

NELSON
BUSINESS
ENGLISH

INSIGHTS *into* BUSINESS



MICHAEL LANNON

GRAHAM TULLIS

TONYA TRAPPE

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Contents

PRE-READING

TEXT

LANGUAGE FOCUS

SKILLS FOCUS

UNIT 1 COMPANY STRUCTURES

Listening – The departments of an organisation
3M Corporate Organisation Chart

READING – '3M: An American Star in Europe' (*Eurobusiness*)

Present perfect and Past simple
Describing changes in quantities (increase and decrease)

LISTENING – Describing responsibilities within a company: Manley Johnson, 3M France
SPEAKING – Presenting companies
WRITING – Company profiles

UNIT 2 RECRUITMENT

Matching job advertisements with covering letters

READING – 'Looks: appearance counts with many managers' (*International Herald Tribune*)

Present simple and Present continuous

READING – Studying job advertisements
WRITING – Preparing a CV and letter of application
LISTENING – Selecting candidates and job interviews – David Smyth, Europe Assistance
SPEAKING – Role play of an interview

UNIT 3 MANAGEMENT STYLES

Management styles in five different countries

READING – 'Be nice and smile if you want to hire a Hungarian manager' (*The European*)

Adjectives of nationality
Expressing fractions and proportions

LISTENING – Tom Scheck talks about the problems involved in international negotiations
SPEAKING – Cultural differences – Role play: Giving and asking for advice

UNIT 4 ADVERTISING AND MARKETING

Advertising media
Product endorsements
Advertising slogans

READING – 'In Ads, US Stars Shine For Japanese Eyes Only' (*Washington Post*)

Gerund and Infinitive

SPEAKING – Describing target markets; Analysing advertisements
LISTENING – Customer profiles and marketing strategy: Manfred Kozlowsky, Harley-Davidson

UNIT 5 FRANCHISING

Categories of franchises
Listening – Tony Dutfield of the British Franchise Association

READING – 'Small slice of the Big Action' (*The European*)

Relative clauses

LISTENING – Three executives discuss franchisor/franchisee relations – Interview with Peter Stern, senior franchise manager for the National Westminster Bank
SPEAKING – Taking out a franchise with Budget Rent a Car and Perfect Pizza
WRITING – Report on UK franchise market

UNIT 6 JAPAN AND THE BUSINESS WORLD

The performance of Japanese business
Comparison of hours worked in different countries

READING – 'Dying to work' (*US News and World Report*)

Expressing contrast

WRITING – The memo
LISTENING – Tips for doing business in Japan: Tomomi Moriwake

UNIT 7 BUSINESS AND THE ENVIRONMENT

Environmental cartoons
The role of business in environmental affairs

READING – 'A banner of values' (*Inc.*)

The Passive
Describing groups and subgroups

SPEAKING – Environmental case studies; Labels and packaging
LISTENING – A Body Shop customer survey; The role of companies and environmental affairs: David Wheeler, The Body Shop
WRITING – Are your purchasing decisions based on environmental concerns?

PRE-READING**TEXT****LANGUAGE FOCUS****SKILLS FOCUS****UNIT 8
RETAILING**

Retailing in the UK and in continental Europe
Listening – Dr Steve Burt, Stirling University

READING – ‘Richer pickings’
(*Business*)

Make or do
Locating objects

LISTENING – Store layouts
SPEAKING/WRITING – Consumer buying habits

**UNIT 9
BANKING**

Listening – Peter Milson, Midland Bank
Banking items and documents

READING – ‘Hobs’ Home and Office Banking System
(*Bank of Scotland brochure*)

Allow/enable/let
First and second conditional

SPEAKING – Making and answering enquiries about bank documents
LISTENING – Alain Depussé, French businessman: a company and its banks
WRITING – A letter of complaint to a bank

**UNIT 10
THE STOCK EXCHANGE**

Headlines from the financial pages – Assessing the performance of listed companies’ shares

READING – ‘The Stock Exchange’
(*Banking Information Service*)

Third conditional

READING – Studying share price listings
LISTENING – European stock market turnovers. Characteristics of stock exchanges: Stuart Valentine of the London Stock Exchange
WRITING – Summarising the evolution of a company’s share prices

**UNIT 11
CORPORATE ALLIANCES AND ACQUISITIONS**

Extracts from the financial press

READING – ‘Getting Together’
(*Time*)

Reported speech

SPEAKING – Describing technical data and performance of cars
LISTENING – The Renault/Volvo alliance – Margareta Galfard, Volvo, France
WRITING – Memo recommending a course of action

**UNIT 12
THE SMALL BUSINESS**

Advantages and disadvantages of small business
Listening – Checklist for starting a business: Ben Fox of Fasta Pasta

READING – ‘Deliver us from debt’
(*Financial Times*)

Could have + past participle
Should have + past participle

LISTENING – Advice for starting a business: Ben Fox, Fasta Pasta
SPEAKING – Small business questionnaire
WRITING – Business plan

**UNIT 13
INTERNATIONAL TRADE**

Listening – Why countries trade
OECD Economist Europe quiz

READING – ‘A Spanish Oracle’
(*Super Marketing*)

Modal verbs of obligation
Describing trends

WRITING – Describing the evolution of wool prices from a graph
LISTENING – An economist from the OECD speaks about protectionism and the European Community’s Common Agricultural Policy
SPEAKING – Completing a graph

**UNIT 14
INSURANCE**

Listening – Identifying types of risk

READING – ‘Insurance Services’
(*Corporation of London brochure*)

Expressing approximation

LISTENING – Don Raley, insurance expert, talks about Lloyds
SPEAKING – Evaluating risk
WRITING – Report on evaluation of risk forms

**UNIT 15
CORPORATE IDENTITY**

Analysing a BP corporate advertisement

READING – ‘How the decisions were made’
(*An Image for the 90s* – from a BP publication)

The Article

LISTENING – Glen Tuttel of the Michael Peters’ design consultancy talks about logos, design and corporate identity
SPEAKING – Convincing a sponsor
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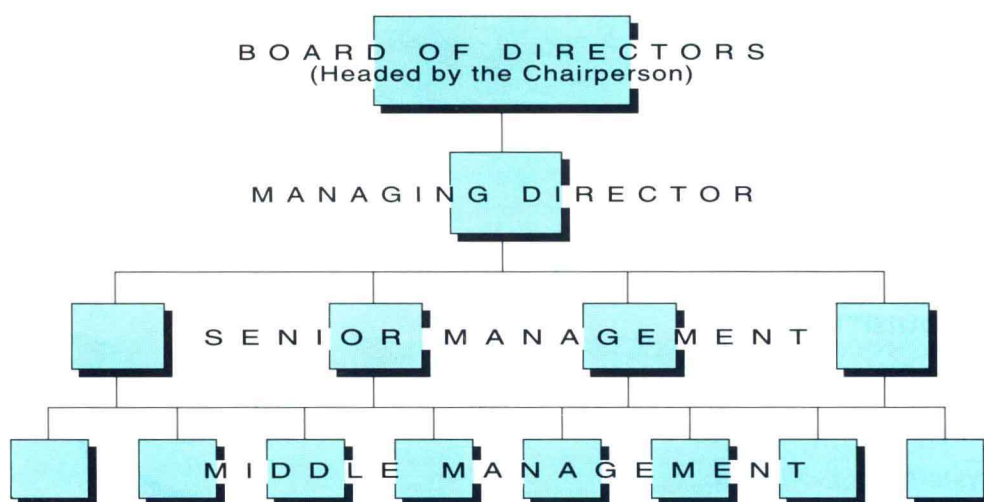
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Company Structures

KEY VOCABULARY

Most companies are made up of three groups of people: the **shareholders** (who provide the capital), the **management**, and the **workforce**. The management structure of a typical company is shown in the following **organisation chart**:



At the top of the company hierarchy is the **Board of Directors**, headed by the **Chairperson** (or **President**). The Board is responsible for making policy decisions and for determining the company's strategy. It will usually appoint a **Managing Director** (or **Chief Executive Officer**) who has overall responsibility for the running of the business. **Senior managers** head the various departments or functions within a company, which may include the following:

Marketing
Finance

Public Relations
Production

Personnel (or Human Resources)
Research and Development

LEAD-IN

1 You will hear six people talking about their work. Listen and decide which of the six departments listed above they work for.

1

2

3

4

5

6



2 3M is a major multinational company which manufactures more than 60,000 different products. In groups, study the 3M organisation chart which shows just some of the company's main activities, then decide which department or sector is responsible for each of the following:

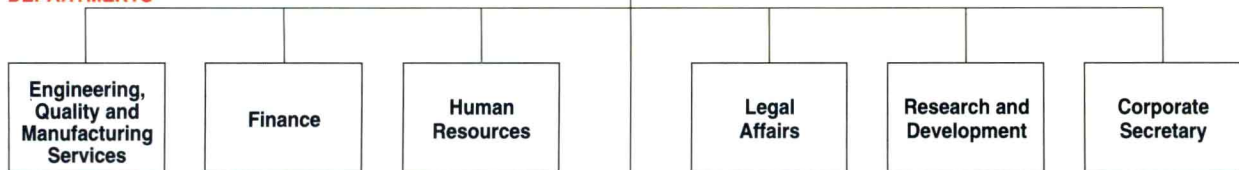
- 1 Reflective material for motorways and street signs
- 2 Scanners, colour print film and projection equipment
- 3 Aerosol products for people suffering from asthma
- 4 Decisions concerning salaries and benefits of employees
- 5 Scotch Magic Tape and Post-it Notes
- 6 3M United Kingdom
- 7 Computer Diskettes

3M Corporate Organisation Chart



L.D. De Simone
Chairman and Chief
Executive Officer

DEPARTMENTS



SECTORS



R.A. Mitsch
Executive Vice President,
Industrial and Consumer
Sector

- Industrial tape
- Automotive systems
- Commercial office supply
- Consumer stationery
- Abrasive technologies
- Special adhesives and chemicals



L.E. Eaton
Executive Vice President,
Information, Imaging and
Electronic Sector

- Printing and publishing systems
- Photo colour systems
- Telecom systems
- Electrical products
- Consumer and professional video and audio technology
- Data storage diskette and optical technology



J.E. Robertson
Executive Vice President,
Life Sciences Sector

- Medical products
- Healthcare services
- Dental products
- Traffic and personal safety products
- Traffic control materials



H.A. Hammerly
Executive Vice President,
International Operations

- Europe
- Asia Pacific
- Canada
- Latin America and Africa

November 1, 1992

Company profile

3M: AN AMERICAN STAR IN EUROPE

TIM HINDLE

3M is the epitome of all that is best in corporate America. To stay on top the company must export its virtues to Europe.

Whenver lists of America's brightest and best are compiled 3M is guaranteed to feature.

3M was born early this century as Minnesota Mining & Manufacturing. The mining soon ceased when the company's founders failed to dig up the corundum they had hoped to discover. So they turned to trading in sandpaper, a product that uses the abrasive corundum. From the beginning the company was forced to innovate or die.

Today 3M's headquarters and many of its laboratories are in St Paul, Minnesota. Most of its customers are other industrial concerns. Its 60,000 products range from medical-imaging equipment to Scotch tape to abrasives for the car industry. With that unpromising background, how has the company been so successful?

Perpetual innovation

When asked to explain its own success, 3M begins with technological innovation.

3M is among the 25 companies with the most patents in the world – 11 of the 25 are Japanese, 10 are American and only four are European. The company spends some 6.5% of its total sales on research and development, almost twice the American average. And that has increased from about 4.5% at the beginning of the 1980s. The increase – part of the response to the less sparkling performance in the mid-1980s – adds a not-insignificant \$200 million a year to the research budget.

European action

3M sees its future as lying increasingly outside the United States. Europe

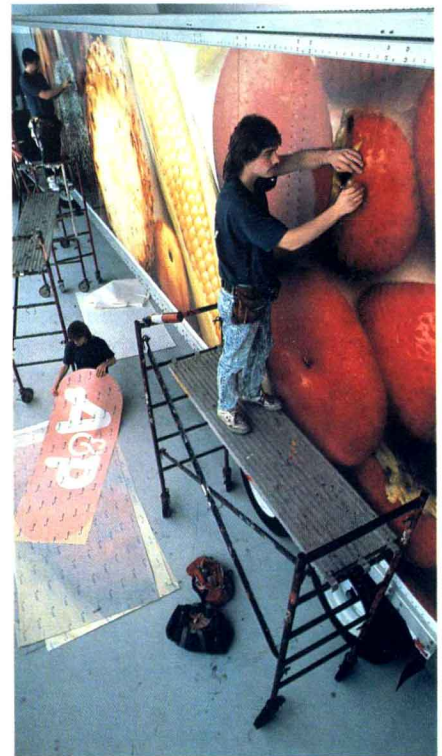
accounts for some 30% of the company's worldwide sales and one-quarter of its employees. That puts 3M among the 300 largest companies in Europe.

The company has had subsidiaries in the region for almost 40 years and now has 17 different companies on the continent and 14 major R&D centres. Since 1984 a number of European Management Action Teams (EMATs) have been set up under the direction of Joe Warren, 3M's Brussels-based vice-president in charge of Europe.

Briefly, 3M worldwide is divided into four sectors: industrial and electronics (36% of sales); information and imaging technologies (28%); life sciences (22%); and commercial and consumer (14%). These four sectors are divided into 15 "strategic business centres" (SBCs) – for audio-visual products, abrasives, etc. – and each centre is responsible for three or four of the company's 50 operating divisions. The operating divisions are run like small businesses and 3M staff say that each has its own culture.

Global strategy is determined by the business centres in St Paul. European input comes via group directors (one for each business centre) based at 3M's European headquarters in Brussels. In addition, the European organisation has a number of product managers (most of them in Brussels) plus managing directors in charge of each of the 17 European subsidiaries. These subsidiaries are run nationally, with a few exceptions – for example, the MD of Spain is also the MD of Portugal, and the MD of the UK is also MD of Ireland.

Each of the 40-plus EMATs corresponds



The far-reaching fruits of innovation

roughly to an operating division and has between eight and ten members drawn from different functions and different countries. Typically they meet every four to six weeks. In theory they have collective responsibility for achieving the company's European goals; in practice they spend much of their time discussing the launch of new products.

Although 3M has only 150 Americans working for the company outside the United States (even in the UK there are only six American employees), the language of the EMATs is English. Since these were the first formal means for more junior employees of different nationalities to get together, the early discussions tended to be dominated by the fluent English-speakers: the British, the Dutch and the Irish. Now the company insists that a certain level of proficiency in English is a prerequisite for joining an EMAT, and team members are being trained to learn how to accommodate different cultures.

The future depends on how well the company has learnt to adapt to change. One of the greatest changes in its markets is occurring in Europe, and much hangs on the ability of the EMATs to come up with products that will meet the fast-shifting demands of 3M's European customers.

Eurobusiness

READING

1 Read the text on the opposite page and answer the following questions.

- 1 How did 3M get its name?
- 2 How has 3M managed to become such a successful company?
- 3 What role do the EMATs play in 3M's European organisation?
- 4 What does 3M's future in Europe depend on?

2 Scan the text quickly and find the figures, percentages or sums of money that correspond to the following pieces of information.

- Example: The number of 3M products 60,000
- 1 The sum of money added to 3M's research budget every year
 - 2 The number of 3M subsidiaries in Europe
 - 3 The number of major 3M research and development centres in Europe
 - 4 The number of strategic business centres
 - 5 The percentage of total sales of 3M's industrial and electronics sector
 - 6 The percentage of total sales which 3M spends on R&D
 - 7 The number of Americans working for 3M outside the USA
 - 8 The percentage of total sales of 3M in Europe

Practise reading the figures aloud, then listen to the cassette and check your pronunciation.

3 Now listen and write down the numbers you hear.

- | | |
|---------|---------|
| 1 | 5 |
| 2 | 6 |
| 3 | 7 |
| 4 | 8 |

VOCABULARY

1 Match the words from the text with their corresponding definitions.

- | | |
|-------------------------|---|
| 1 trade (line 9) | a work done in order to make new discoveries |
| 2 innovate (line 12) | b results obtained over a period of time |
| 3 concern (line 16) | c to do business; to buy and sell |
| 4 patent (line 25) | d amount of money used for a specific purpose |
| 5 research (line 29) | e to make changes and introduce new ideas |
| 6 increase (line 31) | f to go up; to rise |
| 7 performance (line 34) | g a company or business |
| 8 budget (line 36) | h a legal document which gives a person or company the exclusive right to make or sell an invention |

2 Some of the words in the following sentences are in bold. Look through lines 44 to 112 of the text and identify the words that were actually used to express the same ideas.

- 1 3M has had its own **local companies** in Europe for 40 years.
- 2 Joe Warren is **responsible for** European business. He has helped **establish** several EMATs since 1984.
- 3 There are four main **divisions** in which 3M does business worldwide.
- 4 The operating divisions are **managed** like small businesses and, according to **employees**, each division has its own culture.
- 5 The company's **plan of action** is determined in St Paul.
- 6 The **central offices** of 3M Europe are located in Brussels.
- 7 The EMATs are responsible for **reaching** the company's European **objectives**.
- 8 The EMATs often discuss the **introduction** of new products onto the market.
- 9 In the future, the EMATs will have to **think of** products that will meet the demands of European customers.

3 Complete the following passage using words from the left-hand column of exercise 1 and words that you found in exercise 2.

Since the beginning of the century, 3M has known that it must continually
 1..... in order to survive. Indeed, the company has been responsible
 for the 2..... of 60,000 products, each of which is protected by a
 3.....

The successful 4..... of 3M over the years is due to several factors.
 Firstly, the company spends a large part of its annual 5..... on the
 creation, improvement and testing of products. The company also has a flexible
 structure which allows employees to change jobs frequently, from
 6..... to manufacturing, or from manufacturing to marketing. The
 exchange of ideas and information is also a key aspect of 3M's 7.....
 of constant innovation. Top technical people attend an annual meeting at the
 8..... in St Paul where many 3M laboratories show their latest
 products. Another interesting fact about 3M is that it encourages 9.....
 to spend 15% of their time on personal projects. It was this unusual policy which
 enabled 3M employee Arthur Fry to 10..... one of the most famous
 3M inventions – the Post-it note.

DISCUSSION

Read the following description of how 3M developed its famous Post-it notes.

Spencer Silver was a 3M research chemist whose objective was to produce the strongest adhesive on the market. Although he did not succeed in his mission, he did develop another type of adhesive that had two interesting properties: it could be re-used and it left no residue on the material to which it was applied. However, no one at 3M could find a use for this product and it was put aside temporarily.

Ten years later, one of Silver's colleagues, Art Fry, discovered a new use for the abandoned adhesive. Fry sang in a choir and used strips of paper to mark the pages of his hymn book, which fell out every time he opened the book. He therefore decided to apply Silver's adhesive to the strips and found that they marked the pages and did not fall out when the book was opened. This was the first step in the discovery of the future Post-it note.

- 1 Why do you think this product has become so popular?
- 2 The Post-it notes were invented thanks to the fact that 3M allows employees to spend 15% of their time working on personal projects. Do you think this idea could be extended to other types of companies?



PRESENT PERFECT AND PAST SIMPLE

LANGUAGE FOCUS

Look at the following sentences from the text:

*The mining soon **ceased** when the company's founders **failed** to dig up the corundum they had hoped to discover.* (line 6)

*The company **has had** subsidiaries in the region for almost 40 years.* (line 44)

- Which tense is used in (a) the first sentence, and (b) the second sentence?
- Which tense has a connection with the present? Which tense only tells us about the past?

➤➤ For more information on the present perfect and past simple, turn to page 153.

Practice

Complete the following company profile with either the present perfect or past simple tense of the verbs in brackets. You should pay particular attention to irregular verbs and to the position of adverbs.



William Colgate ¹..... (found) the Colgate Company in 1806 as a starch, soap and candle business in New York City. For the first one hundred years, the company ²..... (do) all its business in the United States. However, in the early 1900s, the company ³..... (begin) an aggressive expansion programme that ⁴..... (lead) to the establishment of Colgate operations in countries throughout Europe, Latin America and the Far East. Recently it ⁵..... (set up) operations in Turkey, Pakistan, Saudi Arabia, Eastern Europe and China. Colgate-Palmolive ⁶..... (become) a truly global consumer products company, worth \$6.6 billion and selling in more than 160 countries.

Colgate-Palmolive's five main sectors of business are: Oral Care, Body Care, Household Surface Care, Fabric Care and Pet Nutrition and Health Care. In the area of Oral Care, Colgate-Palmolive is the world leader in toothpaste. Since 1980, the company ⁷..... (increase) its share of this market by more than 12% to over 40% today. Oral care revenues ⁸..... (grow) significantly in recent years and in 1991, they ⁹..... (exceed) \$1.3 billion. As a result of the company's heavy investment in research and technology, it ¹⁰..... (develop) many successful toothpastes, rinses and toothbrushes. To strengthen its presence in professional products, Colgate-Palmolive ¹¹..... (buy) the Ora Pharm Company of Australia and the dental therapeutics business of Scherer Laboratories USA in 1990. For many years, the company ¹²..... (have) a strong dental



education programme in schools throughout the world and ¹³..... (maintain) a close partnership with the international dental community. Recently Colgate-Palmolive ¹⁴..... (enlarge) its school education programmes to cover rural areas as well as townships in developing countries. For the last three years, the company ¹⁵..... (be) a major sponsor of the International Dental Congress, the world's largest and most prestigious dental meeting.

The company ¹⁶..... (always pay) close attention to the environment. It ¹⁷..... (already make) great progress in the use of recyclable bottles and packaging materials. In 1990 the American Council on Economic Priorities ¹⁸..... (choose) Colgate-Palmolive as one of the four most socially responsible companies in the United States.

DESCRIBING
CHANGES

The following verbs can be used to describe upward (↗) and downward (↘) movements in price, quantity and amount:

Intransitive verbs (verbs which do not have an object)				Transitive verbs (verbs which have an object)		
↗	increase	rise	go up	↗	increase	raise
↘	decrease go down	fall decline	drop	↘	decrease	reduce drop

*The population of the world is increasing.
The prices of electronic goods have fallen.*

*The government has increased income tax.
We have reduced our prices by 10 per cent.*

The following nouns can also be used:

↗	an increase	a rise			
↘	a decrease	a fall	a drop	a decline	a reduction

Practice

Complete the following sentences using a noun or a verb from the list above. Do not use the same word more than once.

- As a result of the recession, we have had to the amount of money we spend on research and development.
- Last year was a good year for the company and our sales considerably.
- The price of coffee has as a result of bad weather conditions.
- Many Asian companies have entered the market and there has been a 20% in prices.
- Some governments fear the in Japanese investment in Europe.
- The in profits is the result of poor management.

SKILLS FOCUS

LISTENING

1 Before you listen to the cassette, study the following structures which are used to describe a person's responsibilities within a company and to show his or her position in the company hierarchy. The sentences refer to the 3M organisation chart on page 5.

A Who | is | in charge of | the Life Sciences sector?
 | responsible for |
 | heads

B J. E. Robertson.

A Who | does he | report to | ?
 | work under |
 | is he responsible to |

B L. D. De Simone.

2 You will hear a speaker describing some of the different positions that Mr Manley Johnson, a senior manager of 3M, held throughout his professional life until 1989. Listen and complete the table on the following page.

Division or sector	No. of years in position	Name of superior	Responsibilities
	—	—	<i>Worked on improving many products, including non-slip materials</i>
	—		
<i>Industrial Scotch-brite Products</i>	—		
		—	
<i>Disposable Products</i>		—	

3 You will now hear Mr Johnson describing his present position. As you listen, take notes and then write a short description of his job and responsibilities. After you have done this, refer back to the organisation chart and identify the person in the US with whom Mr Johnson is most likely to be in regular contact.

SPEAKING

1 Work in pairs (Student A and Student B). Student A should look at the information below and Student B at the information on page 146.

Student A

Read the following profile and be ready to play the role of Susan Robertson. Prepare a list of questions that you will need to ask Giancarlo Peretto (played by Student B) in order to complete his profile. Then take it in turns to interview each other.

Examples: *How long have you been with your present company?*
What are you responsible for?

Name: Susan Robertson
Age: 29
Nationality: American
Marital status: Single
Salary: \$38,000 per annum
Company: US Brands Incorporated



Present position: • Brand Manager
 • Works under the Director of Marketing
Background: • MBA from the University of Pennsylvania
 • Joined the company in 1991

Present responsibilities:

- In charge of determining national marketing strategy for a brand of paper towels
- Heads a business team of 10 people which studies consumers' opinions of company products

Name: Giancarlo Peretto

Age:

Nationality:

Marital status:

Salary:

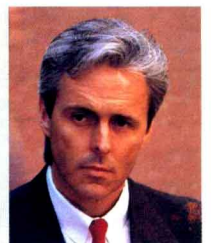
Company:

Present position:

Background:

Present responsibilities:

.....



2 Work in pairs again. Student A should look at the information below, and Student B at the information on page 146.

Student A

Read the following company profile and study the kind of information it contains. Be prepared to answer questions about it.

The MoDo Group is an international company. Its headquarters are in Stockholm. The President and Chief Executive Officer is Bernt Lof. Its main areas of business are fine paper, newsprint and magazine paper and other wood products. Most of MoDo's production is carried out in Sweden, but the company is present in many European countries and in the United States. More than 80% of the Group's total sales of 18.4 million Swedish kronor in 1990 came from countries outside Sweden, primarily the European Community. The company has about 12,961 employees.

MoDo



Now ask your partner questions to obtain similar information about the company that he or she has been working on, and complete the notes below.

Name of company

Headquarters

Chairman

Business activities

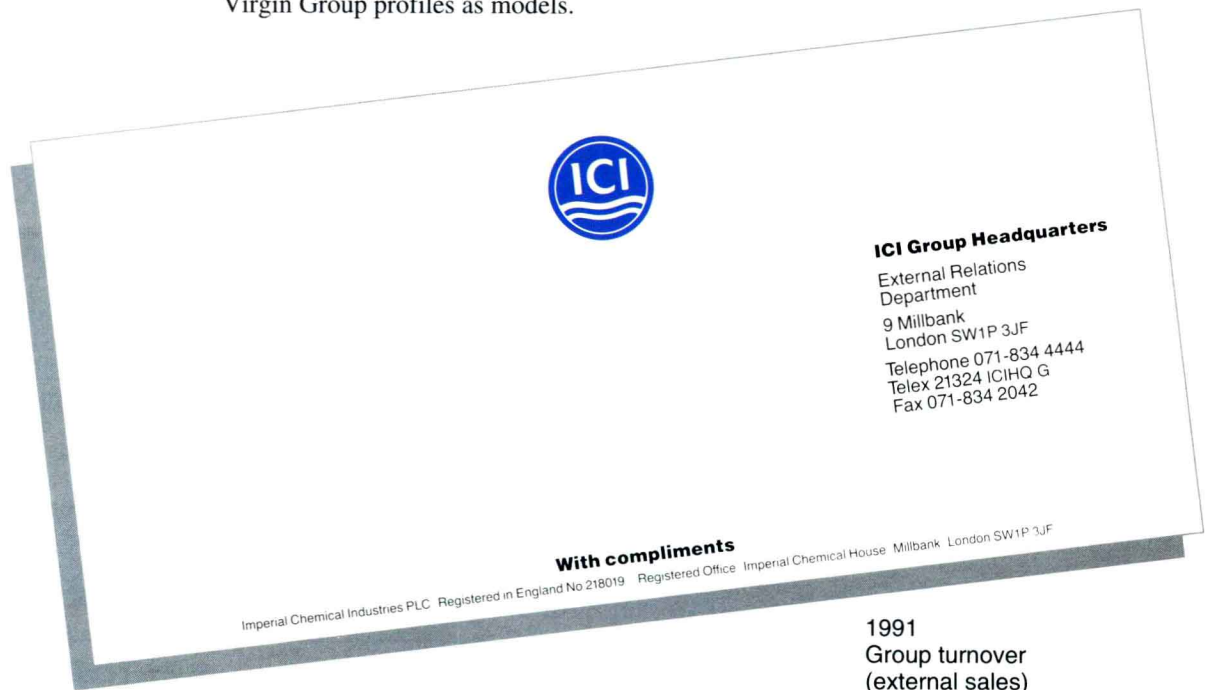
Main markets

Sales in 1991

No. of employees

WRITING

Write a short profile about ICI, using the information provided below. Use the MoDo and Virgin Group profiles as models.



Worldwide

- Around 600 locations
- Sales in 150 countries
- Manufacturing in over 35
- 128,000 employees

Number of employees

	1991
United Kingdom	51,600
Continental Europe	18,000
The Americas	31,000
Asia Pacific	16,400
Other countries	11,600
Total	128,600

1991

Group turnover
(external sales)
by business sector

