

# Map of the course

<b>Topic: Business environment</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 1: Culture and its impact</b>	1.1 Theory	Dimensions of culture	Present tenses	Hofstede's Five Dimensions	Ask questions about culture of work
	1.2 Practice / Case study	Relocation and repatriation	Vocabulary of intercultural communication	<i>Boston Scientific</i> interview with Bob Neidermire, General Manager	Solve repatriation problems
	1.3 Skills	Building a business relationship	Introductions; small talk; keeping a conversation going	Recordings of small talk in three organisations	Make successful small talk
<b>Unit 2: Technology and business</b>	2.1 Theory	Disruptive technologies	Technology terminology	<i>Harvard Business Review</i> extract; interview with Dr Kamal Munir, Cambridge Judge Business School, University of Cambridge	Create a joint venture to deal with a disruptive technology
	2.2 Practice / Case study	Creating a product through an online community	Passives	<i>Local Motors</i> article from the <i>Sunday Times</i>	Draw up plans to introduce new technology
	2.3 Skills	Telephone communication	Making arrangements; checking information	Recordings of formal and informal telephone conversations	Telephone for information and make changes to a plan
<b>Writing 1</b>	Making first contact	First contact through business emails	Language in business emails; building a business relationship	Emails between a Scandinavian buyer and a seller in Asia	Make first contact via email

▶ Watch Sequence 1 on the DVD to find out more about Business environment.

<b>Topic: Managing people</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 3: Motivation</b>	3.1 Theory	Herzberg's Motivation-Hygiene Theory	Quantifiers	An article from <i>NetMBA</i>	Deal with demotivation in a company
	3.2 Practice / Case study	Building a positive work environment	Articles; vocabulary for pay and working conditions	<i>Creativ</i> Interview with Pia Orskov, Human Resources Manager	Presentation on your ideal job or workplace
	3.3 Skills	Conducting a performance review	Vocabulary and language for a performance review	Recording from a performance review in a business support consultancy	Participate in a performance review
<b>Unit 4: Human resources</b>	4.1 Theory	HR planning	Future tenses	Interview with Dr Ursula Knorr, St. Gallen University	Plan HR resources
	4.2 Practice / Case study	Recruiting and keeping staff	Vocabulary of skills, motivation and training	<i>Emirates Bank International</i> Extract from an article published by INSEAD	Design a training programme
	4.3 Skills	Job interviews	Collocations for job interviews; asking questions	An advertisement for a hotel job and a recording of a job interview	Take part in a job interview
<b>Writing 2</b>	Covering letter for a job application	Writing a covering letter	Vocabulary to highlight skills and achievements	Advertisement for a position at <i>Procter &amp; Gamble</i> in China	Write a covering letter for a job application

▶ Watch Sequence 2 on the DVD to find out more about Managing people.

## 4 MAP OF THE COURSE

<b>Topic: Managing cultures</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 5: Organisations and their structures</b>	5.1 Theory	Organisational structures	Word partnerships to talk about organisation	Interview with Professor Achim Weiland, Neu-Ulm University of Applied Sciences, Germany	Find solutions for a matrix problem
	5.2 Practice / Case study	Reorganising a company to increase performance	Modals for possibility and probability	<i>Cisco Systems, Inc.</i> Extract from <i>Organizational Change and Advanced Services for Operational Success</i>	Allocate budgets across departments
	5.3 Skills	Briefing	Explaining, checking and clarifying	Recording of a meeting between a division manager and a new employee	Taking part in a briefing session
<b>Unit 6: Managing organisations</b>	6.1 Theory	Lifecycle of an organisation	Adverbs of degree	Online article about Larry Greiner's Organisational Growth Cycles by <i>Accel-Team</i>	Apply Greiner's theory to company situations
	6.2 Practice / Case study	Company development	Past tenses (past simple and present perfect)	<i>Bryanston Organic &amp; Natural Market</i> Interview with Konrad Hauptfleisch, COO	Describe the history of an organisation
	6.3 Skills	Starting a meeting	Going over the agenda of a meeting	Recording of a meeting between a manufacturing company and a consultant	Prepare an agenda and open a meeting
<b>Writing 3</b>	Everyday business emails	External emails	Formal and informal style	Business emails between organisations or companies	Write external emails in an appropriate style

▶ Watch Sequence 3 on the DVD to find out more about Managing cultures.

<b>Topic: Managing operations</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 7: Supply chain management (SCM)</b>	7.1 Theory	SCM and logistics	Vocabulary to describe people in the SC	Interview with Professor Oleg Zaikin of Warsaw School of Computer Science, Poland	Make decisions about a supply-chain strategy
	7.2 Practice / Case study	The role of the customer in SCM	Using conditionals	Extracts on <i>IKEA</i> from <i>The Times 100</i>	Change a supply chain
	7.3 Skills	Negotiating skills	Language for negotiating	Negotiation between a British pharmaceutical company and their German supplier	Take part and negotiate in a logistics meeting
<b>Unit 8: Quality management</b>	8.1 Theory	Kaizen	Present perfect and present perfect continuous	<i>What is Kaizen?</i> , an article by Steve Hudgik, Internet Marketing Manager for <i>Graphic Products, Inc.</i>	Apply Kaizen to everyday work situations
	8.2 Practice / Case study	Kaizen in practice	Linking words	<i>Isuzu</i> Interview with Daiichiro Sakamoto, Vehicle Plant Operations Manager	Solve problems in a kaizen system
	8.3 Skills	Managing and participating in meetings	Language for chairing and participating in meetings	An internal sales meeting in a manufacturing company	Take part in and chair a meeting about controversial topics
<b>Writing 4</b>	Writing group emails	Emails to a group of people	Dos and don'ts; structuring information	Internal emails	Write an email to staff in a department

▶ Watch Sequence 4 on the DVD to find out more about Managing operations.

## MAP OF THE COURSE 5

<b>Topic: Marketing</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 9: Marketing strategy</b>	9.1 Theory	The 4Ps of marketing	Marketing terminology	<i>Marketing Mix</i> , an article from the <i>Learn Marketing</i> website	Plan a market strategy
	9.2 Practice / Case study	Marketing strategy in the paper industry	Speculating about the past and hypothetical situations	<i>Lucart Group</i> Interview with Massimo Gai, Commercial Director of the Consumer Products Division	Analyse a strategic marketing mistake
	9.3 Skills	Organising and creating interesting presentations	Language to signpost a presentation, persuade and raise interest	Introductions of presentations: Kevin Beeston of <i>Serco</i> and J.H. Crawford, American–Dutch author on sustainability	Give the introduction to a presentation on marketing strategy
<b>Unit 10: Customer relationship management (CRM)</b>	10.1 Theory	CRM as a part of business management	Compounds	<i>Customer relationship management</i> , a guide by Ellen Bothwick on <i>Businessballs</i> , a learning and development website	Present proposals to deal with CRM problems
	10.2 Practice / Case study	A value-centred approach to CRM	Past simple, past continuous and past perfect	<i>Ramblers Way Farm</i> Interview with Tom Chappell, founder of <i>Tom's of Maine</i> founder and CEO of <i>Ramblers Way Farm</i>	Deal with customers' questions and complaints
	10.3 Skills	Building a business relationship	Positive and supportive language	An internal meeting	Use language for relationship-building with co-workers and customers
<b>Writing 5</b>	Responding to written complaints	Dealing with complaints	Structuring the response and using polite language	A letter of complaint and the response	Write a letter responding to a complaint

▶ Watch Sequence 5 on the DVD to find out more about Marketing.

<b>Topic: Accounting and finance</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 11: Accounting</b>	11.1 Theory	Reading financial statements	Terminology of profit and loss accounts and balance sheets	Interview with Andriy Tatarchuk, <i>Enmark Leasing</i>	Advise on a balance sheet
	11.2 Practice / Case study	Cash-flow problems	Modals for obligation and advice	Article from the advice website of the New South Wales Trade & Investment, Australia	Solve a cash-flow problem
	11.3 Skills	Presenting facts and figures	Verbs for changes and trends	A sales director's presentation to his department	Make a presentation based on a graph
<b>Unit 12: Finance</b>	12.1 Theory	Investing	Comparisons	Article from <i>Bloomberg Business</i>	Make decisions about investment opportunities
	12.2 Practice / Case study	Looking for investment	Verbs taking gerunds and/or infinitives	<i>Talpa Products</i> Interview with Sharon Wright, founder of <i>Talpa Products</i> and inventor of <i>MagnaMole</i>	Develop a business plan
	12.3 Skills	Making and refusing requests	Language for polite requests and refusals	An internal meeting in a sales department	Set up a new company
<b>Writing 6</b>	Describing charts, graphs and statistics	Writing about changes and trends	Adverbs and adjectives for changes and trends	Newspaper article about the property market, graphs	Write a summary based on information in graphs

▶ Watch Sequence 6 on the DVD to find out more about Accounting and finance.

## 6 MAP OF THE COURSE

<b>Topic: Strategies and decision-making</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 13: Decision making</b>	13.1 Theory	SWOT analysis	SWOT terminology	<i>SWOT analysis</i> , a factsheet on the website of the <i>Chartered Institute of Personnel and Development</i>	Create a SWOT analysis
	13.2 Practice / Case study	Strategic planning	Reported speech	<i>International Center for Conciliation</i> Interview with Anuradha Desai, Executive Director	Solve problems experienced by a restaurant
	13.3 Skills	Dealing with problems	Proposing solutions; idioms for problems and solutions	An internal meeting to discuss customer complaints	Create a strategy for an NPO
<b>Unit 14: The learning organisation</b>	14.1 Theory	The five disciplines of learning organisations	Delexicalised verbs	Interview with Tom Cummings, co-founder and Chairman, <i>Executive Learning Partnership</i>	Apply theory of learning organisations to workplace problems
	14.2 Practice / Case study	Managing learning	Collocations for knowledge-management programmes	<i>Unilever</i> Article by the team of knowledge management experts	Organise an e-learning platform
	14.3 Skills	Taking an active part in negotiations	Giving an opinion, agreeing and disagreeing	An external meeting between a vehicle manufacturer and their supplier	Negotiate a deal
<b>Writing 7</b>	Business proposals	Responding to a request for a proposal	Language for offers and proposals	Email requesting a proposal	Write a proposal for a training course

▶ Watch Sequence 7 on the DVD to find out more about Strategies and decision-making.

## Authors' thanks

We are enormously grateful to all those people who contributed, supported and put up with us during the writing process. Particular thanks go to all the team at Cambridge University Press: to the senior editor Neil Holloway, who has played several roles in the project – a clear-minded editor, a motivating guide, a critical reader, and a solid supporter and helper; to Chris Capper, the commissioning editor, for being a firm guiding hand who led the project with skill and diplomacy; to Laurence Koster for coming to the rescue at various stages of the project, providing detailed feedback and keeping his eye on the ball; to Joy Godwin, who has been an enormous help with her experience and judgement of what will work and with her voice of calm and good sense; to Alison Bewsher for her eagle-eyed treatment of the proofs and intelligent suggestions; to Chris Doggett for helping to track down all the permissions that have retained the book's authenticity.

Our thanks go to all the interviewees, who kindly gave us their time and valued expertise: Bob Neidermire, Dr Kamal Munir, Pia Orskov, Dr Ursula Knorr, Professor Achim Weiland, Konrad Hauptfleisch, Professor Oleg Zaikin, Daiichiro Sakamoto, Massimo Gai, Tom Chappell, Andriy Tatarchuk, Sharon Wright, Anuradha Desai and Tom Cummings.

We would like to thank our students, colleagues, friends and family, who have helped so much to make this book what it is.

**Almut:** Many thanks to Winnie Cheng, Seunghee Choi, Astrid Jensen, Ian McMaster, Anne Pauwels and Michael and Sharron Pritchard for providing texts and data. Very special thanks to my husband Terry Pritchard for help with data, ideas and activities and his patience, support and encouragement throughout this project.

**Angela:** Special thanks to Susan, Amelia and Mabel for their good-humoured intelligent sense and to Michael for his patience; thank you to the staff and students at Neu-Ulm University of Applied Sciences, and to all my family for reminding me that there is life beyond the keyboard.

**Michael:** Thank you to my wife Mayu and my children Julia and Maya for being so understanding and loving. Thanks to my students at the University of Tokyo and trainees at Isuzu and JCG, to Mike McCarthy, Ronald Carter and Hiro Tanaka for their support and encouragement, and to Graham Webb and Simon Gibbs for their insights. And to my fellow authors for such an interesting and educational journey.

**Martin:** A big thank you to my wife Manuela for her support, ideas and knowledge of the Havaianas brand. To my children, Max and Nico for their sense of humour and knowledge of life. Thanks are also very much in order to the numerous students, colleagues and friends in business and academia whose ideas and suggestions have added real value to the material.

## MAP OF THE COURSE 7