

CASE STUDY A: Management style

Rebecca Utteridge

1 Read about three management styles and match each one with an advantage and disadvantage. Do you agree with the advantages and disadvantages?

Management styles

1 Autocratic: The leader makes all the decisions and employees are never asked for their ideas or input. The management believe that staff motivation is achieved through a punishment and reward system.

2 Democratic: The leader trusts his or her employees and allows them to put forward ideas and take part in decision-making. The leader involves the employees in the evaluation of their performance and setting their personal goals.

3 Laissez-faire: The leader has other major commitments outside the business and rarely communicates with employees. Staff receive little guidance, and have the power to establish their own goals and make their own decisions.

Advantages

- a** This is effective when specialist knowledge is needed to make important decisions. For example, if the management has little knowledge of required technology, they can consult employees who have the necessary expertise. Under this kind of management, staff feel valued and produce a high quality of work. _____
- b** The objectives and decisions within the organization are quick, clear and consistent. This can create the image of a well-managed business. _____
- c** Ambitious, creative teams respond well to this leadership style, as they require little guidance and gain a lot of satisfaction from their achievements. _____

Disadvantages

- d** Employees do not feel valued and may become dependent upon the leaders. The resulting lack of motivation could bring about high staff turnover. _____
- e** The lack of direction and clear goals can lead to frustration and dissatisfaction, as well as a poor company image. _____
- f** The decision-making process is slow, and the need to reach a consensus may result in decisions that are not best for the business. _____

2 Read about the new CEO of Optivik and discuss the questions below.

In December 2004, John Alston was appointed CEO of Optivik. When he arrived at the company, it was in a poor state. He immediately took control and transformed Optivik's systems and implemented radical cost-cutting programs. Consequently, during the first three years, profits increased sharply.

Despite the positive results, he is not liked. Employees are used to a more gentle approach, and have not welcomed his aggressive manner. Indeed, Mr Alston's management style contrasts significantly with that of the former CEO, Ian Robins, who allowed managers to run their own stores.

The freedom given to managers had made Robins very popular but it also led to a lack of harmony and efficiency. Consequently, Alston decided to centralize all management procedures and decisions. In addition, as part of his cost-cutting strategy, he replaced experienced customer services staff with part-time staff, which many believe has damaged the quality of customer care and is the cause of the recent drop in sales.

Under his leadership, the workforce has begun to lack motivation. Some of the company's most valued managers have either left the business or have failed to perform to their usual high standards.

- a** What kind of management style had the workforce been used to before Mr Alston's arrival?
- b** What were the advantages and disadvantages of this style?
- c** What kind of management style does Mr Alston have?
- d** What were the initial advantages of this style?
- e** What impact is it having on staff morale and the performance of the company now?

3 In groups, discuss what advice you would give to Mr Alston to improve staff motivation and company performance. Write a set of recommendations.

CASE STUDY B: Brands and culture

Rebecca Utteridge

Cards: Set 1

a

A Swedish hotel chain established a luxury hotel in London. They had difficulty getting customers to book into room 13.

b

AT&T supplied cables to NTT in Japan. The cables, which were to be buried underground, met all the specifications, but the Japanese refused to accept them simply because they were ugly.

c

Campbell Soups had been successful on the US market for many years with their condensed soups. When they tried to expand into the British market, sales were very low.

d

A British company created an attractive website targeting the South American market. The layout was simple and it had a white font on a purple background. Unfortunately, it got disappointing results in Brazil.

e

A TV advert produced in the USA went into a lot of detail about a new piece of technology. For example, it provided comparisons with other similar products, described how it functioned, its benefits and so on. The Japanese audience felt insulted by the advertising.

f

The promotional material for the Walt Disney World Resort described the size of the resort as 'roughly half the size of Rhode island'. Some foreign audiences didn't understand this.

Cards: Set 2

1

Such information is meaningless outside the USA. Fortunately, Walt Disney recognized their mistake and tailored the material to other target markets. For example, the UK version says that the resort is 'the size of greater Manchester'.

2

Purple represents death and mourning in Brazil.

3

British consumers have different taste preferences and the product wasn't modified for the British market. In addition, consumers weren't accustomed to the smaller can size.

4

Some cultures use an explicit communication style, which means that people provide a lot of detail because they assume the listener has little background knowledge. Other cultures use an implicit communication style which means that minimal information is given because the listener is expected to be familiar with the subject. Someone from Japan (implicit communication style) would find explicit advertising patronizing.

5

In Japanese culture, appearance is closely related to quality. Because the product looked unattractive, the quality was considered poor.

6

This is an unlucky number in the UK.

CASE STUDY C: Body language

Rebecca Utteridge

1 Work with a partner. Discuss the questions.

- a** What is non-verbal communication?
- b** What percentage of our communication is non-verbal?
- c** Is non-verbal communication the same in every culture?

2 Read about presentations taking place in eight different countries. Complete each description with the appropriate words from the box.

a friendly warning arrogant and disrespectful bored or asleep embarrassed
excellent immodest not honest or trustworthy romantically interested

- a** Presentation in China: To demonstrate his mutual appreciation and respect, a speaker from the USA claps when the audience applauds. The audience thinks that he is _____.
- b** Presentation in Italy: A speaker from New Zealand shares some interesting details with her audience. As she does so, she taps the side of her nose to indicate that it is to be kept confidential. The audience assumes that the shared information is _____.
- c** Presentation in Germany: After his presentation, a Brazilian speaker discusses a few points with a female member of the audience. While he is talking, he frequently touches her arm. She wonders if he is _____.
- d** Presentation in Hungary: To show respect, a Vietnamese presenter makes as little eye contact with his audience as possible. The audience feels that he is _____.
- e** Presentation in the USA: A French presenter shows that he thinks a new system is useless by forming a zero shape with his thumb and forefinger. The audience understands that the new system is _____.
- f** Presentation in Korea: During her presentation, a Spanish presenter frequently smiles to show her pleasure and enthusiasm. The audience believes that she is _____.
- g** Presentation in an Islamic country: An Australian speaker unintentionally shows the sole of his foot as he turns around on stage. The audience thinks he is _____.
- h** Presentation in the UK: Some members of the Japanese audience close their eyes so that they can concentrate on what the presenter is saying. She assumes they are _____.

3 Think about body language in your culture. Write a list of tips for a foreign presenter. Consider the following points.

- facial expressions
- eye contact
- touching / distance from others
- gestures / signals

4 How can you find out about body language before you travel to a new country?

CASE STUDY D: Cultural differences

Rebecca Utteridge

- 1 Read the texts and answer the questions below.
- a In terms of uncertainty avoidance and individualism/collectivism, what kind of culture do you think you come from? Why?
- b Do you think there are individual differences within the countries mentioned?

UNCERTAINTY AVOIDANCE

The Uncertainty Avoidance Index (UAI) measures how much individuals in a culture accept uncertainty.

High uncertainty avoidance cultures

People in these countries feel more comfortable when there are clear rules and regulations. They also prefer to have structure, stability and clear managerial guidance. Because they value security, they like to do business with long-term contacts who they know they can trust. Entering new situations or dealing with unknown people is seen as a risk, rather than a challenge. They consider the long-term implications of decisions and prepare everything well in advance.

Low uncertainty avoidance cultures

Individuals in these cultures are not afraid of new or unpredictable situations. They accept a variety of opinions, take greater risks and are open to change. There is very little planning and a more adventurous and creative approach to life.

Uncertainty avoidance rankings

Romania – 90	Germany – 65	Denmark – 23
Argentina – 86	USA – 46	Singapore – 8

INDIVIDUALISM/COLLECTIVISM

Individualism/Collectivism focuses on how much importance a society places on the individual or the group.

Individualistic cultures

People in these societies think in terms of 'I'. In business, it is important to protect personal interests and pursue individual goals, even at the expense of others. Business relationships are developed specifically for personal gain. Competition with friends, family and colleagues is seen as healthy and people in these countries appreciate recognition for their successes.

Individualistic cultures:

USA
Italy
Sweden
The Netherlands
France

Collectivism

In these societies, managers and employees think in terms of 'we'. The success of the group comes before that of the individual. Trust, harmony and loyalty within the group should always be maintained, which means that competition between group members is not acceptable. There is an emphasis on co-operation and everyone takes pride in what the group has achieved. In more traditional collectivist societies, respected authority figures make decisions based on what is best for the group, but in other collectivist cultures teams engage in shared decision-making. Public confrontation and disagreement is always avoided.

Collectivist cultures:

China
Japan
Ecuador
West Africa
Pakistan

- 2 Based on the information in 1, discuss how to deal with the situations below.
- a During a meeting, a Chinese colleague expresses an opinion that you strongly disagree with.
- b There is a long-term dispute between two of your team members in Ecuador. You are not sure how to handle the situation. Should you involve an external mediator? And should the dispute be solved within the team as a whole or with each individual?
- c You are managing an international team made up of managers from the USA, the Netherlands, Japan and China. When there are successes, you praise their joint efforts and provide team-based rewards. You treat everyone equally so you cannot understand why the managers from the USA and the Netherlands seem unmotivated.
- d There has been some tension between two of your team members: Lars from Germany and Jaslyn from Singapore. They are responsible for outsourcing a new IT service. Lars feels that he needs more time to investigate the different options and examine them in detail. Jaslyn is frustrated because she feels that they have already identified a good service provider so any further investigation is a waste of time.

CASE STUDY E: The perfect team

Rebecca Utteridge

1 Siblings Fabien, Alain and Sandrine are setting up their own design consultancy. They have extensive experience in IT consulting and web-based design. Each has completed a personality test.

Look at the responses to the personality test and discuss the possible strengths and weaknesses of the three siblings working together.

Fabien (F) Alain (A) Sandrine (S)

What makes you feel good?		
1	Acting immediately <i>F/A/S</i>	Taking time to consider all possible options
2	Experimenting with new approaches <i>F/S/A</i>	Following familiar and reliable approaches
3	Assuming responsibility and leading <i>F/S</i> <i>A</i>	Receiving clear guidance and direction
4	Persuading people to see my point of view <i>F</i> <i>S/A</i>	Reaching a compromise
5	Being imaginative and creative <i>F/A/S</i>	Being logical and rational
6	Being diplomatic <i>S</i> <i>A</i> <i>F</i>	Being truthful and direct
7	Sticking to deadlines <i>A</i> <i>S/F</i>	Getting the job done properly regardless of deadlines
8	Working with people <i>S</i> <i>F</i> <i>A</i>	Focusing on tasks
9	Working out solutions myself <i>A</i> <i>F</i> <i>S</i>	Working out solutions with others
10	Talking <i>F</i> <i>S</i> <i>A</i>	Listening
How do other people annoy you?		
1	When they dominate meetings <i>A</i> <i>F/S</i>	When they don't contribute to discussions
2	When they don't finish a task properly <i>F/S</i> <i>A</i>	When they take a long time to do a simple task
3	When they take a perfectionist approach <i>A</i> <i>F</i> <i>S</i>	When they are careless
4	When they take risks <i>A/F/S</i>	When they take the safe option

2 In your opinion, who would be best at handling the following situations?

Leading the team	Setting up a new process or procedure
Planning and forming strategies	Disciplining staff
Ensuring that deadlines are met	Dealing with a dissatisfied client
Taking part in discussions with customers	Recruiting a new member of staff

3 If you had to hire another person to join their team, what kind of person would you look for?
What kinds of skills would they need?

1A Networking

Nicholas Sheard

1 Look at the list of jobs in the box. Choose three that you would like to do, and three that you wouldn't like to do. Compare with a partner, discussing the personal qualities and training required for the three jobs you have chosen.

astronaut refuse collector studio sound recorder nurse physiotherapist
make-up artist farmer stockbroker news reporter accountant
long-distance lorry driver child psychologist undertaker taxi driver circus acrobat
policewoman private detective model nanny management consultant
personal assistant zoo keeper film director conductor librarian pilot

2 Choose one of the jobs in 1 and imagine that it's your real job. Prepare to talk about who you are and what you do. Write down three facts about your job: one neutral, one negative and one positive.

e.g. I'm a nanny. I live with a family and look after their children. Sometimes I get very frustrated working with young children. However, I supervise their play and development, and it is lovely to see them grow up.

3 Complete the following comments that someone might make about the job you chose in 2. Suggest more suitable comments, if necessary.

That must be a very _____ (*difficult / interesting / boring / unusual / fulfilling / well-paid*) job.

I suppose you _____ (*travel a lot / work very long hours*).

I imagine your job affects your _____ (*private life / family / health*).

Tell me more about your _____ (*clients / patients / customers / typical day*).

4 Use what you have written above as the basis of a conversation with others about your chosen job and theirs. Use the expressions in the box to show interest and to react to what people say.

Really? That's right. I agree. I didn't know that! No! How wonderful!
I know. What? Umm, no, not really. I'm not sure, actually. That's good.
Me too. Oh dear! Poor you!

- Mingle with other students in the class.
- Introduce yourself and ask them questions about their job.
- Comment with interest on their replies.
- Offer three facts about your own job.

1B Fugitives

Simon Clarke

Ten Most Wanted Fugitives

The FBI's *Ten Most Wanted Fugitives* programme is designed to publicize information about particularly dangerous criminals. Of the 468 fugitives who have been on the list since March 14 1950, 440 have been captured, 142 of them as a direct result of citizen co-operation. Originally this information appeared in posters and newspapers, but nowadays it is posted on the FBI's website at

www.fbi.gov/wanted/topten/fugitives/fugitives.htm

The descriptions of the fugitives include the following categories:

1 aliases	5 occupation(s)	9 race
2 height	6 hair	10 nationality
3 weight	7 eyes	11 scars and marks
4 build	8 complexion	12 remarks

1 Which is the appropriate verb to use when you are describing someone for each of the categories 1–12? Choose from the following:

be have wear look use work as call yourself

For example:

aliases He *calls himself* 'The Tiger'.

He *uses* the name 'The Tiger'.

2 Match the words and phrases below to the categories 1–12.

(Some may be used in more than one category.)

black ☐ olive ☐ white ☐ stocky ☐ tattoo on upper arm ☐ security guard ☐
 medium ☐ green ☐ salt and pepper ☐ bald ☐ mole below left eye ☐ American ☐
 blue ☐ scar on chest ☐ dark/medium ☐ light ☐ male ☐ 1.7 to 1.8 m ☐
 Whitey ☐ approximately 73 kg ☐ is known to frequent libraries and historic sites ☐
 white/silver ☐ thin ☐ El Comandante ☐ large ☐ uses disguises to alter his appearance ☐

3 If you have access to the Internet, go to the FBI website. Choose one of the fugitives on the list and write a description of the person based on the information provided.

4 Perform the following roleplay with a partner.

At the bottom of each poster in the FBI website it says 'If you have any information concerning this person, please contact your local FBI office or the nearest US embassy or consulate. There is usually a reward offered for information.'

Student A

You are an FBI agent on duty in the consulate in [your country]. You are passed a call from someone who claims to have seen one of the *Ten Most Wanted Fugitives*. Deal with the call.

Student B

You are attending a business conference. The other day you saw the FBI web page on the Internet and looked carefully at the information about wanted criminals. You are convinced one of the other delegates at the conference is one of these fugitives because they match the description perfectly. You have phoned the local US consulate, and your call has been passed to an FBI agent. Use the information from 2 to describe the man and explain why you think the person you have seen is a fugitive.

2 The right connections

Jon Hird

1 Rephrase the telephone dialogue using more appropriate language.

A Yes?

B Crystal Communications Consultants?

A Yes. What do you want?

B I want to speak to Silvia Garcia.

A Wait. Maybe she's here.

B Be quick.

A She's in a meeting.

B When can I speak to her then?

A Who knows? Phone back later.

B I don't want to. I want to leave a message.

A What is it?

B Tell her to phone me.

A Who are you?

B Barry Clough.

A What?

B I said Barry Clough.

A Spell your name.

B B-A-R-R-Y, C-L-O-U-G-H.

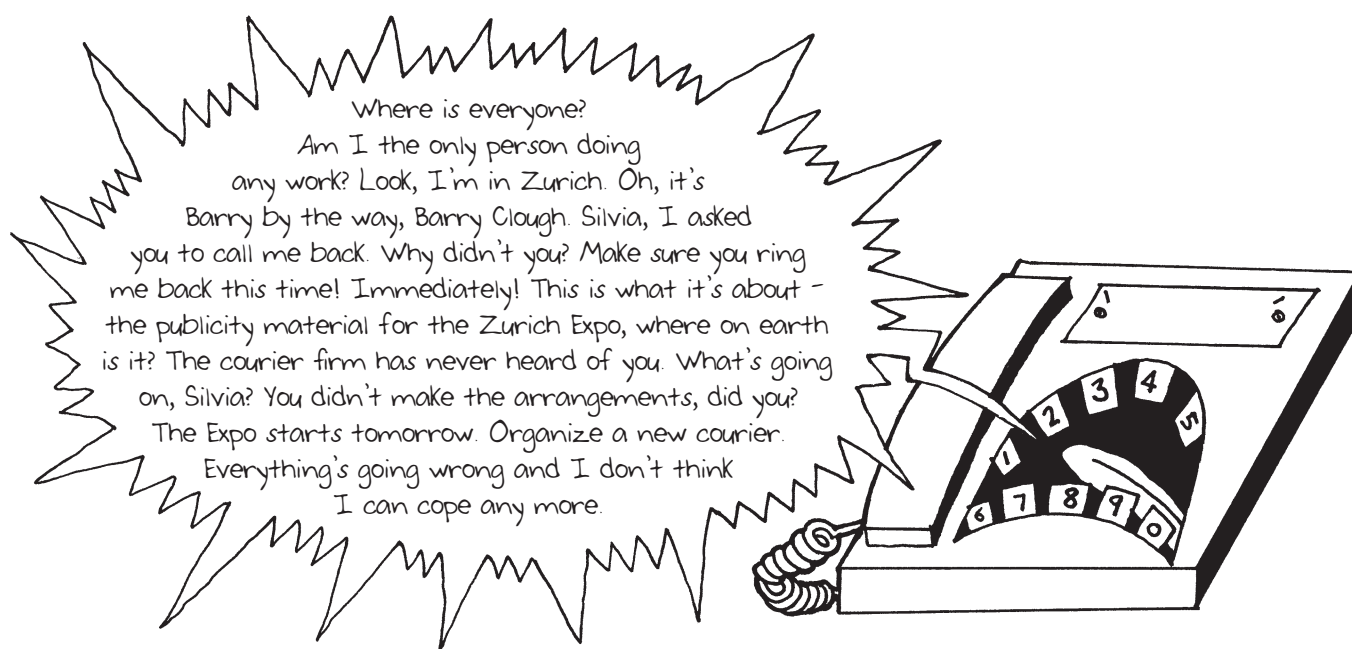
A OK, Barry. I'll tell her if I see her.

B You'd better.

A See you.

A	_____
B	_____
A	_____
B	_____
A	_____
B	_____
A	_____
B	_____
A	_____
B	_____
A	_____
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A	_____

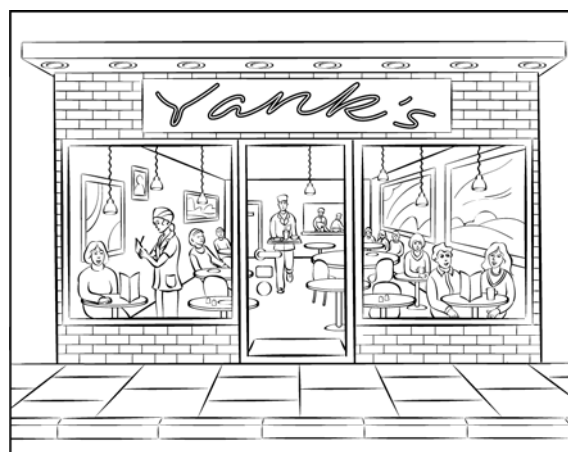
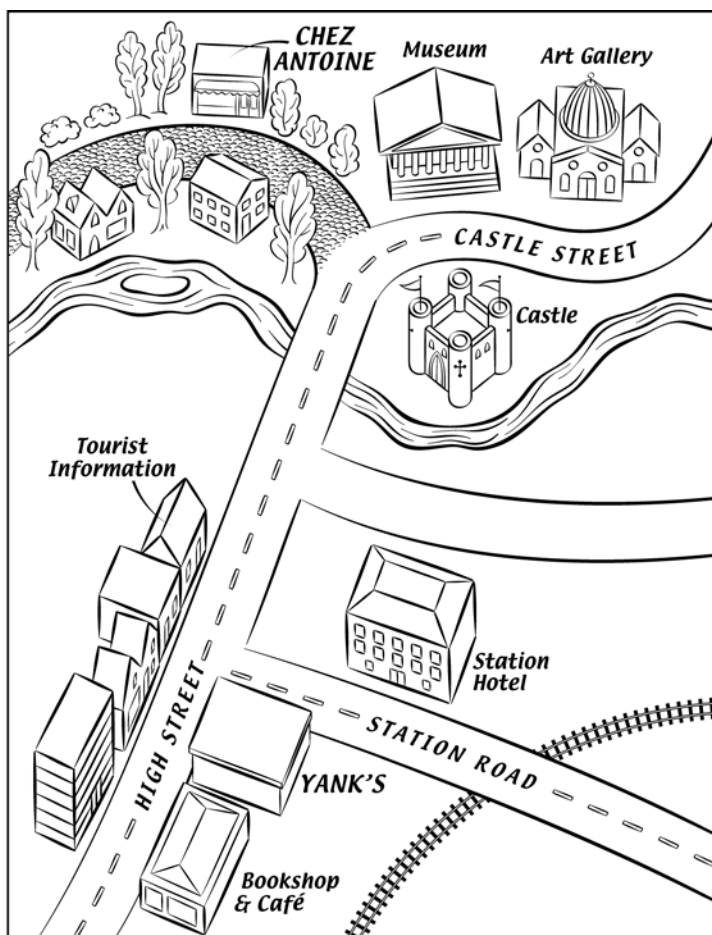
2 Silvia Garcia does not return Barry's call and, two days later, he telephones again and leaves a voicemail message. Rephrase his message using more appropriate language.



3 Yank's or Chez Antoine?

Paul Dummett

Two businesses, both restaurants, have come up for sale in a historic town in England. The town attracts a wide range of tourists, but is particularly popular with older visitors interested in sightseeing and history. About 60% of visitors come only for a day trip. The remaining 40% stay for two to three days. Using all the information below, decide which you think is a better investment.



	Yank's	Chez Antoine
Restaurant type	Pizza, pasta and salads – American-style	French, quite up-market
Location	On High Street in town centre	1 km from city centre in residential and hotel area
Seating capacity	56	35
Customers per day	90	22
Current turnover	£260,000 per year	£148,000 per year
Amount spent per customer	£8.30	£18.50
Potential for expansion	None	Planning permission to extend restaurant to seat 24 more
Rent and rates	£34,000 per year	£14,000 per year
Salary bill last year	£106,000	£72,000
Cost	£140,000	£75,000

4 Active listening

Helena Gomm

1 Look at the definition of *nonsense word*. Are there any poems in your language that use nonsense words?

nonsense word /'nɒns(ə)ns wɜː(r)d/

noun phrase [C]

A word or sound that seems like an ordinary word but has no meaning

2 Read part of a nonsense poem by Lewis Carroll. Don't worry if you don't understand many of the words – the poet made a lot of them up, so nobody does! Look at all the words highlighted in grey. Your knowledge of grammar should tell you what kind of words they are, even if you don't know the meaning. Put them in the correct column in the table.

Noun	Verb	Adjective	Adverb

3 Take turns with a partner reading the poem aloud (pronounce the words you don't know in any way you like).

- When your partner is reading, you must listen actively: show interest in what they are saying, question some things you don't understand (without actually asking directly for the meaning of a word), paraphrase to show you are paying attention, seek further information by asking questions, make polite noises and repeat key words. Use the *Useful language* box to help you.
- When you are reading, react to your partner's attempts at listening actively by clarifying what you are saying (without actually explaining the meaning of any words). Respond to your partner's interruptions politely, but try to keep going as much as possible so that you reach the end of the poem.

Example:

A 'Twas brillig and the slithy toves ...

B Sorry, what kind of toves were they?

A Slithy toves. Slithy toves did gyre and gimble in the wabe.

B You mean they were gyreing and gimbling at brillig? In the wabe?

A Yes, that's right. In the wabe.

B Go on. I'm all ears!

A All mimsy were the borogoves.

B Mimsy? Are you saying the borogoves were mimsy?

A Very much so. And the mome raths outgrabe.

B Outgrabe? Sorry, I'm not quite with you? How do you mean?

A Well, you know, the mome raths outgrabe. They outgrabe like mome raths do.

B Right, I see. That's extraordinary!

'Twas brillig, and the slithy toves

Did gyre and gimble in the wabe.

All mimsy were the borogoves,

And the mome raths outgrabe.

'Beware the Jabberwock, my son!

The jaws that bite, the claws that catch!

Beware the Jubjub bird, and shun

The frumious Bandersnatch!

He took his vorpal sword in hand.

Long time the manxome foe he sought.

So rested he by the Tumtum tree,

And stood awhile in thought.

And, as in uffish thought he stood,

The Jabberwock, with eyes of flame,

Came whiffing through the tulgey wood,

And burbled as it came!

One, two! One, two! And through and through

The vorpal blade went snicker-snack!

He left it dead, and with its head

He went galumphing back.

Useful language:

Are you saying ...?

Do you mean ...?

What do you mean by ...?

What do you mean exactly?

So what you're saying is ...

In other words ...

It sounds like you think ...

Go on.

Really?

That's interesting.

Right, I'm with you. Good point.

I see.

But wouldn't that mean ...?

Why do you say that?

Okay, fine. Just one question ...

5A Destination desktop

Jon Hird

- 1 Look at the title of the article. What do you think it is about? Read the article and find out.

BUSINESS TRAVELLERS TURN TO THEIR DESKTOPS

- 1 Business travel of the future is as likely to lead to the desktop as it is to the airport. Travel-reducing technology such as videoconferencing, web-meetings and other forms of electronic long-distance business communication are increasingly being investigated by businesses worldwide.

'The main driving force is not the cost of travel but the time that is lost,' said William

- 10 Wood, business communications expert and author of Virtual Teamwork. The desire for conventional business travel is steadily decreasing and there is now much greater demand for this kind of remote technology.

- 15 At the same time, the cost of electronic conferencing is dropping dramatically and both the Internet and desktop computers are becoming increasingly powerful.

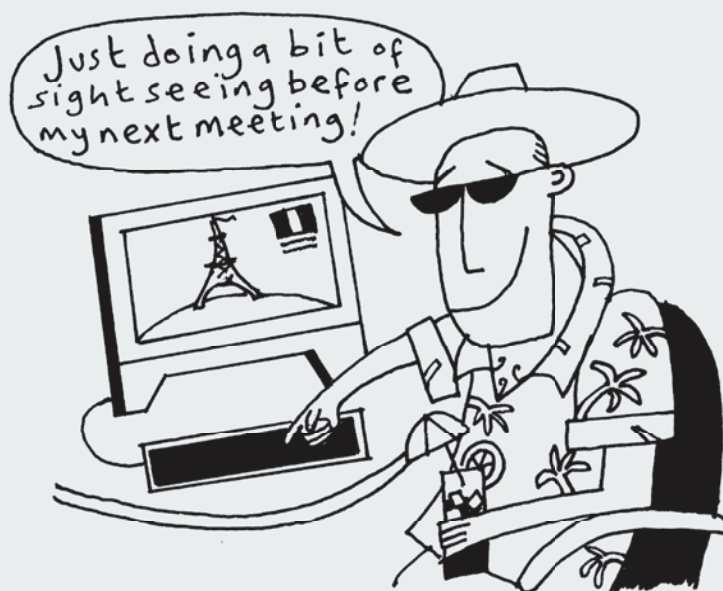
This means that the user can establish a real-time visual link from desktop to desktop

- 20 anywhere in the world simply by clicking the mouse. You can sit at your desk and have several remote meetings a day. You could hold a one-to-one meeting with a colleague in Tokyo, followed by a group session with people in, say, London, New York and Zurich and after that you could join a conference in Sweden. In these meetings, it's possible to have all the participants on the screen with the documents in the middle.

- 25 The technology also allows the participants to use email, instant messaging and other applications readily available at the computer terminal. All this creates, according to Wood, a much more productive environment. Participants can interact faster and better than in a face-to-face setting and no-one is disadvantaged by travel schedules.

The long-held assumption that corporate travel and in-person meetings is the only real

- 30 way to do business, is being seriously reassessed.



What does each of the following refer to in the article?

- | | | |
|---|-----------------------|-------------------|
| a | travel-reducing | <u>technology</u> |
| b | long-distance | _____ |
| c | steadily decreasing | _____ |
| d | dropping dramatically | _____ |
| e | increasingly powerful | _____ |
| f | readily available | _____ |
| g | long-held | _____ |

- 3 Work with a partner or in small groups and discuss the questions.

- a Do you think the article gives a realistic account of the future of business travel?
 b What are the advantages and disadvantages of conventional business travel?
 c What are the advantages and disadvantages of Internet meetings and other forms of electronic long-distance business communication?
 d What do you envisage will be the long-term consequences, benefits and disadvantages of this technology?

5B Valerie's trip

Colin Benn

Student A

JOEL PETERS

You work for the Helger Group at its headquarters in Paris. Your boss, Valerie Joule, the European Commercial Director, is planning to visit Helger-Zorn, the subsidiary in Hamburg, Germany. She has sent you the following email about the final arrangements for her visit. Your contact at Helger-Zorn is Susan Weil. Call her to check the details for the visit and note any problems or changes. You will need to negotiate to create the final itinerary. Then write an email to Valerie to confirm the arrangements.

My next Hamburg visit

To valerie.joule@helger.com
From joel.peters@helger.com
Sent 09 September 18:13

Joel – I hope all is well.

Just to confirm the revised arrangements for my trip to Hamburg next month. NB Several changes! The situation with TENGSTIL has really disrupted my plans! Arriving from Paris at 18.00 on Monday 27 October on flight AF 781. Could you arrange for a driver to meet me and go straight to the hotel?

Hotel: please book the Westlin Hotel on Kempnerstrasse (single room) for 2 nights (i.e. leaving on Wednesday 29 October). I'd like to invite Katia Felsner and Jurgen Bohn for dinner on Monday night at the hotel to discuss our strategy for the TENGSTIL bid. Could you ask them to meet me there at 7.30?

Tuesday: meeting with Manfred Sprossel at the Brug factory at 9 on Tuesday morning. (Pls arrange for the driver to pick me up at 8.15.)

11 am meeting with the board of TENGSTIL. I have invited the Chairman, Gerhard Nagel, and his colleagues for lunch at the Waldorf in Herisbrunn. Could you book a table for five for 1 o'clock?

After lunch I shall return to Head Office in Hamburg. Please arrange the following meetings:

- a 1-hour appointment with Katia and and Jurgen at 3 pm
- a meeting with Frau Greller, and Elena Nibelmayer at 4.30pm

I am having dinner with friends so I won't need a driver in the evening. I don't have to be in Freiburg until 12.30 on Wednesday, so I'll probably hire a car and drive myself.

Please send me confirmation as soon as everything is arranged.

Kinds regards

Valerie



Student B

SUSAN WEIL

You work for Helger-Zorn, in Hamburg. Helger-Zorn is the German subsidiary of the Helger Group whose headquarters are in Paris. Valerie Joule, the European Commercial Director, is planning to visit your company. Joel Peters at Group Headquarters in Paris will call you about the visit. You have prepared an itinerary for the visit. When he calls, check the arrangements and note any problems or changes. You will need to negotiate to create the final itinerary. Then send an email to all those concerned, attaching the new itinerary and explaining the details.

HELGER – ZORN

Visit of Valerie Joule, European Sales Director, 27–28 October

Monday 27	11.00	Driver pick-up from airport
	11.30	Arrival at Helger-Zorn. Reception with staff and senior management, lunch
	15.00	Visit to Rett store
	16.00	Check in to Hotel Westlin
	19.30	Dinner & theatre (Katia Felsner will accompany VJ)
Tuesday 28	8.30	Meeting with Manfred Sprossel, General Manager, Brug (driver to pick up from hotel at 7.45) NB Katia Felsner is in Berlin all day
	10.00	TENGSTIL board meeting
	12.30	Lunch with Jurgen Bohn
	14.00	Working from the Hamburg office
	17.40	Departure by train to Freiburg – book ticket?
Wednesday 29 – Friday 31		Conference in Freiburg

6 Calculated guess

Mark Powell

Choose the noun from the box which collocates with each set of verbs (1–8).

Round 1: In the office

your computer	a letter	a phone call	a form
a computer file	a message	a report	your email

- 1 You can make it. You can take it. You can receive it. You can return it. What is it?
- 2 You can crash it. You can shut it down. You can play on it. You can reboot it. What is it?
- 3 You can complete it. You can draft it. You can file it. You can submit it. What is it?
- 4 You can get it. You can send it. You can address it. You can mail it. What is it?
- 5 You can sign it. You can make a copy of it. You can send it off. You can fill it in. What is it?
- 6 You can open it. You can delete it. You can create it. You can back it up. What is it?
- 7 You can send it. You can take it. You can leave it. You can listen to it. What is it?
- 8 You can reply to it. You can check it. You can go through it. You can delete it. What is it?

Round 2: On the road

your flight	an appointment	a meeting	your office
a presentation	an agreement	lunch	your hotel

- 1 You can go back to it. You can check into it. You can be dropped off at it. You can be picked up at it. What is it?
- 2 You can miss it. You can give it. You can attend it. You can take notes at it. What is it?
- 3 You can come to it. You can reach it. You can work it out. You can negotiate it. What is it?
- 4 You can enjoy it. You can change it. You can miss it. You can be booked on to it. What is it?
- 5 You can fix it. You can cancel it. You can keep it. You can fail to turn up for it. What is it?
- 6 You can skip it. You can grab it. You can go for it. You can pick up the bill for it. What is it?
- 7 You can organize it. You can hold it. You can speak at it. You can lead it. What is it?
- 8 You can phone it. You can email it. You can check with it. You can keep in touch with it. What is it?

Round 3: In a meeting

decisions	problems	ideas	figures
excuses	views	proposals	your colleagues

- 1 You can address them. You can deal with them. You can foresee them. You can solve them. What are they?
- 2 You can develop them. You can share them. You can come up with them. You can brainstorm them. What are they?
- 3 You can make them. You can consider them. You can put them forward. You can withdraw them. What are they?
- 4 You can look at them. You can go through them. You can quote them. You can round them up. What are they?
- 5 You can make them. You can question them. You can reach them. You can put them off. What are they?
- 6 You can support them. You can attack them. You can back them up. You can chat with them. What are they?
- 7 You can air them. You can share them. You can express them. You can exchange them. What are they?
- 8 You can make them. You can look for them. You can invent them. You can refuse to accept them. What are they?

7A Devil's advocate

Gina Cuciniello

Student A

You are going to lead a discussion where you try to get everyone in your group to reach an agreement.

- Choose one of the boxed topics to discuss. The group can either agree or disagree with the statements.
- Summarize your conclusions in your manifesto statement.

- a** Everyone should carry identity cards at all times.
- b** The number of working hours should be reduced to 30 per week for everyone.
- c** We should boycott goods made by companies who use child labour.

Manifesto statement: We believe that _____ provided that / unless / so long as

_____.



Student B

You are going to lead a discussion where you try to get everyone in your group to reach an agreement.

- Choose one of the boxed topics to discuss. The group can either agree or disagree with the statements.
- Summarize your conclusions in your manifesto statement.

- a** Giving money to beggars does not help them in the long run.
- b** Always start a presentation with a joke or funny story.
- c** Companies should charge employees who use the Internet for personal use.

Manifesto statement: We believe that _____ provided that / unless / so long as

_____.



Student C

You are going to lead a discussion where you try to get everyone in your group to reach an agreement.

- Choose one of the boxed topics to discuss. The group can either agree or disagree with the statements.
- Summarize your conclusions in your manifesto statement.

- a** Public transport should be subsidised by the state.
- b** Mobile phones should carry a health warning.
- c** Salary should depend on length of service in a company.

Manifesto statement: We believe that _____ provided that / unless / so long as

_____.

7B Making decisions

Paul Dummett

1 Use the following words to complete each expression.

consideration decision issue mind say thought

- a Originally, he agreed to work with us, but now he has **changed his** _____.
- b She said she would come, but now she's **having second** _____s.
- c The boss always **has the final** _____ in purchases over £500.
- d I've **given** the matter **a lot of** _____.
- e Everyone in the department **backed the** _____ to abandon the project.
- f There are several factors to **take into** _____.
- g There are several things that we should **bear in** _____.
- h They haven't addressed the problem at all: they've completely **dodged the** _____.
- i I'm **in two** _____s about whether to accept their proposal or not.
- j Time was short. We had to **make a snap** _____.



2 Describe a situation in which you ...

- were in two minds about accepting an offer.
- changed your mind about something you had previously agreed to.
- felt unable to back your boss's decision.
- dodged an issue.
- had to make a snap decision.
- gave something a lot of thought before making a decision.
- had second thoughts about something which seemed at first to be a good idea.
- had a lot of different people's interests to bear in mind.
- had the final say in an important decision.
- had to take many factors into consideration.

3 Which of the following principles do you follow when taking an important decision?

- Consider the best way to transmit your decision, e.g. channel of communication.
- Consider who will be affected by the decision and what the likely effect will be on them.
- Anticipate obstacles and objections.
- Think of all the possible outcomes in the longer term.
- Formulate a Plan B.
- If in doubt, postpone making a decision.
- Suggest any other good principles which people could follow.

8 Influencing people

Helena Gomm

- 1 Discuss these questions with a partner.
 - a Have you ever met a famous person? What did you talk about?
 - b What do you talk about when you meet a stranger for the first time?
- 2 What is the moral of this short story? Choose from a–d below.

William Gladstone and Benjamin Disraeli were prominent British politicians during the reign of Queen Victoria, and they were fierce rivals. A young woman was invited to have dinner with Gladstone one night and Disraeli the next. Gladstone entertained her with fascinating tales of his life and his great achievements; Disraeli asked her questions about her life and listened attentively to her answers.

When the woman was asked for her impression of these two powerful men, she replied, 'After sitting next to Mr Gladstone, I thought he was the cleverest man in England. But after sitting next to Mr Disraeli, I thought I was the cleverest woman in England.'

- a People who get the opportunity to talk to famous politicians should not waste the chance to ask them lots of questions in order to find out as much as possible about their lives and what they have achieved.
- b People who ask lots of questions and try to find out about the people they are talking to are more impressive than those who are only interested in talking about themselves.
- c People who tell interesting stories about their lives and their achievements make more interesting dinner companions than those who have nothing to say about themselves.
- d Politicians are poor dinner companions because they either spend all the time talking about themselves or they have nothing interesting to say. What is needed is a balance between the two.

- 3 Use the words in the box to complete this advice about communicating with other people so that they will remember you as a Disraeli rather than a Gladstone.

attention balance competition greater important relationships shoes stranger

Next time you attend a social event with business associates ...

- 1 Make a conscious effort to focus on others and pay _____ to what they are saying.
 - 2 Count the number of questions you are asked and the number of questions you ask other people. Make sure the number you ask is much _____ than the number you answer.
 - 3 If someone starts to tell you a story, don't interrupt with a story of your own. Listen to the whole story and react to it. If you have a better, funnier or more interesting story on the same topic, keep it to yourself and tell it some other time. A conversation is not a _____!
 - 4 Whenever you talk to someone, try to put yourself in their _____. Think about their interests, what they want to say to you and what they want to hear from you.
 - 5 Approach each conversation with a _____ with these questions in your mind:
 - Who are you?
 - What is your story?
 - What are your needs and desires?
 - 6 Perfect the art of asking questions: you need to strike a _____ between not being nosy and showing interest in people's lives and opinions.
 - 7 Make people feel _____ when they talk to you. If you do this, you can influence people much higher in the business hierarchy than you are – and those who are much lower, too.
 - 8 Remember that building _____ is more important (and more productive) than being impressive.
- 4 Can you add two more pieces of advice to the list?

9 Small talk

Jon Hird

1 Categorize the phrases and expressions a–w according to the following functions. Three have already been done for you.

Opening a conversation	Directing a conversation	Showing interest	Closing a conversation
<i>b</i>	<i>c</i>		<i>a</i>

a Is that the time?

b Hello again.

c That reminds me ...

d Really?

e It was nice talking to you.

f Excuse me, ...

g I see.

h We haven't met. I'm ...

i Will you excuse me?

j Uh huh.

k I must just ...

l Long time no see.

m I'm afraid I'll have to be going.

n I couldn't help noticing ...

o While we're on the subject of ...

p I understand you ...

q By the way, ...

r You're ... , aren't you?

s Right.

t Talking of ...

u Funny you should say that because ...

v You must be ...

w [name] asked me to give you her regards.

2 Imagine you are at a conference reception. Walk round the classroom and improvise a brief conversation with as many people as you can. Use the phrases and expressions in 1.

10A A business trip

Paul Emmerson

1 You are planning to go on a business trip. Write the details below. The situation can be imaginary, or you can make it similar to your real-life job.

Where are you going?

How long are you going to stay?

Why are you going?

What is your itinerary (the places you will visit)?

Who will you meet?

How well do you know them? Have you written / spoken to / met them before?

2 Write two emails, on separate sheets of paper, using the situation you created in 1. If possible, use real people's names and a realistic content. The maximum length for each email is 100 words.

email 1: Write to the person you are going to meet. What do you need to tell them? Perhaps you need to let them know what you want to discuss. Do you want them to arrange anything for you?

email 2: Write an email to all your colleagues. Tell them about your plans and ask them if they want you to take / do / find out / bring back anything.

3 Work with a partner. Exchange email 1, and read each other's situations from 1. Ask and answer questions about your two situations. In particular, talk about the kind of reply your partner expects. You will need this information in the next activity.

4 Work individually. Imagine that you are the person your partner is going to meet. Write a reply to your partner's email. The maximum length for the email is 100 words.

5 Exchange and read the emails. When you are ready, act out two roleplays using the situations that you and your partner created. In the first roleplay, student A is the visitor and student B is the host. Then swap roles for the second roleplay.

Visitor	Host
You are the visitor (who created the situation). You arrived at your destination a few hours ago, you have checked in to your hotel, and now you have arrived at your host's office by taxi. The receptionist has shown you to the office. Knock on the door.	You are the host, ready to receive the visitor. Welcome your visitor, offer them a drink and make some small talk (the journey? the hotel? the news in their country? the state of the market?). Have a short business discussion. End in a friendly way and offer to take your visitor to dinner this evening.

10B Spam

Simon Clarke

1 Complete the text below with the following words. Then answer the questions.

adopt carried colleagues dealing guess harmless headache
hoax receive set spend unlikely wage work

Looking back over the emails I have received in the last couple of weeks, I can see there is at least one message a day from someone I don't know, offering some service or product I am **(1)** _____ to want. In some cases I can **(2)** _____ where they got my email address from, but in others I have no idea. For me, this unsolicited junk email is not a problem, I can just erase it from my computer. However, in a recent survey, **(3)** _____ out for the company Novell Inc. in the UK, 75% of those who were questioned claimed to receive as many as five junk emails a day, and 15% calculated that they **(4)** _____ at least an hour a day dealing with unsolicited spam.

Apart from spam which tries to sell products or services, there is also the problem of **(5)** _____ virus warnings, chain letters (where terrible things will happen to you if you don't pass on the message to 15 other people) and jokes from friends and **(6)** _____. Although sometimes the content involved can be offensive and contain racist or sexist language, most of it is relatively **(7)** _____. On the other hand, in terms of wasting employees' time, it's a real **(8)** _____ for many businesses.

There are various strategies you can **(9)** _____ with spam. The easiest remedy is just to delete any messages which come from an unknown sender or look suspicious. To deal with nuisance mail which comes from a regular source, one solution is to **(10)** _____ up your email program to ignore mail from that particular address. More legitimate spammers often give you the option to 'unsubscribe' so you don't **(11)** _____ any more of their messages, although in my experience this often doesn't seem to make any difference. Even so, while you are **(12)** _____ with spam you are not doing the work you were hired to do. If the data analysed in the survey is correct, 1.4% of the national **(13)** _____ force is unproductive for this reason at any time during a working day. With a national UK **(14)** _____ bill of £368bn a year, this means that for UK businesses spam represents an annual cost of around £5bn.

- a** What are the different types of spam?
- b** Why does it cost companies money?
- c** How much spam do you receive? What do you do about it? Is it a big problem for your company?

2 You work in the marketing department of a fast-food chain. You and your partner are working on a project to promote a new line of pizzas which people can order by phone or over the Internet. You are considering various methods of promotion. Discuss the advantages and disadvantages of these ideas.

- cold calling to selected telephone numbers
- flyers delivered by hand to people's homes
- direct mailing by post
- spamming to email addresses on a database you have obtained

For each method consider the efficiency, cost and effect on your company's image. As you discuss your ideas, try to use the following phrases.

I (really don't) think that we should ... In my opinion ... I'm not so sure about ...
I (don't) agree with your point ... That's an interesting idea, ... I suppose we should ...
The advantage of ... The problem with ... You have to remember that ...

11A Employees' centre

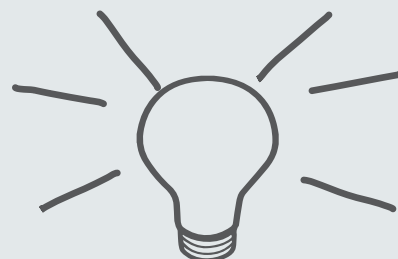
Colin Benn

The company you work for has decided to create a new centre for its employees. (It could be a centre for sport, learning and personal development, health, relaxation etc.) They are inviting people to submit projects and a committee will choose the winner. The company is offering a grant of €1.5M for the project and the centre will be located in the building where you are now.

1 Work in a group. Read about the competition and decide:

- what project would best suit the building.
- what employees need and how your idea would benefit them.
- what is required to make your project succeed, e.g. staff, finance, building work, facilities and equipment.

2 Draw a simple floor plan of the employees' centre and label the rooms and areas.



Have you got the winning idea?

We want to hear your suggestions for a new employees' centre. Projects to be presented at a special meeting to be held at 2.30 pm next Friday.

3 Now prepare a short presentation to persuade the committee to adopt your project. Each member of the team should present one aspect of the project. Try to create maximum impact using pauses, repetition and rhetorical questions, and prepare visual aids to help you get your message across.

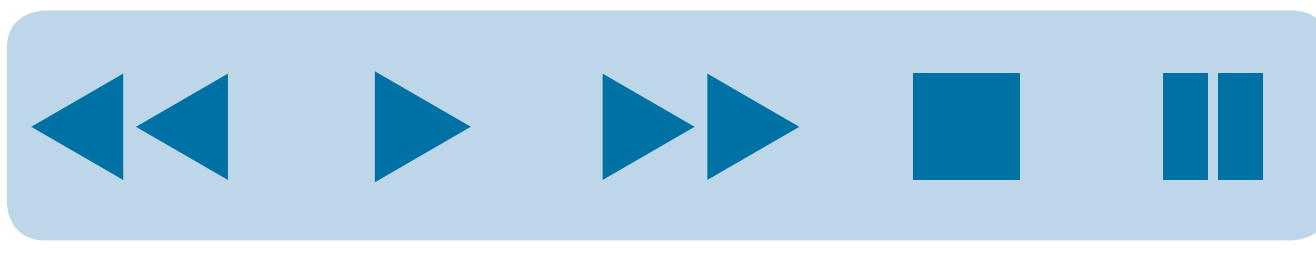
Checklist - don't forget these four key points

- Tailor the presentation to your audience: what do they know and what do they want to know?
- KISS (Keep It Short and Simple) and leave them wanting more ...
- Begin and end strongly because that's what people remember best.
- Use eye contact and body language to strengthen your argument.

11B I am a DVD

Mark Powell

1 Check you know the names of the controls on a DVD player. Write the words below the symbols.



2 Your teacher is a DVD player and you have the remote control! Watch him/her play a film of a business presentation and listen carefully for expressions containing the verbs *give*, *take*, *make* or *do*. Pause the DVD each time you hear one and write down the complete expression in your notebook under the headings: *give*, *take*, *make* and *do*. Rewind if you need to listen again.

give	take	make	do

Soundtrack

Good morning, ladies and gentlemen. It gives me great pleasure to welcome you all to our research centre here in Vitry. I'd like to take this opportunity to thank Mr Oyama, in particular, for his hard work in arranging this visit. As our two companies hope to be doing business with each other in the near future, we know there'll be a lot of things you want to see. We'll certainly do everything we can to help you make the most of your day with us.

So, just to give you a brief overview of the centre and the background to some of the work we're currently doing here, as you know, since 1997 our biotech facility has concentrated primarily on the development of a drug to combat bcl-2, the gene that prevents cancer cells from dying. Now, we haven't yet made the final breakthrough, but, given the extra resources we hope your company can provide, we believe we are only a few years away from making such a discovery.

In a few moments, you'll be taken on a preliminary tour of the labs by our head of biotechnology, Dr Larousse. This will give you a chance to see for yourselves just how close we are to our objective. Dr Larousse will also be giving a short talk this afternoon on the results of our latest research into other forms of gene therapy in the treatment of stroke, liver damage and heart disease, three areas

in which, I think you'll agree, we have made considerable progress since our last meeting in Cambridge.

I can report that we are continuing to make headway in all our areas of research. But it is the results we're getting from the tests we've done on our anti-bcl-2 drug which are particularly exciting. To give you just one example, we have now been able to hold a cancer in remission, in a test subject, for three months without the need for radiology or chemotherapy. The point I want to make is that, with your collaboration, we are confident we can take the lead in this important area of clinical medicine.

Please take as much time as you need to talk to our research scientists during the tour. I'm sure they'll do their best to answer any technical questions you may have. The security passes you have been issued with give you almost complete access to our research facility. Feel free to take notes and compare data with our informatics department.

Now, if I could just take a few minutes to talk to you about the use of protective clothing ...

12 Stories with impact

Helena Gomm

1 Number the sections of this story in the correct order.

The one-armed karate student

- A** ☐ The master said he could compete in the tournament, but only if he followed his instructions carefully and put his trust in him.
- B** ☐ He was puzzled by this and asked the master how, as a boy with only one arm and only one move, he could possibly have won against all the other students. The master smiled and told him that there was only one defence against the move he had learnt – and that was to grab the attacker by the right arm.
- C** ☐ After a few months, he noticed that all the other students were preparing to compete in a tournament, and one day the boy asked the master if it would be possible for him to compete, too.
- D** ☒ There was once a young boy who lost his right arm in an accident. When he was ten, he told his parents that he would like to join a karate club. They took him to a local club and asked the karate master if he could join.
- E** ☐ The master then taught the boy one move, and one move only. The boy practised his one move very hard, but after a while he saw that the other students were learning a range of different moves and he asked the master to teach him these as well. The master told him he should just keep practising his one move. So the boy put his trust in him and continued practising.
- F** ☐ The master said yes, and he soon became an enthusiastic and popular member of the club.
- G** ☐ The day of the tournament arrived and the boy won the first round, then the next, then the next, until by the end of the day he had won the entire tournament.

2 Work with a partner. Which of these do you think is the best moral of this story and why? Can you add any other morals to the list?

- a** Put your trust in your teacher and you will not fail.
- b** If you work hard, you can overcome adversity.
- c** Success comes to those who never give up.
- d** Your greatest weakness may turn out to be your greatest strength.
- e** Don't let disability prevent you from doing what you want.
- f** The most unlikely people can accomplish the most amazing things if they try.
- g** Sometimes you only need to be good at one thing in order to succeed.

3 Successful presenters often use stories with impact to illustrate their presentations. They say that the ideal formula is:

- 1** Make a point.
- 2** Tell the story that illustrates your point.
- 3** Repeat the point again.

Discuss a business situation in which a presenter might use the story of the one-armed karate student to illustrate a point.

13A The good consultant

Nicholas Sheard

1 Companies use consultants for many reasons. Match the sentence halves to discover a few of them.

- | | |
|---|---|
| a Consultants are not involved | 1 fresh ideas to the company. |
| b Consultants have experience of | 2 specialist knowledge. |
| c Consultants bring | 3 in internal company politics. |
| d Consultants can be used | 4 things realistically and objectively. |
| e Consultants have | 5 working with other companies. |
| f Consultants see | 6 quickly and efficiently. |
| g Consultants work | 7 by management to take the criticism for unpopular decisions. |

2 Read the story of *'The consultant, the shepherd and the sheep'*.

Once upon a time there was a shepherd. He was standing by the side of the road, looking after his flock of sheep. Suddenly, a brand new Cherokee Jeep appeared and stopped near the shepherd. A young man wearing a Hugo Boss shirt, Yves St. Laurent trousers and Nike trainers got out and said to the shepherd: 'If I can guess how many sheep you have in your flock, will you give me one of them?' The shepherd looked at the man, looked at his sheep – who were eating grass peacefully – and said: 'Yes, OK then.'

The young man parked his car and took out his laptop computer and a GSM phone. Then he logged on to a NASA website and scrutinized the local area with the help of a GPS (global positioning system). Next, he created a database and 60 Excel tables full of statistics. After that, using a hi-tech micro-printer, he printed a 150-page report. Finally, he turned to the shepherd and said: 'You have 1,586 sheep in your flock.' The shepherd replied: 'You're absolutely right, I do have 1,586 sheep in my flock. Now you can take your sheep.'

The young man took a sheep and put it in the back of his Jeep. When he had done this, the shepherd said: 'If I can guess your profession, will you give me my sheep back?' 'Yes,' said the young man. 'You are a business consultant,' said the shepherd. 'How did you guess?' asked the young man. 'Three things,' said the shepherd. 'Firstly, you came here when nobody asked you to. Secondly, you charged me a sheep to tell me what I already knew. And thirdly, you have no idea what I do, because you took my dog, not a sheep!'

3 Complete the sentences with a partner using modal verbs. Try to use a different one for each sentence.

- a** A good consultant _____
- b** A good shepherd _____
- c** A consultant's report _____
- d** A company employing a consultant _____
- e** The recommendations in the report _____

13B Business behaviour

Jon Hird

1 How important are the following characteristics in your workplace or for business in your country? Put a cross in the appropriate place on each line.

	Not important / To be avoided	Very important
a using first names	←	→
b punctuality	←	→
c physical contact	←	→
d humour	←	→
e giving gifts	←	→
f socializing outside work	←	→
g physical appearance	←	→
h small talk	←	→
i showing emotions	←	→
j working extra hours	←	→
k appearing to be busy	←	→
l formality between levels in the hierarchy	←	→

2 Work in groups and share your profiles with each other. Give examples from your own experiences to explain the characteristics of your culture or company's business behaviour. Use the following expressions:

It is always a good idea to ... because ...
 One thing you should never do is ... because ...
 People tend to / tend not to ... because ...
 A lot of people ... but I don't because ...
 It's usually appreciated if you avoid ... (-ing), because ...
 On the whole, people don't ... because ...
 It's just 'not done' to ... because ...

14 Selling the company

Gina Cuciniello

1 Read the following extracts from letters and tick those which you could use in a letter introducing your company to a new customer.

a ☐ Let me tell you about us.

b ☐ As I will be in your area next week, I would like to ...

c ☐ I would like to introduce myself and my company.

d ☐ We want to present to you our company which ...

e ☐ **I have attached our most recent brochure which ...**

f ☐ Best wishes

g ☐ We can give you lots of products to choose from.

h ☐ We are a small company which specializes in ...

i ☐ We have an international clientele.

j ☐ You are requested to inform us of a time as soon as possible.

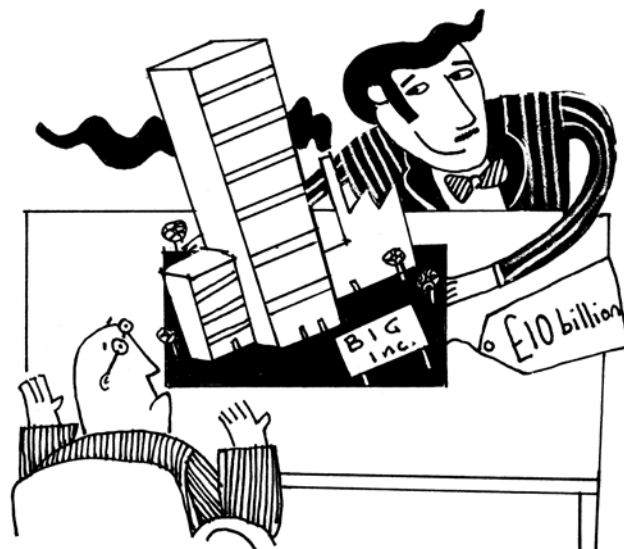
k ☐ **Can we come and show you our products?**

l ☐ I saw your website and thought you could really do with our services.

m ☐ Just wanted to let you know ...

n ☐ Our range of products is extensive.

o ☐ Yours sincerely



p ☐ I will call you at the end of the week to find out when would be a convenient time.

q ☐ **You won't find prices better than ours.**

r ☐ It'd be great to hear your views.

s ☐ All for now. Bye.

t ☐ In the meantime, if you would like further information, please do not hesitate to ...

u ☐ People from all over the world buy from us.

v ☐ I look forward to meeting you very much.

w ☐ **We have a great deal of experience in ...**

x ☐ Our prices are very competitive.

y ☐ We would be happy to arrange a meeting at your convenience.

2 Now write a complete letter to a new customer which your company would like to do business with, using at least eight of the extracts you have selected. Use your imagination to provide the details and expand where you feel it is necessary.

15A Dragon boat racing

Nicholas Sheard

- 1 Discuss the questions with a partner or in small groups.
 - a Have you ever worked as part of a team to solve a problem?
 - b Was your team successful? Why/Why not?
 - c What are the advantages of teamwork compared to working on your own?
- 2 Read the story of a boat race. Put the story in the correct order. A is the first sentence and J is the last.



- A A company decided to buy a rowing boat and enter a team for a boat race.
- B The management decided to implement the consultant's recommendations.
- C The management called in an internal consultant to analyse the situation.
- D With this new team, the company entered a new race. Again, they lost the race by a huge distance.
- E Based on these preliminary findings, the consultant delivered her advice: to increase the number of rowers on the boat.
- F The company put together a team of rowers and the team trained hard for two months.
- G The new team was made up of one executive director, one deputy director, one manager, one supervisor, one coordinator, one drummer and four rowers.
- H Her report stated that of the ten people on the boat, only two had actually been rowing. The other boats in the race had had at least eight rowers, with one drummer and one oarsman to steer the boat.
- I Despite this, the company came last in its first race by more than 200 metres.
- J This time, the management made a quick decision. They fired the four rowers and the drummer and sold the boat. They stopped all further investment straightaway. Then, with the money from the sale they gave the managers and supervisors a bonus, and raised the salaries of the directors in recognition for completing the project under budget.

Correct order

1	A	2	3	4	5	6	7	8	9	10	J
---	---	---	---	---	---	---	---	---	---	----	---

- 3 Would you have done anything differently if you had been part of the company management?

15B Consultancy team

Gina Cuciniello

Group A

1 You are a team of management consultants who have been asked by the directors of a company to provide advice on a problem they are experiencing with their management meetings.

The problem

The managers in the company are being difficult and unco-operative in the weekly management meetings which take place at 9.00 am on Monday mornings.

- attendance is poor
- the managers frequently arrive late or leave early
- the managers are quiet and unresponsive
- there is a sense of a group secret or private joke going on

Discuss the problem and decide on your solutions to present to the directors of the company.

2 You are the directors of a company. You have asked a team of management consultants to provide advice on a problem you are experiencing with your management meetings.

The problem

The managers in the company are being difficult and unco-operative in the weekly management meetings which take place at 9.00 am on Monday mornings.

- one or two of the managers are dominating the meeting
- the discussion frequently goes off the point and becomes irrelevant
- the managers are not listening to each other
- the managers have not prepared adequately for the meeting

Listen to the management consultants' solutions to your problem.



Group B

1 You are the directors of a company. You have asked a team of management consultants to provide advice on a problem you are experiencing with your management meetings.

The problem

The managers in the company are being difficult and unco-operative in the weekly management meetings which take place at 9.00 am on Monday mornings.

- attendance is poor
- the managers frequently arrive late or leave early
- the managers are quiet and unresponsive
- there is a sense of a group secret or private joke going on

Listen to the management consultants' solutions to your problem.

2 You are a team of management consultants who have been asked by the directors of a company to provide advice on a problem they are experiencing with their management meetings.

The problem

The managers in the company are being difficult and unco-operative in the weekly management meetings which take place at 9.00 am on Monday mornings.

- one or two of the managers are dominating the meeting
- the discussion frequently goes off the point and becomes irrelevant
- the managers are not listening to each other
- the managers have not prepared adequately for the meeting

Discuss the problem and decide on your solutions to present to the directors of the company.

16 Teamwork jigsaw

Helena Gomm



17A Teleconferences

Helena Gomm

- 1 Do you take part in teleconferences? If so, what do you like and dislike about them?
- 2 A business magazine asked its readers to say what they most hated about teleconferences. Read some of the replies and see if any of the ideas match yours.

I find it particularly annoying when people arrive late. For some reason, this doesn't matter so much in face-to-face meetings, but it's really disruptive when people arrive late for a teleconference. It's hard enough to keep track of who is there anyway, without some of them joining in halfway through!

John

I can never tell who is speaking, which can be very embarrassing. I often have teleconferences which involve two women who sound incredibly alike. It's not a problem if we have a videoconference, but when it's just on the phone, I feel stupid and a bit rude having to stop them all the time to ask who they are.

Helen

I have teleconferences with colleagues in Australia. The meetings always seem to be arranged at times which are convenient for them and I find myself having to get up at dawn or stay at work late in the evening to take part in the meeting. It's just not fair!

Paulo

I never know who is who! Some of the companies I have teleconferences with bring extra people to the meetings, often people I don't know. I don't know what their role is within the company and at the meeting - or how much importance I should attach to what they say.

Sandra

One of my clients has their side of the meeting in a busy office. They don't seem to have a separate meeting room, so there's always a lot of background noise: people walking up and down the office, phones ringing, people talking and laughing - sometimes even people eating! I find it very distracting. I can't hear what is being said in the meeting; and even if I can hear it, I can't really concentrate.

Lois

I have had problems recently when I have been unable to attend a teleconference and no one has been able to fill me in properly on what was said or decided. At a face-to-face meeting there is usually someone who takes notes and can provide these for anyone who missed the meeting. Teleconferences seem to be much more casual. It's treated more like a chat on the phone and once it's over, if you've missed it, you've missed it!

Duncan

- 3 Work with a partner to think of a solution for each of the problems. Compare your solutions with another pair and write a list of Dos and Don'ts for people arranging teleconferences. Add any further recommendations for Dos and Don'ts that you can think of.

17B A memorable meal

Mark Powell

Did I tell you I went to this (type) _____ restaurant the other day?
Yeah, me and (name of another person) _____. (Name of restaurant)
_____, it's called.

I've been there before, actually. It's got a really nice **atmosphere**. The staff are very **friendly**. And I've had some absolutely **delicious** meals there in the past. They offer a good range of dishes, too – everything from simple **traditional** dishes like (give examples) _____, to more **exotic** things like (give examples) _____. But this time I have to say the meal we had was a bit **disappointing**.

Anyway, I ordered my usual steak, which I always have very, very **rare**. Because with a good steak you shouldn't have to cook it too much. It should still be **tender** and **juicy**. And I didn't want potatoes and vegetables so I just asked for a **side salad**.

When the food arrived it was a disaster! The salad didn't look very **fresh**. And, as for the steak! It was so **tough** I could hardly get my teeth through it. It obviously wasn't rare – it was completely **well-done**!

Anyway, the waiter came over and asked, 'How's your steak?' 'Well-done,' I said. 'Thank you very much, sir,' he said. I said, 'No, I mean I ordered it rare and this one's been **overcooked**. It tastes like wood!' He offered to replace it, but I said I wasn't so hungry now, and could I just have something a bit **lighter**?

Anyway, after all that, we didn't even order a dessert because most of them looked too **fattening** and we hadn't really enjoyed our meal. I just asked for the **bill** and we left. It's the first time I've left a restaurant without leaving a **tip**!

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18A Boss or Big Brother?

Simon Clarke

1 Read the extract from an article on emails. In each sentence there are two words missing. Fill the gaps with the following word pairs.

case + pay conducted + behalf customers + worried email + tool emails + words
liable + emails offensive + language perk + hot says + issue scanning + managers
sexism + pathetic systems + snooping take + telephone thinks + halt want + money

UK employers are keeping a close eye on **(1)** _____ emails in an effort to trap those using sexist or racist _____. Automatic **(2)** _____ equipment is being used to seek out potentially offensive words that set off an internal alarm, and _____ are then alerted.

Philip Ryan, from IT company Peapod, says in reality the **(3)** _____ he develops are more about protecting companies than _____ on employees. 'Our **(4)** _____ are very _____. They don't want to be **(5)** _____ for things written in _____. People do not **(6)** _____ to end up in court and lose _____.'

Mr Ryan points to the **(7)** _____ of Norwich Union, an insurance company, which had to _____ out £450,000 after its employees sent out emails insulting a market rival.

Professor Helen Petric **(8)** _____ UK employers may be overreacting to the email _____. She recently **(9)** _____ a survey of email content on _____ of MSN. There was a bit of **(10)** _____ and some fairly _____ jokes. The University of Hertfordshire academic **(11)** _____ employers' time might be put to better uses than trying to _____ their workers' personal emails. Most **(12)** _____ are between 50 and 100 _____. It doesn't **(13)** _____ very long to read or type them, especially compared to the time a person could spend on the _____. Ms Petric says **(14)** _____ has proved an invaluable _____ to workers. It should be regarded as a small **(15)** _____ of the job, one people should not get too _____ under the collar about.

2 What is your opinion about employers scanning their employees' email? Discuss the ideas in the text using some of the following expressions.

I don't really think ...	On the other hand ...
I agree with what it says about ...	I'm not really sure ...
It's ridiculous to say ...	It's not something that bothers me, but ...
I don't agree with the idea that ...	I don't have an opinion either way.
I see what people mean about ...	

18B A quality problem

Paul Emmerson

1 Your company makes flat-screen TVs. There is a quality problem in the factory and the CEO is writing an email to all the senior managers. The sentences a–f from his email are not in the correct order. Decide which order is best and write the sentence letter in the numbered boxes.

- a** This is unacceptable – we are falling a long way behind our competitors in terms of quality.
- b** I am very concerned about quality levels in our plant over the last quarter.
- c** I've just been given the figures – defects are up 8% compared to the same period last year.
- d** When I have your initial thoughts by email, I'll write a short report and call a meeting to discuss it in more detail.
- e** Please give this matter your urgent attention, and reply by no later than the end of next week.
- f** The situation cannot continue and I want to know your opinions about why quality is so poor.

Correct order

1		2		3		4		5		6
---	--	---	--	---	--	---	--	---	--	---

2 Write one, two or three emails in reply using the information below. Use separate sheets of paper. Expand the ideas and feel free to change details or invent extra details. The maximum length for each email is 100 words.

email 1:	email 2:	email 3:
<p>You are the plant manager. You think the problem is due to poor industrial relations in the factory. The workers have no motivation. You think more money should be spent on health and safety, improved salaries and sports facilities for the workers and their families.</p>	<p>You are the head of quality control. You think it is a waste of time trying to motivate the workers. The only solution is more automation using industrial robots, and at the same time reducing the number of workers. Automation is expensive, but in the long term the investment will be justified.</p>	<p>You are the finance director. You think that the problem is due to the plant manager and head of quality control not doing their jobs properly. They should train the workers better, link pay rises and bonuses to improvements in quality, and investigate in detail why the level of defects is so high. Instead of this, they try to avoid any responsibility. Be careful how you make these points in your email.</p>

3 Think of a quality problem in your own company or organization. Answer the following questions.

- a** What is the problem?

- b** Why do you think it has happened?

- c** Who do you need to email about this problem?

- d** Now write an email to the person you named in c. The maximum length for your email is 100 words.

4 Imagine that you are the person who receives the email written in 3. How would you answer it? Write the reply.

19A Peasants 1000 AD

Paul Emmerson

Peasant A

You are a medieval peasant. You and your family live a simple, honest life.

You grow food and keep animals on a small piece of land. You are friendly with your neighbour.

- 1 Study the table. The second column shows items that you have now, and the third column shows what you need (in total, not in addition). Note that there are some items where you have more than you need, but other items that you will have to get from your neighbour. You are going to negotiate and exchange items. You may not get a good deal for them. What are your priorities? Your cows won a prize, so insist on a very good deal for them.
- 2 Prepare your ideas, then meet your neighbour. There are no rules for how much anything is worth – it is up to you to get the best deal you can through discussion and negotiation. Before you begin negotiating, talk a little about the weather, life in the village, the quality of your products etc.

	What you have in your farm now	What you need for your family	What you have after the negotiation
Potatoes	40 kg	10 kg	
Cabbages	20 kg	50 kg	
Beans	None	20 kg	
Chickens	30	15	
Pigs	None	2	
Cows	8	6	
Milk	20 litres	20 litres	
Eggs	40	25	
Wine	40 bottles	70 bottles	
Firewood	20 bundles	40 bundles	



Peasant B

You are a medieval peasant. You and your family live a simple, honest life.

You grow food and keep animals on a small piece of land. You are friendly with your neighbour.

- 1 Study the table. The second column shows items that you have now, and the third column shows what you need (in total, not in addition). Note that there are some items where you have more than you need, but other items that you will have to get from your neighbour. You are going to negotiate and exchange items. You may not get a good deal for them. What are your priorities? Your pigs won a prize, so insist on a very good deal for them.
- 2 Prepare your ideas, then meet your neighbour. There are no rules for how much anything is worth – it is up to you to get the best deal you can through discussion and negotiation. Before you begin negotiating, talk a little about the weather, life in the village, the quality of your products etc.

	What you have in your farm now	What you need for your family	What you have after the negotiation
Potatoes	10 kg	10 kg	
Cabbages	40 kg	40 kg	
Beans	30 kg	10 kg	
Chickens	10	15	
Pigs	6	2	
Cows	1	4	
Milk	None	20 litres	
Eggs	None	30	
Wine	80 bottles	70 bottles	
Firewood	60 bundles	50 bundles	

19B Mini-negotiations

Paul Dummett

Jason Electronics: Negotiating a reduction in working time

- 1 Read the text and complete the first section of the table with notes.
- 2 You are going to roleplay a negotiation with another student.
 - a First decide which of you is going to be the Manager and which is going to be the Union Representative. Think of two concessions you would make in the negotiation and write notes in the second section of the table.
 - b As you negotiate, complete the third section of the table.

You work for Jason Electronics, a company that manufactures electrical cable. It employs 95 people and is based in an industrial park near Swindon, England. The regular working week for production staff is 39 hours, compared with a maximum of 37 hours in other, similar companies on the estate. The union would like to negotiate a reduction in working hours to 37, without any reduction in basic salary. They realize that in return for this they will probably have to increase productivity. The management is happy to consider a reduction in hours if it can win greater productivity and flexibility in working time. (It often needs to ask staff to do overtime for special orders.)

	Management	Unions
What they want	_____	_____
What they can offer	_____	_____
Concession	1 _____ 2 _____	1 _____ 2 _____
Productivity deal	_____	_____



Businessworks: Negotiating the allocation of extra resources

- 1 Read the text and complete the first section of the table with notes.
- 2 You are going to roleplay a negotiation with another student.
 - a First decide which of you is going to be the Sales Director and which is going to be the Area Sales Manager. Think of two concessions you would make in the negotiation and write notes in the second section of the table.
 - b As you negotiate, complete the third section of the table.

You work for the sales department of a company which makes accounting software. There are four export sales managers, each responsible for a different area in Europe. The manager responsible for Scandinavia feels that he is overworked and that without extra staff he cannot achieve the targets he has been set. He thinks that with extra sales staff and a bigger budget he can increase the sales potential. The sales director would like proof that sales can be increased before providing extra staff and resources. She is prepared to risk employing extra staff for the area if the manager will share some of the risk also.

	Sales Director	Area Sales Manager
What they want	_____	_____
What they can offer	_____	_____
Concession	1 _____ 2 _____	1 _____ 2 _____
Risk-sharing deal	_____	_____

20 How assertive are you?

Helena Gomm

1 How assertive are you? Complete the questionnaire and find out. Choose the option (a, b or c) you most agree with.

- | | |
|--|---|
| <p>1 Your boss suddenly asks you to do extra work this evening to help him prepare for a conference tomorrow. It is your wedding anniversary and you have bought tickets for a show. Do you ...</p> <p>a call your partner and explain that you have to work late?
 b tell your boss you can't work late tonight and explain why?
 c tell your boss you can't work late, but give no reason?</p> <p>2 In the company canteen, someone pushes in front of you in the queue. Do you ...</p> <p>a assume they didn't realize you were in the queue and explain to them gently that you were ahead of them?
 b tell them not to be so pushy and to get behind you in the queue?
 c say nothing?</p> <p>3 You are having an argument with a colleague who plays loud music at work, which you find distracting. Are you most concerned with ...</p> <p>a making your point of view understood and stopping the noise?
 b finding a way to allow each of you to get what you want?
 c understanding your colleague's needs even if they conflict with your own?</p> <p>4 Someone at work makes unpleasant jokes about you. Do you ...</p> <p>a tell them you don't find the jokes funny and that unless they stop, you will report them to the human resources manager?
 b complain to the human resources manager and insist that this person is dismissed?
 c pretend to find the jokes amusing?</p> | <p>5 You got on well with your old boss, but she has now left and your new boss clearly doesn't like you. He watches you all the time, makes nasty comments about your work and points out your mistakes in front of your colleagues. Do you ...</p> <p>a try to work harder and make fewer mistakes in the hope that your boss will like you better?
 b complain to the human resources manager and ask to be transferred to a different department?
 c make an appointment to see your boss and explain politely that you find his attitude and behaviour towards you unacceptable?</p> <p>6 A colleague arranges to meet you at a local restaurant. She arrives 30 minutes late and doesn't apologize or explain. Do you ...</p> <p>a point out that you think it is impolite to keep someone waiting for 30 minutes and then not explain why?
 b say nothing because you don't want to start an argument?
 c ask her if something happened to make her so late?</p> <p>7 You order a meal in a restaurant and when it eventually arrives, it is cold. Do you ...</p> <p>a quietly point out the problem to the waiter and ask him to heat up the food?
 b say nothing but don't leave a tip?
 c demand to see the manager, complain about the food and try to get your meal for free?</p> <p>8 You are about to go on holiday when your team takes on a new project. They need your help. Do you ...</p> <p>a postpone your holiday and stay at work to help with the new project?
 b tell them that you haven't had a holiday in ages and that you are sure they can handle things without you?
 c go on holiday, but tell your team they can contact you by phone or email if they need help?</p> |
|--|---|

fold

fold

2 Work out your score. Then read the analysis. Do you agree with it?

1	a	1	b	2	c	3
2	a	2	b	3	c	1
3	a	3	b	2	c	1
4	a	2	b	3	c	1
5	a	1	b	3	c	2
6	a	3	b	1	c	2
7	a	2	b	1	c	3
8	a	1	b	3	c	2

Over 20 points

It is possible to be too assertive! In fact, you are rather aggressive in your dealings with other people. You tend not to take other people's views into consideration so long as you get what you want. Being kinder and gentler to other people doesn't mean that you are letting them walk all over you.

10 to 20 points

You are assertive in the way you deal with other people but not over aggressive. Well done! You know how to get what you want without being a bulldozer.

Under 10 points

You probably feel uncomfortable when things don't go right because you hate any form of conflict. Be careful that you don't become a doormat. You may feel that you are getting along with people by being passive, but if you don't assert yourself a little more, everyone will walk all over you! Unless you tell people what you want, they won't be able to take your needs and concerns into account, so learn to speak up for yourself!

3 What else could you do in situations 1–8? Write your own answers, then compare with a partner.