

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РОССИЙСКОЙ ФЕДЕРАЦИИ

Нижегородский государственный университет им. Н.И. Лобачевского

БИЗНЕС-ЛИДЕР
BUSINESS LEADER

Практикум

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Практикум содержит задания на тренировку и совершенствование навыков устной и письменной речи, развитие стратегий чтения, закрепление лексико-грамматических навыков. Для самостоятельной работы студентов в пособии представлены кейсы.

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PART 1 CAREERS

1. LEAD-IN

1) *Is it part of your career plan to work abroad one day? If you have worked abroad, was it good for your career? Why? / Why not?*

2. READING

1) *Read this article from the Financial Times by Rhymer Rigby and answer the questions.*

WORKING ABROAD

by Rhymer Rigby

A period overseas is seen by many as an important addition to your CV. But how do you make sure that it really works to your s
5 advantage?

1. _____

“Think carefully about the job,” says executive coach, Nicola Bunting. “Does it fit in with your
10 career goals or are you being attracted by the lifestyle? Also before you go, you need to have a re-entry
plan.” Kevan Hall, chief executive of the international people management
15 is group. Global Integration, says you shouldn’t underestimate the culture
shock. “Go out there beforehand. See what you’re getting into.”

2. _____

20 Nigel Parslow, UK managing director of Harvey Nash executive search, says staying where you are may not be possible if you work for an organisation that has overseas
25 operations. He adds that the experience you gain is also very attractive.

3. _____

The biggest is family. This can
30 be particularly hard for people in the middle of their careers who may have children at school. Ms Bunting says: “There’s your partner’s career too. Some people’s spouses try and
35 commute back and I’d really advise against this as it makes an already stressful situation even more difficult.”

4. _____

40 Mr Hall says: “There’s been a power shift to Asia, and that, coupled with low growth in America and Europe, means that particularly if you’re ambitious you might want to
45 spend some 45 time there.”

5. _____

Many people say two to three years. But this will vary according to the country and organisation. Mr Par
50 slow thinks that if you spend too long abroad, you can end up with a not entirely positive expat* label attached to you.

55 * *An expat is someone who lives and works abroad, often for a long period.*

2) Find the correct place in the article for each of these questions.

- a) Is there an ideal length of time?
- b) What about the destination?
- c) What are the advantages and disadvantages?
- d) What are the personal considerations?
- e) What should I consider before I go?

3) Look through the whole article and match each person 1-3 with their organisation a)-c), and their opinions/advice i)-viii). (Each person has more than one opinion/ piece of advice.)

- | | | |
|----------|-------------------|---------------------------------------------------------|
| 1 Nicola | a) Global Bunting | i. Don't stay abroad too long. |
| 2 Kevan | b) Harvey Hall | ii. Make sure the overseas job suits your career goals. |
| 3 Nigel | c) not mentioned | iii. Think about your partner's career. |
| | | iv. Don't underestimate the culture shock. |
| | | v. You may have no choice about going abroad |
| | | vi. Think about what you will do when you get |
| | | vii. Go to work in Asia. |
| | | viii. Go to the place beforehand to check it out. |

4) Read paragraph 2 and decide if these statements about expressions are true or false.

If you...

- 1) consider if a job *fits in with your career goals* ([lines 8](#)), you think about the long-term consequences of taking the job.
- 2) go to work abroad and have a *re-entry plan* ([line 11](#)), you have an idea about what you are going to do when you get back.
- 3) *underestimate* something ([line 15](#)), you give it more importance than it really has.
- 4) suffer from *culture shock* ([line 15](#)), you find it easy to get used to another culture.
- 5) *get into* a situation ([line 17](#)), you get involved in it.

5) When you work overseas,... the experience you gain is... very attractive, ([lines 23-24](#)) Attractive to whom?

6) Find the answers to these questions in paragraphs 4, 5 and 6. Start your answers with because...

When considering a job abroad...

- a) why is it especially hard for people in the middle of their careers?
- b) why should married people consider the issues carefully?
- c) why is it a bad idea for the husband or wife to commute back to the home country?

- d) why is Asia a good place to go and work for a while?
- e) why is it a good idea not to stay there too long?

3. SPEAKING 1

1) *Imagine that a colleague of yours is going to work or study abroad for two years. What advice would you give them?*

4. SPEAKING 2

1) *Some say that the business world is becoming more or less the same everywhere, and that people should have less and less trouble adjusting to work in a new country. Do you agree or disagree? Give your reasons.*

5. TELEPHONING: MAKING A CONTACT

1) *There is one word missing in each of the expressions below. Put the missing word into each expression.*

- a. Could I speak Ken Wu, please?
- b. This Pedro Casas in Buenos Aires.
- c. I'm calling our latest order.
- d. Could you transfer to the production department, please?
- e. Could you ask him call me back?
- f. Can I leave message, please?
- g. Could you tell what it's about?
- h. I'll put through.
- i. Can I get him call you?
- j. I can transfer to his voicemail.

2) *Work in pairs. Rearrange the two parts of this phone conversation into a logical order.*

A Hello.

B Hello. Is this Kiev Agro?

A Yes, that's right.

B Could I speak to Ludmila Sharapova, please?

A Who's calling, please?

B Anton Schmidt at EFG Chemicals in Dresden.

A Could you tell me what it's about?

B I'm a supplier and I'm calling about our contract.

A I'll put you through ... I'm afraid there's no answer. Can I get her to call you?

B Yes, please. She has my number, I think, but here it is just in case: 00 49

351...

A 00 49 351...

B 48900 01.

A 00 49 35148900 01.

B That's it. Could you get her to call me back as soon as possible. It's very urgent.

A OK, no problem. I'll do that. Goodbye.

B Thanks. Goodbye.

6. CASE STUDY WRITING TASK: MODEL ANSWER

1) *Study the sample e-mail and explain the key features of e-mail: structure, style, language.*

To: Regional Director From: Head, interviewing team

Subject: Appointment of Sales and Marketing Director (Brazil, Argentina, Colombia)

Dear Claudia,

We recently interviewed three candidates for this position.

We have decided to appoint Chantal Lefevre.

I will briefly describe the candidate's strengths and explain the reasons for our decision.

Chantal has great personal qualities. She is a direct and honest person. She will have the respect of her sales teams, as she has a great sales record herself.

She is currently one of our sales representatives in Switzerland, but has worked in Spain and Portugal, so she will be able to adapt easily to Latin American markets. (She speaks Portuguese fluently. Her Spanish is only intermediate, but I'm sure she will improve quickly.)

It's not only a good salesperson that we need. Chantal has a marketing diploma. Her course included advanced statistical methods, and she will be able to work in technical areas in market research.

Please let me know when Chantal can start work at your office in Sao Paulo. Looking forward to hearing from you,

Best regards,

Ricardo

2) *Write an e-mail reply from Claudia Lopez.*

- Thank Ricardo for his e-mail.
- Say that Chantal Lefevre seems a very good choice for the job.
- Tell him when Chantal can start work, and say that Chantal should get in touch with you directly about arrangements for moving to Sao Paulo and starting work there.
- End suitably.

3) *Write a different e-mail reply from Claudia Lopez.*

- 1) You have met Chantal Lefevre at a sales conference.
- 2) You are not sure that she is the right person for the job.
- 3) Give two reasons (for example, she is not a leader - she may be a good salesperson, but this is not enough...).

4) However, you are willing to give her a trial period of three months to see if she can do the job. End suitably.

PART 2 COMPANIES

1. LEAD-IN

1) *What's the best way to keep a company's employees happy and motivated?*

2. READING

1) *Read this article from the Financial Times by Stefan Stern and answer the questions.*

THE REAL VALUE OF MANAGING INFORMATION AND PEOPLE

by Stefan Stern

SAS has been a pioneer in the business of "analytics". This involves not just gathering information, but also processing it and getting the value from it. Its chief executive, Jim Goodnight, says: "When the economic downturn started I told everyone there would be no job losses, that we might have lower profits but that was line with me," he says. "I didn't care because I prefer keeping everybody's jobs. I think everybody actually worked harder is to save money, to cut expenses, to try to bring in more revenue, and we actually ended up growing last year by 2.2 per cent. I always say if you treat people like they make a difference they will make a difference."

SAS has just been named by Fortune magazine as the best company to work for in the US. The on-site perks and benefits at SAS headquarters are remarkable. Medical care, childcare, sports centres, massage, food, hairdressers and a 35-hour week: these all form part of the employee package.

There is a downside SAS does not pay the highest wages in its sector. But it is a successful business with low staff turnover. Most employees seem happy with the deal, which is designed to make working life easier. It is these software programmers who in turn keep SAS's clients happy.

2) *Look through the whole article. Which organisation is it about? Complete these statements with words from paragraph 1, as they are used in the article.*

- A _____ is a person or organization that does something that has not been done before. (7 letters)
- If you collect information, you _____ it. (6 letters)
- If you _____ information, you try to make it easier to use, understand, etc. (7 letters)

- d) An economic _____ is a time when business activity goes down. (8 letters)
- e) You say that something happened when you want to talk about what really happened, not what might have happened. (8 letters)
- f) _____ is another word for 'costs' (8 letters)
- g) _____ is money from sales. (7 letters)
- h) If you people in a particular way, you manage them in that way. (5 letters)

3) Read paragraph 1 and choose the best summary.

SAS got through the economic downturn ...

- a) but profits increased and some employees lost their jobs.
- b) but it made a loss; however, everyone kept their jobs.
- c) and the company even grew during that time.

4) Now answer these questions about paragraph 1.

- a) What does SAS do?
- b) During the downturn, why didn't Jim Goodnight worry about having lower profits?
- c) How did his employees manage to get the company to grow?
- d) What is his 'philosophy*' in relation to employees?

5) Read paragraph 2. Imagine that SAS employees make the comments below. Which perk or benefit is each employee referring to?

- a) 'I like being able to leave work at 5.30'
- b) 'If I get ill, I can always go and see the company doctor.'
- c) 'I can leave my kids in the creche and pick them up when I leave work.'
- d) 'It's great to be able to play tennis at lunchtimes.'
- e) 'I can always get my hair cut without going into town.'
- f) 'The hamburgers are delicious.'

6) Choose the alternative with the closest meaning to the expression in italics.

- 1) There is a downside, ([line 34](#))
 - a. disadvantage
 - b) disagreement
 - c) disappointment
- 2) SAS does not pay the highest wages... ([line 35](#))
 - a) earning
 - b) salaries
 - c) payments
- 3) ... in its sector. ([line 35](#))
 - a) segment
 - b) industry
 - c) area
- 4) But it is a successful business with low staff turnover. ([line 36](#))

- a) few employees who leave
- b) low sales per employee
- c) few employees who sell
- 5) Most employees seem happy with the deal, ... ([line 37](#))

- a) location and salary
- b) healthcare and sports centres
- c) pay and benefits

3. SPEAKING 1

1) *Think about your own organisation or one you would like to work for. What perks and benefits would you most like to have?*

4. SPEAKING 2

1) *SAS is based on a 'campus' outside Raleigh, Virginia. (A campus is a kind of park, often on the edge of a city, where a company has its offices.) Would you prefer to work on a campus like this, or in a city centre office? Give your reasons.*

5. PRESENTING YOUR COMPANY

1) *Match each of the headings (1-6) to one of the expressions (a-f).*

- | | |
|------------------------------------------|-----------------------------------------------------------------------------------|
| 1. Introducing yourself | a) Here are some key figures on our amazing growth over the last five years |
| 2. Stating your aim | b) That's it for today. Thank you very much. |
| 3. Outlining the presentation | c) My name's Katie Woo and I'm Head of Marketing here at Fragrant Perfumes. |
| 4. Introducing new information | d) My talk is divided into four parts. |
| 5. Changing to a new section of the talk | e) I'm here to tell you about our exciting new products to be launched next year. |
| 6. Ending the presentation | f) That's all I have time for on lipstick. I'll move on now to shampoo |

2) *Work in groups of three. The directors of three new Internet start-ups make presentations about their companies to possible investors. You are one of the directors. Use the notes to make a presentation about your company.*

	Linkalot	Vidcall	Source-it
Based	Hoxton, London	Stockholm, Sweden	Riga, Latvia
Nature of site	Social networking	Video calls using the Internet	Putting suppliers and buyers in touch with each other
Users	Young professionals aged 25-40	Businesses and individual consumers	Businesses in cars, electronics and construction

Current source of investment	Friends and family	Loan from a Swedish bank	Grant from (=money given by) the European
Amount already	€200,000	€550,000	€1.1 million
Purpose of new investment	Employ 10 new programmers	Develop new video technologies	Move into a bigger building with the most up-to-date equipment
Amount required	€1 million	€1.5 million	€1.9 million

6. CASE STUDY WRITING TASK: MODEL ANSWER

1) Study the investment plan (report) below and write an e-mail from Donna Martin, the director at Dino Conti who wrote the report above, to her friend Teresa Hall at CIB. It's a long time since you met. Ask her how she is.

- You want to arrange a meeting - say that the reason is too confidential to put in an e-mail.
- Suggest a day, time and place (your office or hers) - ask if this is suitable.
- You look forward to seeing her.
- End suitably.

2) Write a letter from Bill Kingsley to Anna Batista (account manager) at Dino Conti's advertising agency, Lomax and Associates.

- You have enjoyed working with Lomax and Associates over the years.
- Dino Conti has decided on a new strategy and it will need a new agency.
- You have decided to end your contract with Lomax at the end of this year.
- End suitably.

INVESTMENT PLAN

1. OBJECTIVES

To solve our current problems and enable Dino Conti to become a competitive international business, we propose an investment of \$3 million.

2. STRATEGY AND IMPLEMENTATION

The Board of Directors has agreed the following investment plan.

Buy out our biggest competitor. Tutti Frutti Ice Cream. If you agree, I will contact California Investment Bank (CIB) as they have a lot of experience with buyouts. (I have a friend who works there.)

Increase our advertising budget. Following the buyout, we will advertise all our products in most markets under the Dino Conti brand. A big campaign will increase awareness of our products in parts of the US where we are not well-known. In Asia, we will sell under the Tutti Frutti brand, as consumers know this brand there. We agreed to drop our current advertising agency, as their campaigns have become 'tired'. Bill Kingsley will choose a new advertising agency in time for new campaigns to begin after the buyout is complete.

3. BENEFITS

After the buyout, we will be the biggest ice cream company in the Californian market, and number two in the US as a whole. With the buyout, we can enter the Chinese market. Tutti Frutti already manufactures in China. Its sales there are increasing by 20 percent per year. We will move most of our production to Tutti Frutti's factories in the US and China. Their equipment is more modern than ours. This corresponds to our main objective: to become a competitive international business.

4. COST

Buyout of Tutti Frutti Ice Cream \$2 million
Increase to advertising budget \$500,000

5. TIMELINE

We should try to complete the buyout within six months, by the end of March. If you agree, I will be the main contact with CIB and will report to you regularly on progress.

Bill Kingsley will contact our existing advertising agency in order to end the contract. He will contact three other agencies in the US with offices in China and we will choose one by December 31 st. New advertising campaigns in the US and China will start in spring of next year.

PART 3 SELLING BUSINESS-TO-BUSINESS SELLING

1. LEAD-IN

1) *When businesses sell services to other organisations, what skills do the salespeople need?*

2. READING

1) *Read this article from the Financial Times by Stefan Stern and answer the questions.*

THE DAYS OF AMATEUR SELLING ARE OVER

by Stefan Stern

Don't you just love it when you come through the arrivals gate at the airport and you see a driver there waiting for you, holding up a board with your name on it? How much is that service worth to you? If it is a business trip and your company is paying, do you know what price you will be charged?

I didn't think so. The individual customer doesn't have this sort of information. The travel department in your company can handle it. But what if the travel agency that they are buying from doesn't know the price either? Good news for your company's purchasing department: they can get a better all-in deal. But the travel agency, through its amateur approach to buying and selling, is throwing away a large amount of money.

That is the story of a real travel business as told to me by Michael Moorman, head of ZS Associates, a Chicago-based sales and marketing

consultancy. Mr Moorman is critical of some of the old-fashioned, amateur selling techniques that go on in many businesses, that are unsuited to today's commercial environment.

A new report from the UK's Cranfield School of Management has also described some of the problems. "The average sales person is a pleasant individual who knows a lot about their products," the report says, "but is not able to show how their products are different from the competition, or to solve the customer's problems"

This game has changed. "Today sales people have to go in and negotiate with professional negotiators." Mr Moorman says, "You have to be able to speak the language of finance." It is not good enough to be a "born salesman" any more. It is the smart salesmen and women who will keep their businesses afloat in the months ahead.

1) *Look through the whole article. It's about the way that companies buy products and services. Which type of product or service is mentioned in particular?*

a) cars b) travel c) computers

2) *Give your own personal answers to the three questions in paragraph 1. For the third question, think of a particular place that you have visited and give details of prices, if you can.*

3) *Read paragraph 2 and answer the questions.*

- 1) What two expressions are used to refer to the department that buys travel services in a company?
- 2) What expression is used to refer to the organisation selling these services?
- 3) What is the organisation in question b) above doing wrong? Why?

4) *Complete the table with words from paragraphs 4 and 5, in the form they are used in the article.*

<i>verb</i>	<i>noun</i>
report	
manage	
compete	
	solution
negotiate	negotiation
	(people)

5) *In what order do these items of information appear in paragraphs 4 and 5?*

Sales people...

- a) have to know about finance.
- b) are usually nice people.
- c) have to be intelligent.
- d) should be able to say why their products are different from the competition.
- e) are often highly informed about their products.
- f) should be able to provide answers to the customer's problems.
- g) have to be able to negotiate skilfully

6) *It is the smart salesmen and women who will keep their businesses afloat in the months ahead (line 50-53). The writer is comparing these businesses to:*

- a) planes b) trucks c) ships

3. SPEAKING 1

1) *The average sales person is a pleasant individual who knows a lot about their products. Is this your experience when buying things as a consumer?*

4. SPEAKING 2

1) *Who is responsible for buying products and services in your department or school? Who are the main suppliers? What could be done to negotiate lower prices with them?*

5. NEGOTIATING: REACHING AGREEMENT

1) *Correct these expressions, using the same number of words.*

- 1) We're interested to buy five of your machines.

- 2) We'd liked to get the first deliver in November.
- 3) We must got a better price that the one you are offering.
- 4) We could possible gave you a discount of five per cent.
- 5) We can do that, providing to made a down payment.
- 6) Unfortunately, we aren't agree for that.
- 7) If it work, we'll increased the order later.
- 8) That sound a fairly price to me.
- 9) Good, I think we're cover all.
- 10) Right, we're get a deal.

2) Work in pairs. Student A is the production manager at a car company and wants to buy some robots. Student B is the sales representative for a company that makes industrial robots. Role-play the negotiation.

3) The production manager wants at least 12 robots, but is open to the idea of buying more. The sales representative should try to persuade him/her to do this, talking about the benefits of robots in relation to human workers (cheaper, more accurate, they don't take time off, etc.).

4) Negotiate the number of robots to be bought and the discount to be given.

5) During the role play, try to use one expression relating to each of the types (1-6).

- 1) Stating aims
- 2) Making concessions
- 3) Rejecting suggestions
- 4) Bargaining
- 5) Getting agreement
- 6) Finishing the negotiation

Student A: Production manager	Student B: Sales representative
Discount objectives:	Discounts you can offer:
10-15 robots: 15%	10-15 robots: 10%
16-20 robots: 20%	16-20 robots: 15%
20-29 robots: 25%	20-29 robots: 20%
30 robots or more: 30%	30 robots or more: 25%

6. CASE STUDY WRITING TASK: MODEL ANSWER

1) Study the sample letter and write a letter from a director of EPJS in reply to the letter from Megaluxe. This can be a reply a) to the letter that you wrote in the Writing task, or b) to the letter in the model answer above.

- You agree with the summary given by the Megaluxe director, except on one point, where you think they have made a mistake.
- Politely point out the mistake.
- If they agree to correct this mistake, you look forward to signing the contract and to working with Megaluxe.
- End suitably.

27 November

Dear Juan,

Below is a summary of the points we agreed at our recent meeting.

Length of contract

We agreed a period of 18 months to start with. If the contract is successful, we can arrange a longer period afterwards.

Suite/rooms

We will reserve the following numbers of rooms for your clients:

1 Platinum suite for 28 nights per year in all countries.

15 Gold Standard rooms for 65 nights per year in Europe and Asia, and 5 rooms in Latin America, but only for 50 nights, as we have fewer rooms of this type there.

18 Executive Standard rooms for 90 nights per year in all countries.

Services

Platinum: all facilities/services, bar and meals included.

Gold: all facilities/services included, except bar. Breakfast included, but all other meals and bar extra.

Executive: only breakfast included. All other meals, facilities and services extra.

Rates

Discount on advertised rates: Platinum 12%, Gold 9%, Executive 5%

Advertising

EPJS will include information about Megaluxe in all its advertising. We will pay 25% of advertising costs.

I hope you agree this is a fair summary of our negotiations. If you have any questions, please do not hesitate to contact me.

Yours sincerely,

Kristina Braun

Finance Director, Megaluxe hotels

**PART 4 GREAT IDEAS
PARTNERSHIPS IN INNOVATION**

1. LEAD-IN

1) Where do companies usually get their ideas from?

2. READING

1) Read this article from the Financial Times by Jonathan Birchall and answer the questions.

INNOVATION BRINGS GROWTH

by Jonathan Birchall

Procter & Gamble, the world's largest consumer goods company, is a global industry leader in new consumer product innovation. According to data from IRI, the market research firm, it produced five of the top 10 US non-food product launches last year. Its goal is to add another 1bn customers to the estimated 4bn it already reaches. Bob McDonald, its chief executive, says that the road to more innovation should increasingly include other people's good ideas. "We need bigger innovations that create more value," Mr McDonald told this year's annual awards event for companies and research centres that work with P&G.

"We want you to come to us with your big ideas first." External co-operation has delivered a stream of successful "big idea" products. Last year, IRI's list included Tide Total Care, a premium version of its Tide detergent. This product was number two by sales on IRI's top 10 list of non-food products. It was developed with external research from Sweden's

University of Lund and from two small chemical companies.

P&G's list of partners includes other large corporations, such as food groups ConAgra and General Mills, and rivals, including Clorox, P&G is developing a joint venture with Clorox to produce Glad brand plastic bags. Its most unexpected government research partner may be the Los Alamos National Lab. the US defence technology research centre. Los Alamos initially helped P&G to produce one of the chemicals used in babies' nappies, using data analysis systems developed so for weapons technology.

One of the programme's early success stories was its Olay Regenerist anti-ageing creams, which was built around a chemical process developed by Sederma, a French company. "As a small company, we had little chance of getting in there until P&G changed its policy," says Karl Lintner who headed Sederma at the time.

2) *Look through the whole article to find the names of:*

- a) a consumer goods company.
- b) its CEO.
- c) a market research organisation.
- d) a Scandinavian university.
- e) two big food companies.
- f) a competitor of the company in item a) above.
- g) a military research laboratory.
- h) a French company.

3) Now look through the whole article again to find the products developed in partnership with the organisations in items d), f), g) and h) in Exercise 1 above.

4) Find expressions in paragraph 1 with the number of words shown in brackets that mean the following.

- a) the biggest organisation anywhere in the world that makes products for the general public (6)
- b) the biggest and best company of its kind anywhere in the world (3)
- c) developing new products for the general public (3)
- d) an occasion every year where prizes are given (3)

5) Read paragraphs 3 and 4 and decide if these statements about expressions are true or false.

- a) External co-operation (line 23) is when a company develops a new product by itself.
- b) The word stream (line 24) is used here to refer to water.
- c) A premium version (line 27) of a product is less good and costs less than the ordinary version.
- d) The word chemical is used in line 34 as an adjective and in line 47 as a noun.
- e) A corporation (line 36) is usually a small business.
- f) A joint venture (lines 39-40) is when two companies work together on a particular project.
- g) The word data (line 49) refers to information, especially information analysed on computers.

6) Choose the best summary for the whole article.

Procter and Gamble...

- a) has always welcomed co-operation with other companies to develop new products.
- b) only works with American companies to develop new products.
- c) has realised the importance of working with other organisations, not only companies, on new products.

3. SPEAKING 1

1) What are the risks of working on new products with competitors in joint ventures?

4. SPEAKING 2

1) Is there co-operation in your country between businesses and universities to develop new products and services? If there is, give some examples. If not, try to explain why.

5. SUCCESSFUL MEETINGS

1) *Cross out the extra unnecessary word in each of these expressions.*

Chair / lead

a. Can we go start, please?	Beginning the meeting
b. Right, let's to begin.	Beginning the meeting
c. The main purpose of this here meeting is to...	Stating the aim
d. What do you to think?	Asking for comments
e. The next thing to go discuss is ...	Changing the subject

Participants

1. I'm in the favour of ...	Giving opinions
2. Perhaps we will should ...	Making suggestions
3. I totally am agree.	Agreeing
4. I don't know round about that.	Disagreeing
5. Hold on up a moment.	Interrupting

2) *Work in groups of four. A company's human resources (HR) manager holds a meeting with three employee representatives from different parts of the company: production workers, sales force and general admin staff.*

3) *The purpose of the meeting is to discuss improvements to employee facilities and benefits - see the list below. They have already agreed to spend a maximum of €70,000 for the year. Chair or participate in the meeting and try to persuade the others to agree to the repairs and improvements that you want. Use the expressions above and others you know.*

4) *Company to pay more towards cost of meals in company restaurant - €20,000 Build roof over cycle parking area and make it more secure against thieves - €5,000 Company cars: Volvos to be used instead of current make-€150,000 Build an in-house company gym - €35,000 Improve furniture and lighting in offices-€10,000*

HR manager	Production staff	Sales force	General admin
You lead the meeting.	representative	representative	staff
You have no particular priorities for spending the budget, but you want as many	Your colleagues are most interested in reductions to the cost of meals in the restaurant. They are not keen	The restaurant, gym and office improvements are not important for your colleagues, as they are out	representative Your colleagues like the idea of making the restaurant cheaper, the cycle parking

employees as possible to benefit.

on the other improvements, except those for the cycle parking area.

most of the time visiting clients. Likewise, the cycle area improvement is of no interest to them, as they go everywhere by car. Your colleagues are very keen on better cars for company employees.

area and improved furniture and lighting. None of them has a company car as they never travel on business, so this is of no interest to them.

6. WRITING

1) You are Karin Ali, a member of Dilip Singh's committee. Study the recommendation for winning entry and write an e-mail to John Warner, one of the Aquarium's project managers, and mention the points below.

- You represent Dilip Singh.
- You would like John Warner to come to Mumbai as soon as possible to meet Mr Singh and to present the Aquarium to him - suggest two or three possible dates.
- You look forward to meeting him.
- End suitably.

2) Write a reply e-mail from the Aquarium project manager to Karen Ali.

- Thank them for their e-mail.
- Thank them for their interest in your project.
- You would be happy to come to Mumbai to present it. Say which date would be suitable.
- You look forward to meeting Mr Singh and the other committee members.
- End suitably.

NEW ATTRACTION - RECOMMENDATION FOR WINNING ENTRY

INTRODUCTION

This report outlines the key features of the new attraction that we feel should win the competition.

It gives reasons why the project was selected and explains why the new attraction should be a commercial success.

RECOMMENDED PROJECT

Competitors from all continents have submitted a wide variety of projects, and the general standard is very high. It has been difficult to choose the one that we think should win, but we recommend the Barrier Reef Sea Aquarium in Queensland, Australia.

KEY FEATURES

The aquarium will be in the sea itself. Visitors will walk underwater on the sea floor in glass tunnels to observe fish and sea life. They will be able to travel in a submarine with big glass windows to go further out to sea.

It will make money not only for the local community, but also for the protection of sea life and the sea environment of the Reef.

Australia is close to the booming economies of China and the rest of Asia. More and more people from that region have the money to travel abroad on holiday. People will come from all over the world to see the attraction, of course. We could market the attraction in magazines and on television all over the world.

The project's promoter says that they have plans for corporate sponsorship from multinational companies and Australian companies. (They say that many oil companies are interested, as it will help their image in relation to the environment.)

RECOMMENDATION

We should have discussions with the Aquarium attraction's project managers as soon as possible. We could ask them to come to your office in Mumbai to give a presentation and to discuss it in more detail.

PART 5 STRESS TECHNIQUES FOR DEALING WITH STRESS

1. LEAD-IN

1) *What do you do when you feel stressed?*

2. READING

1) *Read this article from the Financial Times by Rhymer Rigby and answer the questions.*

BEATING STRESS

by Rhymer Rigby

Cary Cooper, professor of organisational psychology and health at Lancaster University, says you need to learn to differentiate between stress and pressure, which can be thought of as “good stress”. “Pressure is motivating and it makes you more productive,” he says. “But when the pressure becomes greater than your ability to cope, then you’re in the bad stress area.” Jessica Colling, product director at corporate well-being consultancy Vielife, says, “Learn to recognise your early warning signs - for instance, being irritable, suffering from headaches or a sudden lack of confidence.” As many people are poor judges of themselves, she

20 suggests asking a friend or family member to help you spot signs of stress.

“There have been so many job cuts that workloads have increased massively,” says Prof Cooper. “People feel guilty about leaving work on time.” Create time to organise your thoughts, plan your tasks and understand what is going on around you. If you are constantly working long hours, then create good reasons to leave work on time. “Think of this as a kind of emotional exercise.” says Prof Cooper. “Even if you enjoy working from eight until eight, in the long term it's not good for you.”

2) *Read through the whole article and match each question (a-d) to the paragraph (1-4) that answers it.*

- a) What should I look out for?
- b) What are some of the causes?
- c) Is all stress bad?
- d) How do I manage it?

3) *Complete the table with words from paragraph*

noun	adjective
organisation	
	psychologi

	healthy
	stressed,
motivation	
production	
	able

4) Now match the adjectives in Exercise 2 to their meanings.

This adjective is used to describe someone who...

- a) is doing a lot and getting results.
- b) feels worried and tired because they have too much work.
- c) is in a good physical and mental condition.
- d) can do something.

This adjective is used to describe ...

- a) a situation where someone feels out of control.
- b) companies, departments, etc.
- c) work that is interesting and that makes you want to do it.
- d) the mind.

5) Find expressions in paragraphs 2 and 3 with the number of letters shown in brackets that mean the following.

- a) the state of feeling good (4-5)
- b) things that show you that something is going wrong (7,5)
- c) describes someone who easily gets angry or annoyed (9)
- d) the state of not having something (4)
- e) the feeling of being able to do something (10)
- f) If you see that something is happening, you it. (4)
- g) amounts of work that people have to do (9)
- h) If something increases a lot, it increases (9)
- i) If you feel responsible for something bad, you feel (6)

6) Choose the alternative with the closest meaning to the expression in *italic*.

- a) Create (line 30) time ...
 - i) make
 - ii) do
 - iii) get
- b) ... to organise your thoughts, plan your tasks (line 31) and understand what is going on around you.
 - i) what you did
 - ii) what you have to do
 - iii) what you want

c) If you are constantly (line 33) working long hours, then create good reasons to leave work on time.

- i) always
- ii) often
- iii) sometimes

d) “Think of this as a kind of emotional exercise (line 37),” says Prof Cooper.

- i) activity
- ii) plan
- iii) project

e) “Even if you enjoy working from eight until eight, in the long term (line 40) it’s not good for you.”

- i) longtime
- ii) long period
- iii) long run

3. SPEAKING 1

1) Is work more stressful, on average, than it was 15 years ago? Give reasons for your opinions.

4. SPEAKING 2

1) One of Prof Cooper’s tips for avoiding stress is to create good reasons to leave work on time. Is this always possible in your job or one that you would like to have? Why? / Why not?

2) Three company executives are discussing the possibility of moving the company’s production abroad to a cheaper location. Group the expressions they use (a-h) under the headings (1-4).

1 Making suggestions 2 Giving opinions 3 Agreeing 4 Disagreeing

a) Excellent idea - lower costs will mean higher profits.

b) I’m not sure it’s a good idea - quality will suffer.

c) Why don’t we move production somewhere cheaper?

d) It would lower costs in the short run, but what about the long run?

e) It might be a good idea to bring in consultants who specialise in this.

f) I can’t agree with you there. No one understands our business as well as we do ourselves.

g) I agree with the idea of using consultants - I know of a consultancy that specialises in this.

h) We’ve got to do something to lower costs.

3) Work in groups of three. You are one of the executives at the company in Exercise A above. Role-play the meeting and discuss the advantages and disadvantages of moving production abroad. Use appropriate expressions from above and others you know.

4)

Chief Executive (Chair/lead)

You want to reduce costs, but you are worried about the possibility that quality, for which your company is famous, will not be as good if you move production abroad.

You are open to arguments from both your colleagues.

Tell the Production Manager that he will not be forced to leave the company if production moves abroad: he will move to a higher-paid job at company headquarters.

Finance Director

You want to reduce costs above all else - you are not worried that quality standards may fall. You want to move production abroad as quickly as possible, without taking the time to use consultants. You are willing to get on a plane tomorrow to go and look at possible suitable locations!

Production Manager

You joined the company as a 17-year-old production worker and you have risen to become Production Manager.

You don't want production to move abroad as your production workers would lose their jobs. You think you will lose your job if production moves abroad.

5. CASE STUDY WRITING TASK: MODEL ANSWER

1) Study the recommendations and write an e-mail from one of the people - Birgitte, Juliana or Jolanta - to a friend who works outside the agency.

- Briefly outline two of the changes that will affect you.
- You think you will be less stressed as a result - give reasons.
- End suitably.

2) Write an e-mail from another of the people to a friend who works outside the agency.

- Briefly outline two of the changes that will affect you.
- You do not think you will feel less stressed as a result of the changes - give reasons.
- Tell your friend that you are looking for another job - give details.
- End suitably.

RECOMMENDATIONS

The management team met on July 5 to discuss ways of dealing with stress in the company. The following recommendations were made:

Anti-stress training

All staff members will go on a weekend course that gives ideas and techniques for reducing feelings of stress. All staff will go on this course together, to allow employees to discuss the things that cause stress. This will also be a good opportunity for team building. Dates to be announced.

Free gym membership

All employees will be able to go to a nearby gym to 'de-stress' at the end of the day. The agency will pay for this gym membership.

Work-life balance

This will be a new priority. We will encourage employees to go home on time at 6p.m. We will no longer expect staff to work at home in the evenings or at weekends.

Recruitment

Enough staff will be recruited to deal with the work that needs doing at any one time. If necessary, we will use more temporary staff.

Job evaluation

All jobs in the agency will be evaluated so that people are doing jobs for which they are qualified, but not over-qualified. (Some will be promoted, and no one will lose their job as a result of this!)

Positive work environment

We hope that the actions above will improve morale at the agency. We know that it's impossible to stop gossip, but we hope the gossip will be more positive in the future. There will also be a new rule: please do not interrupt colleagues when they are working, unless necessary.

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