

Contents

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

17 Materials and suppliers 42

- A Inputs
- B Suppliers and outsourcing
- C Just-in-time

18 Business philosophies 44

- A Mass customization
- B Wikinomics
- C The long tail
- D Benchmarking

MARKETING**19 Buyers, sellers and the market 46**

- A Customers and clients
- B Buyers, sellers and vendors
- C The market

20 Markets and competitors 48

- A Companies and markets
- B More word combinations with 'market'
- C Competitors and competition

21 Marketing and market orientation 50

- A Marketing
- B The four Ps
- C The market orientation

22 Products and brands 52

- A Word combinations with 'product'
- B Goods
- C Brands and branding

23 Price 54

- A Pricing
- B Word combinations with 'price'
- C Upmarket and downmarket
- D Mass markets and niches

24 Place 56

- A Distribution: wholesalers, retailers and customers
- B Shops
- C Direct marketing

25 Promotion 58

- A Advertising
- B The sales force
- C Promotional activities

26 E-commerce 60

- A B2C, B2B and B2G
- B Web 2.0
- C E-commerce companies
- D Word combinations with 'online'

MONEY**27 Sales and costs 62**

- A Sales
- B Costs
- C Margins and mark-ups

28 Profitability and unprofitability 64

- A Profitable and unprofitable products
- B Budgets and expenditure
- C Economies of scale and the learning curve

29 Getting paid 66

- A Shipping and billing
- B Trade credit
- C Accounts

30 Assets, liabilities and the balance sheet 68

- A Assets
- B Depreciation
- C Liabilities
- D Balance sheet

31 The bottom line 70

- A Accounts
- B Results
- C Financial reporting

32 Share capital and debt 72

- A Capital
- B Share capital
- 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 AND WRITING

- 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 and endings
- 53 CVs, cover letters and emails** 114
- A CV tips
 - B Parts of a CV
 - C Cover letters and emails

54 Interns, trainees and apprentices 116

- A Interns
- B Experience or exploitation?
- C Trainees and apprentices

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 Interrupting, referring back, checking understanding, avoiding confrontation
- B Agreement, consensus or compromise?
- C Concluding

60 Presentations 1: key ideas 128

- A Types of presentation
- B What makes a good presentation?
- C Presentation tools and 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 161

The ebook 176