sport. In his free time he _____ or _____ skiing in the mountains.

GETTING TO KNOW YOU

1.2 Complete the questions with one of these words: who, what, where. Then answer the questions for yourself.

1. _____ 's your name?
2. _____ do you come from?
3. _____ do you live?
4. _____ do you do?
5. _____ do you work for?
6. _____ does your company do?
7. _____ do you do in your free time?

2. Talking about your Company

A FAMOUS COMPANY

2.1. Read this information about the Motorola company. Then complete the dialogue between Person A and Person B (an employee of Motorola). Choose words from the box.

COMPANY- PROFILE

MOTOROLA

<i>Head Office</i>	Schaumburg, Illinois, USA
<i>Products</i>	Wireless communications, semi-conductors, advanced electronic systems
<i>Turnover</i>	\$ 22.2 billion
<i>Profits</i>	\$1 billion
<i>Customers</i>	Computer manufacturers, electronics distributors, telephone companies, automobile manufacturers
<i>Employees</i>	132,000

products	offices	employ	located	sell
specialize	customers	Motorola	sales	profits

- A:** Who do you work for?
B: _____.
A: Isn't that an American company?
B: Yes, it is.
A: Do you work in the States?
B: No, I work in one of our _____ in Europe.
A: Where's it _____, exactly?
B: In Paris, France.
A: And you make electronic _____?
B: Yes, that's right. We _____ in wireless communications and advanced electronic systems.
A: And who are your main _____?
B: We _____ a lot to computer manufacturers.
A: How many people work for Motorola around the world?
B: In total, I think we _____ about 132,000 people.
A: And what's your annual turnover?
B: Well, this year we have _____ of \$22.2 billion with _____ of \$1 billion.

ASKING QUESTIONS

2.2. *Use the information about these four people to complete the table below.*

- a** Simon and Claudine Parry live and work in the same city.
- b** The German man works abroad.
- c** Gunther Hoffman is an architect.
- d** SVP Exports is based in London.
- c** SGA is based in Milan, Italy.
- f** The single woman lives in Tarragona, Spain.
- g** The British company exports English beer.
- h** Primera Vez is a company based in Barcelona which gives advice to new businesses.

Name	_____	Carmen Alvarez	Simon and Claudine Parry
Nationality	_____	Spanish	British and French
Town of residence	Milan, Italy	_____	Suburb of London
Marital status	Married, 1 child	_____	Married, 2 children
Company	_____	_____	SVP Exports
Company location	Milan (+ 1 office in Rome)	_____	_____
Activity	Architects	_____	_____

2.3 Give short answers to these questions about Gunther and Carmen. If the answer is 'No', add another sentence.

- a Is Gunther single? _____
- b Does he live in Munich? _____
- c Does he work in Berlin? _____
- d Is Carmen single? _____
- e Is Primera Vez in Barcelona? _____
- f Does Carmen live in Barcelona? _____
- g Does she give advice to new businesses? _____

2.4 Now complete this interview with Simon Parry. Choose these words from the box:

are	do	does	don't	doesn't
-----	----	------	-------	---------

- I: _____ you work in London, Simon?
- S: Yes, I _____. But I'm often in Europe on business.
- I: And _____ you live in London?
- S: No, we _____. We live in the suburbs.
- I: _____ your wife work with you?
- S: Yes, she _____. But she _____ travel a lot. She usually stays in the office.
- I: _____ you export to many countries?
- S: Yes, to most countries in Western Europe.
- I: And what about your children? _____ they at school?
- S: Yes, they _____. They go to secondary school in London.

Read the article below

The Fort Knox Story

In 1936, the United States Bullion Depository was opened at Fort Knox, 48 km south-west of Louisville, Kentucky, USA. It is the biggest gold depository in the world. The gold is stored in 446,000 bars, each of which weighs 12.4414 kg and measures 17.7 x 9.2 x 4.1 cm

2.5 All the numbers below come from the article. If the number is written correctly, put a tick (✓). If the number is wrong, correct it.

- | | |
|----------------------------------------------|-------------------------------------------|
| a forty-one | e seventy point seven |
| b forty-eight | f nine point two |
| c nineteen thirteen-six | g twelve point forty-four fourteen |
| d four hundred and forty-six thousand | |

3. Work and Leisure

3.1 Match the verbs on the left (1-10) with words on the right (a-j).

- | | |
|--------------------|------------------------|
| 1. go | a my family |
| 2. read | b the newspaper |
| 3. play | c lunch |
| 4. socialize with | d jogging |
| 5. listen to | e the cinema |
| 6. watch | f squash |
| 7. spend time with | g a walk |
| 8. have | h television |
| 9. go to | i music |
| 10. go for | j friend |

3.2 What do you do at weekends? Write eight sentences using some of the activities above and the adverbs of frequency below.

always usually often sometimes rarely never

3.3 Answer the questions using one of these phrases in each case.

once twice three times four times	a	day week month year	or	every	day week month year
--------------------------------------------	---	------------------------------	----	-------	------------------------------

How often do you . . .

- a** eat out in the evening?
- b** go away on holiday?
- c** take a plane?
- d** do sport?
- e** go shopping?
- f** have an English lesson?
- g** watch or listen to the news?
- h** cook a meal at home?

A Typical Saturday

Marie-Helene Feval is an advertising consultant. Read her description of a typical Saturday and put the sentences in the order in which they happen. The first is done for you.

- a** Sometimes we stay at their house for dinner, but we often eat at home.
- b** I often go shopping with my husband in the morning, but I occasionally play tennis with my neighbour.
- c** In the afternoon I go to the office to do some paperwork. The office closes for the weekend at 12, so there is nobody to interrupt me.
- d** I read for about half an hour before I turn off the light – it helps me to sleep.
- e** If she tells me there are urgent calls to make, I ring before I go out.
- f** I usually get up early. I don't like sleeping late at weekends.
- g** On tennis days, I eat at the club after my match. On other days, I have lunch at home with my family.
- h** I normally watch the late news on TV before bed.
- i** When I come back from work, we visit friends or relatives.
- j** From time to time we have friends for dinner, but we generally prefer doing that on Sundays.
- k** I ring my secretary after breakfast to see if there are any messages for me.
- l** I go jogging before breakfast - it's a good way to start the day.

1	2	3	4	5	6	7	8	9	10	11	12
f											

UNIT 2. Preparing a Trip

KLM Royal Dutch Airlines

In 1920, the first KLM DeHavilland aircraft soared into the sky from Amsterdam to London. That year, the new airline carried 345 passengers and 25 tons of freight and mail. More than 70 years later, KLM circles the globe with a fleet of passenger jets and freight aircraft, carrying more than eight million passengers and 385 tons of freight and mail annually. Its cargo department handles everything from fresh flowers to racehorses. KLM is now the oldest international scheduled airline in the world that still operates under its original name.

How has KLM managed to stay airborne when so many other airlines have crashed financially? One reason may be its quality program, which has been in effect since 1984. The quality program includes all 25,000 employees and states succinctly that KLM will provide customer service with reliability, punctuality, care, and friendliness. These standards apply both to passengers and cargo.

Of course, KLM customers want their flights to depart and arrive on schedule, serve the locations they find convenient, and operate safely. And they get more. Like many other large companies, KLM offers a variety of services within the larger service of transport. One of these is catering.

The KLM Catering Services Department must coordinate and supervise worldwide catering services for KLM; manage production facilities; research and develop new recipes and menus, including diet meals, while ensuring high quality during travel; and serve the needs of around 20,000 passengers per day. Early in air travel, airline catering consisted of snacks and drinks; in the 1990s, part of an airline's marketing effort often includes the food as well as service behind the food. The catering department makes sure that meals are not duplicated on certain routes so that frequent fliers are not confronted with the same menu twice on a round trip. The department also selects magazines and newspapers appropriate to each flight and offers tax-free items for sale during the flight.

According to KLM a catering service is “mostly a matter of the personal touch. The hallmark of quality is that service is individual.” The company treats requests for “special” meals with equanimity, supplying passengers with individualized meals meeting dietary or religious requirements. In addition, the company strives to keep pace with differing cultural attitudes toward food, from flavors to items served.

To help ensure quality at KLM Catering Services, a meals development group researches new recipes; a selection group chooses the wines served on board; other groups make sure that the flight is provisioned on time and that all meals are prepared and stored hygienically. Thus, individual service on KLM flights is provided by groups of employees dedicated to pleasing each customer.

Questions:

1. As competition among airlines grows more intense, what other aspects of

service (in addition to schedule and food) might become increasingly competitive?

2. Since KLM's Catering Services cannot be patented, how might marketers continue?

to innovate and improve it?

3. How might marketers best promote the service aboard KLM?

1. Preparing a Trip

READING THE GUIDE

Look at this extract from a hotel guide. Anna Forsberg is looking for a hotel in New York to hold a weekend conference. Her assistant, Max, is telling her about the Algonquin Hotel.

Algonquin Hotel

59th West 54th Street, New York, NY 1-223

Phone: 212/840 6800 Fax: 212/914 1419

Rooms: 165 Lounges: 2

Entertainment: Cabaret in the Oak Room

Restaurants: 2

Pool: No

Parking: Free at the weekend

Facilities: Business Center

Location: close to theatre district

Prices: Single \$ 180; Double \$ 200 a night

1.1 Complete the questions and answers in their conversation.

Anna: _____?

Max: It's on 59th Street West and 54th Street.

Anna: OK _____ rooms _____?

Max: _____ 165 rooms, singles and doubles.

Anna: That's fine _____?

Max: Yes, there are two lounges, and a Business Centre.

Anna: What about food? _____?

Max: Yes, _____. I hear the food is very good.

Anna: That's fine _____?

Max: It's \$180 a night.

Anna: OK, I need to speak to the manager. _____?

Max: It's 212 840 6800.

JUMBLED SENTENCES

1.2 Put the words in these sentences in the correct order.

1. very yellow are cabs not expensive.
2. subway dirty the not safe and is very.
3. is to hotel my close Lincoln Center.
4. does much a room cost how hotel?
5. Hilton the night a costs \$ 350.
6. New York are airports many how there in?
7. evenings do do what want to you the in?
8. are lot there in a good New York of restaurants.

ADJECTIVES

1.3 Find pairs of words in the list below which are opposite in meaning. Complete the sentences. Use each adjective once only. Which adjective is left?

long	early	comfortable	cheap	safe	
expensive		short	dangerous	late	uncomfortable

1. The Ferrari is a very _____ car.
2. The rooms at the Ritz are very _____.
3. It is not _____ to swim here.
4. I go to work _____ to avoid rush-hour.
5. Let's eat here – I don't have much money and it's really _____.
6. The flight from Tokyo to London is very _____.
7. It's _____ to travel on the New York subway at night.
8. Yes, the plane from Delhi is often _____.
9. We can walk from here. It's only a _____ distance.

2. Booking a Hotel

MAKING RESERVATIONS

2.1 There are two dialogues below, but they are mixed up and in the wrong order. Put each dialogue in the correct order. Put your answers in the table below.

- a And could I have your name, please?
- b Peaches Bistro, hello.
- c Right, Mr Goodliffe. That's a double room for two nights, the 20th and 21st of May.
- d Yes, 8.30 is fine. What name is it, please?
- e Thanks a lot. Bye.
- f Good morning. I'd like to reserve a double room, please.
- g A table for two. Sure, what time?

- h** Two nights, please. The 20th and 21st of May
- i** Thank you. Goodbye
- j** Martinez.
- k** Good morning. Algonquin Hotel. Can I help you?
- l** It's Goodliffe. Jon Goodliffe.
- m** About 8.30?
- n** Certainly, sir. For how many nights?
- o** OK, see you at 8.30, Mr. Martinez.
- p** Hello, can I book a table for two, for this evening?

Dialogue One								
Dialogue Two								

SITUATIONS

2.2 *What would you say in the following situations?*

Use Can ...?, Could ...?, or May ...?

1. You want a colleague to answer the telephone for you.

2. You want some advice from a senior colleague.

3. There are some people talking outside your office. You want them to be quiet.

4. You are staying at the home of an English colleague. You need to use the telephone.

5. You want a junior colleague to send you some information by fax.

6. You need to borrow a dictionary from someone you don't know very well.

REPLYING

2.3 *On the plane from London to New York, Isabelle Dussart asks some questions. Choose the correct reply.*

1. Excuse me, can I borrow your newspaper?
a) No, thanks. b) Sure, here you are. c) Yes, please.
2. Could I have a glass of water, please?
a) Of course. b) Yes, you could. c) No, thank you.
3. Could you tell me our arrival time?
a) Yes, I can. b) Yes, you may. c) In about an hour.

4. Could you get me a blanket, please?
 a) Yes, you could. b) Of course, just a minute, c) Yes, it is.
5. Could you tell me the name of the film?
 a) Yes, please. b) No, I don't. c) I'm sorry, I'm not sure.

PRONUNCIATION

2.4 Find pairs of words which sound the same. One word is left. Which one?

fax	four	good	food	keys	I
may	light	stay	could	my	eight
please	door	late	tax	night	

3. Flying out

TIMETABLE

3.1 Look at this agenda for a board meeting and complete the memo below.

Board Meeting	<i>Tuesday 23 June, at 2.30 p.m.</i>	
09.00	Welcome speech	Chairman
09.30-11.00	Financial Report	Financial Director
11.00-11.30	Advertising Campaign	Marketing Director
11.30-12.30	EZ20 Project	Production Manager
12.30-14.00	Lunch	
14.00-16.00	Future Plans	All
16.00-16.30	Tea	
16.30-19.00	Far East Developments	Project Manager
19.00-20.00	Free	
20.00	Dinner	
22.00	Speech	Managing Director

Memo to: All board members

From: MD's secretary

Tuesday board meeting starts at _____ with a speech by the Chairman. There will be reports on finance, advertising and the EZ20 project. Lunch will last _____ hours, from _____ until _____. After lunch, we'll hear about future plans and the situation in the Far East, with a _____ tea break at _____. You will be free for _____ between _____ and _____, and then there is dinner, followed by the Managing Director speech at _____.

3.2 The times below are each written three different ways. Match the times which are the same. Which time is left?

midnight	ten past three	1.30 p.m	00.00	noon
12 p.m.	midday	5.05 p.m	17.05	twenty-five to five
five past five	4.35 p.m.	half past one	15.10	five to five
12 a.m.	16.35	3.10 p.m.	13.30	

ASKING ABOUT TIMES

3.3 Fill in the gaps in the postcard using the words and times from the box. Write a reply to Jose's postcard.

9.30 a.m.	dinner	1 a.m.	go	4.30 p.m.
work	8.30 a.m.	2 p.m.	have	8 p.m.

Dear Erik,

Hello from sunny Barcelona! I'm writing to tell you about a typical day for me. I usually get up at about _____, and I start work at _____. We _____ a long lunch, from _____ to _____. Then I _____ until about _____. I usually have _____ at 10 p.m. I _____ to bed at _____.

What about you? Please write and tell me about your daily routine.

Your friend, Jose

VOCABULARY: WORD FAMILIES

3.4 Complete this table. Complete the sentences below the table.

Verb	Noun	Collocations (with card, number, time)
fly	_____	flight number
_____	departure	_____
arrive	_____	_____
board	_____	_____
_____	landing	_____
sit	_____	_____

1. You show your _____ to the flight attendant before you get on the plane.
2. When you meet someone at the airport you check their _____ on the arrivals board.

3. You should go to the gate when your _____ is called.
4. Please check in at least one hour before your _____.
5. Your _____ is 17A – it's non smoking.
6. If you aren't a EU citizen you need to complete a _____.

UNIT 3. Away on Business

MasterCard

MasterCard. It is not just a credit card. It's smart money. The new MasterCard slogan is a long way from its 1980s "Master the Moment" and an even greater distance from Visa's "Visa. It's everywhere you want to be" and American Express's "Membership has its privileges." And the '90s MasterCard advertisements are set in the most mundane of shopping spots — the supermarket. What's going on? Aren't these cards for those big-ticket, luxury items like CD players and diamond rings? Or for use on vacation, so you don't have to carry cash? Of course, but the marketers at MasterCard (and its competitors) want consumers to think of credit cards in a new way.

Alex W. ("Pete") Hart was drafted from MasterCard's board of directors to head up the organization at the tail end of the glitzy 1980s. The economy was beginning to slide, along with consumer attitudes toward spending. Hart had to change the way MasterCard did business and change the way consumers thought about MasterCard. Unlike his predecessor, he threw open his door to input from employees and MasterCard member banks and businesses. He delegated more of MasterCard's processing to outside companies. And he formed a team of 35 people to develop programs to entice nontraditional businesses such as dentists, fast-food restaurants, and supermarkets to accept credit cards.

To smooth the way for fast-food restaurants, the team instituted a computer system that could accept small purchases without a signature. It made an agreement in California whereby people could renew their driver's licenses by phone with a MasterCard. Team members are working on making it possible to charge speeding tickets with the card. They've also pioneered "co-branding" programs with non-bank companies such as AT&T and General Motors, which are the fastest growing segment of the credit card market.

As of 1993, 10,000 supermarkets accepted credit cards, up from 800 in 1991. MasterCard provided the stores with discounts on card terminals and assisted with marketing. Supermarkets could also issue co-branded MasterCard accounts tied to a frequent-shopper discount program.

Such efforts are designed to get the consumer to view the MasterCard as an efficient way to organize personal finances and keep track of household spending, including grocery bills. Hart and his team want consumers to use the card as a daily tool — one that's better than cash or checks — rather than save it just for luxury purchases. He knows consumers are looking for value, and he wants them to think of their cards that way: "When I came here, I said the watchword is value."

As you read this chapter, you'll learn more about consumer buying behavior. Think about your own buying habits. Would you take your credit card to the supermarket?

1. Find Ukrainian equivalents in the right column.

1. to strive

а вимір

- | | |
|-------------------------|-----------------------------------------|
| 2. to merge | b коштовний |
| 3. to grant | c керувати компанією |
| 4. dimension | d намагатися, прикладати зусилля |
| 5. to meet expectations | e транспортний засіб |
| 6. vehicle | f задовольняти очікування |
| 7. bump road | g коштовна покупка |
| 8. to hang in | h блискучий, привабливий |
| 9. to run the company | i надавати |
| 10. luxury purchase | j нерівна дорога |
| 11. mundane | k кінцевий, кінець |
| 12. big-ticket | l зливатись, об'єднуватись |
| 13. tail end | m звичайний |
| 14. glitzy | n утримуватись |

2. Fill in the blanks the missing words and translate the word combinations.

- a** to gain _____
b a key _____
c corporate _____
d _____ campaign
e to create _____ demand
f at a _____ pace

1. Arriving

1.1 Here is a conversation between a hotel receptionist and a guest. Fill in the gaps. Use the information to fill in the registration card.

- R:** _____ nights would you like to _____ ?
A: Two, please.
R: _____ would you like to _____ breakfast?
A: In my room, please.
R: Would you like a morning call?
A: Yes. Please, _____ 7.30.
R: What _____ _____ _____ ?
A: The Times, please.
R: How _____ _____ _____ ?
A: Visa. Here is my card.
R: Thank you. Here is your key, Mrs. Bowen, 689 on the sixth _____ .
A: Thank you.

The Queen's Hotel

Name: *Amanda Bowen* **Room No:** _____
Nationality: *Australian* **Breakfast:** *room*

Address: 65 Ocean Drive restaurant
 Southwalk **Morning Call:** _____ a.m.
 Queensland 4215 **Newspaper:** _____
 Australia
Company: Shell **Number of nights:** _____
Payment: AE Visa Diners Cheque

GRAMMAR

1.2 In each of these sentences there is a mistake. Underline the word or words that are wrong and correct the sentences.

1. How much bags have you got?
2. How many wine do you have with dinner?
3. How much money do you have got?
4. How much does the taxi costs?
5. How many nights are you staying?
6. How many do you earn?

VOCABULARY

1.3 Complete the sentences using the words in the box.

mini-bar	lobby	laundry	pool	bill	room service
check out	shower	luggage	guests		

1. All rooms have both bath and _____.
2. We would like to inform our _____ that the restaurant closes at 9.30.
3. Is the _____ indoor or outdoor?
4. I need this shirt washed. Do you have a _____ service?
5. _____ is available after the restaurant closes.
6. I'll meet you downstairs in the _____.
7. Could I _____, please? Room 234.
8. Could you send the _____ to my company?
9. My plane leaves this evening. Could I leave my _____ here?
10. Did you use the _____, sir? - Yes, I had an orange juice this morning.

1.4 Match the job description with the job.

- | | |
|------------------------------------------------|----------------------|
| 1. He carries guests' luggage to their rooms. | a manager |
| 2. She cleans the rooms and makes the beds. | b barman |
| 3. She serves in the restaurant. | c waitress |
| 4. He works in the kitchen, cooking the meals. | d chef |
| 5. This person is in charge of the hotel. | e chambermaid |
| 6. He makes cocktails and serves drinks. | f porter |

2. Going out

VOCABULARY

2.1 *Read the article below and fill in the gaps. The first letter of each missing word is given.*

A Night out in the West End

If you want an evening out in London's West End, there are lots of possibilities. You can see the latest films in one of the big c_____ in and around Leicester Square. Or, if you want to see a p_____ you can go to one of the many famous t_____ in Shaftesbury Avenue.

Perhaps you prefer dancing. There are lots of d_____ in the area, and they are open until late at night. Or maybe you just want to have a drink with friends or colleagues. There are lots of p_____ and wine-bars to choose from. If you want a m_____ why not go to one of the many good r_____ in area?

The Chinatown district (in and around Gerard Street) has the best Chinese food, but there are lots of other possibilities: Italian, Indian, Greek, French, even fish and chips!

TELEPHONING

2.2 *What do you say in these situations?*

- a You want to speak to Carmen Rivero.
- b You want to check the person speaks English.
- c The person is talking too quietly.
- d The person is talking too quickly.
- e You want to leave a message.

MAKING SUGGESTIONS

2.3 *Choose the best replies to these suggestions. For each suggestion there are two good replies and one incorrect reply.*

1. Would you like to have lunch?
a No, thanks. b I'd love to. c Yes, I'd like.
2. Shall we go away this weekend?
a Yes we shall. b Good idea. c That would be nice.
3. Let's leave early this evening.
a I'm afraid I'm too busy. b Sure. c Not really.
4. Shall we finish this tomorrow?
a Yes, we'll. b That's a good idea. c I'm afraid I'm not here tomorrow
5. Would you like to go to a conference in Rome next week?
a I'd love to but I'm fully booked. b No, I won't. c Sorry, I can't.

PREPOSITIONS

2.4 Complete these sentences using prepositions from the box. Each word can be used only once. Make some more sentences of your own using these prepositions.

next to	near	on	in	over	along	to	from
---------	------	----	----	------	-------	----	------

1. Our company has built a new factory _____ Madrid. It's about 20 km _____ air airport.
2. To get to the manager's office go _____ this corridor and turn left at the end.
3. There are several bridges _____ the Seine.
4. I usually go _____ work _____ train. How about you?
3. My office is very noisy because it is _____ the canteen.
4. There three red files _____ my desk _____ my office. Could you get them?

3. Describing an Office

3.1 Read this description of an office and draw a plan. Write a description of your office or a room you know well.

“My office is 4 m by 6 m. My desk (1 m 50 cm x 1 m) is in the middle of the office, facing one of the long walls. There are two windows, one opposite my desk and one on my left. The windows are 1 m 50 cm long. There is a large plant between the two windows in the corner of the office. The door is in the middle of the wall on my right. My computer is on a table to the right of the door. The fax machine is just to the left of the door. On my desk there is a phone on the left and a pile of files on the right. There is a photo of my family just next to the phone.”

4. Eating out

4.1 Read the text and answer the questions

Menu Workshop

If you slid into a restaurant booth one morning, sleepy eyed and hungry, would you like to select your breakfast from a typewritten list on a worn piece of paper, sticky with syrup and stained with butter? Or would you rather receive a slick, clean, full-colour menu featuring mouth-watering pictures of Vienna-style French toast and Belgian waffles piled with fresh-fruit toppings? Consultants at Menu Workshop, based in Seattle, think you'd prefer the latter. They showed Friendly's restaurants how to boost profits by shifting around menu items and offering some high-quality new dishes (such as Belgian waffles). Within a month, Friendly's was serving the new offerings to 20 percent of its breakfast clientele.

Menu Workshop uses research to determine how restaurants such as Friendly's

can increase their profits and satisfy more customers. For instance, it found that during the recession of the early 1990s, people were more apt to try a lower-priced restaurant and spend less when they were there. Although times were tough for the restaurant industry in general, Americans still spent 43 percent of every food dollar on meals prepared outside the home. Average Americans ate outside the home nearly four times a week in 1991. Men ate an average of 4.3 outside meals a week, while women consumed 3.6. The best demographic indicator of whether people ate in restaurants was their income: people with annual household incomes of \$75,000 and up ate an average of 4.9 outside meals; people whose incomes were \$15,000 or less ate only 3.1 outside meals.

Leonard Smith, vice president of Menu Workshop, uses geographic and age demographics as well, such as the “3, 5, and 15” rule. Most regular customers of a restaurant live within 3 miles of the establishment. Somewhat less frequent customers live within 5 miles. Nearly all the customers live within 15 miles. Using this rule in conjunction with census reports, Smith pinpoints high-income families that live near a restaurant, then examines the ages of these potential customers. “If most of your customers are 35 or 40, you'll want a different price point than if they were seniors.”

Life-style and values also are important to restaurateurs. A dress code might be appropriate downtown in a major city but not at a casual summer resort. A diner that opens for breakfast at 7 a.m. in a fishing town is doomed.

Through his own harsh experience, Leonard Smith of Menu Workshop learned the importance of understanding the marketing environment. He once opened a gourmet seafood restaurant in an affluent neighbourhood, figuring the comfortable incomes of residents would make them prime customers. But he had overlooked the fact that most of the local residents had put their money into their boats and expensive homes. They didn't have money left over to spend on a fancy dinner. “Their favourite sauces turned out to be ketchup and mustard,” laments Smith. “Had I done a demographic study, I would have saved myself a big mistake.”

Menu Workshop has applied such lessons to help a number of restaurants besides Friendly's. Sometimes its consultants have helped by pointing out to clients that they are losing money on certain dishes. The group categorises each dish a restaurant sells according to its sales and profitability: “stars” (high volume, high profit), “puzzles” (high profit, low sales), “plowhorses” (high volume, low profit), and “dogs” (low sales and profits). After evaluating each dish and the overall quality of the menu, Menu Workshop can revamp the menu in light of the demographic data it has already collected.

The group also helps restaurants find an identity. In one instance, a Menu Workshop client was trying to sell a wide variety of dishes (seafood, chicken, pasta, and sandwiches) with no unifying theme to distinguish the restaurant. When Smith found out that the restaurant was named after someone's dog, he had his theme and the restaurant's identity. He created a teal and pink menu with a poem and illustrations of the dog, including paw prints marked next to the dog's “favourite” dishes (not coincidentally, the restaurant's most profitable offerings).

Questions:

1. Think of a restaurant you have visited recently. If you were a consultant with Menu Workshop, what steps might you take to help increase business at that restaurant?
2. What demographic factors in your local area would be most important to a restaurant?
3. Besides demographic data about potential customers, what other information about the marketing environment would a local restaurant need?

VOCABULARY

4.2 In the list of words below there are nine pairs of words and one on its own. Find the pairs to discover which one is left.

Definition

1. two vegetables
2. two types of meat
3. two drinks
4. two places to go for a drink
5. two Italian dishes
6. two things to eat with
7. two people who work in a restaurant
8. two desserts
9. two fruits

a spaghetti	b knife	c beans	d waiter
e chef	f jelly	g pub	h sorbet
i cabbage	j pear	k pizza	l tea
m coffee	n gravy	o bar	p lamb
q orange	r beef	s fork	

QUESTIONS

4.3 Match the questions below with the answers.

1. Could I book a table for three?
2. How would you like to pay?
3. Could you tell me where the toilet is?
4. Would you like a drink?
5. Would you like a dessert?
6. Could I have the wine-list?

- a** Not for me, thanks.
- b** I'm sorry, we are full tonight.
- c** Here you are.
- d** Do you take VISA?

- e It's downstairs.
- f Could I have a small whisky?

COMPLAINTS

4.4 Here are some complaints in restaurants. Put the words in the right order.

1. not this enough hot soup is.
2. this you please can change?
3. clean bring can glass me you please a?
4. mistake bill there in is this a.
5. table kitchen close is the our too to.
6. another to we can move please table?

DIALOGUE

4.5 Read this dialogue and complete with an appropriate phrase. Bernard and Hitoshi are having lunch together at a restaurant in London.

- B:** Right, let's have a look.
- H:** There is so much choice. What _____?
- B:** Well the fish is very good, or the dish of the day.
- H:** What is the dish of the day?
- B:** Irish Stew.
- H:** What _____?
- B:** It's lamb cooked for a long time with potato and vegetables. Are you hungry? It's very filling.
- H:** I think I want something lighter. _____ the salmon.
- B:** And _____?
- H:** The soup. What about you?
- B:** _____ the smoked salmon followed by a steak
_____?
- H:** Wine, please. Red.
- B:** Right. I think we're ready. Excuse me, _____,
please?

UNIT 4. Visiting a Company

Hewlett-Packard Company

“We strive to understand what our customers want, how they want it, and when they want it,” says Manuel Diaz, general manager of Hewlett-Packard’s computer systems, organization, worldwide sales, and marketing. “Then we come up with the products, programs, and marketing activities to satisfy them. It all starts with the customer.” That’s the philosophy of the California-based Company that recently became the second-largest computer systems organization in the world.

Personal selling is critical to H-P’s success because most of the company’s customers are businesses. So, in 1992, H-P reorganized the sales force to assign salespeople to industries – a form of customer organization – rather than geographic territories. “We’ve organized our whole sales and marketing effort around listening to customers and understanding their industries,” explains Diaz.

Training is a key aspect of this new organization. For instance, salespeople who now call on the financial services sector of H-P’s market are required to take about two weeks of classroom training to learn the basics of finance. “They learn all the fundamentals, from banking to what happens on the trading floor,” notes Diaz.

As for supervision, H-P calls one of its methods “Management by Wandering Around.” The method is exactly what it sounds like: managers informally keeping up to date with employees. The company also has an open-door policy that allows employees to air grievances and discuss career possibilities. All of these training and supervision policies are designed to empower the employee to contribute effectively to the organization.

H-P strongly believes in relationship selling, as is stated in a recent annual report: “H-P’s view of its relationships with customers has been shaped by two basic beliefs. First, we believe the central purpose of our business – the reason H-P exists – is to satisfy real customer needs. Second, we believe those needs can be fully satisfied only with the active participation and dedication of everyone in the company.”

To that end, the company also practices a form of major account management, which it calls its “global accounts program.” In this program, top-level managers act as liaisons with major customers in each of the industries that H-P serves. Those managers develop sales and marketing plans, meet with the customers, and are expected to deliver on projected revenues. “They are the eyes and ears that connect us to our major customers,” remarks Diaz. “They are our antennae.”

All of the information gathered from customers by salespeople and managers goes directly back to the H-P factories, where products are designed and manufactured specifically to meet customers’ needs. One of H-P’s hottest products has been the Omni Book 3000, which The Wall Street journal calls “the first PC small enough and with good enough battery life to let you work with Windows software all the way through a cross-country plane flight without hassles.” Another is its now classic H-P Laser Jet printer series, launched in 1964. Because of continuous improvement, the series has for a decade maintained its 50 percent market share.

Besides being organized by customer type, many of H-P’s sales reps serve on

cross-functional teams. These support the company's total-quality effort by looking for ways to improve processes. With regard to sales, cross-functional teams have looked for ways to improve the use of customer feedback, studied the way H-P's customers make buying decisions (so the company can better approach them), and investigated ways to ensure customers get everything they need, not just everything they ordered.

Selling is a global issue at H-P. By the year 2010, the organization predicts that 70 percent of demand for its products will come from overseas. Currently, H-P has at least some presence (through joint ventures and other alliances) in Taiwan, Hungary, India, Italy, Spain, and Japan. A reflection of H-P's view that boundaries – geographic, technological, and service – exist to be broken is the company's simple slogan: "Think again."

Question:

1. What form of organization (sales territories) does H-P use for its sales force?
Does this form of organization support its objectives as stated in the case?
2. In addition to classroom training, what other methods might help H-P salespeople learn about the industries they serve?
3. Would you like to work for H-P as a salesperson? Why or why not?

1. Arriving at a Company

WAS AND WERE

1.1 Complete the spaces in the dialogue. Choose from these words: was, were, wasn't, weren't.

- A:** Hello, Shigeru. Where _____ you yesterday?
B: I _____ at a presentation of the company. It _____ very interesting.
A: _____ there many people there?
B: No, there _____. Only me and three other Japanese colleagues.
A: _____ the Personnel Director there?
B: No, he _____. He and the Managing Director _____ in Germany yesterday.

1.2 Complete these sentences with a verb in the Past Simple tense.

1. The share price _____ from \$15 to \$13.
2. I _____ in the office canteen today.
3. He _____ a new car last week from the garage.
4. He _____ his old car to a friend for \$3,000.
5. I _____ the plane to London.
6. I _____ for three hours in the plane, then I woke up.
7. It was a long flight, so I _____ some letters to friends.

8. Some friends _____ to our house for dinner yesterday.
9. Inflation _____ from 2.4 to 2.5% last month.
10. I _____ that he had a meeting at 10.00, but I didn't know where.

A BUSINESS TRIP

Last week you went on a business trip. This was your schedule:

- 11.15 arrive Madrid airport
- 12.00 meet Purchasing Director
- 13.00 lunch with Purchasing Director – company restaurant
- 15.00 go on tour of factory
- 16.00 meeting with Managing Director
- 13.00 go to hotel
- 20.00 drink and dinner with Purchasing Director in hotel –discuss final details of contract

1.3 Change the order of the words to make questions. Then answer the questions.

1. arrive Madrid did what you time in?

2. meet did Purchasing you Director when the?

3. meeting the with Director did Managing when you have ?

4. do what you did lunch after ?

5. you where meeting after did go your after?

6. see you evening did in who the ?

7. you with discuss did him what ?

2. Meeting New People

INTRODUCTIONS

2.2 Match the sentences (1-8) with the responses (a-h). Put the sentences and responses in the correct column.

Two people meeting for the first time								
Two people who know each other								

1. Pleased to meet you.
2. How are you?
3. How do you do?
4. Nice to see you again.
5. How is your wife?
6. Do you know my husband James?
7. Do you know each other?
8. Can I introduce myself? I'm Eva Berg.

- a She is very well.
- b Nice to see you, too!
- c No, I don't. Nice to meet you, James.
- d Pleased to meet you. I'm Rolf Muller.
- e How do you do?
- f Fine. And you?
- g Pleased to meet you too.
- h No, we don't. Can you introduce us?

GETTING TO KNOW YOU

2.3 *Two people are meeting for the first time. Complete the conversation. Write one word in each space.*

- A: Hello, _____ I _____ myself? I'm Andrew Thomas
 B: Pleased _____ . My _____ Sanchez, Luis Sanchez.
 A: Where _____ , Luis?
 B: I'm from Madrid.
 A: And who _____ for?
 B: SEAT, the car company. What about you? What _____ .you _____ ?
 A: I'm in computers. I _____ IBM.

VISITING A COMPANY

2.4 *You are visiting a company. Choose two correct responses for each sentence or question.*

1. Thank you for your help.
 - a It's a pleasure.
 - b Thank you.
 - c Not at all.
2. I'm sorry I'm late,
 - a It's not sorry.
 - b It doesn't matter.
 - c Don't worry.

3. Did you receive my letter?
a Yes, thank you. b Yes, I did. c Yes, I received.
4. Would you like lunch now?
a Yes, of course. b That's a good idea. c Yes, please.
5. May I make a phone call?
a Yes, of course. b Yes, go ahead. c Yes, I can.
6. Is this your first visit?
a No, this isn't. b No, it isn't, c No, it's not.
7. What was your journey like?
a Yes, I liked. b Very tiring. c It was fine.
8. I hope you enjoy your stay.
a Thank you. b That's very kind of you. c Yes, I hope.
9. See you tomorrow.
a Yes, see you. b Yes, goodbye. c Tomorrow.
10. Have a good evening.
a Good evening. b You too. c Thank you.

TOO MANY WORDS

2.5 *In each of these sentences, there is one extra word that is not necessary. Put a circle round it.*

- | | |
|-------------------------------------|-----------------------------------|
| 1. Would you like to a coffee? | 5. I'm sorry I'm in late. |
| 2. I thank you for meeting me. | 6. To what time did you arrive? |
| 3. Did you have had a good journey? | 7. How long time was your flight? |
| 4. Can I to go to my hotel first? | 8. My name's is Shigeru Kane. |

3. Explaining Company Structure

COMPANY DEPARTMENTS

3.1 *Unjumble the letters in brackets to give the names of departments in a company.*

1. This department sells the products. (elass) _____
2. If there is a serious problem with late payments, this department deals with it. (laleg) _____
3. This department sends all the bills. (toncacus) _____
4. This department makes the products. (nodurpocit) _____

5. This department deals with suppliers. (haspcurgin) _____
6. Employees are the first priority in this department. (namuh escrouser)

COMPANY ORGANIZATION

3.2 Read the text.

Guinness: More Than Just a Beer

When most people hear the word Guinness, they think of the Irish beer of the same name, but in fact the Guinness company is now a multinational organization with a vast network of joint venture companies, distributors and subsidiaries, and an annual turnover of more than 14 billion. Its products are sold in over 200 countries worldwide.

Guinness operates mainly in the alcoholic drinks market. Its brands include a number of famous names like Johnnie Walker, Bell's Scotch whisky, and Gordon's gin. It owns United Distillers, the most profitable spirits company in the world. It also has a 34% stake in Moët Hennessy, the French champagne and Cognac Company, whose owner, LVMH, has a 20% share in Guinness. About three quarters of Guinness group's profits come from spirits. Guinness beer (called 'stout') is produced in more than 50 countries, and sold in 150. For the moment, the beer company represents only 25% of the group's profits.

Apart from alcohol production, the company owns Gleneagles, the world-famous golf hotel in Scotland, and runs a division which publishes The Guinness Book of Records.

Guinness PLC is based in central London. The company has offices in over 50 countries around the world, with 23,000 employees. Tony Greener, Chairman of the Board which is made up of 6 executive and 6 non-executive directors.

3.3 Find words or phrases in the text which mean:

- a a company with subsidiaries in a number of countries
- b value of sales in a year
- c all over the world
- d strong alcoholic drinks such as gin or whisky
- e a minority share in a company
- f controls / manages
- g consists of
- h the group of people who are responsible for company decisions
- i not full-time and not responsible for day to day decisions

3.4 Are the statements below true or false? Mark them T or F.

1. About 75% of Guinness' profits are from spirits.
2. Guinness doesn't only operate in the drinks market.
3. United Distillers is a shareholder of Guinness.

4. Guinness owns LVMH.
5. Guinness beer is made in more than 100 countries.
6. The company produces The Guinness Book of Records at Gleneagles.
7. The Head Office of Guinness PLC is in London.
8. The Board of Directors has twelve members.

COMPANY VOCABULARY

3.5 For each question, choose a pair of words from the box to complete the spaces in the two sentences. Decide which of the two words you need for each space.

salesman/retailer	sells/buys	education/training
consists/divided	produce/products	manufactures/factory
accountant/accounts	share/subsidiary	

1. There are 300 machine operators in our _____. The company _____ children's toys.
2. The Purchasing Department _____ products. Guinness _____ its beer all over Europe.
3. The _____ of staff in our company is the responsibility of the Human Resources Department. Schools are responsible for children's _____.
4. We _____ 300 units per hour in our factory. Bell's Whisky is one of our most profitable _____.
5. We can't give you exact sales figures now because our _____ is on holiday. The tax inspector came last month to look at our _____.
6. ICL is a _____ of the Japanese Fujitsu company. LVMH has a large _____ of the perfume market.
7. A _____ has a shop which sells directly to the public. A _____ is a person who sells to shops or companies.
5. Our electronics division is _____ into a number of autonomous companies. The company _____ of five operating divisions.

UNIT 5. New Developments

Harley-Davidson, Inc.

To bikers, HOG doesn't mean what it sounds like. It's a club for owners of motorcycles — Harleys, to be precise. HOG stands for Harley Owners' Group, and its members are as devoted to their bikes as Porsche owners are to their cars.

With its corporate headquarters in Milwaukee and its manufacturing plants in Wisconsin and Pennsylvania, Harley-Davidson is the only U.S. manufacturer of motorcycles. The company has traveled a bumpy road. But with ingenuity and a commitment to quality, teamwork, and customer satisfaction, Harley has managed to hang in there for the rough rides.

The company was founded in 1903 by Bill Harley and three Davidson brothers, who thought there would be a market for a motor-driven bicycle. That first year, they produced three motorcycles. More than 90 years later, 80,000 Harleys a year cruise out of the plants. According to Jim Paterson, executive vice president of the Motorcycle Division (Harley also makes accessories), the goal is to produce 120,000 per year.

In 1969, when Harley-Davidson merged with American Machine and Foundry Corp., the founding families lost most of the control over the manufacture of their motorcycles. Quality plummeted. The bikes leaked oil and broke down. According to William G. Davidson (known as “Willie G.” to Harley enthusiasts), now vice-president of styling – numbers were very important then. “There were different people running the company with different goals. I think we were trying to make too many vehicles and we were losing track of our quality” Not only that, Japanese bikes were gaining ground fast. They cost half as much, they were mechanically reliable, and they didn't have that Harley “growl.” By 1980, Harley was clearly in trouble. The company's American market share for super heavyweight bikes had plummeted.

The next year, a group of 13 managers from Harley (including Willie G.) pulled off a coup, securing financing for a leveraged buyout of the company. They appealed to the Reagan administration for stiff tariffs on imported bikes, which were granted. The tariffs bought them time, and they launched their quality campaign. Ironically, Harley management looked to Japanese methods, including just-in-time manufacturing and employee empowerment. By 1986, Harley's performance had improved so much that management actually requested a lifting of the trade tariffs six months before their expiration date. The Harleys were rolling, and they weren't about to be stopped.

Harley-Davidson now cites three main company objectives: (1) to create market demand for 120,000 bikes per year; (2) to have the capacity to build 120,000 bikes; (3) to be first in customer satisfaction. In addition, Paterson notes, Harley strives to be “the most respected brand in the world.” Respect, of course, is a direct outcome of the product's quality. Paterson defines several dimensions of quality, including innovation and a product that can be trusted to meet expectations. Harley-Davidson wants its customers to be satisfied with price, delivery, reliability, and performance.

The company has already succeeded at the satisfaction objective so well that dealers can't keep up with the demand. Nevertheless, the company is increasing output at a conservative pace. It does not want to risk hurting quality and the reputation it has worked so hard to build. A key tactic for boosting output has been to assemble teams of employees charged with continuous improvement in the way things are done at Harley – getting people “to work smarter, not harder,” according to one executive. The teams look for ways to get many operations under the control of one operator, enabling that person to evaluate processes; decrease time wasted, increase productivity, and thus produces more vehicles.

If this sounds like a sweatshop, it's not. Employees are encouraged to take control of quality in every aspect of their jobs. Harley now uses a “real-time quality system” and “statistical process control.” This means that individual employees use computers and continuously generated statistics to evaluate the quality of a process or product at any time. Operators of all production machines are trained in whatever technology is necessary to put them in charge of their processes. “When you work here, you are a part of the whole Harley family,” explains Don Kieffer, manager of manufacturing and quality engineering. “The motorcycle ties together the customer to the management to the salaried people to the production workers in a way that no other company can.”

To meet the objective of creating demand, Harley is making a big push to go global, targeting Europe and the Pacific Rim. Harley's markets share overseas averages only about 15 percent, so there is plenty of room to grow. As in the United States, much of the challenge involves increasing production while maintaining the quality that delights Harley customers. The demand is already intensifying. In Japan, waiting lists for Harleys can lead to waits as long as six months in spite of price tags as high as \$25,000.

Undeterred by the production challenges, the company has exceeded expectations. Between 1980 and 1992, its U.S. market share rose 97 percent, productivity 50 percent, U.S.; revenues 80 percent, and international revenues 170 percent. “We're not like other companies, damn it,” exclaims Rich Teerlink, CEO and president. “We rose from the ashes, no matter what mistakes management made over the years, because the riders, dealers, and suppliers refused to let the company die.”

- empowerment – розширення повноважень робітників
- leveraged buyout – за рахунок кредиту (купівля контрольного пакету акцій корпорації, що фінансується викупом нових акцій або за допомогою кредитів, які повинна сплатити сама корпорація; такий викуп можуть організувати менеджери корпорації)
- sweatshop – потогінне виробництво (з важкою немеханізованою працею і низькою заробітною платою)
- Pacific Rim – країни тихоокеанського басейну
- CEO (Chief Executive Officer) – генеральний директор
- just-in-time (JIT) – принцип суворого дотримання часу; точно у призначений термін

1. Reading and Discussing the Text

1.1 *Put the sentences into correct order according to the text.*

1. Harley Davidson wants to give its customers the most satisfaction with
2. price, delivery, reliability, and performance.
3. There were different people running the company with different goals.
4. The first year they produced three motorcycles.
5. Nevertheless, the company is increasing output at a low pace.
6. The bikes leaked oil and broke down.
7. As Paterson notes, Harley wants to be the most respected brand in the world.

1.2 *Fill in the blanks with missing words from the box.*

encouraged	reliable	merge	exceeded	in spite of	brand	to keep up
------------	----------	-------	----------	-------------	-------	------------

1. These two companies _____ two years ago and now they became world wide trade _____ .
2. My parents _____ me to learn foreign languages.
3. His success in swimming _____ all expectations.
4. _____ of bad weather the competitions took place.
5. The service of this bank is _____ .
6. The demand for this sportswear is so great that dealers can't _____ with it.

1.3 *Translate into Ukrainian.*

1. There are two manufacturing processes: process and assembly.
2. The Japanese perfected an idea called just-in-time (JIT) inventory control.
3. Total quality control includes planning for quality, preventing defects, correcting sources of defects, and a philosophy of continuous effort to build quality into products.
4. To be competitive manufacturers must keep the cost of inputs down.
5. Cheaper resources are a major reason for moving production facilities.
6. A manufacturer sets a production schedule and determines what parts and supplies will be needed.
7. Just-in-time inventory supply system will link suppliers with producers by computer to form networks of computer-linked firms.
8. Personnel management is often called human resource management.

1.4. *Name the difficulty, which the company Harley-Davidson had in 70s'.*

2. Current Activities

PRACTICE

2.1 Complete the paragraphs below using the appropriate form of the verb.

Roussel Uclaf, the French pharmaceutical company, *looks / is looking* for a new project manager. The company *is employing / employs* about 2,400 people at its headquarters near Paris. The company *develops / is developing* a new antibiotic drug.

Helena Skinner *works / is working* for Fusions in the UK. She has a six-month contract. She *replaces / is replacing* someone on maternity leave. Helena is a biochemist. *She lives / is living* in England but would like to live abroad.

DIALOGUE

2.2 Helena telephones Roussel Uclaf to get more information about the job.

Complete the dialogue with the right form of the verb in brackets.

- A:** Hello, Jean-Claude Bergot speaking.
B: Hello, my name is Skinner, Helena Skinner I _____ (call) from England about the advertisement in the Herald Tribune for a project manager. _____ (speak) English?
A: Yes, I do. How can I help von?
B: Could you tell me a little about the company? How far from Paris is the office located?
A: Oh, about half an hour from the centre of Paris by metro.
B: How many people _____ (work) in the department?
A: There are thirty-five.
B: When is the deadline for applications?
A: The end of the month.
B: Can I write my letter in English?
A: Of course, it's a bilingual position. Who _____ (work) for?
B: For Fusions, but I _____ (look) for something else.
A: Well, it will be very interesting to get your application.
B: Thanks for your help.
A: It's a pleasure. Goodbye.

PRACTICE

2.3 Match a question in column A with a reply from column B.

- | A | B |
|-----------------------------|--------------------------------------------|
| 1. What's the weather like? | a The Ritz, as usual. |
| 2. Do you want lunch? | b Nothing much at the moment. |
| 3. What do you do? | c It's raining. |
| 4. What are you doing? | d Sorry, I'm trying to finish this report. |
| 5. Where are you staying? | e I'm a pilot. |

CORRECTIONS

2.4 Look at these sentences. There is a mistake in each one. Underline the mistake and correct the sentence.

1. Where does you live?
2. Where are you work?
3. I'm having lunch every day at the same restaurant.
4. Prices rise this year.
5. She working for ICL at the moment.
6. They lives in California.

PRACTICE

2.5 Linda Dawson leaves home at 7 a.m. every day. Complete these sentences using one of the prepositions below.

between	until	in	for	from	at	to
---------	-------	----	-----	------	----	----

1. She takes her main holiday _____ the summer.
2. Most days she works _____ 8.30 _____ 5.30.
3. She has lunch _____ 12.30 and 2.00.
4. She does not get home _____ 7.00.
5. She does not work _____ the weekend.
6. She deals with her mail _____ about an hour.

3. Company Developments

READING

3.1 Read the article quickly, and answer these questions.

1. What was Levi Strauss's first job in America?
2. Where are the company's headquarters today?
3. Why did sales rise in the 1980s?
4. Where do more than half Levi's profits come from?
5. When did Levi's dye the trousers blue?
6. Why there are many fake copies of Levi's jeans?
7. Why do Levi's hope that in future their sales will increase?
8. Why did the sales of 501 jeans rise in Britain?
9. When did the company have problems?
10. Where did strong cotton come from?

The Levi's Story

Levi's make the most famous and popular trousers in the world. They are made of very strong cotton which originally came from Nimes in France. "De Nimes" became denim. Levi Strauss was a German immigrant who arrived in San Francisco in 1853. First, he made tents for gold prospectors. Then, he started to make trousers from the same material. In 1873, Levi's dyed the trousers blue. Levi's headquarters today is still in San Francisco and, in 2000, they sold 50 million pairs of their '501' blue jeans. The company was not always successful. In the 1980s, they had problems but they changed management and, in 1985, Bob Haas became President of the company. With large investment in marketing and advertising, Levi's relaunched the original 501 jeans. The campaign was a huge success. In Great Britain the advertising was so successful that sales of 501 jeans rose by 800%! Today, about 16,000,000 pairs of 501 jeans are sold in Western Europe and they are all made in factories in Scotland and France. More than half of Levi's profits come from exports.

The factory in France employs about 540 people who produce 18,000 pairs of jeans per day. With thirty-five factories in the US, Levi's is a major employer, particularly in the South. Unfortunately, because Levi's are such a popular product there are many 'pirate' copies made also. In 2002, for example, police throughout the world found 2,000,000 fake pairs of Levi's jeans.

In the future, Levi's hope that more companies will allow casual dress so that sales will rise as office employees start to wear jeans to work. Just what Levi Strauss designed more than one hundred years ago - working trousers!

3.2 *Now find this information.*

1. Who became President in 1985?
2. Where does the company have factories in Europe?
3. What did police find in 2002?

GRAMMAR

3.3 *Complete these sentences using appropriate words.*

1. _____ 35 Levi's factories in the US.
2. _____ factories have they got worldwide? About 50.
3. _____ a large factory in the North of France.
4. _____ does a pair of Levi's cost in your country?
5. How _____ do you spend on clothes?

VOCABULARY

3.4 *Look at the text again and find words that match these definitions.*

- a changed the colour of something
- b someone who arrives to stay in a foreign country
- c the people who run a company

- d goods sold abroad
- e the opposite of formal
- f increased
- g not real
- h positive financial results for a company

3.5 Make a list of words in the text which you found difficult. Did you use a dictionary, or could you guess the meaning of the difficult words?

4. Personal Developments

MEETING SOMEONE YOU KNOW

4.1 Andrew Hutchinson and Tony Evans are both Sales Managers. They know each other quite well. Complete the dialogue with the expression from the box.

Fine, thanks. How do you do. How's your wife? Not so bad.
 I'm sorry to hear that. That's good. How's business?

- A:** Hello Tony. How are you?
T: _____, and you?
A: Not too bad _____?
T: We are having an excellent year. A lot of new clients. What about you
A: _____. We got the big Turismo contract, you know.
T: _____. By the way, _____?
A: Not very well I'm afraid. She's been in hospital.
T: _____.
A: It's nothing serious. She's getting better.
T: Good. Listen. Can I introduce you to my new boss?
A: Of course.
T: Marcello. Can I introduce Andrew Hutchinson? Marcello Baresi.
A: _____, Mr Baresi?

SIMPLE OR CONTINUOUS?

4.2 Complete these sentences with the verb in the appropriate tense.

1. My son is in the second year at university. He _____ (study) medicine.
2. I _____ (work) for Gesso and my wife is a nurse. At the moment she _____ (work) at Guy's Hospital but she hopes to change next year.
3. My daughter is going to university next year. At the moment she _____ (travel) in Australia.
4. How is business? – We _____ (do) very well this year. Better than last.
5. We still _____ (live) near London. Same house for thirty years! What about you? – We _____ (look for) something bigger.
6. Have you read any books by John Grisham? I _____ (read) *The Client* at the moment. It's great.

SOCIALIZING

4.3 *Here are some things you could hear at a party. Match the questions with the answers.*

- | | |
|--------------------------------------|-------------------------------------------------|
| 1. About midnight. | a What line of work are you in? |
| 2. I don't think so. | b Where can I leave my coat? |
| 3. I'm a civil servant. | c What time do you think it will finish? |
| 4. One or two. | d Have we met before? |
| 5. In the bedroom with the others. | e Can I get you a drink? |
| 6. Yes, please. A glass of red wine. | f Do you know many people here? |

READING

Read this company charter.

- We provide a quality service for a reasonable price.
- Shareholders, staff, and customers are of equal importance.
- Enquiries, orders, and complaints must be dealt with within 24 hours.
- Lateness and absenteeism are not professional.
- All staff must provide a written report on their work each month.
- Staff and their managers must set realistic objectives each year.
- All staff must appear neat and tidy at all times. Women should not wear trousers, and men should be clean-shaven.
- If necessary, we work late in order to finish; no extra money is paid in these circumstances.
- All staff work as part of a team. Personal phone-calls must be paid for.
- A person's office must be kept tidy at all times.

4.5 *Are these statements true or false? Mark them T or F.*

	T	F
1. The customer always comes first.		
2. Complaints must be answered within a day.		
3. The company expects staff to be punctual.		
4. Men can't have beards.		
5. You can earn overtime pay if necessary.		
6. You can phone home if you like.		

DIALOGUE

4.6 *An employee of the company above left to join another company. Read the dialogue below and complete his sentences using words from the charter above.*

A: I had to leave in the end. It was terrible!

B: Why?

A: Well, for example, if there was work to finish we had to _____.
We couldn't even _____ to say we would be late. I had a
_____ but I had to shave it off and my wife left because she

wanted to see me more often at home but she couldn't. If a customer called you had to _____ the order within 24 hours, and at the end of every month we had to _____ The money was not very good because every year the company _____ which were impossible to reach. I hope this place is better.

B: Yes, I'm sure you'll like it here at this company.

4.7 Put it into practice. Compute your own discretionary

You are a consumer. As a student, you buy the services of your college or university. Most likely, you lease an apartment or other housing from a landlord. You buy groceries at the supermarket or purchase a meal plan. You buy clothing, rent videos, use the telephone, order pizza, and send mail. All of these things cost money. You earn or receive a certain income each year (your gross income). Marketers are interested in your disposable income (money left over after taxes) and discretionary income (spending money).

To determine your own discretionary income, first estimate your gross income for one month and the taxes you are likely to pay. Subtract your taxes from your gross income; the difference is your disposable income. (If you are a full-time student who does not pay taxes, just use your gross income.) Next write down how much you pay in rent, utilities, groceries, gasoline, and other necessities. Then subtract those expenses from your disposable income to find your monthly discretionary income.

Now write down how you use your spending money: for entertainment? hobbies? sports? extra clothing? When marketers scan the environment, they want to find out not only how much money consumers have to spend, but also how they choose to spend it.

UNIT 6. Future Engagements.

King's Medical Company

At King's Medical Company, based in Hudson, Ohio, one reason for success is effective planning. But according to Albert Van Kirk, CEO and one of the company's founders, planning was foreign to him until recently. Instead, he tended to “tell people things in the hall and expect them to get done.” In contrast, William Patton, cofounder and general manager, is a planning fanatic. His influence is felt throughout the company.

King's Medical Company, founded in 1961, owns and commonages medical equipment such as that used for CAT scans and magnetic resonance imaging (MRI). Strategic planning at King's began with creation of a mission statement, or statement of purpose. A leadership group comprising the company's five board members focused on the company's reason for being in business. Each member of the group wrote down answers to the following questions:

What business are you in? Why do you exist? What's unique about your company? How are you different from the way you were three years ago? How will you be different in four years? William Patton, leader of the group, then combined the answers so that the board could hammer out a cohesive mission statement for the company.

The mission statement now contains eight points, including “offering the highest quality support services in the marketplace to ensure that both client and corporate objectives are reached.” It is circulated to all employees and even to job applicants. That way, everyone in the company knows exactly why he or she is there.

Periodically, Van Kirk, Patton, and other directors of marketing, sales, territory, management, and the finance convene to evaluate the industry and the company's position in it. From this evaluation, they can identify ways King's Medical can act on opportunities that arise and create long-term objectives for the company. When they see obstacles, the group looks for ways to overcome those obstacles as a team. Says Van Kirk, “In so many companies, information like this is handed down from the finance department. In contrast, the cross-functional approach at King's Medical helps the company prepare to take advantage of new technology and meet the challenges of its growth.

Finally, the planning team spells out how King's Medical will achieve its long-term objectives. For example, in the company's early years, an objective was to set up a marketing department. The planning team broke that objective down into four tasks: hiring, training, visiting sites, and writing up documents. The team specified how long each of these activities should take, when it should be started and completed, and who was responsible for its completion.

The strategic planning can take months, but it pays off. The company grew 400 percent between 1992 and 2002, from sales of \$2.7 million to over \$193 million.

1. Future Plans

1.1 Match an English expression and its Ukrainian equivalent.

- | | |
|-----------------------------------|-------------------------------------------|
| 1. long-term objective | a співзасновник |
| 2. spell out | b цільова спрямованість, установка |
| 3. cofounder | c спільно управляти |
| 4. mission statement | d збирати разом |
| 5. commonage | e відпрацювати позицію компанії |
| 6. convene | f довгострокова ціль |
| 7. to evaluate company's position | g пояснювати |
| 8. obstacle | h діяти відповідно до |
| 9. act on | i задовольнити вимоги |
| 10. to meet the challenge | j перешкода |

1.2 Complete the following word combinations and translate them.

- | | |
|-------------------------------|-------|
| 1. member of _____ | _____ |
| 2. strategic _____ | _____ |
| 3. cross-functional _____ | _____ |
| 4. offering the highest _____ | _____ |
| 5. responsible to its _____ | _____ |
| 6. _____ obstacles | _____ |
| 7. _____ applicants | _____ |
| 8. identify _____ | _____ |
| 9. _____ opportunities | _____ |
| 10. _____ completion | _____ |

1.3 Translate into Ukrainian.

1. Economic concepts are the basis for most business strategic planning.
2. Microeconomics looks at how prices are determined and how business and people act upon changes in supply and demand.
3. Freedom by Adam Smith would give people purpose to work hard and meet challenges in goods and services for others.
4. A free market system is one in which decisions about what to produce and in what quantities are decided by the market, that is, by buyers and sellers, both client and corporate objectives are reached.
5. Planning takes three forms: strategic (long-term) planning, tactical planning, contingency planning.
6. Setting the mission statement for the company is one of the controlling steps.
7. Leadership is getting others to work willingly and enthusiastically to achieve long-term objectives for the company.
8. National decision-making contains five points.
9. The company always takes advantage of the situation on the market.

2. A Family Crisis

In 2000, Neal Boyle, Director of Columbia Sportswear, borrowed a large sum of money from his bank to finance the business. As security for the loan, he offered his life insurance, his family house and his wife's mother's house.

Three months later he died. His wife, Greta, had no money, no job, and little work experience. She also had three children, including a son, Tim who was at university.

What did you think Greta Boyle did next?

What would you do in her situation?

2.1 *This is what happened to Columbia Sportswear after Neal Boyle's death. Put the verbs in brackets into the correct past tense form.*

1. Greta _____ (decide) to run Columbia Sportswear herself.
2. She _____ (ask) the company accountant to resign.
3. Columbia Sportswear _____ (lose) many of their regular clients.
4. The bank manager _____ (tell) Greta it was necessary to sell Columbia Sportswear.
5. She _____ (not / sell) the company.
6. Tim Boyle _____ (join) the company straight from university at the age of 22. At university he _____ (study) journalism.
7. Greta and Tim _____ (begin) to change the product range.
8. They _____ (launch) a new product, the Bugaboo jacket, in 2004.
9. Tim _____ (become) President of Columbia.
10. The Company _____ (grow) during 2000s.

2.2 *Match the sentence-endings (a - j) below with sentences (1 - 10) given above.*

- a ... so they had very bad results.
- b ... because they had too many products that weren't profitable.
- c ... and in 2002 Columbia's turnover reached \$193 million.
- d ... and it was a big success – they sold 1,5 million between 1992 and 2002.
- e ... so she didn't have any business experience.
- f ... but Greta didn't want to retire, so she decided to continue to work for the company.
- g ... so she found someone who wanted to buy the company.
- h ... because she needed money to repay her husband's loan.
- i ... because the buyer offered a very low price.
- j ... because he didn't agree with her ideas.

3. The Working Week

Look at Mr. Rogers's diary for the next week.

<u>Monday 22</u> Board meeting – 10.00	<u>Thursday 25</u> Mrs Pfeiffer – BX Supplies in Boston – 10.30
<u>Tuesday 23</u> To San Francisco – 9 a.m. flight Return – 6 p.m.	<u>Friday 26</u> Visit from Mr Lu (new client) Tour of company – 2.00 p.m. Dinner at our house – 7.30 p.m.
<u>Wednesday 24</u> Lunch with Marketing Manager – 12.30	<u>Saturday 27</u> Mr Lu to airport – 10 a.m. flight <u>Sunday 28</u> At home

3.1 Complete these sentences with the Present Continuous form of one of these verbs.

meet attend fly relax show take return entertain have

1. On Monday, he _____ a board meeting.
2. On Tuesday, he _____ to San Francisco.
3. He _____ from San Francisco on Tuesday evening.
4. On Wednesday, he and his Marketing Manager _____ lunch together.
5. On Thursday, he _____ a supplier in Boston.
6. On Friday, he _____ a new client round the company.
7. On Friday evening, he and his wife _____ the new client at home.
8. On Saturday morning, he _____ Mr. Lu to the airport.
9. On Sunday, he and his family _____ at home.

3.2 Mr. Roger's boss wants to spend a whole day this week discussing strategic planning for the next six months. Which day could they meet?

4. Leisure Time

4.1 Birgit and Maria are talking about their plans for this weekend. Complete the spaces, using an appropriate form of the words in brackets.

- Birgit:** What are _____ at the weekend ? 1. (you/do)
Maria: _____ two days in the mountains. 2. (I/spend)
Birgit: How _____ there? By car? 3. (you/get)
Maria: Yes.
Birgit: _____ with you? 4. (Robert/come)
Maria: No, he isn't. _____ unfortunately. 5. (he/work)
What about you? _____ away this weekend? 6. (you/go)
Birgit: No, _____ friends at home. 7. (we/entertain)
Maria: Are these the friends from Canada?
Birgit: Yes, that's right - Jim and Marcus.
Maria: _____ with you? 8. (they/stay)
Birgit: No, they aren't. They're here on business,
so they're in a hotel.
Maria: When _____ ? 9. (they/arrive)
Birgit: Tomorrow . And _____ back on Wednesday. 10.(they/fly)

QUESTIONS

4.2 *One of your colleagues is going on a business trip. Complete these questions with a question word or phrase. Your colleague's answers are on the right.*

- | | |
|------------------------------------|-----------------------------------|
| 1. _____ are you going? | To Paris. |
| 2. _____ are you visiting? | Our main French client. |
| 3. _____ are you going to do? | To discuss prices. |
| 4. _____ are you leaving? | On Monday. |
| 5. _____ are you staying? | Two days. |
| 6. _____ are you travelling? | By train. |
| 7. _____ are you returning? | At about 8 p.m. on Tuesday. |
| 8. _____ are you doing after that? | I'm going to Rome for three days. |

FIND THE MISSING WORD

4.3 *In each sentence there is a word missing. What is the missing word, and where does it go?*

- We're going away at weekend.
- Where he staying?
- He always works home on Saturdays.
- Who are you having dinner?
- I'd like to go Toronto, but I don't have the time.
- How much money you have?
- She's leaving day after tomorrow.
- He's coming at 9 a.m. and I'm showing round the factory.

5. Fixing the Date

TIME EXPRESSIONS

5.1 *Imagine that today is Monday, 1st June. Match each date (1-9) to an expression*

of time (a-i).

- | | |
|--------------|---------------------------------|
| 1. 1st June | a the day after tomorrow |
| 2. 2nd June | b the month after next |
| 3. 3rd June | c in four weeks' time |
| 4. 6th June | d next Saturday |
| 5. 13th June | e next month |
| 6. 16th June | f this Saturday |
| 7. 29th June | g tomorrow |
| 8. August | h two weeks tomorrow |
| 9. July | I today |

DIFFERENT TYPES OF NUMBERS

5.2 Put *each of the numbers from the box into the correct sentence.*

the thirtieth of	nought point five per cent
three point one four two	nineteen thirty-nine
four oh six, three double nine	seven and a half percent
thirteen pounds ninety-nine	nil
one thousand two hundred	eleven forty-five

1. My passport expires on _____ October of this year.
2. That's _____, please, sir. How would you like to pay?
3. The value of pi (π) is approximately _____.
4. We have about _____ employees.
5. My train leaves at _____.
6. Real Madrid won the match 3 – _____.
7. The Second World War started in _____.
8. The Bank of England increased its lending rate from 7.75% to 8.25% – that's a rise of _____.
9. Can you call me back on _____?
10. Inflation is rising again; prices went up by _____ in the first six months of this year.

6. Fixing the Date

TIME MANAGEMENT

6.1 *The writer of this text has problems managing his time at work. Read and decide which things he spends most time doing. Choose from this box:*

making phone calls	traveling	waiting for people
business lunches	receiving phone calls	attending meetings
computer problems	talking with colleagues	

The message on my memo pad asks me to call Jim Kelvin, so I pick up the phone. “I’m afraid his line's engaged. Will you hold?” “Yes. I'll hold.” Then I get that awful music for the sixth time this week. Two minutes later it's, “I'm sorry – his line's still engaged”. So I give up. Does he spend his whole life on the telephone?

I try to sit down and do some paperwork. *Knock, knock.* “Can I come in?” It's John, Manchester United's number one supporter. “Did you see the match last night?” No, I didn't, so he does an action replay of all the goals, there in my office, using my memo pad as a ball.

Half an hour later, and I just have time to type a report before the meeting. Three sentences from the end and – ding! Blank screen. *Knock knock* on the door again. “Sorry about that. Problems with the central server.” Why do I never remember to press the “save” button at the end of each paragraph?

Time for the planning meeting with our Managing Director, Mr. Rawlson. Six chairs round the table, but the one at the end of the table isn't occupied. Twenty minutes later, “Sorry I'm late. Let's get started.” Then, fifteen minutes after that, “Sorry to interrupt you Mr. Rawlson, but there's an urgent phone call for you.” “OK. Please continue without me.” “We can't, because he has all the answers – all we have are questions. So we talk about the Manchester United game until he comes back.

6.2 Look at the underlined sentences. Who says each one? Decide if it is:

- | | | |
|---------------------|-----------------------|----------------------------------|
| a the writer | b Mr. Rawlson | c Mr. Rawlson's assistant |
| d John | e a technician | f a receptionist |

6.3 Match the definitions with the correct word or phrase.

1. This sometimes has messages written on it.
2. This has nothing written on it!
3. You press this when you don't want to lose your work.
4. This involves a lot of reading and writing.
5. This controls a company's computer system.

- a** paperwork
- b** memo pad
- c** blank screen
- d** save button
- e** central server

7. Getting Connected

TELEPHONE DIALOGUE

7.1 There are three people in the dialogue: the receptionist, Mr. Bond, and Mr. Davos. Decide what each person says, and write the numbers in the boxes in the correct order.

1. Yes, speaking.
2. Yes, that's right.

3. Yes, certainly. Who's calling, please?
4. Hold the line, please . . . I'm putting you through now.
5. Goodbye.
6. Hello, is that Mr. Davos?
7. OK. I'll call you back. Goodbye.
8. Yes, of course. Do you have my number?
9. This is Mr. Bond of AXA. I'm calling you about Friday's meeting.
10. This is Mr. Bond of AXA.
11. Good morning. I'd like to speak to George Davos, please.
12. Hello, Mr. Bond. I'm afraid I can't speak to you just now. Can I call you back
in five or ten minutes?
13. GNS Electronics.
14. Yes, it's 325 689, isn't it?

Mr. Bond							
Receptionist							
Mr. Davos							

MESSAGES

7.2 Match the sentences (1-7) with the responses (a-g).

1. Would you like to leave a message?
 2. Can I leave a message?
 3. Are there any messages for me?
 4. Can you tell her I called?
 5. Could you ask him to call me back?
 6. I'll call back later.
 7. Did you get my message?
- a** Yes, but I didn't have time to call you back .
b No. Nobody called all morning.
c Yes. I'll pass on the message as soon as I see him.
d Yes, of course. I'll just get a pen ... Go ahead.
e Yes, please. Could you tell him I'm coming tomorrow?
f Yes. I'll tell her when I see her this afternoon.
g OK. Goodbye.

PAST OR FUTURE?

7.3 Study these sentences and put the verb(s) in the correct form: Past Simple (I went) or Present Continuous for future (I'm going).

1. This is Mrs. Panini. We _____ on the telephone last Friday. (*speak*)
2. Mr. Jones _____ earlier to tell you he _____ next week. (*ring/not come*)
3. – Good afternoon, Mr. Yeats. I _____ you a message this morning.

_____ you _____ it? (*send/get*)

– No, I'm afraid I didn't. What was it about?

4. He can't see you on Friday – he _____ some clients round the company.
(*show*)

5. – _____ you _____ the sales conference next week?

– No, I'm not. I _____ to it last year and it _____ terrible.

(*attend/go/be*)

6. – Any messages for me?

– Yes. While you _____ at lunch, I _____ a message from Mr. Simpson. He _____ me he _____ to visit you next Saturday.

(*be/take/tell/come*)

TELEPHONE RESPONSES

7.4 *You are phoning a company in the UK to speak to a business contact. How would you respond to the following sentences?*

1. Who's calling, please? _____

2. Will you hold, or call back? _____

3. I'm afraid he's in a meeting. _____

4. Does she have your number? _____

7.5 *Someone telephones your office from the UK. How would you respond to the following questions?*

5. Is that the Marketing Department? _____

6. Can I speak to (your name), please? _____

7. Can I leave a message? _____

8. Hello. May I speak to _____ ? _____

8. Appointments

MAKING AN APPOINTMENT

8.1 *Read the dialogue and choose the correct word in each case.*

A: Do you have time to see me next week?

B: Yes, I think so. What day *arranges / suits* you?

A: *How / When* about Monday?

B: Yes, that's *fine / suits*. But I'm only *fine / free* in the afternoon.

A: And I'm only free in the morning, not in the afternoon. In that case, is / does Tuesday more convenient?

B: No, I'm afraid that *isn't / doesn't* suit me either. I'm going to Brussels for two days. Can you make it on Thursday morning?

A: Yes, that's OK for me. What time do you *like / prefer*?

B: Ten o'clock would be fine.

A: Great. See you *on / at* Thursday *on / at* ten o'clock then.

CHANGING AN APPOINTMENT

This is your diary for next week:

<u>Monday</u> Computer course Day 1	<u>Thursday</u> Job interview – London (all day)
<u>Tuesday</u> Computer course Day 2	<u>Friday</u> 12.30 – lunch Rachel
<u>Wednesday</u> 4-6 p.m. Mr. Mundi	<u>Saturday</u> <u>Sunday</u>

8.2 Mr. Mundi calls you to change his appointment. Complete the conversation, and change the diary entries.

Mr. M: Good morning. This is George Mundi.

You: Hello, Mr. Mundi _____?

Mr. M: Fine, thank you. And you?

You: _____.

Mr. M: I'm calling about our appointment on Wednesday. I'm afraid can't make it on that day. Could we bring it forward to Monday or Tuesday?

You: I'm afraid ... (3)

Mr. M: That's OK. Perhaps we can postpone it until later in the week? What about Thursday? Does that suit you?

You: No _____.

Mr. M: Can you make it on Friday, or do you want to leave it until the week after?

You: _____.

Mr. M: OK, so let's meet on Friday. Is 9.00 convenient for you?

You: _____.

Mr. M: Fine, see you on Friday, then. And I'm sorry about the last minute change.

You: _____.

Mr. M: OK. Goodbye.

UNIT 7. Describing and Comparing

Coca-Cola

The external forces that influence the marketing effort of many companies arise not only in the United States, but in many other countries around the world. Coca-Cola has launched itself into this global marketing environment by thinking of itself as a powerful, international business system. Roberto C. Goizueta, chairman of the board and CEO explains: “At the Coca-Cola Company, we view ourselves today as an international corporation headquartered in the United States, as opposed to a U.S. company with a sizable international business arguably the only truly global business system in existence today.” Coca-Cola's management believes that global marketing is a team effort that must include the following elements:

- a strong, recognizable trademark
- a global business system through which to reach consumers (at Coca-Cola, this means the company itself—a worldwide network of employees, bottling partners, vendors, and customers)
- products and messages tailored to local markets
- a central theme, image, or ideal that binds together the business system, the product, and the customer.

Although Coca-Cola products can be found as far away as Australia and Hong Kong, one of the company's most powerful recent pushes into a new market has been in Eastern Europe, where it has quickly broken PepsiCo Inc.'s hold on the market. Steven Meadows, vice president of A.T. Kearney Inc., a global management consulting firm, notes, “Historically, the first company in a country (in this case, PepsiCo) could stake out the market in terms of suppliers, shelf space, distribution, local partners, and financing. But in a developing country where there's been a significant change in government of economic policy, it can tend to negate the advantage of being first.”

Using its global business system, Coca-Cola surveyed the market conditions and launched a campaign to unseat Pepsi. Coke didn't commit itself to Eastern Europe until political conditions favored private enterprise. And it chose Eastern Europe over Russia because Eastern European countries already had experience with private enterprise. Then Coke worked quickly to privatize its bottlers (Pepsi was unable to) and hired its own sales force to introduce products. This was, perhaps, the most important step in the process, because it gave the company control over marketing and distribution. Coke required that bottlers and distributors drop other products and created a direct-delivery system. In the meantime, Coke executives personally called on stores in Poland, Hungary, and Romania as part of a worldwide customer appreciation week.

Coke marketers also boosted awareness of their product by supplying store owners with neon “Coke” signs. They installed coolers in stores so that consumers could taste the drink cold. In Hungary, for example, soda had been served at room temperature.

The move into Eastern Europe included some challenges resulting from the limitations of less-developed economies. For example, Coke found that the Romanian

bottling plant it bought in 1991 for \$12.5 million was in bad shape. Recalls a Coke executive: “The machinery was antique, the roof was leaking, water was dripping all over the place, some bottles were two-thirds full and some were completely full.” The company had to abandon the plant.

Despite such setbacks, Coke's global business system – made up of executives, marketing personnel, distribution workers, bottlers, retailers, and salespeople – has worked to increase the company's presence around the world. Coke is keenly aware of shifting conditions in worldwide markets and is prepared to alter its operations to meet the needs of each market. The company's ability to integrate and aggressively use all its resources to their fullest makes it a fierce competitor in the new age of private enterprise in Eastern Europe.

- arguably – можливо, вірогідно
- setback – регрес, рух назад

1. Discussing the text

1.1 *Translate these words and word combinations.*

- a marketing effort
- b headquartered in the USA
- c recognisable trademark
- d less-developed countries
- e two-thirds full
- f abandon
- g world-wide network

1.2 Find *English equivalents in the text.*

- a приватне підприємництво;
- b перевага;
- c дах тече;
- d світова мережа;
- e значний міжнародний бізнес;
- f витіснити;
- g проштовхувати інформацію;
- h завод по виробництву пляшок.

1.3 Find *Ukrainian equivalents in the right column.*

- | | |
|------------------------------|-----------------------------------|
| 1. direct delivery system | a визнання з боку покупців |
| 2. team effort | b зусилля всієї команди |
| 3. limitations | c пристосовані до місцевих ринків |
| 4. tailored to local markets | d система прямого постачання |
| 5. customer appreciation | e сильний конкурент |
| 6. fierce competitor | f обмеження |

1.4 Say whether these statements are true or false. If false, correct them.

1. Coca-Cola's management believes that global marketing is an effort of one man.
2. Coke worked quickly to privatise its bottlers.
3. Coca-Cola didn't survey the market conditions and had to leave the scene
4. Coca-Cola believes itself as a powerful international business system.
5. Coke is not prepared to alter its actions to meet the needs of each market.
6. Coca-Cola products may be found only in America.
7. Company's most powerful recent pushes into a new market has been in Eastern Europe.

1.5 Complete the sentences using words from the text.

1. They installed _____ in order that customers could taste it cold.
2. _____ countries need much efforts and money to stabilize their economies.
3. _____ it's an enterprise that is owned by one or more people.
4. Distributors create _____ system.
5. This products _____ into a new market and quickly becomes out of the competition.

2. Comparing

2.1 Every year, in October, FYTO (the Federation of Youth Travel Operators) holds a conference. For next year, there are three possible locations: Bombay, Melbourne and Tokyo. Use the information in the table, and the adjectives in the box to make sentences comparing the three cities.

	Bombay	Melbourne	Tokyo
Cost of hotel room	\$25-50	\$75-125	\$200+
Currency	Rupee <i>weak</i>	A\$ <i>moderate</i>	Yen <i>strong</i>
Quality of beaches 10 <i>(1=worst: 10=best)</i>	1	9	4
Temperature <i>(October average)</i>	27°C	20°C	17°C
Rainfall (October average)	1.7 mm	6.7 mm	8.9 mm
Public transport	Cheap, <i>but not very reliable</i>	Good, <i>but not very cheap</i>	Excellent
Cost of meal in restaurant	\$3.00	\$20.00	\$40.00

strong	expensive	warm	efficient	cheap	low	good
--------	-----------	------	-----------	-------	-----	------

1. A hotel room in Tokyo _____ Melbourne.
2. The yen _____ the three currencies.
3. Melbourne has _____ beaches.
4. Melbourne _____ Tokyo in October.
5. Rainfall in Bombay _____ of the three cities.
6. Tokyo has _____ public transport.
7. The cost of a meal in Bombay _____ in Tokyo or in Melbourne.

CORRECTIONS

2.2 Some European researchers visited the three cities. Here are some of their comments. Unfortunately, there are some mistakes. Put a tick (✓) by the ones that are right, and correct the ones that are wrong.

1. "I think the best location is Melbourne."
2. "Japan is certainly the most richest of the three countries."
3. "Melbourne isn't as big than Bombay."
4. "Living in Tokyo is more expensive as Melbourne."
5. "Indian food is a lot spicier than Japanese food."
6. "Bombay is much hotter that Tokyo."
7. "Tokyo is much more busier than Melbourne."
8. "Travelling around Australia is more easy than travelling in India."
9. "Bombay is the poorer of the three cities."

COMPARING

2.3 Write five sentences about a city you know comparing it to Tokyo, Melbourne, or Bombay.

1. _____
2. _____
3. _____
4. _____
5. _____

VOCABULARY

2.4 Complete this table.

Adjective	Comparative	Superlative	Noun
long	longer	the longest	length
			depth
high/tall			
		the heaviest	
wide			

Now complete these sentences.

1. The Seto-Ohashi Bridge is 12.3 km _____ .
2. The drilling equipment was 575 tonnes in _____ .
3. How _____ is the Pacific Ocean? About 5,000 metres.
4. The area of a rectangle is the _____ multiplied by the _____ .
5. The CN Tower in Toronto is 553.34 metres _____ .
6. The _____ of the Channel Tunnel from end to end is 48 km.
7. Our plane flew at a _____ of 10,000 metres.
8. The gold mines of South Africa can descend to a _____ of 3,500 metres.

3. Describing Products

3.1 *Which sentences describe the objects below? Complete the table.*

a bed	a computer disk	a door	a golf ball	a coin

1. It has a diameter of about 2.5 cm.
2. You keep it in a purse or in your pocket.
3. It is usually about 2 m long and 1 m 50 wide.
4. It can be closed or open.
5. It is rectangular and stands vertically.
6. It is round.
7. It goes a long way and is usually white.
8. It has a large memory.
9. It is made of wood with a metal handle.
10. It is rectangular, and you 'make' it every day.
11. You use it when you are tired.
12. It is spherical.
13. It is made of rubber and plastic.
14. It is 9 cm x 9 cm.
15. It is made of plastic and metal.
16. It is made of wood or metal.
17. Its diameter depends on its value.
18. It is made of metal.
19. It is square.
20. It is about 2 m in high and 1 m wide.

QUESTION-MAKING

3.2 Write questions to go with these answers.

- | | |
|-------------|------------------------------------------|
| 1. _____ ? | It's round. |
| 2. _____ ? | It weighs about half a kilo. |
| 3. _____ ? | It's black and white. |
| 4. _____ ? | It's made of leather covered in plastic. |
| 5. _____ ? | It's made by Adidas. |
| 6. _____ ? | It's for playing a game. |
| 7. _____ ? | About \$25. |
| What is it? | It's _____ . |

3.3 Complete these questions with one of the adjectives from the box.

most popular	largest	smallest	highest
hottest	longest	fastest	furthest
strongest	most famous		

- What is the _____ passenger aircraft in the world?
- What is the _____ planet from the sun?
- What is the _____ desert in the world?
- What is the _____ state in the USA?
- What is the _____ mountain in the world?
- What is the _____ month of the year in Australia?
- Which American president served the _____ ?
- What is the _____ painting in the world?
- What is the _____ drink in the world?
- What is the _____ currency?

Now find the answers to the questions in the box:

The Sahara	January	the Euro	Rhode Island
wine	the dollar	Coca-Cola	The Mona Lisa
Roosevelt	Mars	The 777	Pluto
Everest	July	Reagan	Airbus

4. Evaluating Products

3.4 Look at the list of companies (1-7) and match them with the company name (a-g).

- | | |
|--------------------------------|----------------------|
| 1. language school | a Snowtime |
| 2. ski holiday company | b Sunsand |
| 3. estate agent | c Quickstaff |
| 4. travel agency | d Supasava |
| 5. temporary employment agency | e Lingua Plus |

- 6. educational publisher
- 7. supermarket

- f** Top Flats
- g** UniBooks

Now look at these slogans and match them with the companies.

- Largest range of houses in central London.
- Learn a new language the fast way.
- The most beautiful destinations on Earth.
- You need people - we've got them.
- The best slopes in the world.
- If you find cheaper, we refund the difference.
- Learning to read? Reading to learn.

4. Evaluating Products.

OPINIONS

4.1 *A British engineering company has just opened a factory in Spain. Some of their engineers need to learn English quickly. Read the conversation between the Personnel Director, the Managing Director, and the Financial Director. Complete the dialogue with a suitable word or phrase from the box.*

idea	cheaper	disagree	do you think
think	agree	best	In my opinion
			fastest

- MD:** I'm very pleased we won the contract, but the English training is now an urgent problem. Joanna, what is the _____ solution?
- PD:** I _____ we should send the managers to Britain for two-week intensive courses. It's the _____ way of learning English. What _____ Michael?
- FD:** I think it would be expensive. A _____ way would be to organize a course here in Madrid and get a language school to send us a teacher.
- MD:** I _____. If we send them to England, they will study during the day and practice in the evenings. But in Madrid they will be together all the time and they will speak Spanish whenever possible _____, the most economical solution would be some classes here first, then an intensive course in England.
- PD:** I _____. It would be more expensive but better value in the long run. Why not give them a week at our British parent company after the course as well?
- MD:** Good _____, Joanna. Could you draw up a list of schools in England and get together with Michael to do a costing?

5. Success Stories

HISTORY OF A COMPANY

5.1 Complete the spaces with the past simple form of one of these verbs.

launch	create	produce	be	build
become	retire	leave	stay	have

A Tradition of Biscuit Making

Pierre Cosset _____ the BN company in Nantes in the west of France in 1896. The company _____ its first big success in 1922, when it produced the “Cosset Croute”. This _____ the first low-priced family biscuit on the market. Until then, biscuits were always a luxury item. Eleven years later, the company _____ its “chocolate sandwich cookie.”

During the Second World War, the company _____ open, and for a time it _____ biscuits for school-children and bread for French prisoners of war in Germany.

Four new products were introduced between the years 1950 and 1956. In 1962, with the growing demand, the company _____ a new factory to increase its production. Six years later, BN _____ a subsidiary of the American food company General Mills.

The family's involvement continued after General Mills bought BN. The last member of the Cosset family, Lionel Cosset _____ the company in 1990, when he _____ as Chairman.

TIME REFERENCES

5.2 Replace the words underlined using one of these time expressions. Use each expression once.

the following year	... months ago	three years later
... years ago	in the same year	for three months
two months later	for four months	a year ago

I joined my first company in July 2002.
That was my first and only salaried job.
In September of that year the company
closed and I was unemployed. I looked
for work from September to December,
but there was nothing for someone with
my qualifications. It was in 2003 that I
decided to start my own company.
In 2003, we had sales of \$300,000 and a

1. _____
2. _____
3. _____
4. _____
5. _____

staff of ten people. In 2006, sales increased sharply to \$500,000. And so it continued.

Last year we started exports to Europe.

I travelled non-stop from April to June to find new business.

In January of this year, we opened a new office in Paris - the centre of our new European operation.

6. _____

7. _____

8. _____

9. _____

QUESTIONS

5.3 Roberto Muller is interviewed about his life and career. Write the questions using the sentences from the box.

When	was	you	leave your last company?
Where	were	your	join your present company?
What	did		find your present job?
How			first job?
Why			study? born?

1. _____ ?

In Rio. My parents were Brazilian.

2. _____ ?

At Harvard.

3. _____ ?

Business Administration.

4. _____ ?

I worked as a telephone salesman for six months. That was in 1982, when I left university.

5. _____ ?

Four years ago.

6. _____ ?

I answered an advertisement in the newspaper.

7. _____ ?

Because I didn't like my boss.

8. _____ ?

Because the job was extremely interesting.

6. Lending and Borrowing

READING

6.1 Read the text and find the five ways of borrowing money which are mentioned. Match them with the definitions below.

1. A payment card for rich people.

2. A payment card where you can repay the money over a long period.

3. A card for buying goods in a particular shop.

4. A sum of money which you repay at a fixed rate for a fixed period

5. A temporary credit with your bank.

Borrowing Money

Most people who have a problem with cash flow phone the bank and ask for an overdraft. It is quick and easy, but it is not always cheap. Lloyds Bank, for example, is currently charging 18.8% per year plus a monthly fee of \$8.

Instead of an overdraft, why not arrange a personal loan? An overdraft is really a short-term measure for one or two months, but a personal loan is often a better idea because the repayments are structured over a pre-arranged period. Lloyds Bank charges customers an annual percentage rate of 16.7% on a \$1,000 loan over 12 months.

If you see something you want in the shops, there is usually not time to ask your bank for a loan, so you can use a credit card. Buying on credit is expensive, but there are some good offers. The favourite at the moment is the *Save and Prosper* card, with an APR (annualized percentage rate) of 13.9%.

Customers with incomes of more than \$25,000 can benefit from gold charge cards. These are not credit cards, but payment cards for shops and restaurants, etc. They are useful if you want a large sum of money quickly, but the amount you borrow must be repaid at a prearranged date. The annual cost of the Midland Gold service is \$70.

Store cards are generally more expensive than other credit cards, and can only be used in the shops which offer them. *Marks and Spencer* customers currently pay an APR of 22.4%.

6.2 Now answer these questions about the text:

1. Which card company or bank has the highest interest rate?
2. Which card company or bank has the lowest interest rate?
3. For which card company is there no interest rate?

6.3 Match the first half of the sentence (1-6) with the second (a-f)

1. If I lend you \$50,
2. If I borrow \$ 100 from you and then pay back half,
3. If I sell my house for less than I paid for it,
4. If I don't earn good salary,
5. If my house is worth more than I paid for it,
6. If I don't spend all the money that I earn,

- a I can make a profit when I sell it.
- b I owe you \$ 50.
- c I can't afford expensive holidays.
- d I can save some of it when I'm older.
- e you may pay me back later.
- f I make a loss.

6.4 Choose the correct preposition where necessary to complete the sentences.

in	to	on	from
----	----	----	------

1. He spends a lot of money _____ software.
2. We invested \$3000 _____ company shares.
3. How much money did you borrow _____ him?
4. I owe _____ you \$30. when do you want me to pay it back?
5. He bought a car _____ a friend of his.
6. Can you lend _____ me five dollars until Monday?
7. We made a big profit _____ our European activities last year.
8. We sold our subsidiary _____ an Eastern investor.

7. A Family Business

LINKERS

7.1 Match the phrases on the left (1-6) with those on the right (a-f), and link them with the words but, so, or because.

1. I went to the meeting,
2. He didn't call me back,
3. She gave me an answer,
4. The company closed down
5. They didn't have enough new clients
6. They built a new factory

- a the competition was too strong.
- b I didn't stay for very long.
- c the old one was too small.
- d they decided to increase their advertising.
- e it wasn't the answer I wanted.
- f I rang to see what the problem was.

VOCABULARY

7.2 Match each verb (1-9) with the phrase (a-i) which is nearest in meaning.

- | | |
|----------------------|-------------------------------------|
| 1. to resign | a to start working for a company |
| 2. to employ someone | b to stop working at 60 or 65 years |

- | | |
|-----------------------|------------------------------------------------------------------|
| 3. to join a company | c to tell someone to leave their job |
| 4. to lose your job | d to advertise for someone to work for you |
| 5. to retire | e to be fired |
| 6. to recruit someone | f to leave your job voluntarily |
| 7. to apply for a job | g to give someone a job |
| 8. to get a job | h to be employed by a company |
| 9. to fire someone | i to send your CV to a company, asking them to employ you |

7.3 Now complete the sentences using the Past Simple tense of one of the verbs above.

1. He _____ his job because the company decided to close his department.
2. We _____ three new salesmen this week. (3 answers)
3. I _____ for the job, but I don't know if they will give me an interview.
4. He _____ at 65 and went to live in California.
5. They _____ him because he never arrived at work on time.
6. I _____ this company in 1992.
7. He _____ the job because he was the best candidate.
8. I _____ from my job, because I didn't think the company had a very good future.

JIGSAW STORY

7.4 Look at the text about the inventors of *Trivial Pursuit*, the board game. Number the paragraphs a-h in the correct order from 1 to 8.

- a** It was in that year that Johnny Carson, the American TV presenter, mentioned *Trivial Pursuit* on his show, watched by 55 million people. Suddenly, everybody wanted to interview the inventors of this wonderful new game.
- b** This was a good start, but they didn't have much success the following year. *Trivial Pursuit* was presented at the New York trade show, but it didn't attract much interest. It was 1983 which gave them the publicity they needed.
- c** As they played, they started talking about how much money there was in the board games market. In five minutes they had the basic idea for *Trivial Pursuit*. The date: 15 September 1979.
- d** It all began one evening, when Chris Haney and Scott Abbott met for a beer and a game of Scrabble.
- e** After this sales rocketed. They started selling a game a second, 24 hours a day, and they were at the limit of their production capacity. *Trivial Pursuit* soon became the game of the eighties. And it all started over a beer and a game of Scrabble!
- f** By September 1981, the questions were written, and by November of that

year the first 1,200 games went on the market. By Christmas, all of them were sold.

- g** Soon after that evening in September, Chris Haney's brother John joined the team. Together they worked for two years to prepare the game.
- h** During these two years, they also thought about financing their new company, which they called Horn Abbott. Each of the three partners invested \$5,000 and they found another \$40,000 by selling shares to friends.

7.5 What happened in these years? Write one or two short sentences for each year or number of years.

1979	_____

1979-81	_____

1981	_____
(Nov-Dec)	_____
1982	_____

1983	_____

QUESTION-MAKING

7.6 These are the answers to ten questions. Write the questions.

- | | |
|------------------------------|----------------------------------------------------|
| 1. Who does Thomas work for? | Thomas Matthews works for JTN. |
| 2. _____ | He is the Marketing Director. |
| 3. _____ | There are five directors at JTN. |
| 4. _____ | He lives in Yorkshire. |
| 5. _____ | He starts work at 8.30 a.m. |
| 6. _____ | Next week he's going to a trade fair in Frankfurt. |
| 7. _____ | He joined the company six years ago. |
| 8. _____ | He has been Marketing Director since 2003. |
| 9. _____ | Before joining JTN, he worked for Acorn. |
| 10. _____ | He was with them for seven years. |

UNIT 8. Dealing with Problems

Chemical Bank

Every time you use your ATM card, open a checking account, or respond to a mailing from your bank, the marketing staff at the bank learns something about you. The marketing objectives of such information typically include maintaining a long-term relationship with you as a customer by satisfying your banking needs. Chemical Bank in New York has elevated this sort of marketing research nearly to an art.

With the deregulation of the financial services industry in 2008, banks began to compete more vigorously with each other for customers. To do so successfully, they needed to learn more about their customers. Thomas C. Werbe, Vice-President of marketing information services at Chemical Bank, recalls, "In early 2000 Chemical had no centralized marketing database." But now, under Werbe's direction, the bank has the capacity to collect and store millions of pieces of data about its customers.

Chemical Bank obtains data about customer banking behavior through branch and ATM transactions, as well as through responses to mailings and telemarketing. The bank stores the data in three categories: (1) by the type of account (such as checking or savings); (2) by customer, defined as anyone who has a financial relationship with the bank; and (3) under a single household ID(identification) for all customers having the same last name and address.

Chemical Bank also gathers and stores demographic data about its customers. To obtain the data, the bank matches customer information from internal sources with data from external sources. For example, motor vehicle registrations and county real estate records provide information about customers' assets and where they live. Based on customers' addresses, the information system can make predictions about values and life style.

Chemical Bank's information system also helps analyze response to direct mailings. It does so by answering a variety of questions: How many people responded? How many responses were converted to sales? How much did each sale cost the company? How much profit was generated?

The marketing information system at Chemical Bank is designed so that other departments besides marketing can use it. The result is cross-functional cooperation. "The branch people and the marketing people are working much closer together, and I think that one of the reasons that they are is because we have information like this." – explains C. Werbe. However, the marketing group oversees the design, function, and application of the system. In addition, information that might violate a customer's privacy is not available to all employees. Thus, employees at the bank's branches have access to only about half the information about customers that Werbe and his staff do.

As for the qualities of the marketing staff that works with the marketing database, Werbe observes that they are young, enthusiastic professionals. "You try and hire young people that are pretty bright who have an interest in this and then you bring them in and you try to retain them because they're pretty valuable people and will be more so in the 2010s." He also notes that the system can empower marketers

but requires that they bring varied skills to their jobs: “You really need the marketing person who understands the technical aspects and also understands the applications as well. . . . It's a whole new career for people that can translate the needs between marketing applications and the technical side.”

Questions:

1. How does the information system described in this case help Chemical Bank serve its customers more completely? As a bank customer, do you think such a system would improve the services you receive? Explain.
2. Might large databases such as this violate customers' privacy? Explain. What steps might a bank take to prevent invasion of privacy?
3. How might Chemical Bank use a focus group interview to obtain additional information for its database?

1. Making Decisions

SPONTANEOUS DECISIONS

1.1 Complete these four dialogues with the responses from the list (a-h).

A: Could I speak to Mrs. Angolm, please?

B: _____ . Hello, I'm afraid she's in a meeting. Would you like to leave a message?

A: _____ .

C: He says he can't come on the 23rd.

D: _____ .

C: No, he's not free on the 24th either.

D: _____ .

E: Did Mr. Jouret check in this afternoon?

F: _____ , Yes, he did. Shall I call him for you?

E: _____ .

G: I can't find his number anywhere.

H: _____ .

G: No, that's no good. He's not in there - he's ex-directory.

H: _____ .

a I'll call him and see if he's free the next day.

b One moment, please. I'll see if she's there.

c In that case we'll have the meeting without him.

d Then I'll ask in reception. They must have his number.

e I'll look in the phone book.

- f I think so, yes. I'll just check the register.
- g No, I'll call back later.
- h No, that's OK. I'll wait for him to come down.

DECISION OR ARRANGEMENT?

1.2 Read the dialogue and choose the correct form of the verb in italics. A and B are colleagues; C is a secretary.

- A: *Are you going / Will you go* to Toronto next week?
- B: Yes, *I am / I will*.
- A: When *are you leaving / will you leave*? What time's your flight?
- B: I don't know yet. Is there an early morning flight on Monday?
- A: Yes, there is.
- B: Then *I'm taking / I'll take* that one.
- A: You know that Mar Cowper *is visiting / will visit* the company on Monday?
- B: Oh yes, I completely forgot. Well, in that case, *I'm flying / I'll fly* to Canada on Monday afternoon or Tuesday morning.
- C: Excuse me, Mr. Abbott. I've got Mr. Cowper on the line in my office. He says he *isn't coming / will not come* next week after all. He wants to make another appointment.
- A: Good. So *I'm booking / I'll book* a flight for Toronto on the Monday morning. Can you transfer the call to my office, and *I'm arranging / I'll arrange* another day to meet Mr. Cowper?
- C: Yes, of course, Mr. Abbott.

TIMETABLES

1.3 Giovanni Del Piero is going to visit a colleague, Daniel Baker, in London. Daniel sent him travel instructions from the airport to central London, but he made a few mistakes when he read the timetable. Read the fax and the timetable, and correct the information in the fax.

Airport Shuttle

Daily: Every 15 minute, 30 minutes journey time.

Allow extra time to check in, in case of any unexpected delays during your journey.

From Victoria Station to Airport at:

From Airport to Victoria Station at:

0015
0100
0200
0300
0400
0430
0445

0105
0205
0305
0405
0505
0520
0550

then at 00 15 30 45
minutes past each hour until:
2100
2130
2200
2300
2330

then at 05 20 35 50 minutes past
minutes past each hour until:
2150
2220
2250
2320
2350

Fax:
Dear Giovanni,

Thanks for sending me your travel details. Unfortunately I can't meet you at the airport when you arrive on Sunday, but if you take the Airport Shuttle train to Victoria Station, I'll pick you up there.

Your plane arrives at about six-thirty p.m., so you'll have no problem getting to Victoria. There are trains an hour, so you can get a train at a quarter past seven, half past seven, a quarter to eight, and so on. The journey only takes thirty minutes.

If your train is delayed, don't worry. After nine o'clock there are still trains every hour, until eleven thirty in the evening. You don't need to phone me when you arrive. I'll call the airport to see if your plane has landed, and I'll be at the station to meet you.

Best regards,

Daniel

1.4 *Read and retell the text*

Anita Roddick of the Body Shop

Anita Roddick isn't what you'd call a beauty queen. She wouldn't want to be called one, either. But she's at the top of the beauty business, at the right place and the right time.

British born, of Italian descent, Roddick is a hippie holdover who got the idea to create and market "natural" cosmetics and skin care products to counterculture types just like herself. In 1976 she got a \$7,000 loan from a local bank, hired a chemist to create lotions free of animal fat, and began selling them in cheap, reusable bottles with handwritten labels in a small shop not far from her hometown of Littlehampton, England. Nearly 20 years later her business – called *The Body Shop International* – consists of 700 shops worldwide, 5,000 employees, and around \$200 million in annual sales.

In addition to Anita and Gordon Roddick's flair for marketing and business, the secret to The Body Shop's success lies in its focus on products made from all-natural ingredients and Anita Roddick's passion for social responsibility. Both of these qualities appeal not only to Roddick's own generation, but also to a younger

generation of consumers who want to do the right thing. The *Body Shop* participates in a variety of socially responsible projects on a worldwide basis, including campaigns to save whales, end cosmetic testing on animals, help the homeless, and save the rain forests.

Further, Roddick doesn't promise that her products will change people's lives or make them younger. "We don't sell products that will keep you young. Nothing will keep you young," she declares. "We don't use words like *rejuvenate*. I'm not part of that dream cream market."

Finally, Roddick's company is run by women and for women, which she believes gives her a decided edge over the competition. "This business is run by a woman. I mean the policy decisions are made by women. All the words are written by women, product development is controlled by women. So our customer, our female customer, believes that we have a covert understanding of women. It gives us an extraordinary edge. It's the *Body Shop* secret ingredient," says Roddick. Roddick's international mystique carries over to the products themselves. For more than 15 years, Roddick has traveled around the world talking with women in developing countries about how they care for their skin and hair. "Women talking to women about their bodies is the easiest entry into social anthropology ever," she muses. "I'm sitting with the Wayoo tribe a month ago in Colombia, and they're scrunching up cactus plants and washing my hair with it." This is where Roddick gets both her inspiration and her ingredients.

Maintaining control over the quality and service of 700 shops around the world is extremely difficult. Direct ownership is not possible in every company, and a business that starts small like Roddick's can have a tough time entering foreign markets. However, Roddick resisted an obvious – franchising – for several years, particularly in the U.S. market. She wanted to own her own stores, get to know the unions, regulators, shopping malls, and customers. She planned to expand slowly. But larger companies like Estee Lauder, The Limited, and even Kmart latched on Roddick's product ideas and began squeeze her out of the market. So in 1990 she decided to franchise. In the United States, 64 of the 78 stores are now franchised. Other franchises now exist around the world, from Sweden to Singapore.

Although the company's stock collapsed in 1992, it has since rebounded. Roddick claims that she didn't care about the stock, and she probably did really care about the quality of her products, the quality of life for women around the world, and the quality of the planet.

- holdover – залишок, спадок
- reusable bottle – пляшка багаторазового використання
- flair – нюх
- rejuvenate – омолоджуватися
- edge – перевага
- scrunch up – товкти
- rebound – відновлюватися

2. Complaining

READING

2.1 Read this text, which is written by an American visitor to Britain.

Welcome to Britain?

I am a frequent visitor to Britain, and a frequent traveller by British Airways, which provides a fantastic service at highly competitive prices. But what a difference when I get off the plane!

First, I have a long wait for a taxi. It seems that British taxi drivers are not prepared to wait in line for passengers, even when those passengers are paying 30 pounds a head to get to the city centre.

My first stop is the local supermarket. Another shock: the selection is limited, and when I go to the checkout, they give me a bag and tell me to pack my own groceries. Any supermarket in the USA offering the same level of service would quickly go out of business.

Britain is famous for top-quality men's clothes, and I myself am a regular customer. But when I go to my shirtmaker, I am told that delivery will be in 16 weeks. In Hong Kong, the same shirt can be made overnight.

Then a quick tour of Harrods, which is a marvellous shop with a world-class selection of goods. But if you want to reclaim tax on exported goods, you not only have to pay extra for this, but you also have to go to another floor, get in the queue, and complete a number of forms.

I ask several British taxi drivers for their impressions of the USA. Those who have been there all respond that the service is excellent, even at the least expensive hotels and restaurants, and that "everyone seems happy to see us. So why not in Britain?"

2.2 The writer talks about the following things. Put a tick (✓) if he has a positive opinion, and a cross (X) if he has a negative opinion.

- | | | | |
|---------------------------|--------------------------|------------------------------|--------------------------|
| 1. British Airways | <input type="checkbox"/> | 6. British taxi drivers | <input type="checkbox"/> |
| 2. British supermarkets | <input type="checkbox"/> | 7. American supermarkets | <input type="checkbox"/> |
| 3. British men's clothes | <input type="checkbox"/> | 8. British shirtmakers' work | <input type="checkbox"/> |
| 4. Hong Kong shirtmakers | <input type="checkbox"/> | 9. Harrods | <input type="checkbox"/> |
| 5. Bureaucracy at Harrods | <input type="checkbox"/> | 10. American restaurants | <input type="checkbox"/> |

2.3 Find words or expressions in the text that mean:

- a per person
- b the place where you pay for your goods
- c of top quality (*three possible answers*)
- d to put in a bag (or other container)
- e a line of people waiting
- f the cheapest

TOO AND NOT ... ENOUGH

2.4 Complete the sentences using a phrase with *too ... or not... enough*.

e.g. Can you close the window? It's too cold in this room.

1. Can you give me another bag? This one _____.
2. I'm sorry, but I want to change my room. It's right next to the bar, so when I want to sleep at night it _____.
3. Members of this club have to be over 25. I'm afraid you _____ to come in.
4. Let's go to another restaurant, or we'll be late for the theatre. The service here _____.
5. Can we open a window? It _____.
6. The prices in that wine bar are ridiculous. It's _____.
7. It's not the best choice of hotel. It's in the middle of the countryside, so it _____.

3. Dealing with a Complaint

3.1 Here is a dialogue between a hotel manager and a guest. Put the sentences in the right order, numbering them from 1 to 8.

- I'm sorry to hear that, sir. What seems to be the problem?
- Good morning.
- No, I didn't. That's why I wanted to speak to you.
- Yes, that's Hue.
- Good morning, sir. Did you sleep well?
- There was a lot of noise in the street outside my window last night. Could you find me another room on the other side of the building?
- All right, sir. I'll send someone to transfer your luggage to the new room.
- I'll just see what we've got available. Yes, we've got a single room with bath, overlooking the garden. Does that suit you?

WHAT IS 'IT'?

3.2 Here are some complaints. What is it in each case?

E.g. It's wrong. It says here that we had three bottles of wine, but we only had two. It = *the bill (in the restaurant or wine bar)*

1. "It makes a strange noise every time I accelerate or turn a corner."
2. "You told me I could use it in any machine, but the first time I tried to take some money out, the machine ate it."
3. "I'm sorry, but the date on it is wrong. I said I wanted to travel on the 15th, but here it's got the 16th written on it."

4. "It's not very comfortable. I had a really bad back when I got up in the morning."
5. "It doesn't have a very big memory. I can't load more than one program on it."
6. "It's too dark and it's not big enough to put a desk in."

4. Thinking ahead

IF. . .

4.1 A father has a problem with his son who is studying at university for a business degree. Read this letter to his son, and put phrases a-h into the gaps.

The Gables, Greenham

Dear Sam,

Your mother and I were very surprised to hear about your job offer from IPC. Of course we are very pleased that they want you, but we really think if you don't finish your degree course, _____.

Firstly, you say that if you take the job, _____. Do you have a big problem with money at the moment? _____, then I'll send you some more – you know we are always happy to help you.

Secondly, you say that if you don't accept the job now _____. Is this really true? We think that if the company really want to have you on the staff, _____. I'm sure they understand that if you pass your exams, _____. And if you are well qualified, you'll be in a better position for promotion. And what will happen _____? You'll certainly regret it then if you don't have a degree.

It's very difficult communicating by letter, and you're not on the telephone. Why don't you come down and see us? _____, we'll talk about all this in more detail before you make your decision. Give us a call one evening.

Love,

Dad

a they'll wait until you finish your degree course.

b If you come this weekend

c If it's a question of money

d you'll regret it in the future.

e you'll have one of the best business degrees in the country.

f if you decide to move or you lose your job.

g you'll be on an excellent salary.

h they won't offer it to you again later.

STRATEGIES AND PREDICTIONS

4.2 Decide which phrase (a, b, or c) best completes each sentence. Then think of another possible phrase and write it in d.

1. Our priority is to increase our profit margin to 15%. With the present competition it is impossible to increase our prices, so I think ...

- a ... we'll probably increase our prices.
- b ... we'll try to improve productivity in our factory.
- c ... we'll reduce our prices.
- d _____ .

2. We invited all 200 of our staff to our end-of-year party last year, but only 20 came. So this year ...

- a ... I don't think we'll have one.
- b ... we'll employ more staff.
- c ... we won't invite 20 people.
- d _____ .

3. If we don't control the number of cars on our roads,...

- a ... a lot of garages will go out of business.
- b ... the traffic problem will become impossible.
- c ... public transport will be very useful.
- d _____ .

4. Our main objective is to attract new investment to this town, and to create new jobs. But we won't attract new business if...

- a ... we don't offer companies tax advantages.
- b ... we advertise in business magazines.
- c ... the town is too cheap to live in.
- d _____ .

THE WORLD'S WORST PREDICTIONS

4.3 Match the predictions (1-6) with the person who made them (a-f).

1. "There will never be a British woman prime minister in my lifetime."
2. "Too noisy, my dear Mozart. Too many notes."
3. "Very interesting, my boy, but it will never"
4. "And for the tourist who really wants to get away from it all – safaris in Vietnam."
5. "Everything that can be invented has been invented."
6. "Democracy will be dead by 1950."

- a The Professor of Aeronautical Engineering at Cambridge University when Frank Whittle showed him his plan for the jet engine.
- b The Director of the US Patent office in 1899.

- c John Langdon-Davis, *A Short History of the Future*, 1936.
- d Margaret Thatcher.
- e The Emperor Joseph after the first night of *The Marriage of Figaro*.
- f Newsweek magazine predicting popular holidays in the late 1960s.

5. Apologizing

A TELEPHONE COMPLAINT

5.1 Complete the dialogue using the expressions from the box. Be careful: there are more expressions than gaps.

Were you happy exactly	Did you enjoy I'm afraid	I apologize look into the matter	That's because is your problem
That's why	what to say	accept my sincerest	terribly sorry

- A:** Darlington Hall Hotel. Ursula Donovan speaking
- B:** Good afternoon. This is Jeff Sanderson of Turnkey Solutions. I'm calling about the conference we had in your hotel last week.
- A:** Ah yes, Mr. Sanderson _____ with the facilities and the service?
- B:** With the facilities, yes, but we didn't really appreciate the service, particularly from the night porter. _____ I'm calling.
- A:** Oh dear. I'm _____ about that. What _____?
- B:** Well, a lot of our delegates went into town on the last night, and when they came back to the hotel at about midnight the night porter was asleep.
- A:** Yes. _____ he sometimes falls asleep on the job. He's 63 years old, you know. I hope your delegates didn't have to ring for a long time.
- B:** Well, yes they did. But that's not all. When your porter woke up, he told them to go away and that they were too late to come in. In the end they had to check into another hotel for the night.
- A:** Mr. Sanderson, I really don't know _____. I'll _____ immediately and then call you back. But for now, please _____ apologies.

WRITTEN OR SPOKEN?

The language of business letters is usually more formal than spoken language.

5.2 Here are four complaints. Look at the language used and decide if they are in the style of a business letter (L.) or of a telephone conversation (T).

- Your last delivery arrived three days late, and our clients were extremely dissatisfied. _____
- In addition to the above problem, there was nobody to meet our representative Mr. Borge when he arrived at the airport. _____
- I would be grateful if you could give this matter your immediate _____

attention. _____

4. It's really not good enough. We give you a lot of business and we expect quicker service when we've got a problem with one of your machines.

5.3 Now look at these apologies. Are they in (L) or (T) style?

1. I'll look into it and get back to you as soon as possible.
2. With reference to our phone call of this morning, we would like to reassure you that we greatly value your custom. We will be pleased to offer you a monthly maintenance visit from one of our engineers.
3. I'm really sorry about the mix-up. I'm afraid we didn't have the correct flight details.
4. We would like to apologize for the delay in dispatching your order. This was due to industrial action by lorry drivers.

5.4 Now match the complaint (in 5.2) with the corresponding apology (in 5.3).

5.5 Read this letter and choose the correct word from those underlined.

Darlington Hall Hotel

Highgate Road
Darlington
Norwich NR4 2wx

Mr. R. Sanderson
13 Colchester Lane
Norwich NR1 3RF

Dear Mister/Mr. Sanderson,

I am writing to apology/apologize/sorry once again for the unfortunate incident with your delegates and our night porter on the evening of 11th December. He told me that his behaviour was due/because/near to problems at home, and he would like to say that he is very sorry for the inconvenience he caused.

I would want/like/not to pay for the rooms of the delegates who spent the night of the 11th in another hotel. I would/will/can therefore be grateful if you can/could/may send me their names and addresses so I can write to them personally.

And/In addition/Too , I will be pleased/grateful/sorry to offer you a further 10% discount if you decide to use our hotel again.

I thank/appreciate/like your understanding in this matter, and I look forward to reading/hearing/hear from you very soon.

Yours sincerely,

Elizabeth Matthews (Director)

TENSE REVIEW

Look at Thomas Matthews' diary. Today is Wednesday 25th June. It is 8 p.m.

June	
23 Monday London – Tokyo Arrive 22.30(ANA hotel)	26 Thursday Train to Kyoto (8 a.m.) Palace Hotel
24 Tuesday Meeting ICL (Noboru Teguchi-10.00 a.m.)	27 Friday Golf. Green Drive – Ken Tsuchida
25 Wednesday Meeting ICL (Tomio Kokuri – 10.30 a.m.) Phone Penny! (birthday)	28 Saturday Fly back. Tokyo – London (3.30 p.m.)

5.6 Answer these questions. Write full sentences, using the appropriate tense.

1. Where is he staying?

2. What are his plans for tomorrow?

3. What time does his train leave?

4. How long has he been in Japan?

5. What happened yesterday?

6. Who does Noboru Teguchi work for?

7. Who is he playing golf with on the 27th?

8. What does Thomas have to do this evening?

9. What is he doing on Saturday?

UNIT 9. People at Work

Preston Trucking

Preston People: “We Make the Difference,” proclaims the slogan painted on the front of the huge cab of an 18-wheeler. Preston Trucking, a 50-year-old trucking company based in Preston, Maryland, lives by its motto. Danny Large, a Teamster shop steward at Preston notes, “Everybody feels the same way. We are a company that works together.”

Preston workers do make a difference to themselves, their coworkers, their company, and their customers. By integrating employee empowerment with formal quality objectives and giving the mix plenty of time to work, Preston has managed to stay in business through the energy crises of the mid-1970s, price wars due to deregulation, and recessions of the early 1980s and 1990s. One of the 20 largest trucking firms in the United States, the company increased its payroll from 2,000 to over 4,000 employees during the dozen years leading up to 2000. During the same time period, Preston's total revenues grew 178 percent, or 81 percent per employee.

The company wasn't always so successful, nor was it such a great place to work. Before 1978, management and union members argued daily, creating job dissatisfaction from the top of the company on down. “Every day was a battle,” describes Martin Landy, Vice-President of quality and marketing. “I used to spend my time riding into work wondering who I was going to fight with.” The situation reached its flash point when an angry Preston driver, in response to new and unreasonable work goals imposed by management, protested by parking his truck for several hours in a customer's parking lot in Detroit. The customer was Chrysler. Preston got the point.

The company hired Behavioral Systems, Inc. to conduct an employee attitude survey at two of its terminals. The results surprised even Preston management: negative comments about the company outnumbered positive comments by 40 to 1. Something had to be done. The gap between workers and management had to be closed if the company were to survive.

To begin, company management created a purpose statement to guide its own improvement process. The statement opened with a quote from the German philosopher Goethe:

“Treat people as though they were what they ought to be and you help them become what they are capable of being.” The purpose statement went on with a sentence that is now the company's motto: “The person doing the job knows more about it than anyone else.”

Top management then committed to giving employees – now called associates – positive rather than negative feedback. The company turned its focus to solving problems rather than finding scapegoats for them. For nearly five years, management simply concentrated on building trust with union workers. Middle management was streamlined, and those who remained took on the company's new team spirit. “Not one of us alone has the ability to make or break the company,” notes Rick Bowen, manager of Preston's Milwaukee terminal, “but all of our efforts combined help.”

In 1997, nine years into its turnaround, Preston created its first formal quality teams. By then, an atmosphere of teamwork and camaraderie between management and workers had been established. More than 150 quality teams began examining and correcting various problems at Preston, such as equipment and supply shortages and inaccurate billings. One quality team in the freight bill payment department reduced the time for producing corrected billings from 28 days to 2 days. Sandy Redd, coordinator for that department, says the focus on teamwork and quality improvement has changed the work environment considerably. “Years ago,” she explains, “I couldn't go across the hall to say, the claims department and tell them about an idea I had for them to improve. Now I feel very confident about doing that. When it comes to quality, we're all on the same level.”

Preston Trucking hasn't limited its quality imperative to its internal operations; it has involved customers as well, by establishing creative partnerships with them. The basis of the partnerships is communication. Each partnership is made up of teams of union and nonunion workers from Preston and the customer, which meet regularly to exchange data and set goals for improvement in areas such as billing accuracy, timeliness, and safety. Teams have the authority to follow through with their own plans for improvement and measure the results. “There's not much red tape in their way,” notes Comber McHugh, manager of customer partnerships for eastern states.

Customers have been enthusiastic about this practice. One of the most successful partnerships has been with chemical manufacturer J.T. Baker, Inc. Employees at Baker and Preston began to communicate about their problems with quality, efficiency, and even communication itself. They discovered that they didn't understand each other's business or processes at all. Baker was unhappy about delays at loading docks and learned that Preston associates hadn't understood the need for extreme attention to safety during transit of the chemicals. The companies decided to track the transport and delivery system in order to see how it could be improved. After six months, they examined the data and immediately involved Preston and Baker employees in the analysis; after all, the employees knew more about their jobs than anyone else.

The effort wasn't easy. “It was awkward to start this whole process,” recalls Jack Jones, manager of corporate distribution services at Baker. “Both companies were new at this. But after a time, it's amazing how you start talking.”

But Preston has built trust, among its associates, between associates and management, and between the company and its customers. By emphasizing teamwork and quality, and by giving both the necessary time to have a real impact, the company has managed to keep its trucks rolling.

- red tape – бюрократизм, канцелярщина
- teamster – водій
- steward – начальник цеху, команди
- get a point – зрозуміти
- purpose statement – заява про наміри
- streamline – модернізувати, раціоналізувати

- turnaround – повна зміна
- billing – тарифікація, облік

Questions:

1. How did Preston Trucking’s new motto, “The person doing the job knows more about it than anyone else,” help change workers’ attitudes toward their jobs? What relationship did this new attitude have to the quality of the services the company provides?
2. How does Preston Trucking extend the quality imperative to its relationships with customers?

1. Discussing the Text

1.1 Translate the following words and make sentences of your own with them.

- | | |
|----------------------|----------------------|
| a revenue | f payroll |
| b flash point | g impact |
| c customer | h empowerment |
| d feedback | i motto |
| e partnership | j objective |

1.2 Find English equivalents in the text.

- a** якість та маркетинг
- b** мета
- c** необґрунтований
- d** перебільшити
- e** системи поведінки
- f** робота в команді
- g** надзвичайна увага
- h** зусилля
- i** розрив

1.3 State whether these statements are true or false. If false, correct them.

1. An atmosphere of teamwork and camaraderie has been never established at Preston Trucking.
2. The companies decided to track the transport and delivery system in order to see how it could be improved.
3. Top management committed to giving employees rather negative feedback.
4. Company management created a purpose statement to guide its own improvement process.
5. Preston hasn’t managed to stay in business through the energy crises of the mid-1970s.

6. During the same time period, Preston's total revenues grew 100 percent, or 81 percent per employee.
7. The company hired Behavioural Systems, Inc. to conduct an employee attitude survey at two of its terminals.

1.4 Name innovative methods of Preston Trucking.

2. Suggesting and Recommending

DECIDING WHERE TO GO OUT

2.1 *Two colleagues are at a conference in London. It is 5.30 p.m., and they are deciding what to do this evening. Look at the framework of their conversation*

A

B

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Ask for suggestions about what to do. 3. Agree, but need to eat. Suggest going to a restaurant. 5 Agree. Ask what <i>B</i> would like to see. 7. Good idea. Suggest trying <i>Phantom of the Opera</i>. 9. Agree. Offer to phone for tickets | <ol style="list-style-type: none"> 2. Suggest going to the theatre. 4. Not very hungry. Suggest a sandwich in the bar first and a meal later. 6. Suggest a musical. 8. No – very expensive Suggest <i>Les Miserables</i> it has had good reviews |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

2.2 *Complete the dialogue with one of the phrases from the box and a suitable verb.*

Why don't we...? How/What about...? I think/don't think we should....

1. So, what shall we do this evening, then?
2. _____
3. _____

4. _____
5. OK. What would you like to see? A play, a musical, an opera?
6. _____
7. _____
8. _____

3. A New Image

3.1 *You work for a travel agent. You want to modernize your image to attract more clients in the 18-25 age range. Match each suggestion (1-8) with a suitable reason (a-h).*

<i>Suggestions</i>	<i>Reasons</i>
1. Employ more young people	a most of our tours are for couples and families
2. Not move to more modern offices	b our profit margin will be too low
3. Re-decorate our offices	c students don't know about us
4. Advertise in colleges and universities	d they don't have much money
5. Offer more holidays for single people	e the colours are very old-fashioned
6. Give discounts to students	f most of our staff are over 50
7. Not produce a separate brochure	g the cost of printing is too high for young people
8. Not reduce our prices	h we can't afford to pay a higher rent

3.2 *Now use the suggestions and reasons in 2.1 above to make eight sentences, beginning: I think we should ... or I don't think we should ...*

VOCABULARY

3.3 *Look at the list of problems. Who are They in each case? Is it the client (C), the supplier (S), or the employees (E)? Write the correct letter after each sentence.*

1. They never deliver on time.
2. They're demanding a pay rise.
3. They don't respect our payment deadlines.
4. They always make a mistake in the invoice.
5. They're refusing to do overtime.
6. They haven't got what we need in stock.
7. They want a quantity discount.
8. They don't have a very wide product range.
9. They want productivity bonuses.
10. They're talking to our competitors.

3.4 Which words in sentences 1-10 mean the following?

- a an increase in salary _____
- b the latest possible time for paying a bill _____
- c the bill _____
- d extra working hours _____
- e a price reduction for a big order _____
- f extra salary for working hard _____

4. Job Responsibilities

JOBS

4.1 Complete the table using these phrases. Write the numbers in the correct space. There is often more than one possible answer for each sentence.

- a work in an office
- b worry about accidents
- c drink at work
- d wear a uniform
- e know how to operate a computer
- f smoke at work
- g speak other languages
- h be fit and healthy

	Air traffic controller	Police officer	Miner
has to			
doesn't have to			
mustn't			

HOTEL RULES

4.2 Read the information card.

The Station Hotel

Breakfast Breakfast is served from 7 to 9 a.m. in the dining room behind reception. If you would like breakfast in your room, please inform reception before 10 p.m. the night before.

Mini-bar All drinks you consume are registered automatically on computer, and charged to your final bill. The prices are printed on the back of this card.

Night-time Security If you intend to return to the hotel after midnight, please ask reception for a night key. Please note that visitors are not permitted after midnight.

4.4 A receptionist at the hotel is explaining some of the systems and rules to a guest. Complete each space with one of the verbs from the box.

can	must/have to	may	mustn't	don't have to
-----	--------------	-----	---------	---------------

R: If you want breakfast in the dining-room, you _____ come down before 9 a.m. But you _____ have it in the dining-room; if you prefer you _____ have breakfast in your room, but you _____ tell reception the day before.

G: Is there a mini-bar in my room?'

R: Yes, there is. You _____ pay for mini-bar drinks immediately; you pay when you check out of the hotel.

G: How do I get in if I come back late at night?

R: If you are returning to the hotel after midnight, you _____ forget to ask for a night key. I'm afraid you _____ have visitors after midnight but of course you _____ have them during the day.

URGENT ACTION

4.5 *It's the 1st of January and Tom is making resolutions for the New Year. Match the verbs (1-10) with the rest of the sentences (a-i) to show what he's thinking.*

- | | |
|--------------|--------------------------------|
| 1. take | a logging |
| 2. stop | b less alcohol |
| 3. spend | c a new job |
| 4. make | d an appointment with a doctor |
| 5. work | e shorter hours |
| 6. eat | f a holiday |
| 7. go | g better food |
| 8. go on | h more time with my family |
| 9. drink | i a diet |
| 10. look for | j smoking |

Now make some more resolutions of your own. Use I must... or I think I should....

FACT FILE

Name:	Percy Barnevik
Born:	1961, Simrisham, Sweden.
Education:	MBA from Gothenburg, Sweden. Stanford University, USA
Present job:	President and CEO of ABB (company created in 1998 when ASEA of Sweden and Brown Boveri of Switzerland merged)
Lives:	Switzerland
Previous companies:	Johnson Group, Sweden (1986-89), Sandwik, Sweden (1989-90), ASEA, Sweden (1990-2007)

PERSONAL DETAILS

4.6 Percy Barnevik is the President of Asia Brown Boveri, or ABB. Look at the information file, and correct the information in sentences 1-8. One word per space (a contraction = one word).

1. He was born in Switzerland.
No, he _____. He _____ in Sweden.
2. He studied at Oxford.
No, he _____ at Oxford, he _____ at Gothenburg and Stanford.
3. He's working for IBM at the moment.
No, he _____ for IBM, he's _____ for ABB.
4. He's the Financial Director of the company.
No, he _____. _____ the President.
5. ASEA and Brown Boveri were both Swiss companies.
No, _____ . ASEA _____ Swiss, it _____ Swedish.
6. He lives in London.
No, that's not right. He _____ in London, he _____ in Zurich.
7. He'll be 50 in the year 2009.
No, he _____ 50, _____ 48.
8. He doesn't have much experience of Swedish companies.
Yes, he _____. He _____ jobs with three Swedish companies before he became President of ABB.

A MISTAKE IN DELIVERY

4.7 Read the dialogue and choose the most appropriate phrase from the words in italics.

- A:** Sales Department. Good afternoon.
- B:** Hello. This is Carmen de Soto of Hermanos Garcia in Madrid. *I'm calling / I want to talk* about an order we placed on the 5th of August. That was four weeks ago, and *we're still waiting for / I want to know about* the goods.
- A:** Oh dear, *I'm sorry about that / never mind*. Now, *tell me / I could you give me* your customer account number?
- B:** Yes, it's 4553.
- A:** 4553, OK. *Wait, please / Hold the line*, please, Mrs. de Soto . . .
OK, I have here an order for 500 pairs of men's shoes, reference number 2356 J, size 43.
- B:** No, I'm afraid *that's wrong / you're very wrong*. I ordered 400, not 500. And I didn't want size 43, I wanted size 42. But the reference number is right.
- A:** Well, we must correct all that. But according to our records we sent you this order on the 12th of August, three weeks ago. *I'm very surprised / I don't mind* you haven't received them.
- B:** Where did you send the order? *Give me / I Can you tell me* the

address?

A: We sent it to Santa Isabel 50, Valencia.

B: No, you are wrong. / Actually, that's not right. Our shop isn't in Valencia, it's in Madrid. Our old shop was in Valencia.

A: So is the rest of the address correct?

B: Yes, it is. / Yes, correct.

A: OK. I'm terribly sorry about the mistake. / Excuse me. We'll dispatch the corrected order to you this afternoon.

B: Thank you very much. Goodbye.

4.8 Now complete this order form. Make corrections if necessary.

Order No: 5376
Customer: Hermanos Garcia, Santa Isabel 50, Valencia
Customer Acc. No: _____
Date of order: _____
Order sent: _____
Order placed by: phone fax telex letter
Order taken by: Pamela Fielding
Ref. No: 2356 J
Description: Men's shoes
Size: 43
Colour: Black
Quantity: 500

Unit 10. Job Search

1. Getting a Job

1.1 *Look at this list of jobs. Match the jobs (1-10) with the definitions (a-).*

a pilot	1. Helps people to learn.
b accountant	2. Treats the sick.
c research scientist	3. Serves in restaurants.
d secretary	4. Writes contracts, advises companies on the law
e teacher	5. Flies planes.
f salesman	6. Works for the government.
g doctor	7. Checks financial results
h waiter	8. Assists, word-processes, makes appointments
i civil servant	9. Usually works in a lab.
j lawyer	10. Sells products.

MATCHING PAIRS

1.2 *Match the words below in pairs. One word is left. Which one?*

a car	h working	o marketing
b application	i managing	p hard
c short	j manager	q right
d wrong	k list	r job
e assistant	l company	s sales
f form	m interview	
g director	n personnel	

1. Opposites:
2. Two departments of a company.
3. A lot of questions are asked and answered in this!
4. The Head of Human Resources.
5. You fill this in when you apply for a job.
6. The best applicants for a post,
7. Two words which make the opposite of lazy.
8. The Chief Executive Officer of a British company.
9. A vehicle provided by your employer.

WRITING

1.3 *Here are some descriptions of people. Put the words in the right order.*

1. hard-working is boss very my.

2. tall he quite is glasses wears and.
3. colleague lazy bit but a my is nice.
4. about average beard a with is height he.
5. Director the is words Marketing with good.
6. our but good is Director new Financial figures very not outgoing with.

READING

2. Marketing Movers and Shakers.

2.1 Read and retell the text.

Gianni Agnelli and His Fiat

Gianni Agnelli said he was ready to retire and spend more time with his grandchildren. At 71, he had reigned over the Italian automaker Fiat for 26 years. During the 1960s he helped organize an unprecedented deal to build cars in the Soviet Union. During the 1970s he managed to keep Fiat running despite strikes and even sabotage by radical political groups. By the late 1980s, Agnelli had established Fiat as a symbol of Italy's rise to a world industrial power: the company had become Europe's largest and most profitable auto manufacturer.

But by the early 1990s, Fiat Auto's sales and profits began to plummet, and the company's European market share slid along with them. Conditions in the European economy were a major contributor to Fiat's problems. A severe recession caused demand for new cars to decline; not only Fiat was affected, but also such giants as Sweden's Volvo and Germany's Daimler Benz. Giorgio Garuzzo, Fiat's chief operating officer, noted, "For the overall European market outlook, we are revising our numbers downward every week." In addition, Italy itself had its own economic woes. High inflation, interest rates, and wages during the late 1980s and early 1990s sent Fiat's overhead manufacturing costs soaring out of sight. For instance, from 1987 to 1992, the cost of Fiat's work force increased at about 8 percent a year. But closer to the French border, labor costs rose only about 4 percent. "For the last four or five years, our competitors have had it easy," said Garuzzo.

So Agnelli couldn't leave. Instead, he had to rev up his engines for another challenge. And he couldn't entirely blame the economy. Fiat had allowed its fleet to age without introducing new models, and political maneuvering within the company had drawn managers' attention away from developing new, high-quality cars. Still, external conditions in the marketing environment were a force to reckon with. Conversely, when Rome decided to devalue the Italian lira in September of 1992, Fiat gained 20 percent in price competitiveness against the French franc and the German mark. In addition, a new agreement with Italian unions ended 40 years of automatic wage indexation, so that labor costs would rise at a more moderate rate.

Agnelli sold off pieces of the company's holdings, approached banks for significant loans, streamlined management, and focused on creating new, desirable car models. He had a lot to do before he retired. Then he could take his grandchildren for a drive.

- rev up – набрати обертів, прискоритись

- conversely – навпаки

2.2 Look at this advertisement and answer the questions below.

SALES DIRECTOR

Basildon, Essex

J45,000 + Bonus + Car

United Artists Communications, part of the Telewest Group, the largest cable operator in the UK, provides entertainment, telecommunications and information services to homes and businesses in the UK. With 3.6 million potential customers, 2,000 km of cable has been laid this year.

We are looking for a regional Sales Director, prepared to lead and motivate a team of 24 sales representatives, selling direct to 500,000 homes and businesses in the area.

Aged between 30 and 45, the chosen candidate will be a good leader, well-organized, analytical and with a wide technical knowledge. Experience of sales and marketing in the field is essential.

Good career opportunities.

If interested, send your CV, quoting current salary to:

Stephen Finney, AV Consultants, 4 Grove Rd, Harlow, Essex CM1 3BN

2.3 Find this information. All the answers are numbers.

- a the minimum age for the position
- b the number of sales reps in the team
- c the number of homes and businesses in the area
- d the salary for the position
- e the amount of cable laid this year
- f the number of potential customers

2.4 Find this information.

- a What is the name of the parent company?
- b What is the name of the recruitment agency?
- c What is the job?
- d What service does United Artists provide?
- e Where is the job based?

2.5 Now write a similar advertisement for your job, or a job you know well.

3. Applying for a Job

GRAMMAR

3.1 Complete these sentences using for or since.

1. Kennedy was president _____ three years.
2. I've studied English _____ six months.
3. She has been with us _____ 2002.
4. He has been Head of Research _____ nearly a year.
5. I have been really busy _____ April.
6. He has been downstairs _____ half an hour.
7. The company has been located in Frankfurt _____ the nineties.
8. I'm tired. I've been here _____ 8 o'clock.
9. They lived in Hong Kong _____ about ten years.
10. They have lived in Brussels _____ nine months.

READING

3.2 Read this application letter and complete the tasks below.

53 rue Dauphine 75006 Paris France

Personnel Department
AVRC
P.O. Box 2435
London W1AA 6WW

22 October 2005

Attn. Joy Gilbert (Personnel Officer)
Ref. Advertisement *The Economist* (October 17) – Sales Director

Dear Ms Gilbert,

I'm writing in response to your advertisement for a Sales Director based in Essex in last week's *Economist*. I'm 29 years old, French, with an engineering degree from the University of Montpellier and an MBA from the University of Denver, Colorado. I got my degree in 2000 and graduated from Denver in 2003. I speak fluent English and French, and I have a good knowledge of Spanish.

I have worked for France Telecom in Paris since 2006. I'm in charge of international cable projects. Previously I worked for Spie Batignolles from 2003 to 2006. Before starting my two-year MBA course (2001-03), I worked in Zaire on a hydro-electric project. I am now looking for a position which has interesting as well as commercial aspects.

I have been married for six years. My wife, who is Australian, is a medical administrator, and we met while we were both in Zaire. We have two young children. We are keen to live abroad while they are still young, which is another reason why I am interested in the post. I work well with other people, like new projects and I am happy to work long hours if necessary. In my spare time I enjoy squash and jogging. Full references can be provided if necessary. Please find enclosed my curriculum.

Guy Rousseau
Enc. CV

3.2 Complete these sentences with appropriate words.

1. Guy has been married _____ .
2. He graduated from _____ .
3. He has worked for France Telecom _____ .
4. He worked in Zaire _____ .
5. He was born 29 _____ .

3.3 Joy Gilbert takes some initial notes from Guy's CV and letter. Complete them for her.

Curriculum Vitae

Nationality _____ Age _____

Present employer _____
since _____

Previous employer _____
from _____ to _____

Wife's / Husband's nationality

QUESTION-MAKING

3.4 Joy Gilbert is discussing Guy's application with her boss, Andrew Normand, the Personnel Director. Complete the missing questions and answers in the dialogue.

JG: So, now, Guy Rousseau from France Telecom. He looks good on paper.

AN: He's French, obviously. How _____ France Telecom?

JG: Let's see. For four years.

AN: Right. And _____ in Paris?

JG: _____ there since 2006, when he came back from America.

AN: OK. How _____ in America?

JG: For two years. He did an MBA at Denver University.

AN: Sounds interesting. What _____ before that?

JG: _____, in Zaire for a year. That's where he met his wife.

AN: Really? _____ married?

JG: For six years, and they have two kids.

AN: And what _____ ?

JG: She's a medical administrator.

4. The Interview

GRAMMAR

4.1 Complete these dialogues using the correct form of the verb in brackets.

1. a _____ you ever _____ abroad? (study)
b Yes, I _____ one year in the States. (spend)
a Oh, really? Where _____ ? (be)
b I _____ to Columbia University. (go)

2. a We are working with Alturist, an Italian firm. _____ of them?
(hear)
b Yes, we _____ with them last year. (work)
a _____?(pay)
b Yes, they did. Very promptly.

3. a I'm having dinner with the Chairman this evening. _____
_____ ever _____ him? (meet)
b Yes _____ . I met him last year at the Sales
Conference.
a _____ like? (be)
b Very nice. He tells some great stories.

4. a Who _____ for now? (work)
b IBM.
a When _____ there? (move)
b I _____ them last year (join), so _____
_____ with them for nearly twelve months. (be)

PRONUNCIATION

4.2 In each group of words one has a different vowel sound. Which one?

- | | | | | |
|---|-------|-------|------|------|
| a | leave | wife | five | file |
| b | post | coast | cost | most |
| c | work | walk | earn | firm |
| d | main | way | paid | men |
| e | sale | tell | said | send |

4.3 In these sentences, which word or words are normally not stressed?

1. I work for ILC.
2. It's quarter to ten.
3. I'll see you later.
4. I'd like a table for four. (2 words)
5. She's been here for ten minutes.

NUMBERS

4.4 Read these answers from an interview. What are the questions?

- | | |
|----------|-------------------------------------------|
| 1. _____ | One metre ninety-three. |
| 2. _____ | Three - two boys and a girl. |
| 3. _____ | Forty minutes. I go by car. |
| 4. _____ | About 8.30 a.m. |
| 5. _____ | 1978. |
| 6. _____ | Four years. I joined the company in 2001. |
| 7. _____ | Seven years. We got married in Paris. |

VOCABULARY

4.5 Find thirteen words in the grid connected with personnel.

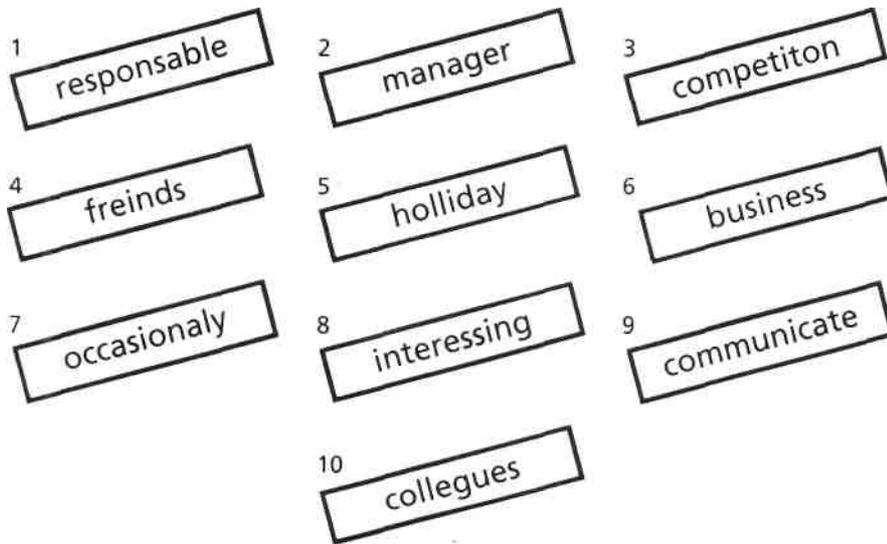
(C	O	N	T	R	A	C	T)	A	P
B	O	C	D	E	P	A	Y	F	O	
B	O	N	U	S	P	G	H	I	S	
J	K	K	S	A	L	A	R	Y	T	
N	D	F	T	U	Y	J	O	B	R	
S	H	O	R	T	L	I	S	T	T	
T	I	B	F	F	Z	T	R	P	M	
A	R	E	S	I	G	N	A	E	M	
F	E	P	E	N	S	I	O	N	P	
F	I	R	E	Z	E	J	S	C	T	

4.6 Complete these sentences with the words you have found.

- We want you to _____ him on a six-month _____.
- What is your annual _____? \$30,000 a year, plus _____.
- We _____ all our _____ on the thirtieth or thirty-first of each month.
- What's your _____? I'm an engineer.
- We now have a _____ of five candidates for the _____ of Marketing Manager.
- He's not at the company any more. Oh, really? Did he _____, or did the company _____ him?
- If you want to receive your full _____ you have to work until 65.
- I am writing to _____ for the post of Production Manager.

SPELL-CHECK

4.7 Some of these words have mistakes. Tick (✓) the ones that are correctly spelt, and correct those that are wrong.



5. In the Office

VOCABULARY

5.1 Complete the sentences with the words from the box.

report	crisis	unemployed	fast	resume
experience	regularly	long	organized	client

- Someone who loses their job is made _____.
- Unemployment has grown since the economic _____ of the early 90s.
- You should exercise _____, not just from time to time.
- A person in their forties has more _____ than a recent graduate.
- Modern life is very _____. Everyone is very busy and under pressure all the time.
- Factory workers who work during the night have very _____ hours, so it is hard for them to meet other people.
- German industry is famous for being very _____.
- Many companies put the _____ first. She or he is 'always right'.
- Annual _____ is common in most large companies, so that an employee's performance can be judged.
- In the US, a curriculum vitae is called a _____.

READING

Read the text and answer the questions.

The Best of All Worlds

Paul Reynolds has the best of all worlds. He is one of three partners in March, a marketing consultancy. Most of their clients are in information technology and cable, and the client list includes ICL, United Artists, and BUPA. The company has a staff of 15 at its head office in Kingston-upon-Thames, and has an annual turnover of nearly \$2 million.

The company produces annual reports, brochures, newsletters, and point-of-sale material for their clients. The deadlines are often very tight. Paul works from his home. He wastes less time travelling than most people, and he spends more time working. "My job is not 9 to 5," says Paul. At the end of the day there is no drive home, and he can continue to service his clients on the other side of the world throughout the night. He often puts his children to bed and then goes to work. Because of the time difference, his clients in the US and the Far East need to talk to him late at night. He is connected to his office with a modem and a special cable for his fax machine. He has two phone lines, one for outgoing calls and one for incoming. With all this technology, his home is better equipped than many people's offices!

5.2 Complete this table.

Name _____
 Position _____
 Company _____
 Location of company _____
 Number of employees _____
 Clients _____
 Annual turnover _____

5.3 Look at these sentences and underline the correct answer.

1. Paul Reynolds works from *his home* / *his office*.
2. There are *two* / *three* other partners at March.
3. The company's turnover is *just under* / *just over* \$2 million.
4. Paul *works* / *doesn't work* 'normal' office hours.
5. Paul often works *before* / *after* his children go to bed.
6. His clients like to talk to him *early in the morning* / *late at night*.
7. He has *two* / *three* phone lines and a cable for his fax.
8. Compared with many offices, his home *is* / *is not* very well equipped.

6. Company Culture

COLLOCATIONS

6.1 Look at the two lists of words below. Put the words into pairs (one word from each list) and match them with the definitions (1-10).

List A	research	personal	market	boarding	traveler's
---------------	----------	----------	--------	----------	------------

managing	bank	application	personnel	passport
<i>List B</i> card	control	director	form	development
manager	share	holiday	cheques	assistant

1. The Chief Executive of a company.
2. The person in charge of recruitment, training, careers, etc.
3. You need this to get on a plane.
4. The percentage of sales you have, compared to your competitors' sales.
5. An executive's secretary.
6. You go through here when you arrive in a foreign country.
7. You send this with your curriculum vitae.
8. A day off work in a particular country.
9. A safe way of taking money abroad.
10. The department which looks for and tests new products: _____ and _____.

GRAMMAR

6.2 Complete these sentences using a phrase that means the same as the words in italics. Use the correct form of *can, must, or have to*.

1. Last year our market share went down so it was necessary for us to increase our advertising budget.
Last year our market share went down so we _____
2. She didn't have her passport so it wasn't possible for her to cash her traveler's cheques.
She didn't have her passport so she _____
3. Yesterday was a bank holiday so it wasn't necessary for me to go to work.
Yesterday was a bank holiday so I _____
4. There was a strike at Heathrow and it was necessary for me to wait an hour for my luggage.
There was a strike at Heathrow and I _____
5. There was a direct train from Hamburg to Stuttgart so it wasn't necessary for us to change in Frankfurt.
There was a direct train from Hamburg to Stuttgart so we _____
6. There was a fault in the computer system yesterday so it wasn't possible for me to access the files.
There was a fault in the computer system yesterday so I _____