



Intelligent Business

Workbook



Intermediate
Business English

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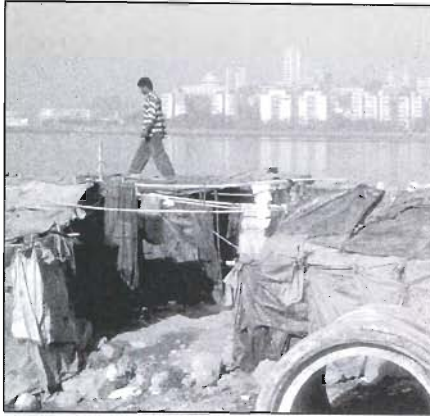
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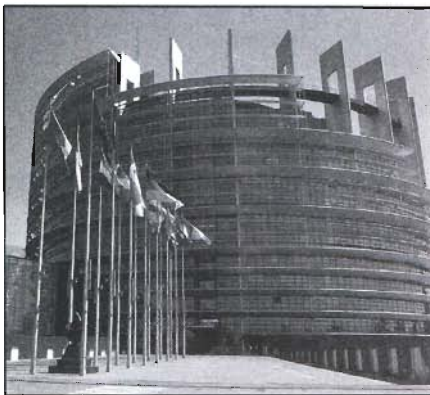
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Development

What is the OECD?

The Organisation for Economic Cooperation and Development (OECD) brings together the governments of the more economically developed countries to exchange ideas and discuss economic policy. How much do you know about its objectives and services? **Page 21.**



Lobbies

Striking the right balance

Recent European Commission plans to regulate the chemicals industry are seen as a minor victory by lobbyists but European producers complain they will be at a competitive disadvantage and warn of the dangers of excessive legislation. With the greens saying the plans don't go far enough, the battle looks set to continue in the European Parliament and Council of Ministers. **Page 51.**

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Unit 1

Companies

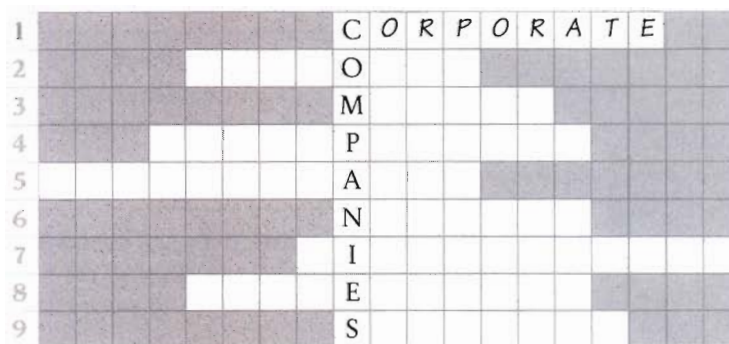


Vocabulary: Companies
Language: Present simple and present continuous
Career skills: Talking about your job
Writing: Email changing arrangements

Vocabulary

1 Use the clues to find the words in the puzzle.

- 1 relating to companies
- 2 client
- 3 joining together of two companies
- 4 someone who starts their own business
- 5 involving too much administration / paperwork
- 6 linked chain of companies or individuals
- 7 arranged according to rank or status
- 8 owner of shares in a company
- 9 company that provides resources for another company



2 Complete the sentences with *by*, *for*, *of*, *on*, *to* or *with*.

- 1 Shares in corporations are usually sold on the Stock Exchange.
- 2 One advantage of working for TBF is the career structure.
- 3 Who is responsible for staff development in this department?
- 4 The key to survival for most companies is flexibility.
- 5 Companies need to be able to adapt to a changing environment.
- 6 A team of ten people reports to the IT Manager.
- 7 Many companies used to provide workers with lifelong employment.
- 8 The Head of Procurement is in charge of purchasing.
- 9 Traditional companies are being replaced by networks of companies working together.
- 10 Which division deals with issues related to patents?

Listening 1  T2

1 Listen to the first part of a radio programme about the Kellogg School of Management. The speaker refers to three types of company and student. Make notes on them below.

| type of company | type of student |
|--|--|
| 1 <i>Large international corporation</i> | <i>All senior staff paid to attend</i> |
| 2 | |
| 3 | |

2 Which areas of work do students at Kellogg come from?

3 What other areas of work within a company can you think of?

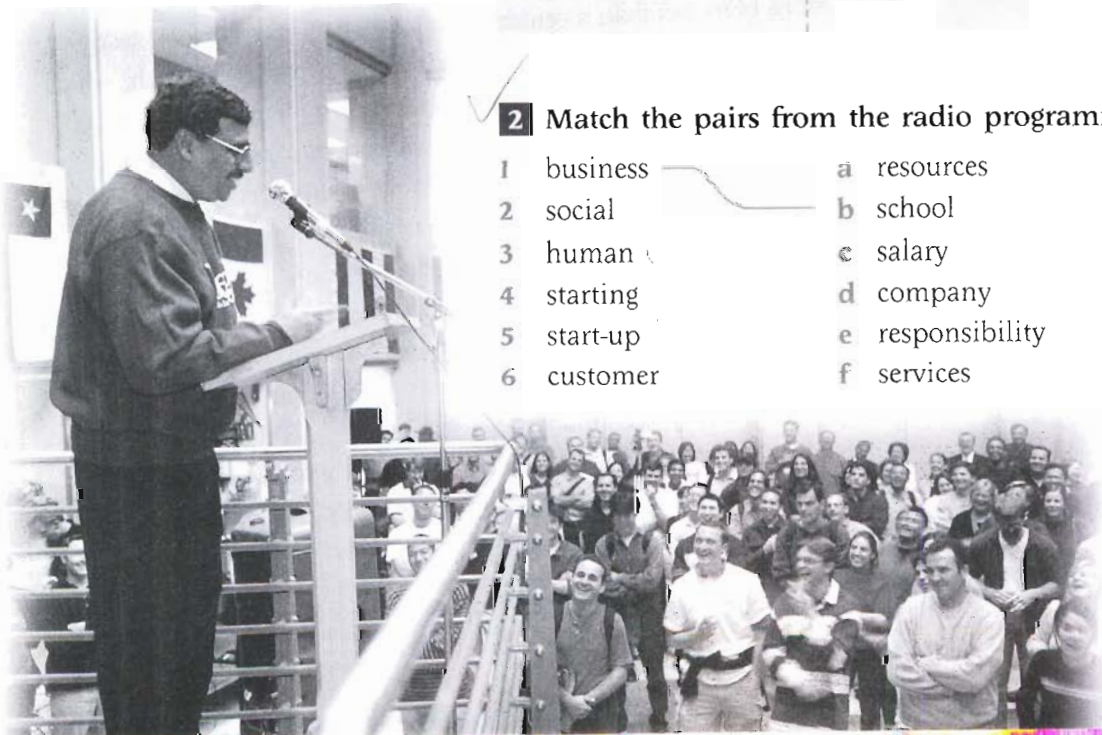
Listening 2  T3

1 Now listen to the second part of the programme. Make notes below on how Kellogg has responded to challenges facing the business school.

| challenges facing Kellogg | changes to courses at Kellogg | other changes at Kellogg |
|--|-------------------------------|--------------------------|
| <i>Tough business school market (number of job placements and starting salaries for MBA graduates). No automatic top job offers.</i> | | |

2 Match the pairs from the radio programme.

- | | |
|------------|------------------|
| 1 business | a resources |
| 2 social | b school |
| 3 human | c salary |
| 4 starting | d company |
| 5 start-up | e responsibility |
| 6 customer | f services |



Reading

1 Complete the article below with the following sentences.

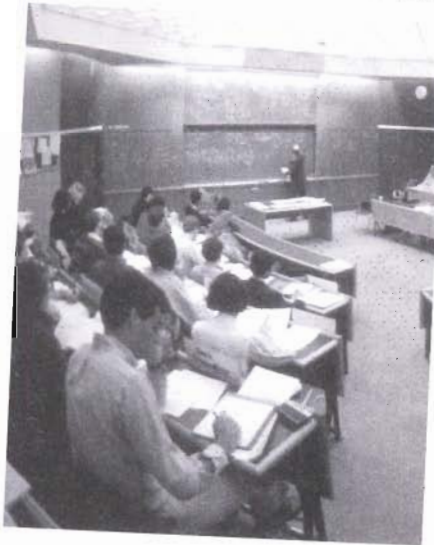
- a To put a good idea effectively and profitably into practice generally requires managerial experience and authority.
- b He does not mean that firms should set up their own 'universities' – although plenty, from Motorola to McDonald's, have done that.
- c Universities everywhere are largely state-financed.
- d They are all hugely successful: there are far more of them, and far more students, than ever before.
- e Certainly, there are aspects of the university that firms might envy.
- f For example it gathers, under a single powerful brand, individuals contracted to supply it with their intelligence.

The Economist

Business education

What might the company of the future look like?

Companies and universities: a little learning



Lawrence Summers, president of Harvard University, suggests in the latest Harvard Business Review that the American research university, eg Harvard, might be a model for the company of the future. ¹ b Instead, they should adopt the research university's fluid and decentralised approach to creativity and hierarchy. "If you look at the organisations in the economy

where the greatest value is being added," argues Mr Summers, "they are increasingly the organisations that share the values and character of universities."

² c They are, to start with, extraordinarily durable institutions. Mr Summers' own Harvard, founded in 1636, is very young compared with the University of Bologna, founded in 1088, or Paris and Oxford born less than a century later.

³ d In the rich world alone, 39m people are now taking a university course of one sort or another. And they teach more subjects than ever before. Anyone tempted to mock McDonald's Hamburger University should look at the classes in food technology and catering that plenty of modern universities now provide.

The successful university has other characteristics that firms increasingly

aspire to. ⁴ e Moreover, the deals struck by the most successful academics when they transfer from one university (often European) to another (usually American) are becoming more lucrative, with all sorts of perks regarded as normal.

But there is one big difference that Mr Summers does not mention. ⁵ f Harvard's students may pay for their teaching, but the university's research, which Mr Summers urges firms to copy, is subsidised with public money.

Public support gives most universities a financial stability that companies do not enjoy. Sure, companies succeed on the back of big ideas, but on the whole it is their application that makes money.

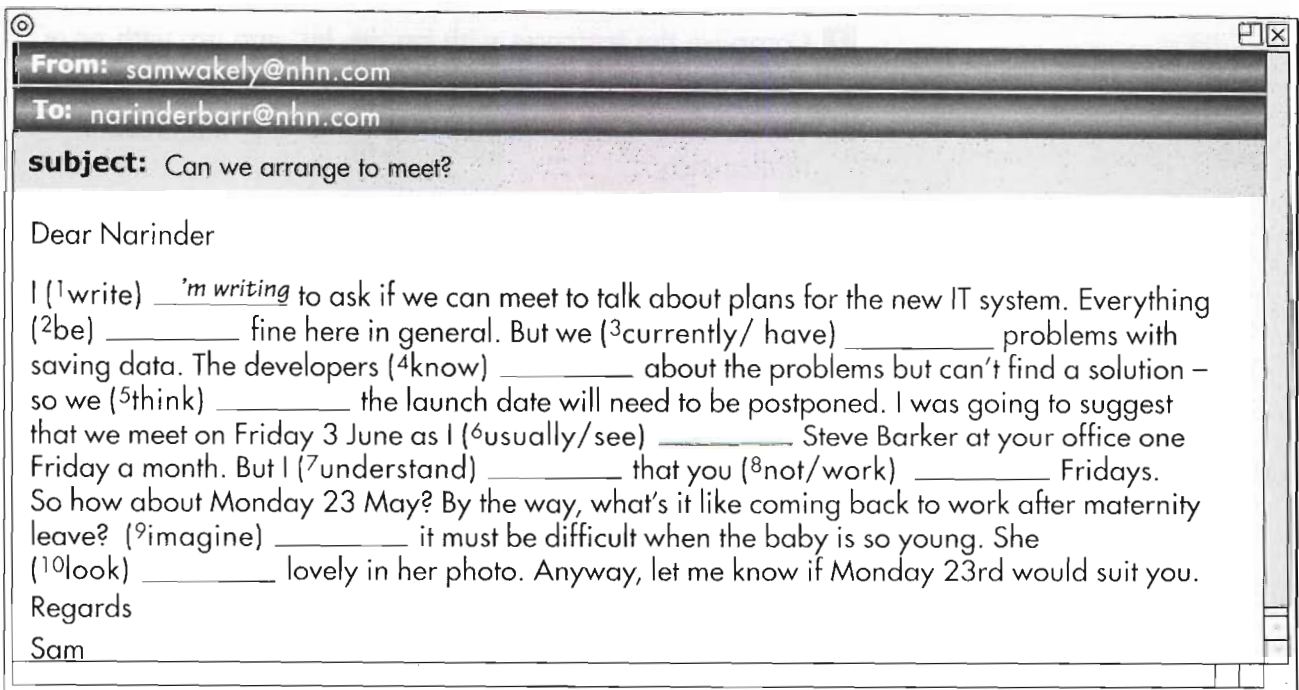
⁶ a That is why clever 25-year-old graduates rarely run durably successful companies, even if they are from Harvard.

Language check

1 Match each question about jobs with an appropriate answer below. Then decide how you would answer each question.

- | | | |
|---|---|-------------------------------------|
| 1 | What's your job? | <input checked="" type="checkbox"/> |
| 2 | What does that involve? | <input type="checkbox"/> |
| 3 | How long have you been in your present job? | <input type="checkbox"/> |
| 4 | Do you enjoy your work? | <input type="checkbox"/> |
| 5 | Is there anything you don't like about your job? | <input type="checkbox"/> |
| 6 | How do you spend your time when you're not working? | <input type="checkbox"/> |
-
- a I've worked here for about four years now.
 b I'm a supervisor in a logistics company called Express Move.
 c I enjoy team sports like rugby, but I don't play as regularly as I'd like.
 d Well, the role involves bureaucracy – and I'm not very keen on that!
 e Very much. My job entails a lot of different tasks – from co-ordinating drivers to liaising with suppliers – so I don't get bored.
 f I'm responsible for 13 warehouse staff and report to the site manager.

2 Complete the emails with the correct form (present simple or continuous) of the verbs in brackets.



Writing

You are Narinda. You cannot meet Sam on the day he suggests. Write an email (40–50 words) to Sam:

- explaining you cannot meet when proposed and giving reasons
- telling Sam when you will be free
- suggesting another time and date
- offering to arrange a meeting room.

Then compare your answer with the suggested answer on page 90.

Unit 2

Leadership



Vocabulary

Vocabulary: Leadership
Grammar: Articles
Career skills: Getting things done
Writing: Email making a request

1 Use the clues to find the words in the puzzle.

- 1 special ability
- 2 time limit
- 3 give someone work to do
- 4 have control over
- 5 appreciated
- 6 motivate



2 Complete the sentences with *on*, *in*, *by*, *into*, *to*, *with* or *of*.

- 1 Janice is very good at dealing with problems in the workplace.
- 2 The manager needs to take control _____ the situation immediately.
- 3 If management aren't careful, staff will go _____ strike.
- 4 A friend of mine recently asked me to go _____ business with him.
- 5 Today's management session will focus _____ marketing strategies.
- 6 Managers need to make company information more accessible _____ staff.
- 7 I don't think a good leader is someone who rules _____ terror.
- 8 A good leader should be open _____ new ideas.
- 9 What do you think is needed to succeed _____ business?
- 10 I'd say your way of managing staff is similar _____ mine.

3 Match the verbs and nouns.

- | | | |
|-----------|-------|--------------|
| 1 take | _____ | a a balance |
| 2 attend | _____ | b a risk |
| 3 strike | | c an example |
| 4 set | | d a problem |
| 5 resolve | | e an event |
| 6 found | | f a company |

3 Match the pairs.

- | | | |
|---------|-------|----------|
| 1 back | _____ | a talk |
| 2 time | _____ | b ground |
| 3 small | | c limit |
| 4 pay | | d base |
| 5 cover | | e roll |
| 6 data | | f letter |

4 Now use the word pairs to complete the sentences.

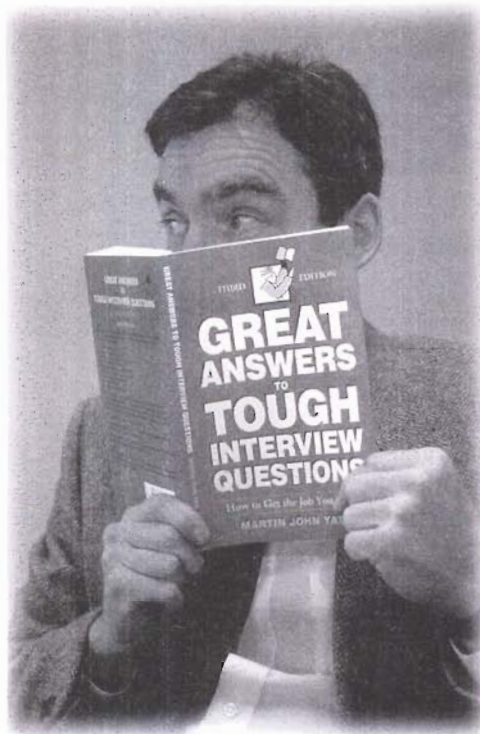
- 1 A time limit was set: recruiters would interview 60 people in four days.
- 2 Applicants were asked to send in an online CV with a _____.
- 3 Interviewers asked questions about each candidate's _____.
- 4 Applicants demonstrated communication skills by engaging in _____.
- 5 The applicants' scores were fed into a _____.
- 6 To speed things up, the same technology was used to process both HR and _____ forms.

5 Complete the sentences with to, for, from or in.

- 1 I am thinking of applying for the position of Team Leader.
- 2 We are looking for people with a degree _____ pharmacology.
- 3 Peter is responsible _____ over 100 members of staff.
- 4 The latest recruit graduated _____ university only last year.
- 5 Sergio has been assigned _____ this branch since Paula left.
- 6 Who will be accountable _____ the quality of all our work?

6 Complete the table below.

| | verb | noun |
|----|-----------|------------------|
| 1 | interview | <i>interview</i> |
| 2 | require | |
| 3 | | qualification |
| 4 | advertise | |
| 5 | | selection |
| 6 | | notification |
| 7 | apply | |
| 8 | recruit | |
| 9 | | specification |
| 10 | accept | |



Language check

Look at the use of articles (*a, the* or no article at all) in the sentences. Only three sentences are correct. Identify the correct sentences and find and correct the mistakes.

- 1 I have ^a job in a leading design company.
- 2 Gabi Hart is director.
- 3 A manager is not the same as leader.
- 4 Employees don't want to be led; they want to be managed.
- 5 Does the fear really motivate people to do better in their work?
- 6 Most managers learn from the experience.
- 7 Bob is one of youngest managers here but he's also one of the best.
- 8 Culture can affect attitudes to management.
- 9 Newspaper article I read on the train this morning was very positive about management today.
- 10 I don't know of many really strong leaders in the world at the moment.

Listening T4

1 Six people talk about the qualities of successful leaders. Listen and match each speaker with one of the qualities.

- a Ability to develop talent
- b Self-confidence
- c Ability to take unpleasant decisions
- d Clarity of thought
- e Ability to judge people
- f Effective communication skills

| |
|-------------------------------------|
| <input type="checkbox"/> |
| <input type="checkbox"/> |
| <input checked="" type="checkbox"/> |
| <input type="checkbox"/> |
| <input type="checkbox"/> |
| <input type="checkbox"/> |

2 Now use adjectives from the audioscript on pages 80–81 to complete the sentences.

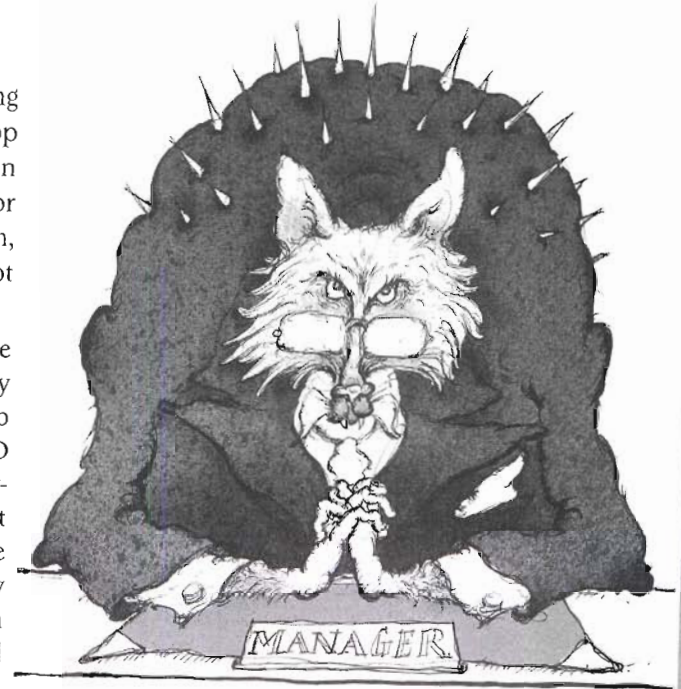
- 1 It's important for a manager to give c *lear* _____ instructions to staff.
- 2 Business isn't simple: managers have to be prepared to deal with c _____ situations.
- 3 There are no standard solutions; managers need to find the most e. _____ solution for each particular situation.
- 4 All leaders are asked to deal with c _____ demands – so they need to be able to prioritise.
- 5 A good manager develops his /her team and isn't j _____ of other people's success.
- 6 Flexibility is c _____; without this quality, no manager can survive.

Tough at the top

Choosing a leader

So, are companies worse than they ^{used} to be at choosing good leaders? Certainly, given the importance of the top job, companies sometimes appear to select their leaders in unsatisfactory ways. They rarely advertise for a boss or select anyone from another country (apart from in Britain, where 32 of the chief executives of the FTSE 100 firms are not British).

Moreover, they rarely appoint anyone who has been the CEO of another large public company. Of course, successfully picking a leader has always been tricky because the job requires at least two quite different skills. Like the fox, a CEO must know a lot of little things and must manage the key day-to-day aspects of the business. But like the hedgehog, he must also know one big thing: every three or four years, he will have to take a substantial strategic decision, which may fatally damage the business if he gets it wrong. Plenty of giants, such as Cable & Wireless and AT&T, have had leaders who passed the fox test but failed the hedgehog one.



2 Franz has written an email to a colleague. Rewrite Franz's email using a softer approach to ensure that he gets things done. Then compare your answer with the suggested answer on page 90.

| |
|---|
| From: fholtz@ccc.com |
| To: mjones@ccc.com |
| subject: Do me a favour |
| Dear Mike |
| I'm going to be at a conference for the rest of the week. Deal with a few things for me while I am away, will you? Ask Jason Black to leave his report on my desk for when I get back. Also let the sales team know tomorrow's meeting has been postponed until next Wednesday. |
| Franz |

Unit 3

Strategy



Reading

Vocabulary: **Strategy**
 Language: **Future forms**
 Career skills: **Short presentations**
 Writing: **Email agreeing to give a presentation**

1 What do you already know about Giorgio Armani? Make notes under the following headings. Then read the article on the opposite page and add further information to the notes.

| current sectors of activity | proposed new sector | advantages of this strategy | risks of this strategy |
|---|---------------------|-----------------------------|------------------------|
| <i>haute couture</i> <i>everyday clothes</i> | | | |

2 Look at the article again. Seven other designers are mentioned. Who are they? Make notes on their activities.

| | designer | activities |
|---|--------------------------|--------------------------------------|
| 1 | <i>Donatella Versace</i> | <i>Designed a hotel in Australia</i> |
| 2 | | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 | | |
| 7 | | |

3 Match the pairs from the article.

- | | |
|---------------|-------------|
| 1 fashion | a venture |
| 2 head | b designer |
| 3 brand | c cycle |
| 4 joint | d goods |
| 5 property | e campaign |
| 6 economic | f developer |
| 7 luxury | g office |
| 8 advertising | h dilution |

The Economist

Business

Breaking into new markets

Should luxury goods firms go into the hotel business?

GIORGIO ARMANI is already one of the most diversified brands in fashion. As well as haute couture and everyday clothes, Mr Armani and his firm create scent, cosmetics, spectacles, watches and accessories. Customers can purchase Armani furniture, flowers, chocolate, sweets, jam and even marmalade. There are Armani cafés and restaurants in Paris, New York, London and other cities. An Armani night club recently opened in Milan. Now Giorgio is branching out still further. On February 22nd his firm announced a \$1 billion hotel venture with Dubai's Emaar Properties, the Middle East's largest property developers. Mr Armani will be in charge of the design for ten new hotels and four luxury resorts, to be built in the next six to eight years.

Armani's is the boldest move so far by a luxury goods company into the hotel business. But it is by no means the first. In September 2000, a hotel designed by Donatella Versace opened on Australia's Gold Coast. In February 2001, Bulgari, an Italian jeweller, confirmed a joint venture with Ritz-Carlton to build six or seven hotels and one or two resorts. Salvatore Ferragamo, an Italian shoemaker, has designed four hotels in Florence.

But in the first half of last year, both the fashion and travel industries were doing badly as travel and luxury follow

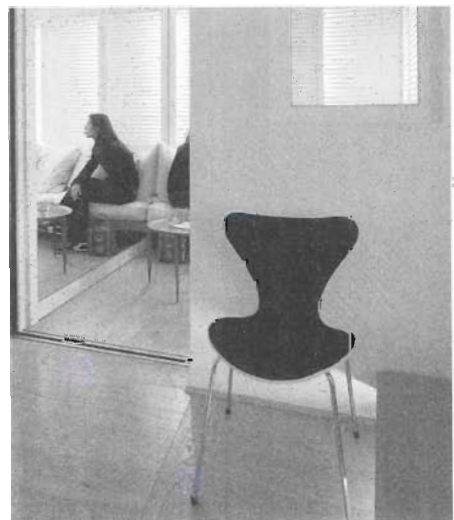
the same economic cycle. So does it make sense for designers of luxury goods to go into the travel business? Armani and Bulgari would say yes. Mr Armani considers hotels a logical extension of his aim of promoting his brand in all walks of life. (So can Armani toilet paper be far behind?) Rita Clifton, Chairman of the consultancy Interbrand, says that this strategy can work. A strong product, strong images and a strong experience, such as staying at a fashion designer's hotel, can combine to make a super-strong brand, claims Ms Clifton. To fit the firm's luxurious image, Bulgari says that its hotels must be as upmarket as it is possible to be. Because small is considered more exclusive, Armani and Bulgari plan to launch mostly smallish five-star hotels. Armani's Dubai hotel, due to open in 2007, will be an exception, however, with 250 rooms. Bulgari's Milan hotel will have no more than 60 rooms.

Losing control of their brand is the biggest risk for luxury firms expanding abroad or venturing into a new line of business. Over the years, Pierre Cardin, Yves St Laurent and Christian Dior have each lost their good names by giving out licences all over the world to firms that did not deliver the appropriate quality. Calvin Klein's current problems are related to the company's loss of control of the distribution of its products in

many countries.

But designers' hotels can generate positive publicity. Even if Bulgari's hotels turn out not to make any money, the venture could be seen as an expensive yet effective advertising campaign.

Mr Armani's hotel plans are more ambitious and the danger of brand dilution much greater. Armani says that the management company for its hotel venture will have its head office in Milan rather than Dubai and that Mr Armani will be fully in charge of design. So far Mr Armani has managed to control his brand tightly despite being involved in many different businesses. Hotels, however, are a bigger challenge than flowers and marmalade.



Writing

You have been asked to give a presentation at a local business forum on 3 July about strategic planning. Write an email (40–50 words) to Mr Jacobs, head of the forum:

- agreeing to give the presentation
- giving the title of your presentation
- saying what equipment you need.

Then compare your answer with the suggested answer on page 00.



Listening 1 T5

1 Put the words in the correct order to make presentations phrases. Then listen to an extract from the presentation about strategic planning and tick the phrases that you hear.

- 1 to like I'd finally you remind that
Finally, I'd like to remind you that

- 2 start talk I before my just to I'd thank like

- 3 my brings this me to next point

- 4 found have hope I you my useful comments

- 5 any have if you questions be I'll to happy them answer the at end

- 6 this can slide on next you see

2 Now look at the audioscript on page 81. Find words with similar meanings.

- | | |
|---------------------------|-----------------------|
| 1 goals <u>objectives</u> | 6 allows _____ |
| 2 possible _____ | 7 possibilities _____ |
| 3 expansion _____ | 8 vital _____ |
| 4 dangers _____ | 9 successful _____ |
| 5 evaluation _____ | 10 rivals _____ |



Language check

1 Underline the correct future forms in italics.

- 1 The department *'s going to allocate* / *allocates* more resources to the project than intended in future.
- 2 We *hold* / *'re holding* a strategy meeting next Wednesday.
- 3 I *'ll be* / *'m going to be* happy to answer any questions later.
- 4 The company *will meet* / *is meeting* all its objectives by spring.
- 5 Sorry, I can't talk now. I *'ll call* / *call* you back later.
- 6 The next plane *will leave* / *leaves* at 11.03.
- 7 I *begin* / *'m going to begin* my talk by looking at successful strategies.
- 8 What *will you do* / *are you doing* tomorrow evening?
- 9 Looking at the high level of demand, we *aren't going to have* / *aren't having* enough resources.
- 10 Let me move on now and I *come* / *'ll come* back to that point later.

2 Read the email about arranging a meeting. Complete the email with the correct future form of the verbs in brackets.

From: ckeough@datadrive.com
To: mjones@bhj.com
subject: Change of plan

Dear Martin

Thanks for your feedback on the business plans. I ^(1 pass) *'ll pass* your ideas to the head of department. I ^(2 see) him tomorrow morning as we ^(3 have) a last minute meeting to discuss the plans further. The meeting ^(4 start) at 11.00 and probably ^(5 not / finish) until 1.30 at the earliest. This means that I'm afraid I ^(6 not / be able to) meet you for lunch as we originally planned. Can we meet another day instead? What ^(7 you / do) on Thursday? I ^(8 give) a presentation to a client in the morning but I ^(9 be) back by lunchtime. I think the train ^(10 get) in at 12.50. Let me know if Thursday is OK.

Anyway, I ^(11 phone) you this afternoon.

Regards
 Christine

Vocabulary

1 Match each of the following nouns with one set of verbs.

resources a strategy customers an opportunity an objective

- | | | |
|---|---------------------|--|
| 1 | develop design | <u> </u> <u> </u> |
| 2 | identify take | <u> </u> <u> </u> |
| 3 | set achieve | <u> </u> <u> </u> |
| 4 | allocate provide | <u> </u> <u> </u> |
| 5 | attract draw in | <u> </u> <u> </u> |