



Intelligent Business

Workbook

Advanced
Business English



| Irene Barrall | Nikolas Barrall |





Intelligent Business

Workbook

Advanced Business English

| Irene Barrall Nikolas Barrall |

Pearson Education Limited
Edinburgh Gate
Harlow
Essex CM20 2JE
England
and Associated Companies throughout the world.

www.intelligent-business.org

© Pearson Education Limited 2011

The right of Irene Barrall and Nikolas Barrall to be identified as authors of this Work has been asserted by them in accordance with the Copyright, Designs and Patents Act 1988.

All rights reserved; no part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without the prior written permission of the Publishers.

First published 2011

Intelligent Business Advanced
ISBN 978-1-408-26797-4

Set in Economist Roman 10.5 / 12.5

Printed in Slovakia by Neografia

Acknowledgments

The publishers are grateful to The Economist for permission to adapt copyright material on page 5 (© 2006), page 8 (© 2005), page 15 (© 2007), page 19 (© 2008), page 23 (© 2008), page 27 (© 2009), page 29 (© 2009), page 33 (© 2009), page 41 (© 2010), page 47 (© 2009), page 49 (© 2008), page (© 2010), page 53 (© 2009), page 54 (© 2010), page 55 (© 2010), page 56 (© 2007), page 57 (© 2010), page 58 (© 2009), page 59 (© 2010), page 60 (© 2008), page 61 (© 2007), page 62 (© 2009), page 62 (© 2009), page 79 (© 2006). All articles copyright of The Economist Newspaper Limited. All rights reserved.

Photograph acknowledgments

The publisher would like to thank the following for their kind permission to reproduce their photographs:

(Key: b-bottom; c-centre; l-left; r-right; t-top)

Adrian Wooldridge: 6; **Alamy Images:** Alex Segre 15, Blend Images 61, Daisy-Daisy 8b, graham jepson 21, i love images 44b, imagebroker 54, Max Hammond 56, MBI 63, Ron Yue 58, Yuri Arcurs 42; **The Art Archive:** Staatliche Glyptothek Munich / Dagli Orti 3b, 33; **Bridgeman Art Library Ltd:** Intercepted Correspondence, Lewis, John Frederick (1805-76) / Private Collection / Photo © The Fine Art Society, London, UK 59; **Claudio Munoz:** 62; **Corbis:** Matthias Kulka 1r; **David Simonds:** 49; **Fotolia.com:** Kokhanchikov 60; **Getty Images:** Colin Anderson 53, Comstock Images 45, David Roth 25, Fuse 30, Ghislain & Marie David de Lossy 17, Jetta Productions 32b, OJO Images 26, Purestock 52, Stock Illustration RF 39, Stock4B 51, Thomas Tolstrup 13; **Ian Whadcock:** 57; **Photolibrary.com:** Dev Carr 1l; **Reuters:** Stefano Rellandini 55; **Rex Features:** Nigel Bowles 41; **Science Photo Library Ltd:** J.M. PETIT, PUBLIPHOTO DIFFUSION 1c; **Thinkstock:** Ablestock.com 19, Digital Vision 28c, George Doyle 14, Hemera 16b, 22tr, 29t, 29b, iStockphoto 3t, 5, 18, 22tl, 23, 28b, 35, 47, 50, Jupiterimages 43, Ryan McVay 22br, Thomas Northcut 22bl

The cover photographs have been kindly supplied by Dev Carr (left), J.M. PETIT, PUBLIPHOTO DIFFUSION (centre) and Matthias Kulka (right).

All other images © Pearson Education

Picture Research by: Kay Altwegg

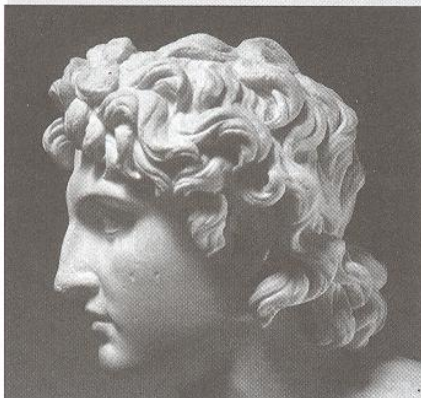
Every effort has been made to trace the copyright holders and we apologise in advance for any unintentional omissions. We would be pleased to insert the appropriate acknowledgement in any subsequent edition of this publication.



HR

Managing talent

One of the great challenges for a modern business is how to attract and retain the best employees. As a result the role of Human Resources has gained status in recent years. Organisations need to consider the skills that their company will need not only today but also in the future. How can companies become more imaginative in recruiting key workers? And is there a consensus as to the best way to manage talent?
Page 4.



Power

The nature of leadership

From the time that Machiavelli wrote 'The Prince' in 1520, there has always been a strong fascination with leaders. Since then leadership has remained one of the most observed and least understood phenomena. Can a great leader be made or are they only ever born? What are their qualities and characteristics? Will a good manager necessarily make a good leader?
Page 32.

4	1 HR	32	8 Power
	Collocations with <i>set</i> Contrast and similarity Managing appraisals Covering letter		Phrasal verbs with <i>put</i> Active and passive Influencing Personal profile
8	2 Organisations	36	9 E-marketing
	Coined expressions Determiners Team building Semi-formal email		Word clusters Word order: adverbs Decision making Press release
12	3 Change	40	10 Risk
	Prefixes with verbs Continuous forms Managing resistance to change Summary of a report		Chance and luck Probability and possibility Negotiating Email assessing risks
16	4 Responsibility	44	11 Misconduct
	Synonyms and compound nouns Paired structures Taking responsibility Memo suggesting action		Idioms and phrasal verbs with <i>draw</i> Reporting Making ethical decisions Formal minutes
20	5 Governance	48	12 Development
	Collocations and idioms Discourse markers Presenting arguments Press release		Synonyms and antonyms Verb patterns Coaching Email request
24	6 Start-ups	52	Extra reading and discussion
	Verbs with prepositions Third conditional Pitching Formal email	64	BEC Higher practice test
		79	Audioscripts
		91	Answer key
28	7 Resources		
	Adverbs Future perfect Debating Email presenting an argument		

Unit 1

HR



Vocabulary: **Collocations with set**
Language: **Contrast and similarity**
Career skills: **Managing appraisals**
Writing: **Covering letter**

Vocabulary 1 Complete the sentences with the correct collocation with set.

- The shareholders believe that this is an opportunity for our bank to set an a to other financial institutions.
a example b trap c scene
- Employees with young children would prefer flexible working hours, but managers think this would set a _____ for the rest of the workforce.
a record b deadline c precedent
- Unfortunately, this year most institutions have had to set a _____ on the number of high calibre graduates that they will recruit.
a deadline b limit c goal
- Victor's our best salesperson. He set a _____ for the highest sales in a single day.
a scene b record c course
- As a team-building exercise, the groups were set the _____ of organising a social event.
a tone b agenda c task
- The new quality control guidelines require the production department to set _____ that are both achievable and measurable.
a standards b trends c dates
- The fall in share prices set a _____ that lasted for most of the first quarter.
a trend b scene c goal
- In order to maintain our market position, it will be necessary to set ambitious sales _____ for the coming year.
a limits b courses c targets

Reading Read the article about talent management and decide whether the statements are true or false.

- HR executives have always been among the highest wage earners. *false*
- The high turnover rate of drivers at UPS was solved by improving the selection process.
- Candidates who are not actively seeking a new job may still be open to an approach.
- The intranet can be a useful resource for staff who wish to change jobs in a company.
- Experts agree on the best way to manage talented workers.

Everybody's doing it

Companies have become aware of the need to gather talent



Managing talent has become more important to a much wider range of companies than it used to be. One result has been that human resources departments have gained in status. A survey by Aon, a consultancy, identified 172 HR executives who were among the five best-paid managers in their companies. That would have been unheard of a few years ago.

– Companies are now beginning to gain insights into managing talent that should allow them to tackle the problem in a more organised way. The first rule is to think more carefully about critical talent. UPS, an international shipping company, reduced the turnover rate among the people who drive its trucks and deliver its packages. It found that even though it selected its drivers with great care, turnover was uncomfortably high, mainly because drivers hated the back-breaking work of loading the trucks in the morning. So the company contracted out this job to part-timers who are much easier to find than drivers.

Second, it is essential to plan ahead. EDS, a giant technology company, has built a global skills inventory of its 100,000-strong workforce. The company compared

the workforce's current skills with its future needs and set about filling the gaps by encouraging workers to acquire relevant new skills.

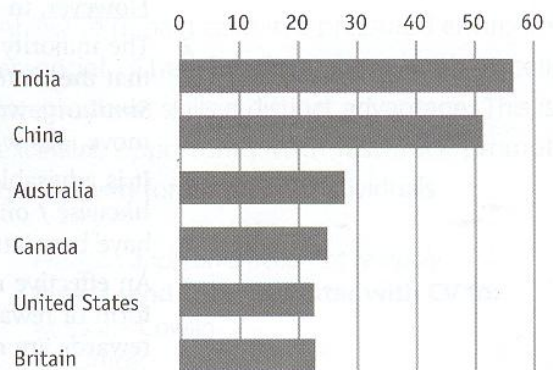
Third, companies need to be more imaginative about recruiting and retaining talent. That includes paying more attention to “passive candidates”—those who are not actively looking for a job but might be open to an approach from another company (see chart below). Popular techniques include attending conferences in order to speak to stars and buying information about competing firms (including names of key workers).

The fourth rule is to create internal markets for talent. Many HR departments instinctively look outside. The typical American company spends nearly 50 times more to recruit a professional on \$100,000 than it spends on his or her further training every year. Moreover, new recruits can take more than a year to learn a job. One solution is to establish an internal market, encouraging workers to apply for jobs across the company. Schlumberger encourages its employees to post detailed CVs on the company intranet; McKinsey allows consultants from all over the world to apply for any project within the company.

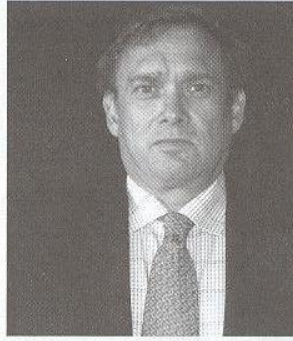
Nevertheless, there is not a consensus on the best way to manage talent. The more valuable the talent, the more difficult it is to manage. In business, as everywhere else, world-class talent sometimes comes in unexpected guises. Ray Kroc sold milkshake machines to restaurants before starting to build McDonald's at the age of 52. David Ogilvy was a chef, a farmer and a spy before becoming an advertising genius.

A world of poachers

Employees contacted by another organisation, %



Source: Corporate Executive Board, Recruiting Roundtable



Adrian Wooldridge

1 Listen to the interview with Adrian Wooldridge from *The Economist* and tick three topics that he mentions.

- 1 The difficulty in defining talent. ✓
- 2 The type of jobs that highly qualified people do.
- 3 A battle to hire the most able workers.
- 4 The increase in demand for jobs that require intellectual skills.

2 Listen again and complete the extracts from the listening.

Extract 1

I think I use the term talent to mean ¹ brainpower and I use the term talent ² _____ to mean something like Peter Drucker's ³ _____ workers. Not exclusively, but in general I think that the talent that really matters in the modern ⁴ _____ is the talent to use one's brain both for ⁵ _____ and ⁶ _____ purposes.

Extract 2

There is a ¹ _____ of talent, and countries, companies, all sorts of organisations, of course, ² _____ organisations as well, are competing to ³ _____ the best and the brightest. You know, we have a ⁴ _____ boom population that is ageing. We have an economy which is becoming more ⁵ _____ and so for all sorts of reasons talent is at a ⁶ _____.

Language check Underline the correct contrast or similarity phrase to complete the sentences.

- 1 Some bosses are over-generous with rewards. *Nevertheless / Likewise / However*, in my opinion, some others are too quick to use penalties.
- 2 The majority of employees who receive rewards for good work indicated that they intend to remain in their current job. *Likewise / Conversely / Similarly*, workers who did not receive rewards said that they intended to move jobs within a year.
- 3 It is advisable at appraisals to set achievable goals and *conversely / likewise / on the contrary* it is important to measure whether those goals have been attained.
- 4 An effective manager understands that all employees appreciate some form of reward, *similarly / likewise / nevertheless* identical forms of rewards are not appropriate in all cultures.
- 5 Our competitors invest large amounts in recruitment drives and *conversely / on the contrary / similarly* we should focus more attention on graduate fairs.

Vocabulary 2 Look at the statements from an appraisal interview. Re-write as questions, using more appropriate language.

- 1 You're obviously not settling in well with your new team.
Is there anything you'd like to mention about your working relationship with the new team?
- 2 Your performance hasn't been particularly good lately.
- 3 You must admit that you don't seem to have any idea how to use the new software.
- 4 You always have problems finishing the work on time.
- 5 Your timekeeping is terrible, you're always late.

Writing Read the job advertisement from a business magazine, *Management Today*. Write a covering letter expressing your interest and highlighting any relevant skills you have. (200–250 words)

NoristlesPlus
Logistics Ltd



Office Manager

required for small logistics team
in Shetland, UK.

At least 3 years office experience. Experience in Logistics not essential as full training will be given to the right candidate. However, attention to detail and ability to prioritise is vital.

At least one foreign language required plus willingness to learn a Scandinavian language. Some foreign travel will be required from time to time. Prospective candidates will also be expected to demonstrate that they can manage teams effectively.

Ability to remain calm in a pressured environment essential. Cheerful disposition with excellent interpersonal skills a distinct advantage. This is an excellent opportunity with fast-track promotion guaranteed for ambitious individuals.

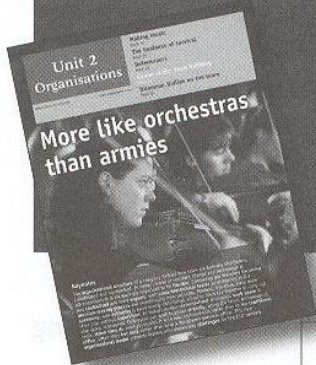
Previous applicants need not re-apply.

Please send covering letter with CV to:

Mrs Jane Cowlin
HR Officer
NoristlesPlus Logistics

Unit 2

Organisations



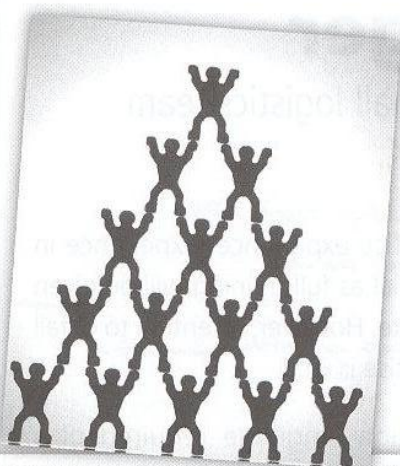
Vocabulary: **Coined expressions**
Language: **Determiners**
Career skills: **Team building**
Writing: **Semi-formal email**

Reading 1 Read the article about organisational hierarchy and decide whether the statements are *true* or *false*.

- 1 Gerard Fairtlough was CEO of Shell. *true*
- 2 In large organisations, it's easy to make changes to the way things are run.
- 3 The only alternative to a hierarchical system is complete disorder.
- 4 Heterarchy is a structure in which partners make decisions together.
- 5 Accountability is key to responsible autonomy working properly.
- 6 Successful companies rarely move from hierarchy to responsible autonomy.

2 Read the article again and answer the questions.

- 1 What type of company is Celltech?
- 2 What type of company is often a heterarchy?
- 3 What is an individual or group accountable for in responsible autonomy?
- 4 Which two companies are moving away from hierarchy towards responsible autonomy?



The Economist

How to get things done

Hierarchy is not the only way

Gerard Fairtlough was a senior executive with Shell for many years before he left in 1980 to found a new biotechnology company called Celltech—bought by UCB, a Belgian group, for over \$2 billion. He knows how businesses are run—both well-established organisations, such as Shell, in which it can be hard to see an alternative to the “way things are done around here”, and new start-ups, where the founders’ enthusiasm can evaporate if it has to be forced into an organogram.

Mr Fairtlough argues that we are all

addicted to hierarchy. Because of the dominance of the idea of hierarchy we do not realise that there are other ways to run organisations. We think that the only alternative to hierarchy is total disorganisation.

There are, he says, two alternatives to hierarchy. One is heterarchy; the other, “responsible autonomy”. Heterarchy is the form of structure commonly found in professional-service firms, the partnerships of accountants or lawyers, in which key decisions are taken by all the partners jointly. With responsible autonomy “an individual or a group has autonomy to decide what to do, but is accountable for the outcome of the decision.” “Accountability,” says Mr Fairtlough, “is what makes responsible autonomy different from anarchy.”

Mr Fairtlough says that hierarchy is so entrenched it will take years before there is any significant change. But many companies have moved (and are still moving) along the spectrum from hierarchy to responsible autonomy. BP, for example, a huge multinational, has managed to devolve authority to much smaller units in recent years and has greatly reduced the staff in its headquarters. Toyota, likewise, evolved towards greater autonomy as it discovered that the only effective way to carry out its famous “just-in-time” system of stock control was by delegating responsibility for ordering stock to the person closest to the coal face. The fact that these are among the most successful companies in the world today strengthens Mr Fairtlough’s case.

Vocabulary

1 Match the words in the box with the correct word from 1-9 to make a coined expression.

competency crunch four line networking overload
 player practice speak

- 1 best *practice*
- 2 big
- 3 bottom
- 4 core
- 5 credit
- 6 information
- 7 net
- 8 social
- 9 team

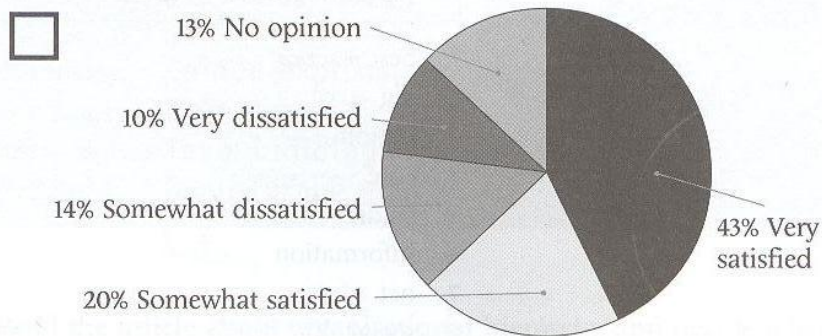
2 Complete the sentences with the coined expressions from exercise 1.

- 1 Let's get together with our equivalents in the overseas offices and see if we can put together a code of best practice.
- 2 _____ sites are a good way to keep in contact with friends and colleagues.
- 3 The value of their shares fell sharply during the _____.
- 4 Their accountancy firm has become so successful that it's now a rival to the _____.
- 5 Profits have decreased but our spending has increased and that will affect our _____.
- 6 I wish she were more of a _____ but she always makes decisions without consulting the rest of the group.
- 7 We are a software company and if we suddenly start producing hardware we'll be moving away from our _____.
- 8 If you are new to the internet it can sometimes be difficult to understand _____.
- 9 There is so much data that I can't make a decision. I'm getting _____.

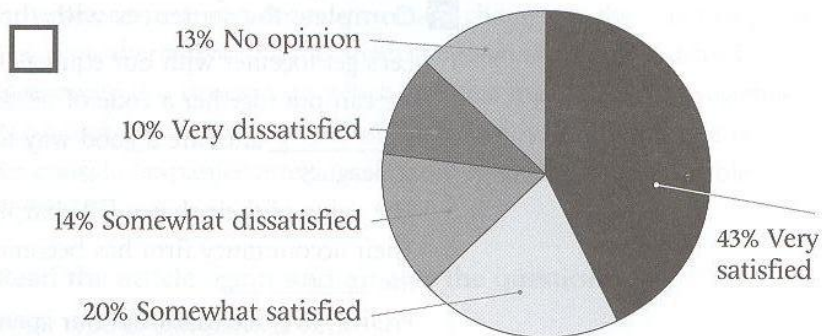


Listen to the Lisa Wright, Head of Company and tick the two pie charts which go with her presentation.

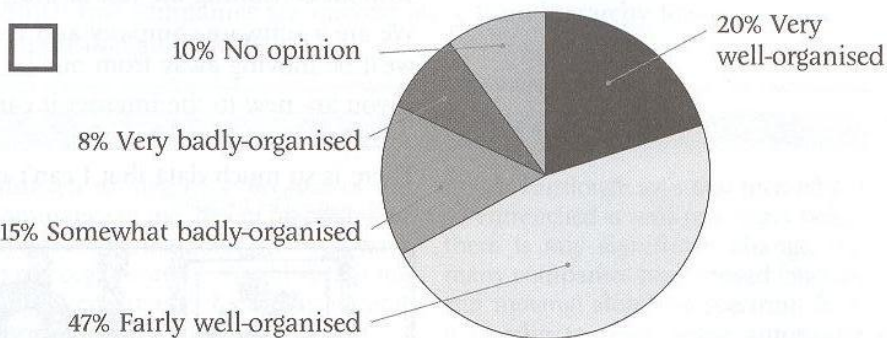
1 Opinion of company leadership



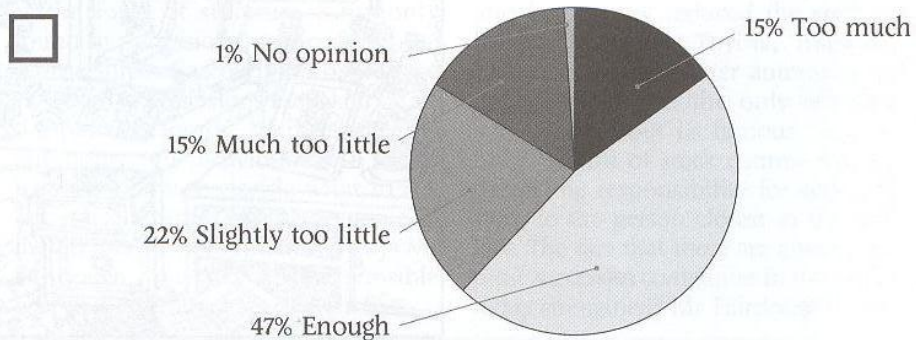
2 Opinion of current team leader



3 How well organised is this company?



4 How much autonomy do you have?

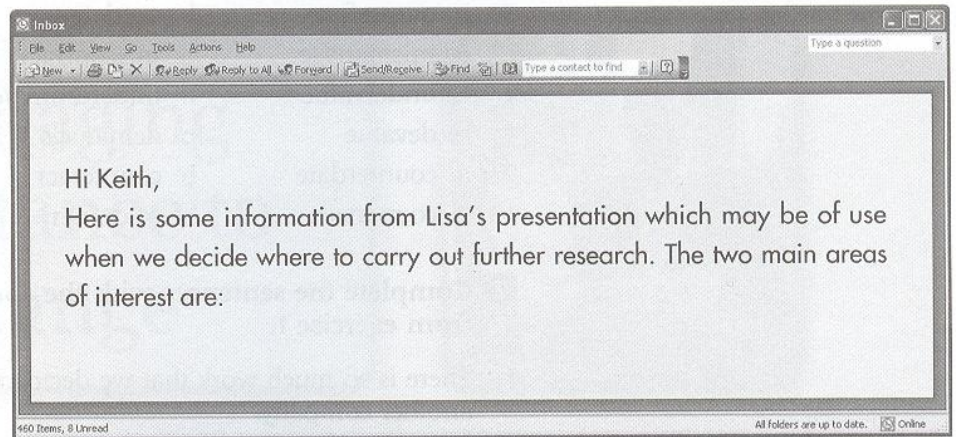


Language check Underline the correct determiner in *italics* to complete the sentences.

- 1 Every / few organisation requires some form of structure.
- 2 Whoever / *Whatever* the cost, we need to centralise our production.
- 3 *Each* / *Both* member of my family has a role in our company.
- 4 Only those teams *whose* / *which* leaders build a shared vision will do well.
- 5 Unfortunately, in our company, *few* / *little* meetings have a useful objective.
- 6 There is *none* / *no* evidence of a poor safety record in this industry.
- 7 We need a new logo but *none* / *neither* of these two designs is good enough.

Writing

You work in HR and attended Lisa Wright's presentation. Write an email (200–250 words) to your manager who was unable to attend. Choose two pie charts and summarise the data. You can use headings, bullet points or lists to help you organise information. Draw conclusions from the pie charts and make recommendations for further research.



Unit 3

Change



Vocabulary: **Prefixes with verbs**
Language: **Continuous forms**
Career skills: **Managing resistance to change**
Writing: **Summary of a report**

Vocabulary

1 Underline the word which is not a prefix/verb combination in each group.

- | | | |
|------------------|------------------|----------------|
| 1 a update | b <u>upvalue</u> | c upgrade |
| 2 a subcontract | b subdivide | c subperform |
| 3 a overcontract | b overcome | c overvalue |
| 4 a recome | b reconsider | c relocate |
| 5 a outperform | b outdate | c outvalue |
| 6 a mismanage | b miscontract | c mistake |
| 7 a undervalue | b underestimate | c underact |
| 8 a devalue | b demanage | c degrade |
| 9 a counterdate | b counteract | c counterforce |
| 10 a co-manage | b co-design | c co-grade |

2 Complete the sentences with the correct prefix/verb combination from exercise 1.

- 1 There is so much work that we decided to subcontract the design to another company.
- 2 This tactic isn't working. I think we need to _____ our decision.
- 3 If we can _____ our present problems, we have every chance of success.
- 4 Two people need to have similar aims in order to _____ a company.
- 5 The decision to _____ our company to Dubai has a number of benefits.
- 6 This model can _____ every rival product on the market.
- 7 Due to the current economic crisis they may decide to _____ the currency.
- 8 Some managers _____ the importance of motivation and that can be a mistake.

Writing

You have recently taken over as Director of Design and Production at a large furniture manufacturer. When you were appointed you were told to implement changes and to find out how staff are reacting. Read the information and write a summary for the report (200–250 words). Include information about:

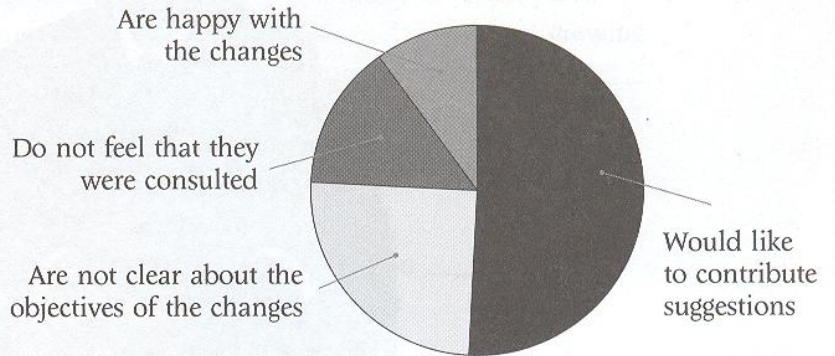
- changes that you and the management team have been making
- staff reaction, both positive and negative

- the main concerns that staff have
- current actions to solve the problem

Summary

This report is an update on changes that are being made to the Design and Production department.

Staff reactions to changes

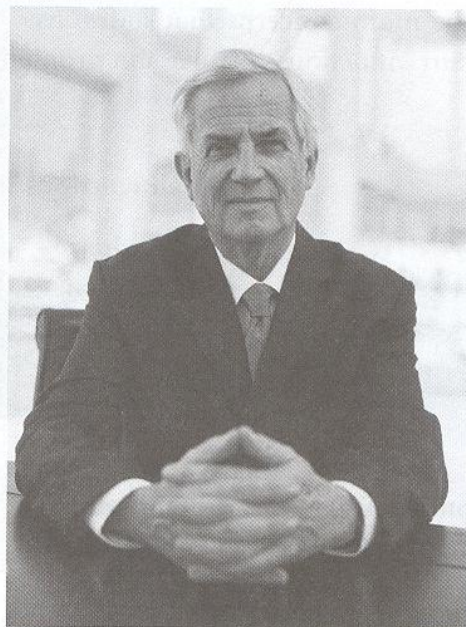


Language check Tick the correct sentences and correct the sentences with mistakes.

Managing resistance to change



- | | |
|--|---|
| 1 Many managers make the mistake of not involving staff when they ^{are} planning. <input type="checkbox"/> | 9 keep feelings bottled up inside. Some people might be held unrealistic <input type="checkbox"/> |
| 2 Yet research shows that staff who have been involved in making decisions <input checked="" type="checkbox"/> | 10 expectations about their future role in the company. Dealing with this will <input type="checkbox"/> |
| 3 are less likely to end up resisting changes at a later date. It is only by consulting staff <input type="checkbox"/> | 11 require both sensitivity and honesty. If the company is already been providing <input type="checkbox"/> |
| 4 that management can understand the issues that might being worrying them. <input type="checkbox"/> | 12 training for employees, is made plans to deal with any extra work arising <input type="checkbox"/> |
| 5 Managers need to check that aims and objectives are being clearly communicated. <input type="checkbox"/> | 13 from the changes or is implementing a reward system to recognise people's efforts <input type="checkbox"/> |
| 6 Uncertainty about what might be happening in the near future can cause anxiety. <input type="checkbox"/> | 14 then the transition is far more likely to progress smoothly. Employees who feel <input type="checkbox"/> |
| 7 To avoid this, many companies are now has employee feedback meetings. <input type="checkbox"/> | 15 that their hard work are being overlooked are at risk of becoming de-motivated. <input type="checkbox"/> |
| 8 Increasingly, staff are being encouraged to express their concerns rather than <input type="checkbox"/> | 16 This is often the case when an organisation finds that it is losing key workers. <input type="checkbox"/> |



Listening  T4

1 Listen to a telephone conversation between Paul and Anna about possible changes in their corporation. Answer the questions.

- 1 Which department will be affected by the changes? *The Finance department*
- 2 What is being sent out at the end of the week?
- 3 Which department is Finance going to share with?
- 4 What has been underestimated?
- 5 What are the risk if the plans go ahead unchanged?
- 6 What does Paul need to bring to their meeting?

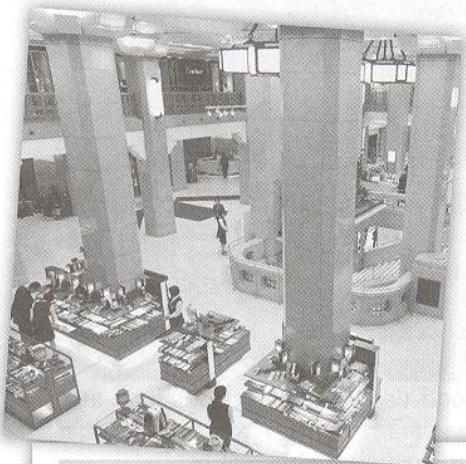
2 Listen to the conversation again and decide whether the statements are *true* or *false*.

- 1 The changes will happen very soon. *true*
- 2 The affected staff have received notification of redundancy.
- 3 All the people who work in finance have lost their jobs.
- 4 The number of orders has been overestimated.
- 5 The situation is worse than they thought it was.
- 6 Many employees were unhappy about the changes.
- 7 Anna is reluctant to change the plans.
- 8 He refuses to discuss the matter further.

Reading

1 Read the article about the changes to Japanese department stores and complete the paragraphs with the correct answer a–g.

- a so a merger serves as a convenient excuse to centralise
- b customers are deserting them in favour of
- c reorganise their operations and renovate their ageing buildings
- d the value of the land on which its stores sit
- e the first building in Japan to have central heating and escalators
- f there were art galleries, restaurants serving foreign food
- g who cost less since they receive fewer benefits



2 Read the article again and underline answer a–c to complete the sentences.

- 1 Mitsukoshi department store was one of the first to allow customers to wear _____.
a shoes b uniforms c hats
- 2 *Depatos'* sales have been _____ steadily in recent years.
a increasing b declining c growing
- 3 Two of the biggest department stores are planning to _____.
a close b open new branches c merge
- 4 Many companies are still _____.
a overstaffed b understaffed
c unable to find trained staff
- 5 To modernise, *depatos* need to invest in _____.
a consultants b exotic products c IT
- 6 *Depatos* helped to promote _____.
a shopping malls b Western buying habits c home improvements

The Economist

Demise of the depato

Consolidation beckons for Japan's retail icons

ONCE, Japan's department stores were symbols of modernity. In 1673 Mitsukoshi, the oldest, introduced the then-radical innovation of fixed prices. At the turn of the last century, its flagship store was ¹ the; and one of the first big shops in the country to allow customers to wear shoes.

Nowadays, however, *depato*, as department stores are known in Japanese, seem stodgy: ² _____ speciality clothing stores and malls. Moreover, consumer spending is flat and the population is declining. Sales have fallen across the industry for a decade, and profits with them. Because productivity is low and operating costs are high, earnings are meagre. Mitsukoshi, for one, has posted losses for six consecutive years. It is thought that ³ _____ is now higher than that of the company itself.

No wonder, then, that the boards of Mitsukoshi and Isetan, the country's fourth- and fifth-largest department-store chains, laid plans for a merger that would create the country's biggest retail group, with \$14 billion in annual sales. The deal is seen as a way for Mitsukoshi to learn new tricks from Isetan, which is far smaller but profitable. Their rivals are doing the same.

Combining forces is a way for stores to increase their buying clout with distributors. It can also help to promote broader restructuring. Branches are often run almost autonomously, ⁴ _____. Innovative practices from the better-performing stores can be rolled out across the business.

Many big chains have shed permanent staff in recent years and resorted to temporary workers, ⁵ _____. But stores are still packed with too many employees serving too few

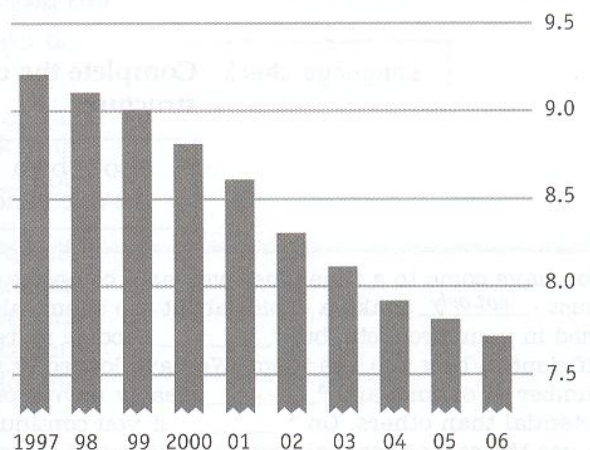
shoppers. Department stores have the lowest productivity in the Japanese retailing sector.

To catch up, Japanese department stores need to invest in IT, ⁶ _____, says Kentaro Mori of the Boston Consulting Group. This costs money—something they are short of. So the mergers are a way to attain larger scale and thus make these investments more affordable.

The *depato* helped to spread Western-style, middle-class consumerism in Japan. Family visits at the weekend were as much cultural excursions as shopping expeditions: ⁷ _____ and shelves stocked with exotic products from around the globe. But unless a radical overhaul accompanies the current consolidation, the *depato* themselves will soon become curiosities.

Dropping, not shopping

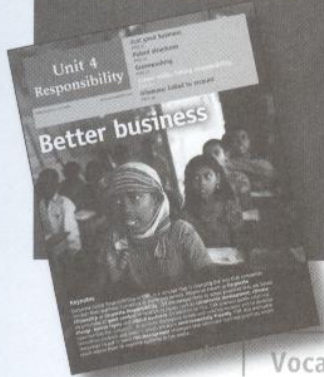
Japanese department store sales, ¥ trn



Source: Japan Department Stores Association

Unit 4

Responsibility



Vocabulary: **Synonyms and compound nouns**
 Language: **Paired structures**
 Career skills: **Taking responsibility**
 Writing: **Memo suggesting action**

Vocabulary 1 Complete sentence *b* with the correct synonym so that sentences *a* and *b* have the same meaning.

~~commonly known as~~ come under the umbrella of
 made up of more than ever put to good use take a serious look at

- 1 a Corporate responsibility is often called corporate citizenship.
 b Corporate responsibility is commonly known as corporate citizenship.
- 2 a Our energy saving plan will be composed of four main strategies.
 b Our energy saving plan will be _____ of four main strategies.
- 3 a We need to examine in detail how much packaging waste we produce.
 b We need to _____ how much packaging waste we produce.
- 4 a Our new green policies can be included as part of our re-branding exercise.
 b Our new green policies can _____ of our re-branding exercise.
- 5 a The public increasingly expect us to take an ethical stance in all our business dealings.
 b _____, the public expect us to take an ethical stance in all our business dealings.
- 6 a The investors want to know that their money is being managed effectively in this project.
 b The investors want to know that their money is being _____ in this project.

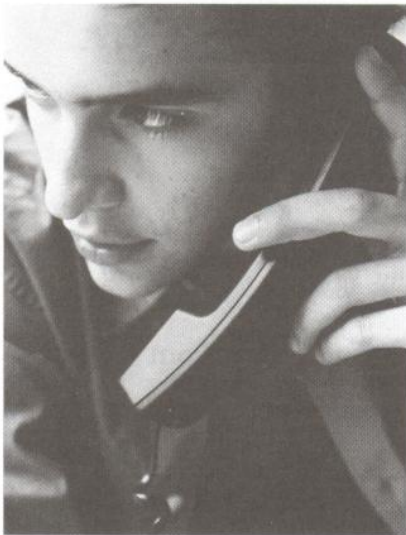
Language check Complete the consultant's report with the correct part of a paired structure.

also both on the other hand ~~not only~~ some
 the one hand whether neither

You have come to a time when you as a company must ¹ not only make a choice about the chemicals used in your products, but ² _____ become more efficient in how you use them. We have looked at a number of options and ³ _____ clearly have more potential than others. On ⁴ _____ if you continue to use the same chemicals, you will be saved the cost of changing your production system, but ⁵ _____ you will continue to emit toxic fumes from your

production facility. If you start to use the range of greener alternatives that are now available, as well as saving money, you will ⁶ _____ reduce costs in the long run and improve the company's environmental reputation. Of course, ⁷ _____ you choose to start to move down the greener route or not is for you to decide. Clearly ⁸ _____ the board of directors nor the shareholders can afford to ignore this issue.

Listening 1 T5 Part 1



1 Listen to the telephone conversation between a customer and a customer services assistant. Match adjectives a–d with the customer (C), or the customer services assistant (CSA).

a unhelpful b unsure c concerned d indifferent

a unhelpful: CSA

2 Decide whether the statements are *true* or *false*.

- 1 The customer is concerned about a sweatshirt.
- 2 The customer has read a report in a newspaper.
- 3 The shop sells toy animals.
- 4 The shop gives out ethical policy fact sheets in its shop.
- 5 The customer shops regularly there for gifts.
- 6 The assistant agrees to put the customer through to the manager.

Listening 2 T6 Part 2

Listen to the conversation between the customer and the manager and answer the questions.

1 Complete what the manager says.

2 Match the correct strategy 1–5 with sentences a–e.

Manager says

- 1 It's _____ there has been some negative _____ about our company.
- 2 We were _____ to discover that one of our _____ employs under-age workers.
- 3 The moment we _____ that this was happening we _____ the company that we would no longer do business with them.
- 4 Can I just say the _____ that ten-year-olds work at the factory are _____ not true.
- 5 And I'm _____ to tell you that we have started an _____ project working with charities in that country to provide education for the children.

Strategy

- a Divert attention to something positive.
- b Challenge information that you know to be wrong.
- c Describe the positive action that is being taken by the company.
- d Address the issue.
- e Acknowledge there is crisis.

Vocabulary 2

1 Match the words in the box with the correct word from 1-8 to make a compound noun.

advantage business cause change demand ~~disaster~~
food results

- | | |
|---------------------------------|-----------|
| 1 environmental <i>disaster</i> | 5 big |
| 2 competitive | 6 climate |
| 3 financial | 7 strong |
| 4 organic | 8 worthy |

2 Complete the sentences with the compound nouns from exercise 1.

- It's certainly a worthy cause and we have a budget to support local charity events.
- Most shops have already sold out because there's such _____ for this product.
- The share holders are pleased that the _____ for this quarter are better than expected.
- Consumer pressure has resulted in more _____ being made available in supermarkets.
- Economics of scale means that _____ have the ability to charge less per unit than smaller firms.
- Critics argue that _____ doesn't exist yet our data shows changes to global weather patterns.
- To maintain our _____ we must invest in new technology just as our rivals have.
- In the future, it's possible that an earthquake or some other _____ will occur in that region.

Writing

Your company has asked for suggestions on how to make your company greener. Write your boss a memo (80-100 words) suggesting the replacement of all the existing light bulbs with low energy ones. Include these points:

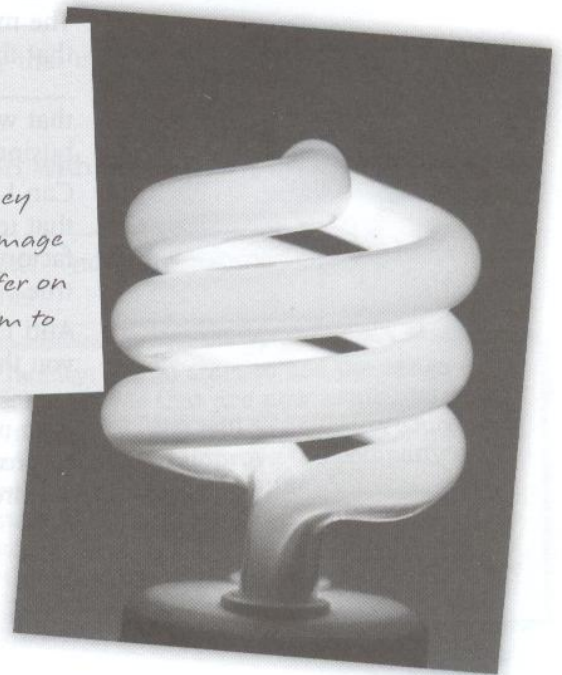
- many of the light bulbs in the building will need replacing in the near future
- good opportunity to change to low energy bulbs
- reports say that the bulbs last longer, so save money
- environmentally friendly, so good for company's image
- you know a company that is running a special offer on low energy light bulbs at the moment. Contact him to ask for a quote?

Memo

From:

To:

Subject: Low Energy Light Bulbs



Reading Read the text about Corporate Social Responsibility and tick the correct statements.

- 1
 - a British businesses tend to have few ideas, but adapt those from other countries.
 - b British businesses used to have good ideas, but don't nowadays.
 - c British businesses traditionally have good ideas, but don't follow through well.
- 2
 - a Japanese companies have had to adjust their business practices to fit in with CSR.
 - b Japanese companies base their CSR on their business customs.
 - c Japanese companies tend to dominate local partners.
- 3
 - a Differences in CSR priorities are certain to develop around the world.
 - b BRIC countries have the same priorities as Europe.
 - c The CSR approach tends to be universal.
- 4
 - a Ethos is a Russian organisation working on social responsibility.
 - b Ethos is a Brazilian government department.
 - c Ethos tries to influence the government and businesses.
- 5
 - a The concept of the rich helping the community is not new to India.
 - b Indian business people see CSR as good PR.
 - c Tata provides leisure facilities such as cinemas to communities.

The Economist

Going global

CSR is spreading around the world, but in different guises

“THE British brand of corporate responsibility is seen as the gold standard,” says Julia Cleverdon, Chief Executive of Business in the Community, which for 25 years has been championing the cause in Britain. And it is true that Britain, especially London, has been a hive of innovation in CSR since the mid-1990s, thanks to a creative cluster of think-tanks, NGOs, consultancies and inventive bosses. But according to Simon Zadek of AccountAbility, a think-tank that has been part of the cluster, this is also a repeat of a familiar British business story: superb innovation, poor implementation.

By contrast, when American firms get serious about CSR—Wal-Mart on sustainability, for example—the execution is generally impressive. The Japanese, for their part, see the roots of CSR in the traditions of Japanese business, such as *shobaido* (the way of doing business) and *shonindo* (the

way of the merchant), and Japanese firms pay a lot of attention to the environment and to relations with local communities. The lead on CSR could even shift from the rich world to the big emerging markets, each with its own traditions and priorities.

For global companies this means that a one-size-fits-all approach to corporate responsibility may not work. What is right for Europe may not be appropriate for India. Such differences in priorities are bound to grow in importance as the BRIC countries—Brazil, Russia, India and China—and other emerging markets gain in economic clout and confidence.

Among the BRICs, Russian companies seem the least interested in the idea of corporate citizenship, but Brazil has a lively CSR scene. Some 1,300 companies are members of Instituto Ethos, a network of businesses committed to social responsibility.



“We are developing a unique process in Brazil,” says Ethos’s founder, Oded Grajew. Ethos tries to influence public policy and corporate behaviour “to establish a socially responsible market”. A few Brazilian firms—such as Natura, a cosmetics company, and Aracruz, a pulp and paper producer—are widely known for their CSR efforts.

India has a long tradition of paternalistic philanthropy. Big family-owned firms such as Tata are particularly active in providing basic services, such as schools and health care, for local communities. For the rich, who have prospered as the economy has boomed in recent years, generous philanthropy is also a way of heading off a backlash against business. A broader culture of ensuring decent working conditions has been slow to spread.