

VOCABULARY

9 International markets

Match the verbs (1–6) to the nouns (a–f).

- | | |
|------------------|---|
| 1 to comply with | a) a market |
| 2 to carry out | b) a price |
| 3 to break into | c) an order |
| 4 to place | d) a market survey, an enquiry, an investigation, tests |
| 5 to quote | e) the delivery date, a deadline |
| 6 to meet | f) the regulations, a rule, an order |

CONDITIONS

1 Match the sentence halves.

- | | |
|---|---|
| 1 If they didn't offer such good terms, | a) we'll have to cancel it. |
| 2 If you ordered a larger quantity, | b) the consignment will reach us in time. |
| 3 If we offer them a 10% discount, | c) we can start production as scheduled. |
| 4 If you don't confirm your order soon, | d) we wouldn't do business with them. |
| 5 As long as we get the parts in May, | e) we could negotiate a better price. |
| 6 Provided that it is sent by air, | f) they say they'll place an order today. |

2 Complete the sentences with 'll, 'd, won't or wouldn't.

- 1 We have to look for another supplier if you can't deliver this month.
- 2 You get such a good commission if you didn't win so many deals.
- 3 We cut the price by 10% if you gave us a firm order in advance.
- 4 If we don't retrain our staff, they be able to use the new software.
- 5 Unless we hear from you within five days, we assume that the deal is off.
- 6 If you met your sales targets, we consider offering you a three-year contract.

SKILLS

Match the expressions (1–5) to the functions (a–e).

- | | |
|---|----------------------------------|
| 1 If you order more, we'll give you a discount. | a) Refusing an offer |
| 2 What exactly do you mean? | b) Playing for time |
| 3 I'd like to think about it. | c) Making offers and concessions |
| 4 I'm not sure about that. | d) Closing the deal |
| 5 Right, I think we've covered everything. | e) Checking understanding |

Cultures: Doing business internationally

Decide whether these sentences are typically about doing business in Brazil (B), Japan (J) or Saudi Arabia (SA). One applies to more than one country.

- 1 People tend to stand close together when talking and are not afraid to touch each other.
- 2 Don't be afraid of silence.
- 3 On receiving a business card, examine it carefully, then place it on the table in front of you.
- 4 Initial meetings are generally not private.
- 5 If you are offered coffee, accept, even if you do not normally drink coffee.
- 6 During a presentation, you can expect to be interrupted and asked a lot of questions.
- 7 Don't give white flowers as a gift, because they remind people of death.
- 8 Avoid direct questions, especially questions which may require a 'no' answer.
- 9 A meeting may be postponed by one or two days once you arrive.
- 10 Don't bring up topics of conversation such as crime, the government or deforestation.

UNIT 10

Ethics

'Morality is largely a matter of geography.'
Elbert Hubbard (1856–1915), American writer

OVERVIEW

VOCABULARY

Right or wrong?

READING

The ethics of
résumé writing

LISTENING

Helping
environmental
research

LANGUAGE REVIEW

Narrative tenses

SKILLS

Considering options

CASE STUDY

Principles or profit?



STARTING UP

A Discuss this list of unethical activities. In your opinion, which are the worst? Are any common in your country?

- 1 Finding ways of paying as little tax as possible
- 2 Using your work computer or phone for private purposes (e.g. online shopping)
- 3 Accepting praise for someone else's ideas or work
- 4 Selling something as genuine when you know it is not
- 5 Using your influence to get jobs for friends or relatives (nepotism)
- 6 Phoning in sick at work when you are not ill
- 7 Not telling the truth about your age or experience on an application form
- 8 Not saying anything when you are charged too little for something by mistake
- 9 Paying people in cash for jobs done around the home in order to reduce the cost
- 10 Claiming extra expenses (e.g. getting a taxi receipt for more than the actual fare)

B Are some jobs/professions more ethical than others? How ethical do you think these professions are? Which are seen as more/less ethical in your country?

accountant civil servant lawyer police officer politician banker estate agent
nurse university lecturer soldier car sales executive journalist doctor taxi driver

C Discuss the questions.

- 1 What is the purpose of a business, in your opinion? Is it just to make money?
- 2 What do you understand by the term 'an ethical business'?

VOCABULARY

Right or wrong

A Look at the situations. Which do you think are the most serious?

- 1 A new contact suggests that a payment into his private bank account will enable a company to win a valuable supply contract.
- 2 An employee informs some friends about a company takeover before it is generally known so they can buy shares and make a profit.
- 3 A company is making copies of luxury branded products and selling them in street markets.
- 4 An upmarket private airline only employs attractive women under 25 years old as cabin crew and ground staff.
- 5 An industrial company is disposing of waste chemicals in the sea.
- 6 A car manufacturer is secretly taking photos of a rival's new model at a test track.
- 7 A cosmetics and pharmaceutical company tries out all its products on rats and mice.
- 8 Some criminals buy property and expensive cars with money they got from illegal activities. The goods are then sold and the now 'clean' money is used in other businesses and new bank accounts.
- 9 A group of rival mobile phone companies get together and agree to charge approximately the same amount for a range of services and packages.
- 10 A company tells the authorities that it is making a lot less profit than it actually is.

B Match words from Box A and Box B to make word partnerships which describe the activities in Exercise A.

EXAMPLE: 1 bribery and corruption

A	bribery	price	environmental	sex	insider
	tax	counterfeit	money	animal	industrial
B	and corruption	testing	discrimination	fraud	trading
	fixing	laundering	goods	pollution	espionage

C  CD2.25 Mark the stress in each word partnership from Exercise B. Then listen to the correct answers.**D** Discuss the questions.

- 1 Which of the activities described in Exercise A are illegal in your country?
- 2 Are there any which you think should not be illegal because this damages business?
- 3 In your opinion, which are the easiest or most difficult to control?

E Work in groups. What should you do in each of these situations?

- 1 Your boss has asked you to make one member of your department redundant. The choice is between the most popular team member, who is the worst at his job, or the best worker, who is the least popular with the other team members. Who do you choose?
- 2 The best-qualified person for the post of Sales Manager is female. However, you know most of your customers would prefer a man. If you appoint a woman, you will probably lose some sales.
- 3 You work for a travel company which is in serious financial difficulties and will go bankrupt in the near future. Your boss has ordered you to continue to accept deposits and payments from customers until the company officially stops trading. You fear that these people may lose their money or may be left abroad when the company collapses.
- 4 Your company has a new advertising campaign which stresses its honesty, fairness and ethical business behaviour. It has factories in several countries where wages are very low. At present, it is paying workers the local market rate.

See the DVD-ROM
for the i-Glossary.

READING

The ethics of
résumé writing**A** In groups, discuss the question.

Is there ever a time when it is OK to lie on a résumé?

B Read the headline and subheading of the article. In pairs, predict five words that will appear in the article. Include some words connected to dishonesty. Check the article to see if you were correct. Underline all the words in the article connected with dishonesty.

The ethics of résumé writing

It's never OK to lie on a résumé. But what about stretching the truth?

by Clinton D. Korver

How much can you “dress up” your résumé to make yourself as strong a candidate as possible without crossing the ethical line of deception? Consider a few conflicting thoughts:

- Over 50% of people lie on their résumé.
- A Monster.com blog about the dangers of lying on your résumé elicited 60 comments from job seekers recommending lying and only 46 discouraging it. Recommenders justified lying by claiming: everyone else is doing it, companies lie about job requirements, and it's hard to get a good job.
- Executives caught lying on their résumés often lose their jobs.

If you are reading this blog, you probably are not tempted by dishonesty. But what about the following:

- Claiming a degree that was not earned because you did most of the work and were only a few credits short.
- Creating a more impressive job title because you were already doing all of the work of that position.
- Claiming a team's contributions as your own, because other members did not carry their weight.
- Inflating the number of people or range of functions for which you had direct responsibility because you really did have a great deal of influence over them.

These are called rationalizations—constructing a justification for a decision you suspect is really wrong. You create a story that sounds believable but doesn't pass close examination. You begin to fool yourself. You develop habits of distorted thinking.

So where is the line? You need to decide that for yourself. Here are some tests to keep your thinking clear:

- Other-shoe test: How would you feel if the shoe were on the other foot and you were the hiring manager looking at this résumé? What assumptions would you draw and would they be accurate?
- Front-page test: Would you think the same way if the accomplishment in question were reported on the front page of the Wall Street Journal? Or your prior employer's internal newsletter?

But wait, you say. My résumé doesn't quite pass these tests, but there is something real underneath my claims, and I do not want to sell myself short.

When in doubt, ask an old boss. While asking an old boss may be difficult, it has many benefits. Precisely because it is difficult, it forces you to think clearly and sometimes creatively. Asking also checks the accuracy of your claims, trains your old boss in how to represent you during reference checks, and sometimes your old boss may give you better ways to represent yourself.

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