

# UNIT 10

## Transitions

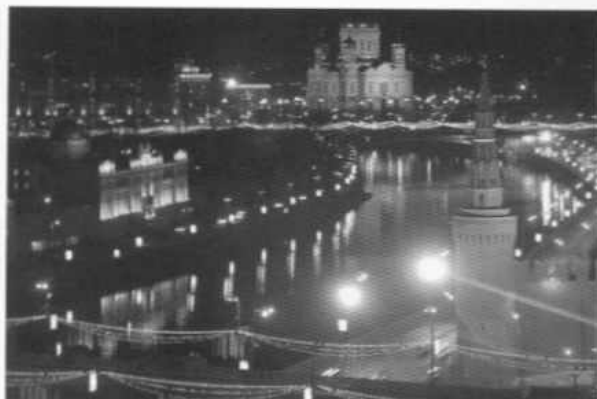
### ▼ AGENDA

- Present Perfect Simple and Present Perfect Continuous
- Time phrases
- Job descriptions file. Collocations. Word-building
- Getting your ideal job
- Describing a process. Interviewing techniques

### Language focus

#### 1 Look at the photographs.

- 1 What happened in Russia in 1991?
- 2 What do you know about economic and political developments in Russia since 1991?



#### 2 Match the words in A with the definitions in B.

##### A

- 1 co-operative
- 2 entrepreneur
- 3 devaluation
- 4 market economy
- 5 bureaucracy
- 6 shopping mall
- 7 natural resources
- 8 licence

##### B

- a official document that shows permission to do, own, or use something
- b business owned and run by the staff
- c supplies of coal, oil, wood, etc.
- d reduction in value, e.g. when a currency's exchange rate falls
- e economic system based on the principle of buying and selling goods for profit
- f (AmE) a group of shops under one roof, closed to traffic
- g a complicated system of official rules and ways of doing things
- h a person who makes money by starting a business

## Russian revolution'

### The 'second

In a recent survey of the 'Forty richest people aged under 40', five of the ten richest people came from Russia. This may seem surprising for a country that spent most of the last century under communist rule. But anyone who has been following developments in Russia since the fall of communism in 1991 won't be too surprised.


Even before 1991 it was legal for people to start private companies and co-operatives. Since then the values of capitalism and a market economy have been emerging. In the mid-1990s, Russia's vast state oil and mining companies were sold off and many young entrepreneurs took the opportunity to start successful businesses. These companies have now expanded into other areas of industry, such as banking, telecommunications, retail, and the arts.

At the same time, the number of smaller businesses has increased dramatically. More money has been coming into the economy. The devaluation of the rouble

after the 1998 economic crisis actually helped to promote a mini-boom. Real wages fell, which encouraged small enterprises to expand. Imports became too expensive for the average Russian, so local production increased. As a result, a new middle class has emerged with money to spend on consumer goods. It's all part of the new market economy.




International companies have also been investing in Russia since the fall of communism. Companies like McDonald's, Rolls Royce, Ferrari, and IKEA have opened businesses such as shops, showrooms, and factories. Russian entrepreneurs themselves have made significant investments outside Russia – for example Roman Abramovich, who has invested some of his fortune in the London football club Chelsea.

As one observer put it: 'The speed of what's been happening in Russia since 1991 is remarkable – in many ways they've seen a "second Russian revolution".' ■

- 3 Read the article *The 'second Russian revolution'* and answer the questions.
- 1 When did the communist system fall in Russia?
  - 2 When did private companies and co-operatives become legal?
  - 3 What event in the mid-1990s helped young entrepreneurs to emerge?
  - 4 What effect did the devaluation of the rouble have in 1998?
  - 5 Which international companies have invested in Russia?
  - 6 Can you name one Russian entrepreneur who has invested outside Russia?
  - 7 Do you think the changes represent a 'second Russian revolution'?
- 4  10.1 Listen to the first part of an interview with Lennart Dahlgren, the General Director of the Russian section of the Swedish furniture and home furnishings company IKEA. Complete the factsheet.



- |                                |              |
|--------------------------------|--------------|
| 1 IKEA started in Russia:      | 1998         |
| 2 First store opened:          | _____        |
| 3 Number of stores at present: | _____        |
| 4 Year 1 sales:                | _____        |
| 5 Resources from Russia:       | wood, _____, |
|                                | _____        |

- 5  10.1 Listen again and complete extracts 1–4.
- 1 Mr Dahlgren, IKEA \_\_\_\_\_<sup>a</sup> in Russia for several years, and you arrived at the start. How long \_\_\_\_\_<sup>b</sup> in Russia?  
I \_\_\_\_\_<sup>c</sup> since 1998. That's when IKEA \_\_\_\_\_<sup>d</sup> operations in Russia.
  - 2 How many stores \_\_\_\_\_<sup>a</sup>?  
We \_\_\_\_\_<sup>b</sup> five stores so far, and we \_\_\_\_\_<sup>c</sup> several large shopping malls in the last few years.
  - 3 Consumer demand \_\_\_\_\_<sup>a</sup> steadily since we \_\_\_\_\_<sup>b</sup> the first store.
  - 4 We \_\_\_\_\_<sup>a</sup> the percentage of our global supply that comes from Russia for a number of years. We \_\_\_\_\_<sup>b</sup> several factories throughout Russia – near St Petersburg, Moscow, and Karelia.
- 6  10.2 Listen to the second part of the interview.
- 1 What two problems has IKEA faced in Russia?
  - 2 Who are IKEA's management training programmes designed to help?
- 7  10.2 Listen again and complete extracts 1 and 2.
- 1 But bureaucratic problems \_\_\_\_\_ fewer recently. For example, the Government \_\_\_\_\_ the number of licences that are needed for a new company to set up.
  - 2 However, we \_\_\_\_\_ a number of things in the time we \_\_\_\_\_ here. We \_\_\_\_\_ management training programmes to help new Russian entrepreneurs. We \_\_\_\_\_ to show how a modern company has to work to survive in the international market.

## 8 Grammar quiz

Read these sentences from the article and the interview, and answer the questions below.

- a Young entrepreneurs took the opportunity to start successful businesses.
  - b Imports became too expensive for the average Russian.
  - c Consumer demand has been growing steadily.
  - d We've opened five stores so far.
  - e Why do you think it's been successful?
- 1 Which sentences refer to a period of time completely in the past?
  - 2 Which sentences refer to a period of time from the past to the present?
  - 3 What are the full forms of *We've opened* and *it's been* in sentences d and e?
  - 4 Match the verbs in the sentences with the tenses: Past Simple, Present Perfect Simple, Present Perfect Continuous.

### Present Perfect Simple and Present Perfect Continuous

Read the sentences and answer the questions.

- a International companies **have also been investing** in Russia since the fall of communism.
  - b Companies like McDonald's, Rolls Royce, Ferrari, and IKEA, **have opened** businesses such as shops, showrooms, and factories.
  - c How long **have you been living** in Russia?
  - d I've **been living** here since 1998.
  - e How many stores **have you established**?
  - f We've **opened** five stores so far, and we've also **built** several large shopping malls in the last few years.
  - g Bureaucratic problems **have been getting fewer** recently.
  - h The government **has reduced** the number of licences that are needed for a new company to set up.
- 1 Which sentences focus on the result or completion of the action?
  - 2 Which sentences focus on the activity itself?
  - 3 Which sentences are in the Present Perfect Simple and which are in the Present Perfect Continuous?
  - 4 Find other examples of the Present Perfect Simple and Present Perfect Continuous in the article, and in 10.1 and 10.2 on p. 140. Why is the simple or the continuous form used?



Pocket Book pp. 12–13

### Time phrases

Complete the gaps in the following groups of time phrases with *for*, *in*, or *since*.

- |   |       |  |
|---|-------|--|
| 1 | _____ | the fall of communism<br>1998<br>we opened the first store |
| 2 | _____ | several years<br>a number of years                         |
| 3 | _____ | the mid-1990s<br>the last few years                        |

Find other time phrases in the text and interview extracts.



Pocket Book p. 5

**Practice 1** Complete the sentences with either the Present Perfect Simple or the Present Perfect Continuous of the verb in brackets.

- 1 How long have you \_\_\_\_\_ (work) in China?
- 2 I \_\_\_\_\_ (work) here for two years.
- 3 Our company \_\_\_\_\_ (invest) in China for several years.
- 4 We \_\_\_\_\_ (open) ten shops in Beijing and Shanghai, but we \_\_\_\_\_ (not move) into southern China.
- 5 You look tired. What have you \_\_\_\_\_ (do)?
- 6 I \_\_\_\_\_ (write) a report all day.
- 7 Have you \_\_\_\_\_ (finish) the report?
- 8 Not yet. I \_\_\_\_\_ (write) about two-thirds.
- 9 He \_\_\_\_\_ (study) accounts management for six months.
- 10 He \_\_\_\_\_ (not learn) how to do spreadsheets.
- 11 Has the computer \_\_\_\_\_ (crash) again?
- 12 It \_\_\_\_\_ (do) that all week.

**2** Complete the following article. Use the most appropriate tense of the verb in brackets: Past Simple, Present Perfect Simple, or Present Perfect Continuous.



# The return of the young Russians

In the 1990s, as many as one million young Russians \_\_\_\_\_<sup>1</sup> (go) abroad to look for better opportunities. But in the new millennium, people like Pavel Doshlov and Tatyana Leonova \_\_\_\_\_<sup>2</sup> (decide) to return to the 'new' Russia.

Pavel is a 28-year-old economist, currently living in Budapest.

'I'm back in Russia on holiday at the moment. I \_\_\_\_\_<sup>3</sup> (travel) abroad in 1996 to study. I \_\_\_\_\_<sup>4</sup> (see) a lot of the world. I \_\_\_\_\_<sup>5</sup> (live) in China, England, and Hungary. I \_\_\_\_\_<sup>6</sup> (work) in Budapest for the last year. But since I \_\_\_\_\_<sup>7</sup> (arrive) here a month ago, I \_\_\_\_\_<sup>8</sup> (make) a decision to move back to Russia. So much \_\_\_\_\_<sup>9</sup> (change) since I lived here before. It's exciting, dynamic, and there's so much opportunity.'

Tatyana, aged 29, is a sales manager for Nestlé's Moscow region.

'I \_\_\_\_\_<sup>10</sup> (come back) two years ago and I \_\_\_\_\_<sup>11</sup> (not regret) it. I \_\_\_\_\_<sup>12</sup> (work) for Nestlé for two years. I'm very happy with my job and my standard of living. I \_\_\_\_\_<sup>13</sup> already \_\_\_\_\_ (have) three promotions, and recently I \_\_\_\_\_<sup>14</sup> (move) into an apartment in the centre of Moscow. Last year, I \_\_\_\_\_<sup>15</sup> (win) an award as Young businesswoman of the year!'

**3** 1 Work in groups. Prepare a questionnaire on work and jobs, or studies. Write six questions to find out about other student's experiences.

**Examples** *How many different jobs have you had?*  
*What books have you been studying recently?*

- 2 Use the questionnaire to interview a student from another group.
- 3 Report back to the class.

- 1 Work in pairs. Discuss the questions.
  - 1 Do you enjoy your job? What keeps you motivated?
  - 2 How can employers motivate their staff?
- 2 Read the article *Morale boosting*. Find ways in which staff can be motivated.  
 Example *create a sociable environment*

# Morale boosting

A motivated workforce is a great business asset that can help you get ahead of the competition. Consider what motivates your staff. This could be the opportunity for new challenges. You may need to create a more sociable environment or encourage a feeling of satisfaction for a job well done and recognition by peers.

Initially, some people may show resistance to change. But this will disappear if you explain why you are changing things and if you make it clear what your expectations are and the contributions you are looking for from your employees.

There are some particular ways you can do this. People enjoy trying to reach a goal or exceed a target. However, goals and targets must be agreed with the employee, not imposed from above. There should also be a clear reward associated with achieving the goal. This might be public praise for a job well done, promotion to a more senior role, or a pay bonus.

Regular feedback is essential. This could be formal appraisal sessions, as well as informal comment on current work and achievements. Criticism should not be avoided if it is necessary. Staff who feel that one individual is getting away with poor performance can quickly become demotivated. Dismissing persistent poor performers generally boosts the morale of co-workers.

Bonus schemes can be set up in ways that link final pay to individual or team performance. To be effective, goals must be clearly defined, achievable but not too easy, and set for specified periods. Bonuses are particularly relevant for sales-related roles. Some employees may be highly motivated by basic pay if there is a high bonus element. In general, staff need to believe that the salaries paid to themselves and colleagues are fair.



- 3 Does your company, or a company you know, use any of these techniques? If so, are they successful? If not, do you think they could be successful at your company?
- 4 Make the verbs in the box into nouns by adding the appropriate suffix: *-ment*, *-tion*, *-ance*, or *-al*. Write the nouns in the correct columns in the table. Check meanings and spellings in a dictionary.

agree	commit	disappear	expect	perform
appear	contribute	dismiss	explain	promote
appraise	define	encourage	improve	resist
assist	develop	establish	pay	satisfy

-ment	-tion	-ance	-al

## Pronunciation

1 10.3 Listen to the different stress patterns of the three words.

• • •      • • • •      • • • •

a performance      b encouragement      c satisfaction

2 10.4 Mark the stress pattern of the following words. Write *a*, *b*, or *c*.

- |                     |                       |                     |
|---------------------|-----------------------|---------------------|
| 1 appearance _____  | 5 establishment _____ | 8 improvement _____ |
| 2 definition _____  | 6 expectation _____   | 9 promotion _____   |
| 3 development _____ | 7 explanation _____   | 10 resistance _____ |
| 4 dismissal _____   |                       |                     |

3 10.4 Listen again and say each word twice quietly to yourself.

4 What do you notice about the stress pattern of the words that end in *-tion*?

5 Are there any other patterns in the way these nouns are stressed? Look at the other words in 4 to help you.

5 Complete the sentences with one of the nouns from the table in 4.

- I want to feel I'm doing something useful, so job \_\_\_\_\_ is important for me.
- I want to progress in my career, so I want a job with opportunities for \_\_\_\_\_.
- I sometimes lack confidence, so any \_\_\_\_\_ my managers and colleagues can give me is very important.
- I want to find out what my managers think of my performance, so I think a staff \_\_\_\_\_ scheme is very important.

6 1 Make the nouns in the box into adjectives by adding an appropriate suffix. Choose from *-able*, *-ing*, *-y*, *-ous*, *-ful*. Check the meaning and spelling in a dictionary.

2 Mark the stress pattern of each adjective.

7 1 Complete the table.

Verb	Noun	Adjective
achieve	achievement	achievable
compete		
fulfil		
motivate		
recognize		

2 Mark the stress pattern of each word. Then check in a dictionary.

8 Match the words in A and B to make compounds and collocations.

A

full-time  
annual  
careers  
flexible  
job  
keyboard  
motivated  
profit-related  
formal  
work

B

experience  
employment  
pay  
workforce  
appraisal  
hours  
advice  
satisfaction  
salary  
skills

9 Work in groups.

1 List as many positive job/career characteristics as you can.

Examples *new challenges, regular feedback, profit-related pay*

2 In your opinion, what are the five most important characteristics of a job?

adventure  
challenge  
danger  
health  
profit  
resource  
reward  
success  
value  
wealth



- 1 Read the quotes from Clare and Albert.
  - 1 What jobs do they have?
  - 2 Why do they like their jobs?

## Do you have your ideal job?

Clare and Albert  
think they do.



Clare Montgomery,  
from Scotland:

I'm the marketing manager for a big international company. I love my job – I get to use my training, travel, and I meet people from all over the world. I love working with people from other cultures, and understanding their way of doing business. I like winning new clients – I've signed three big contracts this year already!

Albert Lerus,  
from France:

I worked as a chef in a successful restaurant until 2002. That's when I won the lottery. But I didn't want to stop working. Instead, I bought the restaurant from my boss and I've been running it ever since. I've also opened some other restaurants. I'm still a chef and I still do everything in my business. My life is cooking. I couldn't be happier.



- 2 Work in pairs. Answer the questions about your job.
  - 1 Have you been doing interesting and exciting things over the last year?
  - 2 Have you achieved everything you wanted to over the last year?
  - 3 Do you want to be doing the same job in five years' time?
  - 4 Is everything exactly how you want it in your job?
- 3 Read the title and opening quotation from an article giving careers advice on finding your ideal job. What advice and information do you think the article will give on the following questions?
  - 1 What do you want work to do for you?
  - 2 What do you have to offer?
  - 3 Where can you look for your ideal job?
  - 4 What's involved in the application process?
- 4 Read the article and check your answers in 3.

## Finding your ideal job – it's all about

### Firstly, what do you want work to do for you?

Be prepared to ask yourself deep and direct questions about what you really want from a career. Right now, you might be thinking that all you want is a big salary or to do something worthwhile. But is that really what will motivate you on a daily basis?

Looking for a career is like looking for a new partner – your life goals need to match. Ask yourself what you want from life. You will need to analyse

yourself closely: put yourself and your lifestyle preferences under the microscope. Think about what you enjoy doing the most with your time. Take a look around you – note down particular jobs and fields that inspire you.

### Secondly, what do you have to offer?

Any sales rep will tell you that you have to know your product inside out to sell it effectively. In job-hunting, the product is YOU. You need to identify your strengths and weaknesses. Asking

close friends can be one way, but you have to be sure they're being honest. Think about achievements and successes you've had, and analyse what you did to make them happen. Do the same for failures and disappointments. Decide if any of your weaknesses will get in the way of your perfect job. If they will, then set about addressing your weaknesses immediately.

- 5 Explain the meaning of these expressions from the article.
- |   |                              |
|---|------------------------------|
| 1 do something worthwhile                             | 5 look at the bigger picture |
| 2 put your lifestyle preferences under the microscope | 6 seize the opportunity      |
| 3 know your product inside out                        | 7 tailor your CV             |
| 4 set about addressing your weaknesses immediately    | 8 first and foremost         |
- 6 Work in pairs. Discuss the questions and advice in the article, and try them out on each other.
- Examples** *What do you enjoy doing most with your time?*  
*What achievements and successes have you had?*
- 7 Work in pairs.
- 1 What was the last interview you had?
  - 2 What type of questions and tasks were you given?
- 8  **10.5** Listen to the first part of an interview with Rob Yeung, a business psychologist, talking about how to succeed at job interviews. Answer the questions.
- 1 How have job interviewers changed recently, according to Rob?
  - 2 What does he say is the purpose of each of the following interview questions, and how should you answer them?
    - a Could you tell me what sort of animal you'd like to be?
    - b Do you know how many cars there are in Australia?
    - c Would you mind if I recorded this interview?
- 9  **10.6** Listen to the second part of the interview. Answer the questions.
- 1 What three interview assessment tasks does Rob Yeung mention?
  - 2 What skills is the in-tray exercise designed to test?
  - 3 What three piles does Rob Yeung recommend applicants separate the in-tray information into?
  - 4 Which job applicants might be given these tests:
    - a a keyboard exercise?
    - b a memory test?
  - 5 What questions can an applicant be asked to test memory?
  - 6 What does Rob Yeung think is the most important piece of advice to give someone going for a job interview? Do you agree?
- 10 If you were recruiting someone for your own job (or a job that you know well) what interview questions and tests or tasks would you set? What would be the ideal answers?

# you

**'The best careers advice is quite simple: find out what you like doing best, then get someone to pay you for doing it.'**

## The next question: where can you find the ideal job?

The ideal job won't just suddenly arrive – you'll have to work hard to find it. There are the traditional ways: newspaper advertisements, trade press, company websites, internet searches, and recruitment agencies. But also look at the bigger picture. The best, most fulfilling jobs often come to those who spot opportunities before they are advertised. Look around you. What trends have been happening in the

industry or sector you're interested in? What changes and developments are going to happen? How can you be part of them? Don't be frightened to seize the opportunity – it may change your life for the better.

## And finally: what's involved in the application process?

The different stages of applying for a job are fairly well-known: prepare a basic CV, research the job details and company background, tailor your CV,

write a personalized covering letter, send it ... and then start preparing for the interview. However, the important thing to remember is that each stage is an opportunity for you to show your potential employer what you can offer.

One final piece of advice: enjoy the process. If you're enjoying it, then there's more of you involved – and that ideal job is first and foremost about YOU.



## Describing a process. Interviewing techniques

## Describing a process



add  
fill  
keep  
need  
reach  
take  
take on  
top

- 1 10.7 Listen to Eric Carlin interviewing Javier Pérez, a sherry producer in Spain. Tick T (true), or F (false).

- 1 Sherry is produced in several different areas of Spain.
- 2 Nearly three-quarters of the production is exported.
- 3 Britain is the biggest export market today.
- 4 Most of the big sherry companies are Spanish-owned.
- 5 The sherry producers want to attract younger markets.

T	F
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

- 2 10.8 Listen to a later part of the interview. Answer the questions.

- 1 In which row of barrels in the *solera* is the oldest wine?
- 2 How long does it take for a premium sherry to progress through the *solera* system?

- 3 Work in pairs. Use the verbs in the box to complete the following extract from the interview. Use the appropriate passive form of the verb for describing a process.

When wine \_\_\_\_\_<sup>1</sup> for bottling, it \_\_\_\_\_<sup>2</sup> from the barrels on the bottom row, and these barrels \_\_\_\_\_<sup>3</sup> with an equal amount of wine from the next row up. Then, the barrels on that row \_\_\_\_\_<sup>4</sup> up with wine from the row above and that process continues until the top row \_\_\_\_\_<sup>5</sup>. Finally, at the end of the process, new wine \_\_\_\_\_<sup>6</sup> to the barrels on the top row. In this way, the characteristics of the older wine \_\_\_\_\_<sup>7</sup> by the younger wine and the quality of the wine \_\_\_\_\_<sup>8</sup> consistent.

- 4 10.8 Listen again. Check your answers.

- 5 Number the stages below to show the correct order in which olive oil is made.

## The making of olive oil

- ☐ a After that we take the olives to an olive press. Before pressing the olives we wash them and remove the leaves.
- ☐ b We spread a large net or canvas sheet under the olive tree, and we shake the tree to make the olives fall.
- ☐ c Then we collect the olives and put them into large baskets.
- ☐ d We harvest the olives at the end of autumn.
- ☐ e We make virgin olive oil from the first pressing. To qualify as virgin olive oil, we have to press the olives within seventy-two hours of harvesting.
- ☐ f We use two types of olive press: the preparatory press, which we use to extract the first oil from the olives, and the final press, which we use to press the olives more thoroughly.
- ☐ g We refine and blend the oil which we obtain from the final pressing, and then sell it as blended olive oil.



- 6 Work in pairs. Write a description of how olive oil is produced. Use the passive form of the verb to describe the stages in the production process. Begin *The olives are harvested at the end of autumn ...*

### Interviewing techniques

- 1 Read the interview questions and phrases Eric uses in his interview with Javier Pérez. Add other interview questions and phrases you know under the appropriate headings.

#### Introducing a topic

Could I start by asking you about ... ?  
Could we talk about ... ?

#### Checking understanding

So (*all sherry comes from this area*)?  
So if (*70% is exported*), then (*only 30% is drunk in Spain*)?

#### Asking for more information

Now I imagine (*a lot of the sherry is exported*). Is that the case?  
You say (*tastes are beginning to change*).  
Could you explain in what way?  
Earlier (*you referred to ...*). Could you describe how (*the solera system works*)?

#### Asking for clarification

By (*DO wine*), do you mean (*the wine produced in classified areas*)?

#### Showing understanding

Yes, I understand.  
I see. Thank you.

#### Thanking

Thank you very much, (*Señor Pérez*).  
It's been most interesting.

- 2 Work in pairs. Give your partner an interesting topic, e.g. a leisure interest, foreign travel, etc. Make a list of questions about this topic, then interview him/her. Answer your partner's questions.

