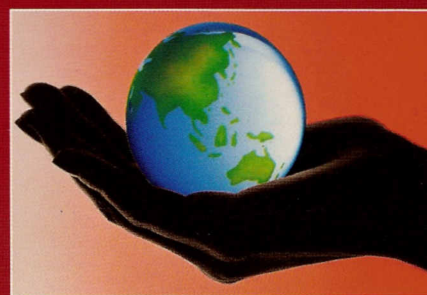
INTERMEDIATE BUSINESS ENGLISH TEACHER'S RESOURCE BOOK

NEW EDITION

MARKET LEADER



Bill Mascull

PEARSON
Longman
www.longman.com

FINANCIAL TIMES
World business newspaper.

Introduction

Market Leader New Edition reflects the fast-changing world of business with thoroughly updated material from authentic sources such as the *Financial Times*. The new edition retains the dynamic and effective approach that has made this course so successful in business English classes worldwide. The New Edition features all new authentic texts and listening material throughout plus a vocabulary reference file divided into topic areas. There are now two revision units – Revision Unit A (after units 1–7) and Revision Unit B (after units 8–14). The Course Book is accompanied by a new Practice File, Test File and Teacher's Resource Book (with new photocopiable activities and text bank material).

1 Course aims

Market Leader is an extensive new business English course designed to bring the real world of international business into the language teaching classroom. It has been developed in association with the *Financial Times*, one of the world's leading sources of professional information, to ensure the maximum range and authenticity of business content.

The course is intended for use either by students preparing for a career in business or by those already working who want to improve their English communication skills. It is most suitable for use with students who are at the intermediate language level.

Market Leader combines some of the most stimulating recent ideas from the world of business with a strongly task-based approach. Role plays and case studies are regular features of each unit. Throughout the course students are encouraged to use their own experience and opinions in order to maximise involvement and learning.

An essential requirement of Business English materials is that they cater for the wide range of needs which students have including different areas of interest and specialisation, different skills needs and varying amounts of time available to study. Market Leader offers teachers and course planners a unique range of flexible materials to help meet these needs. There are suggestions in this book on how to use the unit material extensively or intensively, and how the material in the Practice File integrates with the Course Book. There are optional extra components including a Business Grammar, Videos and a series of special subject books to develop vocabulary and reading skills. This book contains extensive extra photocopiable material in the Text Bank and the Resource Bank.

2 The main course components

Course Book

This provides the main part of the teaching material, divided into 14 topic-based units. The topics have been chosen following research among teachers to establish which are the areas of widest possible interest to the majority of their students. The Course Book provides input in reading, speaking and listening, with guidance for writing tasks, too. Every unit contains vocabulary development activities and a rapid review of essential grammar. There is a regular focus on key business functions, and each unit ends with a motivating case study to allow students to practise language they have worked on during the unit. For more details on the Course Book units, see *Overview of a typical unit* below.

There are also two revision units in the Course book that revise and consolidate the work in the main units.

Practice File

This gives extra practice in the areas of grammar and vocabulary, together with a complete syllabus in business writing. In each unit students work with text models and useful language, then do a writing task to consolidate the learning. Additionally the Practice File provides regular self-study pronunciation work (with an audio CD and exercises), and a valuable survival language section for students when travelling.

Audio materials

All the listening activities from the Course Book (interviews with business practitioners) and the Practice File (pronunciation exercises) are available on cassettes and audio CDs, depending on users' preference.

Teacher's Resource Book

This book provides teachers with an overview of the whole course together with detailed teaching notes, background briefings on business content, the Text Bank (28 optional extra reading texts) and the Resource Bank (photocopiable worksheets practising communication skills).

Test File

Five copiable tests are available to teachers and course planners to monitor students' progress through the course. There are an entry test, four progress tests and an exit test, which reviews the work done throughout the course.

3 Overview of a Course Book unit

A typical unit consists of the following sections:

Starting up

Students have the opportunity to think about the unit topic and to exchange ideas and opinions with each other and with the teacher. There is a variety of stimulating activities such as answering quiz questions, reflecting on difficult decisions, prioritising options and completing charts. Throughout,

4 Acquiring Metrot

CASE STUDY

Background

Last June, readers of the business magazine *Investor International* were given some information about the Cornerstone Group

COMPANY PROFILE

Company:	**Cornerstone Group**
Workforce:	**35,000**
Turnover:	**$4.1bn**
Located:	**Dallas, US**
Net profit:	**11% of turnover (approx.)**

Main activities

Providing services and products for the oil industry.

Recent developments

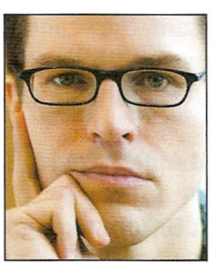
Cornerstone has recently bought the French company, Metrot. Metrot produces a wide range of household goods. Their head office is in Paris, and they have two factories in northern France.

Reasons for Cornerstone's acquisition

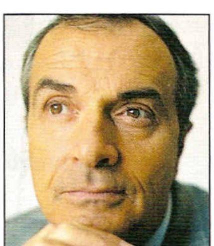
1. Cornerstone will expand sales of Metrot products in Europe.
2. It will use Metrot as a base for launching its own products in Europe.
3. Metrot's biggest asset is its valuable land. Cornerstone could use this to grow the company or may sell off some of the land to finance the acquisition.

Comment

Metrot is an excellent acquisition for the Cornerstone Group. However, there may be some problems when a different style of management is introduced into the French company. Metrot has always been a family-owned company and its Chief Executive, Jean Metrot, has always taken a personal interest in all his employees' welfare.
The new Chief Executive will be Hugh Whitman. He is in his early 30s and was educated at Harvard University. Whitman used to be Executive Vice President of the Cornerstone Group. Jean Metrot will remain on the board as an adviser.



Hugh Whitman



Jean Metrot

4.4 Hugh Whitman, the new Chief Executive, gave a television interview for European Business News. He was asked about Cornerstone's plans for Metrot. Listen and note what he says.

Problems

It is now nine months later. The change of ownership and new management style at Metrot have caused many problems. The e-mail below illustrates some of the difficulties.

To...	Dan Johnson, Personnel Director
From...	Jacques Lafont, Union Organiser
Subject:	Staff morale

Date: March 18

Staff are very unhappy with the present changes. Productivity has fallen and staff turnover is high. These are some of the reasons for the staff's low morale.

1. Factory inspections
   The new managers are always checking up on us and taking notes. No one knows why they are doing this.
2. Redundancies
   Since June, about 60 employees from the R & D Department have lost their jobs. They were given no reasons. Everyone thinks this is very unprofessional.
3. Further changes
   Many members of staff are looking for new jobs. They want to move before they are made redundant. People are afraid that the new management will relocate the factories.
4. Management style
   Staff complain about the changes the new management are making. I enclose a list of comments made by staff.
   - 'They're trying to do everything too fast – a new computer system, making us learn English, selling in new European markets and bringing out new products.'
   - 'There was a family atmosphere before. The management really cared about us. Everything was more informal.'
   - 'We don't know where the company is going. We've no idea what our strategy is.'
   - 'We get e-mail messages from Head Office telling us what to do. Surely they can trust the management over here to make the policies and decisions?'

Task

A meeting of senior managers is called to resolve the problems. There are two groups at the meeting.
Group A: new managers led by Hugh Whitman.
Group B: senior executives of Metrot who have kept their jobs since the takeover.
Each group prepares separately for the meeting. Then hold the meeting as one group. The agenda is as follows:

1. **Background: Why are staff resisting the changes?**
2. **Practical suggestions for improving the situation.**
3. **What can be learned from this experience to manage change more effectively in the future?**

Writing

Write the action minutes for the above meeting.

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Language review
Describing trends

We can describe trends in English in different ways. For example:

1 Verbs of change

*Profits **soared** 18.5%.*
*Profits are **falling**.*
*Sales **plummeted** in January.*

2 Prepositions

*Profits rose 11% **to** $2.7 billion.*
*Profits have gone up **from** 3 million **to** 4 million euros.*
*Our business grew **by** 10% last year.*
*There's been a decrease in annual sales **of** 1 million euros.*
*Last year profits stood **at** 2.5 million pounds.*

3 Different verb forms

*The figures **show** a positive trend.* (present simple)
*We**'re watching** the trends carefully.* (present continuous)
*Last year we **made** a loss.* (past simple)
*In recent months our profits **have risen** dramatically.* (present perfect)
*If sales **drop** further, we**'ll** be in serious financial difficulty.* (first conditional)

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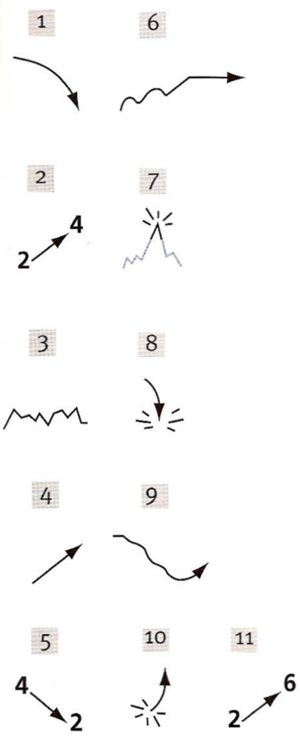


A **What kind of movement do the verbs below describe? Match them to the symbols 1 to 11. Then compare your answers with your partner. (Use some symbols more than once.)**

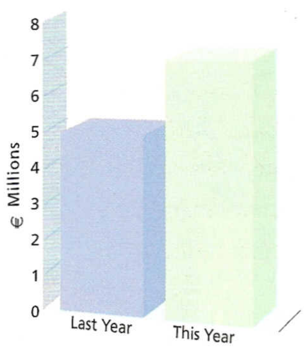
decline	gain	drop	increase	rocket	plummet
double	fall	halve	level off	triple	recover
decrease	fluctuate	improve	peak	rise	jump

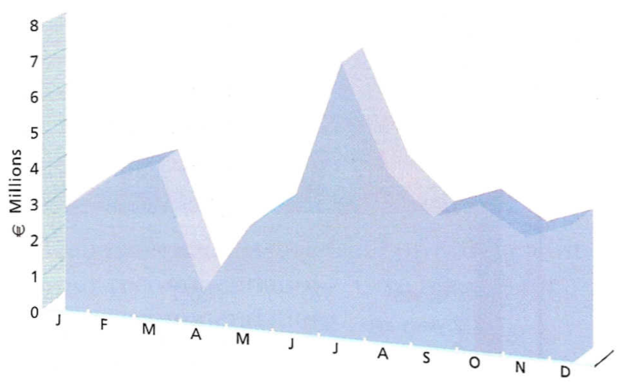
B **Which of the above verbs also have noun forms? What are they? For example, *to increase – an increase.***

C **Complete these sentences about the graphs below with appropriate prepositions.**

1 Sales have increased .... €5m .... €7m.
2 Sales have increased .... €2m.
3 There has been an increase .... €2m in our sales.
4 Sales now stand .... €7 million.
5 Sales reached a peak .... €7 million in July.
6 Sales reached a low point .... €1 million in April.

D **Write two more sentences about each of the graphs below.**





On-line Fashions

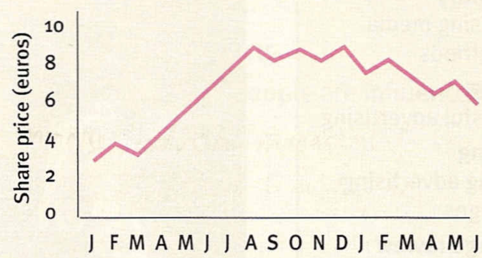
Extract from business analyst's report

On the surface this seems to be an impressive performance, but there are major problems. OLF are finding it difficult to meet the demand for their goods. Customers complain of late or incorrect deliveries. The new warehouse in Spain is not efficient. Are they expanding too fast or do they lack management skills?

OLF is based on its website www.OLF.com. Its target audience is fashion-conscious women aged between 30 and 45 who want to keep up with the latest trends in clothing and accessories.

Present share price:	€5.73
High (last year):	€8.96
Low (last year):	€2.71

On-line Fashions share price – last 18 months



	Turnover (€ millions)	Pre-tax profit (€ millions)	Earnings per share (cents)	Dividend per share (cents)
Last year	19.3	2.1	0.38	nil
2 years ago	9.1	–2.561	3.8	nil
3 years ago	4.9	–2.862	–5.6	nil

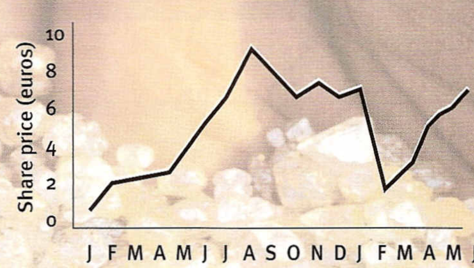
Turnover for first 6 months of this year: €14.8 million

AMAZON VENTURES (AV)

Based in Milan, Italy, AV was founded two years ago. It is searching for diamonds in two areas (each about 2,000 hectares), near the Amazon river.

Present share price:	€7.84
High (last year):	€9.20
Low (last year):	€1.80

Amazon Ventures share price – last 18 months



	Turnover (€ millions)	Pre-tax profit (€ millions)	Earnings per share (cents)	Dividend per share (cents)
Last year	1.03	0.87	0.38	nil
2 years ago	0.38	-1.4	nil	nil

Turnover for first 6 months of this year: €0.57 million

Extract from business analyst's report

An interesting company but unfortunately it has heavy debts. Early this year, AV found six large reserves of diamonds. This lead to increased sales but also a bill for €750,000 for increased security. Costs will rise sharply in the next quarter because heavy rains are predicted and the plant must be moved to higher ground. Environmental groups and their protests are a major problem. Unfavourable news stories have appeared attacking foreign companies working in the area.

Task

1. Work in small groups. You are directors of Angel Investments. Read the reports and note down the key points concerning each company.
2. 5.6 Listen to the CEOs' comments to investors for the four companies. Note down the key points concerning each company.
3. Discuss the advantages and disadvantages of investing in each company. Then decide what proportion of the €10 million you will invest in each company. (You may decide not to invest in one or more of the companies – it is up to you.)
4. Compare your decisions with those of the other groups.

Writing

Write an e-mail to the CEO providing a list of your recommendations. Give reasons for your recommendations.

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Statistics

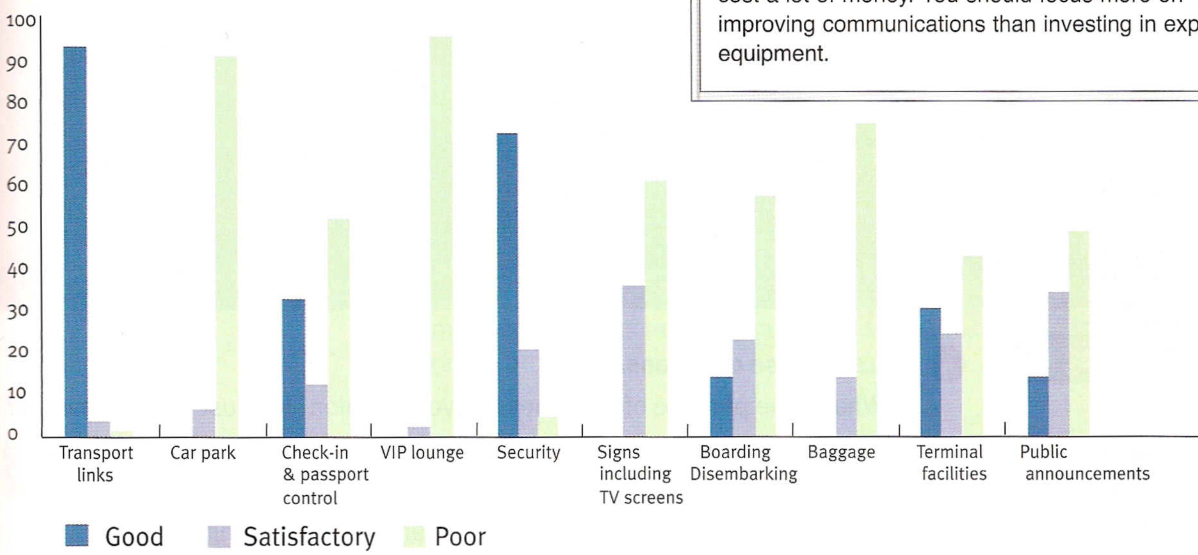
Total number of passengers using the terminal (per year)

five years ago	three years ago	last year
1.8 million	2.6 million	4.8 million

Results of a passenger survey

The results of a recent passenger survey have revealed several areas of complaint.

Passengers completed a questionnaire, ranking various services and facilities. The figures refer to the percentage of passengers answering the questionnaire.



Listening

10.5 Listen to the passenger complaints recorded by the customer services department. Match the complaints with some of the categories in the survey.

To...	Customer Relations Manager
From:	Financial Director
Subject:	Future funding

Thank you for your e-mail asking what funds will be available to improve our services and facilities during the coming year.

Because of rising costs, the funds available for improvements are limited. The Managing Director feels strongly that you should look for solutions that do not cost a lot of money. You should focus more on improving communications than investing in expensive equipment.

Writing

Write a short report for the Managing Director of Midland Airport Authority giving an action plan for the coming year to improve the services at the airport.

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