

## LET'S START!

Work in pairs. Look at these tips for international business people. Which countries do you think they are relevant for?

Brazil  
Germany  
Japan  
Nigeria  
Russia  
United States

# UNIT 6

# International business

## Tips

- Use a great deal of body language and have strong levels of eye contact. Become comfortable with these. Don't act in a reserved fashion.
- Appearance is very important. Your appearance should reflect your level of importance.
- People are loath to say 'no' or disagree, so it can be very difficult to be completely confident that a decision or agreement has been reached.
- Agendas are not always used, and if present, may be ignored by everybody except you.
- Women play little part in business at the senior levels, and on the whole, businessmen are more comfortable dealing with other men.
- Don't waste time trying to get decisions out of middle managers—go straight to the top if possible.
- Be very positive about your organization and the team to which you belong. Never make disparaging comments about your own company—even in jest.
- Avoid putting people in situations where they might be forced to lose face. Do not try to push for decisions or deadlines.

## UNIT OBJECTIVES

- Listen to a monologue about doing business in Japan
- Give a briefing on doing business with your country
- Read about the rise of English proficiency
- Write a letter of application for a job with an international company
- Create a job advert and description for an international company

### Discuss in pairs.

- 1 Which tips are relevant for your country?
- 2 Which tips do you find strange?
- 3 What one piece of advice would you give to business people trying to succeed in your country?

## COMMUNICATION

### A Track 12 Listen and complete each sentence with no more than two words.

- The speaker has recently secured a contract with a Japanese (1) \_\_\_\_\_ firm.
- (2) \_\_\_\_\_ is highly-valued in Japan. It is considered disrespectful to be late.
- Because the Japanese work a lot of (3) \_\_\_\_\_, it is important to show willingness to do the same.
- The Japanese are (4) \_\_\_\_\_ American pop culture, but try not to let it go to your head.
- First impressions are very important in Japan. (5) \_\_\_\_\_, nice slacks, or a dress shirt should always be worn.
- You should exchange (6) \_\_\_\_\_ at formal meetings. Keep the one given to you on the table and do not write on it as this would be a sign of disrespect.
- Be realistic when working with the Japanese; it's always best to under-promise and (7) \_\_\_\_\_.
- When you make a request, do so with (8) \_\_\_\_\_ and formality—for example, 'I would really appreciate having the opportunity to work with you.'
- Identify an inner circle of work peers who you can spend time with (9) \_\_\_\_\_, but do not share too much of your private life.
- Although it is a rigorous and tedious process, the pay-offs of working with the Japanese (10) \_\_\_\_\_ the time and effort required.

### C Track 12 Listen again. Answer the questions in your own words.

- 1 What has been the speaker's long-time ambition?  
\_\_\_\_\_
- 2 Why should you NOT schedule back-to-back meetings in Japan?  
\_\_\_\_\_
- 3 What do the Japanese think of over-confidence?  
\_\_\_\_\_
- 4 Why might Americans be treated as pop stars in Japan?  
\_\_\_\_\_
- 5 How can you gain trust in Japan?  
\_\_\_\_\_
- 6 Why do Japanese managers have to check and recheck information?  
\_\_\_\_\_
- 7 What is a 'douki'?  
\_\_\_\_\_
- 8 What does over-sharing of personal information signify for the Japanese?  
\_\_\_\_\_

### D Circle the correct answers.

The Japanese have a (1) \_\_ reputation of respected and lucrative business transactions—some of the most successful companies of our generation (2) \_\_ in Japan. Think Honda. However, (3) \_\_ business with the Japanese takes a little more effort than simply popping by to say 'Hello'. In fact, 'popping by' isn't (4) \_\_ at all. Working for a Japanese company has been an ambition of mine for many years. I've recently (5) \_\_ a contract with a technology firm in Tokyo—but it hasn't been a smooth (6) \_\_. If you want to make an impression in Japan, there are a few things you should know. These are some of the best (7) \_\_: Arrive early—and (8) \_\_ to stay late. Always (9) \_\_ an appropriate level of polite Japanese, even when it feels silly.

Present your business card (10) \_\_ formal introduction. Treat the cards that you receive with respect. Be realistic about your limitations—(11) \_\_ your personal or corporate weaknesses before taking something upon yourself or (12) \_\_ business deals your company can't handle. This will allow you to build trust and demonstrate loyalty.

- |                    |                 |             |              |
|--------------------|-----------------|-------------|--------------|
| 1 a long-time      | b long-standing | c year-old  | d many-year  |
| 2 a originated     | b came from     | c were born | d created    |
| 3 a making         | b undergoing    | c doing     | d meeting    |
| 4 a recommendation | b advised       | c suggest   | d proposed   |
| 5 a clinched       | b ordered       | c reserved  | d secured    |
| 6 a drive          | b trip          | c ride      | d voyage     |
| 7 a tricks         | b plans         | c schemes   | d strategies |
| 8 a expect         | b wait          | c believe   | d accept     |
| 9 a practise       | b keep          | c maintain  | d continue   |
| 10 a at            | b when          | c with      | d upon       |
| 11 a spot          | b identify      | c locate    | d notice     |
| 12 a doing         | b making        | c seeing    | d completing |

### B Track 12 Listen again. Circle T (true) or F (false).

- 1 T/F According to the author, the Japanese do not appreciate sudden business visits.
- 2 T/F Meetings in Japan start and end punctually.
- 3 T/F Japanese dress codes have relaxed in recent years.
- 4 T/F The Japanese will only do business with you if they trust you.
- 5 T/F Japanese managers always speak excellent English.
- 6 T/F Sharing information about your private life is the best way to close a deal with the Japanese.
- 7 T/F The speaker thinks very highly of the Japanese.
- 8 T/F Doing business with the Japanese is a good way to make money.

### E Discuss in groups.

- 1 Are there any similarities between Japanese business practices and your national practices?
- 2 Which aspect of Japanese business practices do you find most interesting?
- 3 What aspect might present difficulties for some people?

**F** Work in pairs. You are going to brief a group of individuals to do business with your country. You may include some or all of these aspects to prepare your briefing. Make notes and give specific examples of advisable and inadvisable behaviour.

Time-keeping	
Dress code	
Introductions	
Working hours	
Socializing with work colleagues	
Sharing personal information	
Entertaining business colleagues	
Dealing with the opposite sex in the work place	
Meetings	

**J** Role-play in pairs. Imagine you are going to do business with a person from another country. Take turns playing the host and visitor. Greet and introduce yourselves and explain plans for the first day and evening.



**G** In your pairs, prepare your briefing. Be prepared to talk for about three minutes. Use these expressions to help you.

IF YOU WANT TO MAKE AN IMPRESSION, YOU SHOULD ...

IT'S BEST TO ...

IT'S IMPORTANT TO ...

YOU SHOULD ...

... ISN'T ADVISED.

... IS APPRECIATED.

**H** In your pairs, give your briefing to the class. When you have finished, listen to the other briefings and mark them using the criteria. Then vote for the best briefing.

- Clarity
- Level of interest
- Usefulness of information
- Appropriate length
- Good variety of language

**I** Discuss the briefings as a class.

- 1 How different are the countries' business dealings?
- 2 Are there any countries that are very similar? How?
- 3 Which countries are most different from/similar to yours?
- 4 Which country do you think it would be easiest/most difficult to do business with?

## LANGUAGE BUILDER

**A Match the phrasal verbs to their definitions.**

arise from    capitalize on    keep back    limit (sth) to    opt for  
pay off    tailor to    take (sth) upon oneself    weigh in

- 1 yield results \_\_\_\_\_
- 2 select as your course of action \_\_\_\_\_
- 3 become involved in something \_\_\_\_\_
- 4 adapt to suit specific requirements \_\_\_\_\_
- 5 accept responsibility for something without being asked \_\_\_\_\_
- 6 prevent progress \_\_\_\_\_
- 7 occur as a result of something \_\_\_\_\_
- 8 exploit an event or situation in order to achieve what you require \_\_\_\_\_
- 9 control the amount or length of something \_\_\_\_\_

**C Complete the sentences with the correct form of the phrasal verbs in A.**

- 1 I had never tried Japanese food before so I \_\_\_\_\_ the traditional meal on the flight to Tokyo.
- 2 Ticket distributors are exercising a lot of control over sales this year and they are \_\_\_\_\_ no more than six per buyer.
- 3 Mark's failure to get a promotion has made him feel like his hard work isn't \_\_\_\_\_.
- 4 Their unwillingness to put new blood in key management positions is really \_\_\_\_\_ that company \_\_\_\_\_. They need to move on.
- 5 Now that I've heard your opinions, I'd like to \_\_\_\_\_ on the discussion, if you don't mind.
- 6 Greta has \_\_\_\_\_ to provide a full entertainment programme for our foreign guests. She has organized dinners for every night this week.
- 7 If we want to ensure the meal is a success, we need to \_\_\_\_\_ our ability to provide excellent service.
- 8 This total misunderstanding has \_\_\_\_\_ Harry's complete inability to hold a business discussion in Italian. Why didn't he just stick to English?
- 9 We're going on a holiday to China that has been \_\_\_\_\_ our specific requirements. We thought up the itinerary ourselves.

**D Track 13 Listen and circle the correct responses.**

- 1 **a** They aren't more experienced.      **5 a** Your grammar is excellent.  
**b** I'd say about fifty-fifty.              **b** I know, but your accent is very  
**c** What's the point?                          difficult to understand.
- 2 **a** The deal's off then.                      **c** Yes, you speak beautifully.
- 3 **a** Are you sure that's a good idea in      **6 a** That's right and we can take a  
a business meeting?                          short break.  
**b** You look fine, don't you?              **b** Never, forget it.  
**c** I can't feel confident in business      **c** I'm going to have to ask for your  
meetings.    resignation.
- 4 **a** You look ridiculous. Close your      **E Discuss in groups.**  
mouth.  
**b** Don't be so rude, I know more  
about this than you.  
**c** Of course I do. I was the one who  
said they would overtake us.

**B Circle the correct answers.**

- 1 A: How did the meeting go?  
B: Well, but I doubt any business will \_\_\_ it.  
**a** opt for  
**b** arise from  
**c** tailor to
- 2 The only thing that is \_\_\_ in this field is your lack of confidence.  
**a** limiting you to  
**b** paying off  
**c** keeping you back
- 3 The advantage of that company is the fact that they are able to supply a product that is exactly \_\_\_ your needs.  
**a** tailored to  
**b** weighed on  
**c** capitalized on
- 4 Three candidates could take on this role. It's not yet clear who of the three we will \_\_\_, though.  
**a** opt for  
**b** capitalize on  
**c** pay off
- 5 He has \_\_\_ to thoroughly research the background of the company before the meeting—a highly commendable choice of action.  
**a** limited himself  
**b** taken it upon himself  
**c** weighed in
- 6 Unfortunately, we're \_\_\_ dealing with middle management only in Russia, so it's unlikely any important decisions will be made on this visit.  
**a** tailored to  
**b** limited to  
**c** weighed in
- 7 During this initial meeting, we should \_\_\_ our previous knowledge of working with the Japanese.  
**a** capitalize on  
**b** opt for  
**c** weigh in
- 8 I believe all our efforts will \_\_\_ eventually. We just have to be patient and keep trying.  
**a** weigh in  
**b** keep back  
**c** pay off

## Gerunds

Refer to *English Guide C1* page 11

**Speaking** English proficiently is a standard requirement for businessmen today.

**Working** for this company has been an ambition of mine for many years.

I would really appreciate **having** the opportunity to work with you.

Whether or not you believe it, **spending** money on training schemes leads to a well-motivated and aware workforce.

**Seeking** partnerships with other large organizations is a key part of their corporate strategy.

## G Correct the sentences.

- 1 Having worked long hours is common in many Asian countries.
- 2 However the discussion develops, share personal information is not acceptable.
- 3 To be in control of a large corporation is not as attractive as I previously thought.
- 4 Don't give your employees any freedom to make decisions is unproductive.
- 5 Resignation from this job is the only answer now.

## H Rewrite the sentences in F using a gerund subject. Change the rest of the sentence where appropriate.

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_

## J Work in pairs. Think of reasons why these things are important in the international business world. Share your ideas with the rest of the class. You must use a gerund in each sentence.

- knowledge of foreign languages
- good communication skills
- good observation skills
- adaptability
- patience

## I Complete the second sentence so that it has a similar meaning to the first sentence. Do not change the word given. Use between four and six words.

- 1 If I had a greater knowledge of English, I would find meetings easier to understand. (**make**)  
Having a greater \_\_\_\_\_ meetings easier to understand.
- 2 It was difficult for James to settle in his new job because of the change in environment. (**the**)  
Because of the change in environment, \_\_\_\_\_ was difficult for James.
- 3 I'd really appreciate it if you could give me some tips on dealing with Russian businesses. (**getting**)  
\_\_\_\_\_ Russian businesses would be greatly appreciated.
- 4 Don't speak informally unless you are with friends. (**unacceptable**)  
\_\_\_\_\_ except with friends.
- 5 If I were you, I'd wear a suit for your first meeting. (**better**)  
\_\_\_\_\_ since it's your first meeting.
- 6 We're aiming to move into the American market. (**goal**)  
Moving into \_\_\_\_\_.

## K Imagine you worked in a different country. In what ways would your work life be affected?

## F Underline the verbs that could become the gerund and subject of the sentences. How does the emphasis of the sentences change with a gerund as the subject?

- 1 Our company aims to tailor our product to the customer's needs.
- 2 It was a mistake to take that upon yourself.
- 3 It's normal to work at night when you do transatlantic business.
- 4 We can't make personal calls from the office.
- 5 We didn't intend to limit employees to that extent.
- 6 The first change on the agenda is to cut bonuses.



## EPIC Study Identifies English Proficiency Weaknesses in the Workplace

International workforces tend to have weaker English skills than the adult populations as a whole, according to a **survey** of 115,000 employees carried out by Education First (EF), the world leader in international education.

The EF English Proficiency Index for Companies (EPIC), the most comprehensive global study of its kind, provides national and international benchmarks for **workforce** English, an invaluable resource that allows the **evaluation** of companies' communicative competitiveness.

'The EF EPIC measures English proficiency levels in 18 industries and 24 countries,' says Carl Layton, communications manager at EF. The full study, complete, with statistical data and a list of participating factors, can be downloaded from the EF website at [www.ef.com](http://www.ef.com). 'English is emerging as the global language for communication and has been cited as the major language of international business. This isn't a statistic any industry can ignore if it wants to be competitive.'

In fact, English is one of the most spoken languages in the world, second only to Mandarin. It is estimated more than 300 million people speak English as their native language, with another 300 million who use it as a second language, and yet another 100 million who list English as a foreign language.

Recent statistical data also reports that more than 70% of all mail is written in English. It is the language of science, aviation, computing, diplomacy, and tourism.

'It's well on its way to becoming the world's unofficial international language,' says Layton, adding that in this modern age of globalization, especially, communication is of paramount importance—and that means international business must conform to this universally-accepted language.

'Globalization is a reality,' he says. 'And business **executives** must **embrace** this reality. Studies show, proficiency in English is a mandatory requirement for any professional working in a global business environment. The EPIC report takes a hard look at where some of the world's leading countries sit in terms of English speaking and writing skills in the workplace.'

Historically, large-scale surveys of language and literacy skills reveal that the workforce as a whole needs to be constantly upgraded with respect to the appropriate skills required. International educators such as EF provide appropriate professional development to assist with this industry-wide weakness, but for true change, **collaboration** of all invested parties is required.

As indicated in the EPIC study, released in 2012, workplace English is weakest in Russia, Denmark, and Japan. Layton says this vulnerability must be addressed by each of the country's business leaders if they are serious about achieving the much **sought-after** commercial success.



Other key findings of the EPIC study suggest that in most cases, middle management speaks better English than both their superiors and subordinates, and, as expected, English proficiency varies considerably in different industries.

The travel, tourism, and consulting industries **excel** in English proficiency, while retail and various public sector industries **lack** appropriate workplace English skills.

'Our goal is to create meaningful dialogue in the international business arena by determining how we can help alleviate some of the language barriers that currently exist,' says Layton. 'The EPIC study is a critical starting point from which to initiate that discussion.'

*Founded in 1965, EF is now the world's largest private educational company, with a group of 15 subsidiaries and non-profit organizations centred on language, learning, educational travel, cultural exchange, and academic programmes.*

### READING STRATEGY

When you read for gist, you skim through the text in order to get the general meaning. It can help you understand the purpose of the text and general idea of a text before doing a more detailed read. In everyday life, skimming is a useful skill because you can get the general idea of text even when there are many words you are not familiar with. But in a comprehension activity, skimming must be followed up by a more detailed read.



## READING

### A Skim the article and answer the questions.

- 1 What kind of survey was conducted?
- 2 What did the survey reveal?
- 3 What should more people be able to do?

### C Read the article and circle the correct answers.

- 1 When compared to the adult population as a whole, international workforces show lower levels of English competence.
  - a right
  - b wrong
  - c doesn't say
- 2 Education First (EF) owns many schools globally.
  - a right
  - b wrong
  - c doesn't say
- 3 The EPIC is the only benchmark for measuring English ability within the workplace.
  - a right
  - b wrong
  - c doesn't say
- 4 More people speak English than Mandarin.
  - a right
  - b wrong
  - c doesn't say
- 5 More than half of the international population use English to communicate by mail.
  - a right
  - b wrong
  - c doesn't say
- 6 By the year 2100, English will have become the world's official language.
  - a right
  - b wrong
  - c doesn't say
- 7 Russia, Denmark, and Japan need to improve their English more than any other country.
  - a right
  - b wrong
  - c doesn't say
- 8 Usually the most proficient English speakers are at the level of top management.
  - a right
  - b wrong
  - c doesn't say

### B Discuss in pairs.

- 1 Generally speaking, is English spoken widely and well in your country?
- 2 Why do you think English has become the global language? Is it right?
- 3 When people visit your country, do you expect them to know a little of your language or would you just speak in English?
- 4 In your country, what doors does an ability to speak English open?

### D Write six questions related to the article and exchange them with a partner. Then answer your partner's questions.

### E Complete the article with ONE word in each gap.

(1) \_\_\_\_\_ a new language is never easy, but it can be (2) \_\_\_\_\_ difficult for (3) \_\_\_\_\_ workers moving to the US from Mexico. For them, (4) \_\_\_\_\_ on multiple jobs is (5) \_\_\_\_\_ in order to make ends meet. Their free-time is (6) \_\_\_\_\_ to only a very few hours a day and by then they may find (7) \_\_\_\_\_ too tired to even hold a pencil. Until recently, the financial (8) \_\_\_\_\_ made available for language classes were almost non-existent and costly.

However, things are starting to change. (9) \_\_\_\_\_ Silicon Valley firms are agreeing to allow classes at the work site. Big (10) \_\_\_\_\_ like Facebook, Cisco, Google, and Adobe are transforming boardrooms into classrooms for low level workers to be taught by trained teachers or volunteer teachers from (11) \_\_\_\_\_ the company employees.

Students and teachers are arriving one hour (12) \_\_\_\_\_ work begins and the workers—often janitors—are acquiring the necessary tools to make a life in the US.

### F Complete the sentences with the bold words in the article.

- 1 We are conducting a \_\_\_\_\_ in order to ascertain the general satisfaction of the company's \_\_\_\_\_.
- 2 The firm is undertaking a new project and will be working in \_\_\_\_\_ with a major software producer.
- 3 A delegation of \_\_\_\_\_ from our office in Beijing will be arriving next week.
- 4 Jennifer may never \_\_\_\_\_ in English, but she certainly does not \_\_\_\_\_ enthusiasm.
- 5 A posting in the Seychelles is one of the most \_\_\_\_\_ in the firm. You'll be lucky if you get it.
- 6 If people want to stay employed in the department, they're going to have to \_\_\_\_\_ the new procedures that management have put in place.
- 7 After a thorough \_\_\_\_\_ of the factory, we came to the conclusion that modernization is needed.



### WORD WORK

in collaboration with  
excel in  
conduct a survey

## WRITING

**G** Complete the job advert with the correct form of the words in bold.

### Global Customer Services Manager

**Salary:** (1) \_\_\_\_\_ salary and benefits package (car allowance, bonus included)

#### Further information

Looking for an (2) \_\_\_\_\_ to drive the performance of a global, high technology, FTSE 250 company, to the next level? As a global leader in cryogenic technology, Alpha NanoTech has an excellent (3) \_\_\_\_\_ for an accomplished professional. You will use your commercial and financial acumen to define and deliver the global service sales' strategy. Working within an innovative environment, you will be able to excel within an (4) \_\_\_\_\_ that values and rewards employees committed to ensuring business (5) \_\_\_\_\_.

Reporting to the International Sales and Services Director, you will ensure (6) \_\_\_\_\_ customer support and service. You will be (7) \_\_\_\_\_ for annual operating plans and budgets for the customer support function.

Alpha NanoTech is a global company with manufacturing facilities, offices, and service centres (8) \_\_\_\_\_ with an annual turnover of over £350m. The successful candidate will be:

- Financially astute and (9) \_\_\_\_\_ with P&L reporting;
- Technically credible with a Degree level qualification in a (10) \_\_\_\_\_ or engineering discipline;
- Successful in building (11) \_\_\_\_\_ with customers and distributors;
- Fluent in English and, (12) \_\_\_\_\_, German;
- Able to commute to offices in Oxford, UK, and Wiesbaden, Germany.

**COMPETE**

**OPPORTUNE**

**OPEN**

**ORGANIZE  
OBJECT**

**EXAMPLE  
ACCOUNT**

**WORLD  
FAMILY  
SCIENCE  
RELATE  
PREFER**

**H** Imagine you work for a recruitment company. Read the email from a colleague and your records. Write a response of 180–220 words.



**Name:** Justin Harris

**Age:** 47

**Qualification:** First Degree in Chemistry, Master's in Chemical and Process Engineering, MBA

**Experience:** 15 years with leading cookie manufacturer. Sectors covered include quality control, research and development, production management, plant management. Managed team of 250 employees.

**Additional skills:** Fluent in English and French; basic German

**Synopsis:** A highly-experienced and adaptable professional with first-rate skills

**I** You are going to write a letter of application for the job advertised in G. Before you begin, answer the questions.

- 1 What position is the job advertisement for?
- 2 What sort of company is it and what is it called?
- 3 What qualifications are required?
- 4 What experience would be useful for fulfilling the role advertised?
- 5 Which additional skills are necessary?
- 6 Who do you need to apply to?
- 7 What else do you need to submit along with a cover letter?
- 8 In order to do this job, what might you need to do?

**J** Now plan your letter. Use the table below for your notes.

Refer to job advert:	
Express: <ul style="list-style-type: none"> <li>• reasons for interest</li> <li>• your key strengths</li> <li>• experience relevant to position</li> </ul>	
Refer to your qualifications and skills:	
Contact details and refer to CV for further information:	

### USEFUL EXPRESSIONS

Opening and closing: Dear Sir/  
Madam, ...Yours faithfully,  
Dear Mr/Mrs, ... Yours  
sincerely,

Referring: I am writing to apply  
for the position ... listed ...

Attaching: Please find  
enclosed/attached my CV

Contact details: I can be  
reached ...

Closing words: Thank you for  
your time and consideration. I  
look forward to ...

**K** Write your letter of application. Write 220–280 words.

### HOMEWORK

Complete Activity K at home  
if necessary.

## LANGUAGE BUILDER

### A Match the words to their definitions.

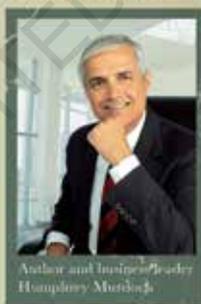
accomplish    adequate    ambition    aspiration    eager  
give insight into    (have) drive    set apart    stand pressure

- 1 provide an understanding of something \_\_\_\_\_
- 2 be able to cope in difficult, demanding, or fast-paced situations \_\_\_\_\_
- 3 sufficient or just enough to fulfil requirements \_\_\_\_\_
- 4 be full of enthusiasm \_\_\_\_\_
- 5 achieve successful completion \_\_\_\_\_
- 6 show differences from the rest \_\_\_\_\_
- 7 be very determined to succeed \_\_\_\_\_
- 8 goal or lifelong desire \_\_\_\_\_
- 9 dream or hope of achieving a certain thing \_\_\_\_\_

### C Complete the book review with the correct form of the words in A.

What are the things that will (1) \_\_\_\_\_ from others in today's competitive job market? What will help you achieve your lifelong (2) \_\_\_\_\_ so you feel your hopes and (3) \_\_\_\_\_ have at last been fulfilled? Well, there is not an easy answer to that question. Most graduates are (4) \_\_\_\_\_ to succeed and have (5) \_\_\_\_\_ qualifications to open doors to a job with at least some prospects. But to get ahead and get what you want, in the most sought-after positions in highly-revered firms, you need to be able to (6) \_\_\_\_\_: enormous amounts of it, and never crumble or complain. Humphrey Murdoch's book, *Beating the Burn*, which maps his climb from account executive to global CEO of one of the most highly respected city firms, (7) \_\_\_\_\_ the workings of the mind of a great entrepreneur. It shows how (8) \_\_\_\_\_ will never fail to keep you on the road to (9) \_\_\_\_\_ successes you had only dreamt of. This is a must read for all career driven graduates.

## BEATING THE BURN



### D Work in pairs. Imagine you are career search consultants. Write a list of questions using the words in A. The aim of the list of questions is to try to decide what kind of career path might be suitable for another person.

WHAT ARE SOME OF YOUR AMBITIONS?

### B Match to make sentences.

- 1 Jack is not suitable for the managerial position. It's a very demanding role
- 2 Making partner in a law firm before age 35 has been
- 3 Accomplishing anything more now is unlikely so
- 4 My aspirations have never really been
- 5 Gracecorp are no longer going to be investing
- 6 Working with the Japanese gave us
- 7 Whether or not Martin has the drive
- 8 His ability to adapt to different environments
- 9 May doesn't seem very eager to take on

- a to see this project through to completion is not even a question for me.
- b my ambition since I graduated with a first class honours degree.
- c money-related. I just wanted to be involved in music.
- d an excellent insight into the culture of the country.
- e because they are unable to get adequate financial backing.
- f really sets him apart from the rest of the team.
- g and he will be unable to stand the pressure.
- h this new role. She expressed no pleasure in her promotion.
- i let's draw the meeting to a close.

### E Now interview your classmates using the questions you wrote in D and make notes. You may give real or imaginary answers. Suggest possible jobs that might be suitable for your classmates.

### Polite questions

Refer to *English Guide C1* page 20

**Would you mind** telling me why you are interested in this position?

**Would you like** to take me through your employment history?

**I wonder if** you could help me.

**Could you possibly** give me a hand with these boxes?

**I'm sorry to bother you**, but could you take a look at this?

### G Tick the correct sentences. Correct the incorrect ones.

- 1 Could you possibly lending me your pen for a moment?
- 2 I wonder if I could open this window?
- 3 Would you mind if I made myself a cup of tea?
- 4 Would you mind to talk to me a bit about your background?
- 5 I am sorry to bother you, but you could help me with this photocopying?
- 6 Would you like relocating to our offices in New York?
- 7 Would you by any chance be interested in buying one of my paintings?
- 8 I wonder if could you help her improve her English.

### H Complete the second sentence so that it is similar in meaning to the first sentence. Do not change the word given. Use between three and six words.

- 1 I'd really appreciate it if you would let me look at the candidate's résumé before making a decision. (**showing**)  
Before you make a decision, \_\_\_\_\_ the candidate's résumé?
- 2 You don't mind if I take the company car for the trip, do you? (**wonder**)  
I \_\_\_\_\_ the company car for the trip.
- 3 Please excuse the interruption, I'm looking for Mr Rochester. (**tell**)  
Sorry to bother you, \_\_\_\_\_ Mr Rochester is?
- 4 Does relocating to a new city in Europe interest you by any chance? (**relocate**)  
\_\_\_\_\_ a new city in Europe by any chance?
- 5 How would you feel if I gave you an additional project to manage? (**taking**)  
\_\_\_\_\_ on an additional project to manage?
- 6 Would you mind summarizing the discussion that took place during the meeting. (**summarize**)  
\_\_\_\_\_ that took place during the meeting.
- 7 Could I possibly close that door? (**if**)  
Would \_\_\_\_\_ closed that door?
- 8 I wonder if you could describe the way to turn the company around. (**to**)  
\_\_\_\_\_ how we could turn the company around?

### J Discuss in pairs.

- 1 When you ask questions in your own language, do you use polite forms? How?
- 2 Does the way English is used for asking questions seem strange? Why?
- 3 What does the English style of politeness tell you about the culture?
- 4 What is the attitude to rudeness in your country? Is rudeness a frequent occurrence?

### F Read the sentences in the grammar chart. Then circle T (true) or F (false).

- 1 **T / F** The opening phrase *Would you mind* is always followed by a gerund.
- 2 **T / F** The opening phrase *Would you like* is never followed by the infinitive.
- 3 **T / F** *I wonder if* begins a question, but is never followed by a question mark.
- 4 **T / F** *I am sorry to bother you* is a polite statement which does not have to begin a question.
- 5 **T / F** *Could you* can be combined with any emphatic polite phrase such as *possibly*, *by any chance*, *perhaps*.
- 6 **T / F** Questions with *could* are made more polite by using *can*.
- 7 **T / F** Many polite question forms are not indirect questions.
- 8 **T / F** *Would you mind* is followed by *if* when the speaker is asking about an action he wants to complete himself.
- 9 **T / F** Polite forms are rarely used in English when addressing a stranger.

### I Work in pairs. Take turns role-playing the parts below.

#### THE VISITOR

You are a visitor to a foreign country. You are very curious about many of the sights, sounds, and cultural differences. You have to use English to communicate. You do not want to cause any offense so you are extremely polite. Ask about anything from the list.

#### THE HOST

You are looking after a visitor from a foreign country. The only language you can communicate in is English. Your visitor is very curious, so try to give answers to any questions. He/She will ask you things from the list.

What do people like to eat?  
Where can I buy some souvenirs?  
What's the best time to visit the city?  
How could I find a job?  
What do people enjoy doing in their free time?  
Are there any great places to visit?  
What's life in the city like?

## PRE-TASK

**A** You are going to create a job advert and description for a job opening in an international corporation. In pairs, think of a possible job opening for the sectors listed and an international company in that sector.

**CLASSIFIED ADS** C-23  
NOW HIRING **02 SUNDAY**



General retailers  
 Alternative energy  
 Banks  
 Construction and materials  
 Health care equipment and services  
 Pharmaceuticals and biotechnology  
 Travel and leisure  
 Real estate investment and services  
 Software and computer services  
 Telecommunications

Possible job opening	International company

**B** In your pairs, look at the job descriptions. Which sector do you think they are in? What are the jobs?

- You will have proven experience in a similar role, be an expert in design packages, including Photoshop and Illustrator. You will have an understanding of the gift and non-fashion product industry.
- This position may suit a current Medical Sales Representative who is seeking a fresh challenge OR this could be a possible opening for a graduate calibre (BSc, BA, Nursing, para-medical) trainee level person who has some other commercial experience and transferable skills to bring to the role.
- Your job will be to grow revenues amongst the tourism sector in France. The aim is to expand the market share, persuading existing and new clients to advertise. This is primarily a telesales role.

**C** In your pairs, select the sector and job opening. Then complete the information.

Job title/position:	
Sector:	
Company name:	
Permanent/temporary:	
Location:	
Salary bracket:	
Qualifications required:	
Key responsibilities:	

**D** In your pairs, read the job description on page 72. Underline the key words or phrases that could help you put together your job description. Then note down other words or phrases for your job description.



## TASK

**E** In your pairs, write your job advert and description. Remember to include an overview of the job and a list of key responsibilities.



**F** Exchange your job adverts and descriptions with another pair. Study the job description and take turns role-playing mock interviews for the class.



### Role 1

You are interviewing a candidate for the job description in your possession. Prepare appropriate questions which will help you judge how suitable the candidate is. Remember the interviewee might also ask you some questions at the end of the interview.



### Role 2

You are going to be interviewed for the job description in your possession. Think about the questions you might be asked and how you can justify the fact that you are the best person for the job. You may ask some of your own questions about the job at the end of the interview.

## POST-TASK

**G** In groups, give your feedback on the job adverts and descriptions you were given.

- 1 How authentic did it seem?
- 2 Was the description clear and helpful?
- 3 Were the responsibilities carefully set out?
- 4 Would you consider doing a job like this in real life? Why?