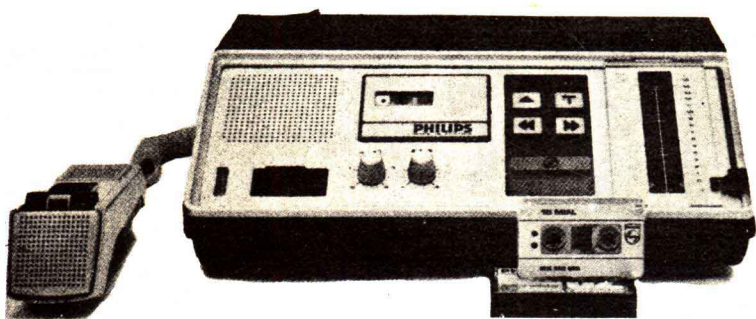


Philip Binham

Executive English

Book 1



Longman

Executive English

Philip Bingham



Longman

LONGMAN GROUP LIMITED
London

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Introduction

General

This is the first of three books with tapes intended to teach the foreign student to understand and use the English language of business. Each book covers one year's work, providing material for two to three classroom hours per week or one to two classroom hours plus one language laboratory hour. At the end of the third book the student should be able to understand *The Economist* and attend a business conference in English successfully.

Book I assumes that the student has already done four to five years of general English and or has reached a standard roughly equivalent to that required by the Cambridge Lower Certificate of English. At the same time it is assumed that the student already knows (or is studying) something about business.

Except for the dialogues which are in many cases based on actual interviews and conversations, the book contains only genuine text culled from articles and books. The texts have been doctored only where absolutely necessary; careful selection and copious notes keep the text within the student's range of comprehension.

Units

The basic unit of the book is an article (sometimes in two parts) followed by NOTES and PRACTICE. Articles are followed up by interviews or conversations on the same subject, so that the more colloquial spoken language of business is introduced side by side with the written language. Articles are carefully graded for length and difficulty.

Notes and vocabulary

After each article there are notes on the words and expressions that are likely to cause the student most difficulty. At the end of the book there is also a more complete vocabulary.

Practice

After each article there is also a practice section including exercises on grammar and vocabulary, written questions on the text and questions for discussion. The practice sections further include a systematized procedure for practising making reports (informal

summaries). This procedure is intended to cultivate intensive listening, to check on the student's understanding of the articles, and to develop a useful skill. The procedure is explained in more detail in the *Notes for teachers* below.

Tapes

There are $3 \times 5''$ tapes, giving a total listening time of about 2 hours. The tapes, which are designed for use in the language laboratory but can also be used with a single tape recorder in the classroom or at home, are divided into twelve lessons and cover all the Dialogues in the book, together with various forms of Practice based on the Dialogues.

Practice is provided in:

- 1 Pronunciation, stress and intonation.
- 2 Taking part in conversation.
- 3 Use of various structural forms, with special emphasis on verbs.

Notes for teachers

The procedure for making reports can be carried out with or without tapes. The step-by-step procedure is described in the PRACTICE sections; here the main components are summarized:

- 1 Questions for comprehension, and to help indicate the important points in articles.
- 2 Examples of and practice in joining sentences by means of conjunctions, relatives, etc.
- 3 Examples of and practice in written reports.
- 4 Examples of and practice in note-taking from written and oral text; turning of notes into fluent prose.
- 5 Practice in oral reports.

It is recommended that the teacher should not be too critical of students' reports at first. It does not matter very much if the student uses more words than necessary, uses the same words as in the original, or doesn't express himself very grammatically. The important thing is to make sure he has grasped the main idea. By the end of the book, he will have had some fifteen opportunities to practise making a report, so that this skill will have developed naturally.

The word *report* has been preferred to *summary* or *précis*, as indicating a practical activity where speed and fluency are more important than academic correctness.

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Part I

The Business Man

1 Business Men and Managers (1)

There has never been any question about the future of managers and management. They are as necessary to nationalized industry and state-controlled corporations as to private firms. Under any industrial system, organizers are necessary. Today, managerial
5 prestige is high and rising. Some workpeople thought that nationalization meant the end of all bosses – but they have now discovered how wrong they were.

The public may often read complaints in newspapers to the effect that British management is not good enough. But it cannot
10 fail to read that efforts are being made to improve management like any other profession such as medicine, architecture, or teaching. The Labour government first gave state support to training for management in Britain, and sought to increase the supply of managers for industry. Professional management is now solidly
15 established. Its role in society, whether capitalistic, socialistic or mixed, is as settled as that of the civil service.

Business men are something different. They direct, they control, they decide policy, and they have power. They found, inherit, own, buy, sell, and expand businesses – and they may bankrupt them.
20 They are the employers of the managers, as much as they are the employers of workpeople. They are the men at the top.

[LEWIS, R. and STEWART, R. *The Boss*.
Phoenix House, 1958. p. 14]

NOTES

- 1 **managers**: those leading (managing) the practical activities of the firm.

They form *the management* of a firm.

- 2 **nationalized**: removed from private to state ownership and control.

- 3 **corporations**: business organizations, firms, businesses.

- 5 **prestige**: [a] here: good reputation.

[b] also (often as an adjective): power.

A Rolls-Royce is a prestige symbol (a symbol of prestige)
for some wealthy managers.

MANAGING DIRECTOR

- U.S. parent group having just formed the U.K. Company is now seeking an outstanding younger man as its Managing Director.
- The Company will be heavily involved in providing a complete range of services to industry, commerce and government; based on sophisticated problem-solving techniques and computer/software and systems programming.
- While the existing experience of this successful and well financed group will be of great initial assistance it is a requisite that the U.K. Company will innovate and will soon contribute to the knowledge and resources of the whole group.
- The position requires an outstanding managerial and executive record, presupposing ability to deal personally at highest managerial levels. In this field an above average comprehension and successful experience in the field of the new scientifically based managerial techniques, many of which are computer oriented, is almost essential. Experience with the problems of work management of software teams will be highly regarded.
- The required qualifications almost dictate an age limit of under 40. A substantial salary of up to five figures can be negotiated. However, the real attraction is the opportunity to build a rapid growth organisation and to share in its success through a generous stock option scheme.
- Correspondence, giving enough detailed information to enable us to assess whether an interview would be mutually advantageous, should be addressed under Private and Confidential cover to:

- 8 the public: people in general.
 8 to the effect that: saying that.
 12 state support: financial assistance from the state.
 13 sought to: (seek-sought-sought) here: tried to.
 14 solidly established: in a very strong position.
 15 role: part, task.
 16 the civil service: all British government departments except the army, navy and air force.
 17 direct: lead the firm generally. The *manager* manages the firm's activities from day to day, the *director* directs its general policy.
 18 policy: general plans. Do not confuse with *politics*, which refers to the activities and world of politicians.
 18 found: start, establish.
 19 bankrupt: to bring a business to a position where it cannot pay its debts. Also: a firm may go bankrupt; a man may be a bankrupt.

Practice

1 Fill in the missing prepositions.

- a The public may read complaints ... the newspapers ... the effect that British management is not good enough.
 b The Labour government first gave support ... training ... management.
 c The role ... professional management ... society is as settled as that ... the civil service.
 d There has never been any question ... the future ... managers because they are necessary even ... nationalized industry.
 e They are the men ... the top.
 f Organizers are necessary ... any industrial system.
 g Does nationalization mean the end ... all bosses?
 h The government sought to increase the supply ... managers ... industry.
 i Business men are the employers ... the managers.

2 Give words or expressions with similar meaning to the following. Use the words and expressions you find in sentences of your own.

| | | |
|------------|--------------------------|----------|
| a business | improve | inherit |
| boss | support (noun and verb) | to own |
| discover | increase (noun and verb) | expand |
| often | role | prestige |
| effort | to found | |

3 The following questions are based directly on the text. Students may look at the text before answering. Answer each question with one complete sentence.

EXAMPLE Why is the future of managers certain?

ANSWER The future of managers is certain because they are necessary to both state and private firms.

- a* What is the state of British managers' prestige today?
- b* What do the newspapers often say about British management?
- c* What is being done about British management?
- d* Who first gave state support to training for management in Britain?
- e* Are business men the same as managers?
- f* What do business men do? (Give what you think is the main activity mentioned.)
- g* Whom do business men employ?

4 If we take the answers to the questions in 3 and put them together, we get a report or summary of the contents of this passage, about one-third of the length of the original. Here is a model report:

The future of managers is certain because they are necessary to both state and private firms. Today their prestige is high and, though managers are criticized in the newspapers, efforts are being made to improve their standard. It was the Labour government that first gave state support for their training.

Business men, who are different from managers, direct their firms' policy. They employ managers as well as work-people.

In this report, some of the answers have been combined by means of relatives and conjunctions. In the same way, joining words or phrases have been put at the beginning of some sentences, so as to give connection with what has gone before. Read through the model report and underline all such joining words and phrases.

5 Make the following pairs of sentences into single sentences by means of relatives or conjunctions.

- a* The future of managers is certain. Managers are necessary in all kinds of firms.
- b* Some people thought that nationalization meant the end of all

- bosses. These people have now discovered that they were wrong.
- c* There are often complaints in the newspapers. The complaints say that British management is not good enough.
 - d* The Labour government first gave state support to training for management. The Labour government tried to increase the supply of managers for industry.
 - e* Business men are different from managers. Business men own businesses.

6 What industries and professions are owned or controlled by the state, (a) in Britain, (b) in your country?

2 Business Men and Managers (2)

The difference between the salaried managers and the individual capitalist who owns the company of which he is chairman is clear enough. The distinction is between men who understand the strategy of business and those who are only concerned with their own functions. The salaried company official in middle management, whose highest ambition is to be head of his department and retire on the firm's pension scheme just like his suburban neighbour, a civil servant, will not think of himself as a business man as he thinks of one of his directors as a business man, or the tough owners of firms with whom he deals, or the proprietors of the garage that services his car. Plenty of men in middle management have, of course, business strategy in the blood, and are determined to rise, whether in their own company or another, to a position where they will have scope to make business decisions. These are, in our sense, potential business men.

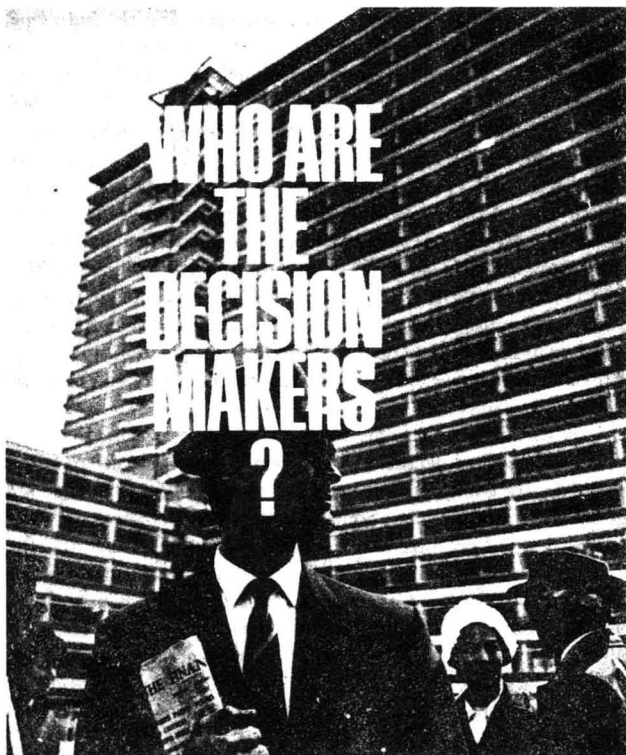
It is significant that some people would like to drop the word "business man" altogether. Young men who do not care to admit that they are going into business can nowadays say that they are going into management. Some directors like to speak of their companies as "organizations" serving the public rather than as businesses making profits, and refer to themselves as simply senior members of the management team. Many business men prefer to be described as directors, industrialists, executives, etc. But directors do not as a rule like to be called managers. On the contrary, there are directors of small firms who have refused better-paid jobs in larger firms because they would there lose the status and title of "director".

The frontier between business men and managers is thus for many reasons hard to define.

[*The Boss*. See Passage 1]

NOTES

- 1 salaried: paid a salary, usually monthly; not owning shares in a firm.
Workmen are usually paid a weekly wage (weekly wages).



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- 2 **chairman**: the head of the firm's board of directors, who direct the firm's policy.
- 3 **distinction**: difference.
- 3 **understand the strategy of business**: are able to plan the future of the firm as a whole.
- 7 **retire**: stop working because of old age.
- 7 **pension**: money paid (either by a firm or the state) to those who no longer work because of age or disability.
- 7 **scheme**: plan.
- 7 **suburban**: living in the *suburbs*, the outskirts of a town.
- 8 **civil servant**: an official in the civil service.
- 9 **tough**: hard.
- 10 **deals**: (to deal with) does business.
- 10 **proprietors**: owners.
- 11 **services**: looks after, greases, maintains and repairs.
- 12 **in the blood**: in their nature.
- 14 **scope**: opportunity.
- 15 **potential**: possible future.
- 22 **team**: group of people working together.
- 23 **executives**: managers.
- 26 **status**: position, rank; prestige.
- 28 **frontier**: line, border.
- 29 **define**: explain, mark clearly.

Practice

1 Fill in the missing prepositions.

- a The frontier . . . business men and managers is . . . many reasons hard to define.
- b He tells me he is going . . . management.
- c He does not think . . . himself as a business man as he thinks . . . the owners . . . firms . . . whom he deals.
- d The company official . . . middle management wishes to retire . . . the firm's pension scheme.
- e Plenty . . . men . . . middle management have business strategy . . . the blood.
- f They are determined to rise . . . a position where they can make decisions.
- g There is a big difference . . . salaried managers and the capitalist who owns the company . . . which he is chairman.

2 Give words or expressions with similar meaning to the following.
Use the words and expressions you find in sentences of your own.

| | | |
|-------------|------------|-----------|
| company | proprietor | senior |
| its own | deal with | executive |
| distinction | a firm | status |
| understand | scope | frontier |
| function | admit | |

3 Make a list of all the words in Passages 1 and 2 for different kinds of managers and business men. Explain the differences in meaning, if any.

4 The following questions are based directly on the text. Students may look at the text before answering. Answer each question with one complete sentence.

- a* What is the difference between the owner of a company and a salaried manager?
- b* What is the highest ambition of a salaried company official?
- c* What kind of managers are potential business men?
- d* What word would some people like to drop?
- e* What do directors not like to be called?

5 If you are reading or listening to a passage and wish to remember the main points mentioned, you will need to take notes. When taking notes, English people save time by leaving out the articles, prepositions, the verb 'to be' and such 'little words'. Here are some notes on this passage. Make them into complete sentences, remembering to put in the 'little words'.

- a* Company owners concerned business strategy – managers not.
- b* Company official's ambitions: become department head, retire on pension.
- c* Potential business men: managers with business strategy in blood, determined rise.
- d* Some people dislike word 'business man'.
- e* Directors dislike word 'manager'.