

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.

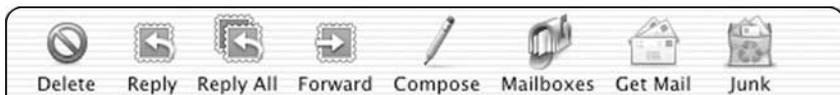
Grammar

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	use
--------	---------	------	-------	----------------

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

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Excerpt

[More information](#)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 | C goal | 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 |