

# Corporate culture

## Vocabulary

**1 Match the words on the left (1–7) with the words on the right (a–g) to make phrasal verbs with the definitions given in brackets.**

- |         |  |
|---------|--|
| 1 get   | a down to ( <i>is essentially</i> )          |
| 2 come  | b ahead ( <i>make progress</i> )             |
| 3 boil  | c out ( <i>begin</i> )                       |
| 4 start | d over ( <i>discuss thoroughly</i> )         |
| 5 stick | e to ( <i>follow/obey</i> )                  |
| 6 talk  | f up ( <i>arrive</i> )                       |
| 7 turn  | g up with ( <i>produce ideas/solutions</i> ) |

**2 Complete this text using the phrasal verbs from Exercise 1 in the correct form.**

1 Getting ahead, or making progress, in my company really 2 ..... working hard and 3 ..... the guidelines laid down by management. The company I work for doesn't encourage originality, especially at the beginning when you 4 ..... . On the other hand, they're very supportive and they are always ready to 5 ..... problems and help you 6 ..... a solution. One thing you mustn't do, however, is 7 ..... to meetings late, as good timekeeping is considered to be very important!

**3 Write a similar paragraph about the place where you work or study. Use as many of the phrasal verbs from Exercise 1 as you can.**

**4 Match words and phrases from the two columns to make typical collocations or expressions.**

- |              |                     |
|--------------|---------------------|
| 1 dress      | a of directors      |
| 2 bottom     | b competition       |
| 3 cut-throat | c line              |
| 4 board      | d code              |
| 5 make       | e or swim           |
| 6 market     | f race              |
| 7 rat        | g share             |
| 8 red        | h someone redundant |
| 9 sink       | i tape              |

**5 Complete these sentences using the collocations/expressions from Exercise 4 in the correct form.**

- 1 When your company tells you what sort of clothes you should wear to work, they have a dress code.
- 2 When the rivalry between different companies is very fierce, we talk about .....
- 3 When the amount a company sells rises faster than its competitors, we can say that they are increasing their .....
- 4 When workers compete with each other in a very stressful way to get to the top of their companies or professions, we say they are part of the .....
- 5 When you lose your job because of market forces, you have been .....
- 6 In a company where you're not given much help learning your job, the situation is often called '.....'.
- 7 Bureaucratic paperwork is frequently referred to as '.....'.
- 8 The top executives who make the important strategic decisions for a company sit on the .....
- 9 The final profit or loss of a company is often referred to as 'the .....'.

## Grammar

Join these sentences using defining or non-defining relative clauses.

If necessary, look at Grammar workshop 1 on page 26 of the Student's Book.

- 1 We use a yardstick to measure our success. The yardstick is customer satisfaction.  
 The yardstick (which/that) we use to measure our success is .....  
 customer satisfaction. ....
- 2 Our production process has been undergoing some streamlining. This should have a beneficial effect on our bottom line.
- 3 We will be receiving a visit from the chairman of the board next week. You saw his recent email.
- 4 Our company is situated in a quiet area. The area is right in the heart of the country.
- 5 They've just given me a bonus. The bonus is the equivalent of three months' salary!
- 6 In our company, problem-solving takes place at informal get-togethers. During the get-togethers everyone sits down on some sofas near the coffee machine.
- 7 Some companies have strict dress codes. Their corporate culture is quite traditional.
- 8 You set me some goals. Those goals are impossible to achieve.

UNIT  
**2****Leaders and managers****Vocabulary**

**1** In each of these sentences there is a mistake in the spelling. Underline the misspelt words and write them correctly.

- 1 It's important for managers to pay atention to the nitty-gritty.      attention
- 2 His main responsibility is to produce financial forecasts.      .....
- 3 We hold annual apraisal interviews in September.      .....
- 4 We're expecting a foreign delagation to visit headquarters soon.      .....
- 5 The underlaying cause of our poor performance is productivity.      .....
- 6 Branson has reinforced his billionaire, jet-setting reputation.      .....
- 7 Leaders need innovative ideas to make a suces of their companies.      .....
- 8 Few businesses have been promoted so aggressively.      .....

**2** Choose the best word, A, B, C or D, to complete these sentences.

- 1 Branson aims to ~~turn~~ his empire into the most respected brand in the world.  
A put      **B turn**      C set      D get
- 2 Generally ....., I think being a high-profile person has its advantages.  
A talking      B saying      C speaking      D expressing
- 3 Advertising costs enormous ..... of money these days.  
A amounts      B masses      C numbers      D loads
- 4 Last week, he announced that he was ..... up a domestic airline in India.  
A putting      B making      C doing      D setting
- 5 The costs of promoting the business will be extremely high in advertising .....  
A ways      B methods      C terms      D types
- 6 If you like people, you can ..... out the best in them.  
A get      B bring      C pull      D make
- 7 Branson ..... enormous value on time-management skills.  
A places      B gives      C serves      D pours
- 8 He ..... a third of his time on trouble-shooting.  
A passes      B gives      C makes      D spends
- 9 He has ..... up several businesses from scratch.  
A built      B made      C put      D run
- 10 He has to be good at helping people ..... the businesses and then stepping back.  
A do      B play      C run      D make

**3 Complete these sentences with collocations with *management*. If necessary, look again at page 17 in the Student's Book.**

- 1 She never seems to be able to meet her deadlines; I think we should send her on a time-management course.
- 2 We've had a number of defective products returned. It might be a good idea to overhaul our ..... systems.
- 3 When the factory caught fire, our ..... procedures were severely put to the test.
- 4 Some of our leading products could do with better ..... in order to maintain their market positions.
- 5 By outsourcing non-core activities, we should reduce our exposure to a downturn in the market. I call that good .....
- 6 His job is more a consultative role within the organisation. He's not involved in the direct ..... of workers.
- 7 You don't want to be stuck in ..... for too long. You should be looking to move into senior management by the time you are 45 or 50.

**4 Complete these sentences with prepositions.**

- 1 This is my first time ..... a management role.
- 2 If you believe ..... the capabilities of your staff, they will probably perform better.
- 3 He really has a hands- ..... approach to managing the department.
- 4 He's keen to get ..... and do his job well.
- 5 In his appraisal interview, they agreed ..... a strategy for giving him more empowerment.
- 6 The woman he works ..... is very ready to delegate responsibility.
- 7 It is important to be given responsibility ..... what you are doing.
- 8 How have management techniques changed ..... the last ten years?
- 9 How can you get the best ..... your workers?
- 10 He works best when he's ..... a manageable amount of pressure.


## Grammar

**Complete these sentences with *as* or *like*.**

- 1 Like our competitors, we're having difficulty keeping our prices low.
- 2 ..... we foresaw, oil prices soared in the second half of the year.
- 3 ..... you may have realised, our French partners are not entirely happy with our performance.
- 4 I wouldn't like to have another crisis ..... the one we had last week.
- 5 In my job ..... a management consultant, I'm often called in to see why businesses are failing.
- 6 Last year's profits were at almost the same level ..... the year before's.
- 7 She thinks we could outsource a number of activities, ..... computer maintenance and office cleaning.
- 8 There are several cities in South America where I wouldn't mind being posted, such ..... Rio de Janeiro or Santiago.

UNIT  
**3****Internal communications****Reading**

Complete this email by writing one word in each space.



Hello Francesca,

Thanks very much **1** ...for... the report. I read it last night and was most impressed **2** ..... the content and by **3** ..... punctual you have been in submitting it. **4** ..... I mentioned to you last week, I shall be circulating it to other departmental heads for their comments and reactions in **5** ..... next few days.

There are just one **6** ..... two points I would like to **7** ..... up with you: firstly, you say in section 3 that 'a considerable increase **8** ..... budget will be necessary if we are **9** ..... meet these targets'. Perhaps you were not aware that a 35% budget increase was approved by the finance director last week, and I think that should cover the extra costs **10** ..... have been forecast.

The **11** ..... point is the timescale: you suggest starting the new project by the end of the year at the **12** ..... , but I think, given the fact that we are extremely short-staffed, next May would be more realistic **13** ..... a starting date. **14** ..... you would like to discuss this with me, or make the changes before the report is circulated, give me a ring.

Again, many thanks for an excellent piece of work.  
Angela

**Vocabulary****Prefixes over- and under-**

*Over-* often means 'in excess': *I think we have a tendency to overdo things* (i.e. do too much). The opposites of such words are usually made with *under-*: *I'm afraid you've seriously underestimated the time required for this project.*

**1 Complete these sentences with a word with the prefix over-.**

- When you have too much work, you are overworked .
- When a product's price is too high, it is ..... .
- A worker who management values too highly is ..... .
- An office which has too many staff is ..... .
- When difficulties have been estimated to be greater than they really are, they have been ..... .
- Someone with too many qualifications for the job they're doing is ..... .
- A project which has received too many funds is ..... .
- Someone who is reacting too strongly to something is ..... .

**2 What are the opposites of the answers to Exercise 1?****3 Complete the sentences below with a verb from the box in the correct form and with the correct prefix, *over-* or *under-*.**

charge	prepare	rate	sleep	<del>use</del>
--------	---------	------	-------	----------------

- 1 Could staff please use the photocopier less? At the moment, it's being seriously ~~overused~~ *overused* – remember: this is supposed to be a paperless office!
- 2 He seriously ..... his presentation and had far too much material.
- 3 I don't think ..... is a good excuse for arriving late for work.
- 4 I think people tend to ..... his abilities as a manager; he's far better than you think.
- 5 This invoice shows that we've been ..... by nearly \$90. Can you phone them and ask for a refund?

**4 Match these common business words (1–6) with their meanings (a–f).**

- |                                  |   |   |
|----------------------------------|---|---|
| 1 overbearing ( <i>Unit 2</i> )  | } | a charge less than (your competitors)               |
| 2 overdraw                       |   | b debit more from an account than you have credited |
| 3 overheads                      | } | c dominating  |
| 4 oversee                        |   | d routine fixed costs                               |
| 5 overwhelming ( <i>Unit 1</i> ) | } | e supervise   |
| 6 undercut                       |   | f very large number/amount of                       |

**5 Complete these sentences with the words from Exercise 4 in the correct form.**

- 1 I'm not directly involved in the project, but I do have to *oversee* the expenditure to make sure it doesn't go over budget.
- 2 It can be very frustrating if you have an ..... boss who doesn't allow you space to grow.
- 3 The ..... majority of our staff would welcome a more flexible timetable.
- 4 The bank sent him a letter of warning because his account was ..... for the third time.
- 5 We will have to become more efficient and reduce our prices because we're being seriously ..... by foreign competitors.
- 6 We will have to control our ..... more tightly if we are going to increase our profits.

# Chairing meetings

## Vocabulary

**1 Complete the sentences below with one of the words in the box to make expressions a chair might say at or after a meeting.**

ahead just latecomers meeting miss poor run ~~timescale~~ timing

- Can I just ask your ideas on what the ~~timescale~~ should be for this project?
- If you think you're going to have trouble in ..... the deadline, please make sure everyone is aware of it in good time.
- In future, could ..... please come in as quietly as possible so as not to disrupt proceedings?
- In general, this committee's work is very good. My only complaint is about some members' ..... timekeeping.
- Now, I know some of you have other engagements directly afterwards, so I won't let this meeting ..... over time.
- Phew! I thought I was going to be late because of the traffic, but I see I'm ..... in time to get the meeting under way on schedule.
- As you know, we're all working really hard because we have a deadline looming which we don't want to ..... .
- We've made more progress than I expected, and I think we'll finish the work well ..... of time.
- Yes, I agree, it's a question that had to be asked, but it was just bad ..... asking it at such a sensitive moment.

**2 Match these words (1–9) with their definitions (a–i).**

- |               |  |
|---------------|--|
| 1 outcome     | a a summary of the main facts                      |
| 2 outline     | b amount produced                                  |
| 3 outlook     | c beginning  |
| 4 outperform  | d do better than others                            |
| 5 output      | e expressing strong opinions very directly         |
| 6 outsell     | f likely future situation                          |
| 7 outset      | g not yet paid, solved or done <i>or</i> excellent |
| 8 outspoken   | h result   |
| 9 outstanding | i sell more than another product                   |

**3 Complete these sentences with the words from Exercise 2 in the correct form.**

- I don't want you to summarise the whole report, just give us an outline of your main conclusions.
- As a management consultant, I have to be ..... in certain circumstances, otherwise firms don't take on board my recommendations.

- 3 It was understood from the ..... that a renewal of your contract was linked to satisfactory results, so you shouldn't be surprised that we're letting you go.
- 4 The ..... from our factory in Düsseldorf is disappointing, and if productivity doesn't pick up, we'll have to close it down.
- 5 The economic ..... is grim: high inflation, rising interest rates and unemployment, so perhaps it's not a good time to invest.
- 6 Their new range of cars are at the moment ..... their closest rivals by two to one, and this is doing wonders for their market share.
- 7 We're in better shape to confront the recession because we've consistently ..... our main competitors.
- 8 What was the ..... of your discussions with Charlie? Will he do the job?
- 9 You have three invoices ..... Please settle them as soon as possible as this is affecting our cashflow situation.

## Reading

Choose the best word, A, B, C or D, to fill each space in this text.

### Advice for organising meetings

Prepare an agenda and **1** ..... objectives for the meeting. Share this information with the other attendees well in advance and invite them to add agenda **2** ..... in the days or weeks before the meeting. If it's not possible to **3** ..... the agenda in advance, at least review it at the start of your meeting. Start on time and do not repeat everything for latecomers unless it is absolutely essential. Use a flip chart or whiteboard to write down valid issues that arise to be discussed later, so as to avoid **4** ..... the planned order of business. After planning your objectives, determine who should attend. If a heated argument breaks out, stand up and recap both sides, allowing each faction to feel heard and understood. As the meeting leader, remember that someone needs veto **5** ..... to cut through debates and bring back order, and that responsibility falls squarely on your shoulders. At the close of any meeting, ensure that you **6** ..... recap the major decisions reached and the next steps planned. **7** ..... the date and time of the next meeting, if one is necessary. Organise a well-planned session where the participants feel that the subject is worthwhile, their **8** ..... is valued, and their needs are **9** ..... , and you'll not only conduct a successful meeting, you'll **10** ..... your corporate morale and image.

- |                      |                     |                        |                    |
|----------------------|---------------------|------------------------|--------------------|
| 1 <b>A</b> set       | <b>B</b> form       | <b>C</b> ascertain     | <b>D</b> ensure    |
| 2 <b>A</b> things    | <b>B</b> lists      | <b>C</b> items         | <b>D</b> bullets   |
| 3 <b>A</b> send      | <b>B</b> circulate  | <b>C</b> pass          | <b>D</b> post      |
| 4 <b>A</b> agitating | <b>B</b> disrupting | <b>C</b> disorganising | <b>D</b> confusing |
| 5 <b>A</b> rule      | <b>B</b> force      | <b>C</b> strength      | <b>D</b> power     |
| 6 <b>A</b> shortly   | <b>B</b> briefly    | <b>C</b> curtly        | <b>D</b> abruptly  |
| 7 <b>A</b> Assure    | <b>B</b> Approve    | <b>C</b> Ratify        | <b>D</b> Confirm   |
| 8 <b>A</b> output    | <b>B</b> input      | <b>C</b> outcome       | <b>D</b> outset    |
| 9 <b>A</b> dealt     | <b>B</b> looked     | <b>C</b> cared         | <b>D</b> met       |
| 10 <b>A</b> rise     | <b>B</b> soar       | <b>C</b> boost         | <b>D</b> rocket    |



# UNIT 5

## Customer relationships

### Vocabulary

- 1 Complete this table with as many words as possible. (Many of the words can be found in Unit 5 of the Student's Book.)

Noun	Verb	Adjective
1 assistant assistance	assist	
2	advertise	
3	4	reliable
rival, rivalry	5	6
7	retain	
profit, profitability	8	9
strategy		10
11	satisfy	12
13		loyal
14	organise	15
16	acquire	
17	expand	
apology	18	19
20	cancel	

- 2 Form 11 compound nouns by combining a word from box A with a word from box B. You can check your answers by looking back at the five extracts on page 31 in your Student's Book.

Example: *business strategy*

A

business
buying
customer
human
management
product
profit
savings

B

account	policies
care	resources
development	retention
habits	services
manager	strategy
margins	

**3 Complete these sentences with compound nouns from Exercise 2.**

- Information technology allows us to build up detailed information about individual customers' buying habits.
- The costs of ..... are much lower than the costs of recruiting new customers.
- Companies have to reorientate themselves by switching ..... from product management to CRM.
- Looking after customers, which is often known as ....., generates costs and is therefore often perceived as eating into .....

**Reading**

Choose the best option, A, B, C or D, to complete this text.

**Measuring customer satisfaction**

Delivering effective customer service is a **1** ..goal!.. shared by virtually every successful company, whether it's a small retail outlet in your neighbourhood, your favourite restaurant, or a multibillion-dollar insurance company. Why do these companies **2** ..... on service? Because excellent customer service **3** ..... with a great product will lead to **4** ..... profitability.

Everyone **5** ..... good service when they experience it, or so we would like to think. Yet for many people, good service may simply be expected and thus taken for **6** ..... . What stands out in the customer's mind is excellent service that **7** ..... expectations and poor or inferior service that fails to **8** ..... them. Put simply, the greater the satisfaction of the customer, the higher the profits. Unfortunately, simply measuring customer satisfaction is not enough. It is necessary to understand the factors that **9** ..... it and work on these factors to attain and maintain the **10** ..... levels.

Satisfied customers of an insurance company will **11** ..... to pay premiums, buy more products and cost **12** ..... to service. And satisfied customers will usually tell other people of their experience. On the other hand, unhappy customers may tell more people about their experience than if they were satisfied.

- |                 |             |               |              |
|-----------------|-------------|---------------|--------------|
| 1 A wish        | B hope      | <b>C goal</b> | D desire     |
| 2 A look        | B focus     | C emphasise   | D check      |
| 3 A connected   | B joined    | C related     | D combined   |
| 4 A raised      | B increased | C soared      | D boosted    |
| 5 A understands | B notices   | C recognises  | D identifies |
| 6 A granted     | B made      | C done        | D given      |
| 7 A passes      | B overtakes | C outdoes     | D exceeds    |
| 8 A encounter   | B meet      | C comply      | D answer     |
| 9 A drive       | B push      | C involve     | D include    |
| 10 A wanted     | B wished    | C hoped       | D desired    |
| 11 A go on      | B carry on  | C continue    | D stay       |
| 12 A lower      | B smaller   | C fewer       | D less       |