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# UNIT 1 Brands

PART 1

PART 1

## Vocabulary

001

### What Is a Brand?

A brand can also be a “promise of an experience” and conveys to consumers a certain assurance as to the nature of the product or service they will receive and also the standards the supplier or manufacturer seeks to maintain. For example, a “brand” might focus on exclusivity of design or perhaps excellence in customer service.

A brand gives a product a name with a message. Wearing Chanel perfume tells the world something about you. Wearing the clothes, carrying the handbag, or driving the car with a famous name all tells the world about you.

*Just think...*

*What products do you use which have brand names?*

*What images do they create?*

*Why do you buy them?*

#### Task 1

Open.

#### Task 2

Open.



**Task ③** Watch the video clip, pay attention to definitions and examples of the following words or phrases, and then use them to complete the sentences.

1. Apple's logo is an apple with a bite taken out of it.
2. We don't have many stores in Asia, so we have little brand awareness there.
3. One of our target demographics is women over 50.
4. We are going to test our brand recognition among college students.
5. Cheap but good Chinese products have brought tangible benefits to Americans by giving them more choices and reducing the country's inflation rate.
6. McDonald's brand incorporates the concepts of fast food, fun, convenience, and variety.
7. Driving a BMW can make someone feel successful and luxurious. These feelings are parts of the brand's value.
8. The company used data from a focus group to decide the name of their new product.

### Video Script

**Brand** is what sets a company or its products and services apart from its competition. This includes the way it's presented to the public, customers' expectations and experiences with the brand, and the way it's perceived by others.

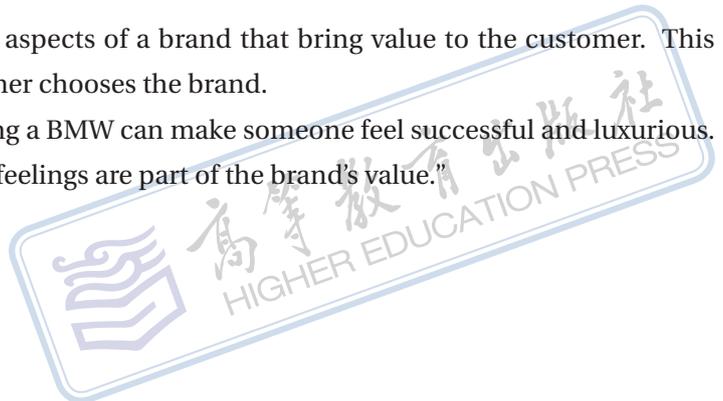
**Example:** "McDonald's brand incorporates the concepts of fast food, fun, convenience, and variety."

**Brand essence** refers to the fundamental spirits of the brand — what connects a brand to customers — expressed in a simple, concise, phrase.

**Example:** Hallmark produces greeting cards and gifts. Its brand essence is "Caring Shared."

**Brand values** are the aspects of a brand that bring value to the customer. This value is why customer chooses the brand.

**Example:** "Driving a BMW can make someone feel successful and luxurious. These feelings are part of the brand's value."



**Demographics** refers to information about customers, such as their age, education level, and where they live. Demographic is an adjective.

**Example:** “In October 2009, InsideFacebook.com reported demographic information about Facebook users. Twenty-nine percent of the users were between the ages of 18 and 25.”

**Tangible** Something is tangible if it has a physical form, something that can be perceived through one of the five senses. In marketing, tangible often refers to direct benefits customers can receive from a brand.

**Example:** “Starbucks customers who participate in its rewards program can receive tangible benefits like free coffee drinks and Wi-Fi access.”

**Intangible** Something that is intangible doesn't have a physical form that can be perceived through the senses. Intangible benefits are conceptual, like a certain feeling you get when buying a product or using a service.

**Example:** “The peace of mind that comes from driving Volvo is one of the intangible benefits of the brand.”

**A focus group** is a small group that represents a target demographic. The group discusses products and services so that the company can learn more about their customers' values.

**Example:** “The company used data from a focus group to decide the name of their new product.”

**Brand awareness** When customers recognize a brand and connect it with a company's products, they're showing brand awareness.

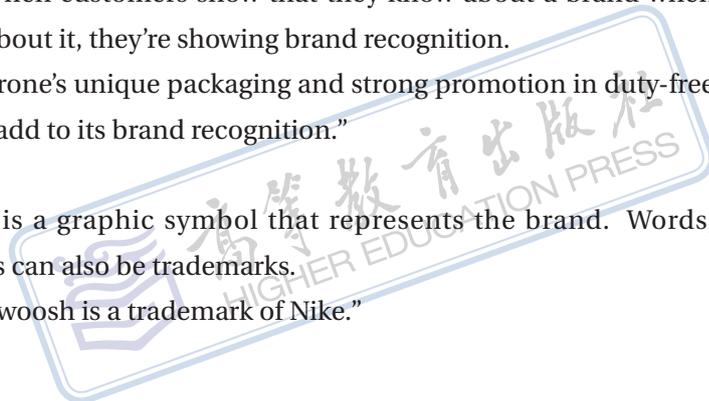
**Example:** “As it's new to the United States, the Chinese Sportswear Company Li Ning is still developing brand awareness among Americans.”

**Brand recognition** When customers show that they know about a brand when asked specifically about it, they're showing brand recognition.

**Example:** “Toblerone's unique packaging and strong promotion in duty-free shops add to its brand recognition.”

**Trademark or logo** is a graphic symbol that represents the brand. Words, phrases and sounds can also be trademarks.

**Example:** “The Swoosh is a trademark of Nike.”



**Task 4** Have you ever looked at brand logos and wondered what their meanings are or what inspired the designer? Please match the following logo names to their meanings.

**For Examples:**

The three ellipses seen in the logo for **Toyota** represent three hearts: the heart of the customer, the heart of the product, and the heart of progress in the field of technology.

1. **BMW** has a history in aviation and its logo stays true to its roots. The blue and white represent a propeller in motion with the sky peeking through.
2. The **Apple** logo represents the forbidden fruit from the “Tree of Knowledge” in the Biblical creation story of Adam and Eve.
3. The **Mercedes-Benz** logo is the most confident of all. The tri-star represents the company’s dominance in quality and style over all things land, sea and air.
4. The **adidas** logo looks like a mountain to represent the obstacles that people need to overcome. Originally the logo was just three stripes and didn’t stand for anything. So they kept the three stripes and just made them slanted to resemble a mountain.
5. The company changed its name from Legend to **Lenovo** (an invented word from Latin novo, meaning new) specifically because Legend was too common and already trademarked in the West. **Lenovo**’s strategy is to link its name with better-known products, until it becomes synonymous in the customer’s mind.
6. You may have thought the arrow looks like a smiley face, meaning **Amazon**’s main mission is to make their customers happy. But notice the arrow is pointing from the a to the z. This represents the fact that it has a large variety of items for sale, from A to Z.

## PART 2

# Reading

**Task 1** There are four expressions in the article with the word *brand*. Find them and match them to these meanings after reading.

1. **Brand perception** Extent to which a brand is recognized by potential customers, and is correctly associated with a particular product.
2. **Brand management** The process of maintaining, improving, and upholding a brand so that the name is associated

- with positive results.
3. **Brand equity** The value, both tangible and intangible, that a brand adds to a product or service.
  4. **Brand building** Enhancing a brand's equity (see brand equity) directly through advertising campaigns and indirectly through promotions such as cause championing or event sponsorship.

**Task 2** Read the article *Hidden Wealth in B2B Brands* and fill in the blanks (1)—(7) with the correct letters from A to G.

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. C | 2. A | 3. G | 4. B | 5. D |
| 6. F | 7. E |      |      |      |

## More Information

### Case study: analyzing the B2B brand value chain

#### Chorus

In March 2008, Telecom New Zealand Ltd, a New Zealand telecommunications firm, launched a new brand: Chorus, its network division. Previously, the New Zealand Government had required Telecom to split into three separate divisions: Telecom Retail, Telecom Wholesale, and the network business. This split was necessary to encourage more network competition among telecommunication providers for phone, mobile, data, and Internet services. Telecom's network controls 93% of the fixed line access in the country. This network includes telephone exchanges, copper and fiber cables to connect 1.8 million New Zealand homes and businesses. As part of this split, the company was required to create a distinct identity for the network division. The CEO of Chorus, Mr. Mark Ratcliffe, said, "The new name reflects a broader industry perspective and was considered more personal." Ratcliffe also commented, "It's a nice word. It's hard to think about Chorus as being anything other than positive and enthusiastic." "We want something that reflects we're a customer-centric organization, something that reflects we were collaborative," said Ratcliffe. The network division connects other competing telecommunications firms as well as allowing these competitors to install their communications equipment onto its landline and mobile phone networks.

In the United Kingdom, a rebranding of British Telecom's (BT) network

division to Openreach caused confusion for some customers who were expecting BT branded vans to appear when fixing telecommunication faults. The Chorus brand appears on the field service vans of Telecom's main service partners, Transfield Services, Downer Engineering, and Visionstream. The new branding also identifies the service technicians who install phones, repair, and carry out line and wiring maintenance throughout New Zealand. To overcome any customer concerns, Telecom implemented an extensive television advertising campaign. A series of television commercials emphasizes the service coverage of Chorus including rural customers, the firm's efforts in providing high-speed broadband, their expertise in telecommunication networks, and the provision of an equivalent level of service for business customers including Telecom's competitors.

## Discussion Questions

1. Comment on the Chorus branding compared to the other two divisions Telecom Retail and Telecom wholesale. Is the rebranding of Chorus as a separate division justified?
2. What is the relevance of the Chorus branding approach for B2B customers?
3. How do you think the rebranding will influence market performance for Chorus?

**Task 3** Choose the proper words or phrases from the box to complete the sentences. Change the forms if necessary.

skimp on    follow suit    market cap    have an impact on    brand equity  
lock up    cash-flow    dashboard    maximum value    obsess about

1. Many companies are anxious to lock up their own brands as a defensive measure.
2. Brand equity is presumed to be a leading indicator of a business's future success.
3. When one airline reduces its prices, the rest soon follow suit.
4. Many old people skimp on food and heating in order to meet their bills.
5. For example, if a company has 1.5 million shares outstanding at a share price of \$25, its market cap is \$37.5 million.

6. Small traders often have short-term cashflow problems.
7. The anti-smoking campaign had/made an impact on young people.
8. The goal of the dashboard is to automatically show a user's useful files and other objects as he goes about his day
9. Some people obsess about the details, and miss out on the fun.
10. I was showing him technology that extracted the maximum value from search traffic, and he didn't care.

### More sentences for the words and expressions in the text.

1. But a life of meaning, a man is condemned to wallow in the past and obsess about the future.  
意义的人生，就需要既为过去负责，又要仔细设计未来。
2. Branding is also at the core of our skills and we dig into brand equity and customer-driven brand equity.  
品牌化也是我们的核心方法，我们深入研究品牌价值以及消费者导向的品牌价值。
3. In this way, issues such as leading market indicators and brand equity become apparent.  
按照这样的方式，诸如主要市场指标和品牌价值等要素都变得突出。
4. Other investors, especially those who need income, may be tempted to follow suit.  
另一些投资者，尤其是那些要收益的人们，也许会受到吸引而追随。
5. They had to skimp on everything to send their sons to college.  
他们不得不省吃俭用以便送儿子进大学。
6. Don't forget to lock up when you leave the house.  
离开家时，不要忘记锁门。
7. The business has a cash flow of £50,000 a month.  
这家商行的现金流转为每月五万英镑。
8. Every individual's carbon footprint, however small it is, can collectively make an impact on the environment.  
每个人的“碳足迹”（即碳排放量），无论大小如何，都会对环境产生整体性的影响。
9. Managers must “have a passion for confronting reality,” Menkes writes in his book, referring to a pragmatic mindset.  
门克斯在书中提到了务实的心态，他写道：经理人必须“拥有直面现实的激情”。
10. Take talent, technology, quality, service as a competitive advantage to make enterprise value maximum.  
以人才、技术、品质、服务为竞争优势，促进企业价值最大化。

## Watching & Listening

**Task 1** Watch the video clip and write the steps to build a global brand suggested by the speaker.

1. Maintain a consistent brand identity.
2. Progress at the right pace for each market.
3. Network with local distributors and thought leaders.
4. Trademark your product idea, name, and packaging before you launch.
5. Look beyond expected sales channels.

**Task 2** Watch the video clip again and answer the following questions orally.

1. 130 countries.
2. Knowledgeable locals can help us avoid roadblocks.
3. You can at least arm yourself to fight violators in court.
4. One of Patron's most successful and fastest channels to help the company's brands enter a new country is duty free shops in major airports.

### Video Script

As COO of Patron Spirits International with 29 years of experiences in the beverage industry, I've learned that it takes careful analysis and planning to build a global brand. We've used the following steps to expand Patron's reach from three countries to 130 in just six years.

To succeed globally, you have to maintain a consistent brand identity, even as you adapt to the values and consumer habits of the target market. So, for example, when we expanded into Japan, we spent a lot of time teaching the country's highly respected bartenders about our manufacturing process in quality ingredients. They, then, communicated our brand identity to consumers.

You'll expand into some countries faster than others, so be aware that you'll have to progress at the right pace for each market. While a developed market like Canada will have clear, consistently applied rules and regulations, evolving economies can leave you subject to ever-changing rules.

When going into a country that might represent a challenge, be sure to network with local distributors and thought leaders in your category. These knowledgeable locals can often help you avoid roadblocks.

Global brands have to keep track of currency fluctuations, local regulations, and international trade laws that affect their business. It's also important to make sure in-country competitors are following the same rules. In some places copyright infringement and knockoffs are rampant.

By trade marking your product idea, name, and packaging before you even announce your entrance into a new market, you can at least arm yourself to fight violators in court.

Finally, as you establish a global brand, look beyond the expected sales channels. One of Patron's most successful channels and the one that helped us enter new countries the fastest is duty free shops in major airports.

Expanding into new countries can be daunting, but you can ease the process by maintaining a consistent brand identity, preparing for varying speeds of entry into different markets, covering yourself legally, and exploring unexpected sales channels.

**Task ③ Before listening, read the following headlines and guess whether these sentences are true (T) or false (F).**

**For reference:**

1. T            2. F            3. F            4. T            5. T  
6. T            7. F            8. T

**Listen to a report on Google and try to fill in the blanks.**

<b>Company Name</b>	1. ___ Google ___
<b>Brand equity</b>	2. ___ \$101.4 billion _
<b>Opinions on brand</b>	3. "A strong brand can help <u>protect</u> a business from risk, and position it for future growth," it says. 4. "In the current environment, brand has become even more important because it can help to <u>sustain</u> companies in <u>tough times</u> ."

**Audio Script**

Google just keeps getting bigger and bigger. The search engine giant is not only the world's biggest brand, it is also the first brand worth \$100 billion. A report from the market research firm Millward Brown shows Google has kept its position as the world's most powerful brand. It valued the company at \$101.4 billion. This is 25 percent higher than its biggest rival Microsoft, which is the second most

valuable brand. The “Top 100 Most Powerful Brands” report lists Coca Cola at number three, followed by IBM and McDonalds. Technology companies make up eight of the top ten. Google’s brand is helped because it is now also a verb in everyday use. It is very common to hear people say “Google it” when they want some information.

The report is the world’s largest study of what consumers and businesses think of brands. It says a brand name is key for any business to grow. “A strong brand can help protect a business from risk, and position it for future growth,” it says. The authors believe a strong brand name is “the ultimate return on investment.” Joanna Seddon, chief executive of Millward Brown, told reporters, “In the current [economic] environment, brand has become even more important because it can help to sustain companies in tough times.” Her report says brand value has grown, even through the recession. “The value of brands remains strong...the total value of the top 100 most valuable brands has increased to just under \$2 trillion.”

## PART 4

# Speaking

### Personal Point of View

- In my experience...
- As far as I’m concerned...
- Speaking for myself...
- In my opinion...
- Personally, I think...
- I’d say that...
- I’d suggest that...
- I’d like to point out that...
- I believe that...
- What I mean is...

### General Point of View

- It is thought that...
- Some people say that...
- It is considered...
- It is generally accepted that...



**Agreeing with an Opinion**

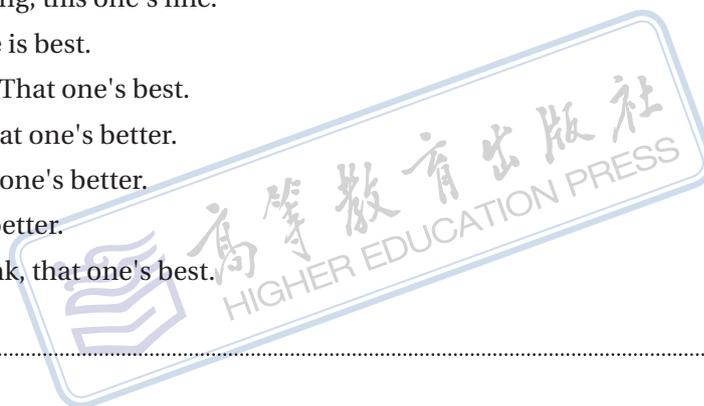
- Of course.
- You're absolutely right.
- I think so too.
- That's a good point.
- Exactly.
- I don't think so either.
- I'd go along with that.
- That's true.
- I agree with you entirely.
- That's just what I was thinking.
- I couldn't agree more.

**Disagreeing with an Opinion**

- That's different.
- I don't agree with you.
- That's not entirely true.
- On the contrary...
- I'm sorry to disagree with you, but...
- Yes, but don't you think...
- That's not the same thing at all.
- I'm not so sure about that.
- I must take issue with you on that.
- It's unjustifiable to say that.

**Ten Expressions to Use in Speaking and Writing**

- In my opinion, this one would be better.
- To my mind this one's better.
- If you ask me, this one's better.
- To my way of thinking, this one's fine.
- In my view, this one is best.
- Know what I think? That one's best.
- I'd say tomorrow that one's better.
- What I think is that one's better.
- For me, that one's better.
- I tell you what I think, that one's best.



### How to Use These Phrases in English

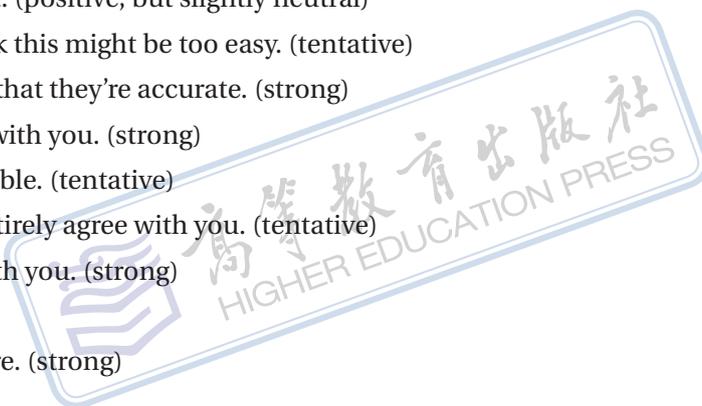
- “In my opinion” is the classic expression, but it's not the only one. Use moderately.
- “To my mind” is a common spoken form and you can use it in writing, too.
- “If you ask me” is very, very common in spoken English, and can come first or last in a sentence.
- “To my way of thinking” is often used with emphasis on “my” to give a strong opinion.
- “In my view” is common in spoken and written English.
- The abbreviated question “(Do you) know what I think?” is very popular and is not rude.
- The conditional structure “I'd say” is rarely taught as a conditional, but this is one of the most common ways of giving an opinion in English.
- “For me” is like “To my mind” and “In my view”.
- “I tell you what I think, that one's best.” is similar to “Know what I think? That one's best.” and is quite direct.

**Task ①** Imagine you work at ABC Company and you are attending a meeting. Please give your opinion on the following questions. It's best to use a formal and careful tone to answer the questions.

Open.

**Task ②** Look at the following sentences used to express opinions. Some of them are expressed very strongly, some are neutral and others are rather tentative. Can you classify them?

1. I'm not sure about that. (negative, but slightly neutral)
2. That's completely wrong. (strong)
3. I would go along with that. (positive, but slightly neutral)
4. Maybe you are right. (positive, but slightly neutral)
5. I'm inclined to think this might be too easy. (tentative)
6. I'm absolutely sure that they're accurate. (strong)
7. I completely agree with you. (strong)
8. That seems reasonable. (tentative)
9. I'm afraid I don't entirely agree with you. (tentative)
10. I totally disagree with you. (strong)
11. I disagree. (neutral)
12. I couldn't agree more. (strong)



**Task 3** Look at these statements. Work with a partner and discuss whether you agree or disagree with each one.

Open.

## PART 5 Business Writing

PART 5

013

**Task 1** Look at the following suggestions about using e-mail for business writing. Which ones are good advice, and which ones are bad advice?

All the suggestions are good except No. 5; e-mails should not be as long as possible! Keep e-mail short but make sure that it is not a one-line response that makes no sense.

**Task 2** Look at the following two e-mails and compare the language and format. Which one is better for a business e-mail? Try and identify the differences between:

- the subject heading;
- the style;
- the signature;
- the tone.

The first example is totally unprofessional and unacceptable form of formal conversation. You may have an informal atmosphere at your workplace, but when it comes to official written communication one should follow certain rules.

The second one is much better because:

- The subject heading is more clear;
- The style is more formal with openings, closings, and paragraphs;
- The signature only appears on the second one;
- The tone is businesslike but friendly, and again, more professional.

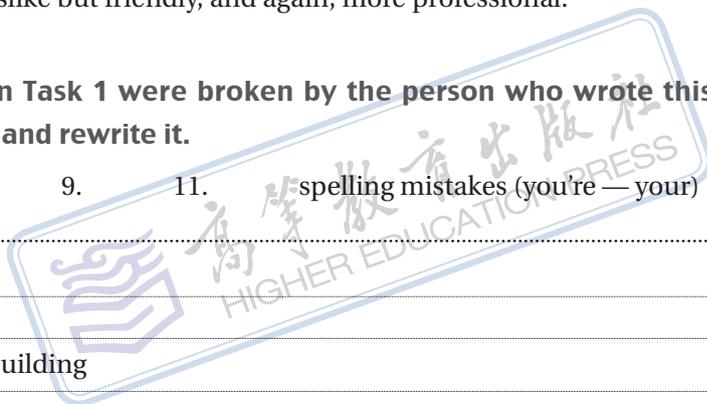
**Task 3** Which of the rules in Task 1 were broken by the person who wrote this email? Work in pairs and rewrite it.

1.            2.            8.            9.            11.            spelling mistakes (you're — your)

To Smith@abc.com

CC:

Subject: about brand building



Dear Smith,

I received your e-mail this morning which is about brand building meeting tomorrow. I'm sorry that I can't attend the meeting because I will go to Beijing to meet with an important client. My suggestions about brand building are in the attachment.

Some employees are complaining about the working overtime and salaries. Is it convenient for you to put them forward at the meeting?

Yours truly

Jack

## PART 6

014

# Case Study

### Case 1

#### Task 1

**Read the three figures carefully and try to analyze the underlying reasons why there is a luxury market boom in China.**

The research of TNS found that status and self-reward are two particularly strong motivations in China. Among those surveyed, attitudes toward brands were overwhelmingly positive. For example:

- The majority of respondents regard owners of luxury brands as being successful and having good taste.
- Fewer than 2 percent regard owners of luxury brands as “superficial”.
- Over half of respondents said they longed to buy luxury brands, even if they couldn't afford them at present.
- Just over 60 percent of respondents bought luxury goods as a way to reward themselves for their hard work and success.

### Case 2

#### Task 1

**Before committing resources to creating the family of All-Bran brands, Kellogg needed to conduct research to discover whether a change was worth making and the nature of these changes. You have been asked by the boss to make a SWOT analysis.**

**Strengths:**

1. Kellogg's “All-Bran” is the only large, very high fiber brand in the marketplace. Private labels provide the main competition.

2. The general public remains highly aware of All-Bran.
3. The All-Bran brand is strong — consumers associate it with healthy activity.

- Weaknesses:**
1. Awareness of the brand has been declining because of little promotional (e.g. advertising) activity in recent years.
  2. Compared with leading brands such as Kellogg's Corn Flakes, the individual fiber products have a limited scale, making it hard to make advertising investment economical.
  3. The proposition that “a fiber cereal keeps you regular” is less motivating to consumers than in the past. Consumers now are more interested in products that promote “inner health.”

- Opportunities:**
1. People are looking to eat more healthily.
  2. The rapid growth of non cereal products that meet inner health needs (Pro-biotic drinks and Yoghurts +£100mp/ category).
  3. In the UK, the number of people over 55 (the product's main consumers) continues to increase.

- Threats:**
1. The sales of private label fiber cereals are growing.
  2. There is a consumer trend towards tastier cereals.

**Task 2** To prolong the life cycle of a brand or product, Kellogg needs to use skilful marketing techniques to inject new life into the product. You have been given the task by your marketing manager to write a page document explaining three possible extension strategies to promote the shelf life of “All Bran.”

(for reference)

Some consumers might find the act of placing a range of separate products under the All-Bran brand confusing. The solution was to ensure that packs clearly display both the power brand name (All-Bran) and also the product name (e.g. Bran Flakes). To maintain continuity, it was vital to use consistent type fonts and colors from the old packaging, as well as introducing the flash “new name, same great taste.” To support consumer understanding of the new range, the back of each pack featured a range cell detailing the different attributes of each of the products in the range. This allowed consumers to make purchase decisions on the basis of taste and the amount of fiber they require in their diet.

Research showed that consumers see cereals as a “natural product.” This is a strong selling point. It makes it vital to feature the ingredients on the packaging.

This is because the All-Bran range can be seen as part of a daily healthy diet. For example, the latest addition to the All-Bran range, the delicious Bran Flakes Yoghurty, claims to promote users' inner health by providing 17% of daily fiber needs.

To give the campaign maximum impact, Kellogg carefully coordinated television and radio advertising, PR, and in-store promotions. These encouraged consumers to try out and reappraise the revamped products. For example, in September 2004, Kellogg introduced the All-Bran "Feel Great in a Fortnight" Challenge. This campaign was designed to make the brand's benefit more relevant to consumers. Adopting the "feel great" message moved the brand away from the outdated "keeps you regular" message and into the feel good territory of better inner health. This promotion featured on 8 million packs and on the All-Bran website. It used William Shatner, best remembered from Star Trek's Starship Enterprise. The challenge invited consumers to eat one bowl of any of the cereals in the All-Bran range for two weeks and see if they could feel the benefit. It focused on the fact that high-fiber diets may help people feel lighter and more energetic as well as aiding the digestive system.

If a business wants to make a product's total sales grow, it must carefully consider how best to extend its life cycle. By creating the power brand "All-Bran" and providing the right sort of well researched promotional support, Kellogg has been able to inject renewed vigor into a family of related products. Through appropriate promotional activities and more relevant messages, Kellogg has reawakened consumers' interest in products that can play an important part in developing a healthy diet in a health-conscious world. Regular campaigns of promotional activity are helpful in enabling all organizations to sustain their own life cycle and those of their brands and products.

### **Tips on SWOT Analysis**

#### **Dos**

- ✓ Be analytical and specific.
- ✓ Record all thoughts and ideas.
- ✓ Be selective in the final evaluation.
- ✓ Choose the right people.
- ✓ Choose a suitable SWOT leader or facilitator.
- ✓ Think outside of the box.



- ✓ Be open to change.

**Don'ts**

- ✗ Try to disguise weaknesses.
- ✗ Merely list errors and mistakes.
- ✗ Lose sight of external influences and trends.
- ✗ Allow the SWOT to become a blame-laying exercise.
- ✗ Ignore the outcomes at later stages of the planning process.

**Mc Donald's SWOT Analysis****STRENGTHS**

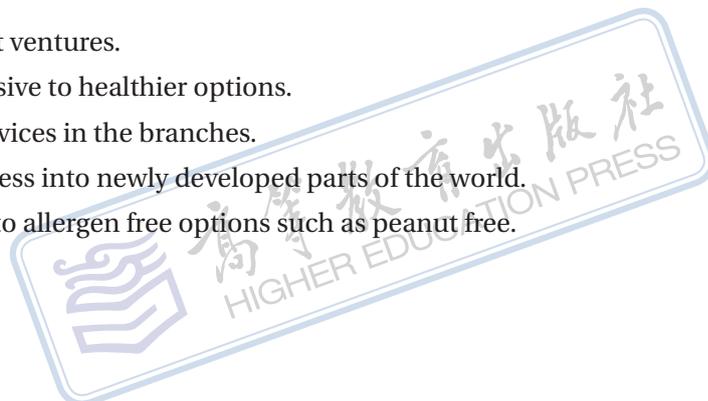
- Ranks very high on the Fortune Magazine's most admired list.
- Community oriented.
- Global operations.
- Cultural diversity in foods.
- Assembly line operations.
- Use of top quality products.

**WEAKNESSES**

- Failing pizza test market thus limiting the ability to compete with pizza providers.
- High training costs due to high turnover.
- Minimal concentration on organic foods.
- Not much variation in seasonal products.
- Quality concerns due to franchised operations.
- Focus on burgers / fried foods not on healthier options for their customers.

**OPPORTUNITIES**

- Opening more joint ventures.
- Being more responsive to healthier options.
- Advertising wifi services in the branches.
- Expansion of business into newly developed parts of the world.
- Open products up to allergen free options such as peanut free.



**THREATS**

- Marketing strategies that entice people from small children to adults.
- Lawsuits for offering unhealthy foods.
- Contamination risks that include the threat of e-coli containments.
- The vast number of fast food restaurants as competition.
- Focus on healthier dieting by consumers.



# UNIT 2

# Travel

PART 1

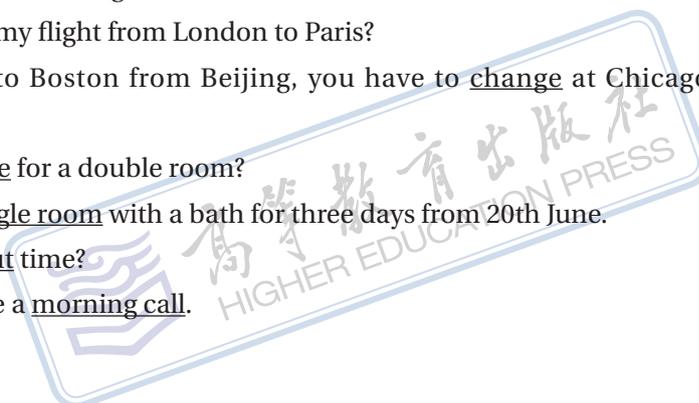
## Vocabulary

**Task ①** Introduce an ideal place for travel in one sentence. Tell your classmates about its name and location and show the reasons for your recommendation. Use the following words and phrases to help you.

Open.

**Task ②** Choose the right words to complete the sentences relevant to travel. Then role-play a conversation with your partner, one being a traveler and the other a staff in the airport or hotel.

1. Mr. Wang from China wants a package deal including airfare and hotel.
2. I'd like to reserve a sleeper on tomorrow's Train 7 to New York.
3. Would you like a window seat or aisle seat?
4. I'd like to change this ticket to the first class.
5. I just have a small suitcase, so I won't check my baggage.
6. In the Customs I have nothing to declare.
7. Could you confirm my flight from London to Paris?
8. If you want to fly to Boston from Beijing, you have to change at Chicago airport.
9. What's the room rate for a double room?
10. I want to book a single room with a bath for three days from 20th June.
11. What's the check-out time?
12. I wonder if you have a morning call.



**Task 3** Listen to the travel story and write down the words describing awful travel.

1. nightmare
2. a delay
3. long queues
4. no baggage trolleys available
5. be cooped up
6. too many seats
7. no enough leg room
8. poor-quality food and drink
9. missed the last bus
10. frustrating

**Audio Script**

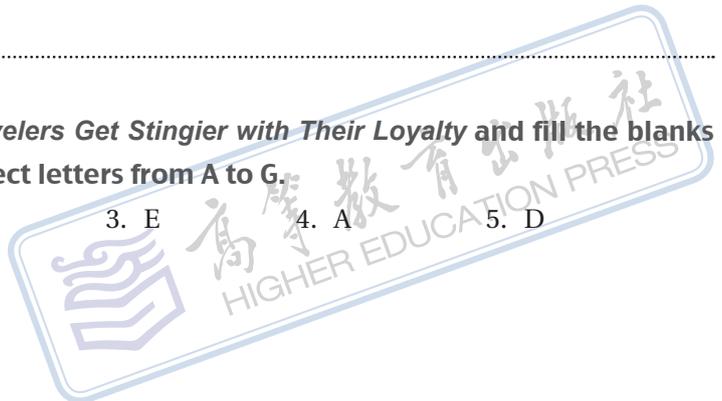
I have to say that my last flight was a nightmare for me. First there was a delay on the way because of a traffic accident. When I got the airport the long queues at check-in really irritated me. What's worse, I had a lot of baggage but there were no baggage trolleys available. It was really inconvenient! After I finally got on the plane on time, I was told that all the passengers of this flight would be cooped up in the aircraft on the tarmac for half an hour. There were too many seats on this plane, so there was no enough leg room. Instantly I realized this would be a tough trip! Later, the poor-quality food and drink offered by the airplane annoyed me again. When I finally arrived at my destination, I was tired and hungry and missed the last bus going to town. What a frustrating trip!

**PART 2**

**Reading**

**Task 1** Read the article *Travelers Get Stingier with Their Loyalty* and fill the blanks (1)-(7) with the correct letters from A to G.

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. F | 2. C | 3. E | 4. A | 5. D |
| 6. G | 7. B |      |      |      |



**Task ② Answer the following questions.**

1. Why some people such as Adam Weissenberg are not optimistic with loyalty program?

Some people, such as Adam Weissenberg, are not so optimistic with loyalty program because they think that “the current environment for building loyalty really isn’t creating long-term sustainable loyalty” and “wealth of information has made it easy for consumers to comparison shop and switch their loyalty for a better deal”. What’s more, many consumers surveyed say they consider grocery store loyalty programs more rewarding and innovative than those run by hotels and airlines.

2. What’s your idea about the loyalty program in the travel industry?

Open.

**Task ③ Choose the proper phrases from the box to complete the sentences. Change the forms if necessary.**

in an effort to    on time    as well as    be focused on    check in  
be loyal to    be released    be likely to    get stingy with    make ... available

- The new plan has made our autumn catalogue available which you can take from our usual stockists.
- Please would you check in at the reception desk and sign your name in the book?
- The bus arrived dead on time.
- Do remind me because I am likely to forget.
- When the kitchen is finished my attention is focused on the garden.
- He’s jogging round the park every morning in an effort to get fit for the football season.
- I want to visit Andrew as well as Martin.
- Jack has been loyal to this company for almost 50 years.
- He is a person who is generous to others but gets stingy with himself.
- He is expected to be released from hospital today.

**More sentences for the words and expressions in the text.**

- He blames the government is too stingy to spend money on new books in schools.  
他指责政府太吝啬，不予学校采购新课本的资金。
- These recently published figures bode ill for the company’s future.

最近公布的数字预示公司的前景不妙。

3. The company's guests at Ascot are entertained with hospitality.  
在阿斯科赛马会上，该公司的客人得到了热情的款待。
4. His behavior over the last few months has eroded my confidence in his judgment.  
他过去几个月的表现已经使我对他的判断力渐渐丧失了信心。
5. The company's marketing rep was giving out pens and mugs — the usual freebies.  
该公司的销售代表在分发钢笔和杯子——都是些常见的赠品。
6. Little benefit will accrue to London from the new road scheme.  
新的道路修建计划几乎不会给伦敦增加什么利益。
7. He was an hour late, but he redeemed himself in her eyes by giving her a huge bunch of flowers.  
他迟到了一个小时，但是送给了她一大束鲜花，这便挽回了在她心目中的形象。
8. The country's educated elite should make contribution to the society.  
受过良好教育的国家精英应该为社会做贡献。
9. People learning to fly often practise on a flight simulator.  
学习飞机驾驶的人常常在飞行模拟器中训练。
10. A company car and a mobile phone are some of the perks that come with the job.  
这份工作的一份额外待遇包括配公车 and 手机。
11. If the government waives the time limit, many more applications will come in.  
假如政府取消时间限制，会有更多的人递交申请。

### More Background Information

**Loyalty programs** provide two key functions: on one hand they give customers rewards for brand loyalty; on the other hand they provide the issuing company with a wealth of consumer information. While companies can evaluate anonymous purchases, the use of a loyalty program gives additional information about the type of products that may be purchased together, and whether certain coupons are more effective than others.

Created in 1981, **SkyMiles** is claimed to be the only major US airline without mileage expiration, so travelers can redeem awards at their leisure. The airline also has a separate SkyBonus program that provides small to mid-sized business owners with a way to earn points for trips taken by employees, good towards free flights, upgrades, Silver Medallion status and other travel awards.

# Watching & Listening

**Task 1** Watch the video clip and write down the three tips for a business woman's travel.

1. Be prepared. For example, you can get all the relevant numbers on the speed dial and have the boarding pass printed out.
2. Have a plan for emergency. For example, you can twitter your situation and text your friend where you are, time departure and where you're going.
3. Have a little indulgence. For example, you can eat chocolate, have a bubble bath or read a favorite magazine.

## Video Script

### Women's Business Travel Tips

My strategies for surviving in succeeding a travel start before I get out of the door. I organize from the ground up. In packing I start with my shoes and build my outfit from there. Black, blue or brown shoes dictate the color scheme for my trip. Of course, like any savvy traveler, I've got all the relevant numbers on my speed dial: airlines, travel agent, hotels and car rentals. I have my boarding pass already printed out. Point Two: somehow you never lose one when you have a spare. I think we've all heard horror stories about people getting stuck on planes. Here is what I do: Twitter. Usually phone at Blackberry to twitter about the situation. And I try to get all the other passengers to do this too. A little publicity can get things unstuck. As a woman traveling alone, I frequently text my husband, assistant or friend where I am, time departure and where I'm going. At the hotel, I'm always aware of security. If the clerk answers my room number out loud when I'm checking in, I immediately request another room. No Point in taking chances. Sometimes I have trouble keeping track of my room key, so my trick is to make a habit of putting it on the floor next to the door the moment I walk in the room. I also have learned to carry a blinder in my briefcase for those passkey hotel curtains that won't stay closed. Lastly, I look for a way to reward myself after a day on the road. I'm a firmer believer on a return on an indulgence. If I treat myself to chocolate, a bubble bath or a favorite magazine, I'm going to wake up feeling smarter and ready to take on a day's adventures. Being prepared, knowing that

you have a plan for an emergency and a little indulgence are my tips for surviving in succeeding as a woman business traveler.

**Task 2 Watch the video clip and answer the following questions orally.**

1. What will the future train look like?

This is what the train of the future could look like — a double decker that would be able to travel at speeds of up to 400 kilometers an hour and accommodates 1,600 passengers.

2. How can the congestion on station platforms be reduced?

Platform congestion can be reduced if passengers check in larger items airport style. The second-class passengers are accommodated at ground level and the first-class sit on the floor above them. The boarding and alighting times can be reduced if they are accomplished simultaneously. Passengers would enter on one side and exit on the other. Upstairs passengers would use ramps to embark and disembark doing away with internal staircases. Stations with 2 separate levels for passengers to access the train would be even better.

3. What makes the future train safer and faster?

The crash safety elements can all be housed in the nose. In the event of a collision the nose will be crushed. The fiber-bonded material will be pushed inward, splintering into extremely tiny pieces. The finesse of the fibers means that they absorb a lot of energy. The new aluminum construction means that it's a lot lighter, which can make the train travel faster.

## Video Script

### Tomorrow's Train Travel

This is what the train of the future could look like — a double decker that would be able to travel at speeds of up to 400 kilometers an hour and accommodates 1,600 passengers. But wouldn't that mean even more congestion on station platforms and increase the chance of delays? To avoid this scenario, transport researchers working on Germany's next generation train project have been rethinking the concept of train travel. Platform congestion can be reduced if passengers check in larger items airport style. Hand luggage can be placed in lockers or under seats. That would also make things a lot more comfortable for passengers. But researchers realized it wouldn't solve all of the problems.

“That's why we decided to construct new variation. I can show you a video of what it looks like. The second-class passengers are accommodated at ground

level and the first class sit on the floor above them. We realized the boarding and alighting times can be reduced if they are accomplished simultaneously. Passengers would enter on one side and exit on the other. Upstairs passengers would use ramps to embark and disembark doing away with internal staircases.” Stations with 2 separate levels for passengers to access the train would be even better according to Project Manager Joachim Winter.

Researchers have also given the train’s basic construction a rethink. “Each wheel will have a separate motor. The train will no longer be propelled by a locomotive. The motive power will be distributed over the entire train, so its dynamics will be different. The individual wheels will also steer into the curves so they will make less noise.”

The researchers are also trying to reduce the noise created when the train enters a tunnel, a tricky issue with high -speed vehicles. “When you try to enter a tunnel at high speeds, you have the same problem as when you try to press down on a pump suddenly with all your force. It makes a wheezing sound.” In a unique experiment the engineers have discovered that the phenomenon can be avoided if tunnel entrances are constructed in the shape of a funnel.

The fact that each carriage has its own propulsion system will also make coupling and decoupling a lot easier. “What’s also new about the train is that we would no longer have the couple train sections mechanically. Instead, we’re planning on using a telematic system. Electronics will ensure the train carriages remain in place. We might also use optics.” As a result, the nose of the train will no longer have to accommodate the coupling mechanism. Jens Konig says this means that it can take on a new function. “The crash safety elements can all be housed in the nose. In the event of a collision the nose will be crushed. The fiber-bonded material will be pushed inward splintering into extremely tiny pieces. The finesse of the fibers means that they absorb a lot of energy.” The new nose will be able to stand up to a lot more knocks and it can also be easily replaced.

The researchers have also reworked the body of the train. Each unit is just under five meters long. The new aluminum construction means that it’s a lot lighter than any of its predecessors. “The light weight construction method means we could redesign the train. The train sections are longer and we could fit in more passengers. When the train is full we reach maximum axel loads.” Some of the research project results are already being put into practice. It’s full speed ahead for the train of the future.

**Task ③ Listen to a report on Egypt’s travel dilemma and try to fill in the blanks.**

1. 32.2

2. Political turmoil, insecurity
3. mainstay, job opportunities
4. 6%, \$13 billion
5. Recovery plans
6. demand generation channel

## Video Script

The number of tourists visiting Egypt plunged by a third in 2011 according to recently revealed data from the country's state statistics body. The report stated that tourist numbers fell to almost 10 million last year, from 14.7 million in 2010. CCTV's Sherif El Touny brings us more details about the drop, and the government's plans to combat it.

There is no doubt that the tourism sector has taken the toughest blow following the 25 January Uprising.

Political turmoil and insecurity was a major reason.

Number of tourists' visiting Egypt in 2011 decreased by 32.2 percent to reach 9.8 million tourists compared to 14.7 million in 2010.

Tourism is a mainstay of the Egyptian economy which creates hundreds of thousands of job opportunities.

In 2010, 15 million tourists visited the country and tourism contributed six percent of the nation's GDP with \$13 billion in revenues.

But the latest events following the uprising have proved devastating to Egypt's most significant hard currency earner as revenues from tourism dropped by 35 percent in 2011.

Recovery plans are underway by the Egyptian touristic authority to bring back the levels to normal.

This ad was one of the demand generation channels to attract tourists.

In 2011, occupancy rates in Egypt's main tourist destinations dropped drastically.

Although the tourism sector kept and still suffering from the unstable conditions Egypt is witnessing, still the industry's experts are forecasting a faster rebound once stability and security are fully restored.

"While the tourism sector was one of most affected sectors after the uprising, it promises a quick comeback once things settle down in Egypt. Experts are expecting a recovery after holding the presidential election next May. Sherif El Touny, CCTV, Cairo."

**Making a Complaint**

**Task 1** Watch the video about how to make a complaint and try to make your judgement on the following statements, marking them with true (T) or false (F).

Share your ideas about how to make a complaint.

1. T.
2. F Think about what solutions will fix the issue.
3. F Try to stay calm and treat your service provider with respect.
4. T.
5. T.
6. F If you are not happy with the outcome of your complaint, ask to speak to a manager or turn to consumer organizations.

**Video Script**

I'm going to tell the best way to make a complaint.

In person. Whenever possible, you want to make a complaint in person. You want to speak with someone who's in charge. They might be able to settle your complaint right then and there. Be assertive, but don't be too aggressive.

State your case. If you're unhappy with the service that was provided to you, or the goods that you purchased, be very clear about it. State your case and tell them exactly what you would like to happen. And importantly, give a deadline. This makes sure that the action gets undertaken. And if not, they will give you a reason to take further steps.

Keep calm. Be clear and concise at all times. Don't lose your temper. This will only make you seem aggressive and unreasonable.

By phone. When complaining by phone, be prepared. Keep a note of what was said, who you spoke to, what time, and all other information that you think would be very important.

In writing. Unless your complaint was settled on the spot, always always back up complaints in the writing. It's very important for both complaints in person and over the telephone. You want to include as much information as you can in

your letter, including what happened, when it happened, what exactly you want done. And most importantly, give them a deadline for what you want and when you want this to happen.

Keep records. Look after any receipts, paper work, photographs, credit agreements, anything that is related to your complaint. If your complaint is ignored, you need this evidence to take things further.

Second opinion. It can be useful to seek a second opinion from an independent expert. For instance, if they need to look at faulty goods or if they need to look at your case about your sub-standard service, now it may cost your money, but it may prove useful if you do have to take legal action.

Don't give up. Finally if your complaint is falling on deaf ears, don't give up. Keep persevering. Call a consumer organization. In the UK, you can call Consumer Direct. Don't settle for second grade service. Get what you deserve.

**Task 2 Listen to the audio clip about how to deal with customers' complaints and try to fill the blanks.**

**Which suggestion do you agree on most?**

1. Ears to attention
2. without interruption
3. you're glad
4. a chance
5. patience
6. "closed"
7. authority

**Audio Script**

**10 Tips on How to Handle a Complaint**

I've treated this as a complaint by telephone yet the tips can be used to equally positive effect face to face.

1. The absolute golden rule on this as far as I'm concerned is: Ears to attention.
2. Let the caller have his or her initial say, whoever it is and whatever the complaint is about, without interruption.
3. This is especially true if the reason for the call is to complain about your company's product or service rather than a competitor.
4. Really take special care with this and make it clear that you're glad they did call you and give you the chance to put whatever's wrong right (often people don't

call to complain, they just go elsewhere, meanwhile telling everybody who will listen about the lousy service they experienced with your company).

5. Bear in mind that you will not get anywhere until you have given the caller a chance to get their grievance out into the open.
6. Listen carefully with 100% of your concentration, whatever the nature of the complaint — if you're only half listening, it sends out the wrong message and I guarantee the caller will pick up on it — he will feel, rightly or wrongly, that his business is not that important to you.
7. If the caller is a chatterer, use more 'closed' questions — those which elicit a "yes" or "no" answer in order to control the call.
8. If the person answering the incoming call is unable to see it through to a successful conclusion ensure that he or she can at the very least inform the caller what the next steps will be, for example:

"Our Sales Director/ CEO will want to deal with this and speak to you himself. He's with a client this morning but will be back in the office this afternoon. I've taken down the details and would just like to recap the main points with you, so that you know you're not going to have to go through it all again" (run through the points, giving the caller the opportunity to agree with your understanding of the situation or correct you) ...

9. At the end of the call ensure the next activity is agreed on with the caller, written down and followed through:

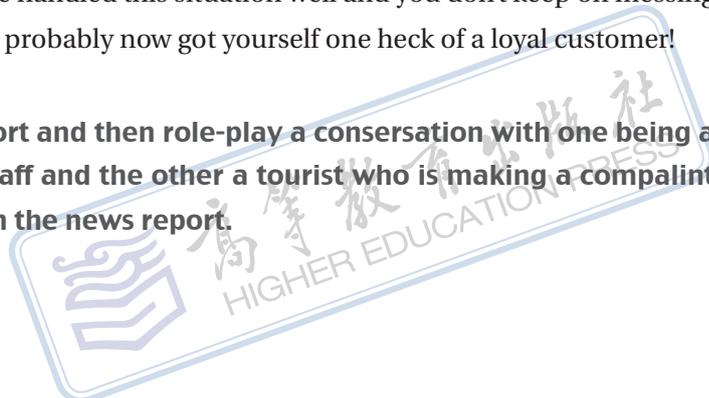
"I'll do some checking in the meantime, as he will want to look into how this came about. If for any reason he can't get back to you by four o' clock, I'll call you. My name is (give your full name).

10. That call back must be diarised and made at the agreed time even if, or especially if something has prevented the progress anticipated being made. I cannot stress this point enough — it may not be fair but your credibility as a small business or the main contact person of a larger one often depends on you doing what you said you would, when you said you'd do it.

Finally, if you've handled this situation well and you don't keep on messing up in future, you've probably now got yourself one heck of a loyal customer!

**Task ③** Watch the news report and then role-play a conversation with one being a customer services staff and the other a tourist who is making a complaint about this incident in the news report.

Open.



## Video Script

### HK Investigates Travel Agency

An investigation is underway in Hong Kong after a mainland tour group had to spend their first night in the city on a coach because their travel agency had not booked rooms for them. Tuesday's incident could lead to the agency's license being suspended.

A night on coach and a spoiled dream trip to Hong Kong. 30 tourists from Chinese mainland were told by their organizer, 3A Holidays, that they had no place to stay because the agency had failed to book hotel rooms.

One third of them chose to stay in other hotels, leaving about 20 people spending their first night in Hong Kong in a coach.

"I thought the trip would be great, because Hong Kong is shopping heaven. We're here to have a good time during the Spring Festival holiday. But I've felt numb since Tuesday. Now I just want to finish the trip quickly and go back home."

The travel agency arranged another hotel for the tourists the next day.

Hong Kong's Travel Industry Council is investigating the issue but is yet to release any details about compensation. The agency 3A Holidays has been told to present a report on the issue within seven days and could be punished for violation of rules.

Dong Yaozhong, secretary of HK Travel Industry Council, said: "This kind of incident cannot be tolerated. We have repeatedly stressed to all travel agencies in Hong Kong that they must book hotels, buses and tour guides before tourists arrive. We will deal with this case severely because it has a negative effect on the image of Hong Kong."

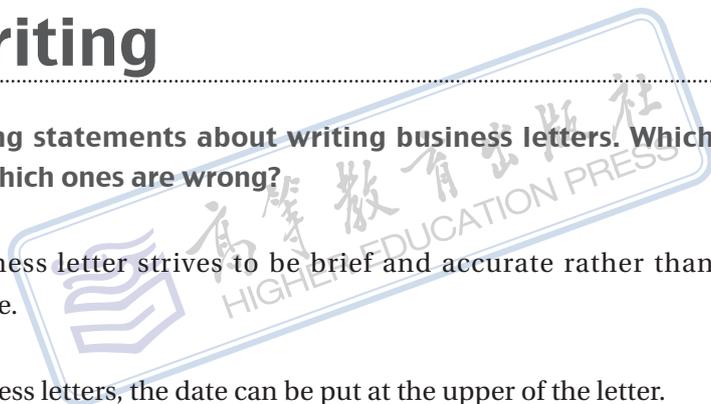
Most of the tourists left Hong Kong on Thursday. The Hong Kong Travel Industry Council reminds tourists to leave contact information if they appeal in such cases, because they may need to provide evidence during an investigation.

## PART 5

# Business Writing

**Task 1** Look at the following statements about writing business letters. Which ones are right and which ones are wrong?

1. T.
2. F. Writing a business letter strives to be brief and accurate rather than evocative or creative.
3. T.
4. F. In English business letters, the date can be put at the upper of the letter.



5. T.
6. T.
7. T.
8. F An unsigned letter is uncommon in the formal business communication.
9. T.
10. F It's better to put the requirements at the first paragraph of a business letter.

**Task ② Match the business letters with their descriptions.**

- The application letter D
- The response letter A
- The recommendation letter E
- The order letter B
- The complaint letter F
- The apology letter G
- The appointment letter C

**Task ③ Read the information and try to fill an envelope correctly.**

<p>Wu Min Economics Department Xi'an University of Posts &amp; Telecommunications Xi'an, 710121 P. R. China</p>	<p>Stamp</p>
	<p>Prof. Ronald Stanley Department of History Boston University Boston, MA02212 USA</p>

**PART ⑥**

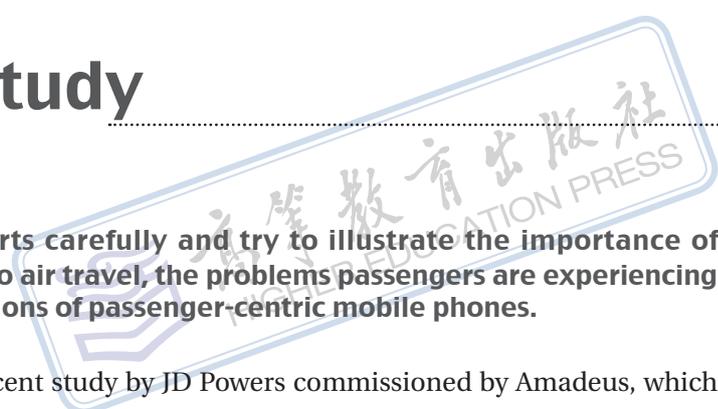
**Case Study**

**Case 1**

**Task**

Read the three charts carefully and try to illustrate the importance of mobile technology to air travel, the problems passengers are experiencing and the future functions of passenger-centric mobile phones.

According to a recent study by JD Powers commissioned by Amadeus, which



covers respondents across five regions, over 60% of travelers worldwide use social media travel related sites. In Asian countries and districts where social media travel related sites are most popular, the rate is even up to 92% in China. Obviously, there is vast room for travel industry to expand markets and provide better services.

In the second chart, passengers cite three airline operational issues as having the most severe impact on their travel experience: baggage issues, disruption management (delayed or cancelled flights), and check-in time delays. The number one issue of airport security wait times clearly presents challenges for airlines and airports. Managing baggage delays, cancelled flights and improving the check-in experience are all areas where airlines and airports can work together to better manage the communication and services delivered around these issues. The study indicates that 18.4 out of 100 passengers experience delayed or cancelled flights and 15.7 out of 100 passengers complain about wait times during the check-in process. Clearly, from a passenger perspective there is a need for improvement in these areas. By far, baggage is the most significant issue cited in this survey with 34.4 passengers per 100 experiencing some delay in baggage handling.

While with the development of social media technology, especially with the wide use of smart mobile phones, these problems irritating and annoying passengers can be solved. The airlines and airports with emerging mobile computing platforms can provide passengers more accurate and instantaneous information on flight arrival and departures, allow self-service check-in, baggage tracking and overbooking and disruption management. These mobile platforms also provide a new opportunity for passenger merchandising of airline and airport ancillary services.

## Case 2

### Background information

**CRM** (Customer Relationship Management) systems are for marketing track and measure campaigns over multiple contact channels, such as call centers, email, chat, social networking services, inbound/outbound calling, and direct mail. These systems track clicks, responses, leads and deals.

**Customer-centric Relationship Management (CCRM)** is a style of customer relationship management that focuses on customer preferences, instead of customer leverage.

A CRM system becoming more “customer-centric” means being able to manage critical relationships more effectively and being positioned to offer new and expanded services.

Customer centric organizations help customers make better decisions and drive profitability. CCRM adds value by engaging customers in individual,

interactive relationships.

Customer-centricity differs from client-centricity in that the latter refers almost exclusively to business-to-business models rather than customer-facing firms.

Features of CCRM are used in marketing, customer service and sales, including:

- tailored marketing
- one-to-one customer service
- retaining customers
- building brand loyalty
- providing information customers actually want
- subscription billing
- rewards

### Task ①

Dear Mr. Mike Foster,

I'm very sorry to keep you waiting so long. In order to save your time, I suggest that you just dial a certain number to get the solution from our machine which responds automatically according to the number you've pressed, if your question is among the list of the common ones. Your cooperation can help improve our customer service efficiency. However, if your problem is special and difficult to solve, you can dial number 0 to talk with our customer services directly. Sometimes our lines are so busy that we have to keep you wait. I'd like to show our apology again. As to the service number, we will urge the relevant department to relocate it at a more obvious position.

Dear Ms. Alice Daniels,

I'm sorry about your broken luggage and the impolite treatment from our manager on duty. I'm afraid that what you can get is just a new bag because we have our regulations and our policy. I hope you can understand. But we will send you a special gift as compensation and we will enhance the training of our employees to offer better and more comfortable services. Thank you for choosing our company.

Dear Mr. Johnny Chen,

I'm sorry for the delay of your flight, which is also a usual problem in other airlines. We are intent on solving it. Here comes good news: our company will adopt a new internet computing system which will largely improve our efficiency in flight assignment and save our labor. What's more, thank you for your understanding and your positive comment on our services. Welcome to our airline again!

Dear Mr. Francis Passerelli,

I'm sorry for your awful travel experience! Because our airline hasn't finished the replacement of all the old airplanes, a few are still working. I'm afraid your flight is the one. We will offer a 50% discount for your next trip from Barcelona to NY as compensation. I believe you will have a better travel experience in the future with the new airplane and good services. Thank you for your criticism!

## Task ②

July 20, 2015

Dear Mr. Thomas Alexandra,

With the obvious decreases in flight and rewards members and big loss in the stock market, our company is due to change. According to our research, the target consumer must become the leveraging area, and efficiency should be improved. The key to solve problems lies in CRM that can provide our management with quality products and services that please the consumers and achieve sustainable productivity and efficiency. Establishing job security, it also can expand market share and lead to aligned enthusiasm of our employees, if it satisfies customers' different needs and wants.

Our solution focuses on Customer-centric Relationship Management, which offers new and expanded services. On one hand, to keep our old customers, we strongly recommend our airline increase the customers rewards such as exquisite gifts and shopping coupons, provide more opportunities to use the passengers miles for travel, or offer some relevant benefits such as a big discount in our cooperative hotels and restaurants or free calls in the airport. On the other hand, to attract more new customers, our airline could provide tailored service to the VIP, offer the information customers actually want, for example, the exact time of departure and location of the claimed luggage, improve the ground and flight services, adopt new airport computing technology to achieve high efficiency and send subscription billing.

If you think some of our suggestions are acceptable, please contact us and we will provide more practical and detailed measures.

Yours sincerely,

Adam Louise

Customer Services Department of CA



# UNIT 3

# Organization

PART 1

PART 1

## Vocabulary

035

### **What Is an Organization?**

An organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems — they affect and are affected by their environment.

#### **Centralized organization**

A management structure where decision making is done at higher consolidated levels by those with a broader perspective that includes having amassed considerable knowledge and information about what needs to be done. In a centralized organization, decisions made by higher management are typically communicated to lower organizational tiers who are then expected to accept and move forward in a way consistent with those decisions.

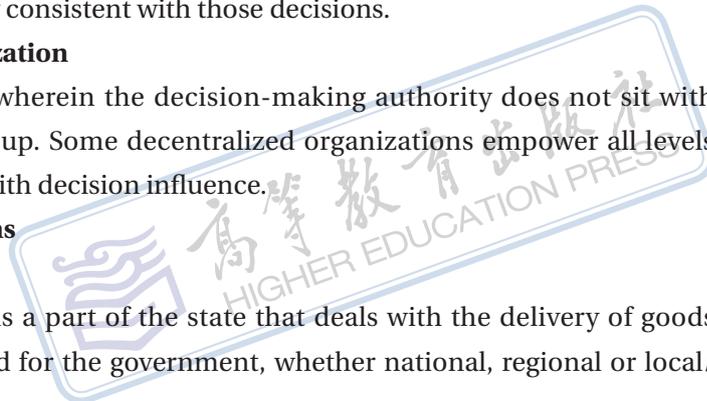
#### **Decentralized organization**

An organization wherein the decision-making authority does not sit with a central figure or group. Some decentralized organizations empower all levels within the hierarchy with decision influence.

#### **Forms of organizations**

##### **1. Public sector**

The public sector is a part of the state that deals with the delivery of goods and services by and for the government, whether national, regional or local/



municipal. Examples of public sector activity range from delivering social security, administering urban planning to organizing national defenses.

## 2. Private sector

### 1) Sole trader

The sole trader is the oldest and most popular type of business. It is a form of business where there is only one owner who manages and controls the business.

### 2) Partnership

A partnership is a type of business entity in which partners (owners) share with each other the profits or losses of the business undertaking in which all have invested.

### 3) Limited companies

These are businesses where a number of owners (shareholders) pool in their resources to do a common business and to share the profits and losses proportionally

#### ① Private Limited Companies

These are closely held businesses usually by family, friends and relatives. Private companies may issue stock and have shareholders. However, their shares do not trade on public exchanges and are not issued through an initial public offering.

#### ② Public Limited company

Limited companies which can sell share on the stock exchange are Public Limited companies. These companies usually write PLC after their names.

### 4) Co-operative

A cooperative is defined as an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

### 5) Franchising

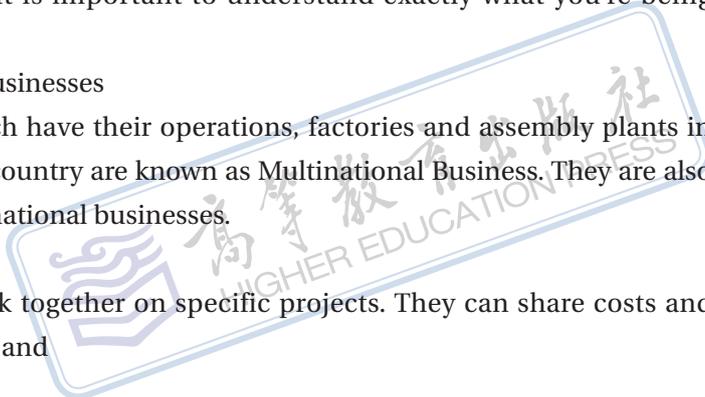
The term “franchising” can describe some very different business arrangements. It is important to understand exactly what you’re being offered.

### 6) Multinational Businesses

Businesses which have their operations, factories and assembly plants in more than one country are known as Multinational Business. They are also known as Transnational businesses.

### 7) Joint Venture

Companies work together on specific projects. They can share costs and profits, e.g. Ford and



Mazda produce cars together.

**Task ①**

Open.

**Task ②**

Open.

**Task ③ Listen to the definitions and examples of the following words or phrases, and then use them to complete the sentences.**

1. A workplace is a location containing one or more work areas.
2. I think your business objective is too ambitious, you will probably miss the target.
3. McDonalds has 33,000 restaurants with over 1.7 million employees worldwide.
4. The Afro-Americans feel they are treated fairly in this inclusive organization.
5. Only the management has authority to shut down the nuclear power plant.
6. Flexible work allows variations in which the employees set their own working hours.
7. Companies need establish professional ethics to guide members to perform job functions.
8. Many foreign organizations have trouble retaining the local staffers for they lack a “global mind-set.”

**Audio Script**

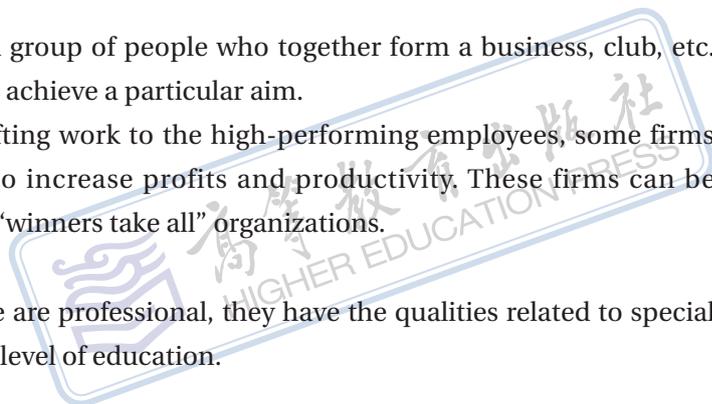
**Employee** refers to an individual who works part-time or full-time under a contract of employment.

**Example:** “The internet giant can’t afford to lose its high-performing employees, but it has trouble in retaining them.”

**Organization** refers a group of people who together form a business, club, etc. together in order to achieve a particular aim.

**Example:** By shifting work to the high-performing employees, some firms hope to increase profits and productivity. These firms can be called “winners take all” organizations.

**Professional** If people are professional, they have the qualities related to special training and a high level of education.



**Example:** There is a big difference between a professional counsellor and a person who uses some counselling skills as part of his role, for example his role as a friend or colleague.

**Objective** refers to specific result that a person or organization aims to achieve within a time frame and with available resources.

**Example:** The Company's main objective is to establish Starbucks as the most recognized and respected brand in the world.

**Workplace** refers to a building or room where people perform their jobs, or these places generally.

**Example:** Marriott International has been recognized as one of the world's best workplaces by Great Place to Work, one of the world's largest annual study of workplace excellence.

**Flexible work** is work practice that allows the employees a certain degree of freedom in deciding how the work will be done and how they'll coordinate their schedules with those of other employees.

**Example:** We offer a range of flexible work arrangements to help our people achieve work/life balance, while meeting the demands of our business.

**Management** refer to directors and managers who have the power and responsibility to make decisions and oversee an enterprise.

**Example:** How might a firm's management decide whether it should continue to invest in current known technology or in new, but untested technology?

**Inclusive** If an organization is inclusive, it tries to include many different types of people and treat them all fairly and equally.

**Example:** An inclusive recruitment policy can help promote cultural diversity.



## PART 2

# Reading

## PART 2

039

**Task 1** There are four words or expressions in the following article related to management at organizations. Find them and match them to these meanings after reading.

**1. subordinate**

a person who reports to at least one superior or boss in a managerial structure.

**2. directive style**

A style characterized by setting clear objectives and rules for your subordinates and ensuring that your expectations and directions are clearly defined and understood by your subordinates.

**3. participative style**

a style of management where decisions are made with the most feasible amount of participation from those who are affected by the decisions.

**4. collaborative management**

a term that is used to describe various management techniques that promote a sense of unity and teamwork among managers and supervisors within a business organization.

**Task 2** Read the article *Why Bossy Is Better for Rookie Managers* and fill in the blanks (1)—(7) with the correct letters from A to G.

1. C            2. E            3. A            4. F            5. D  
6. G            7. B

**Task 3** Choose the proper words or phrases from the box to complete the sentences. Change the forms if necessary.

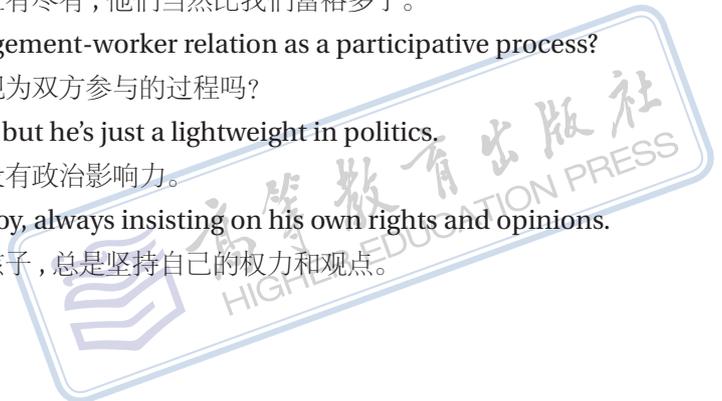
boss around    second-tier    subordinate    set the course    gauge  
in line with    take charge    better off    perception    set the agenda

1. The firm moved its headquarters from a second-tier city to the capital of this country.
2. He went on to take charge of the company's advertising budget.
3. The company was better off after the venture capital firm invested \$15m.
4. Electricity consumption can be used to gauge the state of a country's economy.
5. The management didn't set the course at the outset, so most employees felt disoriented.

6. The new manager treated the secretary as if bossing around a maid.
7. I used to be his subordinate, but I worked my way up and became his supervisor instead.
8. The staffers are sharply divided on when to start the project, therefore the president will have to set the agenda.
9. The central bank is not going to raise interest rate in order to bring inflation back in line with its goal of below two percent.
10. When the board remained silent about accusation of financial fraud, the public perception of the company made a U-turn.

### More sentences for the words and expressions in the text.

1. She has taken charge of recruitment, training and attendance record.  
她负责招聘、培训和考勤管理。
2. Every year a number of top students from senior high schools get into some “second-tier” colleges.  
每年都有一批成绩优异的高中生被录取到二流院校。
3. Both factories are in line with the ISO 9001 international quality certification systems.  
这两个工厂都符合 ISO9001 国际质量认证体系的标准。
4. Persons of higher status also may enter a subordinate's office unannounced.  
上司还可以不打招呼直接进入下属的办公室。
5. Can you gauge what her reaction is likely to be?  
你能揣测一下她会有什么样的反应吗?
6. Even physical arrangements on the banking floor affect the perception of the public.  
甚至银行营业场所的布局也会影响公众的认识。
7. They've got nearly all the luxuries they need; of course they're much better off than we are.  
他们的奢侈品几乎应有尽有,他们当然比我们富裕多了。
8. Can we treat management-worker relation as a participative process?  
我们能将劳资关系视为双方参与的过程吗?
9. He's very conceited but he's just a lightweight in politics.  
他很自负,但是他没有政治影响力。
10. He is an assertive boy, always insisting on his own rights and opinions.  
他是个固持己见的孩子,总是坚持自己的权力和观点。



# Watching & Listening

## Task 1

Building the Starbucks Experience	
1.	Current number of stores: <b>14,000</b>
2.	Future expansion: more than <b>10,000</b> in the coming <b>4</b> years
3.	Founded in (time): <b>1970s</b>
4.	Howard Schultz took charge in (time): <b>1987</b> .
5.	He has led the company for about <b>20</b> years.
6.	The company is based in (City): <b>Seattle</b> .
7.	Location of the interview: <b>Shanghai China Euro International Business School</b> .

## Skills for Taking Down Numbers

### How To Pronounce Dates and Numbers in English

- We can say dates either with the day before the month, or the month before the day: The first of January / January the first.
- Remember to use ordinal numbers for dates in English. (The first, the second, the third, the fourth, the fifth, the twenty-second, the thirty-first etc.)
- Years

For years up until 2000, separate the four numbers into two pairs of two:

1995 = nineteen ninety-five 1976 = nineteen seventy-six

For this decade, you need to say “two thousand and —” when speaking British English:

2001 = two thousand and one

- If we read large numbers, we often divide the number into units of hundreds and thousands:

If the number includes a smaller number, use “and” in British English:

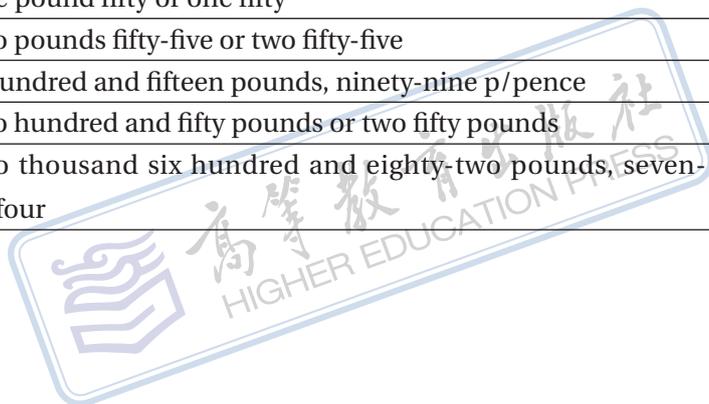
650,000 = six hundred and fifty thousand

- Fractions, ratios, percentages

Fractions, ratios and percentages	
$\frac{1}{2}$ = one half	$\frac{1}{3}$ = one third
$\frac{1}{4}$ = one quarter	$\frac{1}{5}$ = one fifth
$\frac{1}{6}$ = one sixth	$\frac{3}{5}$ = three fifths
1.5% = one point five percent	0.3% = nought/zero point three percent
2:1 = two to one	

6. When saying large numbers, do not make thousand, million, billion, trillion, etc. plural.  
NOT this: \*twenty thousands dollars; \*five millions people,  
But this: twenty thousand dollars; five million people
7. People often say “a” instead of “one” before hundred, thousand, etc. and the British often add “and” before the last number, but the Americans drop “and”.  
E.g.  
121: a hundred and twenty-one (British)  
a hundred twenty-one (American)
8. The number 12 is often represented as a dozen and the number 6 as a half dozen.  
For example: 12 eggs= “a dozen eggs.” 6 eggs = “half a dozen eggs.”
9. A dozen is 12, but a baker’s dozen is 13, because in the past bakers who were caught shortchanging customers could be liable to severe punishment, so they used to add an extra bread roll to make up the weight.
10. In British English billion traditionally means a million million = 1,000,000,000,000  
In American English billion means a thousand million = 1,000,000,000
11. The letter k is often used to denote a thousand. So, 1k = 1,000. If you see a job advertised and it offers a salary of £12k it means £12,000.00.
12. The letter m is often used to denote a million. So, 1m = 1,000,000. If you see a job advertised and it offers a salary of £12m, apply for it!
13. The letters bn denote a billion. So, 1bn is usually 1,000,000,000 (see above).  
If you see a job advertised and it offers a salary of £12bn, it’s probably a misprint.
14. The word myriad used to mean 10,000. Nowadays it’s used to refer to a countless number or multitude of specified things. For example: Earth hosts a myriad of animals.
15. MONEY

45p	forty-five p or forty-five pence
£1.50	one pound fifty or one fifty
£2.55	two pounds fifty-five or two fifty-five
£115.99	a hundred and fifteen pounds, ninety-nine p/pence
£250	two hundred and fifty pounds or two fifty pounds
£2,682.74	two thousand six hundred and eighty-two pounds, seventy-four



## 16. Saying 0

	When we use it	Example
<b>0=oh</b>	after a decimal point	9.02 = “nine point oh two.”
	bus or room numbers	Room 101 = “room one oh one.” Bus 602 = “bus six oh two.”
	in phone numbers	9130472 = “nine one three oh four seven two.”
	in years	1906 = “nineteen oh six.”
<b>0=nought</b>	before a decimal point	0.06 = “nought point oh six.”
<b>0 = zero</b>	in temperature	-10°C = “10 degrees below zero.”
	US English for the number	0 = “zero”
<b>0=nil</b>	in football	Chelsea 2 Manchester United 0 = “Chelsea two Manchester United nil.”
<b>0 = love</b>	in tennis	20 — 0 = “twenty love.”

American English uses a hyphen (-) to separate “tens” words (twenty, fifty, etc.) and “ones” words (one, three, six, etc.)

21,011 twenty-one thousand eleven

721,011 seven hundred twenty-one thousand eleven

17. Big numbers: With numbers of four or more digits, use commas. Count three spaces to the left of the ones column to place the first comma. If the number contains seven or more digits, continue placing commas after every three places. E.g.

\$1,054.21 7,689,710

2,417,592 71,011,182,732

### Task 2 Watch the video clip again and answer the following questions orally.

- How does Starbucks differ from most of other consumer brands?  
Most consumer brands have been built through traditional marketing and traditional advertising. But Starbucks rarely spends money on marketing but focuses on staff training.
- How does Howard Schultz look at Starbucks' success?  
Our success is not an entitlement. It has to be earned. We have no right to enduring success unless we continue to be relevant and close to the consumers.
- What does Starbucks have to stick to while expanding its business?  
Preserving and enhancing its core business.
- What are the golden business rules that Howard Schultz mentioned?
  - Be a hundred authentic and true;

- b. Be transparent;
- c. Be enthusiastic and passionate;
- d. Personal sacrifice;
- e. Build a great team and share success with them.

## Video Script

One of the most recognizable brands in the world. At last count, 14,000 stores across more than 40 countries, and 10,000 more planned in the next four years. This is where it all started, Pike Place Market in Seattle on the US west coast. Back in the late 1970s, a small boutique purveyor of high-quality coffee beans, today a mass of cups of coffee every week, and the man who made it happen — Howard Schultz.

He took over Starbucks in 1987 with a vision of bringing Italian coffee house culture or the US “The Starbucks experience,” he called it. In 20 years, he’s created not only a worldwide chain, but an operation that’s regularly voted one of the world’s most admired companies. Howard Schultz, chairman of the Starbucks coffee company, joins us here in Shanghai at the China Europe International Business School for the Boardroom Master Class.

When you look at a market do you radically alter the Starbucks model, or is it much more of a case of one size fits all with a few sort of modifications, minor modifications?

Well, I think when you look at Starbucks as a business case, what we’ve done and the way we do business is quite different than a classic consumer brand, and let me be specific. Most consumer brands that have emerged in the last 10 (or) 20 years have been built through traditional marketing and traditional advertising. Starbucks is not an advertiser. People think we’re a great marketing company, but in fact we spend very little money on marketing, more money on training our people than advertising.

The point I want to make is that we built the brand by the experience. And when you look back on the history of Starbucks, we are the quintessential experiential brand built by what happens inside of our stores.

I’m very fond of encouraging our people to recognize that our success is not an entitlement. It has to be earned. And we have no right to enduring success unless we continue to be relevant and close to the consumer. But there is a real balance here. The world is changing so quickly and the consumer has so many choices, that the important thing is preserving and enhancing your core business so that it’s not diluted by other things that you do. And this is an art, not a science.

Andrew Stevens, The Boardroom

If anything you learned here today, you'll be able to take this back with you. And that is, what are your golden business rules which don't just apply to Starbucks but apply right across the board?

Howard Schultz

I think you have to be a hundred percent authentic and true. I think when you're building a business or joining a company, you have to be transparent. You can't have two sets of information for two sets of people. I think you have to ... a great leader, at times, has to demonstrate a level of vulnerability, and share with people how you really feel.

In order to achieve success it takes unbridled enthusiasm and passion. You have to find something that you really, really love. And I think you have to be willing to understand that this is hard to do, to build great enduring success. And it takes personal sacrifice. And you have to find people who share your dream, not only to make money.

Great business do not succeed because they're focused purely on making a profit. Great businesses succeed at a high level of profitability because they are doing fantastic things for their people, for their customers and their communities. Find that fragile balance and you will build a profitable business. Surround yourself with people who are smarter and more experienced than yourselves and share the success with them.

## Vocabulary

- |                             |   |
|-----------------------------|---|
| 1. <b>radical</b>           | believing or expressing the belief that there should be great or extreme social or political change |
| 2. <b>modification</b>      | a change to something, usually to improve it  |
| 3. <b>quintessential</b>    | being the most typical example or most important part of something                                  |
| 4. <b>dilute</b>            | to reduce the strength of a feeling, action, etc.   |
| 5. <b>authentic</b>         | If something is authentic, it is real, true, or what people say it is.                              |
| 6. <b>unbridled</b>         | not controlled or limited   |
| 7. <b>vulnerable</b>        | able to be easily physically, emotionally, or mentally hurt, influenced or attacked                 |
| 8. <b>enduring</b>          | existing for a long time  |
| 9. <b>one size fits all</b> | (intended to be) suitable for everyone or every purpose   |
| 10. <b>across the board</b> | affecting everyone or everything within an organization, system, or society                         |

## Task ③

### Audio Script

1. It is important for employees to get involved in an organization. Intrinsic to most employee involvement processes is training in team effectiveness, communication, and problem solving; the development of reward and recognition systems; and frequently, the sharing of gains made through employee involvement efforts.
2. Employee involvement is not a goal nor is it a tool, as practicing in many organizations. Rather, it is a management and leadership philosophy about how people are most enabled to contribute to the ongoing success of their organizations. Here are some employee involvement models which are commonly seen in the corporate world.

#### **Tell**

The supervisor makes the decision and announces it to staff. The supervisor provides complete direction. Tell is useful when communicating about safety issues, government regulations and for decisions that neither require nor ask for employee input.

#### **Sell**

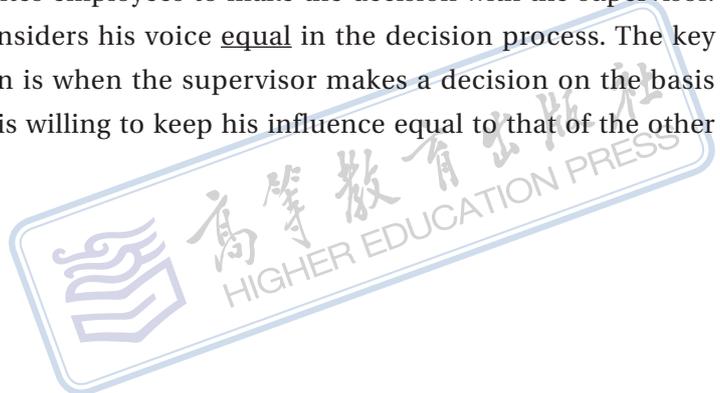
The supervisor makes the decision and then attempts to gain commitment from staff by selling the positive aspects of the decision. Sell is useful when employee commitment is needed, but the decision is not open to employee influence.

#### **Consult**

In the consult model, the supervisor and subordinates will have discussion when making a decision, but the supervisor retains the right to make the final decision himself. The key to a successful consultation is to inform employees, on the front end of the discussion, that their input is needed.

#### **Join**

The supervisor invites employees to make the decision with the supervisor. The supervisor considers his voice equal in the decision process. The key to a successful join is when the supervisor makes a decision on the basis of agreement and is willing to keep his influence equal to that of the other employees.



**Starting a Conversation****1. Use greetings, introduction, weather, time, date, season, location, family, friends, shared interest, pop culture, upcoming events, etc. to start a conversation.**

- 1) Hi ... How are you?
- 2) Hello ... Nice to see you.
- 3) How's everything going?
- 4) I'm in sales/marketing department.
- 5) How do you like the weather?
- 6) Do you enjoy this trade fair?
- 7) Are you a cat or dog person?
- 8) What is your first job, and what is it like?
- 9) How long have you been working in this firm?
- 10) I can't believe it's already January! Did you make any New Year's resolutions?
- 11) What are your plans for the coming holiday? My friends and I usually have a big barbecue and watch the game.
- 12) It's been icy cold, and my apartment doesn't have an air conditioner. How have you been keeping warm?

**2. Use social graces to encourage communication.**

- 1) Are you lost, sir?
- 2) Can I help you, madam?
- 3) Your hands are full; let me hold the door for you.
- 4) I'm going to the supermarket; do you want me to grab you some snacks?

**3. Tell people about yourself to start a conversation.**

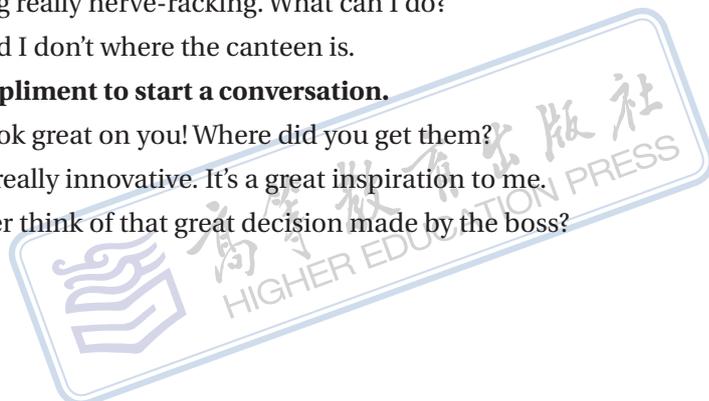
- 1) I'm desperate to do that, but I'm afraid I don't know how.
- 2) I find accounting really nerve-racking. What can I do?
- 3) I'm new here and I don't know where the canteen is.

**4. Use a genuine compliment to start a conversation.**

- 1) Those glasses look great on you! Where did you get them?
- 2) Your product is really innovative. It's a great inspiration to me.
- 3) How did you ever think of that great decision made by the boss?

**Task 1**

Open.



- Task 2** When people socialize with others, there are a wide range of topics for them to talk about. However, what to talk about has much to do with the degree of familiarity. Work in pair and classify the following 16 items into three types.

For people who first meet	For acquaintances	For people who know fairly well
NO. 2,4,6,8,10,13,15	NO. 1,11,12,14	NO. 3,5,7,9,16

- Task 3** Study the above 16 items again and complete the following chart. The first one has been done for you.

Topic	Sample NO.	Topic	Sample NO.
Financial situation	<u>16</u>	Age	<u>1</u>
Fashion choice	<u>2</u>	Siblings	<u>15</u>
Hobby	<u>13</u>	Judging people	<u>3</u>
Digital gadgets	<u>4</u>	Religious faith	<u>14</u>
Marriage	<u>12</u>	Political view	<u>5</u>
Education	<u>6</u>	Health problem	<u>11</u>
Employment	<u>10</u>	Romance	<u>7</u>
Food preference	<u>8</u>	Family problem	<u>9</u>

- Task 4**

Open.

**Clogs to clogs are only three generations.** A Lancashire proverb, implying that, however rich a poor man may eventually become, his great-grandson will certainly fall back to poverty and “clogs”. Cf. Chinese proverb “富不过三代”.

**Baby Boomers:** People born between (and including) 1946 and 1964. After American soldiers returned home from World War II in 1946, the United States experienced an explosion of births (hence the name baby boom) that continued for the next 18 years, when the birth rate began to drop. In 1964, baby boomers represented 40% of the population, which means that more than one third of the population was under 19 years of age. In the 1990s, approximately 76 million people in the United States were born in the baby boom years, representing approximately 29% of the country's population. Since baby boomers make up such a sizable portion of the consuming public, their spending habits and lifestyles have a powerful influence on the economy. The oldest wave of the Baby Boomers is currently considering retirement options. The youngest group of Baby Boomers are managing the Millennials and Generation X groups of employees and in some cases, being managed by them.

**Generation X/Gen X:** The generation following the post-World War II baby boom, especially people born in the United States and Canada from the early 1960s to the late 1970s.

**Generation Xer** refers to a person born in the above mentioned period.

**Generation Y/Gen Y:** The generation following Generation X, especially people born in the United States and Canada from the early 1980s to the late 1990s.

**Generation Y Millennials** refer to people born between 1981 and 1999. They are seen as being discerning consumers with a high disposal income. They make up roughly 50 million 18-to 30-year-olds. According to a 2010 Pew Research Center study on social trend, this generation is on course to become the most educated in history, in a decade or so, will account for nearly half the employees in the world. Driven by the modern digital devices, the Gen Y Millennials have a different expectation of the workplace to the Baby Boomers.

**Generation Z:** a name used (although other terms exist) for the cohort of people born from the early 2000s to the present day who are distinct from the preceding Millennial Generation.

## PART 5

# Business Writing

**Task 1** Work in pairs and discuss the order each segment is written.

	Order Written
Recommendations	4
Conclusions	3
Findings	2
Introduction	1
Executive Summary	5

**Task 2**

Open.

**Hints:**

- Executive summary: It summarizes some points in the report, but does not address the key issue. Teachers are supposed to alert students to the grammatical errors in this sentence.
- Introduction: It fails to mention salespeople's complaint or morale.
- Findings: It fails to include salespeople's opinions.
- Conclusions: It summarizes material in findings. The word "bloody" is too

colloquial for a business report.

5. Recommendations: It is supposed to include reasons to support recommendation. The author fails to motivate the salespeople as the board suggests. He may propose a specific target for the salesman, for example, a sale of ¥500,000 more than his target can qualify him for a fancy hotel. If a salesman falls short of his target, his accommodation will be downgraded.

**Task ③ Read the following background information about Dongpi and then write a business report.**

Open.

**Hints:**

You may consider the following when you write your report:

**Capitalizing on strengths**

- Policy-makers often play an important role in industry planning or granting preferential policy.  
Stress the importance of gaining support from the local government.
- Emphasize the low operating cost. It is often a sizeable daily expense.
- Emphasize that being close to a well-developed manufacturing base helps reduce logistics cost.

**Addressing Weaknesses**

- Emphasize that large wholesale and retailing distribution centers do not depend on the local shoppers only. Many of their important clients come from neighboring provinces.
- Explore places of interest in Yongqing that can help enrich customers' shopping experiences.

**Opportunities**

- The top-down design for the integrated growth of Jing-Jin-Ji region is a great opportunity for Yongqing to reinforce its clothing industry. It's also a good business opportunity for the wholesalers and retailers.
- The highway link will shorten the distance between Yongqing and Beijing, and running shuttle buses may help retain Dongpi's customers.
- The low cost of labor helps reduce the budget.

**Threats**

- Generally speaking, the brick-and-mortar stores are losing market share to the booming online shops. This is happening the world over. To win the competition, shop owners may think outside the box and run an online branch at the same time. Increased marketing channels may mean more business opportunities and revenue.
- Yongqing beats Baigou, its main rival, in proximity to Beijing and Tianjin. Stress its geographic advantage.

- In the foreseeable future the housing prices and rents will keep rising in most emerging markets.

The early arrivals to Yongqing can negotiate for a favorable contract, for example, lower rent and property management fee.

## PART 6

# Case Study

## PART 6

### Case 1

Score Table for the Quiz

18 Statements to Answer	Not at all	Rarely	Sometimes	Often	Very Often
1 When assigning tasks, I consider people's skills and interests.	1	2	3	4	5
2 I doubt myself and my ability to succeed.	5	4	3	2	1
3 I expect nothing less than top-notch results from people.	1	2	3	4	5
4 I expect my people to work harder than I do.	5	4	3	2	1
5 When someone is upset, I try to understand how he or she is feeling.	1	2	3	4	5
6 When circumstances change, I can struggle to know what to do.	5	4	3	2	1
7 I think that personal feelings shouldn't be allowed to get in the way of performance and productivity.	5	4	3	2	1
8 I am highly motivated because I know I have what it takes to be successful.	1	2	3	4	5
9 Time spent worrying about team morale is time that's wasted.	5	4	3	2	1

051



10 I get upset and worried quite often in the work-place.	5	4	3	2	1
11 My actions show people what I want from them.	1	2	3	4	5
12 When working with a team, I encourage everyone to work toward the same overall objectives.	1	2	3	4	5
13 I make exceptions to my rules and expectations – it's easier than being the enforcer all the time!	5	4	3	2	1
14 I enjoy planning for the future.	1	2	3	4	5
15 I feel threatened when someone criticizes me.	5	4	3	2	1
16 I make time to learn what people need from me, so that they can be successful.	1	2	3	4	5
17 I'm optimistic about life, and I can see beyond temporary setbacks and problems.	1	2	3	4	5
18 I think that teams perform best when individuals keep doing the same tasks and perfecting them, instead of learning new skills and challenging themselves.	5	4	3	2	1

### Self-Confidence (Questions 2, 8)

Your score is \_\_\_\_ out of 10

Self-confidence is built by mastering significant skills and situations, and by knowing that you can add real value by the work you do. One of the best ways to improve your confidence is to become aware of all of the things you've already achieved.

### Positive Attitude and Outlook (Questions 10, 17)

Your score is \_\_\_\_ out of 10

A positive mindset is also associated with strong leadership. Being positive means you need to develop a strong sense of balance, and recognize that setbacks and problems happen – it’s how you deal with those problems that makes the difference. Positive people approach situations realistically, prepared to make the changes necessary to overcome a problem.

**Emotional Intelligence (EI)** (Questions 5, 15)

Your score is \_\_\_\_ out of 10

The concept of **EI** used to be referred to as “soft skills,” “character,” or even “communication skills”. The more recent idea of **IE** is **EQ** which refers to the ability to recognize feelings – your own and those of others – and manage those emotions to create strong relationships. Learning to develop empathy and practicing empathic listening can help you really understand the other person’s perspective.

**Providing a Compelling Vision of the Future** (Questions 6, 14)

Your score is \_\_\_\_ out of 10

This is your ability to create a robust and compelling vision of the future , and to present this vision in a way that inspires the people you lead. The first part of being able to do this is to have a thorough knowledge of the area you’re operating in.

**Motivating People to Deliver the Vision** (Questions 9, 12)

Your score is \_\_\_\_ out of 10

This is closely related to creating and selling a vision. You must be able to convince others to accept the objectives you’ve set. Emphasize teamwork, and recognize that when people work together, they can achieve great things.

**Being a Good Role Model** (Questions 4, 11)

Your score is \_\_\_\_ out of 10

Good leaders lead by example. They do what they say, and say what they do. These types of leaders are trustworthy, and show integrity. They get involved in daily work where needed, and they stay in touch with what’s happening throughout the organization. Great leaders don’t just sit in their offices and give orders; they demonstrate the actions and values that they expect from the team.

**Managing Performance Effectively** (Questions 3, 13)

Your score is \_\_\_\_ out of 10

Effective leaders manage performance by setting their expectations clearly and concisely. When everyone knows what’s expected, it’s much easier to get high performance. There’s little uncertainty, therefore you can deal with performance issues quickly. As you create rules, help the team understand why the rules are there. Involve them in the rule-making process, and make sure that your expectations align with the resources and support available. Apply rules fairly and

consistently.

**Providing Support and Stimulation** (Questions 1, 7, 16, 18)

Your score is \_\_\_\_ out of 20

To be highly motivated at work, people need more than a list of tasks to be completed each day. They need challenges and interesting work. They need to develop their skills, and to feel supported in their efforts to do a good job.

## Case 2

### Task 1 Complete the following chart.

Tesco	Answers
1. Market status	Britain's leading retailer largest market share
2. Three major leadership styles	1. Autocratic (Telling) 2. Democratic (Sharing) 3. Laissez-faire (Hands-off)
3. The difference between "I consult" approach and "I share" approach	With "I consult" approach, the manager will consult with the workers before making his / her decisions. With "I share" approach, each team member has equal input in the decision-making process.
4. The possible reasons for some managers to adopt a laissez-faire style	<ul style="list-style-type: none"> <li>• The managers have full trust in high-performing workers.</li> <li>• The workers are skilled in making decisions.</li> <li>• The workers may be more competent and resourceful than the managers.</li> <li>• The managers want to motivate the workers.</li> <li>• The managers may not want to make decisions themselves.</li> </ul>
5. Requirements for Tesco's leaders	<ol style="list-style-type: none"> <li>1. Inspirational, creative, innovative</li> <li>2. Ready to embrace change</li> <li>3. Long-term vision for achievement</li> <li>4. Lead by example</li> <li>5. Able to motivate, problem-solve and build great teams</li> </ol>

### Task 2

Open.

# UNIT 4

# Advertising

PART 1

PART 1

## Vocabulary

055

### Introduction to Advertising

Advertising in business is a form of marketing communication used to encourage, persuade, or manipulate an audience (viewers, readers or listeners; sometimes a specific group) to take or continue to take some action. Most commonly, the desired result is to drive consumer behavior with respect to a commercial offering.

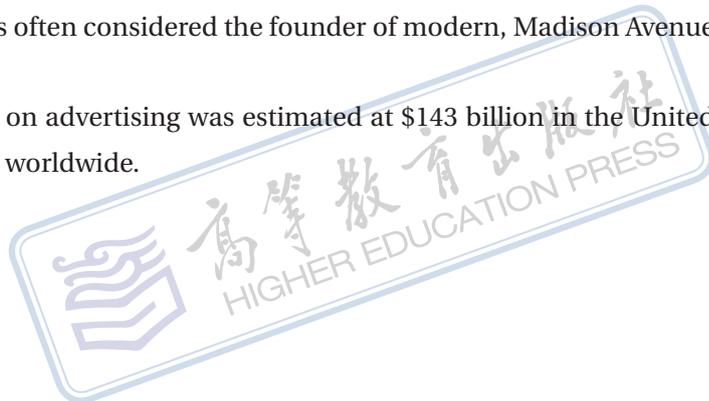
The purpose of advertising may also be to reassure employees or shareholders that a company is viable or successful. Advertising messages are usually paid for by sponsors and viewed via various old media; including mass media such as newspaper, magazines, television advertisement, radio advertisement, outdoor advertising, or direct mail; or new media such as blogs, websites, or text messages.

Modern advertising was created with the innovative techniques introduced with tobacco advertising in the 1920s, most significantly with the campaigns of Edward Bernays who is often considered the founder of modern, Madison Avenue advertising.

In 2010, spending on advertising was estimated at \$143 billion in the United States and \$467 billion worldwide.

#### Task 1

Open.



**Task 2 Advertising-matching**

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. E | 2. C | 3. A | 4. H | 5. G |
| 6. B | 7. F | 8. D |      |      |

**Task 3 Please use the words and expressions underlined in Task 2 to fill in blanks in the following sentences. Then listen to the sentences and check your answers.**

promotional brochures	convey	impulse purchase
bestow on	target customers	incentives
sponsor	advertising campaigns	

1. A bonus is one of the incentives that can make employees work harder.
2. When journalists start writing about advertising campaigns, you know the ads are working.
3. Some people find they spend less on impulse purchases if they cut up their credit cards and use only cash instead.
4. I will send you some of our promotional brochures, if you are interested in our products.
5. The aim of marketing is to meet and satisfy the needs and wants of target customers.
6. The highest honor we can bestow on a design is not that it is beautiful, as we do in art, but that it is practical.
7. Some big department stores will sponsor the art exhibition.
8. We should emphasize our strength in order to convey a guarantee of security to our consumers.

**PART 2****Reading****Task 1 There are some expressions in paragraph three of the following article related to forms of advertising to children. Find them and match them to these meanings.**

1. **comics disguise** Seeming to be comics in children's magazines, but actually advertising for certain products.

2. **tie-in** Sales of a certain item made conditional on the purchase of another item or items from the same supplier.
3. **kids clubs disguise** Attracting children to join (freely or with pay) to receive coupons, catalogs, and some promotional material in exchange for giving companies the ability to advertise to them and gain valuable market research.
4. **product placement** Showing a brand name product in a feature film, television program, or other medium not typically perceived to be an advertising medium.

**Task ②** Read the article *Advertising to Children* again and fill in the blanks (1)—(7) with the correct letters from A to G.

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. E | 2. C | 3. A | 4. G | 5. D |
| 6. B | 7. F |      |      |      |

**Task ③** Choose the proper words or phrases from the box to complete the sentences.

proliferation	perceive	in effect	take on	allocate
disguise	team up	controversy	vulnerable	interspersed

1. Migrant workers are vulnerable to exploitation.
2. You should select an organization that you can team up with to create new, mutually beneficial marketing campaigns.
3. International efforts against nuclear proliferation are faced with severe challenges.
4. This suspicion did not take on a more concrete form until early in the last century.
5. It is impossible to disguise the fact that business is bad.
6. Our pattern recognition system is set into motion every time our senses perceive something.
7. I feel that we should allocate some money to improve the company's recreational facilities.
8. The old tax regulations will remain in effect until next June.
9. His speech was interspersed with witty remarks.
10. In recent years much controversy has surrounded the use of pesticides.

## More Reading

### Advertising to Kids: Right or Wrong?

To a kid, everything's better in a McDonald's wrapper.

The Chicago Sun Times recently reported, [Are your kids McDonald's brainwashed?](#)

The article follows research by Stanford University's associate professor of pediatrics, Dr Tom N. Robinson. The study, involving 63 children aged 3–5, had the kids taste the exact same McDonald's food, wrapped in branded and un-branded packaging. Every time, the food in the un-branded wrappers lost the taste test.

Granted, the study probably would've been better if the familiar brand was compared to another familiar brand, rather than to none at all, but do you think advertisers go too far?

A McDonald's spokesperson said this:

*"The fact is, parents make the decisions for their children and our research confirms that we've earned their trust as a responsible marketer based on decades of delivering the safest food."*

Some of you will know that I don't have any kids, so I'm not qualified to speak on the persuasiveness of feisty children. To the parents out there, how persuasive can your little ones actually be about what they get?

Cam Beck has initiated an interesting debate on this subject over at [Marketing Profs Daily Fix](#). Cam said:

*"When are we going to stop looking to government to fix our inability to say "no" to our kids? I really don't care how much money McDonald's spends on advertising to children, because three things are true:*

- 1. One Big Mac or Happy Meal, when consumed properly, is not going to kill me or my kids;*
- 2. Thus, marketing them is not an inherently immoral act; and*
- 3. I can always say "No" to prevent excess."*

Is it okay to advertise to children?

Pradeep Chintagunta, a University of Chicago marketing professor, said, "I don't think you can necessarily hold this against McDonald's, since the goal of marketing is to build familiarity."

Should McDonald's be held accountable for their advertising actions? Does the responsibility lie 100% in the hands of the parent? I've read a lot of mixed reviews on this topic, which I can understand, considering I've made it a question of morality. I'm very interested to know what you think here, as I value your

opinion, and you (my readers) have previously given me lots of food for thought (no pun intended).

## PART 3

# Watching & Listening

## PART 3

059

### Task 1 Words and Expressions

beverage n. 饮料	camper n. 露营者
market v. 推销	hawk v. 叫卖, 兜售
carbonated a. (饮料) 含二氧化碳的	giveaway n. 赠品
feature v. 由 ... 主演	sodium n. (化学) 钠
lure v. 引诱	vending machine n. (投币式) 自动售货机
brainwash v. 对 ... 进行洗脑, 通过宣传说服	obesity n. 肥胖

Watch the video *Ads Targeting Children* clip and complete the answers to the questions by filling in the blanks.

- Where do ads for children usually appear?  
The ads are everywhere. On television. Recently online. And on the packaging itself.
- What kinds of foods are most heavily marketed to children?  
They are carbonated beverages, fast food, and cereals.
- Why do advertisers like targeting towards kids more than adults?  
Because kids are easier to brainwash than adults.
- What does the kid say about giveaways?  
A lot of kids buy cereals and all the junk food just for the toy.

### Task 2 Watch the video clip again and finish the following tasks.

- Under public pressure, many food companies are now changing how they market to those under age twelve. There are two changes for them:
  - They are holding themselves to tough nutrition standards.
  - They are limiting their advertising to those products that meet those standards.
- Consumer groups say the voluntary standards aren't nearly good enough. For example:

- 1) The fast-food companies don't have sodium standards.
- 2) The cereal manufacturers have very weak sugar standards.
3. The FTC (Food Technology Corporation ) has not linked food marketing to childhood obesity, but it did warn companies:  
Use those ad dollars to promote only healthy foods.

## Video Script

- Anchor:** It has never been a secret that big food and beverage companies target children, hoping that kids will wanna buy what they have to sell. But today, for the first time, we learn just how much is spent marketing carbonated drinks, fast food, and more — directly to children. The government put the number at 1.6 billion dollars in 2006. Tonight, Lisa Stark, on what that money is buying.
- Stark:** The ads are everywhere. On television. Recently online. And on the packaging itself. Many feature movie or cartoon characters, luring children to foods many consider unhealthy.
- Engle:** The foods most heavily marketed to children and teens were carbonated beverages, fast food, and cereals.
- Stark:** So what do those who the ads are aimed at think of them?
- Kid 1:** They like targeting towards kids more than adults.
- Stark:** Why do you think that is?
- Kid 1:** Cause kids are, like, easier to, like, brainwash than adults.
- Stark:** Yeah.
- Stark:** We sat down with four campers at a Washington D.C. YMCA. They say the ads work.
- Kid 2:** For some reason, I just like, I believe them, like, when they say, it's really good, or, like when they say, like, you have to have it, everybody likes it.
- Kid 3:** When kids see stuff on TV and they like it, they're gonna wanna go out and do it an' wanna go out and try these things.
- Stark:** And all those characters hawking the products, they're effective too. So are any giveaways.
- Kid 4:** Um, yeah, cause I know a lot of kids that just buy, like, cereals and all the junk food just for the toy.
- Stark:** Many food companies, under public pressure, are now changing how they market to those under age twelve.

**Kolish:** I think this is a big change that companies are holding themselves to tough nutrition standards and limiting their advertising to those products that meet those standards.

**Stark:** But consumer groups say those voluntary standards aren't nearly good enough.

**Wootan:** So the fast-food companies don't have sodium standards; the cereal manufacturers have very weak sugar standards. Coke doesn't consider the front of vending machines in schools to be marketing.

**Stark:** The FTC would not go so far as to link food marketing to childhood obesity but did warn companies: use those ad dollars to promote only healthy foods. Lisa Stark, ABC News, Washington

*Background information:*

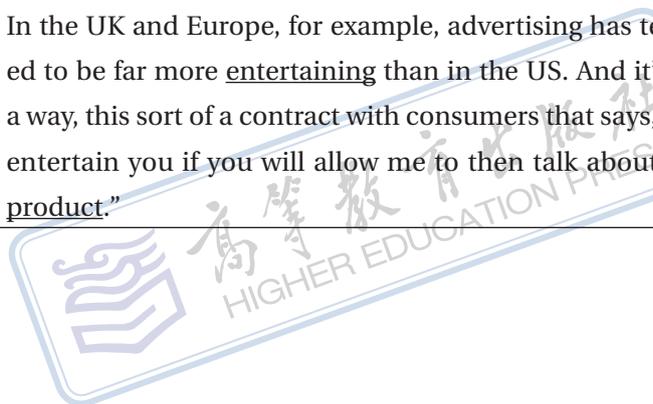
1. **YMCA** (青年基督教协会): the short form for Young Men's Christian Association
2. **FTC** (美国食品技术开发公司): the short form for Food Technology Corporation, which was formed in 1966 and was chartered to develop products for the food industry

### Task ③ Words and Expressions

risqué a. 粗俗的	lucrative a. 获利多的, 赚钱的
controversial a. 有争议的	executive n. 行政主管
mainstream n. 主流	push the envelope 超越极限, 大胆尝试
jeopardy n. 风险, 危险	

**Listen to the report *New Trends In the Ad Industry* and fill in the blanks.**

Ads Differences in Different Countries/ Regions	<p>1) In Latin America, for example, there's a sort of long tradition of <u>sexual imagery</u> in advertising that would probably be upsetting or very controversial in the US, at least if it were part of a <u>mainstream brand</u>.</p> <p>2) In the UK and Europe, for example, advertising has tended to be far more <u>entertaining</u> than in the US. And it's, in a way, this sort of a contract with consumers that says, "I'll entertain you if you will allow me to then talk about <u>my product</u>."</p>
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Movie Stars in Ads	<p>1) Nicole Kidman's on <u>Spanish television</u> for the Corte Ingles Department Store.</p> <p>2) Brad Pitt is selling Edwin <u>Jeans</u> in Japan.</p> <p>3) Jennifer Lopez appears in <u>Japanese ads</u> for Subaru.</p> <p>4) Richard Gere sells Italian <u>chocolates</u>.</p>
IBM Advertising	For IBM, advertising the same product around the world offers a <u>challenge</u> . In most cases, IBM ads look <u>alike</u> . But there are always <u>exceptions</u> .

### Audio Script

**Zutphen:** As businesses expand their global reach, advertisers are finding that what sells in one country may not sell in another. It may simply be a matter of what works, or in some cases, what's acceptable to the mass audience. Jan Hopkins reports.

**Hopkins:** You won't see this ad in the United States. Even for the music video network MTV, it's too risqué.

**Wright:** In Latin America, for example, there's a sort of long tradition of, you know, sexual imagery in advertising that would probably be upsetting or very controversial in the US, at least if it were part of a mainstream brand. In the UK and Europe, for example, advertising has tended to be far more entertaining than in the US. And it's, in a way, this sort of a contract with consumers that says, "I'll entertain you if you will allow me to then talk about my product."

**Hopkins:** you won't see actress Nicole Kidman in an ad in the United States, but she's on Spanish television for the Corte Ingles Department Store. Brad Pitt is selling Edwin Jeans in Japan. Jennifer Lopez appears in Japanese ads for Subaru. And Richard Gere sells Italian chocolates. Why do these stars appear in commercials outside the United States and not inside?

**Tutsell:** A lot of big stars will not put their brand in jeopardy. They will take their brands elsewhere to the far corners of the world, where it won't be seen to a wider audience, to the critical audience. And, and obviously the heart of it is a lucrative sum of money.

**Hopkins:** For global companies like IBM advertising the same product around the world offers a challenge. In most cases, IBM ads look alike. But there are always exceptions. In this case the Chinese ad is different.

Ad agencies are always looking for ideas in other countries. The new Moto

ads for Motorola came from teenagers in Taiwan, who called their phones “Motos” because they couldn’t pronounce Motorola.

Ad executives predict that American ads are going to look a lot more like the risqué Latin American and European ads in the next few years. That’s thanks to the success of cable programming that’s pushing the envelope, and is now pulling in a bigger audience than the networks. Jan Hopkins, CNN, New York.

## Background information

1. **Corte Ingles Department Store** (西班牙连锁百货公司): Spain’s largest department store chain.
2. **Brad Pitt** (好莱坞影星布拉德·皮特): Brad Pitt is an American actor and film producer, who achieved stardom in several successful films in the mid-1990s. Pitt has received one Golden Globe Award and an Academy Award nomination.
3. **Edwin Jeans** (日本牛仔服装品牌): a Japanese brand for jeans.
4. **Jennifer Lopez** (好莱坞影星珍妮弗·洛佩兹): Jennifer Lopez is an American Golden Globe-nominated actress, Grammy Award-nominated singer, record producer, dancer, fashion designer and television producer.
5. **Subaru** (日本斯巴鲁汽车): Subaru is the automobile manufacturing division of Japanese transportation conglomerate Fuji Heavy Industries Co., Ltd. (FHI).
6. **Richard Gere** (好莱坞影星理查·基尔): Richard Gere is an American actor. A prototypical leading man of romantic and dramatic films, he first became famous during the 1980s, and has since managed to retain his status.
7. **IBM** (美国IBM电脑公司): IBM, short form for International Business Machines Corporation, is a multinational computer technology and consulting corporation headquartered in Armonk, New York, United States.

## PART 4

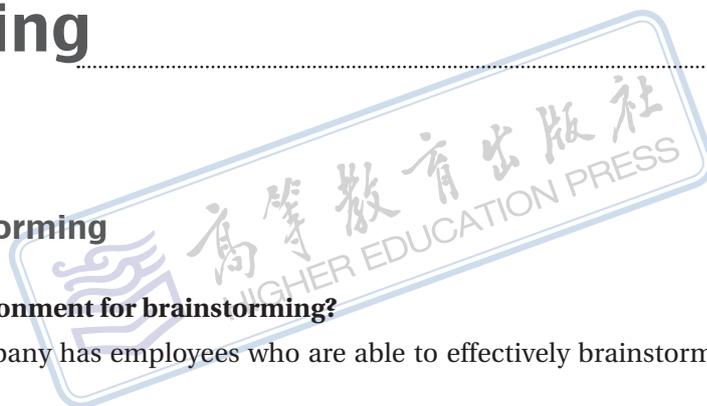
# Speaking

## Brainstorming

### Information About Brainstorming

#### What’s the ideal environment for brainstorming?

A successful company has employees who are able to effectively brainstorm



— to think out of the box in order to creatively solve problems. Overly rigid corporate environments are often restrictive and not conducive for the free flow of ideas, while employers who afford their employees free time to pursue pet projects may have an easier time in brainstorming sessions. A change of environment from the typical board meeting room may be a great catalyst for a brainstorming session to let employees feel free to express their ideas.

### What to do before brainstorming?

Before a brainstorming session, send out an e-mail to your employees letting them know the problem to be addressed, and that everyone will be required to bring a unique idea to the table. This gives them time to think of not only one, but numerous ideas that will unlikely be brought by another employee.

### How to conduct brainstorming?

First and foremost, make sure your brainstorming session has an effective leader, or if there are groups, several effective leaders who are capable at organizing rapid fire ideas. The group leader should write down the central idea in the middle of the paper, while coworkers begin stating related random ideas as soon as they surface. The point of this phase is to express without thinking too hard about the feasibility of the ideas — emphasizing quantity over quality. The leader should make sure all team members participate and offer their ideas. No one should sit out. After the initial phase has ended, ask team members to group these ideas into themes. If there are enough ideas, common themes will emerge. Group these into categories. Start to eliminate redundant topics and organize the thoughts into an outline format.

## Task ①

Open.

## Task ② Watch the video clip **Brainstorming Do's and Dont's** and finish the following tasks.

### 1. Watch the clip and finish the table.

Brainstorming Do's	Brainstorming Dont's
When brainstorming, you should: <ul style="list-style-type: none"> <li>• <u>Capture everything.</u></li> <li>• <u>Encourage participation.</u></li> <li>• <u>Ask clarifying questions.</u></li> </ul>	When brainstorming, you should not: <ul style="list-style-type: none"> <li>• <u>Evaluate anything.</u></li> <li>• <u>Force participation or participation sequence.</u></li> <li>• <u>Ask judging questions.</u></li> </ul>

**2. Watch the clip again and fill in the blanks to finish the tips.**

- Tip 1 Capture Everything: Use a flip chart. Write down anything anyone says no matter how crazy it sounds.
- Tip 2 Not Evaluate Anything: You should not say “ That will never work. That’s too expensive.”
- Tip 3 Encourage Participation: You can say “Frank, I haven’t heard from you for a while. Do you have any new ideas?”
- Tip 4 Not Force Participation: You should not make everyone go around the table and say what they think.
- Tip 5 Ask Clarifying Questions: You might ask “Do you mean the accounting business processes, or do you mean the customer service business process?”
- Tip 6 Not Ask Judging Questions: You should never say “How could you possibly think that would work?”

**3. Watch the clip the third time and pay attention to the last part about evaluation. Answer the following questions.**

- 1) How do we categorize?  
Find the like items. Group them together. Reduce.
- 2) How do we reduce?  
Find the things that just won’t work and take them off the list.
- 3) How do we analyze?  
Look what’s left. Figure out which are the best ideas.

**Video Script**

Hi, I’m Ed Muzio, CEO, Group Harmonics. I’m gonna tell you about brainstorming done right. You hear the word “brainstorming” used around the workplace a lot, and usually now we just use it to mean everyone share your idea. But everyone can share their ideas by e-mail. The idea of real brainstorming is, we have a group of people, like this group here — the whole is greater than sum of the parts. In other words, they can do more together than they can do alone. The way brainstorming is supposed to work is that if we get this group together, this person shares an idea he has, maybe, with these people, maybe she hears that idea, gives her another idea, gives this person another idea; they all start talking back and forth about their different ideas and eventually this person hears all that and it inspires this person to have an idea that nobody else had. In a sense, it’s this person’s idea, but in a sense this great idea came from everything that came

before it. That's real brainstorming.

Now, if you want to do your brainstorming right and get ideas that you wouldn't otherwise get, there are some simple do's and don'ts that you need to follow. The first do for good brainstorming is that you do want to capture everything, and I mean everything. You want to start a flip chart or maybe a whiteboard and you want to write down everything anyone says, no matter how crazy it sounds. You may be inclined to skip some things, but you don't want to do that. You want to get everything on the board. What you don't want to do is you don't want to evaluate anything. You don't want to say, "That will never work, that's too expensive," and not write it down. This may not be a useful idea, but it may inspire the next useful idea, so you want it up.

Now, the next thing you want to do in good brainstorming is you want to encourage participation. It's perfectly valid to turn to someone and say, "Frank, I haven't heard from you for a while, do you have any new ideas?" Maybe Frank has something he's been thinking about. On the other hand, what you don't want to do is you never want to force participation or participation sequence. If you're just going to make everyone go around the table and say what they think, you've lost the organic nature of the process and you're back to using e-mail. Don't force it.

The third thing you want to do in proper brainstorming is you want to allow people to ask clarifying questions. Let's say, for example, that you said your idea was to change business process. I might ask you, "Do you mean the accounting business processes, or do you mean the customer service business process?" That's a clarifying question. I'm trying to understand what your idea really is. What we never want to do is we never want to allow anyone to ask judging questions. It wouldn't be appropriate for me to say to you, "How could you possibly think that would work?" That's a judging question. It's really a secret way of just evaluating and it's too soon in the process for evaluating.

Now, once you've gotten through that part of the process, once you've got your full list and everyone's best ideas are out, then you can start to evaluate. Actually you are gonna do three things. First you're going to categorize. You're gonna find the like items and you're gonna group them together so you can reduce a number of things you have to study. Then you're gonna reduce. You're gonna go through and find the things that just won't work, you know they're not feasible and you're going to take them off the list. And then finally you're gonna analyze. You're gonna look what's left, figure out which are the best ideas, and bring them forward, hopefully for implementation.

So the next time you have a group of people and you need a great idea, do your brainstorming right. Capture everything everyone says, encourage

participation, and make sure you allow clarifying questions. But don't evaluate anything too soon in the process, don't force people to participate or the order, and don't ask judging questions. Once you've got your list together, then you can categorize, reduce, and analyze what you have. And hopefully what you will find there will include your next great idea.

### Task ③

Open.

## PART 5

# Business Writing

### Summary

#### More About Summary Writing

One strategy for improving reading comprehension is to write summaries. Summaries function to reduce the amount of information to be remembered and to organize the information in a way that aids understanding and remembering.

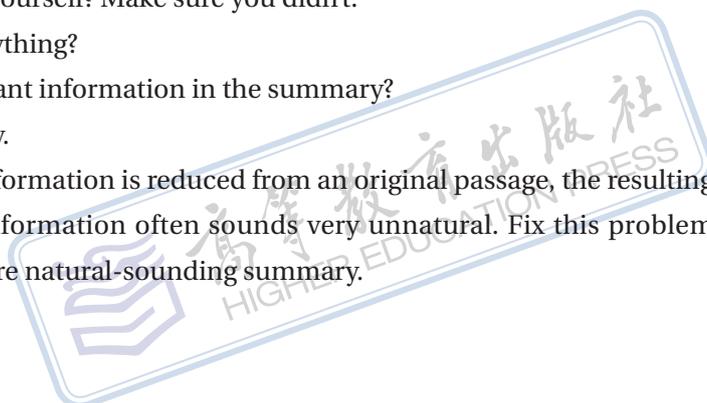
**Four rules of summary writing are as follows.**

- Collapse lists.
  - If you see a list of things, try to think of a word or phrase as a name for the whole list.
  - For example, if you saw a list like eyes, ears, neck, arms, and legs, you could substitute “body parts.” Or if you saw a list like ice skating, skiing, and sledding, you could use “winter sports.”
  - In short, substitute a subordinate for a list of items or actions.
- Use topic sentences.
  - Often authors write a sentence that summarizes a whole paragraph. It is called a topic sentence or a main idea.
  - If the author gives you one, you can use it in your summary.
  - Some paragraphs do not have explicit topic sentences or main ideas. You may have to invent one for your summary.
- Get rid of unnecessary detail.
  - Some text information can be repeated in a passage. The same thing can be said in a number of different ways, all in the same passage.
  - Other text information can be unimportant or trivial.

- o Since summaries are meant to be short, you should delete trivia and redundancies.
- Collapse paragraphs.
  - o Paragraphs are often related to one another.
  - o Some paragraphs explain one or more other paragraphs. Other paragraphs just expand on information presented in previous paragraphs. Some are more necessary or important than others.
  - o Decide which paragraphs should be kept, which can be deleted and which can be joined with others.

**Five steps of summary writing are provided below.**

1. Make sure you understand the text.
  - o Ask yourself, “What is this text about?” and “What does the author say?”
  - o Try to say the general theme to yourself before you begin to summarize the text.
2. Look back.
  - o Reread the text to make sure you get the general theme right.
  - o Also reread to make certain that you really understand what the important parts of the text are.
  - o Star or mark the important parts of the text.
  - o Now use the four specific rules for writing a summary.
3. Rethink.
  - o Reread a paragraph of the text.
  - o Try to say the theme of that paragraph to yourself.
  - o Is the theme a topic sentence? (Main idea?) Have you marked it?
  - o Or is the topic sentence missing? If it is missing, have you written one, in the margin, for example?
4. Check and double check.
  - o Did you leave in any lists? Make sure you didn’t list things out in your summary.
  - o Did you repeat yourself? Make sure you didn’t.
  - o Did you skip anything?
  - o Is all the important information in the summary?
5. Polish the summary.
  - o When a lot of information is reduced from an original passage, the resulting concentrated information often sounds very unnatural. Fix this problem and create a more natural-sounding summary.



- o Adjustments may include but are not limited to: paraphrasing, insertion of connecting words like “and” or “because,” and the insertion of introductory or closing statements.
- o Paraphrasing is especially useful here, for two reasons: It improves your ability to remember the material and it avoids using the author’s words, otherwise known as plagiarism.

**Task ①**

Open.

**Task ② Read the following passages and write summaries for them. Be sure to use the summary writing techniques you have learned.****Summary of Passage 1 (For Reference)**

There are many ways of attracting tourists to our country. For one, we can organize exhibitions abroad. Through these exhibitions, we can offer attractive tour packages. Besides that, the mass media plays an important role in promoting Malaysia’s holiday destinations. In Malaysia itself, we can hold cultural shows. Most importantly, we must ensure that our facilities are up to standard. (60 words)

**Summary of Passage 2 (For Reference)**

Merit-based aid is for excellent students in different areas.

Academic merit scholarships are usually for freshmen based on their academic performance in high school. They are renewable if students continue to qualify.

Athletic merit scholarships are given to students good at sports. They need recommendation from a coach or a referee.

Artistic merit scholarships are given to students excellent in artistic areas. Students should submit their artwork, musical performance recording, etc. to apply. (73 words)



## Case Study

## Case 1

Open.

## Case 2

Open.

**Extra Case Advertising Slogan**

An advertising slogan is a short, memorable group of words used in an advertising campaign. The advertising phrases are means of drawing attention to one distinctive feature (an aspect of a product). The purpose is to emphasize a phrase that an entity wishes to be remembered by; particularly, for marketing a specific corporate image; or, connection to a business product or consumer base. Cleverly invented advertising slogans are very interesting to read and they are also very effective. The following are some ads slogans. Try to read between the lines. Have a discussion with your classmates, exchange your ideas about them and explain.

No. 1: Have a nice trip, buy-buy. (a slogan in front of the tax-free shop nearby the British airport)

Explain: \_\_\_\_\_.

No. 2: The first school that encourages copying. (a slogan for a training school)

Explain: \_\_\_\_\_.

No. 3: Less bread, No jam. (a slogan for London Transport)

Explain: \_\_\_\_\_.

No. 4: Spoil yourself and not your figure. (a slogan for Weight-Watcher Ice-cream)

Explain: \_\_\_\_\_.

No. 5: Money doesn't grow on trees. But it blossoms on our branches. (a slogan for Lloyd Bank)

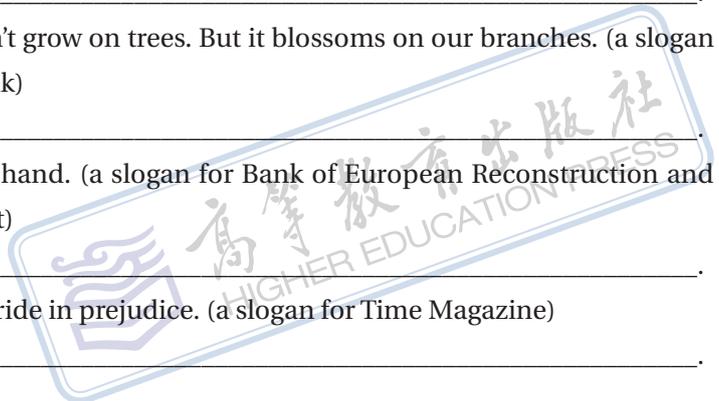
Explain: \_\_\_\_\_.

No. 6: The bird's in hand. (a slogan for Bank of European Reconstruction and Development)

Explain: \_\_\_\_\_.

No. 7: We take no pride in prejudice. (a slogan for Time Magazine)

Explain: \_\_\_\_\_.



No. 8: “CH\_ \_ CH” “What is missing?” (a dialogue on notice boards outside some churches)

Explain: \_\_\_\_\_.

**Keys (for reference)**

**No. 1:** Have a nice trip, buy-buy. (a slogan in front of the tax-free shop nearby the British airport)

**Explain:** At first sight, it is a nice greeting — enjoy your trip, bye-bye. But in deep thought it reminds travelers of buying something before saying bye-bye.

**No. 2:** The first school that encourages copying. (a slogan for a training school)

**Explain:** Readers will smile at the sentence and remember the advertising easily. “Copying” refers to both “cheating in school” and “making replication of documents”(what one learns from a photocopying training school).

**No. 3:** Less bread, No jam. (a slogan for London Transport)

**Explain:** This ad reads initially as if it is about food, but such interpretations will have to be rejected since the slogan advertises London Transport. Actually, “bread” is a slang for “money”, while “jam” can also mean “traffic jam”. Thus something like the following should be revealed: If you travel by London Transport, it will cost you less (than traveling by car), and you will not suffer in traffic jams.

**No. 4:** Spoil yourself and not your figure. (a slogan for Weight-Watcher Ice-cream)

**Explain:** Weight-Watcher Ice-cream is produced for dieters, the brand itself is a pun (Pun is a humorous use of a word in such a way as to suggest different meanings or associations, or of words having the same or nearly the same sound but different meanings. It’s a play on words.). Spoil in this title has two meanings. On one hand, spoil yourself means enjoy yourself; on the other hand, spoil one’s figure means disfigure one’ body. The pun here makes dieters naturally accept this product and have a strong desire to buy.

**No. 5:** Money doesn’t grow on trees. But it blossoms on our branches. (a slogan for Lioyd Bank)

**Explain:** The branch is arm-like division of a tree, growing from the trunk or from a bough. At the same time, it also means a local office belonging to a bank.

**No. 6:** The bird’s in hand. (a slogan for Bank of European Reconstruction and Development)

**Explain:** Here BERD is the abbreviation of “the Bank of European Reconstruction and Development.” It has the same pronunciation as “bird” and reminds readers of the idiom: “A bird in hand is worth two in the bush”, which is usually simplified into “a bird in (the) hand” meaning interests one already had or had no risks to lose.

**No. 7:** We take no pride in prejudice. (a slogan for Time Magazine)

**Explain:** Pride and Prejudice of Jane Austen is well known to common people and here the copywriter makes a little change to the title. The impartial attitude of the magazine is clearly demonstrated by this alteration.

**No. 8:** “CH\_ \_ CH” “What is missing?” (a dialogue on notice boards outside some churches)

**Explain:** The reader has to supply the answer: UR (= “you are”). It is a clever pun to call on people to attend the church.



# UNIT 5

# Corporate Culture

PART 1

PART 1

## Vocabulary

073

### **What Is culture?**

Culture encompasses various aspects of communication, attitude, etiquette, beliefs, values, customs, norms, food, art, jewelry, clothing styles, etc. Every society has a different culture, which gives it an identity and uniqueness.

In spite of the vast cultural diversity, there are certain elements of culture that are universal. They are known as cultural universals, which comprise certain behavioral traits and patterns that are shared by all cultures around the world. For instance, classifying relations, having some form of art and music, use of jewelry, classifying people according to gender and age, etc. are common in all cultures of the world.

#### **Kwast Model of Culture**

##### **Behavior — What is done?**

The first thing an outsider/alien notices about the people of a society is the behavior of the people and their activities, style of dress, attitudes, etc. Some people may be standing, some sitting and maybe listening to a person, some might be playing, etc. By simply observing these activities one is unable to understand the logic behind them.

##### **Values — What is good or best?**

On asking them about the reasons for their activities, he comes to know that people chose to indulge in activities that are considered good. This differentiation of good or best comes from “values.” Values represent the duties or activities that

one “ought to do” or “should do” to be in sync with the pattern of life.

### **Beliefs — What is true?**

On further interrogation he realizes that these values are not decided arbitrarily but stem from “beliefs”. He finds out that certain beliefs (operating beliefs) greatly influence the values and behavior, whereas certain beliefs (theoretical beliefs) have very little practical impact on values and behavior. Hence, certain people may have a different set of beliefs but behave in a similar manner, and vice versa.

### **Worldview — What is real?**

The deepest level of understanding that forms the basis for a particular set of beliefs is “worldview.” Worldview implies the way we interpret reality, and refers to the way we see ourselves, relative to the world. It includes the ideas behind the meaning and reasons for human existence, the notions of evil, divine, and supernatural.

### **Characteristics of culture**

Culture is learned from the people surrounding us, our parents, guardians, relatives, etc. The distinct set of beliefs, values, traditions and behavior is passed down through generations. It is a collective phenomenon that cannot exist in isolation in a single individual. It is shared at various levels, namely national, regional, gender, generation, corporate, social class, etc., but is also rich in diversity. Residents of a nation share certain aspects, whereas different regions within the nation have their own unique blend of beliefs, values, styles, and so on.

Culture is cumulative and dynamic. The culture of any particular group is constantly evolving and undergoing slow changes. Each generation brings along a new set of changes and developments in the culture of that society. Moreover, long-term exposure to different cultures leads to the exchange of certain cultural aspects.

### **Significance of culture**

The knowledge necessary for survival, and adaptation to our natural and social environment, is acquired through culture. Culture is what imbibes into us the knowledge of good and bad, acceptable and non-acceptable, socializing, etc. Knowingly or unknowingly, it plays a major role in shaping our personality and behavior. Each individual has a distinct and unique personality. However, within a group, there exist certain regularities in behavior. This can be attributed to the culture in which they grow up. In addition, culture also influences our perception of reality and worldly concepts. Our interpretations of the actions and events

around us are molded by our culture. It forms the basic foundation of our life and behavior.

### **Understanding/What is corporate culture**

a great corporate culture is the alchemy of both the spirit and practices that make a business greater than the sum of its parts, able to grow and win in their market beyond their competitors.

If vision is the destination and strategy is the engine of the business, corporate culture is the oil, the fuel, and the tires. When built well, an engine provides the power for a business to advance to its destination (vision). However, if the oil, fuel and tires are poor quality or not suited for the car... the car doesn't run well but gets in accidents or simply stops.

Today, the most effective company management teams see their job as providing alignment and clarity between WHERE they're headed (vision), HOW they'll get there (strategy) and HOW they will work together to make decisions, collaborate on goals, and serve customers better (corporate culture).

In this high-octane age of greater competition across every industry, total alignment and clarity is the only way to win.

We define corporate culture as the best practices an organization deploys to:

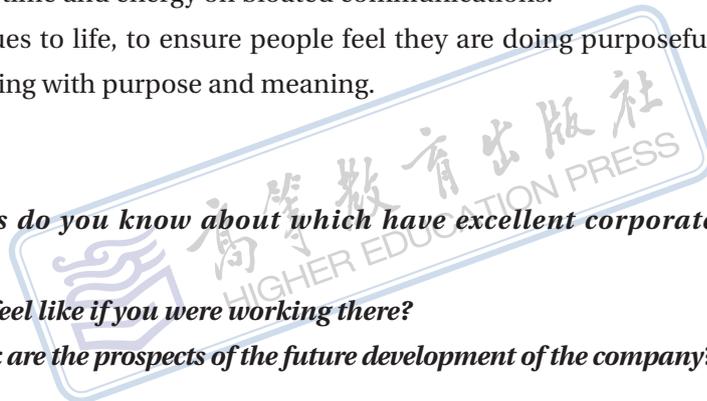
- Create energy, excitement, and alignment behind the company's mission and vision.
- Bring an organization closer to its customers.
- Foster faster, better decisions involving people close to the customer.
- Break down silos and create true collaboration across functions, geographies, and hierarchies.
- Facilitate honest conversations between all levels of leadership and employees.
- Ensure feedback is used for learning and politics are minimized.
- Build a meeting and email culture that enables people to do better work, versus wasting time and energy on bloated communications.
- Bring core values to life, to ensure people feel they are doing purposeful work and working with purpose and meaning.

***Just think ...***

***What companies do you know about which have excellent corporate culture?***

***What would you feel like if you were working there?***

***What do you think are the prospects of the future development of the company?***



**Task ①** Tell your partner which world-famous company you like best. Give the reasons you like it best. Is it for its committed leadership, product innovation, customer service, marketing strategies, or the way the company conducts its business?

*Some world famous companies are APPLE Inc, GOOGLE, Coca Cola, IBM (International Business Machine), McDonald's, AT&T, Amazon, Toyota, Walmart, and Intel, etc.*

Open.

**Task ②** Read the following passage carefully and familiarize yourself with the words or phrases underlined.

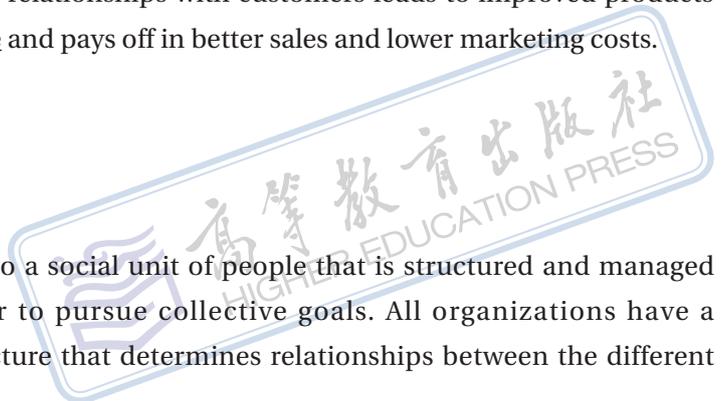
Open.

**Task ③** Listen to the definitions and examples of the following words or phrases, and then use them to complete the sentences below.

1. Overly aggressive members can really stifle a team's creativeness and productivity.
2. Major components of attitude are affective, cognitive, behavioral, and evaluative ones.
3. A company uses a combined strategy at every level of its operation to achieve its objective (s).
4. As with any group effort, the decision making process gets complicated exponentially with each additional partner.
5. Manufacturing companies are becoming more and more aware of how toxic waste can damage the environment.
6. Your business plan will detail all aspects of your business operations from marketing to organization and management.
7. Product quality is critical in business because it helps to ensure customer satisfaction and improves the perception of an organization's brand.
8. Creating long-term relationships with customers leads to improved products or customer service and pays off in better sales and lower marketing costs.

### Audio Script

**Organization** refers to a social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different



activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks.

**Example:** Any organization at the forefront of its industry needs to retain the best employees to remain competitive.

**Value** refers to important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable. Some common business values are fairness, innovation and community involvement.

**Example:** If you and your co-founder are going to build a successful business you want someone who shares your values.

**Environment** refers to the sum total of all the surroundings of a living organism, including natural forces and other living things, which provide conditions for development and growth as well as danger and damage.

**Example:** They have created a safe, caring, and supportive environment where I have opened up and shared, without feeling judged.

**Attitude** refers to a predisposition or a tendency to respond positively or negatively towards a certain idea, object, person, or situation. Attitude influences an individual's choice of action, and responses to challenges, incentives, and rewards, together called stimuli.

**Example:** Set up a fair rating system of efficiency, punctuality, teamwork, and attitude and then discuss the results with them after each appraisal.

**Custom** refers to practice or rule of conduct established in a particular community, locality, or trade, by long usage and obligatory on those within its scope. A valid custom must be certain, reasonable, not contrary to statute law, and of immemorial antiquity. Also called custom and usage. Not to be confused with customs.

**Example:** This sandwich bar franchise benefits from a good mix of sit-in customers, takeaway trade, and a regular delivery business.

**Rule** refers to a statement that establishes a principle or standard, and serves as a norm for guiding or mandating action or conduct. Rules may be divided into the four general categories of Folklore, Guidelines, Mandates and Policies.

**Example:** All our clinical psychologists and other professionals are bound by the rules and ethical conduct of their professional organizations.

**Decision making** is the thought process of selecting a logical choice from the available options. When trying to make a good and effective decision, a person must weigh the positives and negatives of each option, and forecast the outcome of each option as well, and determine which option is the best for that particular situation.

**Example:** Everyone has the right to fully participate in the decision-making processes that affect their lives.

**Objective** refers to a specific result that a person or system aims to achieve within a time frame and with available resources. In general, objectives are more specific and easier to measure than goals. Some examples of business objectives include minimizing expenses, expanding internationally, or making a profit.

**Example:** This has placed pressure on institutions to increase postgraduate numbers to fulfill funding objectives.

**Productivity** is a measure of the efficiency of a person, machine, factory, etc., in converting inputs into useful outputs. Productivity is computed by dividing average output per period by the total cost incurred or resources consumed in that period. Productivity is a critical determinant of cost efficiency.

**Example:** Home offices can benefit both employees and employers, and lead to decreased costs and increased productivity.

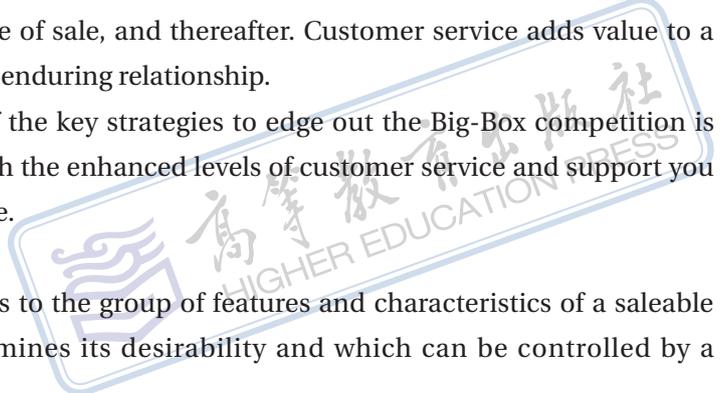
**Performance** refers to the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed.

**Example:** Annual reviews of performance can help employees confirm that they are on the right track for career development and are completing their work productively and efficiently.

**Customer service** refers to all interactions between a customer and a product provider at the time of sale, and thereafter. Customer service adds value to a product and builds enduring relationship.

**Example:** One of the key strategies to edge out the Big-Box competition is through the enhanced levels of customer service and support you provide.

**Product quality** refers to the group of features and characteristics of a saleable good which determines its desirability and which can be controlled by a



manufacturer to meet certain basic requirements. A product quality or assurance department monitors outgoing products for consumer acceptability.

**Example:** Its business philosophy along with its commitment to excellence in product quality and service truly sets ATHCO apart.

## PART 2

# Reading

## PART 2

079

**Task 1** Read the first four paragraphs of the article and answer the following questions.

1. IDEO is the name of the company mentioned in this part of the article.
2. IDEO is a high performing design firm, full of knowledge workers tackling complex problems. It has made impressive achievement for its corporate culture of helping. It's well-known for its productive creativity in business, government, and health care, and is regularly called upon to advise other firms that want to increase their innovation capabilities.
3. Decide which of the following statements is (are) true about the culture of helping. Correct the false ones if there is any.

- a. It is a corporate norm that colleagues support one another with their efforts to do the best work possible.

This statement is false. It's a norm in just top-performing companies that colleagues support one another with their efforts to do their best work possible.

- b. Work load sharing which improves the quality and execution of ideas is more vital in an era of knowledge work.

This statement is false. Mutual collaborative help — lending perspective, experience, and expertise — that improves the quality and execution of ideas is even more vital in an era of knowledge work.

- c. Helpfulness must be actively nurtured in organizations although it does arise automatically among colleagues.

This statement is false. Helpfulness must be actively nurtured in organizations because it does not arise automatically among colleagues.

**Task 2** Read the article and fill in the blanks (1)–(8) with the correct letters from A to H.

1. E                      2. A                      3. B                      4. H                      5. F

6. C                      7. D                      8. G

**Task 3** Choose the proper words or phrases from the box below to complete the sentences. Change the forms if necessary.

collaborative	discretionary	laud	conviction	embed
conversely	be steeped in	explicitly	ad hoc	exhort

- The castle is steeped in history and legend.
- He was much lauded as a successful businessman.
- Kennedy exhorted his listeners to turn away from violence.
- They share his strong conviction that the policy is misguided.
- Use our services on an ad-hoc basis or for an ongoing campaign.
- The plan does not explicitly endorse the private ownership of land.
- What are we really aiming for when we try to embed intelligence in all the objects around us?
- With a collaborative effort, a big job can be completed in very little time.
- Conversely, in America the fertility rate has perked up to close to replacement level, although public policy does little to encourage motherhood.
- These discretionary grants are offered to help businesses carry out research or development work that will lead to technologically innovative products or processes.

### More sentences for the words and expression in the text.

- Collaborative helping provides a framework for organizing these efforts into a coherent whole, serving the needs of supportive services workers across sectors.  
帮扶协作提供了一个框架，把各方力量组织成为一个连贯的整体，满足各部门支持性服务工作者的需求。
- Check whether you are entitled to a discretionary grant for your course.  
确定你是否有权酌情行事。
- The German leadership lauded the Russian initiative.  
德国领导人赞扬了俄罗斯的倡议。
- The councilor's proposal didn't succeed because his argument failed to carry conviction.  
那个议员的建议不受欢迎，因为他的论据没有说服力。

5. Their intention is not to become involved in explicitly political activities.  
他们无意参与到明显具有政治性的活动中。
6. I think that hatred of the other is deeply embedded in our society.  
我觉得对异己的仇恨在我们的社会中根深蒂固。
7. In real life, nobody was all bad, nor, conversely, all good.  
在现实生活中，没有彻头彻尾的坏人，相反地，也没有完完全全的好人。
8. Old people are particularly vulnerable members of our society.  
老年人是社会中尤为明显的弱势群体。
9. He steeped himself in the traditions of the English countryside.  
他对英国农村的习俗非常熟悉。
10. Some firms charge a flat fee rather than using a system of billable hours.  
有些公司收取固定费用而不使用时间收费系统。
11. The Council meets on an ad hoc basis to discuss problems.  
议会临时安排会议讨论问题。
12. He exhorted his companions, "Try to accomplish your aim with diligence".  
他劝诫同伴说：“要通过勤奋努力实现自己的目标。”

## PART 3

## Watching &amp; Listening

**Introduction to video 1:**

David Roche is President of Global Lodging Group, Expedia, INC, the American-based parent company to several global online travel brands including Expedia.com, Hotels.com, and Hotwire.com. He's now talking about the importance of culture for creating and executing great ideas.

**Task 1** Watch the video clip *Creating a Marketplace for Great Ideas*. Pay attention to information related to corporate culture and answer the following questions.

1. What is David Roche's opinion on the position of culture in the desirable qualities in senior executives?  
Culture should be much further up the list of desirable qualities in senior executives.
2. What does he mean by "culture" as one of the desirable qualities of senior executives?

By culture he means the senior executives' abilities to create positive, good working cultures.

3. What is the reason that David Roche gives for the importance of culture to hotels.com?

It is a race, particularly in the e-commerce business in which hotels.com competes, to have and execute the best ideas. And if your culture does not permit the creation of those ideas, still less the execution of them, you are simply going to fall behind in the race.

4. What does David Roche say is the practice to have an outside opinion on their corporate culture as the incoming executives are concerned?

The incoming executives are asked, particularly when they're coming from outside the company, to make a journal in their first month in the business and make a list of all the crazy things they see around in the business and critique the business from a very external perspective.

5. Why does the company take the present practice mentioned above?

The company takes the practice to get an outside opinion about its business, and learn what are the thing(s) they actually believe to be normal but is (are) considered a crazy thing (crazy things.) And it alerts them to the differences in the cultures that are out there in the universe of companies around them. And looking at the diversity of stories about the cultures has convinced him that, if you really seek performance, you must seek to improve the culture in the first place.

6. What benefits does a marketplace for ideas inside the business bring about, according to David?

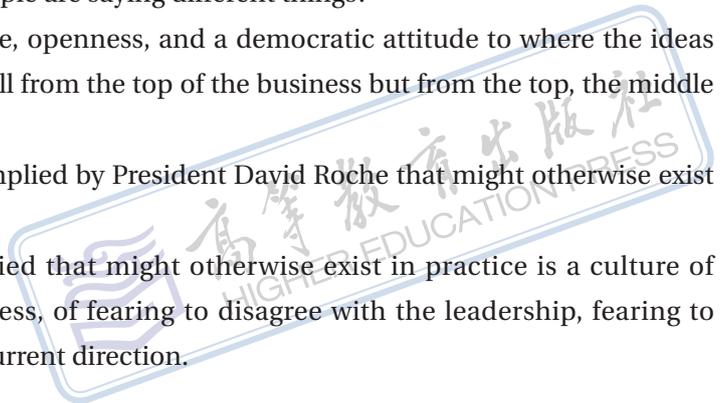
A marketplace for ideas inside the business brings about the best ideas. You cannot grow very strong ideas or the best ideas unless you can create a marketplace for ideas inside the business itself (where different people are saying different things).

7. What does it require to build a market place for ideas inside the business where different people are saying different things?

It requires tolerance, openness, and a democratic attitude to where the ideas come from — not all from the top of the business but from the top, the middle and the bottom.

8. What problem is implied by President David Roche that might otherwise exist in practice?

The problem implied that might otherwise exist in practice is a culture of dread in the business, of fearing to disagree with the leadership, fearing to disagree with the current direction.



## Video Script

### Creating a Market Place for Great Ideas

David Roche, President, Global Lodging Group, Expedia, INC

Personally, I think that culture should be much further up the list of desirable qualities in senior executives. What I mean by that is their ability to create positive, good, working cultures. At the moment my impression is that it's not very, very high on the list. Now, the reason I think that it's very important is that, particularly in the Internet, particularly in the e-commerce business in which hotels.com competes, it is a race to have and execute the best ideas. And if your culture does not permit the creation of those ideas, still less the execution of them, you are simply going to fall behind in the race.

Now one of the things that I do in my own business is I ask incoming executives, particularly when they're coming from outside, "Make a journal in your first month in the business. Make a list of all the crazy things you see around here, and because you have an outside opinion, and we're habituated here, we think that this crazy thing that we do is actually normal." And by itself, having someone critique the business from a very external perspective is good, but the other thing is it alerts us to the differences in the cultures that are out there in the universe of companies around us. And that is looking at the diversity of stories about the cultures has convinced me that, if you really seek performance, you must seek to improve the culture in the first place. I really, very firmly think that you cannot grow very strong ideas, the best ideas, unless you can create a marketplace for ideas inside the business itself where different people are saying different things. And that requires tolerance, and that requires openness, and that requires a certain kind of democracy, a democratic attitude to where the ideas come from — not all from the top of the business. They must come from the top, the middle, and the bottom. And there can be no question of this being a culture of dread in the business, of fearing to disagree with the leadership, fearing to disagree with the current direction. You have to have a very, very open stance on it.

**Task ②** Watch the video clip *Google "Doodles" Reflect Company's Culture of Innovation* and finish the following exercises.

1. Are the following statements true or false? Correct the false one(s).
  - a. The goal of the artistic renderings of the Google logo is to bring more users to its homepage.

This statement is false. The right one should be:

The goal of Google Doodlers is to surprise and delight their users and humanize Google.

- b. What Google Doodlers do is to constantly analyze data and usage.

This statement is false. The right one should be:

Unlike the business side of Google what Google Doodlers do is to have more of an emotional connection rather than to convert more clicks than the last one.

2. Complete the following statements.

- a. To achieve their goals Google Doodlers look at social networks, press, and look at whether they make each other laugh or smile with the thing they are doing.
- b. Google's culture helps the creative process of Google Doodlers. Namely, it is a culture of innovation, a relaxed environment, and the mix of work and play.

3. Decide on the right choice(s) to complete the statement.

Google's corporate culture helps the creative process of Google Doodlers, which is shown in the following descriptions except a.

- a. The Google Doodlers create artworks with reverent humor.
- b. Google Doodlers basically think of anything that is innovative, artistic, and nerdy.
- c. In the 20 Percent project at Google, engineers get to spend one day a week or 20 percent of their time working on whatever they want.
- d. The team of Google Doodlers creates more than 300 Doodles each year in many different languages, but stays away from political or controversial topics.

## Video Script

### Google "Doodles" Reflect Company's Culture of Innovation

**Brian Padden** February 25, 2013 7:34 PM

Anyone who uses Google will occasionally notice a Doodle, a specially designed logo to commemorate holidays, like Chinese New Year, or obscure anniversaries, like the date the London subway system opened 150 years ago, or a quirky (strikingly unconventional) tribute like this Zamboni (the trademark for a machine that smooths the ice in an ice-skating rink) animation, depicting the machine used to resurface ice skating rinks.

These artistic renderings of the Google logo may bring more users to its homepage, but Ryan Germick, the chief Doodler, says their value to the company isn't found in a traditional business plan.

“The existential question of ‘why?’” “Why are you here?” “We’re here to surprise and delight our users and humanize Google,” he said.

Unlike the business side of Google that constantly analyses data and usage, the Doodles, he says, are evaluated on subjective criteria.

“We look at social networks, we look at press, we look at, you know, do we make each other laugh or smile with the thing we are doing and try to have more of an emotional connection rather than, like, this is converting more clicks than the last one,” said Germick.

Doodler Jennifer Hom says the team creates more than 300 Doodles each year in many different languages, but stays away from topics that are political or controversial.

“We basically think of anything that is innovative, artistic, and nerdy, something that’s appropriate for Google,” said Hom.

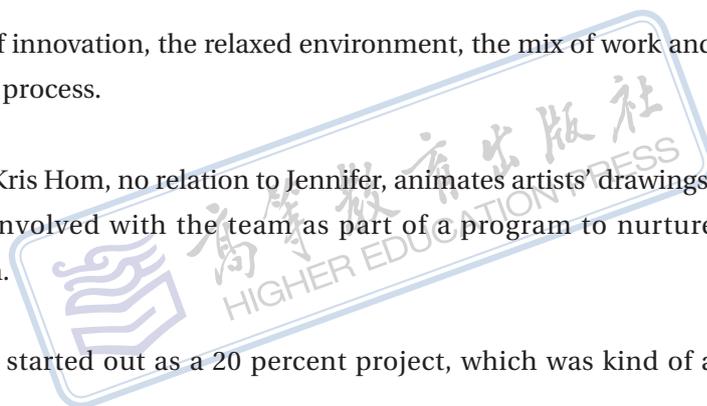
She says Doodle ideas can come from just about anywhere. Many, like the suggestion for an interactive rendering of a “buckyball” — a form of carbon composed of 60 atoms that looks like a molecule — come from inside the company.

“I never heard of what this was, but there were like 10 to 12 people in Google who are obsessed with buckyballs,” said Hom.

Google’s culture of innovation, the relaxed environment, the mix of work and play helps the creative process.

Doodle Engineer Kris Hom, no relation to Jennifer, animates artists’ drawings. He says he first got involved with the team as part of a program to nurture innovation and growth.

“My involvement started out as a 20 percent project, which was kind of a



phenomenon at Google, where engineers get to spend one day a week or 20 percent of their time working on whatever they want. So I was building some little animations, and someone on the Doodle team saw them and said, 'Hey, why don't you come and do that on the home page', and I've been having a blast (a highly pleasurable or exciting experience) here ever since," he said.

These Google Doodlers say the irreverent (not showing respect for) humor of the artwork reflects that culture of innovation and the idea that Google should be a fun place to work or visit online.

**Task ③ Listen to the audio clip *The Eight Rules for Creating the Right Conditions for a Passionate Work Culture* and finish the following tasks.**

1. Listen to the audio clip once and fill in the blanks on the background information of Ken Thomson's business and wealth.
  - 1) Ken Thomson was the ninth-richest man in the world.
  - 2) He inherited a \$500 million business built on newspapers, publishing, travel agencies, and oil.
  - 3) By the time he died his empire had grown to \$25 billion.
2. Listen to the clip for a second time and fill in the blanks about Ken Thomson's most lasting legacy.
  - 1) He understood a long-term, viable corporate culture was needed for the long-term viability of any enterprise.
  - 2) He worked with honest and competent business managers and gave them his long-term commitment and support.
  - 3) From these modest principles, an empire grew and this culture has lived after him as a lasting legacy.
3. Listen to the clip for a third time and take notes on details of the eight rules and then share with your partner your critical comments on them.

The rules	The details
1. Hire the right people.	a. Hire for <u>passion and commitment</u> first, experience second, and credentials third. b. Ask <u>the right questions</u> . c. Get a sense of what the potential employee <u>believes</u> .
2. Communicate.	a. Sit down regularly with them and discuss what is <u>going well</u> and what isn't. b. Recognize when <u>things don't work</u> and adjust to rectify the problem. c. Listen to what <u>the market is saying</u> .

3. Tend to the weeds.	The whiner is one of the most destructive corporate weeds. a. Constructive criticism is healthy, but relentless <u>complaining</u> is toxic. b. <u>Identify</u> these people and <u>replace</u> them.
4. Work hard, play hard.	To obtain passion capital requires a work ethic. a. It's easy to do <u>what you love</u> . b. Recognize and award <u>this sacrifice</u> when long hours are required
5. Be ambitious.	"Make no little plans: they have no magic to stir men's blood." a. Ambition is sometimes seen as a <u>negative</u> , but without it we would stagnate. b. Supports <u>big steps and powerful beliefs</u> .
6. Celebrate differences.	a. Great cultures are built on a diversity of <u>background, experience, and interests</u> . b. These differences generate energy <u>critical to any enterprise</u> .
7. Create the spaces.	a. Try to promote as much interaction as possible. b. Design spaces where people <u>from different disciplines</u> will come together. c. Interaction helps <u>breed revolutionary ideas</u> .
8. Take the long view.	a. Don't be handicapped by <u>short-term thinking</u> . b. Don't overestimate what we can do in a year, and don't <u>underestimate</u> what we can do <u>in five years</u> .

## Audio Script

### Eight Rules for Creating a Passionate Work Culture

Ken Thomson was the ninth-richest man in the world. In 1976, Thomson inherited a \$500 million business built on newspapers, publishing, travel agencies, and oil. By the time he died in 2006, his empire had grown to \$25 billion.

His most lasting legacy might be the culture he created. He understood a long-term viable corporate culture was needed for the long-term viability of any enterprise. Thus he worked with honest and competent business managers and gave them his long-term commitment and support. From these modest

principles, an empire grew and this culture has lived after him.

Here are the eight rules for creating the right conditions for a culture reflecting your creed:

### **1. Hire the right people**

Hire for passion and commitment first, experience second, and credentials third. Asking the right questions is the key: What do you love about your chosen career? What inspires you? What courses in school did you dread? Get a sense of what the potential employee believes.

### **2. Communicate**

Once you have the right people, sit down regularly with them and discuss what is going well and what isn't. A fertile culture recognizes when things don't work and adjusts to rectify the problem. Listen to what the market is saying. What is the zeitgeist? What developments, trends, and calamities are going on?

### **3. Tend to the weeds**

One of the most destructive corporate weeds is the whiner. Constructive criticism is healthy, but relentless complaining is toxic. Identify these people and replace them.

### **4. Work hard, play hard**

To obtain passion capital requires a work ethic. While it's easy to do what you love, a culture where everyone understands that long hours are sometimes required will work if this sacrifice is recognized and rewarded.

### **5. Be ambitious**

"Make no little plans: they have no magic to stir men's blood." Ambition is sometimes seen as a negative, but without it we would stagnate. You need a culture that supports big steps and powerful beliefs.

### **6. Celebrate differences**

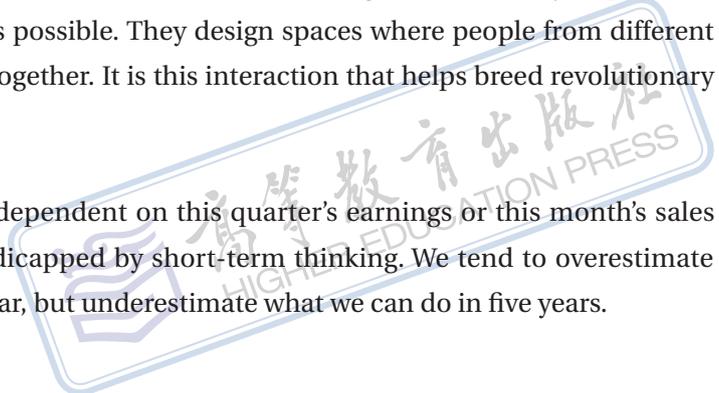
Great cultures are built on a diversity of background, experience, and interests. These differences generate energy critical to any enterprise.

### **7. Create the space**

In cutting-edge research and academic buildings, architects try to promote as much interaction as possible. They design spaces where people from different disciplines will come together. It is this interaction that helps breed revolutionary ideas.

### **8. Take the long view**

If your culture is dependent on this quarter's earnings or this month's sales targets, then it is handicapped by short-term thinking. We tend to overestimate what we can do in a year, but underestimate what we can do in five years.



**Face-to-Face Business Communication Skills**

**Task ①** Read the statements below. Do you agree or disagree with them? Why? Share your ideas with your partner.

Open.

**Task ②** Choose from the given phrases or sentences in the box below to finish the following two conversations in their given setting.

- a. I just came back
- b. Please give us some good reasons why we should purchase this item.
- c. I listened to your advice.
- d. But we'd like to try it out before we place an order for it.
- e. into extending the contract
- f. Maggie, I've got something to tell you.
- g. decided to sign a one-year contract
- h. We do have great interest in this item.
- i. Where there's a will, there is a way.
- j. Your presentation is very impressive.

**1. Imagine Rio is at a product show to look for the products his company needs and is now talking with the presenter.**

**P (Presenter):** Besides, as you can see from this pie chart, our modal PUR083 is very competitive on the market.

**R (Rio):** (1) Please give us some good reasons why we should purchase this item.

**P:** One good thing about this item is its high technology. And its high tech leads to durability. It can save time and money, which I know is your company goal. Therefore, this product is just right for your needs. We highly recommend this item for your company.

**R:** (2) Your presentation is very impressive. (3) We do have great interest in this item. (4) But we'd like to try it out before we place an order for it.

**P:** That's for certain. Mr., here is a sample for your company. And we look forward to receiving your order in the near future.

**2. Imagine Cathy is just back from negotiations with her clients. She is now telling her colleague Maggie about it.**

**C (Catherine):** (5) Maggie, I've got something to tell you.

**M (Maggie):** Fire away, I am listening with open ears.

**C:** (6) I just came back from Sunrise Limited, and they (7) decided to sign a one-year contract with us. Furthermore, I have talked Manfield Corporation (8) into extending the contract.

**M:** Excellent! I told you so. (9) Where there's a will, there is a way.

**C:** Yes. I'm glad that (10) I listened to your advice.

**M:** I'm pleased with your ability and strength.

**Task ③** **Role-play: Choose one of the conversations given above and role-play it with your partner. Make use of Keys to Effective Communication given in this part as Tips.**

Open.

**A sample of idiomatic business face-to-face conversation:**

(Study the conversation below with your partner. Discuss its features in comparison with the conversations given previously. Refer to the key vocabulary when necessary.)

**Tim:** Hey, can I get a little **facetime**?

**Randall:** Sure, let's **dialogue**.

**Tim:** Great. I tried to **ping** you earlier, but you weren't in.

**Randall:** Yeah, I had to handle some **pushback** on my proposal.

**Tim:** Really, why was that?

**Randall:** Well, I've come up with a number of **synergies** in the **value chain**. My **value proposition** was to **seamlessly** integrate our customer service reps.

**Tim:** Sounds like a **win-win**. How long is the **ramp-up**?

**Randall:** That's the problem. I projected a **roll-out** in two months. **C-level** people want to **dial-in** the project in two weeks.

**Tim:** ... but you're proposing an **end-to-end** solution!

**Randall:** Yeah, I know. I had the **time-frame mapped out** for all the **deliverables**, too.

**Tim:** Sometimes you have to wonder about high-level management's capabilities to **leverage** people like you!

- Randall:** You're much too kind! Anyway, what was it you wanted to talk to me about?
- Tim:** Nothing much, I just wanted to give you a **heads-up** on some **performance management** issues I've been having with Pete.
- Randall:** No room to breathe?
- Tim:** You've got it ...

## Key Vocabulary

- facetime (n.):** time together
- dialogue (v.):** to speak
- ping (v.):** (informal) to contact someone via an email or text message
- pushback (n.):** objection to, complaint about
- synergies (n.):** the combined power of a group of things working together greater than the total power achieved by each working separately
- value chain (n.):** series of stages involved in producing a product or service sold to consumers, with each stage adding to the value of the product or service
- value proposition (n.):**  
a reason given by a seller for buying their particular product or service, based on the value it offers customers
- seamlessly (adv.):** flowing smoothly
- integrate (v.):** to include in a process
- win-win (n., adj.):** successful outcome for everyone involved
- ramp-up (n., v.):** increase or augmentation of something
- roll-out (n., v.):** an occasion when a company introduces or starts to use a new product
- C-level (adj.):** upper management, directors
- dial-in (v.):** time it takes to do something
- end-to-end (adj.):** complete
- time-frame (n.):** a period of days, weeks, months, etc. within which an activity is intended to happen
- map out (v.):** to plan something in detail
- deliverables (n.):** something that can be provided or achieved as a result of a process
- leverage (v.):** have an effect on the behavior, development, action, or

thought of

**heads-up (n.):** a warning that something is going to happen, so that you can prepare for it

**performance management (n.):**

a system for judging how well employees are doing their jobs

**Translation of the conversation above into easier English:**

**Tim:** Hey, do you have some time for me?

**Randall:** Sure, let's talk.

**Tim:** Great. I tried to contact you earlier, but you weren't in.

**Randall:** Yeah, I had to manage some complaints about my idea for the company.

**Tim:** Really, why was that?

**Randall:** Well, I thought of a number of tasks that can complement each other in how we provide our service. My improvement idea was to include our customer service representatives in our processes.

**Tim:** That sounds like a good idea for everybody. How long will it take to put your plan into action?

**Randall:** That's the problem. I think it will take two months to put into place. The directors want to put the project into action in two weeks.

**Tim:** ... but you've suggested a complete solution to the problem!

**Randall:** Yes, I know. I had developed a schedule for all of the improvements, too.

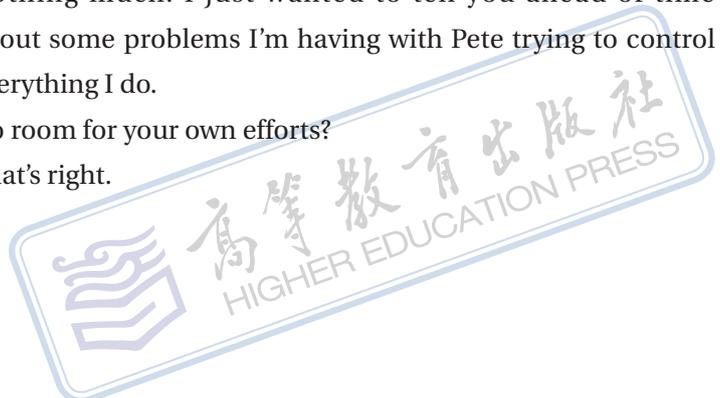
**Tim:** Sometimes it's difficult to understand why upper management can't take advantage of people like you!

**Randall:** You're much too kind! Anyway, what was it you wanted to talk to me about?

**Tim:** Nothing much. I just wanted to tell you ahead of time about some problems I'm having with Pete trying to control everything I do.

**Randall:** No room for your own efforts?

**Tim:** That's right.



## VERBAL COMMUNICATION STYLES

### 1. Direct vs. Indirect Style

The direct-indirect style refers to a way of expressing the speaker's true intention in terms of his needs, wants, and desires.

### 2. Elaborate vs. Exacting vs. Succinct Style

These three verbal stylistic variations describe the quantity of talk in everyday conversations in different cultures. The elaborate style distinguishes itself by a rich, expressive language, which uses a large number of adjectives describing a noun, exaggerations, idiomatic expressions, proverbs and metaphors.

The exacting style can be found in low-context cultures which are low to moderate on Hofstede's uncertainty avoidance dimension.

Finally, the succinct style refers to the use of understatements, pauses and silences. This style is used in cultures high in uncertainty avoidance and high-context.

### 3. Personal vs. Contextual style

A person-oriented language stresses informality and symmetrical power relationships. In contrast, members of collectivistic, high-context cultures find themselves during a conversation in certain roles which can depend on the status of the interlocutors.

### 4. Instrumental vs. Affective style

These dimensions refer to how and to which extent language is used in verbal exchange in order to persuade the interlocutor. That includes the speaker's attitude toward his listeners. The instrumental style is goal-oriented in verbal exchange and employs a sender-oriented language.

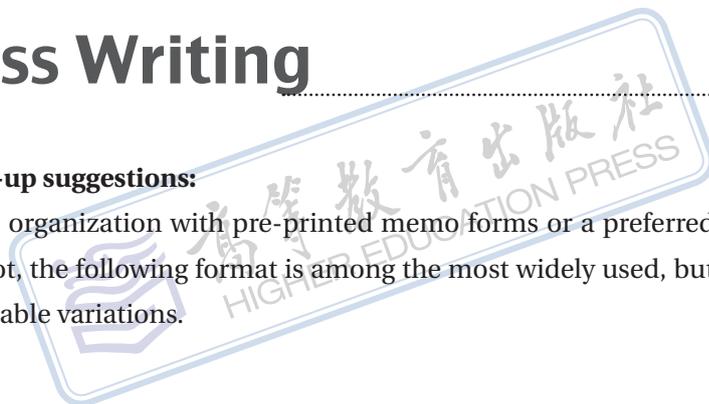
By contrast, the affective style is process-oriented in verbal exchange and uses a receiver-oriented language. The roles of speaker and listener are rather integrated than differentiated and are interdependent.

## PART 5

# Business Writing

### **Memo format and set-up suggestions:**

If you work for an organization with pre-printed memo forms or a preferred format, use them. If not, the following format is among the most widely used, but there are lots of acceptable variations.



**MEMORANDUM**

September 9, 2013

TO: Name of addressee

FROM: Michael L. Turney

RE: Guidelines for memo writing

Text begins here, most often flush with the margin and not indented. The body of the memo is almost always single-spaced, but a blank line is left between paragraphs to ensure their separation.

- Some people like to center the word MEMORANDUM at the top of the page.
- Some use a DATE heading above the other headings or inserted between the FROM and RE lines.
- SUBJ or SUBJECT are often used as an alternative on the RE line.
- Titles may be added on the same line and immediately after a person's name or on the next line, indented to align with the start of the person's name. The departments in which the TO and FROM people work may also be included on the line beneath their names.
- Traditionally, the writer initials or signs first name only— Full signatures are almost never used — after or over their name on the FROM line of the original memo. Additional copies are usually left unsigned.
- Bottom notes, if needed, are added under the body of the memo and aligned with the left margin.

MLT: rjm

cc: D. Jones

Enclosure: LS-2 Operating Manual

- Initials and capitalization identify a secretary and the type of help provided in preparing the memo. If the initials MLT match the name on the FROM line, MLT: rjm, for instance, means MLT dictated a memo that rjm typed; RJM/MLT means RJM wrote it for MLT.
- cc: (meaning carbon copies) or c: (copies) followed by names identifies

people whose names aren't listed in the TO line who are also being sent copies of the memo.

**Task ①** Read and decide if any of the following statements or suggestions is (are) unacceptable about memo writing according to what you've learned. Modify it (them) if there is any unacceptable. Add a statement or a piece of advice of your own to the list.

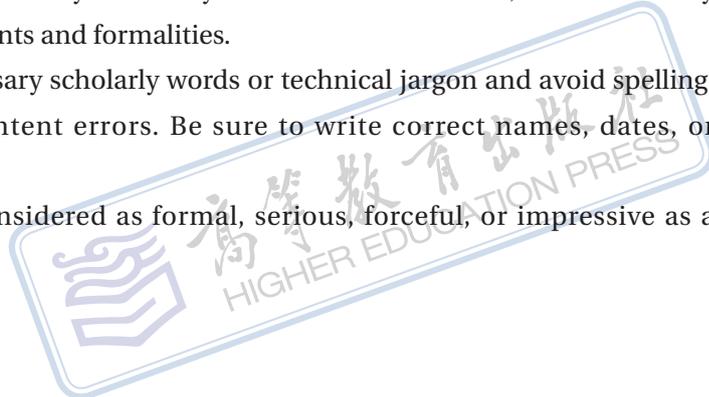
All the statements and suggestions are right except No. 2 & 5.

To put them right:

2. A memo is usually an internal working paper written to share information and / or instructions among peers, most often those working for the same organization or those working together on a common project even though they represent different organizations. Because they're informal working papers, memos are rarely sent to outsiders, especially those your organization wants to impress.
5. Because memos are written to people who are involved in or at least familiar with your work, your organization, and the standard practices of your profession, they use an informal style in which jargon, abbreviations, and short-form references to people and organizations are acceptable.

**Added advice:**

1. Give the reader a sense of solidarity and optimism if possible.
2. Emphasize a particular next step that he can take.
3. Review and edit the memo to make it clear, concise and persuasive and not excessively long.
4. Be specific and brief in every heading to make basic points of the memo apparent right away.
5. Don't refer to previous conversations, letters or phone calls without specifying the date, topic and gist of that exchange.
6. Delete any unnecessary or overly-detailed information, as well as any extraneous comments and formalities.
7. Eliminate unnecessary scholarly words or technical jargon and avoid spelling, grammar, and content errors. Be sure to write correct names, dates, or numbers.
8. A memo is not considered as formal, serious, forceful, or impressive as a business letter.



**Task 2** Study the example memos below. Summarize their common features and differences between them. Check your answers with your partner. Consider their format, structure, language, and style.

**Key for reference:** Both of the example memos are rather formal internal communication. They are both clear in structure and grammatically correct. They vary slightly in language, format and structure as described below.

**The first one:**

- It is clearer in format with headings, bulleted list, and “Attachment” for different categories of ideas.
- The language can be more concise, esp. in the introduction paragraph to be brief and impressive.

**The second one:**

- It is clear in structure with paragraphs double-spaced in between but the main ideas are not distinct without headings or bulleted lists.
- It is too formal and unnecessary with a salutation and formal signatures like an E-mail. Just go right into the subject of the memo for internal communication.

**Task 3** Identify problems with the memo below. Rewrite it according to the information given.

**Reference:** This memo is rather short and clearly laid-out but doesn't fully follow the preferred business memo standards. Firstly, it is not clear enough in some parts, like the Subject in the heading. Secondly, it does not sound friendly and helpful in tone and style. Thirdly, it does not seem complete and adequate for an effective memo.

The improved version is as follows for reference:

<b>To:</b> All Staff and Interns
<b>From:</b> Ana Luckily, Executive Assistant to the President
<b>Date:</b> July 15, 2012
<b>Subject:</b> Dishes in the Sink
It has come to our attention that there has been a pile of unwashed dishes that accumulates in the sink by the end of each week. It has gotten so bad that washing one's hands in the kitchen sink becomes an uncomfortable undertaking. Therefore, we are introducing a new policy that mandates that employees wash their dishes as soon as they are done with them, keeping the sink clear for other uses.

If you do not have the time to wash your lunch container or coffee mug, leave it by your desk until you are ready to wash it. Even two or three dirty plates will encourage every person thereafter to leave his unwashed, food-stained dishes and silverware in the sink. Conversely, studies have shown that when a sink is empty, people are more likely to wash their dishes immediately.

Thank you for your cooperation!

Best,  
Ana Luckily

## PART 6

# Case Study

### Case 1

**Task** Read the following figures carefully. Try to analyze the necessity for creating a high-trust workplace culture using the figures given.

It's very necessary to create a high-trust workplace culture because a great workplace culture enjoys great ROI. These figures show some of the distinct and tangible business benefits that investing in a high-trust workplace culture yields.

**Obvious benefits of creating a high-trust workplace culture are described as follows:**

The first graph indicates a matching correlation between lower voluntary turnover and good qualities of companies. It shows that Best Companies across various industries from manufacturing & production, health-care, information technology, construction & real estate, financial services & insurance, professional services, and hospitality typically experience as much as 65% in average less voluntary turnover of their competitors, saving money in employee recruitment and training. The greatest percentage of difference between the Best Companies and the industry average in voluntary turnover appears in the industry of health-care with its turnover rate of best companies in this industry 185% less than the average ones in the same industry.

The second graph shows a corresponding relationship between financial performance and employee experience. That is the higher the percentage of positive respondents is, the more the amount of operating profit the company achieves. That indicates the impact of positive employee experience on financial performance. Scripps Health, a Great Place to Work<sup>®</sup> client, had the relatively

lowest percentage of positive respondents and faced the lowest operating profits in 2002 and 2003. While the positive respondents increase 3% from 71% in year 2004 to 74% in 2005, the operating profits of the company increases 196% from \$27 million to \$80 million in the corresponding period. Their employee experience drastically improved and correspondingly their financial performance increases annual profits by over 1200% in the 10 years.

The third graph shows when times are tough, employees at great workplaces show the resiliency to pull through. When times get better, those same employees are ready to lead the rally. It all adds up to cumulative success more than two times better than the market average in year 2007 and 2013.

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#### **Reference on GREAT WORKPLACE:**

**Great workplaces** are built through the day-to-day relationships that employees experience.

The key factor in common in these relationships is TRUST. From the employee's perspective, a great workplace is one where they:

- TRUST the people they work for;
- Have PRIDE in what they do; and
- ENJOY the people they work with.

Trust is the defining principle of great workplaces — created through management's credibility, the respect with which employees feel they are treated, and the extent to which employees expect to be treated fairly. The degree of pride and levels of authentic connection and camaraderie employees feel with one another are additional essential components.

From the Manager's perspective, a great workplace is one where they:

- ACHIEVE ORGANIZATIONAL OBJECTIVES;
- Have employees who GIVE THEIR PERSONAL BEST; and
- WORK TOGETHER AS A TEAM / FAMILY in an environment of TRUST

There are nine practice areas where leaders and managers create an environment of trust. Great workplaces achieve organizational goals by inspiring, speaking and listening. They have employees who give their personal best by thanking, developing, and caring. And they work together as a team / family by hiring, celebrating and sharing.

This fundamental model, confirmed by Great Place to Work through over 25 years worth of analysis of employees' own opinions, is universal and consistent year-over-year, country-to-country. It applies not only to all organizations but to companies with diverse employee demographics.

## Case 2

**Task ①** Discuss what plan should be made to have the employees involved in managing a process of continuous improvement. Report the results of your discussion to the class.

**Key for reference:**

The plan is to establish a teamwork approach for the purpose of lean production.

Lean production involves standardizing work processes to cut out waste. The standard set is the best identified method of operation at a particular moment, which is continuously improved. The key to lean production is to identify which production processes add value. Processes which do not add value are cut out so that labor and machinery can focus on added value activities.

To introduce lean production at Halewood, Ford's then main European production facility for the Escort, it was necessary for employees to work in small teams with a team leader. Employees had to take responsibility for introducing new work methods and continuously suggest further improvements.

**Task ②** Discuss what Ford should most importantly do to establish a new culture. What should employees there focus on in the new organizational culture on a daily basis?

**Key for reference:**

To establish a new corporate culture, Ford should settle on the guiding values and behavior for the company. Guiding values and behaviors set out a picture of how people within the plant would work with each other and with external customers on a day-to-day basis. This provided the basis for a new organizational culture.

On a day-to-day basis, employees there should accordingly focus on the practices which demonstrate the guiding values and vision of the company shown as follows:

- Quality: consistently delivering world class quality products and service.
- Customer focus: striving to exceed customer expectations.
- Accountability/Responsibility: being accountable and responsible for their personal conduct and their tasks.
- Respect: treating each other with respect, dignity, courtesy and having pride in the workplace.
- Open communication: openly communicating with each other regardless of levels of ranks.

- Teamwork: working together for the good of Halewood as members of one team.
- Adaptability and flexibility: showing a commitment to embrace change.

The Halewood program stimulated a more open and democratic relationship between managers and employees as employees became key decision makers.



# UNIT 6 Employment

PART 1

PART 1

## Vocabulary

101

### What Is Employment?

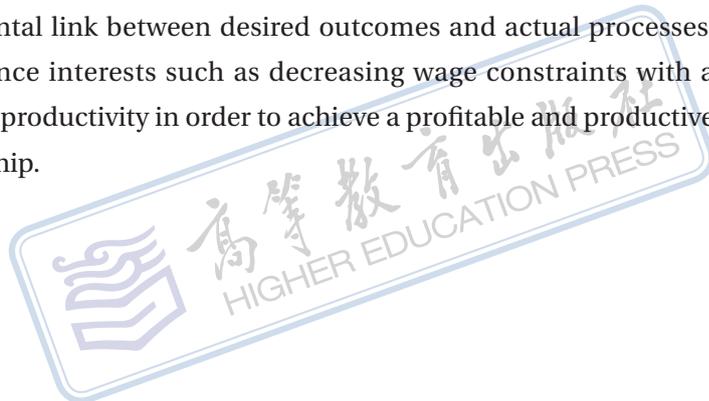
Employment is a relationship between two parties, usually based on a contract, one being the employer and the other being the employee. Opportunity for employment comes directly from investment (including foreign direct investment and investment banking) to gain excess profit through a business plan in a capitalist economy.

An employee contributes labor and/or expertise to the endeavors of an employer and is usually hired to perform specific duties which are packaged into a job. An employee is a person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business.

Employer and managerial control within an organization rests at many levels and has important implications for staff and productivity alike, with control forming the fundamental link between desired outcomes and actual processes. Employers must balance interests such as decreasing wage constraints with a maximization of labor productivity in order to achieve a profitable and productive employment relationship.

### Task 1

Open.



**Task 2**

Open.

**Task 3** Listen to the definitions and examples of the following words or phrases, and then use the proper form of them to complete the sentences.

1. People interested in applying for the job should send their resume by mail.
2. She used her computer teacher as a reference for the job.
3. Nursing experience is a necessary qualification for this job.
4. He gave notice yesterday that he'll leave in two weeks.
5. I am resigning in protest of the unfair treatment of our employees.
6. She decided to launch proceedings for unfair dismissal against her former employer.
7. All the candidates had excellent academic credentials.
8. It is the recruiter's job to identify strong candidates and guide them through the hiring process.
9. A pay cut can affect your future severance package and compensation for unused sick or vacation days as those numbers are usually calculated based on your current salary.
10. They remember the dark days when Apple was struggling to stay alive and had to lay off thousands to cut costs.

**Audio Script**

Job, employment, occupation, and career are all different terms for the same thing — work! Finding a job that's right for you can take some time and effort. If this is your first time looking for a job, or if you are looking to change jobs or reenter the workforce, you may want to examine your goals and skills.

An easy way to be better prepared for a job is to understand many of the common words people use when discussing jobs. Below are some words that you may come across when searching for a job, interviewing, or on the job and examples of how they may be used.

**Resume** A short written description of your education, qualifications, and previous employment which you send to an employer when you are trying to get a job; also sometimes called a curriculum vitae or CV.

**Example:** People interested in applying for the job should send their resume by mail.

**Qualifications** means an ability, characteristic, or experience that makes you suitable for a particular job or activity.

**Example:** Nursing experience is a necessary qualification for this job.

**Reference:** A person who knows you and is willing to describe and usually praise you to support you when you are trying to get a job; a statement as to a person's character or ability

**Lay off:** To dismiss (workers) from employment, e.g. at a time of low business volume, often with a severance package

**Resign:** To quit (a job or position). e.g. I am resigning in protest of the unfair treatment of our employees.

**Give notice:** To announce one's intent to leave a job; to inform an employer that one is leaving.

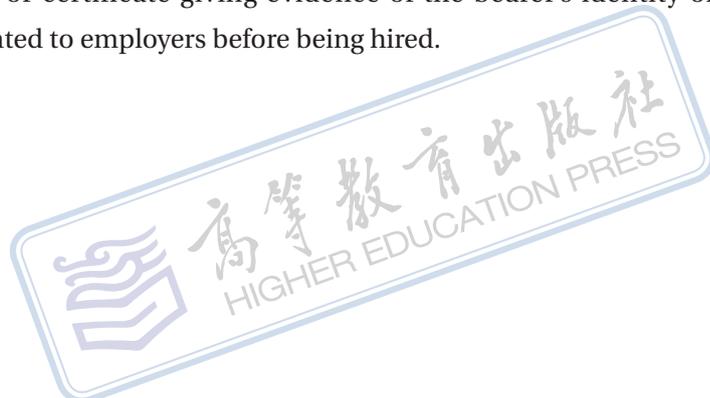
**Example:** He gave notice yesterday that he'll leave in two weeks.

**Severance package:** A severance package is pay and benefits an employee receives when he or she leaves employment at a company.

**Unfair dismissal:** Unfair dismissal is the term used in UK labor law to describe an employer's action when terminating an employee's employment contrary to the requirements of the law.

**Recruiter:** A recruiter is someone engaging in recruitment, or the solicitation of individuals to fill jobs or positions within a corporation. Recruiters are also called headhunters.

**Credentials:** A letter or certificate giving evidence of the bearer's identity or competence presented to employers before being hired.



## Task 1

- |                            |  |
|----------------------------|--|
| 1. <b>career path</b>      | the way that you progress in your work, either in one job or in a series of jobs   |
| 2. <b>portfolio career</b> | the fact of having a series of jobs, each for a short time, rather than one job for a long time or having several part-time jobs at once, rather than one full-time job  |
| 3. <b>career change</b>    | a change to a different type of job from the one you have been doing   |
| 4. <b>career planning</b>  | the process of re-assessing individual learning and development over a period of time; a subset of career management, which applies the concepts of strategic planning and marketing to taking charge of one's professional future |

**Task 2** Read the article *Your Career Path Can Lead You Anywhere* and fill in the blanks (1)—(7) with the correct letters from A to G.

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. D | 2. G | 3. A | 4. E | 5. B |
| 6. F | 7. C |      |      |      |

**More Information****Career Planning**

Career planning is a subset of career management. Career planning applies the concepts of *strategic planning* and *marketing* to taking charge of one's professional future. Career is an ongoing process and so it needs to be assessed on continuous basis. This process of re-assessing individual learning and development over a period of time is called Career Planning. It consists of 4 steps that are essential for proper and complete planning.

**Importance of Career Planning**

It is important to come up with your career planning as it gives you much needed direction and makes it clear where you see yourself in the future. It makes

you aware of your strengths and weaknesses and the skills and knowledge that are required to achieve your goals in the future.

A large proportion of life is spent in achieving career goals, thus it is very important to make sure that right steps were taken and correct planning was done in the early years of your life. There are very few lucky ones who are born with a clear mind and who know what they want to do and where they see themselves in life ahead. The majority of us are not sure what we want from life and so it is very important to plan things out. Thus, career planning is what gives your career, and in a way your life, true meaning and purpose.

### **Process of Career Planning**

The process of career planning is also known as career development stages and career development model. These steps help you in planning your career and deciding about your future.

### **Self Assessment**

Self assessment is a process that helps you in assessing your skills, your potential, your strengths, and your ability to fulfill your aims. As the name of the step suggests, you assess yourself and then, based on your analyses and keeping your strengths and weaknesses in mind, you draft your future plan. By drafting your future plan we mean that executing this step helps you to finalize the profession and career path you want to choose. Make sure that you choose and finalize more than one career, keeping one or two careers in case you decide to roll back. If the career you chose does not satisfy you or later you realize that this was not meant for you, then you must have a backup plan.

### **Self Development**

Once you have analyzed yourself, the second step that awaits your attention is to fill the loopholes you have identified in the above step. By this we mean that you must identify the qualities and skills that are required to help you achieve your aims and goals. For instance, you might decide that you need training or a course in a particular field in order to make you perfect for the profession you have chosen.

It could be that you are interested in painting but you are not aware of the trends or the knowledge that is required for this field. You may also be interested in and informed of a profession, such as teaching, but you do not yet know what level of teaching is meant for you and the subjects you can effectively teach.

### Thorough Research for Self Development

Once you have listed the careers that are favorable to you and the skills and improvements that are required in order to achieve excellence, the third step requires you to do intensive research to determine what career options and skills are required to make you a champion. Your research should look into the following questions:

- What is the scope of the career you have chosen?
- Will that career pay off in the future?
- Is there room for expansion in that career field?

### Come up with an Action Form

Once you have researched the feasibility of the factors that you have finalized in the above steps, the next step is to translate your plans into actions and put it down on paper. This step requires you to make a plan as to how you are going to achieve and fulfill the steps you have decided on above. The best way to develop an action plan is to come up with small goals for oneself. Once these small goals are achieved, you can see that how much closer you are to your main aim and major goals. This small step acts as a pathway to the main aim.

### Action

Once you are done with setting small goals and the main aim, the next step remains to start implementing your plans. Keep a very close track of your activities to make sure that you are on the right track. By following this path you are surely going to achieve your goal!

### Discussion Questions

1. What is career planning?
2. Why is it important to plan your career? What might be the relationship between a career plan and a career goal?
3. How can we plan our career and decide about our future?

**Task ③** Choose the proper words or phrases from the box to complete the sentences. Change the forms if necessary.

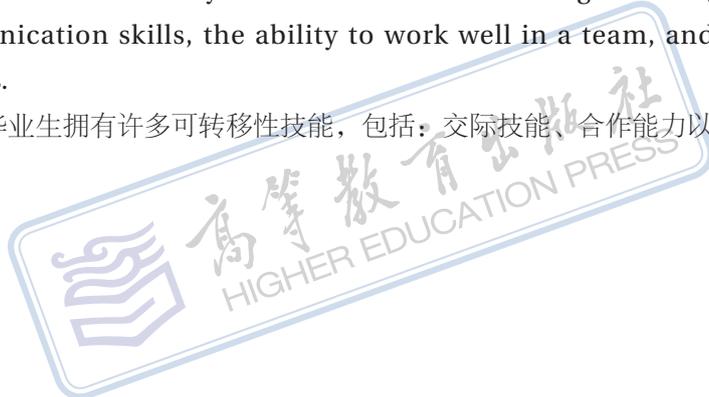
self-employed	implicit	inadequate	priority
subject to	accommodate	make provision for	accelerate
appraisal	contingency	action plan	employability

1. The government came up with a new economic proposal that accommodates the special needs and interests of the elderly.
2. These fuels, especially oil, are subject to uncertainties over price and future supply.
3. The above contingency preparations, however, could make the difference between life and death.
4. The deficiency of employability is the core question that the graduates obtain employment.
5. We should encourage people to look for jobs on their own or become self-employed and promote flexible and diverse types of employment.
6. In order to implement the action plan, it is necessary to undertake overall planning, give priority to major tasks, identify key issues, and lay emphasis on implementation.
7. In Singapore, waves upon waves of new policies, reset targets, appraisals, and assessments tend to make even the most competent principals feel inadequate.
8. Many so-called general economic models are based on a set of implicit assumptions about human behaviour and economic relationships.
9. The range in which financial skill can accelerate the growth process will differ from situation to situation.
10. The bank must make provision for bad debts, even if it expects to recover the money owed, because several accounts have received internal ratings downgrades.

### More sentences for the words and expression in the text.

1. Inflation is likely to accelerate this year, adding further upward pressure on interest rates.  
今年通货膨胀可能会加剧，迫使利率持续走高。
2. He interpreted her comments as an implicit criticism of the government.  
他将她的评论理解为对政府的含蓄批评。
3. She rejected the \$2 million offer as totally inadequate.  
她认为 200 万美元的出价完全不够，因而拒绝了。
4. Official business requirements obviously take / have priority over personal requests (= Official business matters will be dealt with first).  
公事显然应放在私事之上。

5. A portfolio career is suitable for people who want to have variety in their work life.  
组合型职业适合那些希望从事多样工作的人。
6. Your investment strategy has to be flexible enough to accommodate changes in the market.  
你的投资策略得足够灵活，能够应对市场变化。
7. Students account for the vast majority of our customers.  
我们的顾客绝大多数是学生。
8. He hasn't made any provision for his retirement yet.  
他还未做好退休的准备。
9. Most of the journalists I know are / work freelance.  
我认识的记者大多数是自由撰稿人。  
a freelance artist 自由职业艺术家
10. develop/draw up/produce an action plan  
Even if you don't create an action plan for each goal and work your plan, there is tremendous power in simply identifying what you want and focusing some thought on the outcome.  
即使你的目标没有行动计划，而仅仅是弄清楚什么是你想要的，并且把一些精力放在这个结果上也是有着惊人的力量的。
11. There are a variety of means to accomplish student employability, including helping students acquire well-developed communication skills, research capabilities, and analytical abilities.  
帮助学生获得受雇就业能力的方法有很多种，其中包括帮助他们获得良好的沟通技能、研究能力以及分析能力。
12. The newspaper gave an editorial appraisal of the government's achievements of the past year.  
这家报纸发表社论，对政府在过去一年的业绩做出评价。  
Many companies conduct regular job appraisals, often on an annual basis.  
许多公司定期对雇员进行工作鉴定，通常是每年一次。
13. A recent employer looks for many transferable skills in new graduates, including communication skills, the ability to work well in a team, and business awareness.  
最近，雇主希望新毕业生拥有许多可转移性技能，包括：交际技能、合作能力以及商务意识。



## PART 3

# Watching & Listening

**Task 1** Watch the video clip and write the steps of finding a job after college suggested by the speaker, with a brief explanation of each step.

1. Ask yourself — try to find what is right for you.
2. Keep an open mind — there are many possibilities open to you.
3. Job shop — take other factors into consideration besides salary and benefits.
4. Good company — carefully pick the company you want to work for.

PART 3

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## Video Script

### How to Find a Job After College

You've just spent 16 or more years in school and you're more confused than ever. Now what? Well, here's how to find that ideal first job after college.

#### Step 1: Ask Yourself

Career counselors and personality tests can help you focus on what's right for you. Ask yourself, what do I love so much I'd do it for free? The answer will lead you to a satisfying job. "You spend more of your waking hours at work than anywhere else. So if you're satisfied with your job, it not only fills those eight or ten hours a day with joy but it suffuses the rest of your life."

#### Step 2: Keep an Open Mind

Just about any degree — even accounting and law — offers more possibilities than most college graduates realize. And some careers have many paths. "The reality is there are 97 different kinds of lawyers. There are lawyers who are not people, people and they will sit and would rather write contracts all day. Let's say that you are a people person. You could also be a fine lawyer working in negotiations, or in trial work."

#### Step 3: Job Shop

Salary and benefits are just two parts of a much larger equation. Think about where you want to work, who you want to work with, the type of environment you like, do you want to travel, and what are the chances for advancement. "Read about the career, then go and visit somebody on the job, and then ask them some questions. What is the best and the worst thing about this career? And after you've done that, watch him or her in action for a couple of hours. Do a job shadow."

#### Step 4: Good Company

To pick the organization you want to work for, skip the corporate website. Instead, research the *Best Companies to Work For* lists. Read newspaper and magazine articles for the low-down on how these companies are doing. “Choosing your career wisely may be the single most important decision you ever make in your life, maybe with the exception of a spouse.”

Don't settle. You'll never get a second chance to choose your first job, and you can do it!

#### Task 2 Watch the video clip and answer the following questions orally.

1. A. Brainstorm and write a list of your skills and qualities;  
B. Ask family and friends;  
C. Speak to a career adviser.
2. Because they think it would be difficult to achieve, or they're seeking approval from family or society.
3. A. Find out how active the job market is in that industry and how the recruitment process usually works.  
B. Get some additional training or education.  
C. Gain some unpaid work experience.  
D. Use your network of family and friends to gather information.

### Video Script

#### How to Choose the Right Career

Choosing your career is one of the most important decisions you will ever make, so it's important that you get the right advice. Our expert, Magdalen Attwater, is a careers adviser at the King's College, London, Career Service and has advised hundreds of clients on career decisions.

Many of us know instinctively what career we want to follow, but for others the decision can be more difficult. There are some important factors to take into consideration when you're making this all important decision.

#### Step 1: Your skills

If you're not sure what career you want, you might not be taking into account skills that you already have. Everybody is good at something, so try and brainstorm and write a list of as many of your qualities as you can. Think about factors like whether you prefer working alone or with others, and how these qualities can translate into a job. Ask family and friends what they think you're

good at, because you may have skills that you are not even aware of. You could also try speaking to a careers adviser. They will help you assess your skills and personality and enable you to develop ideas about careers options you haven't thought of.

### Step 2: Prioritize

Take the time to really consider and decide what your priorities are. Think about factors like your expected salary, the distance you want to travel, and whether a job offers long-term security. Also consider the likelihood of finding employment in your chosen area. Many people know deep down what their dream job would be, but deny it because they think it would be too difficult to achieve, or they're seeking approval from family or society. Decide whether you want to aim for a goal which may be risky and difficult to achieve, or choose a "safer" option that offers more security. And remember that there may be many related jobs in your area of interest.

### Step 3: Looking for a job

Once you have an idea of what line of work you want to be in, it's important to do lots of research. Find out how active the job's market is in that industry, and how the recruitment process usually works. You may need some additional training or education before you can start work in your chosen field. Contact training bodies in your area and find out if there is any free or subsidized training available. Or you may have to gain some unpaid work experience before you can actually start fully paid work. This can be done in the form of volunteering, internships, and work experience. When exploring your career options, talk to as many people as you can. Use your network of family and friends to gather information, and remember that networking is not something that's just done at stuffy business events.

## Task 3

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. F | 2. T | 3. F | 4. T | 5. T |
| 6. T | 7. F | 8. F |      |      |

1. Dress for Success
2. Bring your Sales Material
3. Don't be late, be early
4. Use the Confidence
5. Body Moring
6. Ask Questions
7. The Graceful Exit
8. The Follow up



## Audio Script

### How to Perform Effectively in a Job Interview

Success! You've beaten the odds and gotten yourself that job interview! But hold on, that's just half the battle. Now you need some simple steps to knock 'em dead at your face-to-face, one-on-one job interview.

#### Step 1: Dress for Success

Bottom line: you can never be overdressed for a job interview. Unless you hear otherwise, plan on wearing a business suit. Men, wear a tie.

Whatever you wear, make sure you'll be comfortable in it during the interview, and make sure it's not shabby and wrinkled.

#### Step 2: Bring your Sales Material

You're here to represent yourself. Bring multiple copies of your resume in case more than one person asks for it. Also have a list of personal and professional references on hand if requested.

#### Step 3: Don't be late, be EARLY

You should arrive no later than five minutes early to the interview. Being ready in advance — but not too far — always makes a good impression. Heed my advice, children, never arrive late.

Figure out in advance where to park, which elevator to use, and how much walking you will have to do in between. This could make the difference between getting there five minutes early, or fifteen minutes late!

Also, no gum ... and try to smell good.

#### Step 4: Use the Confidence

The moment you arrive, you have essentially started the interview. Give a confident smile to the receptionist as you walk in. If you're lucky, they'll remember that. Take every opportunity to make an impression on everyone you see or meet.

#### Step 5: Body Moving

Be sure to give a firm handshake and make good eye contact with your interviewer. This is a sign of a good listener, and a responsive worker. Also watch your posture — nobody wants to hire a slouch.

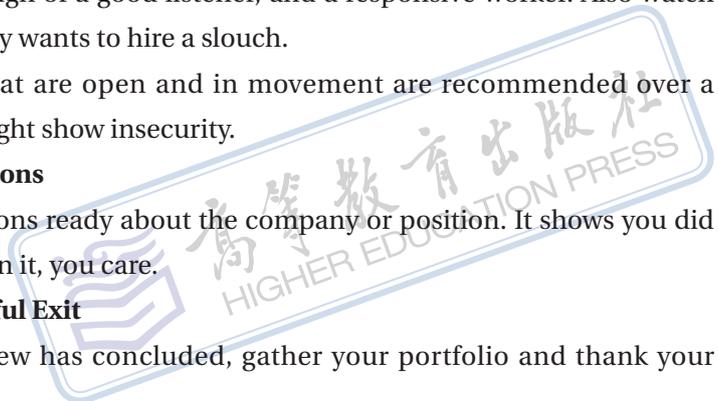
Hand gestures that are open and in movement are recommended over a closed posture that might show insecurity.

#### Step 6: Ask Questions

Have a few questions ready about the company or position. It shows you did your research, and darn it, you care.

#### Step 7: The Graceful Exit

When the interview has concluded, gather your portfolio and thank your



interviewer. Shake hands and off you go. Don't linger, it's annoying. As a wise man once said, "Be quick, but don't hurry."

#### **Step 8: The Follow up**

Two days after your interview, it is a good idea to follow up by phone or email. This is an opportunity to thank them for considering you and to let them know that you are very interested in the position.

## PART 4 Speaking

### **Job Interviews**

In structured interviews, there are typically two types of questions interviewers ask applicants: situational questions and behavioral questions. Both types of questions are based on "critical incidents" but they differ in their focus. Critical incidents are relevant tasks that are required for the job and can be collected through interviews or surveys with current employees, managers, or subject matter experts.

In actual interview settings it is not likely that the sole use of just one type of interview question (situational or behavioral) is asked. A range of questions can add variety for both the interviewer and applicant. In addition, the use of high-quality questions, whether behavioral or situational based, is essential to make sure that candidates provide meaningful responses that lead to insight into their capability to perform on the job.

**Behavioral** interviews are past-oriented in that they ask respondents to relate what they did in past jobs or life situations that are relevant to the particular job relevant knowledge, skills, and abilities required for success. The idea is that past behavior is the best predictor of future performance in similar situations. By asking questions about how job applicants have handled situations in the past that are similar to those they will face on the job, employers can gauge how they might perform in future situations.

The first three questions are behavioral questions. One way individuals can prepare for behavioral type questions is to practice the STAR method. The STAR method is a structured manner of responding to a behavioral-based interview question by discussing the specific situation, task, action, and result of the situation you are describing.

**Situation:** Describe the situation that you were in or the task that you needed to accomplish. This should describe specifics rather than general descriptions of past behavior.

**Task:** What goal were you working toward?

**Action:** Describe the actions you took to address the situation with detail and focus on yourself. What specific steps did you take and what was your contribution?

**Result:** Describe the outcome of your actions. What happened? How did the event end? What did you accomplish? What did you learn? Make sure your answer contains multiple positive results.

**Situational** interview questions ask job applicants to imagine a set of circumstances and then indicate how they would respond in that situation; hence, the questions are future oriented. One advantage of situational questions is that all interviewees respond to the same hypothetical situation rather than describe experiences unique to them from their past. Another advantage is that situational questions allow respondents who have had no direct job experience relevant to a particular question to provide a hypothetical response. Two core aspects of the SI are the development of situational dilemmas that employees encounter on the job, and a scoring guide to evaluate responses to each dilemma.

## PART 5

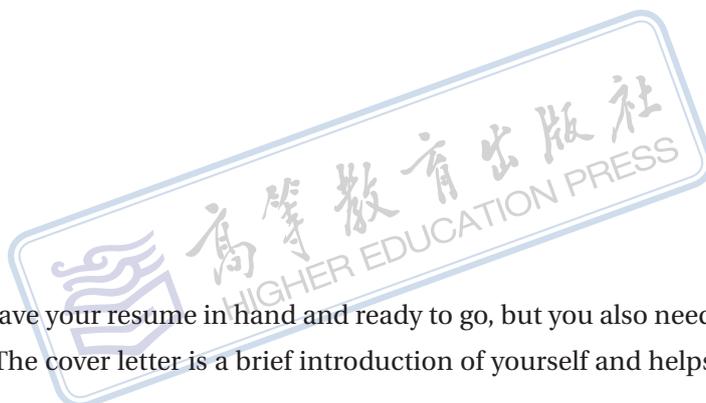
# Business Writing

### Task 1

1. Basic Info
2. The Open
3. Match Your Qualification to the job
4. Close it up
5. Print & Check
6. Sign & Send

### Video Script

Hang on! So you have your resume in hand and ready to go, but you also need to send a cover letter. The cover letter is a brief introduction of yourself and helps



tie the work experience listed in your resume to the job that is being offered. But wait, there is good news. Cover letters are best served short and sweet.

To write a cover letter, you will need: a word processor, a laser printer, quality paper, your resume, the job description as posted by the employer.

#### **Step 1: Basic Info**

The cover letter should follow the standard business letter format, starting with your address, the date, skipping a few lines to add the contact info of the employer. Be sure to find out if the person you're writing to is a "Sir" or "Madam."

#### **Step 2: The Open.**

Write your first paragraph introducing yourself and the reason for the letter. You are Jane, and you are a worker, and you are writing in response to this job which you found through ... you get the idea.

#### **Step 3: Match Your Qualifications to the Job**

The next one or two paragraphs will allude to the job description and how your experience fits it. Believe it or not, this also demonstrates to the employer how well you are able to communicate your business sense. Are you a professional, or just someone who wants a job?

#### **Step 4: Close it Up**

Draw the letter to its conclusion quickly, taking no more time away from the resume which they will have already looked at anyway, and suggest a method for following up, such as a phone call or an email which you will initiate. Type in your salutations and leave a space to sign before typing in your name.

#### **Step 5: Print & Check**

After running the spell checker, print out a hard copy to proofread, and after any revisions are complete, use some nice paper, preferably the same as your resume, for the final laser printout.

#### **Step 6: Sign & Send**

Sign your name and send it away along with your resume. Done. Well done! You have made your first mark as a serious contender for that new job.

### **Task ② Read the following two cover letters and compare the language and format. What are their differences?**

1. The teacher cover letter introduces to the prospective employer general information about the candidate. This cover letter must include education level and the personality of the teacher. It acts as a preface for the complete resume of the teacher. Since this letter is intended for a job that calls for a responsible person, first impression is important. For this reason, a teacher cover letter should not only excel in its content and language, but must be

flawless in format and structure.

2. The project manager cover letter contains an introduction to the resume of the sender that tells the employer about the applicant's expertise in the field of project management. In order to maximize its impact, an ideal cover letter must draw the reader's attention to the qualities of the applicant that make him or her the best qualified person for job. This letter is applicable for other positions such as project coordinator and project executive.

### Another Sample

Ms. Asha Bhatnagar  
Plot no. 13, Pali Road  
Mumbai 345 678  
December 26, 2013  
Mr. Prakash Ambure  
Bank of Mumbai  
Andheri, Mumbai 567 889

Dear Mr. Ambure,

This is in reference to your advertisement in the daily newspaper last week regarding a job for the position of a senior accountant. I am highly interested in the position offered and would like to apply my candidature for the same. I am enclosing my CV for your glance.

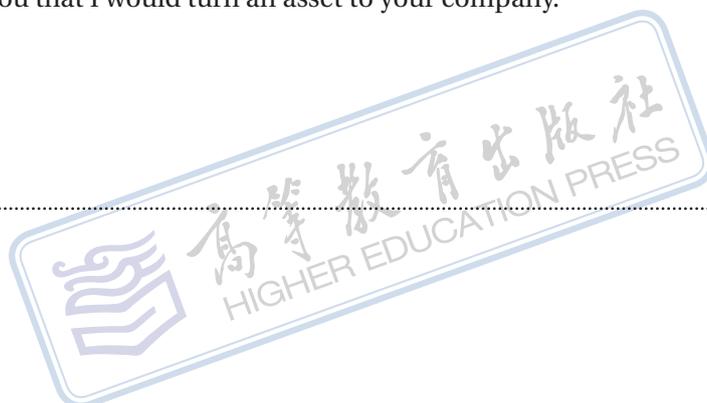
I am a graduate with accounts and finance as my specialization from a well known school. My academic record has always been excellent and I have been considered among the outstanding students in my school. I have worked for three years as an accountant in a local bank but due to some personal reasons I had to leave the city and shift to Mumbai. I have the qualities that you are looking for in an accountant as mentioned in the advertisement.

I hope you will give me an opportunity to meet you and attend a personal interview and assure you that I would turn an asset to your company.

Thanking you.

Yours faithfully,

Ms. Asha B



## Case 1

**Taylor's motivational theory**

In 1911 the engineer Frederick Taylor published one of the earliest motivational theories. According to Taylor's research, people worked purely for money. In the early years of the car assembly industry, work on a production line was based on producing quantity and was repetitive. Workers were paid "piece rate," that is, paid for every item produced.

This approach of paying workers by results was good for the business. The outcome was greater production but gave little opportunity, encouragement, or time for employees to think for themselves or be creative in what they did. This limited people's development and their use within the company.

**Employee rewards**

*Tesco's Employee Reward Program* has some similarity to Taylor's theory. Its financial reward packages are one motivating factor. However, there are factors other than money which motivate people in both their personal and working lives. Tesco goes far beyond Taylor and gives more than just simple pay increases. It supports the varied lifestyles of individual employees through relevant and targeted benefits.

Many non-financial factors can and do motivate employees to improve their output. One such factor may be the desire to serve people. Others may be to

improve personal skills or achieve promotion. A person may be motivated to be a professional footballer not because of the salary but because he loves football.

Employees are more motivated if they feel content in their work. This often happens when their employer creates a good working environment where employees feel valued, generally through increased communication and being asked for their opinions. Employee motivation is also likely to be higher if the organization invests in its staff through training and development. In turn this enhances their knowledge, skills, and their sense of job satisfaction.

### **The Mayo effect**

Internal or external factors may motivate a person to change or develop his actions. For example, an internal factor may be the desire to learn a new skill. This would reward the individual. External factors include, for example, sales targets and incentives. A more negative motivator might be no pay raise if targets are not achieved.

In the early 1930s the theorist Elton Mayo suggested that motivation at work was promoted by such factors as:

- greater communication
- good teamwork
- showing interest in others
- involving others in decision making
- ensuring the wellbeing of others
- ensuring work is interesting and non-repetitive

Mayo based his assumptions on research undertaken with workers at the Hawthorne plant of the Western Electric Company in Chicago. His work resulted in the Hawthorne theory. He suggested that boredom and repetitiveness of tasks led to reduced motivation. He believed that motivation was improved through making employees feel important, giving them a degree of freedom to make choices, and acknowledging their social needs.

### **Communication**

At Tesco the Mayo theory is seen to be operating throughout the company. Communication is an extremely important factor in motivating employees. This may be through 1-to-1 discussions with managers, through the company intranet or newsletters, or through more formal structures such as appraisals.

Line managers hold a daily team meeting to update staff on what is happening for the day and to give out Value Awards. These awards can be given from any member of staff to another as a way of saying, “thank you,” and celebrating achievements.

### **Motivation from training and development**

Tesco also promotes motivation through its many training and development opportunities. Everyone has access not just to the training he needs to do his job well but also to leadership training to grow within the company. Tesco offers strategic career planning to help staff “achieve the extraordinary.”

In 2009 Tesco appointed 3,000 managers 80% internally. As well as an annual career discussion with every employee, the company also emphasizes the development of the whole person and has implemented a system of 360 degree feedback. This is a personal development tool which provides feedback from a selection of people with whom the employee works. This helps employees to understand their behavior, strengths, and weaknesses within the workplace as others see them. The idea of the program is to “Take People with You” and “To Gain the Hearts and Minds of Others” in order to improve individuals and get things done efficiently.

### **Personal development plans**

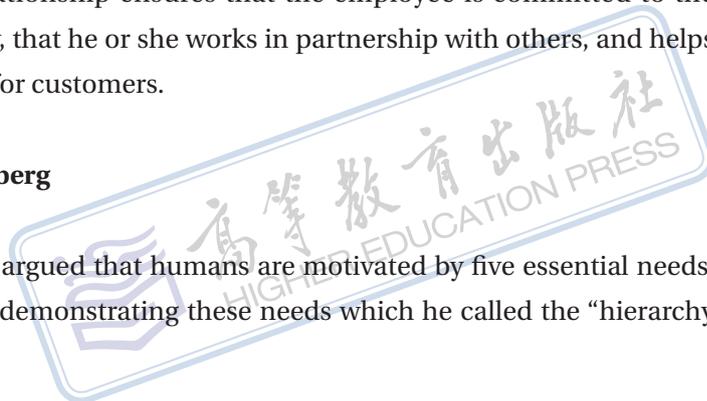
All Tesco employees have a Personal Development Plan which they build through their 360 degree feedback and other tools. This enables Tesco managers to offer meaningful feedback to employees to help provide opportunities for continuous personal development. This personal approach helps employees to reach their full potential by encouraging self-assessment and providing advancement through ongoing training. It also enables individuals to take responsibility for their development.

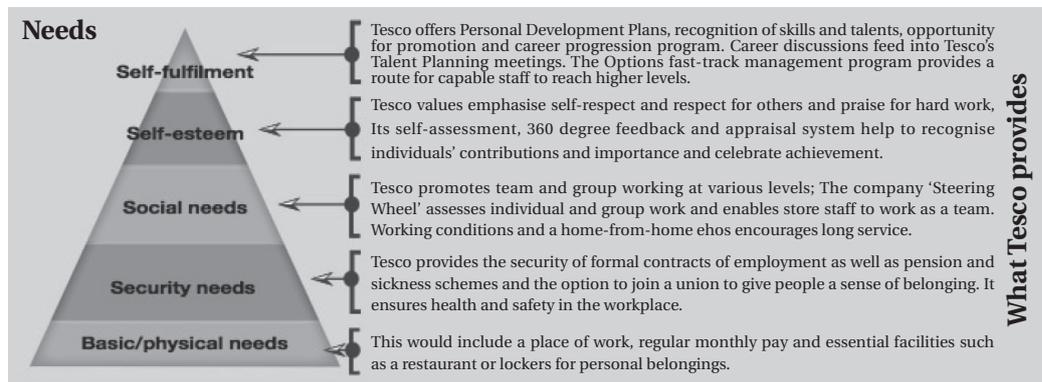
This two-way relationship ensures that the employee is committed to the values of the company, that he or she works in partnership with others, and helps improve the business for customers.

### **Maslow and Herzberg**

#### **Maslow**

Abraham Maslow argued that humans are motivated by five essential needs. He formed a pyramid demonstrating these needs which he called the “hierarchy of needs.”





At the bottom of the pyramid are basic needs, those that motivate people to work; food and shelter. Once these needs are met through pay, individuals want safety and security through, for example, good job conditions. Social needs refer to the need to belong, to be part of a group. Self-esteem may arise from a promotion. Right at the top is Self fulfilment — the area for creativity, challenge, and interest. Maslow suggested that achieving one level motivates us to achieve the next.

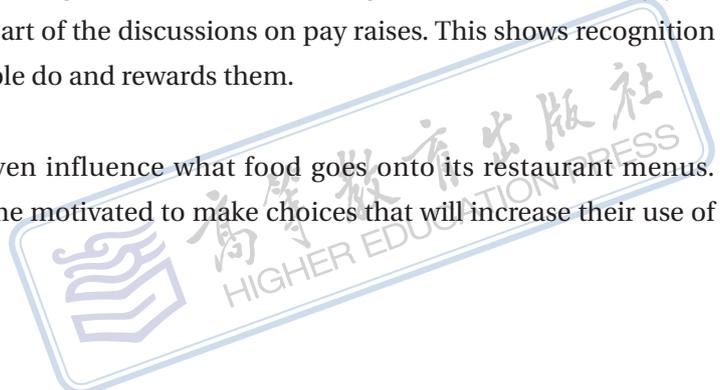
### Herzberg

In 1959 Frederick Herzberg developed the Two-Factor theory of motivation. His research showed that certain factors were the true motivators or satisfiers. Hygiene factors, in contrast, created dissatisfaction if they were absent or inadequate. Dissatisfaction could be prevented by improvements in hygiene factors but these improvements would not alone provide motivation.

Herzberg showed that to truly motivate an employee a business needs to create conditions that make him or her feel fulfilled in the workplace.

Tesco aims to motivate its employees both by paying attention to hygiene factors and by enabling satisfiers. For example, it motivates and empowers its employees by appropriate and timely communication, by delegating responsibility, and involving staff in decision making. It holds forums every year in which staff can be part of the discussions on pay raises. This shows recognition of the work Tesco people do and rewards them.

Tesco staff can even influence what food goes onto its restaurant menus. Employees thus become motivated to make choices that will increase their use of the restaurants.



### Conclusion

Employee motivation is an important task for managers. Early motivational theory such as that of Taylor suggested that pay motivated workers to improve production.

However businesses now need employees to have greater motivation and have a stake in the company for which they work, as shown by Mayo. Maslow and Herzberg demonstrated that employees are motivated by many different factors.

Tesco provides opportunities for its managers and staff to take a share and a greater interest in their own employment. Since every employee is an individual with different needs and aspirations, the process of reviews and personal development plans allows recognition of their abilities and achievement, as well as potential development.

This benefits the individual by providing career progression. It also benefits Tesco by ensuring the business can deliver high levels of customer service through its skilled employees.

## Case 2

### Tasks

#### 1. Recruitment

**Definition of Recruitment:** Process of generating a pool of candidates from which to select the appropriate person to fill a job vacancy

**Methods of Recruitment:**

*Internal* (is when the business looks to fill the vacancy from within its existing workforce)

- Company job-sheet
- Notice board (accessible by current staff)

*External* (is when the business looks to fill the vacancy from any suitable applicant outside the business)

- Informal personal contacts (word of mouth and speculative applications)
- Formal personal contacts (employee referral schemes, careers fairs, and open days)
- Notice boards (accessible by the general public)
- Advertising (local and national press, specialist publications, radio and TV)
- The internet
- External assistance (job centers, careers service, employment agencies, and head-hunters)

### **Advantages of internal recruiting**

- Recruiting costs: Since the recruiting machinery is focused on an already existing pool of employees to fill a vacant position, and therefore selection and socializing processes are less time and cost consuming, internal recruiting tends to be less expensive than external recruiting.
- Motivation: The prospect of potential promotion or transfers provides a clear sign to the current work force that the organization offers room for advancement. This addresses the employee's need for self-achievement. (But it may result in Peter principles, "In a hierarchy every employee tends to rise to his level of incompetence" which can be resolved by temporary appointment)
- Familiarity: The familiarity of the employee has a two-side effect: On the one hand the employee is familiar with the organization's policies, procedures, and customs. At the same time, the organization has established an employment history showing the workers formal and informal skills and abilities.

### **Disadvantages of internal recruiting**

- Inbreeding: One drawback of extensive internal recruiting is the reduced likelihood of innovation and new perspectives. A lack of new employees from the outside leads to a lack of new ideas and approaches. (Conversely, the external recruits will bring the new ideas and external ideas to the firm.)
- EEO Criteria: A use of the internal pool for the consideration of vacant positions can lead to conflicts with the Equal Employment Opportunity Recruitment, Selection and assessment Fiona Commission. The organization has to ensure and continuously check its balance of a diverse workforce. This has to relate to the organization's legal, political, and geographical environment. (External recruits: if political infighting over a promotion might be a possibility, then external recruitment is one way of eliminating that occurrence. Finally, with external recruitment, a firm does not have to worry about the Peter Principle)
- More training: Internal recruiting demands a higher degree of employee training. In order to develop the skills needed to train the current workforce in new processes and technologies, the organization has to provide a more expensive training program. (For external recruitment, only those applicants who have the exact qualifications will apply and be selected. It helps save training costs.)

### **Advantages of external recruiting**

- The most obvious advantage of external recruitment is the availability of a

greater pool of applicants.

- Thus, only those applicants who have the exact qualifications will apply and be selected. This has consequences for the organization's training budget. Whereas external recruits will require orientation upon being hired, they will not require any extra training
- External recruits also bring new ideas and external contacts to the firm hiring them. Also, if political infighting over a promotion might be a possibility, then external recruitment is one way of eliminating that occurrence.

#### **Disadvantages of external recruitment**

- more time and cost consuming (recruiting costs and agency fees, advertisement fees) during the recruiting process
- not familiar with the organization's policies, procedures, and customs
- may not be effective enough to reveal the best candidates

#### **2. Discuss the strategies you might employ to attract talented candidates.**

- Offer competitive salaries and benefits such as colleague discounts
- Make use of online recruitment processes, improving the speed and efficiency of recruitment
- Use social media channels, as well as recruitment firms, to access the widest range of potential recruits when advertising job vacancies
- Offer a wide scope of opportunities, from students seeking work experience to apprenticeship and graduate training in a variety of areas
- Offer a wide variety of roles, ranging from roles in Asda's Superstores and Supermarkets, to logistics roles within Distribution
- Provide structured training and development programs, etc
- Create a strong organizational culture — a company with a conscience, dedicated to doing the right thing for its customers, colleagues, and communities
- Treat everyone fairly and give them the opportunity to progress their career
- For leaders to pay attention to the Tiny Noticeable Things (TNT) which will make the biggest impression and engage colleagues; e.g., always be polite and approachable, lend a hand on the shop floor, and lead social and community events with colleagues
- Try to make employees feel more valued, more fulfilled, more supported and more motivated
- Look for applicants from the largest possible pool of talent, both internally and externally
- Try to ensure there is no discrimination in terms of age, gender, ethnicity,

sexual orientation, or disability

- Work with external partners, and positively encourage people from different backgrounds and cultures to apply
- Offer employees a wide range of opportunities for career development, including supporting and investing in its colleagues to gain qualifications that will enable them to become the next generation of leaders
- Establish a family environment and focus on colleague engagement

### 3. Typical recruiting process

Recruitment refers to the overall process of attracting, selecting, and appointing suitable candidates to one or more jobs within an organization, either permanently or temporarily.

The typical recruitment process usually involves 1) defining job requirements and person specification; 2) attracting applicants: advertising a vacancy/ post internally and externally; 3) short listing the candidates; 4) assembling an interview panel and checking references at the same time; 5) making a job offer; and 6) providing training for the new staff.



# UNIT 7

# Innovation

PART 1

PART 1

## Vocabulary

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“Innovation distinguishes between a leader and a follower.”

Steve Jobs (American Entrepreneur, Apple co-Founder)

**Task 1** The words below are often used to describe the process of turning a great idea into an invention. Choose some of the words in the box and complete the extract from the talk below.

- 1) simplify 2) inspiration 3) idea 4) prototype 5) design  
6) colored 7) materials 8) marketing 9) consumer 10) product

**Task 2** Watch the video clip and check your answers to Task 1.

### Video Script

Most people start with this great idea and they have to simplify the idea, so it's a product. I always tell people that, if you look at some quotes, you know Edison always said, “One percent inspiration and 99% perspiration.” There's some truth to that. You have to have your great idea and then you need to get that idea to a prototype phase. After you have the prototype phase developed, then you bring that back to the design phase in terms of product design, because you can't just make an ugly product. You have to have something that looks right, it's colored right, has the right finishing, the right materials. Then you have to design a marketing program to communicate the benefits or extra value of this

product to the consumer. And if you do that, then that little triangle; idea on this side, prototype, product design, and then communicate it to the consumer in the center will bring you to market.

**Task 3** **Pair work:** Look away from the textbook and give a short talk (of about one minute) on the invention process.

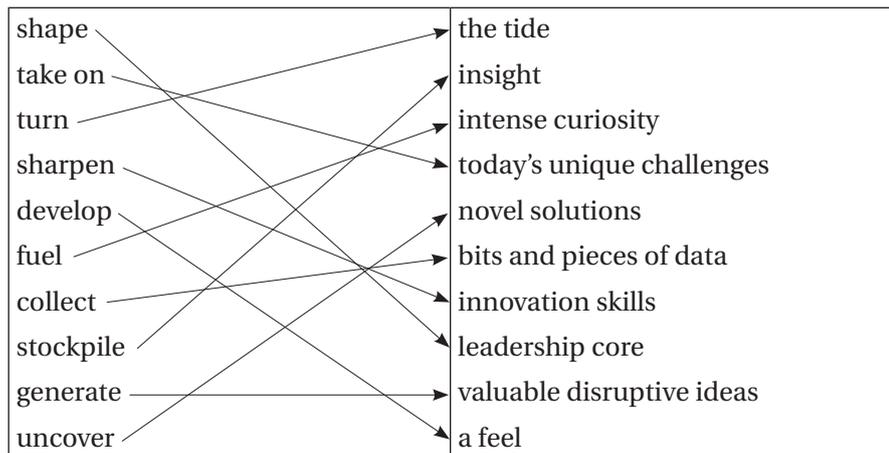
Open.

## PART 2

# Reading

**Task 1** **Combine the verbs on the left with the nouns on the right. Draw a line between the words. There may be more than one possibility in some cases.**

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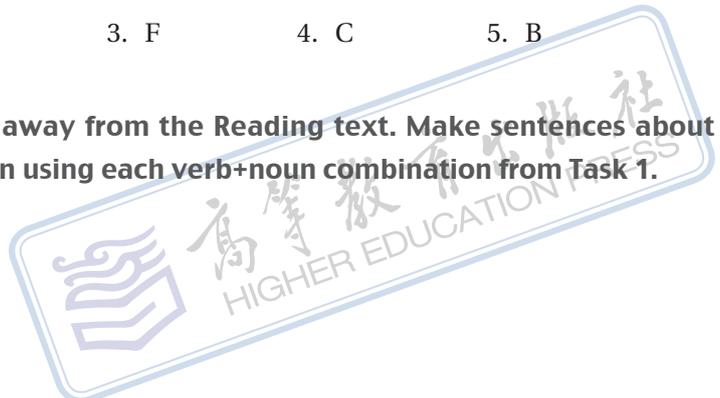


**Task 2** **Read the article and fill in the blanks (1)—(5) with the correct letters from A to F. There is one extra sentence.**

1. E                      2. A                      3. F                      4. C                      5. B

**Task 3** **Work in pairs. Look away from the Reading text. Make sentences about Lafley and innovation using each verb+noun combination from Task 1.**

Open.



**Task 4** Choose the word or phrase, A, B, C, or D which best completes each sentence.

1. D. nonverbal
2. C. insights
3. A. board
4. B. stockpile
5. B. tenure
6. C. turned his world upside down
7. D. on a shoestring
8. D. disruptive
9. C. predecessor
10. A. inquisitive

**More sentences for the words and expressions in the text.**

1. The company's headquarters is/are in Amsterdam.  
公司总部在阿姆斯特丹。
2. We're an inquisitive lot, we humans. But could our inquisitiveness ultimately kill us?  
人类是一群好奇的生物，但是我们的好奇会不会最终导致我们的毁灭呢？
3. Where do you get all of your insight?  
你从哪儿得到所有这些见解的？
4. Perhaps her most productive period was her five-year stint as a foreign correspondent in New York.  
也许她最多产的时期当属在纽约做驻外记者的那五年时间。
5. We were living, most of us, on a shoestring.  
我们大多数人的生活都只靠着微薄的资金。
6. She has been encouraged by the unwavering support of her family.  
她家人坚定地支持鼓舞着她。
7. We can take the cue from our fears and plunge the world into chaos.  
我们应该从我们的忧虑中以及世界陷入混乱中获取暗示。
8. So in effect the government have lowered taxes for the rich and raised them for the poor.  
所以，政府实际上降低了针对富人的税收，而增加了穷人的税收。
9. It's good, for example, that futures markets provide an incentive to stockpile heating oil before the weather gets cold and stockpile gasoline ahead of the summer driving season.

例如，期货市场能为天气变冷前的民用燃料油库存和夏天的出行高峰到来前的汽油库存提供激励，这都是好的一面。

10. Companies that excel at one or several of these disruptive design areas will be the leading innovators in the years to come...

那些在一个或数个领域进行有效的破坏性设计的企业，会在未来成为领先的革新者。

11. You may have the opportunity to write and edit early on in your tenure.

在你任职的初期，你就可以得到写作和编辑的机会。

12. The board of directors canvassed his design thoroughly.

董事会彻底讨论了他的设计。

13. But this new era must not repeat or prolong the mistakes of its predecessor.

但是这个新纪元必须不能重复或延长其前任的错误。

14. If you don't turn up, you turn our arrangements upside down.

如果你不出席，你会把我们的安排打乱的。

15. To turn the tide, AP is creating a News Registry — a rights management and tracking system.

为了扭转这一形势，美联社正在创建新闻注册系统 -- 这是一个著作权管理和追踪系统。

## PART ③

# Watching & Listening

**Task ①** Listen to the recording and write the top inventions the speaker mentions.

1. Electricity
2. Penicillin
3. The printing press
4. The telephone
5. Aeroplanes
6. Computing
7. Sonogram
8. Cameras
9. Hydrogen fuel cell
10. Glasses
11. iPod
12. The metal can



## Audio Script

### What are the top inventions of all time?

For me, the top ten best inventions of all time in no particular order (The audio uses the word “is” but that’s wrong grammar. It should be “are”.) are: Electricity — the creation and distribution of it. Penicillin — without it half of us would be dead. The printing press — Guttenberg not only has enabled people to be literate, but he has really had global implications in terms of how we communicate our information. The telephone — I think is a phenomenal invention. Airplanes and computing. The sonogram, which I know a lot of people don’t realize, but the sonogram helps us to locate fish, oil, and helps us monitor fetal development. That’s a “biggie”, people don’t realize that that’s the “sneaker”. Cameras, digital in particular, I think are a phenomenal invention. Hydrogen fuel cell is phenomenal. And glasses for people to read. And the last one is iPod. Now there is one other invention that was done in 1810 that was done by Peter Durand, and it was the metal can. And I know people say, “Ah, Campbell’s Soup.” Hello! That just was invented in 1810. Up until that point it was impossible to preserve foods, but one guy figured out a way to can and preserve food. And when that happened you can see a direct correlation for supermarkets developing, and people not getting as sick. And food distribution became a very huge industry. Without cans we don’t have supermarkets.

### Task ② Watch the video clip and answer the following questions orally.

1. To innovate successfully, how do you need to think?  
To innovate successfully within your company or on your own, you need to think differently than you do about other tasks.
2. What guidelines does the speaker present to help think like an innovator?  
First, keep an external focus. Second, learn from your mistakes. Third, embrace your inner Edison. Fourth, resist the pull of the core.
3. According to the speaker, what does “external focus” mean?  
“External focus” means thinking about the problems of your target consumers instead of the understanding of your own. You should focus on their need and help to find new answers.
4. If your first idea is not perfect, what steps does the speaker recommend taking?  
Assuming your first idea is partially right and partially wrong, go out and learn from the market and make sure to reassess your approach as you learn how you are wrong.
5. Does the speaker use the example of Edison to tell us that all innovation needs

our devotion?

Yes, he does. The genius is 1 percent inspiration and 99 percent perspiration. Like any discipline, innovation mastery only comes through hours of practice.

## Video Script

### Four Ways to Think Like an Innovator

To innovate successfully within your company or on your own, you need to think differently than you do about other tasks. You find yourself struggling to get a project started or stuck in the middle of one. These four guidelines should help put you in a better frame of mind.

First, keep an external focus. Adopting an external viewpoint is crucial to identify opportunities. Instead of thinking about what products your company has to sell, think about what problems your customers are trying to solve. Spend time with your target audience to understand not just what they say they want but what they actually need and how you might help them. Inspiration comes from looking outside your company's comfort zone. Draw from other disciplines to find new answers to old problems.

Second, learn from your mistakes. The great American philosopher Mike Tyson had it right when he said, "Everyone's got a plan until they get punched in the face." There's no such thing as a perfect plan. A new idea never survives its first contact with the market unscathed. Assume your first idea is partially right and partially wrong. Go out and learn from the market and make sure to reassess your approach as you learn how you are wrong.

Third, embrace your inner Edison. Thomas Edison was the consummate innovator. He didn't approach innovation as an academic exercise; he went out and made things. The phonograph and incandescent light bulb are just two examples. Embracing your inner Edison means remembering that genius is one percent inspiration and 99 percent perspiration. Start sweating. Like any discipline, innovation mastery only comes through hours of practice.

Fourth, resist the pull of the core. Every company and individual has a set of capabilities; those capabilities to find what the company and its workforce can do and most importantly what they can't do, strengths to find weaknesses. Einstein once defined insanity as following the same process and expecting different results. Great innovators find ways to address hidden weaknesses that inhibit success. If you don't, you will squelch innovative ideas or subtly shift them so they're closer to how your core business currently operates. If you're tasked with

innovation at work, you need to adopt a new frame of mind to succeed. Get into the right one by following these four guidelines.

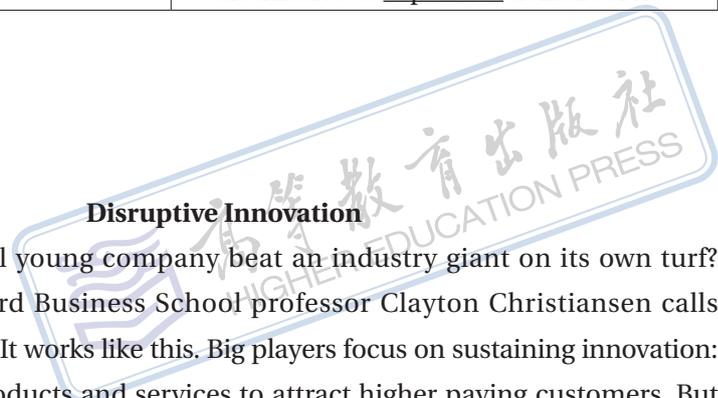
**Task 3 Watch the video clip, take notes and fill in the blanks.**

Innovation	
Sustaining Innovation	Disruptive Innovation
1. Size of a company: <u>big/giant</u> 2. <u>Upgrade</u> existing products and services to attract <u>high paying</u> customers. 3. Ignore all the regular customers who just want <u>simple low-cost</u> alternatives. 4. Stay focused on more <u>profitable</u> customers and begin to <u>over-serve</u> , <u>adding</u> bells and whistles no one wants to pay for.	1. Clayton Christensen calls it. 2. Size of a company: <u>small, young</u> 3. To take over the market, the disruptor <u>improves</u> its product to appeal to more people. 4. Treat the project as a <u>separate unit</u> with a different business model and growth expectations. 5. Segment customers by <u>job</u> , not by <u>product, market size</u> , or demographics. 6. Create new markets in <u>reshaping</u> existing ones. 7. A basic <u>low-cost</u> way.
	Classic disruptors: 1. Steel mini mills which first produced low-quality rebar then moved to sheet steel <u>stealing business</u> from the large mills that had been dominant. 2. Car makers like Toyota and Hyundai which launched with <u>economy models</u> then added luxury features and brands. 3. Proctor & Gamble came up with Crest Whitestrips, a <u>cheap</u> do-it-yourself alternative to <u>expensive</u> dental service.

**Video Script**

**Disruptive Innovation**

How does a small young company beat an industry giant on its own turf? Through what Harvard Business School professor Clayton Christiansen calls disruptive innovation. It works like this. Big players focus on sustaining innovation: upgrading existing products and services to attract higher paying customers. But



soon they start to ignore all the regular customers who just want simple, low-cost alternatives. That's where the entrepreneurial company jumps in with that basic offering. The big guys stay focused on more profitable customers and begin to over-serve, adding bells and whistles no one wants to pay for. Meanwhile, the disruptor improves its product to appeal to more people. By the time the incumbent notices, the disruptor has already started to take over the market. The classic example is the steel mini mills which first produced low-quality rebar, then moved to sheet steel, stealing business from the large mills that had been dominant. More recent disruptors include car makers, like Toyota and Hyundai, which launched with economy models, then added luxury features and brands. The only way for industry giants to fight back is by launching their own disruptive innovations. To succeed, they must treat the project as a separate unit with a different business model and growth expectations. Ask, "What job do customers need to get done?" Segment customers by job, not by product, market size, or demographics. And develop basic low-cost ways to get the job done. That's how Proctor & Gamble came up with Crest Whitestrips, a cheap, do-it-yourself alternative to an expensive dental service. Disruptive innovation creates new markets and reshapes existing ones. To achieve growth in a fast-changing world, you want to be a disruptor. Don't be disrupted.

## PART

## 4

## Speaking

**Presentation**

**Task ①** Match the sentence beginnings (1–9) with the sentence endings (a–i) to make typical signalling phrases for presentations.

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. d | 2. i | 3. a | 4. h | 5. c |
| 6. b | 7. e | 8. g | 9. f |      |

**Task ②** Imagine you are Chief Executive of an airline. Complete the short presentation below to your staff with these "signposting" words or phrases in the box.

in addition to that	any questions	as you know
there are various reasons	thirdly	that's all I have to say
the second reason for	taking the time to listen today	
I'm here today to say a few words about	firstly	

Good morning, 1) I'm here today to say a few words about our SB disappointing results last year, and to tell you about a plan for the future.

So why did we lose 30.5 million last year? 2) There are various reasons. 3) Firstly, although it seems that certain large companies are not too worried about cutting costs, we know the amount of money being spent by all firms on their travel budget has generally fallen. This is an area where a company can often make a medium savings. 4) The second reason for the loss is that a few costs increased enormously last year. Although we were able to cut many of our expenses, this increase was out of our control. 5) Thirdly, all the Airlines, including SB, were affected by the poor weather last year. As you know, planes were frequently unable to take off. 6) In addition to that, we are now facing great competition particularly now that a brand new company, Star Airways, has started to operate on a number of our key routes.

So what are we going to do now? Last year we decided to spend 400 million to finance the acquisition of new planes. Of course, we'll still need to spend heavily on new safety equipment. However, 7) as you know, we've just been named winner of the Best Airline, South America category. We are encouraged to introduce two additional flights starting this summer. 8) That's all I have to say. Thank you for 9) taking the time to listen today. 10) Any questions?

**Task ③ Work in pairs. Choose one of the topics from the three below and then talk for about one minute.**

- Follow the steps of the presentation structure.
- Do not write exactly what you are going to say; make brief notes.
- Change partners and take turns giving your presentations to each other.
- Listen to your new partner's presentation and ask two questions at the end.
- Give your partner feedback on what he/she does well and what could be improved.

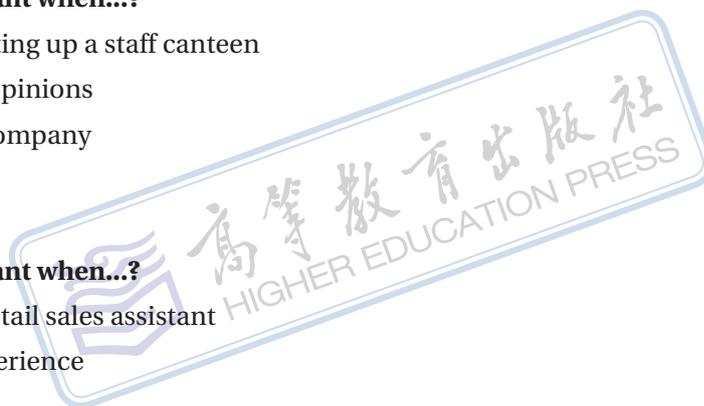
**A: What is important when...?**

Considering setting up a staff canteen

- Employees' opinions
- Cost to the company
- ...

**B: What is important when...?**

- Selecting a retail sales assistant
- Previous experience



- Appearance
- ...

**C: What is important when...?**

Introducing a new product range into the market

- Timing
- Advance publicity
- ...

**PART 5**

## Business Writing

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**Task 1** Fill in the blanks in the following text about proposal writing with the words listed in the box below.

1. client      2. solve      3. presence      4. revenues      5. prospective  
6. detailed      7. recommended      8. feedback      9. contract      10. specific

**Task 2** Read the proposal below and underline all the useful expressions for writing a proposal. Then answer questions 1–3.

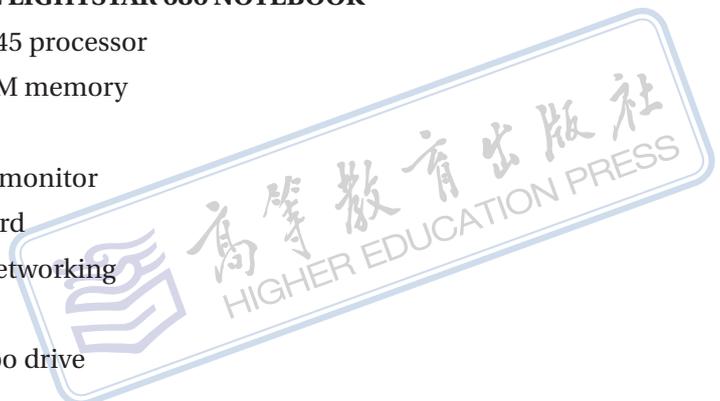
August 20, 2014

Dear Mr. Rice:

Thank you for your order by fax. To improve your network system, we recommend that you purchase ten Lightstar 686 notebooks, one for each member of your sales staff. While servicing your PCs last week, we found that the procedure you are using is costly and inefficient, taking each of your ten sales staff away from serving your clients.

**ADVANTAGES OF THE LIGHTSTAR 686 NOTEBOOK**

- 3 GHz Pentium M745 processor
- 1 GB of DDR SDRAM memory
- 80 GB hard drive
- 15-inch LCD panel monitor
- 200 MB graphics card
- 802.11 G wireless networking
- Ethernet card
- DVD/CD-RW combo drive



Please visit our website for further details on Lightstar's technical specifications.

### **COSTS**

Below is an estimated price list for one Lightstar 686 notebook with upgraded features:

- 5 GHz Pentium M755 processor
- 100 GB hard drive
- Integrated 10/100 NIC (network interface)
- 2 GB of DDR SDRAM memory
- Second lithium ion battery

**Total purchase price: \$2,766.00**

We appreciate your past confidence in choosing us and look forward to providing further service to your company. Please call me if you have any questions about the Lightstar.

If this proposal is acceptable, please sign and return a copy with this letter.

Sincerely yours,

*Marion Jones*

1. What does the proposal letter above include?

The proposal letter above includes Purpose, Problems, Product Features and Advantages, Recommendations.

2. What is the aim of the proposal?

It is proposed that recipient purchase ten Lightstar 686 notebooks, one for each member of his sales staff.

3. If you were the recipient, would you accept the proposal?

Open.

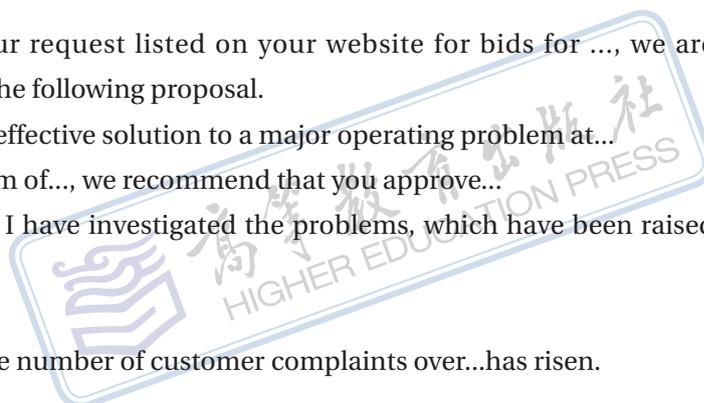
建议书写作中常见的句型:

(1) 起因:

- The purpose of the report is to investigate... in order to recommend .../so as to establish (assess)...
- In response to your request listed on your website for bids for ..., we are pleased to submit the following proposal.
- We propose a cost-effective solution to a major operating problem at...
- To solve the problem of..., we recommend that you approve...
- As requested by ..., I have investigated the problems, which have been raised concerning...

(2) 问题

- Not surprisingly, the number of customer complaints over...has risen.



- An acute shortage of...is now under way.
- The problem of revenue loss really involves two issues.
- ..., combined with..., have led to problems in meeting our customers' needs.
- In particular, I was asked to talk to...about..., which may have occurred, and to make recommendations on how best to improve the situation.

## (3) 解释原因

- A study was made of...reported during the last six months. Three main causes were immediately clear.
- ...resulted in (or caused) an unsatisfactory report.
- Low demand resulted from (or was caused by)...
- Part of the reason for ...may be traced to ...
- Still another cause for our increased expenses is the additional... because of...

## (4) 建议

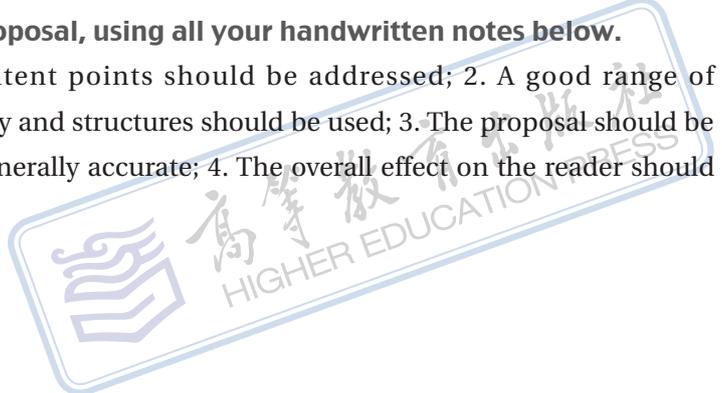
- A list of ...regulations should be clearly displayed in the company...
- ...should be informed of ...
- It should be the responsibility of ...to ...
- It is strongly recommended that ...should be stopped.
- It is advised to reconsider ...
- ...will, we believe, give you a much more effective way to ...

## (5) 结尾

- Endorsing this proposal has the potential of ...
- We look forward to discussing this proposal with you anytime at your convenience and answering any questions that you may have.
- Thank you for the opportunity to submit this proposal. We believe you will be pleased with the quality of our work and ...
- If we can provide you with any further information, please call us or visit us at our website.

**Task ③** You are a regional manager for a retail company. Your line manager at the head office would like a proposal for three of the stores in your region. Write a 120-word proposal, using all your handwritten notes below.

Open (1. All the content points should be addressed; 2. A good range of appropriate vocabulary and structures should be used; 3. The proposal should be well organized and generally accurate; 4. The overall effect on the reader should be positive.)



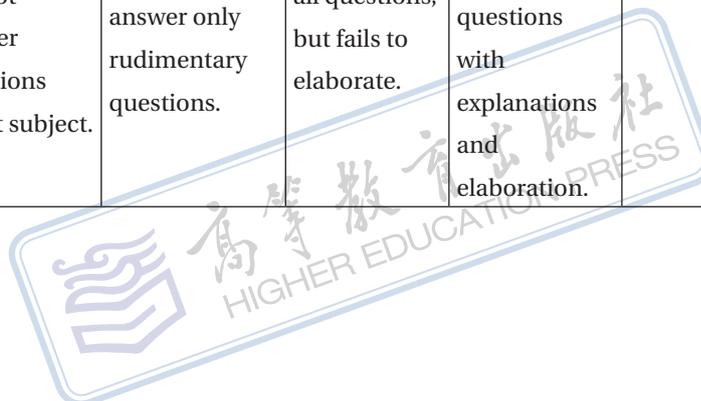
## Case Study

## Case 1

## Task

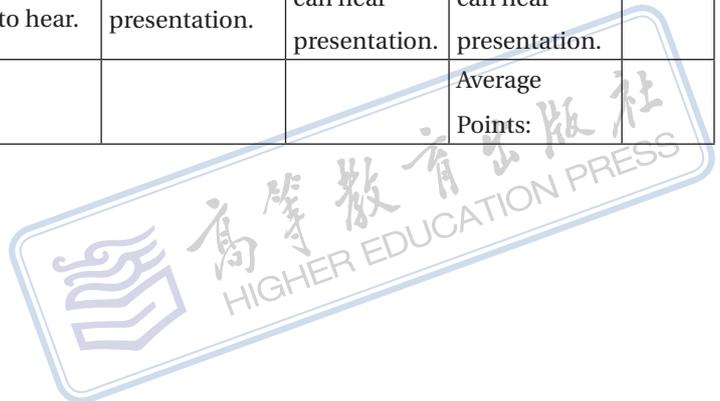
- In groups of three or four, analyze the text about 3M above. Prepare a 1-minute oral presentation to your class that is entitled **3M's Innovation Strategy**. Just focus on one specific strategy without necessarily including all the items listed.
- Now make your presentations in class. After each presentation, rate the following aspects of the presentation from 2 to 5 (5=excellent).

Evaluating Presentations					
	2	3	4	5	Total
Organization	Audience cannot understand presentation because there is no sequence of information.	Audience has difficulty following presentation because student jumps around.	Student presents information in logical sequence which audience can follow.	Student presents information in logical, interesting sequence which audience can follow.	
Subject Knowledge	Student does not have grasp of information; student cannot answer questions about subject.	Student is uncomfortable with information and is able to answer only rudimentary questions.	Student is at ease with expected answers to all questions, but fails to elaborate.	Student demonstrates full knowledge (more than required) by answering all class questions with explanations and elaboration.	



Graphics	Student uses superfluous graphics or no graphics	Student occasionally uses graphics that rarely support text and presentation.	Student's graphics relate to text and presentation.	Student's graphics explain and reinforce screen text and presentation.	
Mechanics	Student's presentation has four or more spelling errors and/or grammatical errors.	Presentation has three misspellings and/or grammatical errors.	Presentation has no more than two misspellings and/or grammatical errors.	Presentation has no misspellings or grammatical errors.	
Eye Contact	Student reads all of report with no eye contact.	Student occasionally uses eye contact, but still reads most of report.	Student maintains eye contact most of the time but frequently returns to notes.	Student maintains eye contact with audience, seldom returning to notes.	
Elocution	Student mumbles, incorrectly pronounces terms, and speaks too quietly for students in the back of class to hear.	Student's voice is low. Student incorrectly pronounces terms. Audience members have difficulty hearing presentation.	Student's voice is clear. Student pronounces most words correctly. Most audience members can hear presentation.	Student uses a clear voice and correct, precise pronunciation of terms so that all audience members can hear presentation.	
				Average Points:	

Open.



## Case 2

**Task ①** Prepare your McCafé presentation and present it to the rest of the group. Answer any questions they may have.

**Task ②** When you are not making a presentation, you are a member of the judging panel.

Open.

**Write a proposal suggesting that McCafé should be designed to offer customers a place to enjoy a quality coffee experience.**

Open.

(for reference)

For any business, becoming and staying the market leader is a huge task, even for household names such as McDonald's. Keeping ahead involves continuous hard work to enhance the reputation of the brand, coupled with product innovation based on detailed market research that indicates how to please customers.

Today, many people live busy lives and place great importance on convenience when buying and paying for goods and services. They are attracted by modern, quick service products such as drive-in car washes, mobile phones and ready meals.

This case study examines the positive way in which McDonald's is responding to changing customer habits and increased levels of competition.

### **The competitive environment**

For businesses to understand adequately the nature of the competition they face, they must define their market accurately. This involves recognizing a broad base of competitors. McDonald's has thousands of competitors, each seeking a share of the market. McDonald's recognizes that it is up against not only other large burger and chicken chains but also independently owned fish and chips shops and other eat-in or take-out establishments. A company like McDonald's, therefore, has to develop competitive strategies that differentiate it from its rivals.

All organizations need to be in touch with their business environment in order to make sure that what they do fits with customer expectations. These expectations change over time. Moreover, the IEO market in which McDonald's operates is becoming increasingly competitive, as the chart illustrates.

Recently, in this crowded market place, McDonald's competitive lead came under pressure largely because many fast food outlets have either:

- copied the trail-blazing ideas that previously set McDonald's apart and put it ahead of the field.
- promoted new ideas of their own, e.g. urban supermarkets and petrol stations that sell convenient, portable mealtime replacements.

### **Consumer trends**

Over time, consumers' tastes evolve in response to changing fashions and greater awareness of alternative lifestyles. Businesses need to monitor these changes and, whenever possible, anticipate them. Market research reveals that snacking is an increasingly important trend and is particularly popular amongst teenagers and young people. However, the total number of meals eaten in the non-quick service restaurant sector has risen while meals eaten in the Quick Service Restaurant sector have fallen in total. The causes of this shift in tastes are not yet completely clear. Rising incomes allow people more opportunities to turn eating out into a more individualized experience rather than a routine "quick fix." At the same time, when it comes to informal eating out, people may be moving away from burgers and fries towards other meals that are promoted as "the healthy option", e.g. sandwiches and salads.

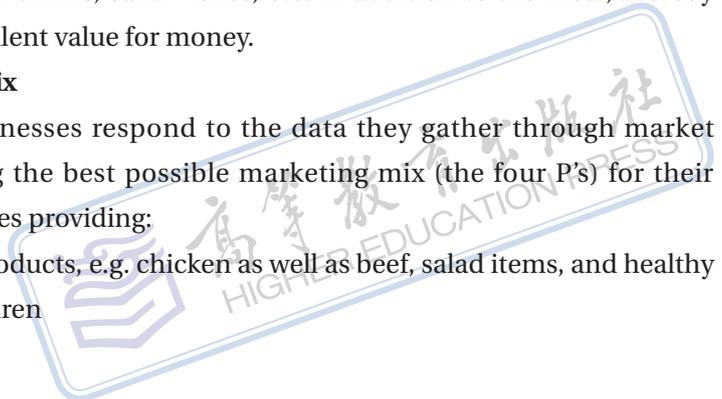
Organic food is rising in importance and is forecast to account for 20 of all supermarket food purchases by 2010. Chicken continues to increase in importance, as white meat is perceived to be healthier and safer than red meat. At the same time the traditional mealtimes of breakfast and lunch are becoming less significant and arrangements for the main meal of the day need to be increasingly flexible to accommodate changing consumer lifestyles. McDonald's is looking to provide appropriate solutions to these changing trends. In particular:

- consumers are seeking more food variety and healthier eating — McDonald's is providing a more balanced offering that includes fruit, sugar-free fruit drinks for children, and more chicken products.
- price is becoming more critical to decision-making — McDonald's has created an Extra Value Meal and a McChoice menu offering a flexible combination of drinks, sandwiches, etc. in addition to the meal, thereby providing excellent value for money.

### **The marketing mix**

Enlightened businesses respond to the data they gather through market research by providing the best possible marketing mix (the four P's) for their customers. This involves providing:

- appropriate products, e.g. chicken as well as beef, salad items, and healthy drinks for children



- the right price: in this case providing food and drinks in a value for money way
- in the right place (at convenient locations), e.g. in shopping areas / malls
- through the right form of promotions. McDonald's spends more on advertising its promotional offers than all of its competitors combined.

### **The McCafé concept**

Even mature markets can have gaps in provision that leave some potential customers unsatisfied. The McCafé development is the result of intensive market research that has identified a group of potential customers that had remained largely untapped.

McDonald's recognizes the importance of listening to the needs and requirements of this substantial group of users. McCafé provides an avenue for McDonald's to target these consumers by offering high quality coffee served by specially trained café staff in a café style environment.

McDonald's has defined its target market clearly. The McCafé target market is customers who appreciate quality coffee and who want an excellent product in an attractive, undaunting environment. McCafés offer a new group of customers a way of taking "time out" with a good cup of coffee. Demographically this group is primarily female, aged 25–39. Many within this group have young families. McCafés are designed to offer them a place to meet friends and enjoy a quality coffee experience as well as keep the children fed and entertained.

### **A casual welcoming environment**

The emphasis is on a casual coffee experience in a comfortable place where people can relax and feel welcome. At the same time, McCafé's association with McDonald's brings with it a "Family Friendly" environment and, unlike some of the more pretentious cafés, a place where children are welcome and specifically provided for. The convenience of car parking and playgrounds also makes McCafé a highly attractive destination for these people.

McCafé customers are busy people. Whether they are "Mums with Kids" in search of a little "time out" to themselves, or white-collar city workers in search of a quick break from the office, they all have one thing in common — the need for a promptly-served high quality drink. McCafé offers a haven in which they can spend whatever time they have available with a good quality coffee at a value for money price.

### **Conclusion**

As the market leader and as a pioneer of the Quick Service Restaurant concept, McDonald's has to respond to a changing business environment. It is

well placed to do so. It has listened to its customers, and also observed them. Based on its research, it has launched McCafé and McChoice — new products conceived and designed to complement and extend what it already offers and to keep the company “ahead of the game” in an increasingly competitive market place.



# UNIT 8

# Competition

PART 1

PART 1

## Vocabulary

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“Business is a good game — lots of competition and a minimum of rules. You keep score with money.”

— Nolan Bushnell (Atari founder)

### *For Reference:*

In economics, competition is the rivalry among sellers trying to achieve such goals as increasing profits, market share, and sales volume by varying the elements of the marketing mix: price, product, distribution, and promotion. Merriam-Webster defines competition in business as “the effort of two or more parties acting independently to secure the business of a third party by offering the most favorable terms.” It was described by Adam Smith in *The Wealth of Nations* (1776) and later economists as allocating productive resources to their most highly-valued uses and encouraging efficiency. Smith and other classical economists before Cournot were referring to price and non-price rivalry among producers to sell their goods on best terms by bidding of buyers, not necessarily to a large number of sellers nor to a market in final equilibrium.

Later microeconomic theory distinguished between perfect competition and imperfect competition, concluding that no system of resource allocation is more Pareto efficient than perfect competition. Competition, according to the theory, causes commercial firms to develop new products, services and technologies, which would give consumers greater selection and better products. The greater selection typically causes lower prices for the products, compared to what the price would be if there was no competition (monopoly) or little competition (oligopoly).

It is generally accepted that competition results in lower prices and a greater

number of goods delivered to more people. Less competition is perceived to exhibit higher prices with a fewer number of goods delivered to fewer people.

A practice is anti-competitive if it is deemed to unfairly distort free and effective competition in the marketplace. Examples include cartelization (collusion among companies producing the same product or services to fix the price of goods or services intended to mutual higher profit), restrictive trading agreements, predatory pricing, and abuse of a dominant position.

**Task ① Surf the Internet to find some competition stories between the following rival companies. Then make a presentation to the class.**

Open.

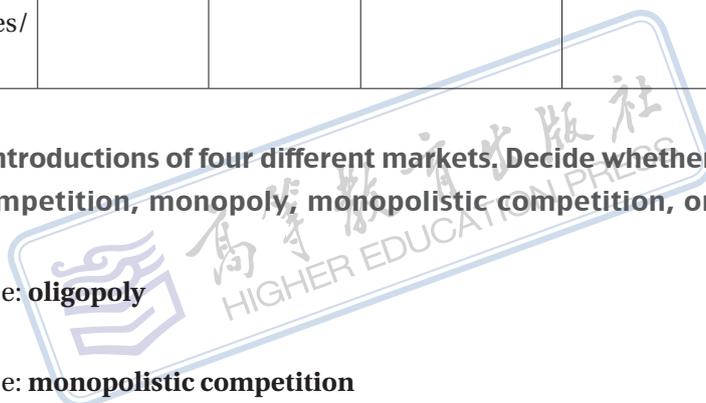
**Task ② Listen to the recording and learn the definitions of the four market types: perfect competition, monopoly, monopolistic competition, and oligopoly. Fill in the table with the best description given in the brackets. Put a slash “/” if no appropriate description is applicable.**

	Perfect Competition	Monopoly	Monopolistic competition	oligopoly
number of sellers and buyers (many/few/one)	many	one	many	few
cost to enter or exit the market (low/high/no)	low	/	low	high
variation of products (same/ different)	same	/	different	Same/ different
pricing power (setter/taker)	/	setter	/	/
existence of a dominant seller (yes/no)	no	yes	no	yes

**Task ③ Read the following introductions of four different markets. Decide whether they are perfect competition, monopoly, monopolistic competition, or oligopoly.**

**Example 1:** Market type: **oligopoly**

**Example 2:** Market type: **monopolistic competition**



**Example 3:** Market type: **monopoly**

**Example 4:** Market type: **perfect competition**

## Audio Script

A market is a place where people go to buy and sell goods and services. A free market is a market that has limited government involvement. Market structures can generally be divided into four types. A perfectly competitive market is one where there are a large number of small firms selling identical products. Everyone has perfect information and it's easy for businesses to enter and leave the market.

A monopoly exists when one seller controls the quantity of the good or service supplied. Prices for goods and services in a monopoly can be set as high as buyers are willing to pay since there's no competition. On the other hand, a monopolistic competition is the type of market you find in the United States. You have a large number of businesses selling similar products. Businesses compete on price and different characteristics of their products and services. Again, businesses can relatively easily enter and leave the market.

Finally, an oligopoly exists when there is a small number of large businesses that produce the same or similar goods or services, such as a car. Unlike a monopoly, there is competition between businesses, but it's not easy for new businesses to enter the market.

## PART 2

# Reading

**Task 1** The following expressions are frequently used to describe a competitive relationship. Discuss with your partner: Which of them are related to a win-win relationship and which are related to a win-lose relationship? Categorize them into two groups. Then read the passage to check.

phrases used for a win-win relationship	b, c, d, f, h
phrases used for a win-lose relationship	a, e
phrases used for a lose-lose relationship	g

**Task 2** Read the article *Win-Win: Strategically Partner with Your Top Competitors* and fill in the blanks (1)—(8) with the correct letters from A to H.

- (1) F (collaborative relationship)
- (2) G (a win-lose deal)
- (3) D (both sides can win)
- (4) A (neither of your core competencies)
- (5) H (anyone losing customers)
- (6) B (meeting and exceeding these targets)
- (7) E (works better for small companies)
- (8) C (only as a threat)

**Task 3** Choose the proper words or phrases from the box to complete the sentences. Change the forms if necessary.

put aside	a host of	competency	acquisition	offset
nominal	solidify	lay ... out	arrogant	dictate

1. English competency is very important here. How is your English proficiency?
2. I put aside a little every month for a down payment on a house.
3. Is first language acquisition an obstacle to second language learning?
4. The Tang Dynasty produced a host of great poets, such as Li Bai, Du Fu, and Bai Juyi.
5. It's arrogant of you to assume you'll win every time.
6. She's the nominal head of our college — the real work is done by her deputy.
7. Prices have risen in order to offset the increased cost of materials.
8. He made great efforts to solidify his position as chairman.
9. Don't try to dictate to children; they will obey you better if you ask them politely.
10. Only people that use a kitchen all the time understand the best way to lay it out.

### More sentences for the words and expressions in the text.

1. The entrepreneur takes business risks in the hope of making a profit.  
企业家为追求利润而冒险。
2. The presentation was a collaborative effort by all the children in the class.  
演出是全班孩子共同努力的结果。

3. He tries to put some time aside every evening to read to the kids.  
他设法每天晚上腾出些时间读书给孩子们听。
4. In my humble opinion we should never have bought the car.  
依拙见，我们就不应该买这辆汽车。
5. There's a host of reasons why he didn't get the job.  
有一大堆理由可以解释他为什么没有得到那份工作。
6. My internship at Huawei Industries proved my competency for challenging jobs.  
我在华威实业公司的实习表明，我能胜任颇具挑战性的工作。
7. You are familiar with this segment of history.  
这段历史你是知道的。
8. It's unreasonable to benchmark all schools against the best.  
把所有学校都按最好学校的要求进行衡量是不合理的。
9. A country should solidify the security infrastructure to make the nation safer.  
一个国家应该加强安全基础设施来让国家更安全。
10. The government tried to dictate to people how they should spend their money.  
政府试图将消费方式强加于人民。
11. The merger puts the firm in a position to triple its earnings.  
合并可使公司利润增长两倍。
12. He devotes his time to the acquisition of knowledge.  
他把时间都花在求知上。
13. John is so arrogant that he thinks he is better than everyone else.  
约翰太骄傲自大，以为比谁都强。
14. He showed us how to lay out a printed page.  
他教我们怎样设计版面。
15. Their wage increases would be offset by higher prices.  
他们增加的工资会被物价上涨所抵消。
16. The basis for training relies on the dog's natural instinct to hunt and retrieve.  
训练是基于狗搜寻和衔回的天生本能。

## PART 3

## Watching &amp; Listening

**Task 1** Watch the video clip and complete the explanation of the following terms.

1. **Market competition** occurs when multiple businesses or individuals compete in selling goods and services in the marketplace.

2. **Perfect competition** occurs when there are numerous businesses and no business has market power.
3. In **imperfect competition**, there are fewer competitors and each business has the ability to differentiate its product or service in a way other than by price.
4. A **niche market** means focusing on a small group of customers who have the same preferences.

**Task 2 Watch the video clip and answer the following questions orally.**

1. What does Calvin decide to do with his idea of a new app after graduation?  
He decides to start a business and compete in the marketplace with his new app.
2. What is Calvin's app market characterized by?  
Calvin's app market is characterized by imperfect competition, where there are fewer competitors and each business has the ability to differentiate its product or service in a way other than by price.
3. What are the conditions for Calvin to have a competitive advantage?  
Calvin will have a competitive advantage if two conditions are met:
  - 1) Potential customers perceive a difference between his app and the apps of his competitors.
  - 2) The perceived difference is important to potential customers, resulting in their selection of Calvin's app.
4. How can Calvin make his app more valuable than his competitors'?'  
One way to do this is by being innovative to meet more of his potential customer's needs and wants.

### Video Script

Meet Calvin. He's a freshly minted college student with a degree in computer science. He has an idea for a killer app that he thinks will blow away the competition and make him a fortune. Instead of getting a job, he decides to start a business and compete in the marketplace with his new app. Calvin is engaging in market competition. Market competition occurs when multiple businesses or individuals compete in selling goods and services in the marketplace.

Competition can be perfect or imperfect. Perfect competition occurs when there are numerous businesses and no business has market power. All goods or

services offered by a seller and its competitors are, essentially, indistinguishable to consumers.

When confronted with perfect competition, the only strategy a seller can employ is price-cutting. If the only difference between two products is the price, the consumer will pick the cheaper product. So a seller in a perfectly competitive market may try to win by offering his product at the lowest price. An example of a perfectly competitive market is the commodities market. A barrel of crude oil is a barrel of crude oil; the only possible objective factor that may cause a consumer to purchase from one supplier over the other is the price per barrel.

Calvin's app market is characterized by imperfect competition, where there are fewer competitors and each business has the ability to differentiate its product or service in a way other than by price. Smart phones are a good example. Consequently, Calvin will be able to utilize some strategies in hopes of capturing a greater share of the market.

Market competition is like war, and the goal is complete domination. Calvin wants to capture the entire market. The only problem is that all of his competitors want the same thing.

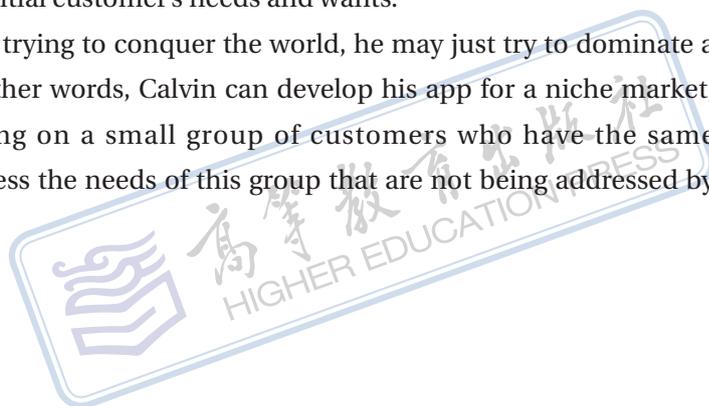
Calvin can utilize several different strategies to defeat his competition. Calvin will have a competitive advantage if two conditions are met:

1. Potential customers perceive a difference between his app and the apps of his competitors.
2. The perceived difference is important to potential customers, resulting in their selection of Calvin's app.

Calvin can use different strategies to gain a competitive advantage. Calvin can become a cost leader, which means he does it cheaper than his competitors. If he can produce his app cheaper, then he can earn more profit per app sold.

Calvin can also try to differentiate through perceived consumer value. If his app is perceived by consumers to be of greater value than the competitors' apps, he will have a competitive advantage. One way to do this is by being innovative to meet more of his potential customer's needs and wants.

Finally, instead of trying to conquer the world, he may just try to dominate a small patch of it. In other words, Calvin can develop his app for a niche market, which means focusing on a small group of customers who have the same preferences, and address the needs of this group that are not being addressed by his competitors.



**Task 3** Listen to a passage about unfair competition, and complete the summary by filling in the blanks.

Unfair competition	Explanation
Trademark infringement	Using a trademark without <u>authorization</u> from the <u>owner</u> or <u>licensee</u> , thereby causing a <u>violation</u> of trademark rights.
Misappropriation of trade secrets	A <b>trade secret</b> is any <u>confidential business information</u> that provides the business with a <u>competitive edge</u> .
Deceptive advertising	Using an inaccurate advertisement to make a <u>false statement</u> about quality or price <u>in comparison to</u> another's product. Deceptive advertising can also be accomplished through <u>bait and switch schemes</u> .

### Audio Script

Unfair competition actually refers to several different types of intentional torts. It includes various forms of deceptive business practices. These civil causes of action cause intentional, economic injury to another person's business. Sometimes a crime can be involved as well. For example, consider these examples of torts that will qualify as unfair competition:

- Trademark infringement
- Misappropriation of trade secrets
- Deceptive advertising

Trademark infringement is using a trademark without authorization from the owner or licensee, thereby causing a violation of trademark rights.

Generally speaking, a trade secret is any confidential business information that provides the business with a competitive edge. This includes things like sales methods, distribution methods, marketing methods, research methods, consumer profiles, advertising strategies, suppliers lists, client lists, firm software, and manufacturing processes.

Deceptive advertising is using an inaccurate advertisement to make a false statement about quality or price in comparison to another's product.

Deceptive advertising can be accomplished in many other ways too, such as through bait and switch schemes. This is when a business advertises a low cost item to bait a customer into a store, and then switches the item for something

higher priced. This scheme is illegal if the business refuses to show the low cost item to the customer, doesn't have enough of the low cost item on hand or try to make appropriate concessions, or if the business discourages salespeople from selling the low cost item.

## PART 4

# Speaking

## PART 4

### Negotiation

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**Task 1** Complete the following dialogues by making an effective statement from the words in the prompt. A cue will be given telling you what you need to do.

1. What we would like is a better warrantee on this product.
2. How about this? We'll give you a discount of 4%, but you can have 90 days credit.
3. I'm afraid we have to call the whole deal off if you still insist on your original commission.
4. Maybe it would be best to go with 6% of sales with a four year lease.
5. That would be fine. We could accept the lower rebate.

**Task 2** Match the statements in Column A with their tentative versions in Column B. An example is given for your reference.

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. d | 2. e | 3. h | 4. a | 5. c  |
| 6. b | 7. j | 8. g | 9. i | 10. f |

**Task 3** Role play the negotiation according to the information given.

#### *Sample Dialogue*

M: Listen, I'm thinking about something you might be interested in. What do you think of the idea of representing us in Asia? We're looking for a good distributor to work with.

L: We would love the chance to represent Sigma in Asia. We would have your products moving through our entire distribution network, including China.

M: If you include China, that means we'll have to get out of an existing partnership. That will cause a great loss to our company.

L: Just think of what you can gain. We've got a solid footing in China, and our

sales there are really good.

M: I agree on that point. But I'm thinking about whether we may have some different possibilities for China, which we've actually been looking for.

L: Definitely. If you agree to China, and can commit something like six staff to Asia, we'd cover any Asian marketing costs, including advertising and promotion.

M: We will have to terminate our former Chinese partnership at no small price. This is an additional cost we have to consider. So how about this: if we include China in the deal, let's say two staff. We'd also like to knock your commission down by 20% for two years.

L: 20% on commission? That's a pretty big drop for us.

M: But only for two years. After that, we'll be back to the original rate.

L: That's still pretty stiff. And two staff really doesn't seem like enough support. Maybe we can meet in the middle. Perhaps we can look at a head count of four and 10% cut for two years. Again I need to confirm that, but I'm confident it will work.

M: 10%, huh? It doesn't get us quite to where we need to be, but I think we would be willing to accept that.

## PART ⑤

# Business Writing

**Task ①** Suppose you're an applicant for a **financial advisor** position. Discuss with your partner: Which of the qualifications listed below are related to the job applied for and thus should be included in a resume? Which of them are irrelevant?

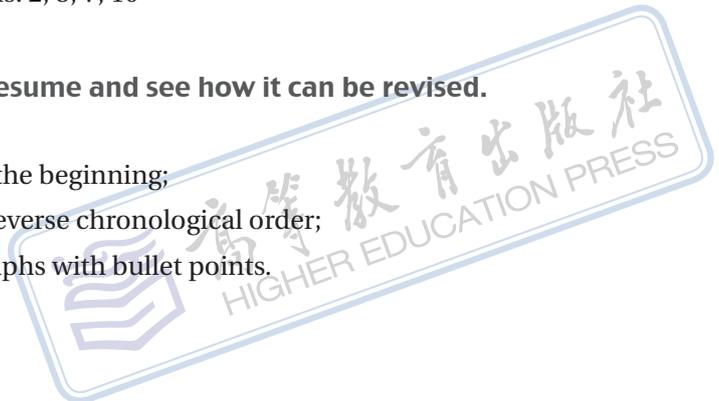
Related qualifications: 1, 3, 4, 6, 8, 9

Irrelevant qualifications: 2, 5, 7, 10

**Task ②** Read the following resume and see how it can be revised.

**Revision suggestions:**

1. Put an objective at the beginning;
2. List experience in reverse chronological order;
3. Replace big paragraphs with bullet points.



*Revised version:*

**Sandy Bright**

**2066 HONGAN BUILDING**

**NO. 233 JINTAI ROAD, BEIJING**

**PHONE: 13912340498**

**EMAIL: shen16900@sina.com**

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**OBJECTIVE**

A position that will further develop my superior marketing skills, and a training and counseling position with a business firm

**EXPERIENCE**

1. Overseas Marketing Manager, COFCO Corporation. 2009–present
  - Responsible for opening and developing new markets in South East Asia.
  - Supported strategic sales throughout the area.
  - Responsible for increasing market share through providing support to appointed representatives and distributors.
2. Assistant Marketing Manager, BEIJING SANYUAN FOODS CO.,LTD, 2003–2009
  - Kept abreast with the latest developments in the marketplace and identified new opportunities.
  - Oversaw day-to-day sales operations and helped with a profit increase of 15%.
3. Market Researcher, Beijing Huiyuan Drinking and Food Ltd. Co., 1998–2003
  - Conducted feasibility studies of beverages business.
  - Analyzed sales performance using statistical and computer modeling techniques.
  - Prepared business plans and monthly business reports.

**EDUCATION**

Xi'an Jiaotong University, Xi'an, Shanxi. 1994–1998

Bachelor of Business Administration

**REFERENCES**

Available upon request.



**Task ③** Suppose you're a postgraduate from Tianjin University of Finance and Economics and intend to apply for a job in the Personnel Resources Department of CHINA EVERBRIGHT BANK CO., LTD. Write a resume to show your competence.

*Sample:*

**Zhang Hua**

103 Qiongzhou Road, Hexi District, Tianjin

Phone number: 13934521879

E-mail: Zhanghua0417@126.com

**OBJECTIVE** an entry-level position in the human resources department, concerning financial personnel training in banks and other financial institutions

**EDUCATION**

2011-2014 Master of Economics in Financial Administration, Tianjin University of Finance and Economics, Tianjin, China

2007-2011 Bachelor of Economics in Finance, Tianjin University of Finance and Economics, Tianjin, China

**EXPERIENCE**

2012 Trainee, United Nations Development Progress (UNDP), Zhengzhou, China

✓ Conducted interviews and surveys with the local population

✓ Analyzed data and wrote articles based on research

2011 Intern, Personnel Resource Department, Bank of China (Tianjin Branch)

✓ Helped arrange new staff enrollment.

✓ Responsible for collection, sorting, and filing of information documents.

2010 Volunteer, community service, Beijing, China

✓ Helped organize a training program for laid-off workers.

✓ Launched a campaign for awareness of community safety.

**SKILLS**

Computer Proficiency in Windows, Word, Excel, Photoshop, etc.  
Internet search skills

Language Good command of oral and written English  
Basic knowledge of Spanish

**REFERENCES** Available upon request.

## Case Study

## Case 1

**Task** Work with your partners, and discuss the following questions:

1. What does “lean production” mean?

**Reference:**

Lean production is quite simply about getting more from less. The aim of lean production is to reduce the quantity of resources used in providing goods and services for consumers. Lean production involves eliminating waste and therefore using less labor, materials, space, and time. This in turn reduces costs.

2. What are the possible benefits Aldi might get by adopting the measures listed in “Reducing costs and eliminating waste”?

**Reference: The benefits are listed in the brackets.**

The principles of lean production are planned and built into everything that Aldi does:

- In its supply chain, up to 60% of Aldi’s fruit and vegetables are sourced locally where possible. (reducing the need for long and costly delivery)
- Aldi sells fewer variations of each product. (By selling fewer varieties of each product Aldi can buy much larger quantities. This enables it to take advantage of economies of scale and source products more cost-effectively. This, in turn, means that Aldi needs less space to display its products. As a result Aldi’s stores can be smaller.)
- Aldi’s shopping trolleys have a £1 deposit system. This ensures that customers return them after use. (This results in fewer trolleys being lost and needing replacing. It also means that Aldi does not have to employ someone to collect the trolleys as customers return their trolleys to the front of the store.)
- Aldi trades over a shorter period from 8 am until 8 pm from Monday to Saturday and from 10 am until 4 pm on a Sunday. (It means that staffing costs are not incurred at times when there would be fewer customers. Consumption of utilities for power and heating can also be reduced through trading only during the busiest times of the day.)
- Products display numerous bar codes so that cashiers do not have to search for them. (They can be scanned more quickly, requiring fewer tills and cashiers.)

- Aldi uses a just-in-time (JIT) approach to store management by only holding the stock that it needs. (The company therefore only buys the stock required at any given time. Aldi is not tying up too much investment in stock that is then going to be held for a long period of time before it is sold to generate income. It also means Aldi does not pay for large warehouses to store stock or pay for additional staff to monitor warehouse stock.)
  - Products are delivered in display ready cases. Once the top of the case is removed it can simply be lifted onto a shelf for display to customers. (Units can be handled easily. It helps to get a large volume of products into the shop very quickly.)
  - Aldi trains its staff to become multi-skilled and enables them to do a variety of tasks around the store. (Staff costs can be reduced as fewer staff are required if they can perform a variety of duties throughout the store.)
3. Can you propose more measures to reduce costs and eliminate waste?  
Open.

## Case 2

**Task ①** Suppose you're in charge of the customer service department at SIA. Now discuss with your staff how to work out some proposals to improve customer service.

**Reference:**

- Improve in-flight dining standard. Besides refreshments and beverages, in-flight dinner should include a variety of cuisine from different countries. Instead of offering passengers identical food, the passengers should be granted freedom to choose their own meals. Customers on SIA can also enjoy an extensive selection of wines and champagne from the world's major wine-producing regions.
- Supply language training to the staff so that they will be able to speak a number of international languages. This will in turn give better service to passengers from all over the world.
- Improve in-flight entertainment. Provide passengers with more video channels, audio channels, popular video games, real-time news, information on popular SIA destinations, and so on.
- Address passengers' individual needs. Anticipate and meet the needs of all passengers, especially the elderly, kids, and minorities.

**Task ②** Writing

Open.

# UNIT 9

# Business Ethics

PART 1

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## PART 1

### Vocabulary

**Task ①** What do you know about business ethics? Talk with your partner and tell what you know about ethical problems in business. Use the following expressions to help you.

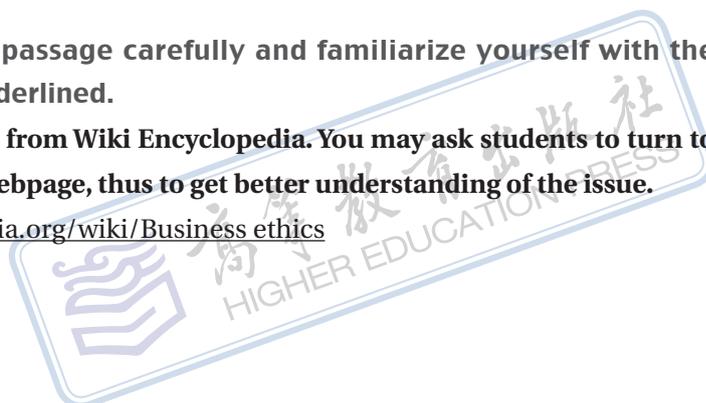
*For reference:*

I am running a small restaurant in town. I had been working hard and living an ok life until one day an urban management staff came in my restaurant. He walked about my house and tried to find fault with sanitary work, threatened to give us a big fine. He went away finally after I slipped 500 yuan into his hands. From then, he visited my restaurant regularly and every time went off with some money. I hate this and I can no longer put up with this.

**Task ②** Read the following passage carefully and familiarize yourself with the words or phrases underlined.

This paragraph is from Wiki Encyclopedia. You may ask students to turn to Internet to read the webpage, thus to get better understanding of the issue.

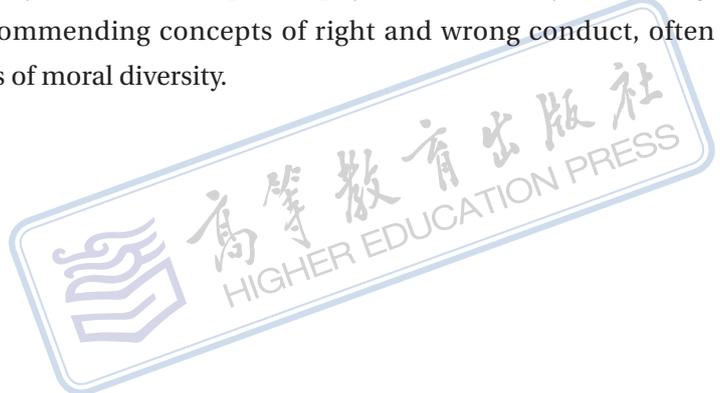
[http://en.wikipedia.org/wiki/Business\\_ethics](http://en.wikipedia.org/wiki/Business_ethics)



**Task 3** Listen to the definitions and examples of the following words or phrases, and then use the following words or phrases to complete the sentences.

ethics                      moral                      morale                      public morality  
social morality              personal morality              business ethics              morality

1. **Public morality** refers to moral and ethical standards enforced in a society, by law or police work or social pressure, and applied to public life, to the content of the media, and to conduct in public places.
2. **Morale** refers to amount of confidence felt by a person or group of people, especially when in a dangerous or difficult situation.
3. Some moral principles govern how we treat each other. This is “**social morality**.” It includes standards like ... The Golden Rule: Respect the conscience of others, as you desire them to respect your conscience. The Zero Aggression Principle: Don't tread on others.
4. **Business ethics**, also corporate ethics, is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations.
5. **Moral** is the differentiation of intentions, decisions, and actions between those that are good or right and those that are bad or wrong.
6. There are also moral principles that govern how we treat ourselves ... What we eat? How we worship? What we wear? How we have sex? There's far less agreement about this kind of morality. It's highly personal. So we call it “**personal morality**.”
7. **Morality** relates to the standards of good or bad behavior, fairness, honesty, etc. that each person believes in, rather than to laws.
8. **Ethics**, sometimes known as philosophical ethics, ethical theory, moral theory, and moral philosophy, is a branch of philosophy that involves systematizing, defending and recommending concepts of right and wrong conduct, often addressing disputes of moral diversity.



Bribery, an inevitable business practice in China? This article is from *Caijing* (财经), an independent magazine based in Beijing, China.

After reading and completing exercises, class activity can be focus on a discussion of Guanxi in China. Questions can be raised like:

How to define Guanxi?

How important is Guanxi in Chinese society?

How to maintain Guanxi?

Is Guanxi invariably connected with bribery or other unethical problems in the business world?

Students can also be guided to read the article in the CULTURE NOTES:

Does the Chinese practice of Guanxi lead to corruption in business? (Exerpt)

**Task 1** Read the following definitions carefully and then match the corresponding word in the passage to these meanings after reading.

- |              |  |
|--------------|--|
| 1. Kickbacks | payment made to someone, esp. illegally, for providing help, a job, or a piece of business.  |
| 2. Bribery   | the crime of giving someone money or something else of value, often illegally, to persuade that person to do something you want.                                 |
| 3. Guanxi    | Chinese word for the relations between people, which describes the basic dynamic in personalized networks of influence, and is a central idea in Chinese society |
| 4. Purchase  | the act of buying something.   |

**Task 2** Read the article *Bribery, an Inevitable Business Practice in China?* And fill in the blanks (1)—(7) with the correct letters from A to G.

*Caijing* (财经) is an independent magazine based in Beijing, China, that publishes articles exploring the challenges of a society in political and economic transition, with a focus on civil rights, public affairs, and business. The publication's title

means “Finance and Economics Magazine”.

**Background Information** is from Wiki Encyclopedia. You may turn to Internet to read the webpage or ask students to read it after class. <http://en.wikipedia.org/wiki/Guanxi>

# 關係

## guānxi

### Background Information

**Guanxi** describes the basic dynamic in personalized networks of influence, and is a central idea in Chinese society. In Western media, the pinyin romanization (字母化) of this Chinese word is becoming more widely used instead of the two common translations — “connections” and “relationships” — as neither of those terms sufficiently reflects the wide cultural implications that *guanxi* describes.

Closely related concepts include that of *ganqing*, a measure which reflects the depth of feeling within an interpersonal relationship, *renqing* (人情 *rénníng/jen-ch'ing*), the moral obligation to maintain the relationship, and the idea of “face” (面子, *miànzi/mien-tzu*), meaning social status, propriety, prestige, or more realistically a combination of all three.

### Phrases and Expressions

**take a direct route to** to do sth in a direct way 走直径

**Example sentences:**

1. Well-planned crash courses can work miracles sometimes; they can help you **take a direct route to** your success.
2. When asked to work out some problems in studies, many students will **take a direct route to** Internet, instead of doing reading and researching in the school library.

**bribes and kickbacks** A **bribe** is a sum of money or something valuable that one person offers or gives to another in order to persuade him or her to do something. 贿赂; A **kickback** is a sum of money that is paid to someone illegally, for example money which a company pays someone to arrange for the company to be chosen to do an important job. 回扣

**Example sentences:** 1. Some government officials are found supplementing

their earnings with 'gray' income, which can include **kickbacks**, **bribes** and the like.

2. Chinese government has redoubled efforts to prevent **kickbacks**, "**red envelope**" **bribes** and other improper charges in medical service.

**grease sb's palm** make illegal payments to in exchange for favors or influence  
贿赂

**Example sentences:** 1. The couple had to **grease the palm of** the waiter to get a table in the crowded restaurant.

**close a deal** conclude business with sb. 与某人达成交易

**Example sentences:** 1. We negotiated the terms of the agreement, and this afternoon we will **close the deal**.

2. They **closed a deal** after a week of negotiation.

**hand out** to give to several people; to give out; <非正>分发; 拿出

**Example sentences:** 1. She did not hand out leaflets door to door like the rest of the group.

2. Would you please hand out the balloons to the children?

**receive the cut** to receive a share of the profits [美国俚语] (分摊到的) 份额

**Example sentences:** 1. They increased rental income by 300 yuan a month, of which they receive a 10% cut.

2. Team members will receive their cut each month once the site generates revenue.

**fall apart** to becomes disorganized or unable to work effectively (组织, 机构) 瓦解

**Example sentences:** 1. With the development of industrial production, the old feudal system began to **fall apart**.

2. Without Party leadership there definitely will be nationwide disorder and China would fall apart.

**bring sth / sb into the fold** to get sth/sb involved in an activity or organization  
带入 (涉入) 其中

**Example sentences:** 1. Use your power to **bring** a large majority of retailers in dairy food business **into the fold**.

**get in with** to begin to be involved with a particular person or group 和 ... 好起来

**Example sentences:** 1. We need to **get in with** him and his buddies.

2. She knew a friend who worked in the film industry, who helped her **get in with** the American giant.

**guanxi maintenance** Guanxi has a major influence on the management of businesses based in China. guanxi maintenance refers to the business behaviors to keep and nurture a good relationship with influential people for the purpose of gaining more profit in doing business. 维护关系

**Example sentences:** 1. In China, sales representatives must pay regular attention to “guanxi maintenance.”

2. Face is fundamental for the development and maintenance of guanxi.

**Task 3** Choose the proper words or phrases from the box to complete the sentences. Change the forms if necessary.

take a direct route to	bribes and kickbacks	grease sb's palm
close a deal	hand out	receive the cut
into the fold	get in with	fall apart
	guanxi maintenance	bring sth/sb

1. Italian companies are the most likely companies to offer illegal **bribes and kickbacks** in Europe and the United States.
2. Many clubs had to **grease the palms of** the police to prevent them from shutting down their business.
3. The World Trade Organization cleared the way on Thursday to **bring** Russia **into the fold**, a move that would tie the nation into a global system of open markets and binding trade rules
4. If we could **close a deal** with Nike and Adidas, it means making a big business in the coming Olympics.
5. He did not **take a direct route to** his home, but made a detour around the outskirts of the city.
6. The government will not **hand out** the money to the orphans directly, but to subsidize the qualified orphans in categories like getting a home and a job.
7. The research team members will **receive the cut** each month once their work result generates revenue.
8. I've had nothing to do with him since he **got in with** that rather disreputable gang of people.
9. Their marriage finally **fell apart** when his affair with another woman was

found out by his wife.

10. The success and even survival of many businesses rests on the establishment of guanxi and **guanxi maintenance** plays a big part in the long term business activities.

## PART 3

# Watching & Listening

## PART 3

### Background

#### Lilly Ledbetter: Equal Pay for Equal Work

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Lilly Ledbetter worked as an area manager at Goodyear plant in Gadsden, Alabama for nineteen years. Her crusade to remedy the gender-based pay discrimination that she suffered during that time received national attention, and her activism led to the passage of the Lilly Ledbetter Fair Pay Act in 2009.

Ledbetter grew up in rural Alabama and began working in her grandfather's cotton fields while she was a teenager. She married Sergeant Major Charles Ledbetter and had two children. In 1979, she took a job as an overnight shift manager and area manager at the local Goodyear plant.

As part of her contract, Ledbetter was forbidden to discuss the details of her pay with other employees. As she approached retirement in 1998, however, an anonymous tipster alerted her to an alarming fact: despite receiving a "Top Performer" award in 1996, she had been making far less than her male colleagues for the entirety of her employment at Goodyear.

Outraged, Ledbetter made a formal complaint against Goodyear with the Equal Opportunity Employment Commission. After the company tried to discipline her by assigning her to manual labor, Ledbetter filed a discrimination suit and was awarded approximately \$3.3 million in damages (later reduced to \$360,000 because of a law limiting a company's liability for damages.)

Goodyear, however, appealed and the case ended up in the the Supreme Court, which ruled 5-4 in favor of the tire-maker, saying that Ledbetter had

missed the statute of limitations (then, only 180 days from her first unequal paycheck) to file a discrimination suit.

Although she never received any compensation for the discrimination she faced, Ledbetter fought to pass legislation ensuring that other women would not have to deal with the same inequities she had. In 2009, President Barack Obama made the Lilly Ledbetter Fair Pay Act the first piece of official legislation that he signed upon taking office. The bill revises previous legislation so employees can sue up to 180 days after receiving any discriminatory paycheck.

**Task ① Watch the video clip and give a brief answer to the following questions.**

1. How did Lily Ledbetter feel when she went in the court?

It was embarrassing, and she felt other people might look upon her as a whiner, a complainer.

2. How did she think of her job as a manager?

The management job was an excellent job for a woman. It was hard, it was dirty, but it was still a good manager's job.

3. What was her reaction when she learned that man earned much more than women in the company?

She thought it was so devastating, so humiliating.

4. What did Justice Ruth Bader Ginsburg about Lily Ledbetter's fight for equal work, equal pay?

"These people don't understand what it's like in the real world."

5. How did Lily Ledbetter feel when she was walking on the red carpet with president Obama?

It was an answer to some prayers.

## **Video Script One**

### **Lily Ledbetter: Equal Pay for Equal Work**

It was so embarrassing to me to have to go in and sound like whiner, a complainer, and to say they don't treat me fair. Working for Goodyear, the management job was an excellent job for a woman. It was hard, it was dirty, but it was still a good manager's job. In '96 I was given the "Top Performance" award based on my record.

And when I looked and saw how much those men were making, it was so devastating, so humiliating. I don't think I've ever had a lower feeling in my whole life. So I put the note in my pocket and I continued on my shift, and about halfway through the night it hit me. All my retirements, all my savings, everything that I had tried to do for the future was short changed. So we ended up in federal court in January of 2003.

Justice Ruth Bader Ginsburg said, "These people don't understand what it's like in the real world." And they don't. People don't stand around water coolers discussing their pay. She said, "The ball is in congress' court and I challenged them to do something about this great justice." And they did.

Walking down that red carpet with the President was an answer to some prayers because I feel like my young granddaughter and the women that my grandsons will someday marry, that they will have a better opportunity. And that's what it will take, is equal pay for equal work.

### Task ② Watch the video clip and answer the following questions orally.

1. When did Lily Ledbetter begin to work as a supervisor in Goodyear?  
She hired in with Goodyear in 1979.
2. What did Goodyear people expect of Lily Ledbetter when she first took up the job? And why?  
They didn't expect me to do that well because I was a woman.
3. Why Goodyear did not like to take in women employees?  
Because they thought women cause lots of trouble.
4. What did Lily Ledbetter believe even she was in a really bad situation? She believed that if she persevered, she made a good example, that she would be opening the door, and be trailblazers for women in the future.

### Video Script Two

#### Lily Ledbetter: Equal pay for equal work

I hired in with Goodyear in 1979 as a supervisor in the production area. They didn't expect me to do that well because I was a woman. The managers that I worked for through the years would flat out tell me that Goodyear did not need women on the factory floor because we cause trouble. I took a lot of sexual harassment and there were a lot of times that it really got to be really a bad

situation, but I continued to believe that if I persevered, I made a good example, that we would be opening the door, and be trailblazers (pioneers) for women in the future.

### Task ③ Listen to a report From VOA, take notes and fill in the blanks.

#### Anti-Corruption Group Says Abuse of Power Still “Very High” in Many Countries

06 December, 2012. From VOA Learning English, the Economics Report in Special English.

- |   |
|---|
| 1. A group that brings attention to the issue of corruption says levels of bribery, abuse of power and secret dealings are still “ <b>very high</b> ” in many countries.  |
| 2. One common form of corruption is <b>bribery</b> : the use of money or gifts to persuade another person to do something wrong or illegal.   |
| <b>3. Stealing public money</b> is another form of corruption.  |
| 4. And in some countries it can be that 50 percent of the population had to pay a bribe <b>to gain access to</b> essential services like water, education, health, licenses.  |
| 5. A group of small, developed nations scored highest on the new list. Denmark, Finland and New Zealand received a rating of <b>90</b> . Among large nations, the United States rated <b>73</b> while China rated <b>39</b> . |
| 6. She says the index can show people <b>involved in policy decisions</b> how others see the issue of corruption in their countries.  |
| 7. “We need evidence about <b>how corruption works</b> . We need to know where to target the reforms needed to promote transparency, accountability and integrity.”   |
| 8. The World Bank notes that countries showing improvements in perception indexes had greater <b>foreign investment and economic growth</b> .   |

### Video Script Three

This video clip is from VOA Special English Economics Report in Special English.

Anti-Corruption Group Says Abuse of Power Still “Very High” in Many Countries



06 December, 2012. From VOA Learning English, the Economics Report in Special English.

A group that brings attention to the issue of corruption says levels of bribery, abuse of power and secret dealings are still “**very high**” in many countries.

Transparency International this week released its yearly Corruption Perceptions Index. The Berlin-based group rates 176 countries and territories with a number from zero to 100. Bigger numbers are better.

The index measures the perceived, or apparent, level of corruption in a country. The group uses information from a number of economic sources. They include the African Development Bank, the World Bank and the World Economic Forum.

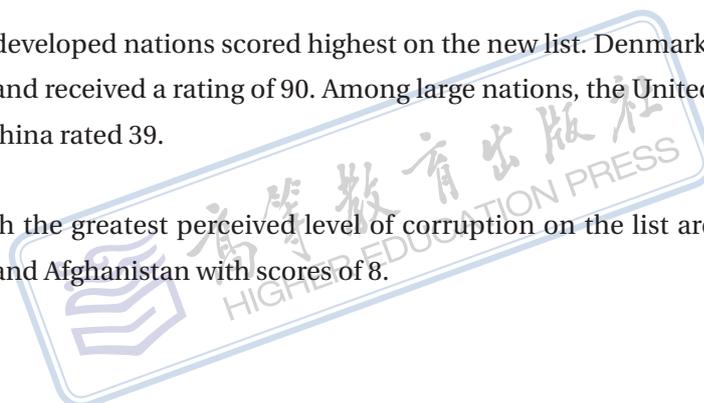
Corruption takes many forms. Transparency International calls it “the abuse of entrusted power for private gain.” **One common form of corruption is bribery:** the use of money or gifts to persuade another person to do something wrong or illegal. Corruption is not easy to measure because it is secretive. But the World Bank estimates that about \$1 trillion in bribes are paid every year worldwide. **Stealing public money is another form of corruption.**

Huguette Labelle is chair of Transparency International. She says the problem of corruption affects millions of people and limits their ability to get necessary services.

**“And in some countries it can be that 50 percent of the population had to pay a bribe to gain access to essential services like water, education, health, licenses.”**

A group of small, developed nations scored highest on the new list. Denmark, Finland and New Zealand received a rating of 90. Among large nations, the United States rated 73 while China rated 39.

The countries with the greatest perceived level of corruption on the list are Somalia, North Korea and Afghanistan with scores of 8.



**PART 4****Speaking**

Robin Hodess directs research at Transparency International. **She says the index can show people involved in policy decisions how others see the issue of corruption in their countries.**

“We need evidence about how corruption works. We need to know where to target the reforms needed to promote transparency, accountability and integrity.”

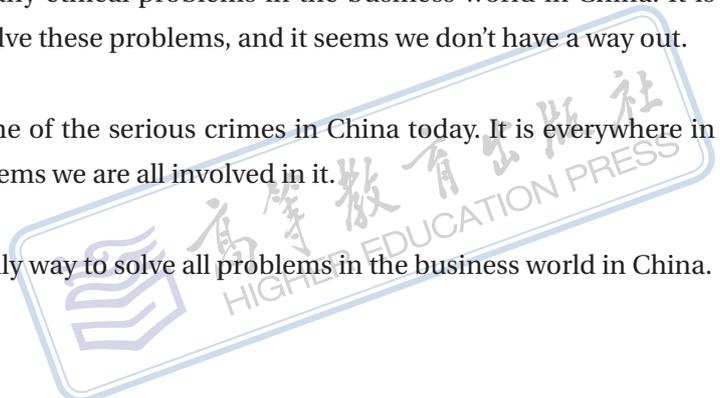
The index measures perceptions held by experts, businesses and organizations. And their opinions are important. **The World Bank notes that countries showing improvements in perception indexes had greater foreign investment and economic growth.** However, foreign aid and international trade is less likely for countries perceived as highly corrupt.

**Making Points**

**Making points in meetings, discussions, problem solving and other situations are an important part of one’s life. Learning to make points is an important social skill. Focus on the main problem, giving your opinions and conceding to make a point are the three steps for you to make points.**

**Task 1** Imagine you are in a conversation with a partner, talking about ethical issues in China. Answer the following questions as many ways as possible.

1. A: There are so many ethical problems in the business world in China. It is hard for us to solve these problems, and it seems we don’t have a way out.  
B: (Open).
2. A: Corruption is one of the serious crimes in China today. It is everywhere in our life and it seems we are all involved in it.  
B: (Open).
3. A: Penalty is the only way to solve all problems in the business world in China.  
B: (Open).



4. A: Fines? I don't think the increase of fines will be a way out to solve the problems in China.  
B: (Open).

**Task ②** For this part, please refer to the textbook for the answers.

Look at the following sentences used to Focusing on the main problem/issue, Giving Opinions, and Conceding to Make a Point. Can you classify them ?

1. I think the major problem is ...
2. Our primary concern is ...
3. The key point of the matter is ...
4. As I see it, the most important thing is ...
5. I don't feel that it's such a good idea.
6. The point I'm trying to make is ...
7. You have a good point, but ...
8. You could say that, but ...
9. Correct me if I'm wrong, but ...

**Task ③** Look at these statements. Work with a partner and tell your opinions.

Open.

## PART ⑤ Business Writing

**Task ①** Look at the following statements and see whether they are of help to your complaint letter writing.

1. All complaint letters should attach the original copy of a receipt or invoice.  
This is wrong, remember always keeps the original copy of a receipt or invoice.  
Send the photocopy.
2. Just like any other formal letter writing, be sure not to write your complaint letter in colloquial language.  
This is true; contractions and colloquialism are not allowed in formal letter writing.
3. Remember to provide information as detailed as possible, including your bank account number and cellular phone number as well.  
This is not right; learn to protect your personal information.
4. You may demand your money returned by saying you will resort to law if your

request is rejected.

This is wrong; remember to be polite and never threaten.

5. You should state exactly what you want done about the problem.

This is right.

6. You may write to the head of the company directly in order to have your problem solved quickly.

Yes, you may, but better write to the person who is able to act on the complaint.

### Task 2 Writing

1. Write a complaint letter about faulty book cabinet purchase at CABINET WORLD.
2. Write a complaint letter about poor service you received in a restaurant named Maddonnot.

## PART 6

# Case Study

### Case 1

The answers to the exercises in this part are open. Some exercises can be done outside class. Ask students to shoot a video, recording their discussion, or role-play activities.

### Background

Miss Wang is a tour guide working with a travel agency. She works hard, travels a lot and establishes an excellent rapport with her guests. The travel agency always receives positive feedbacks from her guests, some praising her tender care of the elderly in the tour group, some sending gratitude for her kindly introducing genuine Chinese antiques, traditional paintings and souvenirs, and speaking of her as an angel because a couple times she helped her guests recover their lost cash, cameras, and many other properties. Over three successive years he has been awarded “the best tour guide” among all the employees of the company. She is looked upon as a “model worker,” an example for other staff members

to emulate, and as one of the business backbones by the stockholders of the company. Once, at a gathering of some colleagues and after a couple of beers, she reveals in private that she receives kickbacks every time she leads her guests to the antique store where she is sitting, savoring tea and enjoying his guests being scammed into buying goods claimed to be genuine and of traditional Chinese styles. She receives generous kickbacks afterwards. She says many tour guides like her do the same thing and earns a substantial sum of money besides their pay given by the travel agencies they work with. Walls have ears. Her boss, Ms. Chow, soon learns about everything and decides to do something.

## Situation

Ms. Chow met other executives in the company and after a discussion, they arrived at agreement as to what consequences Wang's misconduct might have caused, and the action they were going to take to stop such problems. And then, Ms. Chow reported to Mr. Smith, the Chief of Board of the company and submitted all the related materials, waiting for feedback from the Board.

- Task ①** Work with your peers (Ms. Chow, chairing a discussion with the executives in the company), discussing the problem and find out any possible consequences Miss Wang's misconduct might have caused.
- Task ②** Work with your peers (The Chief of the Board, chairing a board meeting), discussing the problem and make a decision what action the company is going to do to tackle the problem.
- Task ③** Work with your partner (The director of Human Resources talking to Miss Wang), telling Wang what the company is going to do with her misconducts.

## Case 2

**Task ①** Discuss with your partner as to  
Open.

**Task ②** Hold a group discuss as to  
1. Stealing information, is it a wrongdoing, or a crime?



2. What measure should be taken to stop information leak?
3. How to protect employees' privacy and at the same time stop information leak?

## **Culture Studies**

### **Does the Chinese practice of Guanxi lead to corruption in business? (Excerpt)**

Scott Lane, CEO, The Red Flag Group, Hong Kong

W. John Hoffmann, Principal of Exceptional Resources Group (XRG), Hong Kong

### **What is guanxi, and why is it misunderstood?**

Guanxi is both a central institution as well as an informal mediating mechanism that encompasses the personalized networks of influence in Chinese society. Guanxi describes, in part, a personal connection between two people in which one is either able to prevail upon another to perform a favor or service, or be prevailed upon in mutual relation and understanding and for mutual interest and benefit.

Contrary to frequent Western views of guanxi, there is absolutely nothing idiosyncratic or unusual about it. In its simplest form, guanxi compares with a bridge once can choose to cross or not. It is also the ability to select or reject a friend based on mutual need and interest and complementary time horizons. Guanxi also relates to family bonds which are neither chosen nor readily dispensed. The trust that accrues through mutual guanxi and the network it suggests compares to the good old-fashioned gentlemen trust and relationships that have moulded Western societies over the centuries, such as in the city of London or between ship dealers in Japan and Norway where deals were done based on verbal contract ("My word is my bond").

Chinese guanxi networks arose centuries ago when there was no real legal framework in place to determine outcomes. More recently, in times of turmoil, guanxi networks have been relied upon as a mechanism for organizational governance when legal and institutional mechanisms fail to determine outcomes in a reliable manner. In many areas, and in many ways, modern Chinese guanxi networks serve as positive ordering forces in modern China, where incomplete reforms and the relatively new legal mechanisms accompanying them are not yet uniformly adopted by Chinese society or enforced by Chinese state authorities.

China today is a place where outcomes are often determined by two co-existing, sometimes contradictory, systems: modern adapted versions of traditional Chinese guanxi mechanisms (based on the rule of man) and international legal norms (predicated on the rule of law). Because reforms are not complete, individuals and companies in China cannot rely on investing solely in legal mechanisms to determine outcomes, and so they continue to invest time and resources in guanxi network mechanisms.

What makes investing in guanxi more important is the fact that, since the 16th Party Congress in 2002, the proportion of the Congress delegates from business and civil sectors was set to gradually increase. In the provincial nomination for the 18th Party Congress, conducted in late May 2012, a significant number of candidates were business executives or board members. It would certainly be an advantage to build guanxi with such individuals, who are well connected to and known by policy making bodies, as ties between government and business are strengthened.

Provided that the clearly-defined rules and moral principles of guanxi are respected, the building and use of it is, from a Chinese point of view, unambiguously ethical. Guanxi is used by most individuals in China to try to determine important outcomes based on the rule of man. Guanxi contacts begin with personal relationships founded on trust and the prospect for mutual benefit between individuals. This basic, personal relationship of trust is then extended to encompass others who are bound together in a network of extended mutual trust.

There are many types of guanxi networks, all of which derive, to greater or lesser degrees, from traditional Confucian relationship hierarchies. The first and most important type of relationships are intra-group relationships: parent to child, husband to wife, teacher to student, ruler to subject, and so forth. The second-most important relationships are inter-group relationships of common interest, peer groupings such as hometown clan to clan, classmate to classmate, employee to employee, same-sector businessman to businessman and the like. The third is between different common interest groups, such as businessmen and public to government officials. Guanxi then develops into a networked series of exchanges or transactions between the various relationship groupings. Goods, services or personal favors can be exchanged for anything of value and benefit to the relationship parties.

Investing resources solely on Western norm-based business practices (such as financial and legal due diligence and contractual obligations), and resorting to arbitration and courts when things fail is not sufficient, given the realities of Chinese society. Rather, using guanxi network mechanisms are generally superior, if not highly complementary, in order to determine outcomes.



# UNIT 10 Money

PART ①

## Vocabulary

**Task ①** Watch the video about the ways people count cash, then talk about how you count your cash.

Open.

**Task ②** How many words related to money can you think of? Write down as many as you can.

banknote	borrow	budget	cash	cheque
coin	credit	currency	debit	deposit
donate	fee	interest	invest	lend
loan	payment	receipt	refund	save
spend	tip	withdraw		

**Task ③** Match the words related to money (1-10) with their definitions (A-J).

- 1 — D Bitcoin 比特币
- 2 — G legal tender 法定货币
- 3 — B bid 出价, 投标
- 4 — F blue chip stocks 蓝筹股
- 5 — H capital stock 股本
- 6 — C equity 权益, 产权
- 7 — A insider dealing / trading 内幕交易
- 8 — I IPO 首次公开募股
- 9 — E liabilities 义务, 债务
- 10 — J par value 票面价值

**Task 1** Before you read

Open.

**Task 2** Read the article *European Stocks Rise After Crimea Event*, and then write a summary.*For reference:***Summary**

Europe's benchmark stock index advanced on Monday. The Stoxx Europe 600 index gained 0.7% to 324.35. The benchmark closed with a loss of more than 7% last week, as tensions rose ahead of the Crimea vote.

**Task 3** Read the passage again. Then complete the following sentences with the words that describe the trends in stock.

- |                               |                                       |
|-------------------------------|---------------------------------------|
| 1. advanced, rebounding, rose | 2. gained, picked up                  |
| 3. put on                     | 4. gained, added, picked up           |
| 5. up ... to                  | 6. up ... at, higher at, added ... to |
| 7. down from, up more than    |                                       |

**Task 4** True or False

- |      |      |      |      |      |
|------|------|------|------|------|
| 1. T | 2. T | 3. F | 4. F | 5. T |
| 6. F | 7. T |      |      |      |

**Task 5** After you read

Open.

**Supplementary readings A, B, C****Report A****China Loosens Grip on its Currency**

HONG KONG — The People's Bank of China announced Saturday that it would double the allowable trading range for the Yuan against the dollar to 2% from a midpoint rate it sets every day. The change, which is effective Monday, means the Yuan will go up and down in value more than it has in the past. In fact, it's been nearly two years since the government broadened the Yuan's trading range.

China has touted a goal of opening up its economy since President Xi Jinping took his post a year ago, including unwinding tight currency controls and allowing greater foreign investment. And experts say, so far, so good. “From a macro perspective, today’s band widening shows Beijing’s determination to speed up financial reforms,” HSBC analysts Paul Mackel and Qu Hongbin wrote in a research note. “A wider trading band should pave the way for a more flexible exchange rate and capital account convertibility.”

Many investors have always viewed the Yuan, also called the Renminbi, as a safe bet — a one-way appreciation game. But the Chinese government is now trying to show that its currency markets are just as susceptible to outside factors. Doing so may boost outside confidence in the Yuan and help promote offshore hubs for the currency — an endeavor the government is eager to promote. Given that, the volatility of the Yuan will continue, experts say. HSBC expects \$1 to eventually equal 5.98 Yuan at the end of the year.

## Report B

### US Producer Prices Dip 0.1 Percent in February

WASHINGTON — The prices companies receive for their goods and services fell slightly in February, the latest sign that inflation is tame.

The producer price index, which measures price changes before they reach the consumer, dropped 0.1 percent in February, the Labor Department said Friday. That’s the first decline since November. A sharp fall in the price markups by wholesalers and retailers pushed down the index. Wholesale food and energy prices increased, as did the cost of pharmaceuticals. Excluding the volatile categories of food, energy and retailer and wholesaler profit margins, core prices ticked up 0.1 percent.

The figures underscore that inflation remains largely in check. Businesses have struggled to raise prices because of historically high levels of unemployment and meager wage growth. That’s made it harder for consumers to pay more. And with unemployment high, those with jobs are less able to demand higher pay.

The Federal Reserve policymakers will meet next week and are expected to announce another \$10 billion cut of economic growth boost. Employers stepped up hiring last month, after harsh winter weather cut into job gains in December and January. Consumers also spent more at retailers in February after sharp drops in the previous two months.

The figures suggest the economy may be picking up as the weather improves. That may encourage the Fed to continue scaling back its stimulus. Still, Fed policymakers have expressed concern about the persistence of low inflation. If it remains below target, the Fed could extend its stimulus efforts.

## Report C

### Young Love for Prepaid Debit Cards? We Take Them Out Once a Month

NEW YORK (LowCards.com) — Two surveys from the Pew Charitable Trusts show that prepaid debit cards have become a popular alternative to checking accounts for more Americans. Consumers loaded \$64.5 billion onto prepaid debit cards in 2012, a 13% increase from \$56.8 billion in 2011 and more than double the \$28.6 billion in 2009.

According to one survey, 12 million people (or 5% of adults), use prepaid cards at least once a month. The average prepaid card customer had a household income of nearly \$30,000 per year. Three-quarters of these consumers are under 50 years of age. Consumers are using prepaid cards as a way to stay out of credit card debt, control their spending, make purchases online and avoid overdrafts. Among the people who have had a checking account, two in five have had problems with overdraft fees.

Prepaid cards may be a way to avoid checking accounts, but there are no federal laws or regulations that protect consumers directly from hidden fees, liability for unauthorized transactions, or loss of funds in the event of an issuing institution's failure. This may change soon, since the Consumer Financial Protection Bureau is expected to issue some guidelines on prepaid cards this May.

Prepaid cards don't have to provide disclosures of fees or terms. The study found that only 32% of consumers compared terms before choosing a card. The Pew study shows the changes in the prepaid market from 2012 to last year, including that retail banks and established financial services companies are now offering them. Prepaid cards offered by large banks were more economical last year, and some of the disclosures were clearer, including what is covered by FDIC insurance.

More cards are charging monthly fees similar to traditional checking accounts instead of other transaction-based fees. Of the 66 most popular prepaid cards, the median fees were \$5.95 for a monthly fee, \$2 for an out-of-network or in-network ATM withdrawal, \$1 for a point-of-sale signature or PIN transaction and \$1.95 for a live customer service.

#### Notes:

grip	<i>n.</i> 紧握; 抓牢
tout	<i>vt. &amp; vi.</i> 兜售; 招徕
unwind	<i>vt. &amp; vi.</i> 从缠绕中解开 (过去式 <b>unwound</b> ; 过去分词 <b>unwound</b> )
one-way appreciation game	单向升值的游戏

Report A

高等教育出版社  
HIGHER EDUCATION PRESS

susceptible to	<i>adj.</i> 易感的; 敏感的
band	<i>n.</i> 波段; 区间
offshore hubs	离岸中心
HSBC	汇丰银行

香港上海汇丰银行有限公司 (The Hongkong and Shanghai Banking Corporation Limited, 中文直译为“香港和上海银行有限公司”, 英文缩写 HSBC, 中文简称汇丰, 取“汇款丰裕”之意) 为汇丰控股有限公司的全资附属公司, 属于汇丰集团的创始成员以及在亚太地区的旗舰, 也是香港最大的注册银行, 以及香港三大发钞银行之一 (其他两个是中国银行 (香港) 和渣打银行), 总部位于中环皇后大道中 1 号香港汇丰总行大厦, 现时香港上海汇丰银行及各附属公司主要在亚太地区设立约 700 间分行及办事处。

### Report B

dip	<i>vt. &amp; vi.</i> (使) 微降
tame	<i>v.</i> 驯服; 抑制
underscore	<i>vt.</i> 划线于...下; 强调

C.f. underline 和 underscore

两个都是强调, 唯一区别: 英式多用 underline, 美式多用 underscore

in check	受控制的; 受抑制的
meager	<i>adj.</i> 瘦的; 粗劣的; 不足的
step up	走上; (使) 增加; (使) 加快速度; 走上前去
scaling back	<i>vt.</i> 按比例缩减; 相应缩减

### Report C

**Pew Charitable Trusts** an independent non-profit, non-governmental organization (NGO), founded in 1948. With over US\$5 billion in assets, its stated mission is to serve the public interest by “improving public policy, informing the public, and stimulating civic life” 皮尤慈善信托基金

hidden fee 隐性收费

liability for transactions 交易责任

loss of fund 资金损失

disclosures of fees or terms 信息披露费或条款

retail bank 零售银行 (西方银行业将银行业务分为零售银行业务 (Retail Banking) 和批发银行业务 (Wholesale Banking))。

零售银行的服务对象是普通大众市民、中小企及个人小户。通常是透过银行分行、自动柜员机及网上银行等交往。批发银行业务的主要客户对象是大企业、事业单位和社会团体, 其一般涉及金额较大。

“批发银行”的定义会因不同国家不同时期对银行业务的管制差异而有所不同。《英汉国际金融大词典》解释：批发银行业务是指银行之间巨额款项的借入与贷出，区别于银行与其顾客之间以传统方式构成的零售银行业。

**FDIC insurance** Federal Deposit Insurance Corporation 联邦存款保险公司（美国国会建立的独立的联邦政府机构，通过为存款提供保险、检查和监督金融机构以及接管倒闭机构，来维持美国金融体系的稳定性和公众信心。

**transaction-based fees** 交易费用

### Exercises for supplementary readings A, B, C

Do you know these financial terms? Please check your understanding with their explanations below.

#### List One

trading range	capital account convertibility	volatility
price index	price markups	profit margin
		tick up

**trading range** 交易区间（技术分析术语：指一段时间内某种金融产品在市场上交易的最高价和最低价之间的范围）

**capital account convertibility** 资本项目可兑换性，货币自由兑换能力

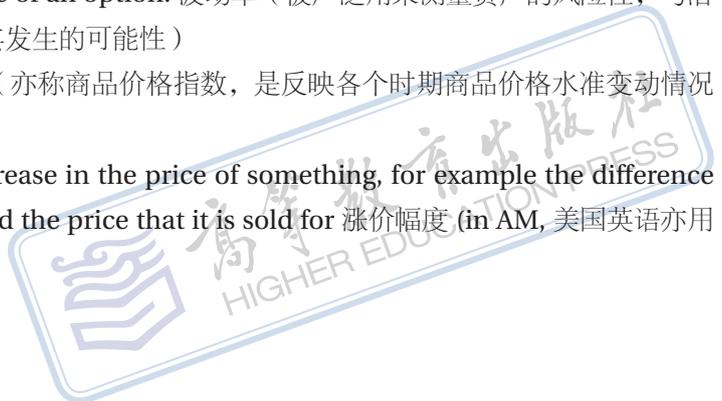
**volatility** Volatility describes the degree to which a value, such as a stock price or an interest rate, changes over a specified time period. High volatility means that the value changes dramatically, usually due to high market uncertainty. Traders thrive on market volatility because it presents many opportunities to earn a profit. Low volatility means values change minimally, as is the case when all news has been priced into the market. Professional investors tend to benefit from low volatility because they are better able to lock in stable returns. The financial markets distinguish between historical volatility and implied volatility. Historical volatility is a measure of volatility based on past price or yield behavior, while implied volatility is an estimation of future behavior, implied by the price of an option. 波动率（被广泛用来测量资产的风险性，与潜在收益率的范围及其发生的可能性）

**price index** 物价指数（亦称商品价格指数，是反映各个时期商品价格水准变动情况的指数）

**price markups** an increase in the price of something, for example the difference between its cost and the price that it is sold for 涨价幅度 (in AM, 美国英语亦用 markup)

**profit margin** 收益率

**tick up** [财] 轧平账



### List Two

prepaid debit cards	checking accounts
out-of-network or in-network ATM withdrawal	point-of-sale signature
PIN transaction	live customer service call

**prepaid debit card** 预付借记卡

**checking account** 支票账户

**overdraft** n. [金融] 透支

**out-of-network or in-network ATM withdrawal** 联网或不联网的自动柜员机取款

**point-of-sale signature** 销货点签名

**PIN transaction** 消费时使用密码

**live customer service call** 现场客户服务电话

## PART 3

# Watching & Listening

### Task 1 VOA Special English money reports.

#### Money Report One

#### Are You a Saver or a Spender?

Thrifty people like to 1) get the most value for their money.

Choices of where to put money:

2) banks and credit unions.

3) money market fund.

[FDIC guarantees savings up to 4) 250,000 dollars.]

In 5) 1990, Americans had a household savings rate of 6) 7%.

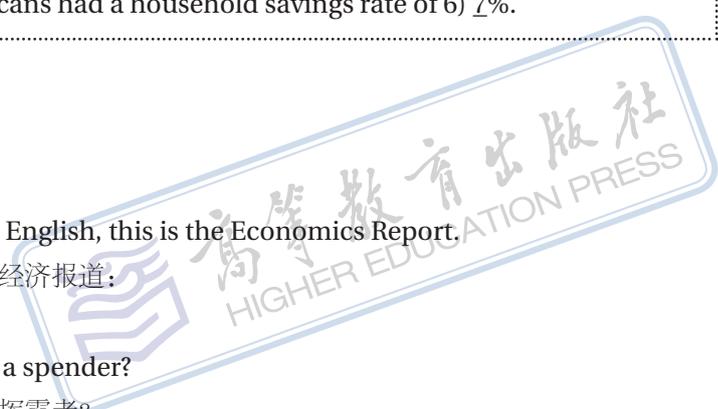
### Audio Script

From VOA Special English, this is the Economics Report.

美国之音慢速英语经济报道:

Are you a saver or a spender?

你是节俭者, 还是挥霍者?



“A penny saved is a penny earned.” This old saying calls attention to the wisdom of saving money. “Putting money away for a rainy day” is another way to talk about saving for the future.

“省钱就是赚钱。”这句老话呼吁大家重视省钱的智慧。未雨绸缪是一种为将来打算的说法。

People who hate to spend money are known as “tightwads,” while those who like to get the most value for their money are called “thrifty.” A thrifty person is different from a “spendthrift.” A spendthrift is someone who spends wastefully. People like that are often said to spend money “like a drunken sailor” or “like there’s no tomorrow.”

舍不得花钱的人被称作吝啬鬼（tightwads），而使金钱的价值最大化者叫做节俭（thrifty）。节俭者和败家子（spendthrift）可不同。败家子是指花钱挥霍者。这类人通常被说成“花钱像喝醉的水手”或“花钱像没有明天一样”。

In the United States, people who want to start a savings account have different choices of where to put their money. These include banks and credit unions. Credit unions are cooperatives for people who have some kind of connection. For example, the members might work for a university or a government agency. Most credit unions are nonprofit organizations.

在美国，人们想要开设储蓄账户有多种不同选择。其中包括银行和信用社。信用社是为具有某种联系的人服务的合作社。例如，其成员可能都就职于某所大学或某家政府机构。多数信用社为非营利性组织。

Credit unions, banks, and other financial institutions pay interest on savings accounts. But the interest rates are low. Certificates of deposit pay higher returns. With a certificate of deposit, or CD, a person agrees not to withdraw the money for a certain period of time. This term could be anywhere from a few months to several years. Longer terms, and larger amounts, pay higher interest. People can withdraw their money early but they have to pay a penalty.

信用社、银行以及其它金融机构对储蓄账户支付利息，但利率很低。存款证支付更高的回报。使用存款证的人承诺一段时间内不提取存款，期限从几个月到数年不等。期限越长，金额越大，支付的利息就越高。人们可以提前支取其存款，但必须支付违约金。

Another way to save is through a money market fund. This is a kind of mutual fund. Mutual funds invest money from many people. The money is sometimes placed in short-term government securities. Money market funds, however,



may not be federally guaranteed like other kinds of savings. The Federal Deposit Insurance Corporation guarantees savings up to two hundred fifty thousand dollars.

存钱的另一种方式是通过货币基金，这是一种共同基金。共同基金拿许多人的钱去投资。这些钱有时投资于短期政府债券。然而，货币市场基金不像其它种类的储蓄一样被联邦政府担保。联邦存款保险公司（简称 FDIC）为存款提供最高 25 万美元的担保。

注：FDIC 为大多数账户提供最高 10 万美元的存款保险。对于部分退休账户，这一上限提高到 25 万美元。

In a number of countries, people have been saving less over the years. The Organization for Economic Cooperation and Development is a group of thirty-four countries. The OECD says in nineteen ninety, Americans had a household savings rate of seven percent. This year, that rate is expected to be a little more than two percent. Many European countries have higher rates, but Americans save more than families in Japan.

多年来，一些国家的人们储蓄得越来越少。经济合作与发展组织拥有 34 个会员国。该组织称，1990 年，美国家庭储蓄率为 7%，今年预计略高于 2%。许多欧洲国家储蓄率更高，但美国人比日本家庭存得更多（即美国家庭储蓄率超过日本）。

## Money Report Two

### Bitcoin Creating Interest and Controversy

Transfers happen without 1) governments being involved or regulating the currency.

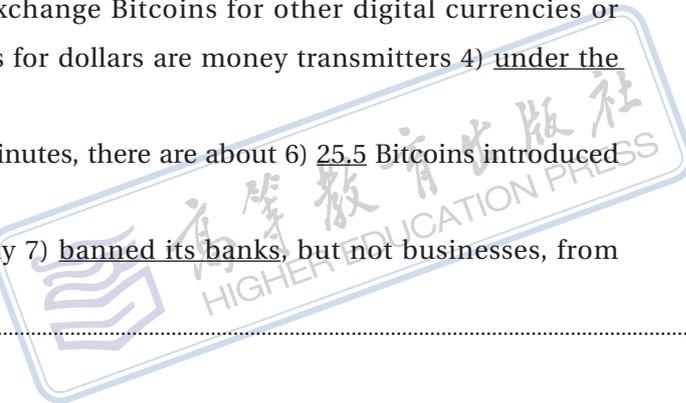
There's no Bitcoin company, there's no government, 2) it's kind of like email.

He notes that all Bitcoin transactions 3) can be seen by all other computers.

Those who exchange Bitcoins for other digital currencies or exchange Bitcoins for dollars are money transmitters 4) under the Bank Secrecy Act.

Every 5) 10 minutes, there are about 6) 25.5 Bitcoins introduced into the economy.

China recently 7) banned its banks, but not businesses, from trading in Bitcoin.



## Audio Script

From VOA Learning English, this is the Economics Report.  
美国之音慢速英语经济报道：

Many people who want to buy goods, pay for services, or send money anywhere in the world are using Bitcoin. They do not have to use banks, credit cards or other financial services when they use the electronic currency.

很多人购买商品，为服务付款或向世界任何地方转账都在使用比特币。他们在使用这种电子货币时无需用到银行、信用卡或其它金融服务。

Unlike national currency, Bitcoin is not issued by governments. Bitcoin is electronically protected or encrypted. It is bought, sold, and transferred like other currencies through trading companies. Transfers happen without governments being involved or regulating the currency.

和国家货币不同，比特币并非由政府发行。比特币经过电子加密，它能像其它货币一样通过贸易公司买卖、转让。转让时无需政府介入或监管这种货币。

Jerry Brito is a technology policy analyst at George Mason University. He says Bitcoin is the world's first, true digital currency, that is not controlled by anyone.

杰里·布里托（Jerry Brito）是乔治·梅森大学的一位科技政策分析师。他说比特币是全球第一个真正的数字货币，它不受任何人控制。

“Bitcoin basically solved a computer science problem that, for the first time, allows just two people to transact online, so it's decentralized. There's no Bitcoin company, there's no government, it's kind of like email.”

布里托表示，“比特币第一次解决了一个计算机科学问题，它允许仅仅两方在网上交易，所以它是去中心化的。在交易中没有比特币公司，没有政府，它有点类似电子邮件。”

However, the very things that people like about Bitcoin are also what criminals like about it. They want to move money from place to place secretly, without governments knowing about it. Law enforcement agencies in the United States recently closed an online market that used Bitcoin.

然而，人们喜欢比特币的原因也是犯罪分子所喜欢的。他们希望在政府不知情的情况下，将资金从某地秘密转移到另一个地方。美国执法机构最近关闭了一家使用比特币的网上市场。

Marco Santori is the chairman of the Bitcoin Foundation's Regulatory Affairs Committee. He notes that all Bitcoin transactions can be seen by all other computers, and he says they believe that no one regulates the currency is not true.

马可·桑托利 (Marco Santori) 是比特币基金会监管事务委员会主席。他指出, 所有比特币交易都能被所有其它电脑看到。他还表示, 认为无人监管这种货币是错误的。

"Bitcoin is in fact heavily regulated. It is very heavily regulated. Those who exchange Bitcoins for other digital currencies or exchange Bitcoins for dollars are money transmitters under the Bank Secrecy Act," said Santori.

桑托利说, “比特币其实受到了非常严格的监管。用比特币兑换其它数字货币或美元的货币转移(兑换)机构受银行保密法的约束。”

The amount of Bitcoins in the system must always be counted and tracked. Users' computers that watch and approve Bitcoin sales and purchases are given new Bitcoins. Mr. Brito says this is how more money is added to the system.

系统中的比特币数量必须一直被跟踪计数。监视并认证比特币交易的用户电脑能得到新的比特币。布里托表示, 更多资金就这样增加到这个系统中来。

"Every 10 minutes, there are about 25.5 Bitcoins introduced into the economy, and it is given to one of the miners, kind of at random as it were, who are contributing the computer capacity," said Brito.

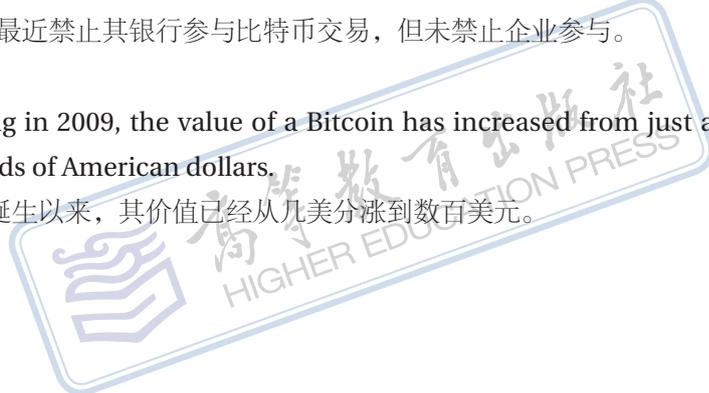
布里托说, “每 10 分钟就有大约 25.5 个比特币进入这一经济中, 它被随机发放给为计算机容量做出贡献的矿工。”

The United States, Germany, and many other governments accept the use of Bitcoins, but some officials have called for stronger regulations on the electronic currency. China recently banned its banks, but not businesses, from trading in Bitcoin.

美国、德国和其它许多国家接受使用比特币, 但一些官员已经要求加大对这种电子货币的监管。中国最近禁止其银行参与比特币交易, 但未禁止企业参与。

Since its beginning in 2009, the value of a Bitcoin has increased from just a few pennies to hundreds of American dollars.

自 2009 年比特币诞生以来, 其价值已经从几美分涨到数百美元。



**Task 2** First, watch the video clip and write down the groups of people mentioned.

1. home owners
2. investors
3. a bunch of banks and brokers commonly known as WALL STREET
4. Federal Reserve Chairman Alan Greenspan
5. lender
6. risk takers
7. less responsible home owners
8. investment banker
9. mortgage broker

Then watch the video again and match each group of people with what it's doing.

- |                                  |   |
|----------------------------------|---|
| investors – A, B                 | Federal Reserve Chairman Alan Greenspan – C |
| WALL STREET – D                  | home owners – E                             |
| Investment bankers – F, G        | mortgage broker – H                         |
| less responsible home owners – I |   |

Watch the video for the 3rd time and choose the best answer for the following questions.

1. B                      2. A                      3. C                      4. C                      5. A

## Video Script

### The Crisis of Credit

What is the credit crisis? It's a worldwide financial fiasco (惨败) involving terms you probably heard like: sub-prime mortgages (次级抵押贷款), collateralized debt obligations (债务担保证券), frozen credit markets (信贷市场冻结), and credit default swaps (信用违约互换).

Who is affected? Everyone. How did it happen? Here's how:

The crisis of credit brings two groups of people together: home owners and investors. Home owners represent their mortgages, and investors represent their money. The mortgages represent houses, and the money represents large investment institutions like: 1. pension funds, 2. insurance companies, 3. sovereign funds, 4. mutual funds, etc. These groups are brought together through the financial system, a bunch of banks and brokers commonly known as WALL

STREET. Although it may not seem like it, these banks on Wall Street are closely connected to houses on Main Street (民生街).

To understand how let's start at the beginning: Years ago the investors were sitting on their pile of money, looking for a good investment to turn into more money. Traditionally, they go to the US Federal Reserve where they buy treasury bills believed to be the safest investment. But in the wake of the dot.com bust and September 11th, Federal Reserve Chairman Alan Greenspan lowers the banks interests to only 1% to keep the economy strong. One percent is a very low return on investment, so the investors say, "no thanks!"

However, on the flip side (另一方面) this means banks on Wall Street can borrow from the Fed for only 1%, add to that general surpluses from Japan, China, and the Middle East, and there is an abundance of cheap credit. This makes borrowing money easy for banks and causes them to go crazy with LEVERAGE (举债经营).

Leverage is borrowing money to amplify the outcome of a deal. Here's how it works: In a normal deal someone with 10 thousand dollars buys a box for 10 thousand dollars. He then sells it to someone else for 11,000 dollars, for a 1000 dollar profit, a good deal. But using leverage, someone with 10,000 thousand dollars would borrow 990,000 more dollars, giving him 1 million dollars in hand, then he goes and buys 100 boxes with his 1 million dollars, and sells them to someone else for 1,100,000 dollars. Then he pays back his 990,000 plus 10,000 in interest, and after his initial 10,000 he is left with 90,000 dollars profit versus the other guys 1000. Leverage turns good deals into great deals. This is a major way banks make their money.

So Wall Street takes out a ton of credit, makes great deals and grows tremendously rich and then pays it back. The investors see this and want a piece of the action and this gives Wall Street an idea: they can connect the investors to the home owners through mortgages. Here's how it works:

A family wants a house, so they save for a down payment and contact a broker. The broker calls up a lender who gives them a mortgage. The family buys a house and becomes home owners. This is great for them because housing prices have been rising practically forever, everything works out nicely. One day, the lender gets a call from an investment banker who wants to buy the mortgage. The lender sells it to him for a very nice fee, the investment banker then borrows millions of dollars and buys thousands more mortgages and puts them into a nice little box. This means that every month he gets the payments from the home owners of all the mortgages in the box. Then he sets his banker wizards on it to work their financial magic, which is basically cutting it into three slices: safe,

okay, and risky. They pack the slices back up in the box and call it a “Collateralized Debt Obligation”, or CDO. A CDO works like three cascading trays (串联的盘子): as money comes in, the top tray fills first, then spills over into the middle, and whatever is left into the bottom.

The money comes from home owners paying off their mortgages. If some owners don't pay and default on their mortgage, less money comes in and the bottom tray may not get filled. This makes the bottom tray riskier, and the top tray, safer. To compensate for the higher risk, the bottom tray receives a higher rate of return (10%), while the top receives a lower but still nice return (4%). To make the top even safer, banks will ensure it for a small fee called a Credit Default Swap.

The banks do all of this work so that credit rating agencies will stamp the top slice as a safe, triple A rated investment, the highest, safest rating there is. The okay slice is triple B, still pretty good, and they don't bother to rate the risky slice. Because of the AAA rating, the investment banker can sell the safe slice to the investors who only want safe investments. He sells the okay slice to other bankers and the risky slices to hedge funds (避险基金) and other risk takers. The investment banker makes millions, he then repays his loans. Finally, the investors have found a good investment for their money, much better than the 1% treasury bills. They are so pleased they want more CDO slices. So the investment banker calls up the lender wanting more mortgages. The lender calls up the broker for more home owners, but the broker can't find anyone! Everyone that qualifies for a mortgage already has one! But they have an idea:

Usually when home owners default on (拖欠) their mortgages, the lender gets the house and houses are always increasing in value. Lenders can start adding risk to new mortgages, not requiring a down payment, no proof of income, no documents at all! And that's exactly what they did!

So instead of lending to responsible home owners, called “Prime Mortgages”, they started to get some that were...well, less responsible, these are “Sub-Prime Mortgages”, this is the turning point...

So, just like always, the mortgage broker connects the family with a lender and a mortgage, the family buys a big house, the lender sells the mortgage to the investment banker who turns it into a CDO and sells slices to the investors and others. This actually works out nicely for everyone and makes them all rich! No one was worried because as soon as they sold the mortgage to the next guy, it was his problem! If the home owners were to default, they didn't care. They were selling out their risk to the next guy making millions, like playing hot potato with a time bomb!

Not surprisingly, these less responsible home owners default on their mortgage, which at this moment is owned by the banker. This means he forecloses (取消(抵押品)赎回权) and one of his monthly payments turns into a house. No big deal, he puts it up for sale. But more and more of his monthly payments turn into houses.

Now there are so many houses for sale on the market, creating more supply than there is demand, and housing prices are not rising anymore. In fact, they plummet. This creates an interesting problem for the home owners who are still paying their mortgages. As all the houses in their neighborhood go up for sale, the value of their house goes down and they start to wonder why they are paying back their 300,000 dollar mortgage when the house is now worth only 90,000 dollars. They decide that it does not make sense to continue paying even though they can afford to and they walk away from their house. Default rates sweep the country and prices plummet.

Now the investment banker is basically holding a box full of worthless houses. He calls up his buddy the investor to sell his CDO, but the investor isn't stupid and says, "No, thanks!" He knows that the stream of money isn't even a dribble anymore! The banker tries to sell to everyone, but nobody wants to buy his bomb. He is freaking out because he borrowed millions or even billions of dollars to buy this bomb and he can't pay it back! Whatever he tries, he can't get rid of it.

But he is not the only one. The investors have also bought thousands of these bombs. The lender calls up trying to sell his mortgage but the banker won't buy it. The whole financial system is frozen and the endless darkness is coming. Finally everybody starts going bankrupt. But that's not all, the investor calls up the home owner and tells him that his investments are worthless. And you can begin to see how the crisis flows in a cycle. Welcome to the crisis of credit.

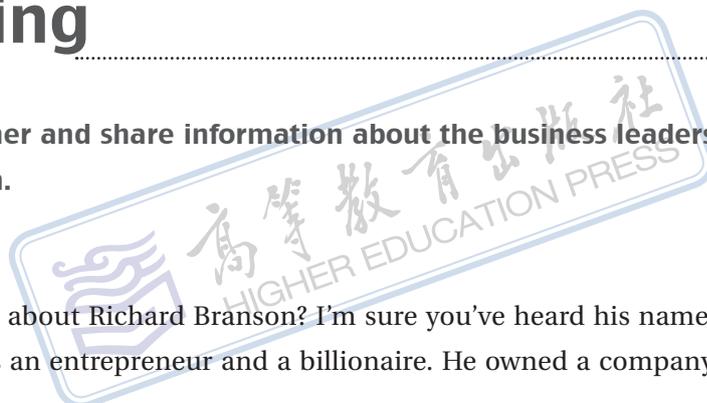
## PART 4

# Speaking

**Talk with your partner and share information about the business leaders you are interested in.**

### Examples

**A:** What do you think about Richard Branson? I'm sure you've heard his name.  
Richard Branson is an entrepreneur and a billionaire. He owned a company



called Virgin Records, which made him a lot of money but also impacted the music industry. As the story goes, one day he said, “I think I’m going to go into the airline business.” His advisors told him he was absolutely crazy. You don’t go into the airline business! Only a fool goes into the airline business. Why would you risk your money? He said, “No, no, no, no — I’m not listening to any of you. Your advice isn’t good advice. I’m going into the airline business.” So what did Richard Branson do? He actually picked up the phone, called Boeing and asked, “Do you have a 747 I can lease?” And that’s how it happened. That’s how Virgin Airlines got started, one of the most successful airlines on the planet, because Richard Branson believed in his business vision.

- B:** Have you ever heard of a guy named Roger Bannister? Most people haven’t because it seems that events happen but they get lost in history as time goes on. Roger Bannister was a track and field person who ran the mile. Back then people would say, “You can’t run a mile in 4 minutes, it’s impossible. It just can’t happen. The human body, the way it’s constructed, you can’t run a 4-minute mile.” Then one day Roger Bannister ran a mile in a little under 4 minutes. It was revolutionary. Nobody thought it could ever happen. Today it’s commonplace. In modern day track and field events, if the athletes can’t run a mile under 4 minutes they’re likely to not win the event.
- C:** Then there’s another guy named Chuck Yeager. Chuck Yeager was a pilot in the Air Force, a Korean War hero. One of the things that made Chuck an ace, which means he shot down a lot of enemy planes in the Korean War, was his vision — he had better than 20/20 vision. So, in the days before the military had modern day radar technology, he could see things many miles away — including his opponent further out than anybody else. That gave him the advantage. When Chuck Yeager was chosen to be a test pilot, do you know what they said? They said — yes, the magic “they” said, “It’s impossible to break the sound barrier, it can’t happen. The plane will fall apart. It’s just something that you can’t do.” But guess what? Chuck Yeager one day broke the sound barrier. Since then they have built planes that go four times the speed of sound. There’s an Air Force plane that’s not in service anymore, called the Blackbird, which was an amazing plane as it could go about 4,000 mph, give or take a few, because somebody believed it could be done.
- D:** Then there was President John F. Kennedy. Who knows what his legacy would have been if he could have continued to serve out his term and didn’t have the tragedy that happened to him. In a speech that President Kennedy made he famously said, “In this decade we will go to the moon.” Yet there was no technology to go to the moon. Many thought it wasn’t possible to land on the

moon. But President Kennedy inspired everyone to put his mind to it and to believe the United States was going to indeed achieve not just going to the moon but landing on the moon one day. Because of the vision the President had, it happened. President John Kennedy believed the United States could achieve great things — including in the space program. He got an entire nation on his team to believe. Why? Because he conveyed confidence. He said, “We can do this. Nobody’s ever done it before but we can do it.” And as you already know, the rest is history.

## PART 5

## Business Writing

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**Task** Write a memo to your boss on the discussion “\$1 Trillion Student Loan Debt Widens US Wealth Gap.”

To be informative and persuasive, you shall note down:

- the problem
- reasons
- suggested solution
- your opinion

**Example****Memo**

**Date:** Mar. 29, 2014

**To:** Tom, director of student affairs office, Beijing Jiaotong university

**From:** Vivian, secretary of student affairs office

**Subject:** Discussion on student loan debt in US

Problem: 37 million people in the US dragged down by \$1 trillion in student loans, may never catch up with wealthy peers who began life after college free from the burden, which contributes to the widening of the gap between the rich and everyone else.

Reasons: 1) Merit-based, rather than need-based, grants; 2) Stagnating family incomes and declining savings.

Suggested solutions: 1) Public awareness of the widening wealth gap. 2) Link federal money to new college ratings and reward schools helping low-

income students. 3) Refinance loans at lower rates. 4) Provide loan forgiveness in exchange for service in underserved areas.

My opinion: Agree totally that everyone should have an opportunity for education. Student loans are to serve this purpose. Meanwhile, government shall bring down the education costs as much as her determination to narrow the wealth gap.

See **attachment:** \$1 Trillion Student Loan Debt Widens US Wealth Gap

## PART 6

# Case Study

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### Task 1 Warm-up

Discuss the following questions with your partner:

- What is stock?

The stock of a corporation is partitioned into shares, which represent a fraction of ownership in a business.

In the UK, Republic of Ireland, South Africa, and Australia, stock can also refer to completely different financial instruments such as government bonds or, less commonly, to all kinds of marketable securities ( 有价证券 ).

- What is stock for?

The owners of a private company may want additional capital to invest in new projects within the company. They may also simply wish to reduce their holding, freeing up capital for their own private use. They can achieve these goals by selling shares in the company to the general public, through a sale on a stock exchange.

- What stocks are you interested in?

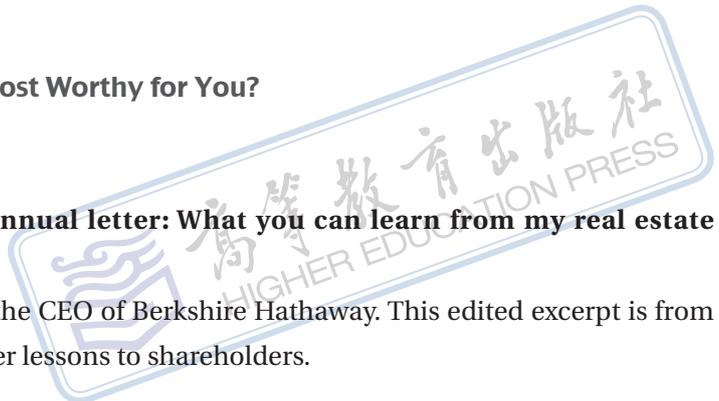
Open.

### Task 3 Which Stock Is the Most Worthy for You?

Open.

**Reference: Buffett's annual letter: What you can learn from my real estate investments**

Warren Buffett is the CEO of Berkshire Hathaway. This edited excerpt is from his annual letter to offer lessons to shareholders.



- Price is what you pay; value is what you get.
- You don't need to be an expert in order to achieve satisfactory investment returns. But if you aren't, you must recognize your limitations and follow a course certain to work reasonably well. Keep things simple and don't swing for the fences. When promised quick profits, respond with a quick "no."
- Focus on the future productivity of the asset you are considering. If you don't feel comfortable making a rough estimate of the asset's future earnings, just forget it and move on. No one has the ability to evaluate every investment possibility. But omniscience isn't necessary; you only need to understand the actions you undertake.
- If you instead focus on the prospective price change of a contemplated purchase, you are speculating. There is nothing improper about that. I know, however, that I am unable to speculate successfully, and I am skeptical of those who claim sustained success at doing so. Half of all coin-flippers will win their first toss; none of those winners has an expectation of profit if he continues to play the game. And the fact that a given asset has appreciated in the recent past is never a reason to buy it.
- With my two small investments, I thought only of what the properties would produce and cared not at all about their daily valuations. Games are won by players who focus on the playing field — not by those whose eyes are glued to the scoreboard. If you can enjoy Saturdays and Sundays without looking at stock prices, give it a try on weekdays.
- Forming macro opinions or listening to the macro or market predictions of others is a waste of time. Indeed, it is dangerous because it may blur your vision of the facts that are truly important. (When I hear TV commentators glibly opine on what the market will do next, I am reminded of Mickey Mantle's scathing comment, "You don't know how easy this game is until you get into that broadcasting booth.")

