

Business English in a Global Context

Workbook

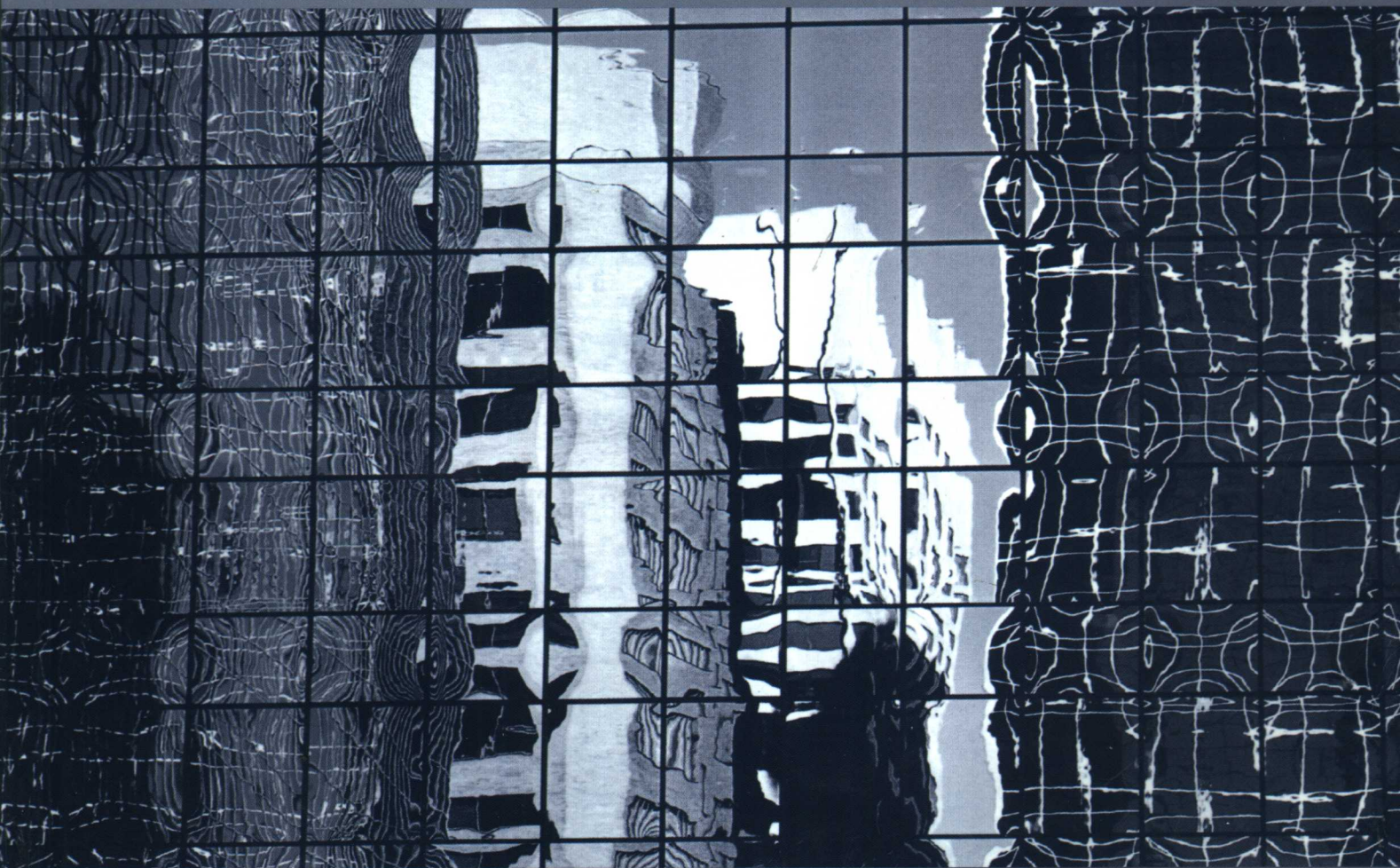
Best Practice

Intermediate

Adrian Pilbeam and Rebecca Utteridge

情境国际商务英语 (中高级)

练习册



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Happiness at work

Reading and vocabulary

A Read the article and match the words in *italics* to the definitions below.

A Family Business

What *differentiates* Starbucks from the other high street coffee chains? It's the way the company treats its employees, referred to as 'partners', as members of one big happy family.

Today, its 6,000 stores spread from the Americas to the Middle East and the Pacific Rim, including 480 in the UK. Starbucks now has 6,000 UK staff and almost 100,000 globally. For 2005, the company announced record revenues in excess of \$6 billion worldwide.

It is this growth that presents Human Resources Director, Gordon Lyle, with one of his biggest *challenges*.

'One of our main focuses is to maintain the small company way of thinking, and to make sure we keep a family feeling as we grow,' he says.

Twice a year, staff in different UK regions *select* a representative to meet with the top management team. At one of these meetings, an employee from London made a request for practical changes to their uniform. 'The team had designed a new

uniform,' he recalls, 'and that was something we were able to deal with quickly. We talk not about being a coffee business serving people, but a people business serving coffee. If we *look after* our partners, it works terrifically.'

As city centres become crowded with coffee chains, differentiation is essential in attracting *talented* staff. 'We provide our staff with opportunities,' he says. 'I'd be interested to know whether any other chains have sent their staff to Costa Rica to meet suppliers. The opportunity to join Starbucks and see the world is genuine.'

While not all employees go on a trip to Central America, those that complete the Coffee Master programme will get the *chance* to visit the firm's Seattle roots as part of their coffee education. The *scheme* is open to anyone who wishes to participate and with each of its 480 UK stores producing one coffee master, this seems a genuine *commitment* to improving staff knowledge.

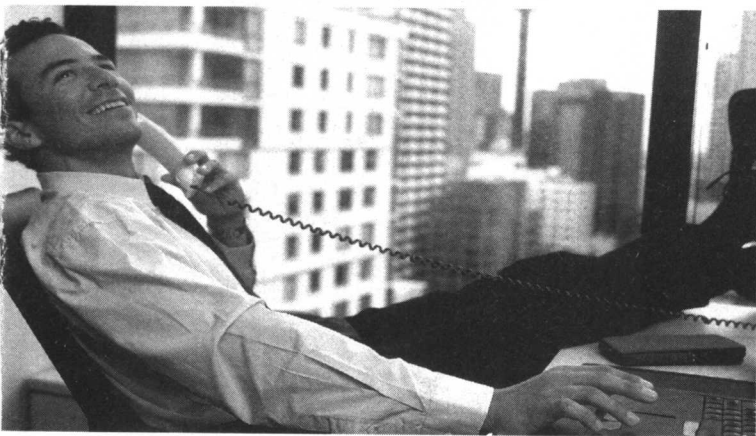
- 1 to take care of
- 2 to choose from several options
- 3 opportunity
- 4 to achieve a different character from similar businesses
- 5 showing natural abilities or skills
- 6 a plan or programme
- 7 a test of a person's abilities
- 8 the state of being responsible for and obligated to an organisation, person or activity

B Read the article again and make notes in the table below.

The main challenges resulting from the growth of the company	Types of opportunities for staff	How the company treats its employees

Grammar

Using your own ideas, compare the two jobs in the table below. Use the adjectives provided in their correct form.



	Job A	Job B
Type of work	Computer-based	Lots of contact with people – business trips abroad
Working hours	50 hours per week (including weekend work)	35 hours per week (flexible working hours)
Salary	£50,000	£20,000
Benefits	Subsidised membership of sports club	Free health care + company car + annual bonus
Location	In a lively city centre	On a business park in the countryside
Type of office	Open plan (shared with 50 colleagues)	Private (shared with one colleague)
Boss	Five years' experience as a manager – doesn't like dealing with people	Ten years' experience as a manager – has a good relationship with his team

- Type of work** 1 Job B offers more varied work than Job A. (varied)
 2 _____ (rewarding)
- Working hours** 3 _____ (long)
 4 _____ (convenient)
- Salary** 5 _____ (good)
 6 _____ (low)
- Benefits** 7 _____ (generous)
 8 _____ (attractive)
- Location** 9 _____ (interesting)
 10 _____ (beautiful)
- Type of office** 11 _____ (noisy)
 12 _____ (comfortable)
- Boss** 13 _____ (experienced)
 14 _____ (friendly)

Communication

- A** Mark is having a performance appraisal with his manager. Complete their discussion with the phrases in the box.



I enjoy I'm not very keen on What areas do you think you need to improve?
~~What do you find most rewarding about your job?~~ I get on well with
 What are your strengths? I think I'm good at I find it difficult to

Manager: (1) What do you find most rewarding about your job?

Mark: (2) _____ the varied and interesting projects. Every week is different. It's very stimulating!

Manager: Good. And what do you dislike?

Mark: (3) _____ the open-plan office. Sometimes it's really noisy, but I know that we can't do anything about that.

Manager: Unfortunately, that's right. (4) _____?

Mark: (5) _____ dealing with people.

(6) _____ my colleagues and customers. I think my main strength is time-keeping and managing my own projects.

Manager: (7) _____?

Mark: I would like my computer skills to be better. (8) _____ use some of our office programs. It would be great if I could have some training because this is my main weakness.

Manager: I'm sure we can do that. I'll contact the training department tomorrow.

- B** Complete the following sentences with information about your strengths, weaknesses, likes and dislikes.

1 I get on well with _____.

2 My main strength is _____.

3 I'm not very keen on _____.

4 I need to improve _____.

5 I find it difficult to _____.

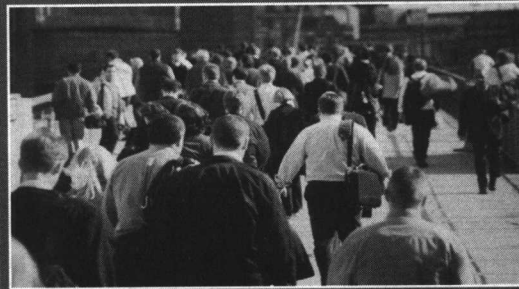
6 I think I _____ quite well.

7 People tell me that _____.

8 In my free time, I'm into _____.



- A** Read the text and write True (T) or False (F) next to the sentences below. Correct the false statements.



For 30 years, sociology professor, Ruut Veenhoven has been collecting surveys from all over the world to find out how people rate their overall satisfaction with life.

It is perhaps not surprising that the richer nations – the United States, Canada and members of the European Union – score consistently higher than the less developed countries of Africa and Asia. But income isn't the only factor. Some of the former communist countries – Russia, Hungary, the Czech Republic – have far lower satisfaction levels despite their relatively high GDPs*, while Mexico and other poor Latin American countries have higher scores than nations with higher GDPs. And while Britain and the United States are among the happiest countries in the world, they score significantly lower in happiness than Switzerland, Denmark and Iceland.

The reason for these differences, according to Veenhoven, is that we usually feel good in conditions that are good for us. So the happiest societies are those that, like the Scandinavian countries, have a history of democracy and good government and place a high value on political and economic freedom.

The biggest mystery is why the leading Western nations aren't happier, given their wealth and prosperity. One explanation is that under capitalism people spend too much time comparing themselves with others. The other theory is that because of higher educational expectations and the focus on achievement, more and more Westerners are unhappy because they feel unsuccessful.

*Gross Domestic Product

- 1 Ruut Veenhoven asked people to rate their overall satisfaction with their jobs. _____
- 2 Africa and Asia scored lower on the happiness scale than the richer nations. _____
- 3 The former communist countries have lower scores because of their high GDPs. _____
- 4 The happiest societies are those that have a history of democracy and good government. _____
- 5 Under capitalism people spend too much time worrying about money. _____
- 6 Lack of education makes people feel unhappy in Western democracies. _____

- B** Use the information in the table below to write three statements about happiness.

Average Happiness (1995–2005)					
How much people enjoy their life as a whole on a scale of 0 to 10					
Top		Middle range		Bottom	
Denmark	8.2	Italy	6.9	Russia	4.3
Mexico	7.7	China	6.3	Ukraine	3.6
USA	7.4	Japan	6.2	Zimbabwe	3.3
Great Britain	7.1	Poland	5.9	Tanzania	3.2

Example: In my opinion, Denmark has the highest score because it has a strong economy and a good government.

- 1 In my opinion, _____.
- 2 I think _____.
- 3 _____ perhaps because _____.

Reading

A Read the text and answer the questions below.

How can companies motivate their employees?

Three experts give us their views

Rosie Farrington, Generate Business Consultancy

Money has little positive influence on motivation. I think that people work for money, not for the satisfaction of a job well done. Employers need to pay workers fairly so that they are content with what they have and are not motivated solely by financial reward. If employees are not striving to get rewards and benefits, they will be able to concentrate on doing their jobs well. Jobs should be organised to make them more attractive and challenging, and employees should be *involved in decision-making*.

Tim Owen, Motivation Mentor

Leadership style influences motivation more than anything else, and should be tailored to the situation and the group. In some cultures or organisations, it is most effective if the boss makes the decisions, but, in other situations, the whole team should *arrive at a consensus*. Furthermore, individuals should be rewarded with what they value rather than what the manager perceives as motivating. For example, one individual may *appreciate* getting a *salary increase*, whereas another may prefer *promotion*. Personal goals influence individual motivation and performance.

Sarah Turner, Executive Coach

Companies often assume that *reward programmes* and *incentives* are the solution to poor motivation. In fact, employees simply want to be appreciated by their managers, colleagues and clients and they want their good work to be recognised. Employees value *praise*, which can be given face-to-face or in an email. Some managers *recognise* employees with personally written thank you cards and a gift for work that exceeds expectations. Other factors which make a huge difference to motivation are a strong sense of *camaraderie* and a good *team spirit*. This is especially true if everyone feels that they *contribute to the success of the business* and that they *share a common goal*.

- 1 Why is it important to pay workers fairly?
- 2 Rosie Farrington says that 'if employees are not *striving* to get rewards and benefits, they will be able to concentrate on doing their jobs well.' What does she mean by 'striving'?
a competing b trying very hard c hoping
- 3 What style of leadership should be employed to increase motivation?
- 4 According to Tim Owen, how should individuals be rewarded?
- 5 According to Sarah Turner, how do employees want to be rewarded when they do good work?
- 6 How do some managers reward employees for work that exceeds expectations?

B Put the words or phrases in *italics* from the text in the correct columns.

Positive evaluation	Positive interaction with colleagues	Rewards	Employee involvement and responsibility
• <i>praise</i>	• _____	• _____	• _____
• _____	• _____	• _____	• _____
• _____	• _____	• _____	• _____
		• _____	

Vocabulary



A Complete the sentences with the words in the box.

encouragement satisfaction responsibilities initiative responsible
supervision committed commitment motivation

- 1 Our new manager is _____ to building a successful team.
- 2 Our team members work independently. They don't need constant _____.
- 3 I receive a lot of _____ from my manager. She's very supportive.
- 4 John is _____ for overseas clients.
- 5 Mike works very hard. He shows great _____ to his work.
- 6 My manager doesn't supervise me all the time. I'm allowed to use my _____.
- 7 Job _____ is very important. If employees don't feel good about what they do, it has a negative effect on the whole business.
- 8 His _____ include training and recruitment.
- 9 The employees have been given more responsibility, and this has improved _____ and productivity.

B Complete the following sentences about your work and company.

- 1 At work, I'm encouraged to _____.
- 2 I get a lot of satisfaction from _____.
- 3 I don't get much satisfaction from _____.
- 4 Decisions are made by _____.
- 5 I'm responsible for _____.
- 6 My main responsibility is _____.
- 7 _____ motivates me.
- 8 I am not supervised when _____.

Communication

A Put the phrases in the correct columns in the table.

Sounds great. So you mean ... That's interesting. Is that right?
Oh really? ~~I'd love to hear about ...~~ I'd be interested to know ...
Could you tell me something about ... I guess it's ...? In other words ...

Open questions / comments	Reflecting questions / comments	Encouraging comments
I'd love to hear about ...		

B Complete the dialogue with comments and questions to find out more about Ben.

YOU		BEN
1 <i>wh- question</i> Where are you from?	→	I'm from New York, but I live and work in Mexico.
2 <i>Encouraging comment / wh- question</i>	→	I work for a film production company as a location manager.
3 <i>Reflecting question</i>	→	That's right. I'm responsible for finding locations for movies, and also for TV documentaries.
4 <i>Encouraging comment / closed question</i>	→	I'm quite fluent now because I speak Spanish most of the time.
5 <i>Open question</i>	→	It's great to work with Mexican people, but they have a different view of business. It took me a long time to get used to that.
6 <i>Encouraging comment / wh- question</i>	→	The main differences? Well, Mexicans are much more formal than Americans, particularly when they meet someone for the first time.
7 <i>Reflecting question</i>	→	Exactly. You should wait to be invited to use a person's first name.



Culture Shock

Most people who live and work abroad experience difficulties in getting used to the new culture; this is usually called 'culture shock'. In order to understand culture shock, we must remember that our ability to function in the world depends on familiar signs, such as words, body language, facial expressions and customs. Our daily communication is automatic and requires little thought. However, in a foreign country, simple tasks can be difficult because we don't understand the style of communication or behaviour. And as the different layers of the culture are gradually revealed, we observe values, attitudes and ways of thinking which are very unlike our own. Culture shock is the result of this disorientation.



A Decide if the sentences below describe (A) the signs of culture shock or (B) how to avoid culture shock.

- | | |
|---|-------|
| 1 Experiencing anxiety. | A |
| 2 Listening carefully and asking for clarification when you don't understand. | _____ |
| 3 Reading about the country before you go there. | _____ |
| 4 Feeling that everybody is unsympathetic. | _____ |
| 5 Preferring the company of people from your own country. | _____ |
| 6 Speaking to someone already living in the new country. | _____ |
| 7 Idealising your own culture. | _____ |
| 8 Trying to build friendships with local people so that you understand their culture. | _____ |
| 9 Learning the language. | _____ |
| 10 Avoiding people from your own country who are negative and complain about the new country. | _____ |
| 11 Refusing to learn the language of the country. | _____ |
| 12 Feeling that nobody understands you. | _____ |
| 13 Remembering that the people and customs may be very different from what you are used to. | _____ |

B Your company has employed a number of expatriates over the past five years. Many of them have had difficulty adapting to the new culture. You are preparing an information pack to help future expatriate employees avoid culture shock. Summarise and explain some of the values, attitudes and ways of thinking in your country.

The [British] <i>tend to</i> socialise with colleagues.	They <i>often</i> make jokes because ...
They <i>respect</i> a practical approach to tasks.	The [British] <i>value</i> free time.
Generally, they think that ...	

Values, attitudes and ways of thinking in _____ (your country)

- _____
- _____
- _____
- _____
- _____

Incentives

Grammar

A Complete the conversation using the first conditional and circle *if* or *unless*.

Marta: I've been offered the job as sales manager!

Kao: That's great. Congratulations! When do you start?

Marta: I haven't accepted it yet. I've got to discuss my contract with the HR manager first.

Kao: It's a good company. I'm sure the salary will be excellent.

Marta: Well, I (1) won't accept (not accept) the job *if / unless* the salary is (be) over £30,000. I've been told that *if / unless* I (2) _____ (attend) some internal training courses, I (3) _____ (get) a pay rise very quickly.

Kao: Will you get any bonuses?

Marta: Yes. *If / Unless* I (4) _____ (meet) all my targets, I (5) _____ (receive) two performance bonuses a year.

Kao: Will you get a company car?

Marta: I (6) _____ (not have) one *if / unless* I (7) _____ (move) to New York.

Kao: Do you want to go to New York?

Marta: Yes, I do. *If / Unless* I (8) _____ (go) there, I (9) _____ (get) a nice apartment and extra holiday time!

Kao: Well, *if / unless* you (10) _____ (accept) the job and (11) _____ (go) to New York, I (12) _____ (visit) you!

B Complete the sentences about yourself.

- 1 If I get a pay rise, _____.
- 2 _____ unless I work hard.
- 3 _____ if it rains this weekend.
- 4 I won't be late for work tomorrow _____.

Vocabulary

Complete the sentences about company benefits. The first letter of each word is given.

- 1 Our company introduced i_____ to make people work harder and achieve better results.
- 2 There are several p_____ to my job. I get long holidays and a company car.
- 3 You will need a p_____ for when you retire.
- 4 I'm going to get f_____ a_____ on how to invest my money.
- 5 You'll get a b_____ if you meet all your targets.
- 6 Elia is expecting a baby so she's on m_____ l_____.
- 7 Our company offers a h_____ scheme, which includes access to a private medical centre.
- 8 John has just had an operation so he's on s_____ l_____.

Writing

You have just received the email below. Write a response offering some advice. Use the vocabulary in the vocabulary section and the language in the box below to help you.

Offering solutions

One idea / option / solution would be to ...

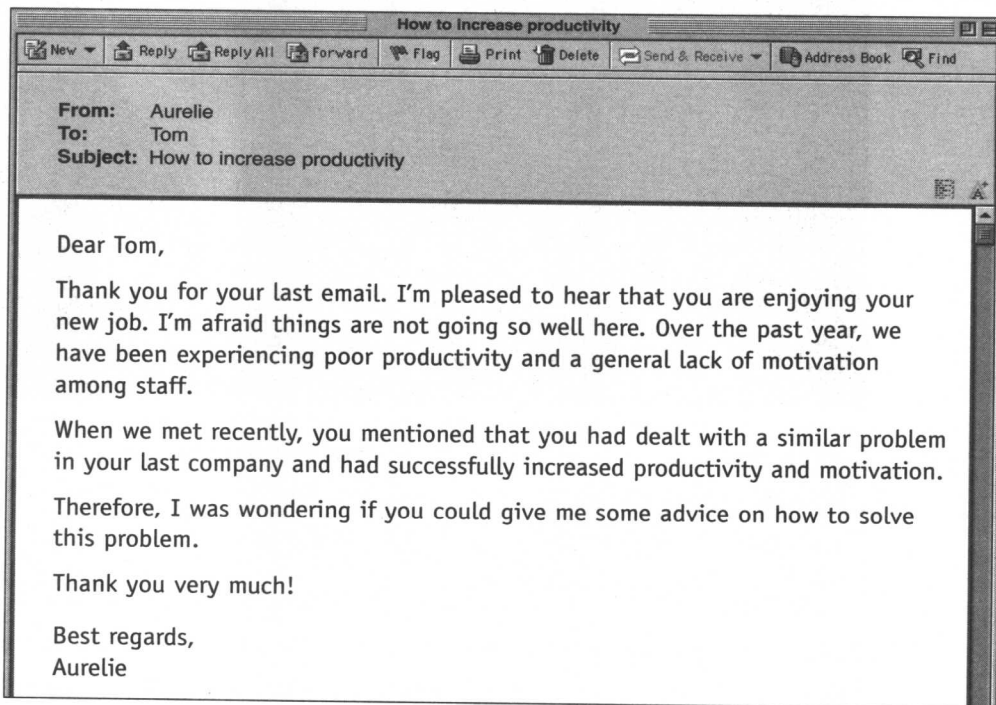
Alternatively, you could ...

Another idea / option / solution would be to ...

The most effective solution would be ...

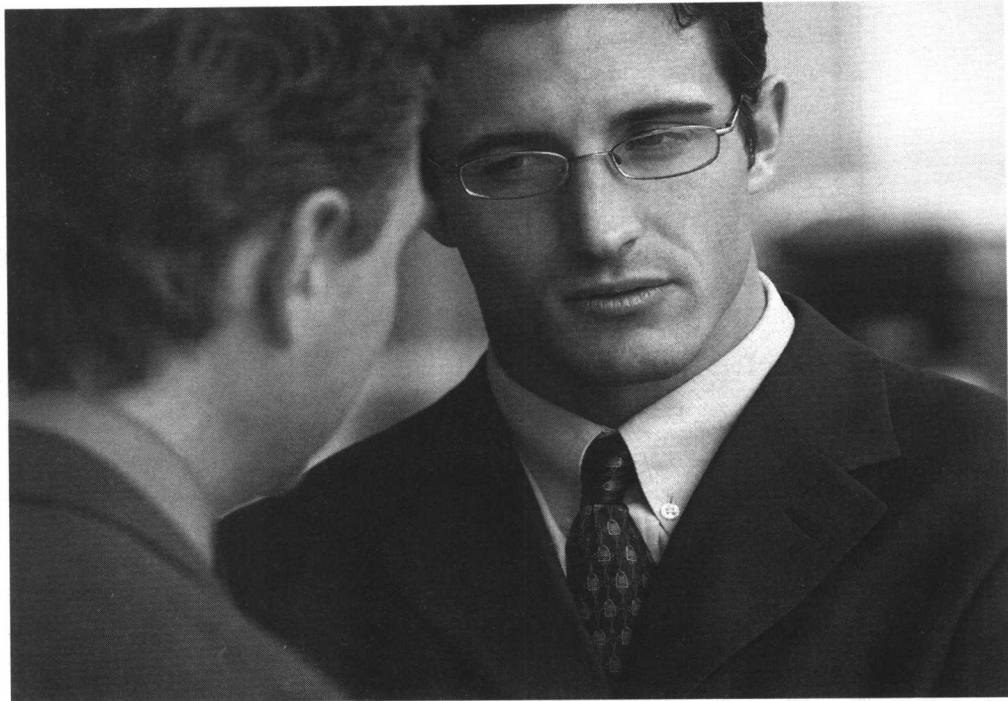
If you offer a pay increase, motivation *will* improve. (very strong possibility)

If you *offer* more holiday leave, performance *might* get better. (weak possibility)



Communication

Paul and Tony are discussing problems at work. Complete their conversation with the phrases in the box.



Do you mean ...?	What do you mean by ...?
I'm sorry, I don't follow.	Are you saying that ...?
Can I read that back to you?	I'm with you.
Could we go through that again?	

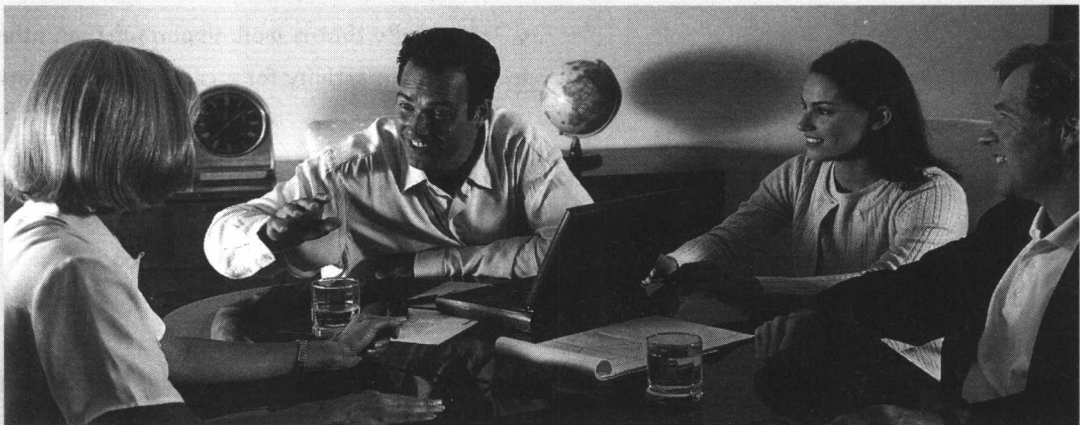
- Paul:** My staff seem unmotivated and some of them have left in the past year.
- Tony:** Well, you should definitely consult your staff regularly about their morale.
- Paul:** (1) _____ 'morale'?
- Tony:** Satisfaction and confidence. You could also consider offering them benefits.
- Paul:** (2) _____ this could increase satisfaction?
- Tony:** Yes, it could. Another idea is flexible benefits.
- Paul:** (3) _____. What are 'flexible benefits'?
- Tony:** Staff choose their own perks from a menu.
- Paul:** (4) _____. How about incentives?
- Tony:** They can improve performance. To set up a scheme, you have to identify your objectives, then consult with staff and trade unions. Next, decide if they should be financial or non-financial. Then check that it's competitive.
- Paul:** (5) _____ competitive compared with other companies?
- Tony:** Yes, that's right. Finally, decide on performance measures.
- Paul:** (6) _____. So, I need to identify the objectives, then ... oh, it's complicated!
- Tony:** Commercial providers of benefits packages can manage the scheme for you. Scaffell & Dean is a good company. That's S-C-A-F-E-L-L and D-E-A-N.
- Paul:** (7) _____. So, it's S-C-A-F-E-L-L and D-E-A-N. Thanks a lot!



A Match the adjectives on the left with their *opposite* meanings on the right.

- | | |
|---------------|------------------|
| 1 independent | a disobedient |
| 2 lazy | b outgoing |
| 3 shy | c ashamed |
| 4 cooperative | d competitive |
| 5 loyal | e hard working |
| 6 proud | f interdependent |
| 7 obedient | g unemotional |
| 8 passionate | h disloyal |

B Now do the culture quiz. Choose the most appropriate word or phrase.



Culture Quiz: Individualism versus collectivism

- 1 Individualistic cultures usually respect _____ behaviour.
a independent b cooperative c interdependent
- 2 Collectivist cultures usually respect _____ behaviour.
a competitive b cooperative c disloyal
- 3 Bari is from a collectivist culture. When asked how she would like to be described by her boss, she is likely to say _____.
a interdependent b independent c proud
- 4 In a team meeting in an individualistic culture, how is someone likely to feel if asked a direct question?
a unwilling to answer b willing to answer
- 5 In the workplace, people are usually more _____ in collectivist cultures.
a unemotional b passionate c disobedient
- 6 An American manager working in Japan praises the performance of one member of his team, Satoko, in front of the whole group. How is she likely to feel?
a uncomfortable b competitive c happy
- 7 Luke is from an individualistic culture. A client calls to offer him a difficult contract and wants an immediate decision. What is Luke likely to do?
a Tell the client that he can't make a decision before discussing it with his team.
b Make a decision and inform the team later.

Reading and
vocabulary

A Match the words with the definitions.

- | | |
|---------------------------|---|
| 1 urgent | a to stop someone from working or doing something they want to do |
| 2 to schedule an activity | b time which is spent with a special person or on a personal interest |
| 3 quality time | c to work at home using a computer connected to the office network |
| 4 to speak up | d requiring immediate action or attention |
| 5 to telecommute | e a person who has an uncontrollable need to work |
| 6 to disturb someone | f to express your opinion or feelings |
| 7 a priority | g an activity that is more important than other tasks |
| 8 a workaholic | h to plan an activity for a certain time or date |

B Do you have a good work-life balance? Do the quiz below, then check your results on page 70.

1 How do you organise and manage your time?

- a I keep a diary. b I just remember everything I have to do.
c I let my friends and family organise my time for me.

2 Do you telecommute?

- a My favourite TV programme is on Fridays so I usually work from home then.
b At home, I have email contact and all my documents on my laptop.
c The office is closed at weekends, so I have to work from home.

3 It's lunchtime and you're very busy at work. Your colleagues are going to a local restaurant to celebrate a special team bonus. Do you ...

- a take one hour off from your work and go with them?
b take a twenty-minute break to join them? c continue with your work?

4 It's 6 o'clock in the evening and your boss leaves a message on your answerphone to ask you to do something. Do you ...

- a delete the message and go out with your friends? b deal with it in the morning?
c rush to the office and do it immediately?

5 You're at work and you receive a call from a friend. Do you ...

- a stop what you are doing and have a chat? b ask him if you can call him back after you've finished your task? c get angry with him for disturbing you at work?

C Match these tips with the questions in the quiz.

- a It's essential to take time off. You must relax and have some fun outside of work.
b This style of working could save personal time since you do not have to drive to your workplace.
c Speaking to a friend for a few minutes should not be a problem if you are managing your workload and working hard.
d Use one diary for both your work and leisure time. This will ensure that you schedule leisure activities and time with friends and family.
e Have a proper lunch break. This will refresh you and make you more productive in the afternoon.