

# Map of the course

<b>Topic: Business environment</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 1: Competitive environment</b>	1.1 Theory	Concepts of competitive markets	Language to describe levels of competition	Interview with Professor Jochen Runde, Cambridge Judge Business School, University of Cambridge	Prepare and deliver a competitive analysis
	1.2 Practice / Case study	A highly competitive company	Past tense review	<i>Saint-Gobain</i> Extract from company website	Present to a potential distributor
	1.3 Skills	Building relationships across companies	Making your feelings understood	Recording of small talk in an international meeting	Develop a relationship with clients
<b>Unit 2: Future uncertainty</b>	2.1 Theory	STEEP analysis	Language of certainty/uncertainty	Interview with Dr Hans-Martin Beyer, ESB Business School	Conduct industry sector STEEP analysis
	2.2 Practice / Case study	Global consumer goods industry	Language to describe the consumer goods sector	<i>Global Consumer Goods Industry</i> Industry association report	Launch a new product
	2.3 Skills	Presenting a case at a meeting	Discourse markers to link speech	Recording of an IT meeting in a multinational bank	Present the benefits/stages of a future change
<b>Writing 1</b>	Preparing presentation slides	Creating a strong visual impact	Summarising information for presentations	Presentation materials from the Global Commerce Initiative	Design effective presentation slides

▶ Watch Sequence 1 on the DVD to find out more about Business environment.

<b>Topic: Managing people</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 3: Rewarding performance</b>	3.1 Theory	Employee reward strategies	Vocabulary of pay and incentives	Interview with Professor Stan Siebert, Birmingham University Business School	Construct a pay package
	3.2 Practice / Case study	Performance-Related Pay (PRP) in practice	Compound nouns	<i>Nokia Corporation</i> Extract from company Executive Compensation Report	Make executive pay decisions
	3.3 Skills	Negotiating a pay rise	Language for negotiations	Recording of a performance appraisal in a business consultancy	Negotiate a pay rise with your employer
<b>Unit 4: Fostering creativity</b>	4.1 Theory	Creative thinking and creative management	Word formations	Extract from <i>Creative Management</i> by Dr Jane Henry, Open University Business School	Solve problems creatively
	4.2 Practice / Case study	Innovation in practice	Past modals	<i>Carnegie Wave Energy</i> Interview with Jeff Harding, Non-Executive Director	Make a product into a commercial success
	4.3 Skills	Decision-making	Evaluative metaphors and idioms	Recording of a meeting about contracts between two companies	Decide between two contracts
<b>Writing 2</b>	Describing a process	Describe a creative problem-solving process	Review passives; linking language	Creative problem-solving processes from the Open University MBA programme	Write a description of a business process

▶ Watch Sequence 2 on the DVD to find out more about Managing people.

<b>Topic: Managing cultures</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 5: Organisational cultures</b>	5.1 Theory	Understanding organisations	Vocabulary to talk about organisations	Extract from <i>Understanding Organizations</i> by Professor Charles Handy, founder of the London Business School	Decide on an appropriate culture for an organisation
	5.2 Practice / Case study	Creating a successful culture	Ways of asking questions effectively	<i>Mundipharma International Ltd</i> Interview with Ake Wikström, Regional Director	Allocate budgets across departments
	5.3 Skills	Dealing with problems across departments	Language for making summaries in meetings	Recording of an inter-departmental meeting	Improve communication across departments
<b>Unit 6: Working across cultures</b>	6.1 Theory	Culture and individual strategies in business	Vocabulary for culture; reporting verbs	Interview with Professor Helen Spencer-Oatey, the University of Warwick	Maintain good relations in difficult situations
	6.2 Practice / Case study	Multicultural mergers	Vocabulary to make positive and negative judgements	<i>Renault-Nissan</i> Extracts from company website and an academic article	Manage an alliance between companies from different cultures
	6.3 Skills	International team-building	Metaphors of movement	Recording of a meeting between two international logistics departments	Develop guidelines for an international team
<b>Writing 3</b>	Argument-led writing	Arguments for and against	Vocabulary of reason, result and contrast	Arguments for and against privatisation from <i>BusinessWeek</i>	Write about pros and cons of private ownership

▶ Watch Sequence 3 on the DVD to find out more about Managing cultures.

<b>Topic: Managing operations</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 7: Change management</b>	7.1 Theory	DICE theory	Cohesion and referencing language	Extract of article from <i>The Boston Consulting Group</i>	Plan and evaluate a change to study or work project
	7.2 Practice / Case study	Implementing change	Present perfect tenses; non-verbal communication	<i>Laird Technologies Beijing</i> Interview with Charlie Peppiatt, Vice-President of Global Operations, Laird PLC	Improve team performance and productivity
	7.3 Skills	External negotiating	Ways to organise spoken language	Recording of meeting between two multinational pharmaceutical companies	Negotiate issues in a joint venture
<b>Unit 8: Project management</b>	8.1 Theory	The principles of project management	Verb/noun combinations	Extract from <i>The Project Workout</i> by Robert Buttrick, Programme Manager at Cable & Wireless	Schedule a project
	8.2 Practice / Case study	Russian oil industry – Sakhalin-1 Project	Future perfect and future continuous tenses	<i>Sakhalin-1 Project</i> Interview with Suleyman Narimanov, Engineering Project Manager	Plan the goals and objectives of a project
	8.3 Skills	Maintaining relationships	Inclusive and exclusive language	Recording of a sales meeting between two IT companies	Negotiate sensitive arrangements
<b>Writing 4</b>	Describing graphs	Describing graphs	Compare and contrast figures and trends	Graphic information from <i>The Carbon Trust</i>	Describe graph showing carbon emissions across industries

▶ Watch Sequence 4 on the DVD to find out more about Managing operations.

<b>Topic: Marketing</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 9: E-marketing</b>	9.1 Theory	The 4Cs of marketing and e-marketing	Vocabulary of marketing and e-marketing	Extract from journal article by Dr Charles Dennis, Dr Tino Fenec and Professor Bill Merrilees	Improve a company's e-retailing operation
	9.2 Practice / Case study	The benefits of selling on- and offline	Review of standard conditionals; introduction to mixed conditionals	<i>Dell Computers</i> Interview with Alastair Brown, Chief Operating Officer of Bizantra, London, and former Marketing Director, Dell, Asia	Conduct and report market research
	9.3 Skills	Organising a presentation	Language for introducing and linking slides	Recording of an e-presentation by Philip Weiss, Managing Director of ZN, a specialist e-marketing agency	Prepare and deliver an e-presentation
<b>Unit 10: Branding</b>	10.1 Theory	What is branding?	Vocabulary of branding	Lecture by Dr Sally Hibbert, Nottingham University Business School	Discuss own brand v. manufacturer's brand
	10.2 Practice / Case study	The Havaianas brand	Brand and product collocations	<i>Havaianas</i> Extract from Alpargatas Annual Report	Develop brand extensions
	10.3 Skills	Using persuasive communication in meetings	Use <i>if</i> to persuade and direct	Recording of the beginning of a staff meeting at a luxury hotel	Persuade staff to change
<b>Writing 5</b>	Persuasive communication online	Online persuasion	Language to change features into benefits	An online forum discussing benefits and features	Write persuasive copy for an internet site

▶◀ Watch Sequence 5 on the DVD to find out more about Marketing.

<b>Topic: Accounting and finance</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 11: Accounting</b>	11.1 Theory	Activity-based costing (ABC)	Gerunds; financial vocabulary	Text on ABC accounting from <i>Guide to Management Ideas and Gurus</i> by Tim Hindle	Compare traditional cost accounting and ABC
	11.2 Practice / Case study	Cost and price	Vocabulary to describe different types of costs	<i>Ukrainian International Airlines</i> Interview with Richard Creagh, company Vice-President	Decide the pricing strategy for an airline
	11.3 Skills	Developing internal relationships	Polite language	Recording of the end of a staff meeting at a luxury hotel	Apply politeness strategies in difficult situations
<b>Unit 12: Microfinance</b>	12.1 Theory	The concepts of microfinance	<i>Used to, be used to and get used to</i>	Extract from United Nations Conference on Trade and Development website	Research microfinance
	12.2 Practice / Case study	Grameen Bank	Word formations about banking	<i>Grameen Bank</i> Presentation by Professor Muhammad Yunus, Nobel Prize-winning founder of Grameen Bank	Integrate conventional banking and microfinance
	12.3 Skills	Delivering a presentation	Good delivery techniques	Speech by Barack Obama, US President	Presentation about a project
<b>Writing 6</b>	Formal and informal emails at work	Functions of emails	Formal and informal email language	Business emails	Write an email to your manager

▶◀ Watch Sequence 6 on the DVD to find out more about Accounting and finance.

Cambridge University Press

978-0-521-13217-6 – Business Advantage Upper-intermediate  
Michael Handford Martin Lisboa Almut Koester and Angela Pitt

Table of Contents

[More information](#)

<b>Topic: Strategies and decision-making</b>	<b>Lesson</b>	<b>Focus</b>	<b>Language</b>	<b>Input: Reading/Listening</b>	<b>Output: Speaking/Writing</b>
<b>Unit 13: Corporate Social Responsibility</b>	13.1 Theory	Business ethics and Corporate Social Responsibility	Vocabulary linked to CSR	Extracts from business texts on Corporate Social Responsibility	Debate the part ethics has to play in business
	13.2 Practice / Case study	The business case for Corporate Social Responsibility	Phrases with dependent prepositions	<i>The BBC Interview with Yogesh Chauhan, the BBC's Director of Corporate Social Responsibility</i>	Present on how to improve CSR
	13.3 Skills	Supporting the speaker	Language for supporting a speaker	Recording of a telephone conversation between a manager and the owner of a travel company	Encourage speakers to communicate their ideas clearly
<b>Unit 14: Strategic planning</b>	14.1 Theory	Corporate strategic planning	Verbs used in strategic planning	Extract from <i>Strategic planning in non-profit and for profit organisations</i> by Carter McNamara, Developer and Director of Free Management Library	Create a strategic plan
	14.2 Practice / Case study	Planning within a company	Multi-word verbs	<i>Abercrombie &amp; Kent Interview with Justin Wateridge, Managing Director</i>	Devise a strategy for a travel company
	14.3 Skills	Using narratives in interviews	Narrative tenses	Recording of an internal meeting at a medical company	Improve job interview skills
<b>Writing 7</b>	First contact emails	Analysing emails	Language tones	Business emails	Apply for a job via email

▶ Watch Sequence 7 on the DVD to find out more about Strategies and decision-making.

## Authors' thanks

We are enormously grateful to all those people who contributed, supported and put up with us during the writing process. Particular thanks go to all the team at Cambridge University Press. To our editor Neil Holloway, who has played several roles in the project – a clear-minded editor, a motivating guide, a critical reader, and a solid supporter and helper. To Chris Capper, the commissioning editor, for being a firm guiding hand who led the project with skill and diplomacy. To Joy Godwin, who has been an enormous help with her experience and judgement of what will work and with her voice of calm and good sense. To Laurence Koster for being an excellent sounding board and a dab hand with technology. To Alison Silver for her sharp focus and attention to detail and layout. To Chris Doggett for helping to track down all the permissions that have retained the book's authenticity.

Our thanks go to all the interviewees, who kindly gave us their time and valued expertise: Dr Hans-Martin Beyer, Alastair Brown, Yogesh Chauhan, Richard Creagh, Jeff Harding, Dr Sally Hibbert, Suleyman Narimanov, Charlie Peppiatt, Tim Rabone, Professor Jochen Runde, Professor Stan Siebert, Professor Helen Spencer-Oatey, Justin Wateridge, Philip Weiss, Ake Wikström, Professor Muhammad Yunus.

We would like to thank our students, colleagues, friends and family, who have helped so much to make this book what it is.

**Michael:** Thank you to my wife Mayu and my children Julia and Maya for being so understanding and loving. Thanks to my students at the University of Tokyo and trainees at Isuzu and JCG, to Mike McCarthy, Ronald Carter and Hiro Tanaka for their support and encouragement, and to Graham Webb and Simon Gibbs for their insights. And to my fellow authors for such an interesting and educational journey.

**Martin:** A big thank you to my wife Manuela for her support, ideas and knowledge of the Havaianas brand. To my children, Max and Nico for their sense of humour and knowledge of life. Thanks are also very much in order to the numerous students, colleagues and friends in business and academia whose ideas and suggestions have added real value to the material.

**Almut:** Many thanks to Winnie Cheng, Seunghee Choi, Astrid Jensen, Ian McMaster, Anne Pauwels and Michael Pritchard for providing texts and data. Very special thanks to my husband Terry Pritchard for help with data, ideas and activities and his patience, support and encouragement throughout this project.

**Angela:** Special thanks to the staff and students at Neu-Ulm University; to Susan, Amelia and Mabel for their good-humoured intelligent sense; to Michael for his patience, and to all my family for reminding me that there is life beyond the keyboard.