





# Intelligent Business

Coursebook

Pre-Intermediate Business English



Christine Johnson





# Intelligent Business Coursebook

Pre-Intermediate Business English Tanifan angharanaza

Christine Johnson

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

www.longman.com

@ Pearson Education Limited 2006

The right of Christine Johnson to be identified as the author of this Work has been asserted by her 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 2006

ISBN-13: 978-0-582-84801-6 ISBN-10: 0-582-84801-6

Set in Economist Roman 10.5 /12.5

Printed in Spain by Graficas Estella

#### Acknowledgements

The author would like to thank the editors, Stephen Nicholl, Bernie Hayden and Clare Nielsen-Marsh for their excellent help and support; and also the following people and organisations for their valuable contributions: Irene Foster, Paul Gardner, Gavin Floyd, Paul Saunders, Nikki Lambert and the Virgin Mobile Marketing team, and the staff and students of LTS Training & Consulting, Bath.

The publishers would like to thank the following people for their helpful comments on the manuscript for this book: Louise Bulloch, Intercom Language Services GmbH; Steve Bush, The British Institute, Florence; William Cooley, Open Schools of Languages, Madrid; Peter Dunn, Groupe ESC, Dijon, Bourgogne; Jolanta Korc-Migoñ, Warsaw University of Technology, Louise Pile; UK.

The publishers would like to thank the following people for their help in piloting and developing this course: Irene Barrall, UK; Richard Booker and Karen Ngeow, University of Hong Kong; Adolfo Escuder, EU Estudios Empresariales, University of Zaragoza; Wendy Farrar, Università Cattolica del Sacro Cuore, Piacenza; Andrew Hopgood, Linguarama, Hamburg; Ann-Marie Hadzima, Dept of Foreign Languages, National Taiwan University, Taiwan; Samuel C. M. Hsieh, English Department, Chinese Culture University, Taipei; Laura Lewis, ABS International, Buenos Aires; Maite Padrós, Universitat de Barcelona; Giuliete Aymard Ramos Siqueira, São Paulo; Richmond Stroupe, World Language Center, Soka University, Tokyo; Michael Thompson, Centro Linguistico Università Commerciale L. Bocconi, Milan; Krisztina Tüll, Európai Nyelvek Stúdiója, Budapest.

The publishers are grateful to The Economist for permission to adapt copyright material on pages 17 (© 2003), 35 (© 2004), 61 (© 2004), 69 (© 2004), 87 (© 2003), 90 (© 2003), 103 (© 2004), 113 (© 2004), 129 (© 2000). All articles copyright of The Economist Newspaper Limited. All rights reserved.

We are also grateful to the following for permission to reproduce copyright material:

BBC News Online for permission to reproduce extracts adapted from "Office workers 'admit to being rude' "9 June 2004 and 'Modern gadgets raise work stress' 3 June 2004 published on news.bbc.co.uk; BBC News Online and Lynn Robson for permission to reproduce an extract from 'Move over game boys' by Emma Smith published on news.bbc.co.uk; NI Syndication Limited for an extract adapted from 'Turning a healthy passion into pure undiluted profit' by Zoe Brennan published on business.timesonline.co.uk 21 June 2004 © NI Syndication, London 2004; Guardian News Services Limited for an extract adapted from 'When the right job puts you on the road to cheap cover' by Sean

Coughlan published in The Guardian 14 August 2004 © Guardian Newspapers Limited 2004; and Kogan Page for extracts taken from The Leaders Guide to Lateral Thinking Skills by Paul Sloane published by Kogan Page 2003.

In some instances we have been unable to trace the owners of copyright material and we would appreciate any information that would enable us to do so.

#### Photograph acknowledgements

The Publishers are grateful to the following for their permission to reproduce copyright photographs:

Advertising Archives: pg 37; AKG-Images: pg 119; Alamy: pg 8 (tr) (David Crausby), pg 11 (t) (Image 100), pg 11 (b) (Image 100), pg 34 (bl) (Hugh Threlfall), pg 38 (m) (ImageDJ), pg 44 (Mark Boulton), pg 53 (b) (Photofusion Picture Library), pg 65 (Blend Images), pg 70 (Joseph Lawrence Name), pg 87 (Photofusion Picture Library), pg 92 (t) (The Photolibrary, Wales), pg 107 (Dynamic Graphics Group/IT Stock Free), pg 134 (t) (Image State); AOL: pg 8 (ml); Canon UK Ltd: pg 80; CapitalOne: pg 129; Rick Chapman: p 100; Corbis: pg 9 (Tim Pannell), pg 24 (Royalty Free), pg 27 (m) (Roger Ressmeyer), pg 27 (r) (Simon Warren), pg 36 (Frank Trapper), pg 45 (Jose Luis Pelaez, Inc), pg 59 (Jose Fuste Raga), pg 68 (t) (LWA-Dann Tardif), pg 81 (Owen Franken), pg 101 (Royalty Free), pg 111 (Terry W Eggers); Dartington Crystal: pg 116; Digital Stock: pg 128 (Diversity in Business CD); DK Images: pg 27 (l) (Michael Moran), pg 38 (1) (Judith Miller Archives/Somlo Antiques), pg 120 (1) (Kim Taylor & Jane Burton); eBay Inc: pg 22 (t); The Economist: pg 90; Empics: pg 127 (AP/Keystone/Peter Lauth); European Pressphoto Agency: pg 33; Getty: pg 7, pg 8 (bl), pg 8 br, pg 39(m), pg 39(r), p 47, 53 (t), pg 56, pg 85, pg 92 (b), pg 99, pg 106; Goldcorp Inc: pg 126 (t), pg 126 (b); IKEA: pg 34 (tr), pg 137; Image State: pg 68 (b) (First Light); Katz Pictures: pg 61 (FSP); Kos Picture Source: pg 76; London Marriott Hotel Grosvenor Square: pg 103; Microsoft®: pg 8 (mb); Monster.com: pg 67, pg 69; NASA: pg 49 (Marshall Space Flight Center), pg 50 (r) (Johnson Space Center); Gary Neill: pg 15; Nespresso: pg 78; Nokia: pg 34 (tl); Panos: pg 22 (b) (Chris Stowers); PC World: pg 39 (t); © Pearson Education Ltd by Gareth Boden: pg 77; Philips Design: pg 55; PhotoDisc: pg 82 (mobile phone); P J Smoothie: pg 43; Punchstock: pg 12 (Digital Vision), pg 16 (tl) (Rubberball), pg 16 (tr) (Bananastock), pg 16 (b) (Brand X), pg 17 (Digital Vision), pg 21 (l) (PhotoDisc Green), pg 21 (r) (Creatas), pg 41 (Stockbyte), pg 50 (m) (Comstock), pg 63 (Bananastock), pg 73 (Bananastock), pg 74 (Digital Vision), pg 79 (Digital Vision), pg 89 (Bananastock), pg 94 (Image Source), pg 96 (Comstock), pg 105 (Image Source), pg 108 (Image Source), pg 117 (PhotoAlto), pg 118, (Image 100), pg 120 (r) (Digital Vision), pg 125 (Image Source), pg 132 (Bananastock), pg 134 (b) (Digital Vision); @ Purestock: pg 25; Red Bull: pg 75 (Richie Hopson); Rex: pg 8 (mt), pg 30, pg 34 (tm), pg 34 (ml), pg 34 (br), 35, 38 (r); Brett Ryder: pg 113; Salty Dog Crisps: pg 46; Science Photo Library: pg 50 (l) (NASA), pg 121; Sony UK: pg 8 (tl); Superstock: pg 48 (Age Fotostock), pg 133 (Good Shoot); Virgin Mobile: pg 82 (logo); Zefa: pg 39 (l) (A Inden). Front cover images supplied by Getty (left), Goldcorp Inc (centre) and Punchstock (Comstock) (right).

Contents images supplied by European Pressphoto Agency (top left), Monster.com (bottom left) and Corbis (Royalty Free) (right). Page 5 supplied by Empics (AP/Keystone/Peter Lauth).

Picture Research by Hilary Luckcock.

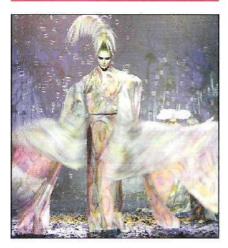
Every effort has been made to trace the copyright holders and we apologise in advance for any unintentional omissions. We would be pleased to insert the appropriate acknowledgement in any subsequent edition of this publication.

#### Illustration acknowledgements

Kathy Baxendale for 14. 86, 91, 110, 139, 143 and 146; John Bradley 124; Jacey at Debut Art 18 and 72; Kevin Kallaugher (KAL) for 23, 93, 97 and 102; Richard Morris 61, 66 and 114; John Stainton for 40 and 50.

Project managed by Bernie Hayden.

# **Contents**



#### Image

### Fashion's favourite

What is the point of fashion shows? They are very expensive and few people want to buy the dresses, which may cost \$100,000 or more. But a show generates a lot of publicity and helps to sell cheaper products with the same brand name. Fashion is big business and brings economic benefit to many. Page 35.



#### Job-seeking

# The online job-market

Lots of people now use the internet to find jobs. The biggest online jobsearch site is monster.com, founded by Jeff Taylor. The monster image and Jeff Taylor's unusual ideas for marketing have made the company a huge success. It not only offers a fast and efficient service but is fun to use as well. **Page 60.** 

### Bookmap

- 7 Unit 1 Activities
  Playing the game
- 15 Unit 2 Data No privacy
- 23 Unit 3 Etiquette
  Bad manners at work

#### Review 1

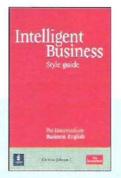
- 33 Unit 4 Image Creating a buzz
- 41 Unit 5 Success
  Passion into profit
- 49 Unit 6 Future Going up?

#### Review 2

- 59 **Unit 7 Location** Field of dreams
- 67 Unit 8 Job-seeking
  A monster success
- 75 Unit 9 Selling
  Hard to reach

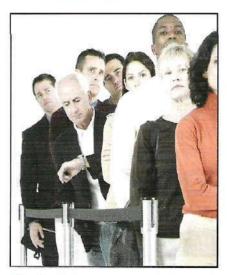
#### Review 3

- 85 **Unit 10 Price**Pushing down prices
- 93 Unit 11 Insurance
  Honesty is the best policy
- 101 **Unit 12 Service**A complaint is a gift



## Review 4

- 111 Unit 13 Productivity
  Fighting back
- 119 **Unit 14 Creativity**How to be a brilliant thinker
- 127 Unit 15 Motivation
  Having fun at work
  Review 5
- 137 Pairwork
- 147 Glossary
- 155 Glossary test
- 157 Grammar reference
- 162 Audioscripts



#### Service

# Getting better service

Americans complain more than the British and, as a result, it seems they get better service. British companies don't get much feedback from their customers, so they don't know what they should do to improve service and often perform badly. American companies have developed better systems for dealing with complaints. Page 103.

Learning to write well in a foreign language is one of the most difficult challenges facing the language learner. This pocket-sized style guide will help you find the right words, use an appropriate style and write effectively. See inside the back cover.

Bookmap	Reading	Language	Vocabulary	Career skills	Dilemma & Decision	
Activities	Move over game boys	Present simple and continuous	Roles and activities Word building	Explaining your job Greeting people	Exporting to Mexico	
		1.1/2	J.	1.7	1 14	
Data  15	No hiding place	Countable and uncountable	Using the internet Quantity and number	Checking information Are you precise or approximate?	Buy it now!	
Etiquette	Office workers 'admit being rude'	Offers and requests	Synonyms Prefixes	Being polite Being direct	A workplace bully	
Review 1 ■31	Language check: Present simple and continuous; some / any / a / much / many / a lot of; Offers and requests; Consolidation Vocabulary check: Career skills: Explaining your job; Checking information; Being polite					
Umite 4 Image ■ 33	Fashion's favourite	Comparatives and superlatives	The fashion industry Word building	Describing products Honest or diplomatic?	Volkswagen bugs	
Unit 5 Success	Passion into profit	Past simple	Opposites Business failure Collocations	Telling a story Telling stories	Organic growth	
Unit 6 Future 49	An elevator to space	Modals of possibility	Financing ventures Collocations	Making predictions Past or future?	Risky ventures	
Review 2	Language check: ( Vocabulary check;	omparatives and sup Career skills: Descri	erlatives; The past si bing products; Tellin	mple; Modals of possibility; C g a story; Making predictions	onsolidation	
Unit 7 Location	Arabia's field of dreams	Future plans and intentions	Collocations Multi-part verbs	Making an appointment To plan or not to plan?	A new location	
■59 Unit 8	The online job	The imperative	Activities	Explaining what to do Fixed procedures or	For love or	
Job-seeking ■ 67	169	7.2	The application process Find a job	flexible?	money?	
Unit 9 Selling	Marketing to students	Modals of obligation	Word building	Making suggestions Showing reactions	Guerrilla marketing	

■ 83

				Carpara Pagaraga	
	Reading	Language	Vocabulary	Career skills	Dilemma & Decision
Unit 10 Price	Make it cheaper and cheaper	Present perfect	Synonyms Verbs that take an object	Describing a graph How much explanation?	Stock market challenge
Unit 11 Insurance	Fighting fraud	Passives	Problems Insurance Insurance fraud	Expressing arguments To interrupt or not?	A fair decision
Unit 12 Service ■ 101	Getting better service	Conditional 1	Feedback on service Dealing with complaints Synonyms	Dealing with problems Showing emotion	Service not included
	103	105	Collocations	107	1108
Review 4 ■109	Language check: The Vocabulary check;	ne present perfect; Pa Career skills: Describ	assives; Conditional 1 bing a graph; Express	; Consolidation ing arguments; Dealing with	n problems
Unit 13  Froductivity  111	Revolution in the car industry	Adjectives and adverbs	Design to delivery Just-in-time production Word building Efficient stock control	Managing time Managing time	Bonus or bust
Unit 14	A different perspective	Conditional 2	Multi-part verbs Suffixes	Finding creative solutions	Gold rush
Creativity 119	121	123		Showing disagreement	126
Unit 15 Motivation	The kids are all right	Present perfect and past simple	Personal qualities Management styles	Giving reasons Formal and informal presentations	Hot-desking

**127** 

129

131

Multi-part verbs 133

134

Language check: Adjectives and adverbs; Conditional 2; Present perfect and past simple; Consolidation Vocabulary check; Career skills: Managing time; Finding creative solutions; Giving reasons

# **Pairwork**

137

135

# lossary

## lossary test

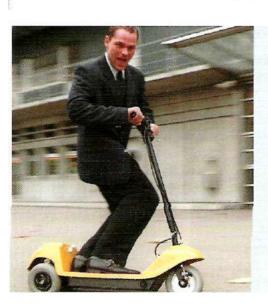
**155** 

#### rammar

157

### dioscripts

**1**52



#### Motivation

# The kids are all right

Many companies, especially in the US, now offer games and sports facilities to attract young people to work for them. They want a younger workforce because the young learn faster and can accept change more easily. In the past, older people took all the decisions, but now young workers often have a lot of responsibility. It means that there is more opportunity to have fun and to achieve success early in your working life.

Page 129.

# From the author

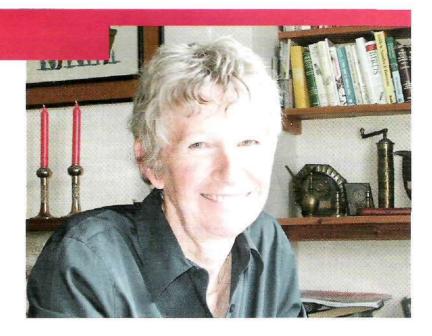
I have taught English in companies around Europe for many years, so I know how important it is to learn the language of business. As the workplace is becoming more and more international, it is increasingly important for people to learn business English if they want to succeed. But in addition to the language, it is important to be familiar with key business concepts and developments, and to understand how business works in different cultures. The Economist magazine is a unique resource which provides extensive coverage of news. current trends and the latest ideas from around the world. I am delighted to have had the opportunity to write Intelligent Business in partnership with The Economist.

# Key business concepts

For the pre-intermediate Coursebook, I have tried to select topics which cover general business areas such as marketing, human resources and production. But I have also chosen topics that reflect the changing world of work: working across international borders, office etiquette and motivation, for example. Finally, I have included one or two more specialist areas such as insurance and technology, which have an important role to play in the business world. The result, I hope, is to give a unique overview of business today as well as providing something of interest to everyone. Students will be able to learn more about the business world and, at the same time, see how key language (both spoken and written) is used in real contexts.

# Language development

Each unit has a central theme. Exercises and practical activities are developed around this to practise the key grammar and vocabulary areas. The *Career Skills* pages develop language for communication, and also present students with useful strategies that will help them to be more effective in the workplace. At the end of each unit is a *Dilemma* – a problem-solving activity which consolidates and recycles what has been learned.



The Intelligent Business pre-intermediate Coursebook is accompanied by a separate Workbook that provides comprehensive self-study language practice. There is also the Intelligent Business pre-intermediate Skills Book: a task-driven intensive course that practises language from the Intelligent Business syllabus through authentic business tasks. All of these components are covered by a single Teacher's Book.

People using the Coursebook and the Skills Book can visit the www.intelligent-business.org website which contains further information on the course, downloadable resources, teacher support and premium content from the www.economist.com website.

The aim of *Intelligent Business* is to make a truly contemporary world of business accessible to learners of business English – whatever their level of world and business knowledge. I hope you will also find that it is both enjoyable and beneficial.

I wish you every success in your future Englishspeaking working lives!

Christine Johnson

# Unit 1 Activities

......longman-elt.com

www.economist.com

Move over game boys

PAGE

Present simple and continuous

Career skills: Explaining your job

**Dilemma: Exporting to Mexico**PAGE 14



Preview

What do these companies do? Talk about each company's activities using words from A and B below.

Microsoft designs and sells IT software.











# **Microsoft**



create, design, develop, manufacture, market, offer, produce, provide, sell

banking services, cars, clothing, electronic goods, food and drink, internet services, IT software

Reading 1

Some companies have a number of different business activities. Read the short text below about General Electric (GE) and answer the questions.

# **General Electric**

GE is a diversified technology, media and financial services company. The company mission statement is to create products that make life better: from aircraft engines to industrial machinery to insurance, medical technology, television news and plastics. GE operates in more than 100 countries and employs more than 300,000 people worldwide.

- Name two more industry sectors mentioned in the text: Technology ...
- 2 Name two more things that GE produces: Aircraft engines ...
- 3 How many people work for GE?
- 4 Which word means that GE has many different business activities?

**Speaking** 

Work with a partner. Think of a company in your country or town. What are its main activities? Does it specialise in one industry sector or is it diversified?

- Frognation's activities and put a circle round the things that Lynn Robson does in her work.
  - Read the article again. Are these statements true or false?
  - Frognation works on video games that sell in the UK.
  - Lynn works mainly in Tokyo.
  - Frognation does all the production work to prepare the games for the market.
  - Lynn knows a lot about Japanese culture.
  - The video game industry is growing rapidly.
  - Not many women work in the video game industry.

# Move over game boys



Lynn Robson is a co-founder of Frognation. The company creates soundtracks and designs and translates Japanese video games for the UK market. With her partners in Tokyo and her international team of designers and developers, Lynn creates the video games that thousands are playing today.

Lynn runs the ÛK office of Frognation, while her two business partners run the Tokyo office. Her Japanese computer system, and, of course, email make it possible to work across borders and time zones.

Frognation represents producers with great game ideas and helps them to sell

their ideas to Sony or Nintendo in Tokyo. Once the games go into development, Lynn and her team provide advice on everything from the music soundtrack and graphics to the game programming and characters. The result is a new kind of video game, created by artists, which provides exciting game play.

Cultural understanding is important. When she is in meetings in Japan, Lynn gives advice on what will work in both countries. In the West, Lynn becomes the Japan expert, giving clients information about Japanese culture. When her Japanese partners come to meetings in the UK, Lynn helps them to present their ideas in the best way, and tries to avoid any cultural misunderstandings.

Video game sales are sky-rocketing at the moment. There are thousands of opportunities to build careers in the video game industry, but women don't often consider gaming as a career.

Today most video games are created by men, and for men. So it is no surprise that almost all video games are either sports games or shoot-em-ups.

With more women like Lynn joining the video game industry, however, things could change.

Glossary

soundtrack music or other sounds on a video, film, etc.

graphics pictures or images designed for a video game, computer program, etc.

programming writing a computer program

characters the people in a video game, film, etc.

sky-rocketing going up very fast **shoot-em-ups** violent games where people shoot and kill each other

Speaking

- What do you think are the good things about Lynn Robson's job? What are the bad things?
- What do you think of video games? Do video games usually appeal more to men and boys than to women and girls? Why?

I Vocabulary 1	Match the words 1-5 with the meanings a-e.					
	founder set up team partner run (a business)	a to start a company or organisation b one of a number of people who own a business together c to be responsible for d a group of people who work together to do a job e someone who starts a company or organisation				
Vocabulary 2	Word building  Jobs	Olganisation				
	What do you call someone who works in each of the following areas?  a technical job – technician  accounts  art  banking  conomics  engineering  music					
	2 Job titles  Complete the job titles in the sentences. Use a dictionary if necessary.					
	A financial <u>analyst</u> is someone who analyses the financial markets.  A financial is someone who gives advice about financial services.					
	2 A sales is someone their products.	who represents their company and sells				
	3 An manager is someone who assists the manager.					

4 A \_\_\_\_\_ offers consultancy services to management.

5 A \_\_\_\_\_ is someone who develops software.
6 A \_\_\_\_\_ is someone who produces films.

# Language check Present simple and continuous

- Match the examples with the rules below.
- Lynn runs the office of Frognation.
- Video game sales are sky-rocketing at the moment.
- Lynn frequently travels to Japan for meetings.
- Lynn is working at home this week.

Use the present simple to describe:

- regular or routine activities
- permanent or long-term situations

Use the present continuous to describe:

- something happening now
- d a temporary situation
- Choose the correct alternatives in italics.
- We usually use the present simple / continuous with these expressions: every day often sometimes frequently normally
- We usually use the present simple / continuous with these expressions: this week currently at the moment now

Practice

# Choose the correct verb forms in italics to complete the text.



We're all accountants and we work / are working for a telecommunications company in the finance department. We 2sit / are sitting at our PCs in the office every day and 3 check / are checking the invoices and payments. But this week is different: we tattend / are attending a training course. The company currently changes / is currently changing to a new accounting system, and this week, we 'learn / are learning all about it. So at the moment, we 'stay / are staying at a big hotel in the mountains. It's wonderful! When we're at home, we usually spend / are spending the evenings cooking and cleaning for our families. But here, there's an excellent restaurant and we can relax and have a laugh together.



2 Complete the text with the correct forms of the verbs in brackets.

My working day ('start) \_\_\_\_\_ with a long journey to the office usually over an hour on a crowded train. The first event of a typical day is the regular morning meeting. Our managers (2 give) \_\_\_\_\_ updates on the department's progress. After that, it's a long, hard day of work. You can see me at work in this photo - I ('give) \_\_\_\_\_ a presentation to my colleagues. I often (\*stay) \_\_\_\_\_ in the office until 9 or 10pm. But this is the old way. Now, things (begin) \_\_\_\_\_ to change. Young people (6 refuse) \_\_\_\_\_\_ to work long hours. They (7 demand) \_\_\_\_\_ more leisure time and freedom.

Speaking

Describe your daily or weekly routine activities to a partner. Describe any special projects you are working on at the moment, or any special events in your personal life.

# Listening 1 ( ) How to write emails

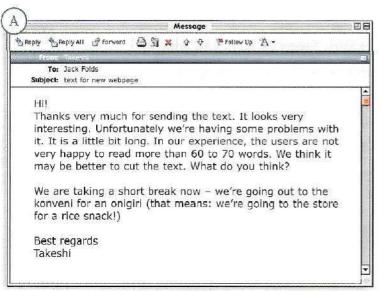


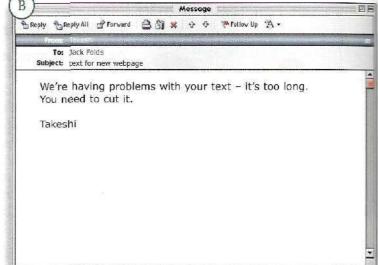
Anna Davidson, a training manager and expert in business communication, talks about virtual teams: international teams which communicate mainly by email. Listen to the first part. What are the advantages and disadvantages of using email to communicate with colleagues in other countries?

- 2 Which of the following are most important when writing to a colleague in another country? Discuss your ideas with a partner.
- Tell your colleagues about yourself.
- Only write about work.
- Keep your message very short.
- If there is a problem, explain it carefully.
- Use polite phrases.
- Now listen to the second part of Anna Davidson's talk. Tick the points above which she recommends.

Reading 3

Read two examples of an email from a Japanese designer to his London colleagues about the text for a new webpage. Which one follows Anna Davidson's recommendations?





Tracey Smith, a colleague in another country, has sent you a sample page for a new website design. You want to make the following comment about it:

There's a problem with the new website design. The colours are too dark. It's difficult to read the text. Tracey needs to find new colours.

Write an email to Tracey Smith. Follow one of the examples above and make the comment more friendly and polite. Decide how to start and end the email. End the message with a little 'conversation' as Takeshi does in Example A above.

#### Career skills

# **Explaining** your job

When you introduce yourself, it is common to say something about your job and where you work. Look at the following phrases. Match each phrase with a question a-d.

- 1 I'm a ... (graphics designer)
- 2 I work as a ... (consultant)
- 3 I work for ... (a media company)
- 4 We provide ... (web design services)
- 5 I'm responsible for ... (project management / managing projects)
- 6 My main role is to ... (meet with clients, sell our services)
- a What kind of company do you work for?
- b What does your company do?
- c What do you do in your job?
- d What's your job?
- Listening 2 

  Listen to four people explaining their job and job activities.

  Match the jobs, companies and main activities with the person.

Person	Job	Company	Main activity
Olaf	Lawyer	Paper manufacturer	manages IT systems
Rania	Accountant	Finance house	meets clients
Da The	Project Manager	Mobile phone company	deals with payments
Jaana	Systems Developer	Travel company	checks contracts

- Listen again. What other activities does each person do?
- 3 Which of the above phrases does each person use? Tick the phrases you heard. Then listen again and check.

Speaking

- Imagine you are Olaf, Rania, Da The or Jaana. Introduce yourself to your partner. Explain your job, company and job activities.
- Work with a partner. You should each choose a different company and job for yourself. Practise asking and answering questions a-d above.

Culture at work

# Greeting people

How do you greet a new contact or colleague in your country? In business, do you usually shake hands? When? Is it OK to use first names with someone you don't know? These things may be different in other cultures. Can you give any examples from your own experience?



# Dilemma: Exporting to Mexico

#### Brief

A British company, Systemax, manufactures and sells laboratory equipment to three main regions: Europe, North America and Asia Pacific. Systemax is entering a new export market in Mexico. Sales in Mexico are small at the moment, but the company expects a big increase in the next two years and hopes to expand further into South America during the next five years. Systemax has two export managers for the main regions:

George Johnstone, North America; Linda McCade, Europe.

Now someone has to take responsibility for exports to Mexico. Is it better to give extra responsibility to George Johnstone or to Linda McCade? Or perhaps the company needs to find a third export manager?

The extra responsibility means travelling to Mexico (and in future, to countries in South America) several times a year and building good relationships with customers there. Mexico has a border with the US and, in terms of geography, could be part of the North America region.

But its culture is very different from the US culture. It is in many ways

You are the Systemax directors and have to decide. Consider:

more similar to the culture of Spain.

- What abilities and experience do George and Linda have?
- How much time does each have for extra responsibilities?
- · Are they ready to increase the amount of travel abroad?

#### Task 1

Work in two groups. Look for the answers to the three questions above. Group A: Find out more about George Johnstone. Turn to page 137. Group B: Find out more about Linda McCade. Turn to page 140.

#### Task 2

Work in new groups of 4–6. Half of each group should be from Group A and half from Group B. Tell the others what information you have about George Johnstone or Linda McCade. Discuss the information and decide if it is a good idea to give extra responsibility to either George or Linda. Or you may decide to look for a third export manager.

#### Write it up

Write an email to either George Johnstone or Linda McCade, offering him/her the job and explaining why. Use these words in your email: I'm writing to tell you that we would like to offer you the job of ... We think you are the right person for this job because ...

## **Decision:**

 Listen to Alistair Cross, a director of Systemax. Alistair explains the company's decision regarding responsibility for exports to Mexico.

