

Contents

INTRODUCTION	8		
JOBS, PEOPLE AND ORGANIZATIONS			
1 Work and jobs	10	9 Managers, executives and directors	26
A What do you do?		A Managers and executives: UK	
B Word combinations with 'work'		B Managers and executives: US	
C Types of job and types of work			
2 Ways of working	12	10 Businesspeople and business leaders	28
A Old and new ways		A Businesspeople and entrepreneurs	
B Nice work if you can get it		B Leaders and leadership	
C Nature of work		C Magnates, moguls and tycoons	
3 Recruitment and selection	14	11 Organizations 1	30
A Recruitment		A Business and businesses	
B Applying for a job		B Commerce	
C Selection procedures		C Enterprise	
		D Word combinations with 'enterprise'	
4 Skills and qualifications	16	12 Organizations 2	32
A Education and training		A Self-employed people and partnerships	
B Skilled and unskilled		B Limited liability	
C The right person		C Mutuals	
		D Non-profit organizations	
5 Pay and benefits	18	PRODUCTION	
A Wages, salary and benefits		13 Manufacturing and services	34
B Compensation 1		A Manufacturing and services	
C Compensation 2		B Countries and their industries	
6 People and workplaces	20	14 The development process	36
A Employees and management		A Market research	
B Management and administration		B Development and launch	
C Labour		15 Innovation and invention	38
D Personnel and HRM		A Invention and innovation	
7 The career ladder	22	B Research and technology	
A A job for life		C Patents and intellectual property	
B A job for now		16 Products and services	40
C In-house staff or freelancers?		A Products	
D Getting the sack		B Mass production	
8 Problems at work	24	C Capacity and output	
A Discrimination			
B Bullying and harassment			
C Health and safety			

17	Materials and suppliers	42	25	Promotion	58
	A Inputs			A Advertising	
	B Suppliers and outsourcing			B The sales force	
	C Just-in-time			C Promotional activities	
18	Business philosophies	44	26	E-commerce	60
	A Mass customization			A B2C, B2B and B2G	
	B Wikinomics			B Web 2.0	
	C The long tail			C Amazon and eBay	
	D Benchmarking			D Word combinations with 'online'	
MARKETING			MONEY		
19	Buyers, sellers and the market	46	27	Sales and costs	62
	A Customers and clients			A Sales	
	B Buyers, sellers and vendors			B Costs	
	C The market			C Margins and mark-ups	
20	Markets and competitors	48	28	Profitability and unprofitability	64
	A Companies and markets			A Profitable and unprofitable products	
	B More word combinations with 'market'			B Budgets and expenditure	
	C Competitors and competition			C Economies of scale and the learning curve	
21	Marketing and market orientation	50	29	Getting paid	66
	A Marketing			A Shipping and billing	
	B The four Ps			B Trade credit	
	C The market orientation			C Accounts	
22	Products and brands	52	30	Assets, liabilities and the balance sheet	68
	A Word combinations with 'product'			A Assets	
	B Goods			B Depreciation	
	C Brands and branding			C Liabilities	
				D Balance sheet	
23	Price	54	31	The bottom line	70
	A Pricing			A Accounts	
	B Word combinations with 'price'			B Results	
	C Upmarket and downmarket			C Financial reporting	
	D Mass markets and niches				
24	Place	56	32	Share capital and debt	72
	A Distribution: wholesalers, retailers and customers			A Capital	
	B Shops			B Share capital	
	C Direct marketing			C Loan capital	
				D Security	
				E Leverage	

33	Success and failure	74			
	A Cash mountains				
	B Debt and debt problems				
	C Turnarounds and bailouts				
	D Bankruptcy				
34	Mergers, takeovers and sell-offs	76			
	A Stakes and joint ventures				
	B Mergers and takeovers				
	C Conglomerates				
FINANCE AND THE ECONOMY					
35	Personal finance	78			
	A Traditional banking				
	B Internet banking				
	C Personal investing				
36	Financial centres	80			
	A Financial Centres				
	B Stock markets				
	C Other financial markets				
	D Derivatives				
37	Trading	82			
	A Market indexes				
	B Market activity: good times ...				
	C ... and bad				
38	Indicators 1	84			
	A Finance and economics				
	B Inflation and unemployment				
	C Trade				
	D Growth and GDP				
39	Indicators 2	86			
	A Going up				
	B Going down				
	C Peaks and troughs				
	D Boom and bust				
DOING THE RIGHT THING					
40	Wrongdoing and corruption	88			
	A Wrongdoing				
	B Bribery and corruption				
	C Fraud and embezzlement				
41	Business ethics	90			
	A Professional behaviour				
	B Social issues				
	C Environmental issues				
PERSONAL SKILLS					
42	Time and time management	92			
	A Timeframes and schedules				
	B Projects and project management				
	C Time tips				
43	Stress and stress management	94			
	A When work is stimulating				
	B When stimulation turns to stress				
	C Downshifting				
44	Leadership and management styles	96			
	A Leadership				
	B Modern management styles				
	C Empowerment				
CULTURE					
45	Business across cultures 1	98			
	A Cultures and culture				
	B Power and distance				
46	Business across cultures 2	100			
	A Individualism				
	B Time				
	C Cross-cultural communication				

TELEPHONING, FAX AND EMAIL

- 47** Telephoning 1: phones and numbers 102
- A Telephones and beyond
 - B 'Phone', 'call' and 'ring'
 - C Numbers
 - D Doing things over the phone
- 48** Telephoning 2: trying to get through 104
- A Asking to speak to someone
 - B Voicemail 1
 - C Voicemail 2
- 49** Telephoning 3: getting through 106
- A Getting through
 - B Giving and taking messages
 - C Spelling names
 - D Taking messages: checking information
- 50** Telephoning 4: arrangements and ending calls 108
- A Phoning again
 - B Making arrangements
 - C Closing the conversation
 - D Changing arrangements
- 51** Business communication 1: staying in touch 110
- A Business cards 1
 - B Business cards 2
 - C Staying in touch
- 52** Business communication 2: email 112
- A Email
 - B Email expressions
 - C Beginnings
 - D Endings
- 53** Business communication 3: faxes and letters 114
- A Faxes
 - B Letters

- 54** Business communication 4: CVs and job applications 116

- A CVs
- B Job applications

BUSINESS SKILLS

- 55** Meetings 1: Types of meeting 118

- A Word combinations with 'meeting'
- B Types of meeting
- C How was the meeting?

- 56** Meetings 2: the chair 120

- A The role of the chair: before the meeting
- B The role of the chair: running the meeting
- C Follow-up

- 57** Meetings 3: points of view 122

- A Opening the meeting
- B Asking for and expressing opinions

- 58** Meetings 4: agreement and disagreement 124

- A Agreeing
- B Disagreeing

- 59** Meetings 5: discussion techniques 126

- A Checking understanding, interrupting, referring back
- B Avoiding confrontation
- C Agreement, consensus or compromise?
- D Concluding

- 60** Presentations 1: key ideas 128

- A Types of presentation
- B What makes a good presentation?
- C Visual aids

- 61** Presentations 2: key steps 130

- A Key steps: introduction
- B Key steps: main part
- C Key steps: closing

62	Presentations 3: audience interaction	132
	A Closing and dealing with questions	
	B Intercultural aspects	
63	Negotiations 1: situations and negotiators	134
	A Types of negotiation	
	B Word combinations with 'negotiations'	
	C Bargaining	
64	Negotiations 2: preparing	136
	A Preparing to negotiate	
	B Opening the negotiation	
	C Negotiating styles	
65	Negotiations 3: win-win	138
	A Probing	
	B Positive positions	
	C Negative positions	
	D Concessions and trade-offs	
66	Negotiations 4: reaching agreement	140
	A Deadlock and mediators	
	B Agreements and contracts	
	C Checking the deal	
	Answer key	142
	Index	162