

ACADEMY OF FINANCE

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**PROGRESSIVE ENGLISH FOR ADVANCED
BACHELOR EDUCATION PROGRAM**

Course book

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Preface

For the purpose of helping students at the Academy of Finance (AOF) improve their foreign language competence, Teachers of Foreign Language Department, Foreign Language Faculty, AOF were assigned to design the course book “**PROGRESSIVE ENGLISH FOR ADVANCED BACHELOR EDUCATION PROGRAM**”.

This course book is designed for the students of ***Advanced Bachelor Education Program*** for meeting the needs of improving business English which is related to working environment.

In a global workplace, it is increasingly important for students to learn the language of business if they want to be successful in their jobs in the future. But in addition to the language, it is important to be familiar with key business concepts and developments, and to understand how business works in different cultures. The resources of reading texts from Economist magazines or some course books “Intelligent Business”, “Market Leader” or “Business English” that the authors use to design different types of language learning tasks provide extensive coverage of news, current trends and the latest ideas from around the world.

For the pre-intermediate course book, the authors have tried to select topics which cover general business activities such as company operation, marketing, production, recruitment and so on. It is expected that the course book give an overview of business today as well as something of interest to everyone. Students will be able to learn more about the business world and, at the same time, see how key language (both spoken and written) is used in real contexts.

Each unit has a central theme or themes. Exercises and practical activities are developed around this to practice the key grammar and vocabulary areas.

Finally, the pre-intermediate course book is designed suitably with the syllabus of four credits for the purpose of helping students at pre-intermediate level to improve knowledge of business English, together with practicing four language skills at the same time.

The course book “**PROGRESSIVE ENGLISH FOR ADVANCED BACHELOR EDUCATION PROGRAM**” consists of six Units and two Revisions as follows:

Unit 1: Company activities

Unit 2: Job application and recruitment

Unit 3: Success stories

Revision 1

Unit 4: Marketing

Unit 5: Productivity

Unit 6: Price

Revision 2

The course book is accompanied by a separate Workbook that provides comprehensive exercises and activities for students’ self-studying outside the class hours. The Workbook will be designed by the group of authors soon with the same topics chosen in the Course book. The authors hope that students of ***Advanced Bachelor Education Program*** as well as other interested students will find this course book enjoyable and beneficial.

On behalf of the group of authors

Tran Thi Thu Nhung

Pham Thi Lien Ngoc

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Special thank is given to the groups of authors of English Department, the Faculty of Foreign Language at the Academy of Finance who joined with us to provide reading texts and exercises for designing the textbook. The group of authors consists of:

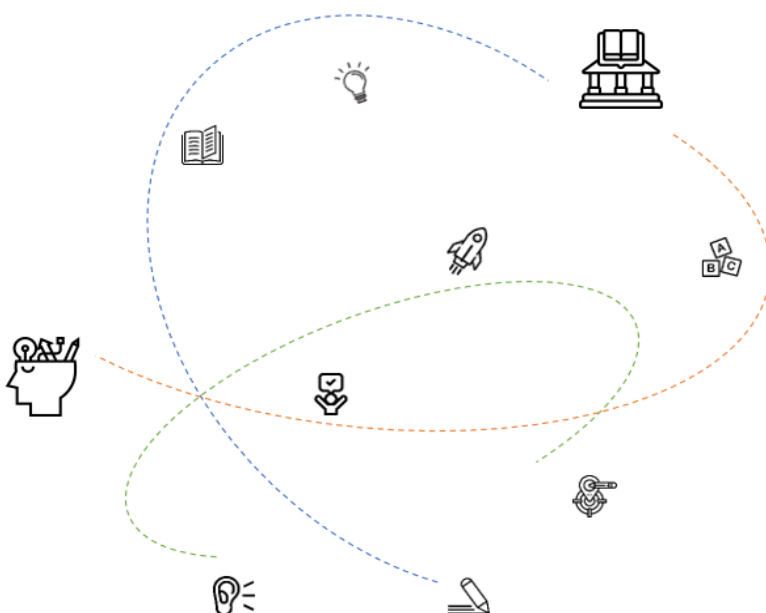
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|-------------------------|------------------------|
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Finally, we have to thank the students at AOF who usually send us their good appreciation and from whom we are much motivated to try our best to design a good product.

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	Vocabulary	Speaking	Reading	Language focus	Listening	Writing
Unit 1	Describing company activities and success	Activities of different types of companies	Marks & Spencer's operation and their success	Present simple and Present continuous	Reasons for success	Company presentation
Unit 2	Describing job application and recruitment	Talking about recruitment process and preparation for an interview	The online job market	The imperative	Common interview information and letter of application	Application letter writing
Unit 3	Describing the business success	Discussing business ideas	Success in business	The past simple	Business ideas of the last 15 years	Writing about a success story
Unit 4	Marketing terms	Talking about recent advertisements of products	Adidas and the Chinese market	Collocations	Marketing and Methods of selling	Paragraphs & Topic Sentences
Unit 5	Terms about production and productivity	Factors helping to increase productivity	Revolution in the car industry	Adjectives and Adverbs	How to increase productivity	IELTS Writing Task 1: Graphs description
Unit 6	Collocations with "price"	Talking about price trends of some kinds of goods; pricing strategies	Make it cheaper and cheaper	Present perfect	Pricing strategies	Graph description of price trends

Detailed Content



OVERVIEW



VOCABULARY:	Describing company activities and success
SPEAKING:	Activities of different types of companies
READING:	Marks & Spencer's operation and their success
LANGUAGE FOCUS:	Present simple and Present continuous
LISTENING:	Reasons for success
WRITING:	Company presentation

STARTING UP



A Study the following words or phrases.

Franchise (n)	Franchise (v)	Trademark (n)
A franchise is an authority that is given by an	If a company franchises its business, it sells	A trademark is a name or symbol that a company

organization to someone, allowing them to sell its goods or services or to take part in an activity which the organization controls.	franchises to other companies, allowing them to sell its goods or services.	uses on its products and that cannot legally be used by another company.
<i>In the longer term, it is aiming to find a Chinese franchise partner.</i>	<i>She has recently franchised her business.</i>	<i>Certification trade-mark is duly registered with the EU Patent and Trademark Office.</i>
Overseas (adj + adv)	Sales (n)	Profit (n)
You use overseas to describe things that involve or are in foreign countries, usually across a sea or an ocean.	The sales of a product are the quantity of it that is sold.	A profit is an amount of money that you gain when you are paid more for something than it cost you to make, get, or do it.
<i>Every year millions of overseas visitors come to London.</i>	<i>The newspaper has sales of 1.72 million.</i>	<i>The bank made pre-tax profits of £3.5 million.</i>
Profitability (n)	Banking (n)	Finance (n)
A company's profitability is its ability to make a profit.	Banking is the business activity of banks and similar institutions.	Finance is the commercial or government activity of managing money,

		debt, credit, and investment.
<i>Changes were made in operating methods in an effort to increase profitability.</i>	<i>Of wider importance are the questions raised about the security of online banking and financial transactions.</i>	<i>Finance is usually the biggest problem for students.</i>

B Complete the following sentences using words or phrases in part A.

- 1 The United States House of Representatives has just approved a bill that will make the law on _____ dilution much stricter.
- 2 The company expects huge Christmas _____ of computer games.
- 3 Management needs to introduce efficient processes to increase productivity and to drive _____ upwards.
- 4 They are seeking _____ for a major scientific project.
- 5 The new measure could also be written into future _____ deals between the government and rail companies.
- 6 Online and mobile _____ reduces the need for branch staff, which cuts costs.
- 7 We have made quite large _____ investments.
- 8 She is now taking it a step further by _____ her business.



A Which of these companies do you or would you like to work for?

- 1 a family-owned company
- 2 a multinational company
- 3 your own company (be self-employed)

B Can you name a company in each of these business sectors?

• Telecommunications/ Media • Engineering • Pharmaceuticals/ Chemicals • Construction • Banking and finance • Transport	• Manufacturing • IT/ Electronics • Food and drink • Retailing • Another service industry • Tourism
--	--

C Work in pairs.

Study the information about the following company activities and make questions and answers with the information in the box below.

EXAMPLE:

A: What does Cisco Systems do?

B: It supplies internet equipment.

A: Where is Cisco Systems based?

B: In America.

Company	Main activity	Nationality
---------	---------------	-------------

Cisco Systems	Internet-equipment supplier	American
Toyota	Car manufacturer	Japanese
Bacardi Martini	Drinks supplier	Spanish
American Express	Travel and financial services provider	American
Bayer	Drug and chemical maker	German
Benetton	Clothing manufacturer	Italian
Sony	Electronic goods maker	Japanese
AP Moller Maersk	Container ship operator	Danish

LISTENING 1



A Listen to the first part of an interview with Susan Barratt, the Chief Executive Officer of Nature's Way Foods, and correct six mistakes found in this paragraph.

Nature's Way Foods is a drinks-manufacturing company based on the east coast of Ireland. They put chilled product, the majority of which is milk and cheese, into various types of packaging for the major retailers and various food-service companies in Ireland.

1	_____	→	_____
2	_____	→	_____
3	_____	→	_____
4	_____	→	_____
5	_____	→	_____
6	_____	→	_____

B Listen to the second part, where Susan talks about the reasons for the company's success, and complete these notes with one word in each gap.

- First reason for success: the _____ (1)
- Health – desire to eat healthy _____ (2)
- Convenience - _____ (3) – poor
- Sustainability – low level of food _____ (4)
- Indulgence – diet Monday to Friday, but have several pieces of cake on Friday night.
- Second reason for success: the way they _____ (5) the business
- High _____ (6) business
- Produce hundreds of _____ (7) of units
- Need to be very _____ (8) in the way they produce them
- Invested heavily in _____ (9) and processes

C Listen to the third part and answer these questions.

- 1 What two things has Susan enjoyed the most when running a company?
- 2 What does she not enjoy about running a company?

D Listen to the final part and complete this extract.

I've learned a lot of lessons from the companies I've worked for. I think the key thing is that you have to make sure your _____ (1) in the organization are engaged with the organization and have a clear _____ (2) of what that organization is trying to _____ (3). If you can get that clarity of _____ (4) and _____ (5) from the people within the organization, then that will help move the business forward in itself.



A Read the article and answer the following questions.

- 1 Where is the company building a new store?
- 2 What does M&S sell?
- 3 What is M&S studying at the moment?
- 4 How many people does the company employ?
- 5 What varies from country to country?
- 6 What are more and more people doing?

B Look again at the article and find words to match these definitions.

- 1 Sales income.
- 2 An agreement to use a company's name in return for a fee.
- 3 A company which sells items to another company.
- 4 People who use a particular shop or firm.
- 5 How long an item remains on sale.



MARKS & SPENCER
A BRITISH SUCCESS STORY



Marks & Spencer, the British food and clothes company, is the most famous British shop in the world. At the moment, there are 959 M&S stores across the UK, and other shops in France, Belgium, Holland, Spain, and Portugal.



Currently, they are building a large new store in Paris on the rue de Rivoli.

In North America, the company owns Brooks Brothers and there are about fifty stores in Canada. More and more people, from Hong Kong to Lisbon, are buying their clothes and food from M&S.

The company employs about 80,000 people worldwide. Sales have increased by 80% over the last ten years, mainly due to expansion overseas. Many of the shops abroad are **franchises**. Owners of franchises buy all their stock from Marks & Spencer and pay the company a percentage of their turnover.

The clothes vary from country to country. In Thailand, for example, M&S sell more short-sleeved skirts because of the climate. In Japan, they sell smaller sizes because of the average size of the population. In Austria, they stock very large clothes. Food departments sell typically British food: tea, cake, biscuits, etc., and the shops in Paris are very popular at lunchtime for the sale of sandwiches.

Why is Marks & Spencer so successful? The standards of quality are very high. All suppliers have regular inspections. All customers can return any item which they think is unsatisfactory. Stocks are limited. Shelf lives are short. This means that item only stay in the shop for six to seven weeks. Eighty per cent of the suppliers are British; in fact, M&S buys twenty per cent of the total cloth produced in Britain. Prices are high, but so is the quality. In Britain, one man in five buys his suits at M&S, and one woman in three buys her underwear there.

What about the future? At the moment, the company is studying plans for development in Eastern Europe, Japan, and even China. Next century, it is possible that one Chinese in five will wear Marks & Spencer suits. That's a lot of suits!

C Read the text and choose the best answer A, B, C or

D for questions 1 – 5.

- 1 Most of Marks & Spencer's sales come from:
A. M&S shops in Britain B. M&S shops in Canada
C. M&S shops abroad D. local M&S shops
- 2 How many M&S's stores are there in Canada?
A. 595 B. 50 C. 80 D. 80,000
- 3 What is the term "*franchises*" in paragraph 3 closest in meaning to?
A. Goods and services given to someone else in return for money.
B. An official document which gives you permission to do, use, or own something.
C. A reward or honor for victory or for having won a contest, competition, etc.
D. An authority given to someone that allows them to sell goods or services.
- 4 What are not the reason for the success of Marks & Spencer?
A. High quality products
B. Priority to customer satisfaction
C. Good products with low prices
D. Short shelf lives of items
- 5 It can be inferred from the reading text that:
A. Marks & Spencer sells expensive luxury goods.
B. Marks & Spencer sells good products at reasonable prices
C. Marks & Spencer sells good products at low prices
D. Marks & Spencer's products are too expensive to buy



A Complete the sentences below with the words and phrases in the box.

unsatisfactory	shelf life	turnover	supplier	overseas
item	franchise	inspection	expansion	stock

- 1 The amount of money a company receives from sales in a particular period is called its _____.
- 2 Any further industrial _____ in the area will face fierce opposition from environmentalists.
- 3 The _____ means the right to sell a company's products in a particular area using the company's name.
- 4 The company has been successful in penetrating _____ markets this year.
- 5 The _____ housing of these older people can be expected to have consequences for their physical and psychological well-being.
- 6 A _____ company, person, etc. that provides things that people want or need, especially over a long period of time
- 7 This shop sells its old _____ at very low prices.
- 8 An _____ is a single object, especially one that is for sale or is bought.
- 9 _____ means the length of time that a product, especially food, can be kept in a shop before it becomes too old to be sold or used.
- 10 Normally you will carry out an _____ of the goods as soon as possible after delivery.

B Fill in the gaps in the reading text with words or phrases in the box.

follow	trademark	damage	profits	training
network	designed	franchisee	consistent	fee



FRANCHISES



Many hotel, motel, gas station, and fast-food chains are franchises. A *franchise* is a contract in which a franchisor sells to another business the right to use its name and sell its products. The person or business buying these rights, called the (1) _____, pays a fee that may include a percentage of all money taken in. If a person buys a motel franchise, that person agrees to pay the motel chain a certain (2) _____ plus a portion of the profits for as long as his or her motel stays in business. In return, the chain will help the franchisee set up the motel. Often, the chain will have a (3) _____ program to teach the franchisee about the business and set the standards of business operations.

Advantages of a franchise

As practiced in retailing, franchising offers franchisees the advantage of starting up a new business quickly based on a proven (4) _____ and formula of doing business, and opposed to having to build a new business and brand from scratch (often in the face of aggressive competition from franchise operators).

As long as their brand and formula are carefully (5) _____ and properly executed, franchisors are able to expand their brand very rapidly across countries and continents, and can reap enormous (6) _____ in

the process, while the franchisees do all the hard work of dealing with customers face-to-face.

Additionally, the franchisor is able to build a captive distribution (7) _____, with no or very little financial commitment.

For some consumers, having franchises offer a (8) _____ product or service makes life easier. They know what to expect when entering a franchised establishment.

Disadvantages of a franchise

For franchisees, the main disadvantage of franchising is a loss

of control. While they gain the use of a system, trademarks, assistance, training, and marketing, the franchisee is required to (9) _____ the system and get approval of changes with the franchisor.

In response to the soaring popularity of franchising, an increasing number of communities are taking steps to limit these chain businesses and reduce displacement of independent businesses through limits on “formula businesses.”

Another problem is that the franchisor/franchisee relationship can easily give right to litigation if either side is incompetent (or just not acting in good faith). For example, an incompetent franchisee can easily (10) _____ the public’s goodwill towards the franchisor’s brand by providing inferior goods or services, and an incompetent franchisor can destroy its franchisees by failing to promote the brand properly or by squeezing them too aggressively for profits.



Which tenses are used in the following sentences extracted from the reading text?

- 1 Currently, they **are building** a large new store in Paris on the rue de Rivoli.
- 2 More and more people, from Hong Kong to Lisbon, **are buying** their clothes and food from M&S.
- 3 The company **employs** about 50,000 people worldwide.
- 4 Owners of franchises **buy** all their stock from Marks & Spencer and **pay** the company a percentage of their turnover.
- 5 The clothes **vary** from country to country.
- 6 In Thailand, for example, M&S **sell** more short-sleeved skirts because of the climate.

THE PRESENT CONTINUOUS

A FORM

The present continuous comprises two parts: **TO BE + V-ing**

Positive form	Negative form	Interrogative
I am/'m checking the figures.	I am not/'m not expecting a reply today.	Am I doing it correctly?
We/you/they are checking the figures.	We/you/they are not/aren't expecting a reply today.	Are we/you/they doing it correctly?
He/she/it is/'s checking the figures.	He/she/it is not/isn't expecting a reply today.	Is he/she/it doing it correctly?

USES

We use the present continuous to talk about:

- Activities at or around the time of speaking
- Temporary activities in the present
- Fixed arrangements in the future

1 To indicate an activity at the moment of speaking or around the time of speaking:

A: What are you doing?

B: I'm writing a business plan.

The group is setting up a new Hong Kong office.

2 To indicate the temporary nature of an activity:

Growth prospects are driving exchange rates at the moment

(but this is not always the situation).

3 To indicate a fixed arrangement in the future:

We are discussing further expansion of the programme at next month's meeting

NOTES

With the first use and the second use of the present continuous (B1 and B2) we can use the following time expressions (present time markers):

- At the/this moment
- currently
- At present
- now

With the third use of the present continuous (B3), we normally use a word or expressions to show that we mean future time. This avoids confusion with the present time:

Where are you working next week? (future)

Cf. Where are you working? (present)

PRACTICE

Exercise 1

Make six sentences based on the following options. You can make questions, too.

Time expression	Subject	Present continuous	Object
Now	I	Am/is/are planning	With our R & D department
At the moment	We	Am/is/are working	A new project
At present	Our department	Am/is/are designing	New solutions
Currently	They	Am/is/are installing	A new network

Exercise 2

Read the following text. It contains five examples of the present continuous tense. Classify them according to different uses shown in the box below.

The department is presently undergoing (1) major reorganization. We are reducing (2) the number of office staff and relocating (3) some personnel in other department. This month we are also advertising (4) for two new senior management posts. Our present director is leaving (5) at the end of the year.

Activity at or around the time of speaking	Temporary activity in the present	Fix arrangement in the future
_____	_____	_____

Exercise 3

Read the following dialogue.

- Michael:** What are you doing now, John?
John: I'm finishing preparations for our meeting tomorrow morning.
Michael: Is Patrizia coming?
John: Yes, she's arriving this evening.
Michael: Oh good. What are you doing this evening?
John: Nothing.
Michael: Well, I'm meeting Felix, to discuss the trip to Japan next week. Could you join us?
John: Er, no, I don't think so.

Complete the following sentences:

- 1 Now John is_____.
- 2 Tomorrow morning, Michael, John and Patrizia_____.
- 3 Tonight Michael_____.
- 4 Tonight John isn't_____.
- 5 Next week they_____.

THE PRESENT SIMPLE

A FORM

The present simple comprises:

- One part in the positive, i.e. infinitive form of the verb(s).

- Two parts in the negative and interrogative, i.e. do/does +infinitive form of the verb.

Positive form	Negative form	Interrogative form
I work in different department.	I don't produce a monthly report.	Do I need more information?
We/you/they work in different department.	We/you/they don't produce a monthly report.	Do we/you/they need more information?
He/she/it works in different department.	He/she/it doesn't produce a monthly report.	Does he/she/it need more information?

B USES

We use the present simple to talk about:

- Characteristic or typical activities;
- Situations which are permanent;
- Fixed schedules in the future.

1 To indicate a general or permanent activity:

The company manufactures hair-care and cosmetics products.

2 To describe a truth or current belief:

Products develop to meet changes in the market.

3 To describe how often an activity is done:

How often do buyers visit the factory? They usually visit every six months.

4 To indicate a fixed schedule in the future:

When does my subscription commence? It commences at the beginning of next month.

5 With non-continuous (state) verbs:

The prospectus contains information on the company's previous performance (not: ~~is containing~~).

The following verbs are usually used in the simple form:

Verbs of thinking	believe, doubt, guess, imagine, know, realize, suppose, understand, hope
Verbs of possession	belong to, have, own, possess
Verbs of the senses	hear, smell, sound, taste, look, feel
Verbs of emotion	dislike, hate, like, love, prefer, regret, want, wish, forget, remember
Verbs of appearance	appear, seem
Others	contain, depend on, include, involve, mean, measure, weigh, require, cost, equal, remain

NOTES

- 1 Remember the **s** in the third person singular, i.e.:
Positive – works. Negative - doesn't work. Interrogative -
does...work?
- 2 With B1 and 2, no adverb of time is needed.
- 3 With B3, we use time expressions to indicate how often something happens:
Always usually often sometimes rarely/seldom hardly
ever never
- 4 Note the position of indefinite frequency markers:
Absenteeism **usually** increases before Christmas. (*before the verb*)

Usually absenteeism increases before Christmas. (*at the beginning of the sentence*)

Absenteeism is **usually** up before Christmas. (*after the verb to be*)

PRACTICE



Exercise 1

Complete the following text with the correct form of a verb from the list in the box.

employ	use	supply	work	develop
--------	-----	--------	------	---------

Softcraft produces computer software for business applications. The company (1) _____ programs for general business applications. In addition, Softcraft (2) _____ customized software for individual requirements. Softcraft (3) _____ 85 people. About 40 of these (4) _____ in programme development. The company also (5) _____ external consultants.

Exercise 2

Choose the correct form of the verb depending on whether in this meaning it is an action or a state verb. If both the Present Continuous and the Present Simple tenses are possible, use the Present Continuous tense.

- 1 a) Why are you smelling the soup?
 b) Why do you smell the soup?
- 2 a) She was feeling his arm on her shoulder.
 b) She felt his arm on her shoulder.
- 3 a) Are you having an English dictionary?
 b) Do you have an English dictionary?

- 4 a) What are you thinking about?
b) What do you think about?
- 5 a) I am feeling much better today.
b) I feel much better today.
- 6 a) What are you looking at?
b) What do you look at?
- 7 a) I am not hearing you.
b) I can't hear you.
- 8 a) What are you thinking of me?
b) What do you think of me?
- 9 a) I am feeling we should go home now.
b) I feel we should go home now.
- 10 a) This bread is tasting funny.
b) This bread tastes funny.

SPEAKING 2



Work in groups: Would you like to run your own company?
Why? / Why not?

LISTENING 2



**Listen to the presentation and complete the information
on the list below.**

DCV Fashions	
Head office	_____ (1)
Products	_____ (2)
Turnover (last year)	_____ (3)
Profits (last year)	_____ (4)
Reasons for success	_____ (5)
Advertising and promotion	_____ (6)



A Make up complete sentences using the given prompts.

1 The word **business**/ refer/ organization/ that/ provide/ goods and services.

2 Most/ business/ seek/ make/ profit/ – that is/, / they aim/ achieve/ revenue/ exceed/ costs/ operating the business.

3 Some/ business/ only seek/ earn/ enough/ cover/ operating costs.

4 A variety/ operations/ keep businesses/,/ especially/ large/ corporation/ ,/ run/ efficiently and effectively.

5 Common business operation division/ include/ production/, /marketing/,/ finance/, / human resource management.

6 Production/ include/ activities/ involve/ conceptualizing/, / designing/,/ creating/ product/ and/ service.

7 In/ recent/ year/ there/ be/ dramatic/ change/ way/
goods are produced.

8 Marketing/ be/ the process/ identify/ the goods and
services/ that/ consumer/ need/ want.

9 Finance/ involve/ management/ money.

10 An effective human resource management/ ensure/
that/ they hire/ keep/ good/ employee.

B Use the facts below and make a presentation about
Moda International Fashion

Group (MIFG).

MIFG Data	
Head office	Milan, Italy, founded in 1978
Turnover (last year)	€286 million (increase of 10.4% compared with previous year)
Products	Makes and sells clothing, designer shoes, handbags, giftware. Target consumers: 20-35 year-olds
Number of stores	28 in Italy, 35 internationally
Workforce	1,800 employees
Reasons for success	Strong brand image; competitive

[illegible]



OVERVIEW



VOCABULARY:	Describing job application and recruitment
SPEAKING:	Talking about recruitment process and preparation for an interview
READING:	The online job market
LANGUAGE FOCUS:	The imperative
LISTENING:	General information of an interview and a letter of application
WRITING:	Application letter writing

STARTING UP



“Recruitment is the business of recruiting or hiring people to work for a company. Usually this is managed by the Human Resources or Personnel department.”

A Study the following words or phrases.

Resume (n)	Job seeker (n)	Job advertisement (n)
A statement of a job applicant's previous employment experience, education, etc.	A job seeker is an unemployed person who is trying to get a job.	An announcement in a newspaper, on television, or on a poster about a post of employment.
<i>Your resume summary should be the first thing hiring managers read when looking at your resume.</i>	<i>For most job seekers, finding work can be confusing and demoralizing.</i>	<i>As different job boards use a variety of formats, recruiters can spend a lot of time writing and rewriting job advertisements for multiple postings.</i>
Recruit (v)	Hire (v)	Reference (references) (n)
If you recruit people for an organization, you select them and persuade them to join it or work for it.	If you hire someone, you employ them or pay them to do a particular job for you.	A reference is a letter that is written by someone who knows you and that describes your character and abilities. When you apply for a job, an employer might ask for references.
<i>The museum is</i>	<i>The rest of the</i>	<i>The firm offered to</i>

<i>now hoping to recruit volunteers to help with its running.</i>	<i>staff have been hired on short-term contracts.</i>	<i>give her a reference.</i>
Headhunt (v)	Apply (v)	Application (n)
If someone who works for a particular company is headhunted, they leave that company because another company has approached them and offered them another job with better pay and higher status.	If you apply for something such as a job or membership of an organization, you write a letter or fill in a form in order to ask formally for it.	An application for something such as a job or membership of an organization is a formal written request for it.
<i>They may headhunt her for the position of Executive Producer.</i>	<i>I am continuing to apply for jobs.</i>	<i>Applications should be submitted as early as possible.</i>

B Complete the following sentences using words or phrases in part A.

- 1 His _____ for membership of the organization was rejected.
- 2 Despite the booming economy and hot streak of low unemployment numbers, 45% of _____ say it's harder to find a job than last year.

- 3 Before companies _____ , they must implement proper staffing plans and forecasting to determine how many people they will need.
- 4 Establishing a protocol for how applications and _____ will be processed helps to save time.
- 5 Getting some work experience now will stand you in good stead when you _____ a permanent job.
- 6 When recruiting, your _____ is your first chance to attract talented individuals to your roles.
- 7 Have you got any _____ from your other employers?
- 8 Renowned hi-tech company Huawei is encouraging its staff to _____ for the company as a sideline (www.Sentencedict.com), offering a RMB500 bonus for any employee who can recruit qualified personnel.

SPEAKING 1



A Discuss the following steps in the recruitment process and put them in the right order.

--The recruitment process--

- The shortlisted candidates are interviewed.
- The candidates are interviewed.
- The successful candidate is offered the post.
- Individuals apply for the post in writing.
- The employer selects candidates for second interview.
- The post or position is advertised.
- The employer selects job candidates for first interview.



B How to prepare for an interview?

Work in groups: Imagine that you are going to a job interview. Discuss these questions with your partners.

- 1 How should you dress for the interview?
- 2 What information do you need to know about the employer?
- 3 What of your traits do you think are highly appreciated?
- 4 What questions do you want to make to the employer?

LISTENING 1



A Match the words and phrases 1 – 3 with the definitions a – c.

1 apprenticeship	a) Students often take a temporary job during their studies – for little or no pay – because they want to get experience.
2 work placement	b) Big companies accept a number of newly qualified people to work for one year. They get general experience by working in different departments. They may or may not get a permanent job at the end.
3 graduate trainee scheme	c) A young person learns a skill or trade by working under supervision in a company. They have a contract to work there for a fixed number of years.

B Listen to Michael Kohl and Sanjay Patel describing how they got started in their careers and answer the questions.

Michael Kohl

- 1 What is Michael's job now?
- 2 What reason does Michael give for choosing the company where he works?
- 3 How many applicants did Volkswagen accept on the apprenticeship scheme?
- 4 In what subject did Michael get a qualification?

Sanjay Patel

- 5 How did Sanjay find a work placement?
- 6 What subject did Sanjay study?
- 7 When did Sanjay do his work placement in Meridian?
- 8 What is his job now?

READING



A Read the article on the opposite page and find information about the following:

- 1 The Monster.com name
- 2 The image of Monster.com
- 3 Monster.com's biggest contribution to the recruitment industry
- 4 Headhunting firms

B Read the text again and answer the questions.

- 1 Does Monster.com make a profit?
- 2 What two advantages does Monster.com offer to job-seekers?
- 3 Find two advantages for employers of using the Monster.com site.

- 4 Which two kinds of business are losing money because of Monster.com's success?
- 5 What advice does the article give to people who want to use the site to find the job?



THE ONLINE JOB MARKET

How Jeff Taylor changed the way the labor market works.

Monster.com, the world's biggest online job-search site, shows how electronic marketplaces reach more people and can offer more efficiency than physical markets. It also shows that money can be made in such markets: Monster has a long record of profitability.



Jeff Taylor, who launched the site in 1994, says that the Monster.com name is the firm's "single most important success factor". It introduces an image of youthful fun in what is basically a boring business. Supporting the brand is a big advertising budget which accounts for a quarter of the firm's costs. He runs expensive ads during key sporting events such as the Super Bowl.

Job-seekers supply resumés and employers pay to scan them or to post job ads. Most of the services that job-seekers get are free, but they have to pay for a service that allows them to contact each other for advice and career management. They can use this service to ask each other questions about, say, what it is like to work for a firm that they are thinking of joining.

The main contribution of Monster has been to speed up hiring and vastly increase the accuracy of the job-search process. "You can post a job at 2pm and get your first response at 2:01", Mr Taylor says proudly. And an employer who knows exactly what he wants can use Monster's filters to search vast numbers of resumés with precise accuracy. Monster is a serious threat to newspapers, which historically made 40% of their revenues from carrying ads, up to half of which were for staff. Headhunting firms have also lost business, because demand for their help in filling lower-level jobs has fallen. The online job market works well for workers and employers who know what they want. It works badly for people who are unsure. Check that your resumé says clearly what kind of job you want. The filters will then make sure that it reaches the right human resource departments.



C According to the reading text, choose the best answers A, B, C or D.

1 *It can be inferred from the reading text that:*

- A. Physical markets are more popular than electronic markets.
- B. Accessing to physical markets is more efficient.
- C. Electronic markets are more efficient to access than physical markets.
- D. More people enter the physical markets for job seeking.

2 *When did Jeff Taylor establish the site Monster.com?*

- A. in 1990 B. in 1994 C. in 2010 D. in 2015

3 *How much money is spent on advertising?*

- A. 25% of the Monster's capital

B. 50% of the Monster's capital

C. 25% of the Monster's costs

D. 50% of the Monster's costs

4 *Who does the Monster offer services for?*

A. Only job-seekers

B. Only employers

C. Only headhunting firms

D. Both job applicant and recruiting firms.

5 *The online job market becomes more efficient if:*

A. its customers can identify clearly their demand.

B. The job-seeker are sure about the company they want to apply for.

C. The employers check vast numbers of resumes.

D. The physical markets become out-of-date.

VOCABULARY



A Complete the sentences below with the words and phrases in the box.

unemployed	resign	retire	dismissed	overseas
sabbatical	redundant	resume'	interview	stock

1 Aisha's _____ was impressive, she was short-listed without even attending a first interview.

2 At the second _____, Aisha did so well that she was hired on the spot.

3 A few years later she wrote her first novel while she was on _____; it sold only 400 copies.

4 Aisha was an unconventional journalist who preferred to work at night; after arriving four hours late for a meeting she was _____.

5 When the editor in her next job refused to publish a controversial article she had written, Aisha immediately offered to _____ but the editor refused to let her.

6 However, when the newspaper was taken over by a larger competitor, Aisha was made _____

7 After difficult times while she was _____ , she was finally able to live in comfort when her sixth novel became a best-seller.

8 She was 74 when she finally decided to _____ from writing novels.

B Fill in the gaps in the reading text with words or phrases in the box.

skills	recruitment consultancy	specialist	career progression
compensate	head of training	employment	human resources
qualification	interpersonal		

IS IT WORTH ACCOUNTANTS STUDYING FOR AN MBA?

As a business qualification the MBA (Master of Business Administration) degree has immense appeal to accountants. It is a highly respected (1) _____ that can open many doors to the employment market, which were previously firmly shut. In general, business schools aim to provide MBA programmes that offer students from all backgrounds a thorough knowledge of the mechanics of management theory, encompassing (2) _____ ,

finance, operations management, marketing and information systems. Lectures are coupled with regular group discussions, case studies and simulations.

Jane Baldwin,(3) _____ with a large accountancy firm, is under no illusion that the market place for financial services is experiencing a period of transformation. 'No-one can stand still. As accountants, we've got to continue to develop our knowledge and (4) _____. An MBA from any business school will equip graduates with a business element, a specialist element, and also help them to develop their (5) _____ skills because the work that is done is not just as an individual but as a team as well,' says Baldwin. She also cites networking as a distinct advantage of an MBA programme.

As managing director of an international (6) _____ for finance professionals, Graham Simpson, however, has reservations about the importance of an MBA in the (7) _____ market. 'A lot of accountants ask us whether they should study for an MBA,' he begins. 'I would say that a number of them want to go for an MBA to (8) _____ for some inadequacy they perceive themselves as having in the employment market.' The inadequacy he is referring to is the lack of a graduate qualification. Simpson admits that an MBA does have some value, but argues that the status of the business school is much more likely to get you a job than the MBA itself.

Someone who has recently completed an MBA is Michael Taylor, an international corporate tax (9) _____. Taylor chose to study for an MBA for the sake of his own personal development. Although he was recently made

head of his department, he admits that, in his line of work, an MBA would not greatly enhance (10) _____. That said, he stresses that his studies enable him to empathize with his clients and offer a better service. “I feel that taking an MBA prevents one from taking too narrow a view of one’s professional duties. Having an MBA has allowed me to move away from just dealing with figures. If I use figures to back up what I say, then that’s fine; but it doesn’t matter if I don’t as the qualitative issues may well be more important.”

SPEAKING 2

Work in groups: Discuss the following questions.

- 1 In your country, if you want to apply for a job, which sources of information about jobs can you access to?
- 2 What companies in your country (like Monster.com) can help you search jobs you need?
- 3 In a job advertisement, what pieces of information should you focus on?

LISTENING 2

A Listen to the interview and complete the table below.

1 Name of applicant _____	6References (very good/ good/ fair/ bad) _____
2 Job applied for _____	_____
3 Education _____	7 Hobbies _____
4 Qualifications	8 Which department is the

_____	applicant interested in? _____
5 Work experience (years) _____	9 Interviewed by: 1. _____ 2. _____

B Listen to an expert discussing letters of application and choose the best answer A, B, C or D.

1 *According to the expert, an application letter should be:*

- A. clear, competitive and short B. clear, positive and short
C. clear, positive and long D. clean, positive and short

2 *In your application letter, the expert suggested that you should include:*

- A. your identification number B. your house number
C. your telephone number D. your passport number

3 *It's preferable to provide the employer information about:*

- A. when you finished your college or university
B. the dates of birth
C. the dates of previous jobs
D. the dates of wedding

4 *What pieces of information are not necessary to be included?*

- A. your family information
B. your interests in free time
C. your work experience
D. your achievements

5 *You should particularly clarify what job you're applying for if the employer is:*

- A. a family limited company B. a small company
C. a medium-sized company D. a large corporation

C Listen to the expert's short talk again and complete the following sentences.

- 1 _____ state your age, for example, you can put in your _____ if you wish,
- 2 Don't mention _____!
- 3 _____ spare-time _____ if you can make them memorable.
- 4 Put in your _____, if you've done something you're particularly _____ of.

LANGUAGE FOCUS



The imperative

A. The form of the verb used for the imperative is the base form of the main verb, which is used without a subject.

- *Walk to the corner, turn right, and cross the road.*
- *Open your mouth and say 'Aaaah'.*

B. The uses of the imperative are as follows:

➤ to give an order.

- *Go away.*
- *Stop that.*
- *Keep quiet.*

➤ to give instructions.

- *Don't use this spray near a naked flame.*
- *Apply the glue thinly and leave it for ten minutes.*

➤ to give advice or warnings.

- *Don't forget to take your passport with you.*
- *Be careful!*
- *Don't go on the ice.*

- to make an offer or an invitation.
- *Have a piece of cake.*
- *Come round and see me some time.*

C. The imperative of *do* + a main verb can be used:

- for polite emphasis.
- *Do take your coat off.*
- to be persuasive.
- *Do try to eat a little of this; it will be good for you.*
- to show irritation.
- *Do stop talking! I'm trying to work.*

D. Making suggestions.

Let's (let + us) + ***main verb*** is used in the 1st person plural only, especially when you are trying to encourage someone to do something with you. It includes both the speaker and the hearer, so the subject that is understood is represented by the plural ***we***.

- *Let's visit Malcolm this weekend.*
- *Please let's go to the cinema tonight.*
- *Do let's have a look at your new computer, Chris.*

PRACTICE

Exercise 1

Write ten DOs or DON'Ts to help people who are writing letters of application. The first ones have been done for you.

Do write clearly

Don't use a pencil

Exercise 2

Complete the sentences with Let's, Don't or Please.

- 1 This equipment is very expensive. _____ be careful with it!
- 2 I don't want anyone to know about my new job yet. _____ tell anyone.
- 3 It's one o'clock. _____ go out for lunch.
- 4 It's good to try different kinds of work. _____ be afraid to change jobs.
- 5 It's a good job and we're offering you a very good salary. _____ think about it.
- 6 We don't have time to discuss this question now. _____ leave it till tomorrow.
- 7 _____ turn off all the lights when you leave the office.

Exercise 3

Complete the instructions with the correct form of the verbs in brackets.

- 1 If the machine breaks down, (phone) _____ the maintenance department.

- 2 If you (not understand) _____ a word, look it up in a dictionary.
- 3 Please (tell) _____ your head of department if you want to attend the seminar.
- 4 Please (not enter) _____ the room if the red light is showing.
- 5 If you can't find the room, (ask) _____ at reception.
- 6 If you (be) _____ tired, let's take a break.

WRITING



LETTER OF APPLICATION



Make up complete sentences using the given prompts.

- 1 A letter/ application/ should/ create/ enough interest/ make/ the potential employer/ want/ look at/ application/ greater detail.

- 2 Your application letter/ should/ not contain/ too much detail/ your experience/ qualifications/ because/ that/ the job/ CV.

- 3 The letter/ should be limited/ one page/ a few/ paragraph/ will/ normally be sufficient.

4 A Curriculum Vitae (CV)/ include/ summary/ your educational/ academic backgrounds/ as well as/ awards/,/ affiliations/ so on.

5 International employers/ often/ expect/ read/ the type/ personal information/ CV/ that/ would not be included/ a resume.

6 A job interview/ be/ your chance/ show/ employer/ what/ he or she/ will get if you/ be/ hired.

7 You/ should/ gather/ as/ much information/ employer/ you can/ before/ go/ an interview.

8 Your application letter/ should be/ neat/ free/ careless mistakes.

B Study the following sample letter.

Sample: Application Letter

1720 Magnolia Circle
Mount Olive, NC 28365
May 5, 2004

Ms. Jody Jobhunt, College Recruiter
Enterprise-Rent-a-Car
P.O Box 1735
Wilmington, NC 28403

Dear Ms. Jobhunt:

I am writing to express my interest in the Retail Management Trainee position you listed recently on the MOC Job Network. I have reviewed Enterprise Rent-a-Car's web page and am very impressed with your company's commitment to excellent customer service and your employee development training program. I will be graduating from Mount Olive College in August and am actively seeking a retail management position.

As you will note in the enclosed resume, I have had meaningful practical experience in both retail sales and customer service. My positions at The Gap and Belk's have given me the ability to work with a wide variety of clientele. In addition, I have completed several courses in management while pursuing my baccalaureate degree in business administration. My experiences as Secretary of the Mount Olive College Phi Beta Lambda (national business organization) and as a member of the MOC softball team have also helped my leadership and organizational skills.

I would like to explore the Retail Management Trainee position with you further. I will be in Wilmington the week of February 4th and would love to have the opportunity to speak with you at that time. I will call next week to see if we might identify a mutually convenient meeting time. Should you need additional information, please call me at (919) 658-1234. I look forward to hearing from you.

Sincerely,

Jennifer Lee

Jennifer Lee

Enclosure: Resume

STRUCTURE OF AN APPLICATION LETTER

Paragraph 1: should state clearly **why** you are writing and **where** you saw the job advertised.

1. *I would like to apply for the post of ... as advertised in today's issue of ...*
2. *With reference to your advertisement in ... on ..., I'm writing to apply for the position of ...*

Paragraph 2: should give a little information about your qualifications and experience. Make sure the information you give is relevant to the job that you are applying for.

1. *As you can see from my enclosed CV, I have worked in my present position for five years. During this time I have gained invaluable experience in ...*
2. *I am currently a student at ... studying I am due to graduate in ... Although I have been studying full time, I have had a number of summer jobs which have helped me to gain experience in ...*
3. *My experience over the past two years has been at the managerial level, where I have had responsibility for ...*

Paragraph 3: should say **why** you believe you are suited to the job and **what** you can offer the company. Those currently employed can state the reason for wishing to change their present job. However, you should not sound critical of your present employer.

1. *I am currently working as a ... in ... The reason for my selecting a new position is that I wish to pursue a ... career. Unfortunately, there are no openings for advancement in my present employment.*
2. *For the last two years I have been working as ... in ... Unfortunately the company is moving its main offices overseas and I have therefore decided to look for a*

new position. I believe that the experience I have gained in ... has given me the qualities you are looking for ...

3. I believe I would be an asset to your company. I will be able to bring with me my experience of ... which I believe would be useful in this position.

4. I feel that my ability to ... will help/ enable me to ...

Paragraph 4: should tell the reader **when** you are available for an interview and **how** to contact you.

1. I would like to have the opportunity to talk to you further about my application. I am available for interview at any time and I can be contacted at/ on ...

2. I am available for an interview at any time but would appreciate two days notice. I can be contacted at/ on

...

Ending:

I look forward to hearing from/ meeting you soon.

C Rewrite this letter in a suitable formal style. Some sentences may have to be left out altogether. Check your version with another student.

11 Oakwood Road
Stanhope, Birmingham
8th October



Dear Mr. Scott,

I am writing because you said you wanted a Service technician in The Evening Mail of 7th October. I've put my life story in with this letter. If you look at it you'll see I know a lot about engineering because I've been a maintenance

engineer for six years. So I've learnt a lot about servicing manual and electrical systems. I took a conversion course the other day, all about pneumatic, hydraulic and electrical systems. It was pretty easy. Now I'm going to evening classes in the same things, and I hope I'll pass the exams at the end!

I liked your comment in the ad about "good prospects" because I'm not just in it for the money. I want a job that'll mean something. I'm sure you'll understand.

Get in touch if there's anything else you need to know. Give me a ring at work, it's 423419. In the evenings, you can always get me at my mother's in King Oak. I can come and see you at any time except Tuesdays, which are a bit awkward.

*Best wishes,
Richard Walters*



"We keep fighting. We keep changing ourselves. We don't complain." - Jack Ma

OVERVIEW



VOCABULARY:	Describing the business success
SPEAKING:	Discussing business ideas
READING:	Success in business
LANGUAGE FOCUS:	The past simple
LISTENING:	Business ideas of the last 15 years
WRITING:	Writing about a success story

STARTING UP



A Study the following words or phrases.

E-commerce (n)	Opportunity (n)	Business (n)
Business transactions conducted on the internet.	An opportunity is a situation in which it is possible for you to do something	Business is work relating to the production, buying, and selling of

	that you want to do.	goods or services.
<i>Retailers are aware of the potential profitability of e-commerce or online shopping.</i>	<i>He also turned his interest in sport and health into a number of business opportunities.</i>	<i>This is a business opportunity for those who can afford it.</i>
IPO (initial public offering)	Stake (n)	Failure (n)
The process of offering shares of a private corporation to the public in a new stock issuance.	If you have a stake in a business, you have invested money in it.	A lack of success in doing or achieving something, especially in relation to a particular activity.
<i>Last quarter, about \$ 19. 88 billion was raised through more than 200 IPOs, according to Securities Data.</i>	<i>Its main partner is Scandinavian Broadcasting Systems, a media firm in which Disney has a 23 percent stake.</i>	<i>People say success can breed success but it can also bring failure.</i>
Billionaire (n)	Breakthrough (n)	Innovation (n)
A billionaire is an extremely rich person who has money or property worth at least a thousand million pounds or dollars.	A breakthrough is an important development or achievement.	An innovation is a new thing or a new method of doing something.

<i>Many cabinet ministers have mysteriously become rand billionaires.</i>	<i>The company looks poised to make a significant breakthrough in China.</i>	<i>The committee was the main regulatory innovation after the financial crisis.</i>
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B Complete the following sentences using words or phrases in part A.

- 1 In addition, 1995 was characterized by some large-scale _____ from household names.
- 2 _____ in Europe has been badly affected by economic conditions in Asia.
- 3 Asked for advice on how to become a _____ he used to joke that the trick was to choose your parents wisely.
- 4 Online banking is a form of _____ offered by many traditional banks.
- 5 At the bottom of Rover's long-term _____ is a hopelessly crude conception of what constitutes enterprise and business success.
- 6 They can see the _____ for their businesses and are acting on them now.
- 7 The nineteenth century was an era of technical and engineering _____ in many fields.
- 8 The scientist described a medical _____ in cancer treatment.

SPEAKING 1



A Which of the following statements do you agree with? Which do you disagree with? Why?

- 1 There are no new ideas.
- 2 Most of the best ideas are discovered by accident.
- 3 Research and development is the key to great business ideas.
- 4 There is nothing wrong with copying and improving the ideas of others.
- 5 The best way to kill an idea is to take it to a meeting.

B Discuss these questions.

- 1 What do you think are some of the best ideas in the last 20 years?
- 2 What is the best idea you have ever had?
- 3 Which creative person do you most admire?
- 4 What should companies do to encourage new ideas?

LISTENING 1



Dr Kate Pitts is a researcher at the e-Research Centre, University of Oxford. She was asked the question: *In your opinion, what were the best business ideas of the last 15 years?*

A Listen to the interview and choose the best answers

A, B, or C.

- 1 What does Kate Pitts mention in the interview?
A. three services
B. a service and two products

C. two services and a product

2 Which statement is true about eBay?

A. Individuals and small businesses can buy and sell any goods on eBay.

B. eBay sells any goods and services.

C. eBay is a successful company selling many different types of goods.

3 What is the turnover of eBay in 2009?

A. \$2.4 million B. \$2.14 billion C. \$2.4 billion

4 What is NOT mentioned about a USB?

A. It is used to transport data and pictures

B. It is easily portable

C. It is rather small and cheap.

5 What does Kate Pitts talk about the digital camera?

A. Digital camera isn't an invention of the last 15 years.

B. You don't have to pay for digital camera incorporated into some devices when buying them.

C. Digital camera can better satisfy customer demand than a USB.

B Listen to the second part and complete the gaps.

I think this depends very much on the industry. There are some product-based companies, like pharmaceuticals and (1) _____ companies, that spend an enormous amount of time and money on (2) _____ and development. Nearly (3) _____ of the cost of sale, of example, at Ericsson, the Finnish mobile-phone company, are on research and development.

I strongly believe that most companies can (4) _____ from using information and relationship within their own to actually (5) _____ new

products and services. My definition of (6) _____ is to look at what everybody else sees, and see something (7) _____. So that might mean looking at what you already do, and looking at where you can do it slightly differently to increase your product (8) _____, or extending your products into new markets. This can save time and money.

READING



A Read the following article about Jack Ma and answer the questions.

- 1 What do you think is the business opportunity that Jack Ma discovered?
- 2 Did he get success at the first time?
- 3 What are the businesses of Alibaba?
- 4 Who are the shareholders of the company?
- 5 How is his company successful now?

SUCCESS IN BUSINESS



Jack Ma is the founder of the E-commerce giant Alibaba and is a stakeholder at Alipay, it's sister company which is an e-payment portal. He is now



officially the richest man in China with an estimated net worth of \$25 Billion, on the back of the recent world record \$150 Billion IPO filing of his company. Given all of this, Jack Ma only holds a 7.8% stake in Alibaba and a 50% stake in Alipay. Alibaba and Jack Ma, although are not household

names out of China, you must know that Alibaba is worth more than Facebook, and processes goods more than eBay and Amazon combined!

This might be beginning to seem like the story of an arrogant and rich billionaire who hasn't seen the dark. But don't be mistaken by the numbers that you see above, they can fool anyone. Although as simple as it may sound, Jack Ma has had it hard in his life to get to where he is today. A true rags-to-riches story and definitely a one which will inspire you even in your darkest days.

Ma Yun a.k.a. Jack Ma is one of those self-made billionaires with humble beginnings. Jack Ma was born in Hangzhou, located in the south-eastern part of China. He was born and raised along with an elder brother and a younger sister during the rise of communist China and its isolation from the Western regions. His parents were traditional Musicians-Storytellers and they didn't make enough to be even considered as middle class during those days.

Former US president Richard Nixon's visit to Hangzhou in 1972 improved the situation of tourism in his home-town and Jack wanted to make the most of this opportunity. Jack always wanted to learn English as a kid and he spent his early mornings riding on his bike to a nearby park, giving English tours to foreigners for free. It was then he met a foreign girl who gave him the nickname 'Jack' for his name was hard to spell for her.

Jack, after graduating with a Bachelor's degree in English, worked as an English teacher at Hangzhou Dianzi University with a pay of \$12 a month! Now here comes the part where it gets more interesting, even before he has received that degree and became an English teacher.

Jack Ma is an extremely lucky bloke who just became a billionaire in a snap. But it is safe to know that Rejections are synonymous with Jack Ma. You wouldn't believe the number of times this man has been rejected and failed.

During and after his Bachelor's degree Jack tried and failed to get a job at a multitude of places. After spending three years to get into a University, Jack failed to land a job after applying to them 30 times! He recollects in his interview, "When KFC came to China, 24 people went for the job. Twenty-three people were accepted. I was the only guy who wasn't." He also one of the 5 applicants to a job in Police force and was the only one getting rejected after being told, "No, you're no good."

After finally coming to terms with all of his rejections and failures, Jack Ma visited US in 1995, for a Government undertaking project related to the building of highways. It was then that Jack Ma was first introduced to the Internet and Computers. Computers were pretty rare in China then, given the high costs associated with them and Internet or E-mails were non-existent. The first word he searched on the Mosaic browser was 'Beer', and it popped out results from different countries, but signs of China anywhere. He then searched 'China' and not a single result popped out! He decided it was time for China and its people to get on the Internet.

Finally, after persuading 17 of his other friends to invest and join him in his new e-commerce startup – Alibaba, the company began from his apartment. Initially, Alibaba didn't had a single penny in investment from outside investors, but they later raised \$20 Million from SoftBank and another \$5 Million from Goldman Sachs in 1999. Building trust among

the people of China that an online system of payment and package transfers is safe was the biggest challenge Jack Ma and Alibaba faced, a challenge that Jack will cherish for his lifetime.

Having started his first successful company at the age of 31 and even after never having written a single line of code or selling something to anyone, Jack Ma runs one of the biggest E-commerce networks in the world. The company went on to grow rapidly, expanding all across the world, quickly growing out of its China shell. Only second to Walmart now in terms of sales per year, Alibaba has become the E-commerce giant that Jack Ma has envisioned for it. 

B According to the reading text, choose the best answers A, B, C or D.

- 1 How much money has Alibaba raised from the new stock issuance?
A. \$25 Billion B. \$50 Billion
C. \$100 Billion D. \$150 Billion
- 2 How much equity does Jack Ma hold in Alipay?
A. 7.8% B. 50%
C. \$25 Billion D. \$150 Billion
- 3 Which statement is true about Jack Ma?
A. He used to be very poor
B. He was born in a rich family
C. He is the youngest son
D. he was born in a middle class family
- 4 Which job did Jack Ma use to do?
A. a policeman B. a KFC shop assistant
C. a teacher D. a tour-guide
- 5 For what purpose did Jack Ma come to the US in 1995?
A. for Internet and computer course
B. for a project of highway construction

- C. for a holiday
 D. for a job application
- 6 What is the most important which constituted the success of Alibaba?
- A. Jack Ma persuaded 17 friends to invest money in his company.
 B. Jack Ma raised more equity from outside investors
 C. Jack Ma visited the US for a Government undertaking project.
 D. Jack Ma built up trust on the safe online system of payments and transfers.
- 7 According to the text, which company has the biggest turnover a year?
- A. Walmart
 B. Alibaba
 C. eBay
 D. Amazon

VOCABULARY



A Match the word partnerships (1 – 6) to their definitions (a – f).

1 to take advantage of an opportunity	a) to offer a larger variety of goods
2 to raise someone's status	b) to do or provide something that is necessary
3 to enter a market	c) to do something when you get the chance to do it
4 to extend a product range	d) to make an important discovery of change
5 to meet a need	e) to start selling goods or services in a new area
6 to make a breakthrough	f) to make someone look or feel more important

B Fill in the gaps in the following sentences with words or phrases in the box.

price war	business model	customer service	brand name
sales figures	product launch	customer base	market leader

- 1 Good _____ is one of the main reasons customers keep coming back.
- 2 The best time to book your plane ticket is when airlines are having a _____.
- 3 A _____ is the name a company gives to its product that makes it easy for people to recognize it.
- 4 Don't forget to include last year's _____ in your report as well.
- 5 A _____ refers to a business plan of how a company intends to successfully make a profit. This includes many details such as the business goals, financing, products and services, market, etc.
- 6 A _____ is a group of customers who repeatedly buy your products and services.
- 7 A _____ is the company with the highest sales and largest market share in the industry.
- 8 It seems the best time for a _____ of beverages is in April, just before summer begins.

C Fill in the gaps in the reading text with only ONE word for each.

Online shopping is the activity of buying a product or service using a computer connected to the Internet. Customers can look at items for sale on a (1)

_____ called an online store (also online shop British English). They put the things they want to buy in a virtual shopping (2) _____ and then check out by typing in their (3) _____ details, such as their name and address, and how they are paying. People can pay with a credit card or (4) _____ card, or with e-money/e-cash, which involves moving money electronically from their bank (5) _____ to the seller's account using a system such as EFT (Electronic Funds Transfer). Another way of buying something on the Internet is in an (6) _____ auction, in which people (7) _____ for goods that are displayed on a website such as eBay trademark. The main two types of (8) _____ are B2B (business-to-business), which is selling between companies, and B2C (business-to-consumer), which is companies selling to customers. Online banking is a form of e-commerce offered by many traditional banks, and it is possible to carry out normal banking activities, such as checking your bank (9) _____ or paying bills, on their website as well as going to a branch. The banking _____ offered by online banks, that only exist on the Internet, are known as Internet banking.

LANGUAGE FOCUS



Study the following sentences extracted from the reading text. Which tense is used in these sentences?

- 1 During and after his Bachelor's degree Jack *tried and failed* to get a job at a multitude of places.

- 2 Jack Ma was first *introduced* to the Internet and Computers.
- 3 The company *went on to* grow rapidly, expanding all across the world, quickly growing out of its China shell.

THE PAST SIMPLE

A FORM

Positive form	Negative form	Interrogative
Last year I/you/he/she/it/we/they worked in personnel.	At that time you/he/she/it/we/ they didn't know the forecast.	Did I/you/he/she/it/we/they fill in the form correctly?

B USES

We use the past simple to talk about activities in the past.

- 1 To indicate an activity at a specific time in the past:
The French government heard about the deal in January.
- 2 To ask when an activity happened:
When did you retire?

NOTES

- 1 Once we have explicitly mentioned a specific time in the past, all the following activities are understood to happen within that time frame, i.e. in the past:

Last year, we introduced the new products with a print advertising campaign. The agency came up with multi-page ads that successfully promoted the products. There were no television commercials.

2 Typical past time markers include:

with prepositions	without prepositions
- at + 6 am/ the end of the year/ Christmas/ ...	- yesterday/ yesterday morning/ last night/
- on + Monday/15th May/New Year's Day/ ...	- the day before yesterday/ ...
- in + January/2009/the1990s/ summer/ ...	- last week/ month/ year/ summer/ decade/ century/ ...
- during + the Second World War / ...	- two weeks ago/ a few months ago/ ...
	- When I was young
	- at that time

3 **Already** and **recently**

In American English **already** is used with the past simple:

*We **already** appointed a committee to oversee his decision.*

In British English the present perfect is used:

*Cutbacks have **already** brought inventories more in line with demand.*

Recently is used with both the past simple and the present perfect:

*Many European airlines have **recently** invested in American companies. (in a period of time from the recent past till today)*

*I talked to our bank manager **recently**. (at a specific time in the recent past)*

*I haven't needed to talk to our bank manager **recently**. (in a period of time from the recent past till today)*

PRACTICE



Exercise 1

Use the verbs in the box to complete the sentences. Some of the sentences are positive statements, some are negative, and some are questions.

accept	complain	hire	place	realize
study	visit			

- 1 Oh, I'm sorry to disturb you. I didn't realize you had a visitor.
- 2 _____ you _____ economics when you were at university?
- 3 She _____ the job because the salary was too low.
- 4 Last week a number of customers _____ about slow services.
- 5 _____ you _____ the Acropolis when you were in Greece?
- 6 I am writing with reference to the order I _____ with you last week.
- 7 At last year's launch party, who _____ you _____ to do the catering?

Exercise 2

Complete the following paragraph with a correct form of the verb in brackets.

On Monday Diano S.p.A (1) _____ (report) increased profits for the year. Exports (2) _____ (climb) by 20 per cent last year but domestic sales (3) _____ (fall) by 5 per cent. Two months ago the company (4) _____ (set up) new sales offices in France and Singapore. On the Milan Stock Exchange yesterday the company's share price (5) _____ (rise) by 0.15 euros to €1.11.

Exercise 3

A journalist interviews a company director about a joint venture with Fallon Inc., an American company. Complete the sentences with an appropriate form of the verb given in brackets.

J: When (1) _____ (begin) negotiations?

D: We (2) _____ (start) three months ago.

J: And you reached agreement this morning?

D: That's right.

J: Was the original idea yours or Fallon's?

D: At first we (3) _____ (approach) Fallon and we (4) _____ (put forward) some outline proposals.

J: (5) _____ (have) any major problems?

D: No, as you know, we (6) _____ (meet) many times and we (7) _____ (reach) agreement today.

Exercise 4

Look at the following chart which shows the history of a joint venture between two companies. Write a short paragraph which explains the main events.

Jan 2010 ↓	TELCO reports profits of \$28m (increase of 25 per cent)
---------------	--

June 2010	TeleResearch (TR) produces prototype of Lincon Mobile phone
↓	
Oct 2010	TR offers Telco a licence agreement
↓	
Nov 2010	Telco offers to buy Linco Mobile Phone
	↓
	TR rejects offers
	↓
Jan 2011	Telco suggests joint venture
	↓
	negotiations begin
	↓
April 2011	Telco and TR form a joint venture company, Linco

LISTENING 2



Listen to the story of Ben Hope. Number the events from his life in the correct order.

- | | | | |
|---------------------------|--------------------------|-------------------------|--------------------------|
| Lost his job | ☐ | Got a big contract | ☐ |
| Graduated from university | ☐ | Employs 12 people | ☐ |
| Started his own business | ☐ | Joined a design company | ☐ |

SPEAKING 2



Work with a partner. Ask and answer questions to complete the story of Jeff Bezos, who started Amazon.com. Student A read the information below. The information for student B is provided by the teacher.

Student A

Year	Event
	Graduated from Princeton
1986	First job – with a new technology company
1992	
1993	Left DE Shaw to set up his own business
	Moved to Seattle, began writing software for new business
1995	Amazon opened for business
1997	
2000	Amazon became profitable

WRITING



A Make up complete sentences using the given prompts.

1 On/ interview yesterday/ he/ warn/ higher taxes/ billionaires/ the country's wealthiest firms.

2 Business in Europe/ have been/ badly/ affect/ economic conditions/ Asia.

3 He/ be/ advertising business/ over/ 20/ year/ now/, / he/ want/ get out.

4 She/ appeal/ more youth centers/ job opportunities/ young people/ as alternative ways/ combat radicalization.

5 Employment opportunities/ the prospects/ young people/ must be/ clear priority.

6 E-commerce/ e-business/ be/ both/ use/ talk about/ practice/ buy/ and/ sell/ goods/ services/ over the Internet.

7 E-business/ can/ also/ describe/ use/ computer systems/ control/ activities related/ operating a business.

8 Largest IPO/ the year/ may be/ electrical utility Enel SpA/, / government/ hope/ spin off.

9 The term “*rags to riches*”/ use/ describe/ way/ in which/ someone/ quickly/ become/ very rich/ after/ they/ be/ quite poor.

10 Many people/ decide/ start up/ own business/ because/ they/ have what/ they think/ be/ good business idea.

B Read the notes about a company that makes crisps. Write a complete story about David Willis using the past simple and appropriate time expressions.

The first sentence is done for illustration.

1996	David Willis founds Chiltern Snacks.
<i>Example: David Willis founded Chiltern Snacks in 1996.</i>	
1 1996-2001	He distributes crisps to local retailers by van.
2 August 1 st 2001	A customer cancels his order because Willis doesn't sell 50 gram packs. Willis thinks about starting up his own brand of crisps.
3 December 2002	Willis starts production of the first Salty Dog crisps using 50 gram packs.
4 The first year	Sales grow fast.
5 November 2003	The first international order arrives.
6 February 14 th 2004	Willis exports the first packs to Germany.
7 March 2004	He receives enquiries from the US and China.

<i>Story of David Willis</i>

REVISION 1

Exercise 1

Complete the sentences by putting the verbs in brackets into the present simple or present continuous.

- 1 I _____ (look at) the details on the screen right now.
- 2 I _____ (look at) the sales results in detail every month.
- 3 The production line _____ (not, work) at weekends.
- 4 The production line _____ (not, work) at the moment.
- 5 Yes, I agree. I _____ (think) it's a good idea.
- 6 I _____ (think) about it. I'll let you know tomorrow.
- 7 Helen _____ (stay) at the Astoria while she's in Madrid this month.
- 8 Helen _____ (stay) at the Astoria when she's in Madrid.
- 9 We _____ (take) a sample for testing once a day.
- 10 We _____ (take) a big risk if we go ahead with the project.
- 11 They _____ (be) usually very flexible if we need to change the order.
- 12 They _____ (be) flexible about giving us credit for a few more months.

Exercise 2

Complete the article about the magazine Time Out by using words from the list below. Decide whether to put the verbs into the present simple or present continuous.

own	look for	move	investigate
rely	want	provide	try to

Time out: time to expand

Time Out, the London entertainment magazine, has plans for expansion. It already (1) _____ the monthly magazine Paris Passion, and now it (2) _____ beyond France to other markets such as Argentina and Japan. Tony Elliott, Time Out’s founder, says he (3) _____ local people to initiate and run the magazine, as Time Out’s London office doesn’t have the cash or management time. Elliott also has plans for the website, Timeout.com, which was launched in 1995 and (4) _____ information about more than 30 cities. It (5) _____ on advertising revenue and a small amount of money from ticket sales to survive. But as Time Out changes and expands, Tony Elliott (6) _____ persuade advertisers in the printed version to take more space on the Internet site. Also, he (7) _____ the possibility of charging visitors to the site for access to some information. Despite these expansion plans, Elliott says that a flotation on the stock market is out of the question. He (8) _____ to keep control of the business he has built up.

Exercise 3

Complete the article about Vivendi by putting each of the verbs in brackets into the past simple.

Vivendi: 150 years of history

Vivendi, the French utilities and communications group, has a long history going back to 1853. In that year the Government (1) _____ (create) Compagnie Generale des Eaux. The founders (2) _____ (have) two objectives: to irrigate the countryside for farming and to supply water to towns and cities in France. In 1880 a treaty (3) _____ (give) Generale des Eaux the right to supply water to Venice, and then Constantinople and Oporto (4) _____ (come) soon after. By the time of the centenary celebrations in 1953 Generale des Eaux (5) _____ (supply) water to eight million people in France. In the 1960s and 1970s the company (6) _____ (begin) activities in the area of civil construction and (7) _____ (build) a large tower block in the La Defense business district of Paris. During the 1980s Generale des Eaux (8) _____ (join) with the Havas media group to create Canal Plus, a pay TV channel. They also (9) _____ (take) a controlling stake in the civil engineering giant, SGE. In the 1990s they (10) _____ (win) major contracts in the Asia Pacific region and in Latin America. Jean-Marie Messier (11) _____ (become) CEO in 1996 and (12) _____ (run) the company along American lines. He (13) _____ (sell) \$5 billion in assets and (14) _____ (cut) the workforce by 10%. All this (15) _____ (mean) that an annual loss of \$600 million

(16) _____ (turn) into a profit of \$320 million. In 1998 he (17) _____ (change) the name of the group to Vivendi and soon after (18) _____ (make) a series of partnerships and acquisitions in the telecommunications industry. Operations in North America (19) _____ (grow) very quickly after this and in 2000 Vivendi (20) _____ (buy) Seagram to become a truly international media and communication company.

Exercise 4

Find and correct the mistake in each sentence.

- 1 Let's to discuss the new trainee scheme next.
- 2 If the company will offer you a job, accept it!
- 3 Please not to touch the equipment!
- 4 Please to be careful to use the right form.
- 5 You don't use this phone – use that one.
- 6 If Jo phones, please you will take a message.
- 7 If you will not have the right qualifications, don't apply for the job.
- 8 Please you tell me if you can't hear.

Exercise 5

Read the text below about the French company Perrier Vittel and fill in the gaps. Use the words in the box.

product	Market leader	research center	turnover	brands
customers	market share	production sites	sales	network

Perrier Vittel is a subsidiary of the Nestlé Group. It has millions of (1) _____ all over the world. It is the water division of the group and has many famous (2) _____ such as San Pellegrino, Contrex, Panna and Aquarel. There are sixty-seven (3) _____ producing billions of litres of bottled water. The main (4) _____ of the Nestlé Group is Lausanne and there is a (5) _____ of seventeen other centres on four continents employing 2,500 staff. This research helps produce safe and affordable water for everybody.

A recent new (6) _____ is Nestlé Pure Life. The company bottles this water locally in developing countries such as Pakistan and Brazil.

Nestlé's interest in water began in 1969 with the acquisition of 30% of Vittel. After the takeover of Perrier in 1992 the new company Perrier-Vittel became a major part of the Nestlé Group. Today water sales represent 8.8% of the group's (7) _____. The group is international (8) _____ for bottled water with 15% (9) _____. A new CEO, Frits Van Dijk took over in 2000 and he aims to keep Perrier-Vittel at the front of the bottled water market in both (10) _____ and technology.

Exercise 6

Read the following text and choose the correct A, B or C to fill each gap.

Many companies and organizations now recruit (1) _____ through the Internet. This is quicker and cheaper

than paying a recruitment agency or placing an (2) _____ in a newspaper. Sometimes they recruit by using the company website. They (3) _____ a page which shows vacancies within the organization and applicants can email the company directly with their (4) _____.

Some other websites just work as databases for online CVs. These are used by employers who are looking for (5) _____. Usually, you have to pay to put your CV on one of these sites, but it can be an effective way (6) _____ finding out about new vacancies.

When employers access these sites, they search for key words in each document. You need to think about this when you write your CV. Think about the words that are often used in your area of employment and (7) _____ sure you include them several times.

- | | | | |
|---|----------------|-------------------|--------------|
| 1 | A. directly | B. immediately | C. normally |
| 2 | A. advertising | B. advertisement | C. position |
| 3 | A. set up | B. open | C. visit |
| 4 | A. education | B. qualifications | C. CVs |
| 5 | A. work | B. candidates | C. interview |
| 6 | A. of | B. in | C. to |
| 7 | A. do | B. make | C. take |

Exercise 7

Match the verbs (1-6) with the nouns that they go with. Then complete each sentence below (a-f) with the correct form of one of these verb/noun combinations.

- | | | |
|---|-----------|----------------|
| 1 | to win | a breakthrough |
| 2 | to make | a gap |
| 3 | to fill | a market |
| 4 | to extend | a need |

- 5 to enter a range
6 to meet an award

- a) Azra _____ the sport and leisure _____ two years ago with high-quality trainers costing just \$50.
- b) If you listen carefully to the markets, your products are more likely to _____ a real _____.
- c) Last year, Julia Wyman, a young entrepreneur from Melbourne, _____ for her creativity.
- d) Our company has begun to _____ its _____ of products in the hope of increasing sales.
- e) Pharmaceutical companies are hoping to _____ a major _____ in the search for effective cancer drugs.
- f) Their new hand-held computer is not just an exciting product - it really _____ in the market.

Exercise 8

Read the text about PJ Smoothies and answer the questions.

PJ Smoothies, the company which first introduced the smoothie to Britain, was started up in 1994 by Harry Cragoe. In the early 1990s, he spent some time working in Los Angeles. There, he discovered the healthy smoothies which were on sale at the juice bar. When he returned to the UK, he saw that they had nothing similar. "What was available in the chilled drinks cabinet here was so boring in comparison," he says. "We were just drinking orange and apple juices." He

started the company with his friend, Patrick Folkes. To raise the money, he sold everything he had, including his car and his flat. He moved into rented accommodation and took no salary for two years. He wrote a business plan but did not show it to any bank or marketing expert as everyone said that the product could never work.

The company faced many difficulties at first. For the first year or so the company imported its drinks from America. They had to be frozen for the journey because they contained no preservatives and they were often still not defrosted when they were put on the shelves in Britain. They were also nearly twice as expensive as other drinks. The company carried out no market research at first and just relied on word of mouth to advertise the product. People simply liked the taste and passed on the message.

Eventually the company bought a bottling plant in the UK where they could manufacture the drinks. This saved both time and money and the price has now come down to a competitive level. "We've continued to reinvest every penny in the business and are now looking at new markets for the drinks in Europe. I never thought the company was not going to be a success," says Cragoe.

1 Who founded the company?

2 How did they get the idea?

3 How did they raise the money to start up?

4 What difficulties did they face at first?

5 What changes have taken place since the company started?



UNIT 4

MARKETING

OVERVIEW



VOCABULARY:	Marketing terms
SPEAKING:	Talking about recent advertisements of products
READING:	Adidas and the Chinese market
LANGUAGE FOCUS:	Collocations
LISTENING:	Marketing and Methods of selling
WRITING:	Paragraphs & Topic Sentences

STARTING UP



A Study the following words or phrases.

Product (n)	Price (n)	Promotion (n)
The product is either a tangible good or an intangible service	Price covers the actual amount the end user is expected to pay	Promotion includes advertising, public relations, and promotional strategy.

that is seem to meet a specific customer need or demand.	for a product.	
<i>Ideally, a product should fulfill a certain consumer demand or be so compelling that consumers believe they need to have it.</i>	<i>Marketers must link the price to the product's real and perceived value, but they also must consider supply costs, seasonal discounts, and competitors' prices.</i>	<i>Promotion is just the communication aspect of the entire marketing function.</i>
Place (n)	Market (v)	Consumer (n)
Place or placement has to do with how the product will be provided to the customer.	To market a product means to organize its sale, by deciding on its price, where it should be sold, and how it should be advertised.	A consumer is a person who buys things or uses services.
<i>Place decisions outline where a company sells a product and how it delivers the product to the market.</i>	<i>They have some imaginative ideas about how to market their restaurant in a bad economy.</i>	<i>Pressure on phone makers to introduce such features has come from consumers concerned about lack of security.</i>
Price (v)	Advertising (n)	Marketing (n)

If something is priced at a particular amount, the price is set at that amount.	The promotion of goods or services for sale through impersonal media, such as radio or television.	All business activity involved in the moving of goods from the producer to the consumer, including selling, advertising, packaging, etc.
<i>To price goods is to apply a price, or a price tag, to them.</i>	<i>Commercial television is a medium for advertising.</i>	<i>Marketing has undergone a revolution in recent years.</i>

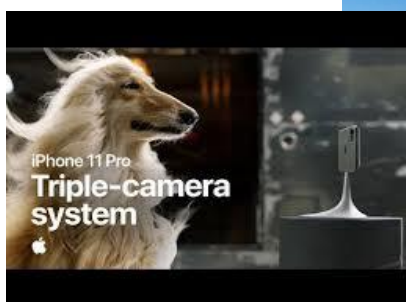
B Complete the following sentences using words or phrases in part A.

- 1 The retailer said it expected gross margins to be lower than for the previous year, due largely to an increase in clothing _____.
- 2 _____ may also be affected by distribution plans, value chain costs and markups.
- 3 This marketing course will give you ideas on how to _____ your products.
- 4 The potential buyers of the _____ need to be identified and understood.
- 5 _____ groups also warn that some shops use Black Friday to offload old or unpopular stock.
- 6 If a product is _____ higher or lower than its perceived value, then it will not sell.
- 7 The British Medical Association is campaigning for a complete ban on tobacco _____.

- 8 The _____ may include the location of your business, distributors, shop front, possible use of the Internet, and logistics.
- 9 It is the job of the _____ manager to create demand for the new product.



SPEAKING 1



Work in groups.

- 1 Have you seen these advertisements on TV recently?
- 2 What advertisement impresses you the most? Why?
- 3 What do you know about these products?
- 4 In groups, fill the information you know in the following table, and then exchange the information with other groups.

Brand name	Iphone 11 Pro	Vinfast car	Adidas	Dell
<i>colors</i>				
<i>functions</i>				
<i>Target customers</i>				
<i>Market share</i>				
<i>Special characteristics</i>				

LISTENING 1



A Listen to a man talking about marketing and fill in the gaps.

Marketing is a funny thing. Sometimes I like it, other times I hate it. There is definitely an (1) _____ to marketing. Some of the advertising (2) _____ you see are the work of a genius. Someone has thought of a great idea, (3) _____ and advertising campaign to sell us or tell us something. I like it when I can see the (4)

_____. There are other kinds of marketing that make me angry. Ads and campaigns that are (5) _____ at children make my blood boil – especially the McDonalds ads that do not mention (6) _____, but show lots of free, cheap toys. I also hate (7) _____ marketing – that’s when you receive spam mail trying to sell you something. I also get (8) _____ with marketing campaigns that have slogans that are just untrue, like smoking is cool.



READING

A Read the article and answer the following questions

- 1 Why is Adidas expanding in China?
- 2 How many stores does Adidas have in China at the time of writing?
- 3 Who is Christophe Bezu?
- 4 How did Li Ning get its name?
- 5 What is Li Ning hoping to do?
- 6 Who is the market leader for sports goods in China?

Adidas targets the Chinese interior



By Patti Waldmeir

Adidas – Europe’s biggest sports-goods maker, will open 2,500 stores and expand its sales network to 1,400 Chinese cities, in an effort to regain market share lost to foreign and domestic competitors in one of the world’s most rapidly growing retail markets.



The German company is one of many consumer-goods multinationals that have recently decided to shift their focus from near-saturated cities like Shanghai and Beijing to target smaller cities and less wealthy consumers, where they believe growth potential is higher for foreign brands.

Adidas plans to reach far into the Chinese interior to open the new stores. Initially, this will be in urban areas with as few as 500,000 people and then, by 2015, in cities with a population of just over 50,000 company officials said in Shanghai on Tuesday.

“We will be in much smaller cities by 2015,” said Christophe Bezu, Adidas Managing Director for Greater China. At present, the company has 5,600 stores in 550 cities.

The product mix in smaller cities will be chosen so that the entry price for consumers would be 15 per cent less than in Adidas’s existing shops in larger cities, he added. The company would be targeting consumers with an average disposable income of Rmb5,000 (\$753) a month.

Herbert Hainer, Adidas Chief Executive, predicted that the strategy would allow the German group to regain the number-two market position that it recently lost to Li Ning, the Chinese sportswear manufacturer.

Li Ning, named after the Olympic gymnast who lit the flame at the opening ceremony of the 2008 Beijing Olympics, recently announced plans to take its brand upmarket to compete more directly with foreign brands like Adidas and the market leader, Nike.

Li Ning’s move up to second position could prove a key moment. Retail analysts see it as one of the first signs in the retail field that Chinese products can rebrand themselves as not just cheap but desirable.

Li Ning has strong sales and distribution networks in the lower-tier cities that Adidas hopes to penetrate.

Mr Hainer dismissed Adidas's recent problems in China as temporary, related to overstocking in the run-up to the Olympics. Mr Hainer predicted double-digit sales growth in China over the next five years.

B Read the article and choose the best answers A, B, C or D.

- 1 Why does Adidas want to open many new stores in China?
 - A. Because China has 1.400 cities.
 - B. Because it is a multinational company.
 - C. Because it wants to grasp more market share.
 - D. Because China has a big population.
- 2 Adidas have recently decided to shift their focus from Shanghai and Beijing to smaller cities because:
 - A. Shanghai and Beijing are bigger cities.
 - B. Both foreign and domestic competitors sell their sports-goods there.
 - C. Citizens in Shanghai and Beijing are rich.
 - D. There is a decrease in demand in Shanghai and Beijing.
- 3 How many stores does Adidas have in China currently?
 - A. 2,500
 - B. 1,400
 - C. 5,600
 - D. 5,000
- 4 Which company has the biggest market share in the sports-goods industry?
 - A. Nike
 - B. Li Ning
 - C. Adidas
 - D. Both Nike and Li Ning
- 5 How did Li Ning gain the number-two market position?
 - A. Li Ning had strong sales and distribution networks.

- B. Li Ning rebranded their products and sold at higher prices.
- C. Li Ning sold their products at the opening ceremony of the 2008 Beijing Olympics.
- D. Li Ning sold their products at lower prices than Adidas and Nike.

VOCABULARY



A Fill in the gaps in the text with words or phrases in the box.

billboards	campaign	Internet sales	word of mouth
advertised	viral marketing	social media	advertising agency

Companies will often employ an (1) _____ or marketing consultancy to advice on and put together (2) _____. Traditionally products and services were (3) _____ on TV and radios in commercials, in newspaper ads, and on (4) _____ by the side of the roan or street. But increasingly companies are advertising on (5) _____. One development has been (6) _____ where individual pass adverts which they like on to friends. This is very much like making (7) _____ recommendations. Increasingly, companies communicate with their customers through the Internet or (8) _____ such as Twitter or Facebook. The result of this is that communication has become a two-way process with companies listening to their customers much more in the new marketplace.

B Match the words and phrases (1-7) to their definitions (a-g).

1 market	a) the combination of products that a
----------	---------------------------------------

position	company has to offer
2 upmarket	b) a market filled so completely that no more products can be added
3 product mix	c) expensive compared to other products of the same type
4 penetrate	d) after a product or service to change the way that people think about it
5 disposable income	e) start selling goods or services in a new market
6 rebrand	f) money that is available to spend after paying for essentials like taxes, food and housing
7 saturated	g) the ranking of a company or brand against its competitors in terms of its sales

C Complete the sentences below with the words and phrases from Exercise B.

- 1 The Beatles were able to _____ the US market.
- 2 During the economic crisis, people had less _____.
- 3 Smaller banks are struggling to compete in an already _____ market.
- 4 We are trying to lose our cheap image and move _____ with more expensive products.
- 5 Coca-Cola decided to _____ Diet Fanta in the UK, to fit in with the rest of Europe.



COLLOCATIONS

Definition

Collocation is placing words together in a determined order. Collocations are thus the relationship between two words or groups of words that often go together and form a partnership. Two or more words become glued together implying a proper order which make it easy for speakers of L1 to predict what comes next once they have heard the first one. We don't have any rules as to why certain words go together or behave that way. There are even no explanations either.

Types of collocation

There are several different types of collocation made from combinations of verb, noun, adjective etc. Some of the most common types are:

- **adverb + adjective:** completely satisfied (NOT ~~downright~~ satisfied)
- **adjective + noun:** excruciating pain (NOT excruciating ~~joy~~)
- **noun + noun:** a surge of anger (NOT a ~~rush~~ of anger)
- **noun + verb:** lions roar (NOT lions ~~shout~~)
- **verb + noun:** commit suicide (NOT ~~undertake~~ suicide)
- **verb + expression with preposition:** burst into tears (NOT ~~blow up in~~ tears)
- **verb + adverb:** wave frantically (NOT wave ~~feverishly~~)

Examples for Collocations in the reading text:

market share / retail markets/ consumer-goods/ market leader/ disposable income

PRACTICE

Exercise 1

Match each word in box A with three words in box B to make up collocations.

Box A				
1. market	2. consumer	3. product	4. sales	5. advertising

Box B				
research	segment	goods	profile	share
life cycle	range	forecast	figures	behavior
target	campaign	budget	agency	launch

Exercise 2

Match the collocations in Exercise 1 with their definitions.

- a) the percentage of sales a company has
- b) information about what customers want and need
- c) a group of customers of similar age, income level and social group
- d) description of a typical customer
- e) where and how people buy things
- f) things people buy for their own use
- g) introduction of a product to the market
- h) length of time people continue to buy a product
- i) set of products made by a company
- j) how much a company wants to sell in a period
- k) how much a company thinks it will sell in a period
- l) numbers showing how much a company has sold in a period
- m) a business which advises companies on advertising and makes ads

- n) an amount of money available for advertising during a particular period
- o) a program of advertising activities over a period, with particular aims

SPEAKING 2



Work in groups: Ask and answer these questions.

- 1 Do you often watch advertising programs on TV?
- 2 What are some different forms of advertisements?
- 3 In your opinion, what are advantages and disadvantages of each form of advertisement?

LISTENING 2



A Listen to Mario Capelli, a marketing consultant, describing different methods of promotion. Complete the notes below.

Methods of selling

- 1 Advertising media: TV, _____
- 2 Personal selling: employing _____
- 3 Sales promotions: special offers, _____
- 4 Public relations: creating _____
- 5 Direct marketing: direct mail, _____
- 6 Sponsorship: where a company pays to have its name linked to an _____ or a _____

B Listen to Michio Yano, the communications manager of Toshiba Network the Products (TNP), explaining how they launched a wireless modem in the US. Choose best option to complete each sentence.

- 1 TNP launched the modem:

- A. at a trade fair
- B. with a big party
- C. at a customer's offices

2 *They contacted customers:*

- A. by mail
- B. by email
- C. by email and phone

3 *They sent a total of:*

- A. two mailings
- B. three mailings
- C. four mailings

4 *At the launch, customers could watch demonstrations of the product on TV and:*

- A. have fun
- B. eat lunch
- C. read product brochures

5 *The number of people who attended was:*

- A. 250
- B. 500
- C. 600

WRITING



A **Make up complete sentences using the given prompts.**

1 Pricing/ be/ really/ difficult/ get/ right/ and/ company/ have/ to/ think/ careful/ about/ different/ factor.

2 Direct marketing/ include/ all/ sales/ activity/ where/ consumers/ can buy/ product/ immediately.

3 Public/ relations/ involve/ create/ news/ and/ get/
information/ company/ its/ product/ press/ or/ TV.

4 Most/ successful/ company/ have/ bigger/ percentage/
sales/ bigger/ market/ share/ its/ competitor.

5 Nowadays/ top/ scientists/ be/ very aware/
importance/ marketing/ economic/ factor.

6 They/ have/ some/ imaginative/ idea/ how/ market/
restaurant/ bad/ economy.

7 Advertising/ be/ good/ way/ reach/ a lot/ potential/
customer.

8 Recent/ rise/ oil/ prices/ have/ put/ pressure/ airlines/
increase/ fares.

9 Most/ effective/ way/ promote/ products/ large/
number/ people/ be/ advertise.

10 We/ want/ create/ fun/ event/ our/ customer/ could/
remember/ a long time.

Writing Paragraphs & Topic Sentences

A **paragraph** is a series of sentences that are organized and coherent, and are all related to a single topic. Almost every piece of writing you do that is longer than a few sentences should be organized into paragraphs. This is because paragraphs show a reader where the subdivisions of an essay begin and end, and thus help the reader see the organization of the essay and grasp its main points.

Paragraphs can contain many different kinds of information. A paragraph could contain a series of brief examples or a single long illustration of a general point. It might describe a place, character, or process; narrate a series of events; compare or contrast two or more things; classify items into categories; or describe causes and effects. Regardless of the kind of information they contain, all paragraphs share certain characteristics. One of the most important of these is a **topic sentence**.

TOPIC SENTENCES

A well-organized paragraph supports or develops a single controlling idea, which is expressed in a sentence called the topic sentence. A topic sentence has several important functions: it substantiates or supports an essay's thesis statement; it unifies the content of a paragraph and directs the order of the sentences; and it advises the reader of the subject to be discussed and how the paragraph will discuss it. Readers generally look to the first few sentences in a paragraph to determine the subject and perspective of the paragraph. That's why it's often best to put the topic sentence at the very

beginning of the paragraph. In some cases, however, it's more effective to place another sentence before the topic sentence—for example, a sentence linking the current paragraph to the previous one, or one providing background information.

Although most paragraphs should have a topic sentence, there are a few situations when a paragraph might not need a topic sentence. For example, you might be able to omit a topic sentence in a paragraph that narrates a series of events, if a paragraph continues developing an idea that you introduced (with a topic sentence) in the previous paragraph, or if all the sentences and details in a paragraph clearly refer—perhaps indirectly—to a main point. The vast majority of your paragraphs, however, should have a topic sentence.

PARAGRAPH STRUCTURE

Introduction: the first section of a paragraph; should include the topic sentence and any other sentences at the beginning of the paragraph that give background information or provide a transition.

Body: follows the introduction; discusses the controlling idea, using facts, arguments, analysis, examples, and other information.

Conclusion: the final section; summarizes the connections between the information discussed in the body of the paragraph and the paragraph's controlling idea.

B Now you should choose one among two requirements to write your paragraph.

Write a paragraph about advantages and disadvantages of:

- 1 TV ads.
- 2 using email to contact customers.

Paragraph

[illegible]



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OVERVIEW

VOCABULARY:	Terms about production and productivity Factors helping to increase productivity
SPEAKING:	Revolution in the car industry
READING:	Adjectives and Adverbs
LANGUAGE FOCUS:	How to increase productivity
LISTENING:	IELTS Writing Task 1: Graphs description
WRITING:	

STARTING UP

A Study the following words or phrases.

Quality (n)	Productivity (n)	Technology (n)
The quality of something is how good or bad it is.	Productivity is the rate at which goods are produced.	Technology refers to methods, systems, and devices which are the result of

		scientific knowledge being used for practical purposes.
<i>Everyone can greatly improve the quality of life.</i>	<i>The third-quarter results reflect continued improvements in productivity.</i>	<i>We may well look back on 2009 as a crucial turning point for the technology industry in the UK.</i>
Capacity (n)	Just-in-time (adj)	Delivery (n)
The capacity of something such as a factory, industry, or region is the quantity of things that it can produce or deliver with the equipment or resources that are available.	Just-in-time manufacturing or ordering methods avoid waste by producing or sending goods as they are needed rather than holding large stocks.	Delivery or a delivery is the bringing of letters, parcels, or other goods to someone's house or to another place where they want them.
<i>The region is valued for its coal and vast electricity-generating capacity.</i>	<i>You should operate just-in-time ordering to improve stock turnover, and make sure you are continually shifting slow-moving or dead stock.</i>	<i>It is available at £108, including VAT and delivery.</i>
Revolution (n)	Profit margin (n)	Discount (n)
A revolution in a	A profit margin is	A discount is a

particular area of human activity is an important change in that area.	the difference between the selling price of a product and the cost of producing and marketing it.	reduction in the usual price of something.
<i>The nineteenth century witnessed a revolution in ship design and propulsion.</i>	<i>The group had a net profit margin of 30% last year.</i>	<i>The greater the discount, the larger the volume of stock that is moved.</i>

B Complete the following sentences using words or phrases in part A.

- 1 This enables all aircraft up to the Airbus A380 to land and take off with full load _____ during all weather conditions.
- 2 It runs a series of awards and scholarships programs that attempt to encourage young people to pursue science and _____ subjects.
- 3 The route to economic success is investment in skills, training and technology to enhance labor _____.
- 4 He runs a _____ company with three vehicles and three staff, including himself.
- 5 Unique goods command premium prices and high _____, but only for a few items, while commodity goods are sold close to cost but in large volumes.
- 6 Britain was about to take full advantage of the second industrial _____, the modernization of production techniques and investment in infrastructure.

7 When goods are offered at a _____ their usual selling price is reduced.

8 Our _____ inventory was absolutely perfect because we always got things to their destination on time and it made people happy.

SPEAKING 1



Work in groups:

Discuss which of the following factors can help to increase productivity for manufacturers, and which can reduce productivity. Give your own explanation.

1 delays in delivery of components	5 out-of-date technology
2 up-to-date technology	6 robots
3 effective quality control	7 shortage of staff
4 products that fail quality tests	8 efficient suppliers
	9 good workers

LISTENING 1



A Listen to Paul Gardner, Managing Director of a chemicals company, Absolute Solvents, talking about what productivity means in his business.

- 1 Tick the factors above that he talks about.
- 2 Which two factors have helped to improve productivity at Absolute Solvents?
- 3 Which two have been problems?

B Listen again and choose the best answers A, B, C or D.

1 Why is productivity an important concept in Paul's business?

- A. Because costs can be lower
- B. Because profits can be higher
- C. Because this can increase profit margins
- D. All A, B, and C

2 What are reasons for their productivity increase?

- A. up-to-date technology
- B. experience
- C. Both A and B
- D. efficient quality control

3 What can happen if there's a problem with the process?

- A. The quality of products is bad
- B. The volume of production is reduced.
- C. There will be delays in delivery
- D. The products become more expensive.

4 What does Paul say is the biggest problem?

- A. process problems
- B. technical problems
- C. human management problems
- D. quality control problems

5 What problems with people does Paul mention?

- A. Workers often refuse to work long hours
- B. Finding good workers are not difficult
- C. Good workers often ask for high salaries
- D. Workers have a lack of team work skills

READING



A Read the following article and decide whether these statements are True or False.

- 1 Car manufacturers can't produce enough to meet customer demands.

- 2 Models need to be updated more often.
- 3 Each car factory can only produce one model.
- 4 Productivity is very high.
- 5 It takes too long to deliver finished cars to the customer.
- 6 Sales forecasts are accurate.
- 7 Manufacturers could save money by building cars to order.
- 8 The car industry probably won't change much in the next few years.

REVOLUTION IN THE CAR INDUSTRY



The car business has a serious problem: it is producing too many cars. This over-capacity is resulting in fierce competition. Each manufacturer is competing in every segment of the market, with a huge range of models to attract different consumers. And models are frequently updated to keep interest fresh. This is making the business complex and expensive. So how can companies cut costs and increase their profit margins?

To offer so many different models, car companies need factories that are completely flexible. They need to switch quickly from making one model to another to meet changing demands. Honda was first to do this, organizing its factories so that any one of them could make any model of car. They can switch to a new model overnight, simply by changing the software in the robots.

Delivery is another issue that affects margins. For years, companies have tried to cut the time between a customer placing an order for a car and taking delivery. Manufacturers now operate a just-in-time production system. The components for each car arrive at precisely the right moment when they are needed on the assembly line. Such production methods have cut the cost of holding components in stock, and have resulted in high productivity. Most makers are now able to assemble a car in just 18-20 man-hours.

But once the car is finished, it usually stays in a distribution center for 40-80 days. A shorter order-to-delivery cycle would lower the costs of holding stocks of finished cars. Moreover, most of these vehicles need to be discounted to get people to buy them. With big discounts on sale price, there is no guarantee of profits even when the factories are busy.

The magic answer to all this could be "build to order" (BTO). Instead of following the sales department's forecasts, cars could be quickly assembled to the customer's orders. Nissan has calculated they could increase profit by as much as \$3,600 a vehicle in this way.

But some people in the industry predict that the shape of car manufacturing will change even more radically. One view is that today's manufacturers will disappear. In their place will be vehicle brand owners (or VBOs). They will do only the designing, engineering and marketing of vehicles. Everything else, including even final assembly, will be done by the parts suppliers.

Such changes to the way the industry is organized may be necessary if companies are to survive.



B A number of factors increase manufacturing costs and reduce profits.

Which of the following are mentioned in the article?

- 1 developing a wide range of models
- 2 high labor costs
- 3 holding components in stock
- 4 holding stocks of finished goods
- 5 price discounts
- 6 strikes

C According to the reading text, choose the best answers A, B, C or D.

- 1 What is the consequence of over-capacity of car production?
A. Car manufacturers have to compete fiercely.
B. Car manufacturers have to reduce their prices.
C. Weaker car manufacturers are driven to bankruptcy.
D. All car manufacturers lose their profit margins.
- 2 In order to become more competitive, car manufacturers have to:
A. produce many different types of cars
B. make their factories flexible
C. change the software in the robots
D. All of the above
- 3 What is not the result of just-in-time production system?
A. a decrease in costs
B. an increase in productivity
C. an increase in competition
D. a likely increase in profit margins
- 4 How long does it take to assemble a car?
A. overnight B. 18-20 man-hours

C. 40 days

D. 80 days

5 According to the text, It can be predicted that in the future:

A. Most of car manufacturers are “build to order” companies

B. Most of work of the car production is done by parts suppliers.

C. Most car manufacturers can increase their profit margins.

D. Fewer cars will be produced because of fierce competition.

VOCABULARY



A Working in production.

Match the words from 1 – 8 with the meanings a – h.

1 automation	a) workers work in offices rather than doing physical work.
2 robot	b) a system which allows a team of workers to move around a production line , dealing with all parts of a product until it is finished, rather than dealing. with only one part of the product repeatedly
3 production line	c) the ability that a group of people have to work well together.
4 blue-collar	d) the use of machines to do work that was previously done by people.
5 white-collar	e) workers work in industry, doing physical work, rather than in offices.
6 job satisfaction	f) the pleasure that you get from doing your job
7 teamwork	
8 job rotation	

	g) a machine which is programed to move and perform certain tasks automatically. h) an arrangement of machines in a factory where products pass from machine to machine until they are finished.
--	--

B Complete the sentences below with the words and phrases in A.

- 1 Even in jobs not requiring _____, relationships with co-workers, supervisors or clients can be stressful.
- 2 It should be recognized that we are not robots in a _____.
- 3 Tremendous progress has been made in factory _____ by using robots.
- 4 At the factory in Japan, the cars are assembled largely by _____.
- 5 The average CEO makes 411 times the salaries of their _____ workers.
- 6 Companies are moving thousands of _____ jobs to developing countries.
- 7 Employees can benefit from reduced commuting time, more flexible work hours and increased _____.
- 8 _____ results in a more flexible workforce which may be useful at holiday time or when employees are off sick.

C Fill in the gaps in the reading text with words or phrases in the box.

international	production	schedules	just-in-time
plan	demise	marketing	productivity
specialized	diminishing		

The Japanese system of *kanban* ((1) _____ inventory control), credited for much of the Japanese automobile industry's success in the 1980s, may be falling out of favor. The large-scale demands of (2) _____ trade reward more planned schedules of production and have led to a reintroduction of an old friend: the (3) _____ worker.

The conflict between most marketing and production departments is well documented. (4) _____ departments need to respond quickly to changing customer wants and needs; production departments need to (5) _____ their production on a two-week schedule with each department informing other departments of its backlogs, inventories and outputs. To make the *kanban* system work, however, the manufacturers had to train (6) _____ employees to shift on a moment's notice to any job in the factory, as needed, thus (7) _____ the role of the specialized worker.

But *kanban* may have caused its own (8) _____. By being so efficient and responsive, Japanese auto-mobile manufacturers find themselves confronted with a large and predictable global demand.

Requests for automobiles are increasing at such a steady rate that managers can now determine production (9) _____ up to ten months in advance and, as a result, workers no longer need to jump from position to position. Since long-term scheduling has become possible, (10) _____ has risen 27 percent.



Study the examples and answer the following questions.

- 1 Which one contains an adjective?
- 2 What is the difference between an adjective and an adverb?
- 3 Which adverbs describe how you do something, and which describe how often?
 - Over-capacity in the car industry is resulting in fierce competition.
 - Models are frequently updated.
 - Cars can be quickly assembled to customer's orders.
 - Honda can switch production easily between models.
 - Cars usually stay in distribution centers for some time.
 - Supplies are ordered electronically, by computer.
 - Everyone is working hard to finish the project on time.
 - Our staff work well as a team.

Adjectives versus Adverbs

A FORM

- Adjectives, especially one- or two-syllable adjectives, do not have a suffix
Examples: *good bad young old big small*
- Many adjectives are derived from nouns or verbs.
Examples:

ending	Noun/verb	adjective
-ite	define (v)/ favour (n)	definite/ favourite

-ful	use/ help/ harm/	useful/helpful/ ...
-less	hope	useless/ helpless/ ...
-al	use/ help/ harm/	national/ global/
-ive	hope	industrial
-able/ible	nation/ globe/	productive/ active/
-(i)al	industry	attractive
-ic	product/ act/ attract	manageable/ comfortable
-ous	manage/ comfort/	commercial/ financial
-ing	commerce/ finance	economic
-ed	economy/	famous/ numerous/
	fame/	dangerous
	number/danger	interesting/ surprising
	interest/surprise/	interested/ surprised
	interest/surprise/	

- Most adverbs are derived from adjectives by adding **-ly**; adjectives ending in **-ic** add **-ally**

Examples:

ending	Noun/verb	adjective
-ly	Quick/ strong/ productive	Quickly/ strongly/ productively
-ally	Dramatic/ economic/	Dramatically/ economically

- Adjective ending in **-ble** becomes **-bly** to make an adverb:
Profitable – profitably/ suitable – suitably/ comfortable – comfortably
- Adjective ending in **-y** becomes **-ily** to make an adverb:
Happy – happily/ easy – easily/ steady – steadily/ angry – angrily

- Adjectives and adverbs have the same forms:
Daily/ weekly/ monthly/ quarterly/hard/ fast/ early/ late/ far/
- Irregular forms: *good – well*

B USES

Adjectives	Examples
1. To give more information about nouns	- The economic situation has deteriorated further.
2. After the verb be	- They were angry about the breakdown. (adjective + preposition) - They were angry that the machine had broken down. (adjective + that + clause) - They were angry to hear about the breakdown. (adjective + to + infinitive)
3. After some verbs: (Become/ get/ grow/ turn + adj Stand/ stay/ keep/ remain + adj: seem, appear + adj: feel, look, smell, sound, taste + adj make, find + sth/sbd + adj)	- She gets more and more beautiful. - The store stays open late in the evening. - You should keep your room tidy. - He made her happy. - The idea sounds interesting.
Adverbs	Examples
1. To give more information	- Sales are still rising slightly .

about a verb:	
2. To give more information about an adjective/ adverb/ PII:	- <i>The overall result was extremely good.</i> - <i>Market prices stabilized relatively quickly.</i> - <i>Their products are always attractively packaged.</i>
3. To give more information about a sentence:	- <i>Firstly, let's look at last year's results.</i> - <i>Luckily the motel manager was with me, and he 'gently' explained what a pink gin was. Luckily, there are numerous types of monitors available that can help meet these needs.</i>

PRACTICE

Exercise 1

Fill in the blanks with words from the box. Make any necessary changes to the adjectives to form adverbs.

heavy	late	patient	public
punctual	quarter	safe	silent

- 1 When you get to New York, give me a ring to let me know you've arrived _____
- 2 The Economic Review is published _____ , and comes out in March, June, September, and December.
- 3 Trains in Japan arrive so _____ that you can set your watch by them.

- 4 The train to the airport arrived _____ , and as a result I very nearly missed the plane.
- 5 Most stockbrokers will buy and sell shares in _____ -quoted companies.
- 6 Before privatization, many nationalized industries were _____ subsidized by the government.
- 7 He was not in a hurry, so he waited _____ until the client was ready to see him.
- 8 The new T-motor is very quiet, and at most speeds it operates almost _____.

Exercise 2

Rewrite the sentences using verbs and adverbs or adjectives and nouns.

- 1 There was a sudden fall in shares in March.
→ In March the shares fell suddenly.
- 2 The number of students in most universities has increased significantly in the past few years.
→ There has _____.
- 3 The prices of gold are increasing slightly these days.
→ There _____.
- 4 There has been a rapid rise in the population of Hanoi recently.
→ The population _____.
- 5 There was only slight recover in the property market in August.
→ The property market _____.
- 6 From September and December, the share prices of company ANZ improved gradually.
→ There was _____.
- 7 In June, the gold price collapsed dramatically.

→ There was _____.

8 There is often a slight increase in consumer prices on Tet holiday.

→ On Tet holiday, consumer prices _____.

Exercise 3

Choose a word from box A and one from box B to complete the sentences.

A	surprisingly	badly	commercially	well	totally
	terribly				
B	qualified	quickly	designed	viable	good
	illegal				

1 She has a PhD and an MBA so she's certainly very _____.

2 The results at the end of the year were _____, and certainly much better than we had thought.

3 The bank decided that the project was not _____, so they refused to give them a loan.

4 Insider dealing is _____ - if they catch you, you could go to prison.

5 The engine on the XR86 was very _____, and the car soon gained a reputation for unreliability.

6 He spoke _____, so I couldn't really understand what he was saying.

SPEAKING 2



Do you work efficiently?

1	I don't waste time doing things that aren't necessary.	
---	--	--

2	I deal with important tasks immediately.	
3	I fill my time constructively.	
4	I skim read texts quickly before I decide to read them in detail.	
5	My work area is always tidy.	
6	I share useful ideas with friends or colleagues.	
7	I regularly review my way of working.	
8	I try to find more efficient ways of doing things.	
9	I only work a certain number of hours every day.	

Work in pairs.

- 1 Discuss the checklist above.
- 2 Tell your partner what you usually do in order to be more efficient in your studies or in any job you do.
- 3 What else could you do to improve your efficiency?

LISTENING 2



Gavin Floyd is Production Improvement Manager at a company that manufactures inks for printing. Listen to him talking about his work and answer the questions.

- 1 What is Gavin's main job?
- 2 What do companies use Six Sigma for?
- 3 What can a Six Sigma analysis show?
- 4 What three types of waste does Six Sigma help to reduce?



A **Make up complete sentences using the given prompts.**

1 It/ be/ part/ an inquiry/ launch/ last July/ into/ whether/ industry/ have/ capacity/ meet demand.

2 There/ will/ more funding/ companies/ run/ high quality/ apprenticeship schemes/ involve/ science/,/ technology/ engineering.

3 Productivity gains/ be/ generally/ easy/ manufacturing/ than/ services.

4 We/ offer/ free delivery/ easy returns & exchanges.

5 China/ have/ a strong interest/ export/ nuclear technology/ and/ in/ keep/secrets.

6 He said that/ Britain/ be/ the home/ industrial revolution/ the engine.

7 Trade prices/ discount/ structure/ be/ basis/ the relationship/ between/ producer/ intermediary.

8 Find/ reliable companies/ that/ specialize/ just in time inventory/ would/ essential/ the success/ the new line.

9 This business/ have/ one/ best-known/ brands/ world/ gross profit margins/ 40%.

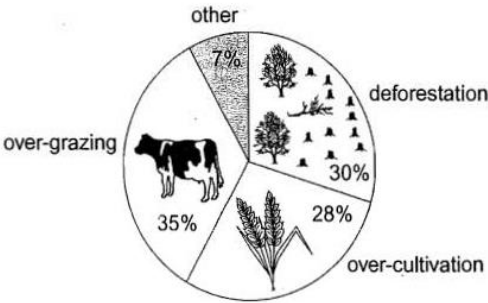
10 The internet revolution/ be/ one/the great changes/ human history.

B IELTS WRITING TASK 1.

The pie chart below shows the main reasons why agricultural land becomes less productive. The table shows how these causes affected three regions of the world during the 1990s. Summarize the information by selecting and reporting the main features, and make comparisons where relevant.

(You should write at least 150 words)

Causes of worldwide land degradation



Region	% land degradation by ...			
	deforestation	Over-cultivation	Over-grazing	Total land degraded
North America	0.2	3.3	1.5	5%
Europe	9.8	7.7	5.5	23%
Oceania	1.7	0	11.3	13%

Graphs description

UNIT 6

PRICE



OVERVIEW



VOCABULARY:	Collocations with “price”
SPEAKING:	Talking about price trends of some kinds of goods; pricing strategies
READING:	Make it cheaper and cheaper
LANGUAGE FOCUS:	Present perfect
LISTENING:	Pricing strategies
WRITING:	Graph description of price trends

STARTING UP



A Study the following words or phrases.

List price (n)	Price-sensitive (adj)	Market price (n)
The list price of something is its official price,	If the market for a product or service is price-sensitive ,	If you talk about the market price of something, you

before any discounts are included.	it is quickly affected by changes in price.	mean that its price or value depends on how many of the items are available and how many people want to buy them.
<i>The list price of the car is £20,000.</i>	<i>Online shoppers are extremely price-sensitive, and they tend to compare prices on a variety of sites.</i>	<i>The fair trade company pays above the market price for its coffee.</i>
Wholesaler (n)	Retailer (n)	Intermediary (n)
A wholesaler is a person whose business is buying large quantities of goods and selling them in smaller amounts, for example to shops.	A retailer is a person or business that sells goods to the public.	An intermediary is a person or organization that provides a link between two other people or organizations.
<i>They are the largest drugs wholesaler in Europe.</i>	<i>The biggest problem for retailers is expected to be coping with demand.</i>	<i>The intermediary offers services like shipping, warehousing and freight forwarding.</i>
Price (v)	Pricing strategy (n)	Price tag (n)
If something is priced at a	Pricing strategy is the tactic that	If something has a price tag of a

particular amount, the price is set at that amount.	company use to increase sales and maximize profits by selling their goods and services for appropriate prices.	particular amount, that is the amount that you must pay in order to buy it.
<i>The property has to be priced at less than 600,000.</i>	<i>Bargaining is an alternative pricing strategy to fixed prices.</i>	<i>The price tag on the garment said \$50 but the price on the system was \$47.</i>

B Complete the following sentences using words or phrases in part A.

- 1 In a public company, the value is the _____ of the stock.
- 2 This uncertainty has been reflected in the share prices of the UK's biggest _____.
- 3 The product is then sold to the end-user via an _____.
- 4 Women are becoming less _____ and more sophisticated about the brands and products that they finally buy.
- 5 Solar-wind Company orders a machine from YY Company at a _____ of \$ 10.
- 6 The key objective of a _____ is anticipating the value created for customers and then setting specific prices to capture that value.
- 7 It's unlikely that the new generation of phones can ever be _____ below the \$200 level that has spurred sales of earlier versions.

8 In a shop, the _____ on an article for sale is a small piece of card or paper which is attached to the article and which has the price written on it.

9 It is usually cheaper to buy the goods direct from the _____.

LISTENING 1



Listen to a man talking about prices in different currencies and fill in these prices in figures and symbols of currencies in the sentences.

- 1 The table cost almost _____.
- 2 They sold their second-hand car for _____.
- 3 I had to pay a _____ deposit.
- 4 I bought a new jacket and the total price was _____.
- 5 The big-screen TV were on sale at _____.
- 6 Lunch costs _____.
- 7 I had to pay a _____ entrance fee.
- 8 The price of the ticket was _____.
- 9 They are looking to buy a new house and their budget is _____.
- 10 Dinner for one person cost me _____.

SPEAKING 1



Work in groups: Discuss the following questions.

- 1 What kinds of products and services are increasing in price at the moment?
- 2 What things are getting cheaper?
- 3 When you want to buy something which do you do?
A. Make sure you get good value for money.

- B. Spend time looking for the lowest possible price.
- C. Not worry about price, just buy what you want.

READING



A Read the following article and decide if these statements are True or False.

- 1 It costs less to produce large quantities of food than ever before.
- 2 Big supermarkets can offer food at lower prices because they can buy in large quantities.
- 3 Some foods producers have reduced their range of products.
- 4 To meet supermarket demands, Cadbury employs more workers than before.
- 5 Shoppers will buy large quantities when there is a special price.
- 6 For the food companies, larger portions are not much more expensive to produce.
- 7 The writer thinks companies will be happy to reduce the sizes of portions.

Make it cheaper and cheaper



How technology pushes down price

a. Technology improves food production.



Prices have fallen in the food business because of advances in food production and distribution technology. Consumers have benefited greatly from those advances. People who predicted that the world would run out of food were wrong. We are producing more and more food with less and less capital. Food is therefore more plentiful and cheaper than it has ever been. Spending on food compared with other goods has fallen for many years, and continues to drop.

b. Big supermarkets are more efficient.

Supermarkets have helped push down prices mainly because of their scale. Like any big business, they can invest in IT systems that make them efficient. And their size allows them to buy in bulk. As supermarkets get bigger, the prices get lower.

c. Supermarkets force producers to cut costs.

Huge retail companies such as Wal-Mart have tremendous power and they can put pressure on producers to cut their margins. As a result, some producers have had to make cuts. In recent years, Unilever has cut its workforce by 33,000 to 245,000 and dropped lots of its minor brands as part of its "path to growth" strategy. Cadbury has shut

nearly 20 per cent of its 133 factories and cut 10 per cent of its 55,000 global workforce. These cuts help keep costs down, and the price of food stays low.

d. Drinks come cheaper in large cans.

Does cheap food make people unhealthy? Cheap food may encourage people to eat more. Food companies certainly think that giving people more food for their money makes them buy more. Giving people bigger portions is an easy way of making them feel they have got a better deal. That is why portions have got larger and larger. In America, soft drinks came in 8oz (225g) cans in the past, then 12oz (350g), and now come in 20oz (550g) cans. If a company can sell you an 8oz portion for \$7, they can sell you a 12oz portion for \$8. The only extra cost to the company is the food, which probably costs 25 cents.

Now companies are under pressure to stop selling bigger portions for less money. But it is hard to change the trend.



B According to the reading text, choose the best answers A, B, C or D.

- 1 What is the reason for a decrease in prices in the food business?
A. Modern technology B. lower demand on food
C. higher supply of food D. All of above
- 2 The sizes of supermarkets help them to buy goods:
A. In big sizes B. at low prices
C. in large quantities D. conveniently
- 3 What type of business do supermarkets provide?

- A. Wholesales business
 - B. retail business
 - C. manufacturing business
 - D. consultancy providing business
- 4 How many staffs were there in the Unilever before it cut its workforce?
- A. 33,000 B. 245,000 C.55,000 D.278,000
- 5 What do food companies do to attract customers?
- A. To produce healthy food
 - B. To increase the sizes of portions of food without increasing prices
 - C. To sell only cheap food to customers
 - D. To produce plenty of food.

VOCABULARY



A Match the terms from 1 – 9 with their definitions from a – i.

1 price break	a) the label on an article for sale showing its price and other details
2 price check	b) a reduction in price, especially for bulk purchase
3 price comparison	c) the price charged to individual customers
4 price tag	d) an investigation of the prices charged by different retailers for the same goods to find the best value.
5 price war	e) a situation in which competitors selling a certain commodity successively lower prices, as to force one or more out of
6 price-fixing	
7 price bracket	
8 retail price	
9 unit price	

	business f) a notional range of prices which consumers are prepared to pay for a good g) comparing the price of the same product in different outlets. h) the price for one item or measurement, such as a pound, a kilogram, or a pint, which can be used to compare the same type of goods sold in varying weights and amounts. i) the setting of prices by agreement among producers and distributors
--	---

B Fill in the gaps with **ONE** word for each gap.

Talking about prices



If you make prices higher, you increase or raise them, and if you make them lower, you cut, (1) _____ or reduce them. If you say that (2) _____ are slashed, you mean they have been cut a lot.

If prices are getting (3) _____, you can say they are rising or soaring, and if they are getting lower, you can say they are (4) _____. If you quote a price, you say you will do something or sell something (5) _____ that price, and if you charge a price, that is how much someone must pay you.

If you decide how much things should cost, you (6) _____ prices. If something is sold for a particular amount, it fetches that price. To talk about how much things cost, you can say that prices start at a particular

amount, or that prices range from one (7) _____ to another. The (8) _____ price for something is the amount it costs in a store, and the wholesale price is the amount it costs to buy a large quantity of it.

LANGUAGE FOCUS



Study the examples of the present perfect simple.

- Consumers **have benefited** greatly from advances in food production.
- In recent years, Unilever **has cut** its workforce by 33,000.
- **Has** the price of soft drinks **fallen** recently?
- The price of energy rose by 15 per cent last year, but it **hasn't risen** in the last 12 months.

THE PRESENT PERFECT SIMPLE

A FORM

The present perfect simple comprises two parts: **has/have** + the past participle form of the verb.

Positive form	Negative form	Interrogative form
I/you/we/they have/'ve finished the project.	I/you/we/they have not/haven't past participle form of the verb.	Have I/you/we/they past participle form of the verb?
He/she/it has/'s finished the project.	He/she/it has not/hasn't past participle form of the verb.	Has he/she/it + past participle form of the verb?

USES

In meaning, the present perfect belongs to the present tenses. This is because in the various uses, the meaning is always linked to the present, rather than the past.

1. To indicate an activity at some non-specific time in the past with an impact or result in the present or future:

- ***The company has reduced its payroll to 28,300.***

(present result = fewer employees on payroll)

cf. - ***The company reduced its payroll last week.***

(specific time in the past)

- ***We have recruited new talent for our management team.***

(present result = new managers)

cf. - ***We recruited new talent for our management team at the beginning of May.*** (specific time in the past)

NOTES

As the activity happened at a non-specific time in the past, ***no time marker*** is used with ***present perfect***.

2. To indicate an activity within a period of time which is not yet finished, i.e. unfinished time:

- ***The company's credit quality has improved this year.***
(The year is not yet finished.)

cf. - ***The company's credit quality improved last year.***

(Last year is finished.)

NOTES

Typical time markers are used with present simple:

this morning/ this week/ this month/ this year/ today/ now

Just and **just now** are considered as present time markers, and are used with the present perfect.

- *They have **just** signed a deal on oil imports.*

Recently can also be used with the present perfect:

- *Many European airlines have **recently** invested in American companies.*

Already and **yet** both provide a frame of unfinished time; the time frame starts at an unspecified point in the past and continues to the present. **Already** is typically used in positive sentences; **yet** in negative and interrogative sentences:

- *Have you signed the agreement **yet**?(between then and now)*
- *Cutbacks have **already** brought inventories more in line with demand. (between then and now)*

So far/ Up to now: also used with present simple indicate an activity in the period between then and now.

- ***So far**, they have met with no success.*
- *Which one have you enjoyed most **so far**?*
- ***Up to now**, I've read as far as the fifth chapter, the second volume of "The War and Peace".*

3. To indicate an activity which started in the past and continues to the present:

- *Office rents have fallen sharply **since** 2008.*

(They began to fall in 2008 and are still falling)

- *The research group has worked on the project **for** several years.*

(It started working on it several years ago and is still working on it today)

NOTES

Typical time marker are used:

Since to indicate the starting point; **for** to indicate the period.

- *She has worked here since 2006. (starting point)*
- *She has worked here for seven years. (period)*

PRACTICE

Exercise 1

JBM is a Financial Services Company. The Managing Director is Martina Pavlovski. Here is an extract from speech she made to shareholders at the AGM.

Read the extract from her speech and place the different actions in bold in the appropriate column in the box below, according to the meaning in the context. The first one has been done for you.

“For our sector, **recent times have been difficult**. However, it is clear that we are not alone. **The world economy has suffered a downturn** and all sectors of industry have experienced difficulties. But this year, **we have already seen signs of improvement**; I am sure you know that especially **in Asia there has been increased growth** and this will benefit us greatly. Also, turning to insurance, **we have been involved in the insurance market** for only a relatively short time, but it is good to see that **this sector has grown rapidly** since 2008.”

Activity at some non- specific time in the past with an impact or result in the present or future	Activity within a period of time which is not yet finished	Activity which started in the past and continues to the present
_____	_____	<i>Recent times have been difficult</i>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Exercise 2

Complete the following sentences by putting in the regular verbs into the present perfect. See the example.

1	I'm going to send them a reminder. They <u>haven't paid</u> (not pay) us for their last order.
2	Some of these tech shares _____ (fall) by over 80%, and they still very risky.
3	_____ (you/ write) to them about that shipment, or do you want me to phone them?
4	We _____ (spend) a lot on modernizing the factory, and it is now very well equipped.
	Unemployment is very high here because all of the coal

5	mines _____ (shut) down. The lawyers _____ (draw) up the contracts, so
6	we are now ready to go ahead with the deal. I _____ (not speak) to the MD about your
7	proposal, but I will soon. _____ (you/ find) a suitable replacement for
8	Ivan Sloboda, or is the post still vacant. Carmen _____ (just/ get) back from lunch. Why
9	don't you call her now? Peter, _____ (you/ meet) Alistar MacFarlane.
10	He's our new Finance Director.

Exercise3

Read the following article about recent development in China. Put the verbs in brackets into the present perfect tense. See the example.

CHIPS IN CHINA	
SINCE 1997, there (1) <i>has been</i> (be) a high-tech revolution in China. The once struggling state-owned factories (2) _____ (become) mass producers of made-to-order chips. Enthusiasm for the new industry (3) _____ (spread) across the country, and the government (4) _____ (help) investors with special tax	Semiconductor Manufacturing International (6) _____ (spend) \$1.5 billion on a factory in Shanghai, and Huaxia (7) _____ (announce) a \$1.3 billion project in Beijing. Weston companies (8) _____ (join) in as well – Motorola (9) _____ (build) a

deals. Some analysts are worried about investing so much in a single industry. Back in 2001, when there was a big slowdown in demand, many chip factories from Malaysia to South Korea sat unused and thousands of workers lost their jobs. In spite of these fears, companies _____ (5) _____ (make) huge investments in China's new plants in the last year or two.	plant in the north-eastern city of Tianjin, and Intel and Fairchild (10) _____ (add) new facilities to their existing plants. Over the last few decades China _____ (11) _____ (transform) all sorts of global industries, from clothing to electrical goods and _____ (12) _____ (drive) prices down around the world. Now, it looks like chips are going to follow this trends.
---	---

SPEAKING 2



Pricing strategy: A company wants to improve profitability. Which do you think is the best of the strategies below?

	Strategy	Profit increase (%)
1	Reduce costs by one per cent.	
2	Increase the volume of sales by one per cent.	
3	Increase all its prices by one per cent.	

LISTENING 2



A Listen to part one and complete the table.

Callum Taylor, a marketing expert, talks about pricing strategy on a radio program about business.

How much can a company expect to increase its profit using each of the above strategies?

B Listen to part two and complete the sentences.

1 The cost-plus method of pricing: "You calculate what it costs to _____ an item and then you add the _____ you'd like to have."

2 Another method: "Find out what your _____ are ready to _____ on that product."

3 A third way: "Look at the _____."

4 Before setting a price, companies should ask two questions:

Who are the _____?

What kind of _____ or _____ are we _____?

5 You shouldn't develop a product and then say: "OK, now let's _____."

WRITING



A Make up complete sentences using the given prompts.

1 The current market price/ such/ bonds/ will/ be/
determine/ demand/ supply.

2 Credit cards/be/ issue/ commercial banks/,/ hotel
chains/,/ larger retailers.

3 The/ high/ the current market rate/ interest /, / the/
low/ will/ be/ the market price/ existing bonds.

4 Trade discount/be/ allowance/ made / the catalogue/
or/ list price of goods/ give/ by a wholesaler to a retailer.

5 They/ sell/ the bikes off/ the market price currently.

6 Our research/ show/ that/ engaged customers/ spend/
more money, come back/ more frequently/, / stay longer,
and are less price sensitive.

7 The/ current/ list price// this model/be/ just £ 11,295.

8 They/ came/ the market/ with/ competitively priced
clothing/ footwear.

9 A premium pricing strategy/involve/ setting/ the price/
a product/ high/ than/ similar products.

10 In the US/, / most/ consumer/ don't/ haggle/ will/
simply/ pay/ price/ the price tag.

B Write a short paragraph about the recent trends or general changes that have taken place in a company or an industry (in your country that you know) over the last few years. See the example.

Over the last two or three years there has been a big increase in demand for our catalogue clothing, and this has affected our business a great deal. We have developed several new lines and taken on more than 50 new employees. We have opened two new call centres in the North East. Sales have risen by 40% over the past two years, and demand for children's clothing in particular has gone up sharply.

Paragraph

REVISION 2

Exercise 1

Choose the correct form of the words in italics.

A study was (1)*recent* / *recently* carried out into the productivity of 160 engineers worked in teams but also did many tasks (2)*individual* / *individually*. The study looked at how (3)*frequent* / *frequently* the engineers helped each other. Engineers were also asked to say how (4)*high* / *highly* they respected each of their colleagues. The study found that (5)*helpful* / *helpfully* engineers received a (6)*high* / *highly* level of respect from their colleagues. However. If they gave help but didn't receive much, they were not very (7)*productive* / *productively*. Those engineers who accepted help as well as giving it were able to boost their productivity and were also more (8)*popular* / *popularly* with their colleagues.

Exercise 2

Complete the text with the present perfect form of the following verbs (positive or negative).

<i>Be decide fall introduce rise see stay</i>

The Channel Tunnel is an impressive example of modern technology, but it (1)_____ so successful as a financial venture. Shareholders are unhappy about the latest reports, which show that the number of cars using the tunnel(2)_____ by 8 per cent in the last twelve months. The number of trucks and commercial vehicles (3)_____ at the same level, but the company(4)_____ an increase in its market share. Airline

traffic between London and Paris (5) _____
because of low cost airfares. Eurotunnel's directors (6)
_____ not to review their pricing strategy.
Instead, they (7) _____ a programme of cost-
cutting in the hope of saving the company.

Exercise 3

Complete the text with the present perfect or past simple of verbs in brackets.

Peter Grossman (start)_____ his career as an insurance clerk in 1997. But after four years, he (leave) _____ this job, and (join)_____ Hertleins, a financial services company. He (be)_____ with this company since 2001. Since joining Hertleins, he (have) _____ two different kinds of job. To begin with, he (sell)_____ investments to customers all over the country. But he (not like) _____ selling very much, so he (ask) _____ the company if he could move to another department. Now he works as an assistant in the Human Resources department. He (work) _____ in this job for nearly two years now.

Exercise 4

Rewrite the sentences in the passive.

1 We describe the results of this survey in our latest report.

The results _____

2 They call the new model the 'Robomat'.

The new model _____

- 3 They are building a new office block in the city center.
A new office _____
- 4 They will complete the building next year.
The building _____
- 5 The company has developed a new drink.
A new drink _____
- 6 The company raised salaries by 4 per cent last year.
Salaries _____
- 7 The company offered a job to only one person.
Only one person _____
- 8 The company manufactures the T408 in Germany.
The T408 _____

Exercise 5

Choose the correct form of the word or phrase in italics.

Everyone thinks British food is the worst in the world. But it (1)*improved* / *has improved* a lot in recent years. Britons (2)*found* / *have found* a new interest in food. If you (3)*read* / *will read* British newspapers, you will see recipes and restaurant reviews. New restaurants (4)*is* / *are* being advertised everywhere. Cooking programmes (5)*schedule* / *are scheduled* on TV every night and kitchens (6)*became* / *have become* bigger and better.

The biggest change that can (7)*see* / *be seen* is in the quality of produce in shops. Twenty years ago, there (8)*was* / *has been* only one kind of tomato in supermarkets. Now, if you (9)*visit* / *will visit* a British supermarket, you can find 15 types of tomato. A similar chance (10)*has took* / *has taken* place in other rich countries. And in developing countries, it (11)*has reported* / *has been reported* that there is a lot more food available to the poor. But the wrong kind of food

(12)*was / is being* consumed too. In some countries, more than half the population is overweight. Doctors warn that if people (13)*won't / don't* eat better, there (14)*are / will be* more deaths from over-eating than from smoking.

Exercise 6

Choose the correct form of the word or phrase in italics.

In the past, Britons mainly (1)*drank / have drunk* tea; but in recent years, coffee (2)*became / has become* increasingly popular. Chains of coffee shops, such as Starbucks, (3)*opened / have opened* in city center across the country and now more than 80 per cent of Britons visit a coffee shop at least once a week. Spending on coffee (4)*rose / has risen* by 15 per cent since last year. A (5)*recent / recently* report shows that Starbucks is the chain that is growing most (6)*rapid / rapidly* and has a market share of 25 per cent. Costa Coffee is a (7)*close / closely* competitor with a 21 per cent market share. The number of coffee shops in city centres (8)*now reached / has now reached* a maximum level, and the chains are trying to expand into small towns. This could be bad news for small cafés: if the chains continue to expand, many small outlets (9)*would / could* go out of business.

We asked two customers for their opinions on coffee shops. Matt Wingford, an accountant, says: 'I like the coffee – it's excellent. But my local coffee shop is often very (10)*noisy / noisily*. I (11)*went / would go* more often if it (12)*would be / was* quieter'. Cathy Mansfield, a student, says: 'It's great. My friends and I go there (13)*regular / regularly*. But the coffee is quite expensive. I (14)*will / would* drink more coffee if it (15)*is / was* cheaper'.

Exercise 7

Choose the best option a-c to complete the text.

John went skiing last winter. He had an(1)_____ and fell 20 metres down the mountain. He wasn't (2)_____,but his camera was (3)_____. the cost of repairs was €200. He tried to (4)_____ on his travel insurance, but the insurance company said that his (5)_____ didn't cover dangerous sports.

- | | | | |
|---|---------------|--------------|--------------|
| 1 | A. accident | B. incident | C. injury |
| 2 | A. damaged | B. unhealthy | C. injured |
| 3 | A. injured | B. damaged | C. destroyed |
| 4 | A. complain | B. cover | C. claim |
| 5 | A. protection | B. policy | C. claim |

Exercise 8

Choose the best option a-c to complete the text.

Online shopping has increased dramatically in recent years as more and more people use the internet to (1)_____ travel tickets and buy goods. However, there can be problems when buying online. Some retailers have found it difficult to guarantee (2) _____ times: goods may arrive late or not at all. Some customers become frustrated when they are unable to cancel an order or get a (3)_____ for goods they don't want. Companies that try to (4) _____ spending on customer service may find it difficult to (5)_____ all the complaints from (6) _____ customers.

- | | | | |
|---|-------------|-----------------|------------|
| 1 | A. book | B. require | C. command |
| 2 | A. delivery | B. distribution | C. service |

- | | | | |
|---|--------------|-----------------|----------------|
| 3 | A. payback | B. return | C. refund |
| 4 | A. reduce | B. put down | C. fall |
| 5 | A. apologise | B. deal | C. handle |
| 6 | A. satisfied | B. dissatisfied | C. unsatisfied |

Exercise 9

Choose the best option, a-c to complete the text.

The product development team at Playtime plc, a toy (1) _____, were highly (2) _____. They produced a (3) _____ number of good ideas for new toys, which meant that their company was able to extend its (4) _____ of popular products. But things changed when the team's manager left to join a competitor. The new manager was much less successful in (5) _____ the team. Instead of (6) _____ staff and praising them for their ideas, he put pressure on them. He tried to make them work harder and longer. This didn't increase their (7) _____: it reduce it. In fact, as the team became more and more stressed, their (8) _____ declined. Their product ideas were unpopular and failed to satisfy customer (9) _____. Now the company is losing market share and need to find a (10) _____ solution.

- | | | | |
|---|------------------|---------------|--------------|
| 1 | A. manufacturing | | |
| | B. manufacturer | | |
| | C. manufacture | | |
| 2 | A. innovative | B. imagining | C. thinking |
| 3 | A. short | B. remarkable | C. important |
| 4 | A. quantity | B. amount | C. range |
| 5 | A. making | B. motivating | C. supplying |

- 6 A. encouraging B. improving C. contributing
 7 A. efficiency B. production C. process
 8 A. creative B. creativity C. creation
 9 A. delay B. discovery C. demand
 10 A. real B. radical C. traditional

Exercise 10:

Read the text below and fill in the spaces with one of these words.

advertisement	growth	in	reach	faster
fastest	market share	advertising	per cent	advertisers
rapid	children	increasingly	grew	expects

Online advertising



The volatility of Internet stocks says a lot about what is expected from them. It says rather less about the true health of the online (1) _____ market.

Carat, the media buying group, (2) _____ Internet advertising worldwide to grow by 25% this year. In developed markets, growth rates are even (3) _____ US first-quarter online advertising growth, for example, was 38% and there remains plenty of room for further (4) _____ expansion. Credit Suisse expects US online spending to grow at an annual rate of 22 percent over five years, but that still leaves it with a total (5) _____ of about one-tenth.

Online offers the opportunity for manufacturers to (6) _____ a larger number of consumers. A recent study found that US food companies are (7) _____ using the internet to target (8) _____ with interactive games and commercials, which is concern for anti-obesity campaigners, but an example of the potential of “rich media”

With expected overall advertising market growth of only 4 to 5 (9) _____ this year, traditional media continue to lose share. In the UK, for example, print media advertising shrank 5 per cent last year, while online (10) _____ by almost two-thirds. Share prices of internet stocks will continue to fluctuate greatly, but it is traditional print media companies that face the toughest future.



Exercise 11:

Tesco plans to open Las Vegas supermarkets



Tesco's unusually low-profile US expansion strategy is about to take it to Las Vegas, one of the fastest growing cities in the US, in addition to its plans to open stores in the the Los Angeles and Phoenix areas next year.

Tesco is the UK's biggest supermarket chain, and retail analysts predict it will become Britain's biggest non-food retailer by the end of the year, overtaking Argos Retail Group.

The US push is part of Tesco's plan to expand in its domestic market and abroad. Tesco is looking for sites in

Las Vegas for its planned Fresh and Easy range of mini-supermarkets.

Tesco announced its US plans in March, after conducting comprehensive market research that included a trial store in a warehouse in Los Angeles that looked like a film set. Tesco has not said how many stores it plans to open in the US and declined to comment on its strategy for Las Vegas.

The company said in March it would invest £250m (\$476m) a year to fund its US expansion, a budget that should enable it to open as many as 200 stores a year. Las Vegas, with 1.7m people, is in Nevada, the fastest-growing state in the US. There is intense competition there for new customers between its existing traditional supermarkets.



Read the passage carefully and decide if the statements are true (T) or false (F)

Statements	True	False
1 This year, Tesco plans to open a store in Phoenix.		
2 Tesco is already UK’s largest non-food retailer.		
3 Tesco has plans to expand both in UK and abroad.		
4 Tesco is planning to make films in the USA.		
5 Tesco will open up to 200 stores in America.		

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