

# 8

## IN THIS UNIT

### GRAMMAR

- verb patterns
- causatives

### VOCABULARY

- globalisation
- collocations
- abstract nouns
- words from the text

### SCENARIO

- clarifying
- taking part in a debate

### STUDY SKILLS

- summarising

### WRITING SKILLS

- a summary

# Globalisation

## 8.1 GLOBALISATION – GOOD OR BAD?



*In the emerging global economy, everything is mobile.* Bill Clinton, 1946–, former US president

## SPEAKING AND VOCABULARY

### GLOBALISATION

#### 1 What do you understand by the term *globalisation*?

#### 2 Complete the description with the words in the box.

communications      experience      improvements  
life      world

Globalisation is a term used to describe the way in which the <sup>1</sup>\_\_\_\_\_ is developing a single economy and culture. This is as a result of <sup>2</sup>\_\_\_\_\_ in technology and <sup>3</sup>\_\_\_\_\_, and the influence of large multinational companies. Globalisation is changing people's <sup>4</sup>\_\_\_\_\_ of everyday <sup>5</sup>\_\_\_\_\_ all over the world.

#### 3 Work with a partner. Which of the following causes/results of globalisation are the most important? Why? Can you think of any others?

- cheap air travel
- availability of global brands and products (e.g. Sony, Adidas, Nestlé, Nokia, McDonald's)
- entertainment (e.g. music, TV, films, shows from other countries)
- communication advances
- world events (e.g. the Olympic Games, the World Cup)
- opportunities to work or study abroad
- international organisations (e.g. the United Nations, the World Health Organisation, the World Bank)

#### 4a Complete the sentences with the nouns in the box.

companies      competition      cultures      environment  
gap      manufacturing      poverty      standards  
understanding      workers

##### Globalisation:

- exploits \_\_\_\_\_ in sweatshops in poorer countries.
- widens the \_\_\_\_\_ between rich and poor.
- reduces \_\_\_\_\_ and increases wealth.
- promotes global \_\_\_\_\_ and tolerance.
- destroys local \_\_\_\_\_ and traditions.
- damages the natural \_\_\_\_\_.
- improves the quality of \_\_\_\_\_, leading to more jobs and better pay.
- creates \_\_\_\_\_ and increases the choice of goods and services.
- encourages better \_\_\_\_\_ for the environment, literacy, health, working conditions.
- gives multinational \_\_\_\_\_ too much power.

#### 4b Work in small groups. Discuss the sentences about globalisation in Exercise 4a. Which do you agree/disagree with?

## READING AND LISTENING

**5 Viewpoint** is a weekly current affairs programme. Read the opinions on the *Viewpoint* message board and complete the table for messages 1–4.

	For or against globalisation?	Reasons
1 Marco		
2 Cindy		
3 Anna		
4 David		
5 Michel		
6 Mike		
7 Astrid		
8 John		
9 Maria		

MESSAGE BOARDS > VIEWPOINT

### Is globalisation a good thing?

**1** Globalisation is definitely about progress. It leads to better products, which are more cost effective to produce and therefore cheaper for everyone. It's about consumer choice. Globalisation also connects people by means of communication and offers them new opportunities for travel, work and education. It means a faster rate of development for the whole world. Many poorer countries have benefited from investment as a result of globalisation. **Marco, Italy**

**2** The global economy simply means sweatshops in poor countries so that rich countries can have cheap goods. There is a lot of inequality involved in globalisation and the desire for cheaper products. It also leads to the destruction of natural resources. Globalisation benefits the rich nations, who control prices, who influence the economies of poor countries and cause populations to migrate in order to try and improve their lives. **Cindy, China**

**3** Globalisation has been a force for change in so many ways for so many people. It has given them access to information and improved their lives, and has given global mobility to skilled workers. Fair trade has the ability to lift people out of poverty. It creates a level playing field and allows countries across the world to share their best products, goods and services. Many workers in developing countries now have employment because of globalisation. Globalisation benefits all nations by increasing competitiveness and efficiency. **Anna, Brazil**

**4** Globalisation's only good for those who are already economically strong. It's the big multinational companies who really benefit, and it worries me that sometimes they seem to have more power and influence over our lives than elected governments. Some of them are actually richer than whole countries, which must be a bad thing. **David, Nigeria**

**6 8.1** Now listen to some other views from the podcast of last week's show and complete the table.

**7** Choose two of the messages and summarise each person's view point in one or two sentences.



## VOCABULARY

### COLLOCATIONS

**8a** Complete the collocations with the words in the box.

change choice greed rights trade

- 1 consumer \_\_\_\_\_
- 2 climate \_\_\_\_\_
- 3 corporate \_\_\_\_\_
- 4 fair \_\_\_\_\_
- 5 human \_\_\_\_\_

child free global multinational natural

- 6 \_\_\_\_\_ resources
- 7 \_\_\_\_\_ warming
- 8 \_\_\_\_\_ companies
- 9 \_\_\_\_\_ labour
- 10 \_\_\_\_\_ markets

**8b** Now check your answers to Exercise 8a in Audio script 8.1 on page 177.

**8c** Choose three or four collocations and write sentences about your own country.

## SPEAKING AND WRITING

**9** Assessing results and consequences Work in groups to discuss the questions.

- 1 Discuss the impact of globalisation up to now on your own life and your country.
- 2 Are you optimistic or pessimistic about the future? Why?
- 3 Thinking about the issues involved in globalisation, and having looked at some of the arguments in this lesson, do you think it is a force for good, for bad or a mixture of both?

**10** Summarise your argument in a short paragraph for the *Viewpoint* message board.



### MEET THE EXPERT

Watch an interview with Richard Cook, a consultant and coach, about working in a global workplace.

Turn to page 152–153 for video activities.



**6** Read the texts again. Which texts, if any, refer to the following topics?

- 1 building relationships
- 2 dressing conservatively
- 3 indirect and direct communication styles
- 4 avoiding stereotypes
- 5 showing respect for authority
- 6 understanding handshakes
- 7 using titles and correct forms of address
- 8 exchanging business cards
- 9 punctuality and deadlines
- 10 space issues between people



**7** Work with a partner. Describe the problems in each text. What advice would you give the people in the three situations?



**8 Drawing conclusions** With your partner, look again at the listening and reading sections. What are the three most important skills you need when working in a global team?

## GRAMMAR

### VERB PATTERNS



**9** Look at the highlighted sentences in the texts and match verbs 1–5 with patterns a–e.

- 1 appear
  - 2 ask
  - 3 dislike
  - 4 forget
  - 5 start
- a followed by the infinitive with *to*  
 b followed by either the infinitive with *to* or the -ing form with a different meaning  
 c followed by an object and the infinitive with *to*  
 d followed by the -ing form  
 e followed by either the infinitive with *to* or the -ing form with no change in meaning

**C** Team members from Mexico, India, China, Germany and the USA were having a series of business meetings in Mexico when some problems arose with regard to punctuality and deadlines. Team members from Mexico, India and China were sometimes late for meetings, giving the reason that they had been getting to know their colleagues from other countries over coffee in the staff canteen. However, the team members from Germany and the USA disliked waiting for team members who turned up late and had become frustrated. For the Germans and Americans if someone said 'the deadline is tomorrow', then that meant tomorrow. However, the Mexicans, Indians and Chinese argued that getting to know each other was more important to the success of the project than a deadline, because only by building trust together could they work as a team. They also found that the Americans and Germans didn't seem to value tact and diplomacy enough. For example, sometimes the Americans said things without considering the feelings of the people they were talking to.

**10** Work with a partner. Look at the pairs of sentences 1–5 and discuss the differences between the verb patterns.

- 1 a I remember watching the first TV reports of the tsunami.  
b Remember to lock the door when you go out.
- 2 a I'll never forget meeting Brad Pitt when I went to Hollywood.  
b I won't forget to switch off the lights when I go.
- 3 a I stopped driving after three hours at the wheel.  
b I stopped to have a break for a few minutes.
- 4 a I tried sending her flowers, but it had no effect.  
b I tried to persuade her to listen to me, but she wouldn't.
- 5 a I regret to inform you that you did not get the job.  
b I don't regret changing jobs.

### GRAMMAR TIP

After *remember*, *forget*, *stop*, *regret* and *go on*, we choose infinitives to look forward and -ing forms to look at the present or past.

*I must remember to download a map of the city. (I'm going there next week.)*

*I remember meeting him at a conference in Seoul. (The conference was two years ago.)*

→ Language reference and extra practice, pages 126–149

**11** Complete the sentences with the infinitive or -ing form of the verbs in brackets. In some sentences both may be possible.

- 1 I'm sorry I forgot \_\_\_\_\_ (respond) to your email.
- 2 I tried \_\_\_\_\_ (talk) to the team leader, but he didn't really listen.
- 3 I'll never forget \_\_\_\_\_ (attend) the Forbes Global CEO conference in September.
- 4 Don't forget \_\_\_\_\_ (go) to the meeting.
- 5 I remember \_\_\_\_\_ (hear) something about how popular the book was in China.
- 6 I stopped \_\_\_\_\_ (buy) global brands like Adidas and Nike.
- 7 She remembered \_\_\_\_\_ (bring) her video camera to the conference, so we've got a great film of it.

**12** Work with a partner and discuss topics from this list.

- someone you'll never forget meeting
- something you stopped doing recently
- something different you should try doing next year
- something you'll never forget seeing
- something you shouldn't forget to do before going to an interview
- something you remember doing on one of your birthdays



## LISTENING AND VOCABULARY

### ABSTRACT NOUNS

#### 1 Work with a partner to discuss the questions.

- 1 Would you like to work for an international company that employs people in many different countries?
- 2 Would you like to work or travel abroad? Why?/Why not?
- 3 What problems could arise when people from different countries have to work together in a global team?
- 4 What skills do you think you need to work in a global team?

#### 2a Match words 1–5 with their meanings a–e.

- 1 adaptability
- 2 curiosity
- 3 consensus
- 4 sensitivity
- 5 intuition

- a the desire to know about something
- b the ability to change and be successful in different situations
- c agreement between everyone in a group
- d the feeling that you know something is correct or true even if you don't know why
- e thinking about how other people will feel about something

#### 2b Complete the sentences with words from Exercise 2a.

- 1 My \_\_\_\_\_ told me not to trust him.
- 2 He definitely has \_\_\_\_\_ – he could live in any country.
- 3 All team members need to have a \_\_\_\_\_ about the country they are going to.
- 4 The team leader's rude comments show a lack of \_\_\_\_\_.
- 5 The team failed to reach a \_\_\_\_\_ on the issue.

#### 3 8.2 Listen to four international managers giving advice to young people who want to work for global companies. Decide which speaker does the following.

- a gives an example of how to adjust to someone with a different communication style
- b talks about a number of skills needed to work globally
- c talks about cultures with different ideas about the individual and the team
- d talks about what employers want

#### 4 Listen again and complete the notes using one word in each gap.

My notes

Global employers want people who:

- are willing to work with people from different <sup>1</sup> \_\_\_\_\_ and <sup>2</sup> \_\_\_\_\_
- take an active <sup>3</sup> \_\_\_\_\_ in the world around them
- have a global <sup>4</sup> \_\_\_\_\_
- treat people as <sup>5</sup> \_\_\_\_\_ and don't <sup>6</sup> \_\_\_\_\_ them

When dealing with someone who has a more indirect communication style to you, you should:

- pay more attention to how you <sup>7</sup> \_\_\_\_\_ things
- make sure <sup>8</sup> \_\_\_\_\_ and information don't come across too directly
- speak to them in <sup>9</sup> \_\_\_\_\_

Individual-focused cultures:

- value an individual's contributions and <sup>10</sup> \_\_\_\_\_
- like focused, <sup>11</sup> \_\_\_\_\_ only meetings

Team-focused cultures:

- think deciding something <sup>12</sup> \_\_\_\_\_ is a vital step in decision-making
- like to make the person look <sup>13</sup> \_\_\_\_\_

## READING

#### 5 Scan the texts quickly. Which countries or continents are mentioned in each one?

**A** A group of exchange students from Europe were attending a lecture by Professor Lee at a university in Hong Kong. After a while, one of the exchange students put up her hand. Professor Lee didn't seem to notice her at first and the local students looked a bit awkward. After a few minutes, Professor Lee noticed her and she asked him to clarify something. Then other exchange students started asking more questions and the professor appeared to be uneasy. He hadn't encountered so many questions before. Then some of the exchange students started to challenge the professor's point of view. The atmosphere was quite strange. The local students preferred to be more reserved and wanted everyone to show more respect towards the professor.

**B** A group of clinical researchers for an international pharmaceutical company were meeting in Moscow to discuss the studies they were running all over the world. Most of the researchers were Chinese and Russian but the group leader was American. Some of the researchers were unhappy because the group leader called everyone by their first names and forgot to use their titles. Although he tried to be friendly, he was not polite and had a very relaxed tone and stance and dressed very casually. In fact, some of the group said they would never forget seeing him attend one meeting wearing shorts. He seemed to think that what was said was more important than how it was said and he never seemed to pay attention to body language.



**6** Read the texts again. Which texts, if any, refer to the following topics?

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**7** Work with a partner. Describe the problems in each text. What advice would you give the people in the three situations?



**8** Drawing conclusions With your partner, look again at the listening and reading sections. What are the three most important skills you need when working in a global team?

## GRAMMAR

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b I don't regret changing jobs.

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→ Language reference and extra practice, pages 126–149

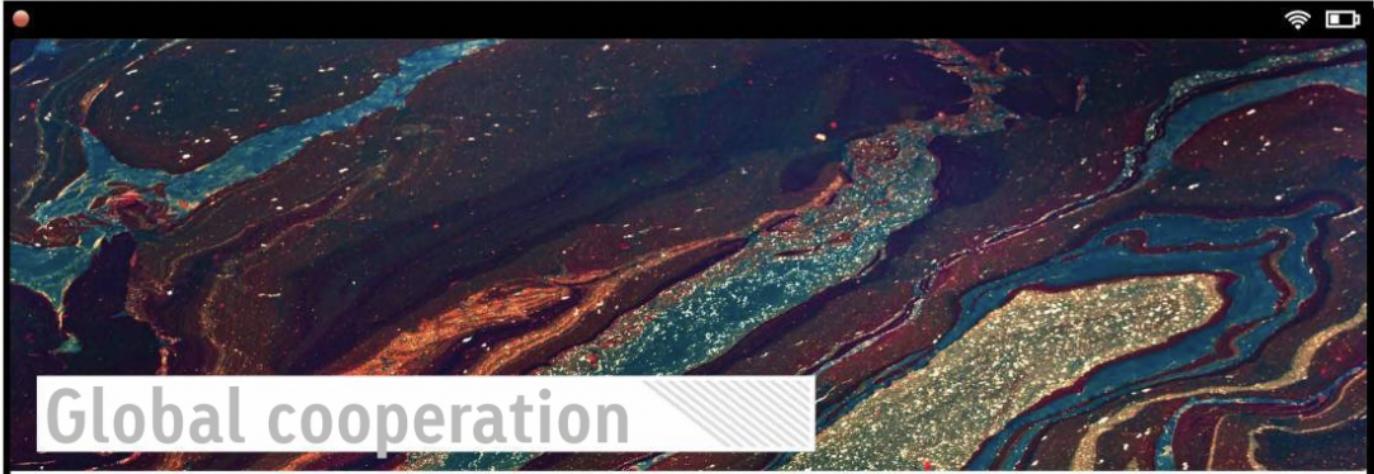
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## Global cooperation

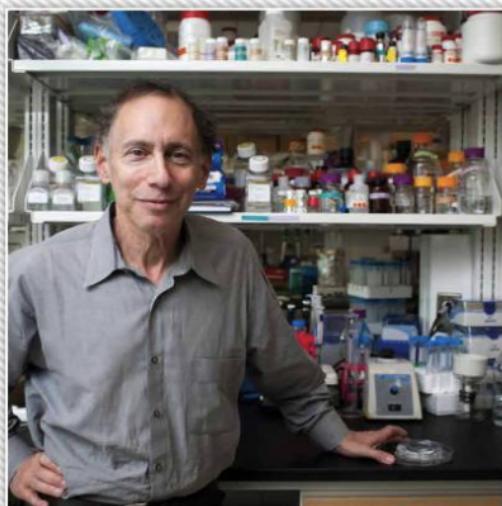
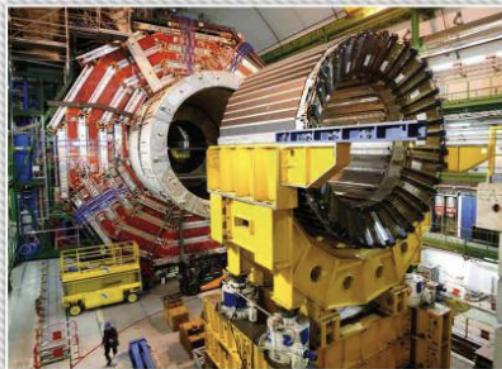
1 Now, in the 21st century, we've seen a new dynamic that is pushing the boundaries of invention and innovation – global cooperation. Scientific and technical research and development is now so complicated and sophisticated that no one scientist, however brilliant, can know it all. So, increasingly, innovation is coming from the combining of cutting edge expertise from diverse scientific fields. Scientists at CERN, for example, have come together from all over the world to seek answers to questions such as what is the universe made of and how did it start. In this article we will look at two more examples of this new global phenomenon that is quietly revolutionising our world.

2 There are now over 8,000 scientific journals worldwide and it is impossible to be an expert in all areas. Professor Bob Langer at Massachusetts Institute of Technology (MIT) has made significant breakthroughs in the field of biomedical engineering and cancer treatment. But he hasn't done it on his own. His skill has been in bringing together truly interdisciplinary teams. He has invited experts from around the world in polymer science, medicine, pharmaceuticals, radiology, neurosurgery, molecular biology and engineering to form a global team to design new polymers\* which can go inside the body, deliver medicines and then dissolve. Professor Langer is constantly looking for new global collaborators and experts in different fields.

3 When Cesar Harada heard about the effects of the oil spill in the Gulf of Mexico in 2010, he quit his dream job as project leader at MIT and tried to develop a more efficient way to soak up the oil. But rather than prioritising profit, he decided to 'open-source' the design. He shared his own ideas on the web for free and then got experts from all around the world to contribute ideas and even donations. He then invited scientists and engineers to join him in New Orleans, and together they designed a highly manoeuvrable, flexible boat capable of cleaning large tracts of oil quickly. This free, not-for-profit way of sharing ideas, and releasing intellectual property on the internet, meant that innovation happened very quickly. All they had to do was credit all the inventors who cooperated. Harada's 'open-source' reciprocity is a new economic model with global cooperation at its core.

4 Drawing people together from all over the world and creating synergy is a powerful way of driving innovation. Global teams with a united purpose building on everyone's expertise can collectively do far more than one brilliant individual. The inventor today is a global collaborator, a sharer, and not a protector of ideas. With 2.3 billion people online, collaboration and global cooperation can happen really quickly and it is possible to connect in a more profound way than ever before.

\*polymers = a chemical compound formed from long chains of the same molecule group



## READING

**1** You are going to read an article about global cooperation. Work in small groups. How many examples of global cooperation can you think of for the areas below? How did the global cooperation occur?

- scientific breakthroughs
- humanitarian crises
- natural disasters
- environmental disasters

*Scientists from all over the world worked on the Higgs Boson project in Switzerland.*



**2** Read the article quickly and choose the best title.

- 1 Global cooperation is on the increase.
- 2 Is innovation dependent on globalisation?
- 3 Global cooperation is needed more than ever before.



**3** Complete gaps 1–4 in the article with sentences a–d.

- a International cooperation based on sharing information freely has produced innovative approaches to solving problems.
- b In a highly specialised world, scientists, medics and engineers have to collaborate in order to innovate.
- c It appears that the days of brilliant individual inventors working in garages on their own is over.
- d We live in a world which has benefited from huge advances in technology, medicine and science made during the last century.



**4** Summarising Summarise these topics in one or two sentences.

- 1 What is happening with innovation in this century
- 2 Langer's approach to teams
- 3 Harada's innovative approach to problem solving

## VOCABULARY

### WORDS FROM THE TEXT



**5a** Match words or phrases in the article with their meanings 1–7.

- 1 the force that controls the relationships people or things have with each other (paragraph 1)
- 2 to challenge the limit of what is thought to be possible (paragraph 1)
- 3 the newest way of doing something (paragraph 1)
- 4 an event or situation that can be seen (paragraph 1)
- 5 to work together (paragraph 2)
- 6 the combined power of a group of things when they are working together (paragraph 4)
- 7 serious (paragraph 4)



**5b** Complete the text with words from Exercise 5a.

All our scientists have <sup>1</sup> \_\_\_\_\_ with scientists throughout the world leading to <sup>2</sup> \_\_\_\_\_ research which will have <sup>3</sup> \_\_\_\_\_ impacts in the field of space exploration.

Working together has led to great <sup>4</sup> \_\_\_\_\_ and we will only be able to push the <sup>5</sup> \_\_\_\_\_ of scientific knowledge through further collaboration.

## GRAMMAR

### CAUSATIVES

**6a** **8.3** Listen to three people from a global charity discussing their latest campaign and answer the questions.



- 1 What was successful?
- 2 Did Jane fix her own computer?
- 3 Who updated the website?
- 4 Who approved the figures?
- 5 What was a shame?
- 6 Who will sign off the plan?

**6b** Look at Audio script 8.3 on page 177 and underline examples of structures 1–3.



- 1 *have + object + past participle* to describe something which is done for the subject by someone else (i.e. the subject arranges or pays for somebody else to do something for them)
- 2 *get + object + past participle* to describe something which is done for the subject by someone else (i.e. the subject arranges or pays for somebody else to do something for them)
- 3 *have + object + past participle* to describe something unexpected or unpleasant which happens to the subject

### GRAMMAR TIP

In this structure, *get* is usually more informal than *have* and we tend to use it in spoken English.  
*We must get the house decorated soon.*

→ Language reference and extra practice, pages 126–149



**7** Put the words in order to make correct sentences.

- 1 removed / the / protesters / had / the / authorities
- 2 we / have / will / new phone lines / three / installed / next month
- 3 at the airport / the photographers / searched / had / bags / their
- 4 is having / she / her new book / into Japanese / translated
- 5 you / do / your / done / hair / get / at / Alleycatz?
- 6 had / their / taken / fingerprints / the police / by / the demonstrators
- 7 he / is / to / have / going / tested / his eyes / tomorrow
- 8 of / I / to / you / have / had / a copy / the report / sent
- 9 passport / last year / my brother / his / stolen / had
- 10 my / friend / slashed / his / tyres / got / by / some hooligans

## SPEAKING

**8a** Work with a partner. Read notes about two examples of global cooperation.

Student A: look at page 156.

Student B: look at page 158.

**8b** Share your information and discuss what else you know about these topics.



**G1** **1** There is a missing or incorrect word in each sentence. Find the mistakes and correct them.

- 1 Our teacher allowed us use calculators.
- 2 We stopped the car look at the beautiful view.
- 3 Would you consider give us a larger room?
- 4 I'm afraid I forgot locking the door before I left.
- 5 The door seems be locked. Do you have the key?
- 6 There's no answer. I'll try send him a text message.
- 7 Did you remember turning off the lights?
- 8 I always try stay in touch with my old friends.



**2** Complete the gaps with the appropriate phrase, a or b.

- 1 1 They \_\_\_\_\_ sugar in those drinks years ago.  
2 We \_\_\_\_\_ some petrol in the car.  
a stopped to put              b stopped putting
- 2 1 Don't \_\_\_\_\_ eggs when you go shopping!  
2 I'll never \_\_\_\_\_ only 10 percent in my final university exam. It was so embarrassing!  
a forget to get              b forget getting
- 3 1 I \_\_\_\_\_ my first girlfriend to meet my parents.  
2 I must \_\_\_\_\_ some warm clothes with me.  
a remember to bring      b remember bringing
- 4 1 I \_\_\_\_\_ the door, but it was stuck.  
2 She \_\_\_\_\_ a shop, but it never made a profit.  
a tried to open              b tried opening

## SITUATION

1 Read the extract from a TV guide and discuss the questions with a partner.

- 1 Do you prefer shopping in a supermarket or smaller stores? Why?
- 2 What do you expect to be able to buy in a supermarket? Discuss your ideas with a partner.
- 3 Do you think supermarkets are generally good or bad for the communities they serve?

### English language channel

Thursday 10 p.m.

#### VISTA Live debate

This week the panel discusses the plans of Smithsons, the international supermarket giant, to open branches in towns and cities all over the country. Opinions on the company and its activities are sharply divided so this will definitely be one to watch.



2 Now read the newspaper report and answer the questions.

- 1 When was Smithsons founded?
- 2 What does it sell?
- 3 Where does it sell?
- 4 What sort of stores does it have?
- 5 What is happening in the near future?

### Supermarket plans further expansion

**S**MITHSONS, THE SUPERMARKET giant, is on the move again, as it looks at entry into a number of new markets around the world.

From its small beginnings as a market stall over eighty-five years ago, Smithsons has become one of the world's biggest companies and employers. Growing out of its bases in the USA and UK, it now has around 5,000 stores around the world. From out-of-town superstores to small city-centre convenience shops, it claims to offer something for everyone.

Today it sells a vast range of goods and has seen huge growth since it entered the non-food area. It now sells everything from clothing, household items and electrical goods to financial services, fuel and insurance. The larger stores can now organise weddings and funerals. The company's slogan, 'Smithsons – for everything in life', is, it seems, becoming a reality.



3a **8.4** Bob Craven, the Chief Executive of Smithsons, is on the hard-hitting radio programme *In the Hot Seat*. Listen and tick the topics that are mentioned.

- 1 environmental damage
- 2 staff unions
- 3 consumer choice
- 4 competition
- 5 fair trade
- 6 treatment of staff



3b Listen again and take notes on the topics in Exercise 3a.





## KEY LANGUAGE

### CLARIFYING

**4a** Correct the mistakes in the extracts. Look at Audio script 8.4 on page 177 to check your answers.

- 1 ... what do you think by good value?
- 2 Basically, what I'm meaning is the customer is ...
- 3 Sorry, I don't catch what you mean.
- 4 What I really try to say is ...
- 5 Or to give it another way, ...
- 6 Could you expand that in more detail, please?
- 7 Could you be more clear?
- 8 Let me research that.
- 9 Could you explain me an example?
- 10 To be more clear ... we really appeal to ...



**4b** Put the phrases in Exercise 4a into two groups.

a for making your meaning clearer      b asking for clarification



## TASK

### TAKING PART IN A DEBATE

**5a** Work in groups. Smithsons is planning to come to your country. You will be taking part in an edition of *Vista*, the live TV debate programme.

Student A (Chairperson): look at page 156 and study your role card.

Student B (Labour relations expert): look at page 158 and study your role card.

Student C (Government representative): look at page 161 and study your role card.

Student D (Opposition party representative): look at page 163 and study your role card.

Student E (Consumer group representative): look at page 163 and study your role card.

**5b** Work in pairs of the same roles (two As, Bs, etc.). Discuss what you believe, and think about the arguments you can use in the debate.

**5c** Hold the debate in groups of Students A–E.

### OTHER USEFUL PHRASES

#### Chairing

I'd like to ask (name) for his/her views (on this).

Thank you, (name). You've had your say. Let the others give their views now, please.

I'd like to move on now to ...

#### Interrupting

I'd just like to say ...

Can I just come in here?

If I can interrupt you at this point ...

#### Dealing with interruptions

If you could just let me finish.

Hold on a minute, please.

If I can just finish what I'm trying to say ...

#### Getting your point across

The main issue here is ...

The really important thing is ...

Surely, the point is that ...



## STUDY SKILLS

### SUMMARISING

#### 1a Work with a partner and discuss the questions.

- 1 When do you need to summarise things in your life?
- 2 Are your summaries generally formal or informal? Written or spoken?

#### 1b Discuss what you think makes a good summary.

#### 2a Are these statements true or false, do you think? Give reasons.

- 1 A summary is a short version of the original text.
- 2 To write a good summary, you must understand every word in the original text.
- 3 A summary is generally about one-third of the length of the original text.
- 4 You should use your own words when summarising.
- 5 You must not change the order of the ideas in the text.
- 6 You should never use words from the original text.
- 7 You must not include any quotations from the original text.
- 8 A summary should not include your own opinions.
- 9 It is difficult to do a summary if you cannot paraphrase well.
- 10 It is helpful to find synonyms for words when summarising.

#### 2b Which of the ideas that are true did you think of in Exercise 1b?

#### 3 Put the stages of writing a summary below in order.

- a Highlight the key points in the original text.
- b Make notes of the key points. Paraphrase the points, do not copy them.
- c Check the summary to make sure it is accurate and complete.
- d Read the original text carefully and check the meaning of unknown words.
- e Write the summary from your notes.

#### 4 Work with a partner. What do you understand by the terms *paraphrasing* and *topic sentences*? Read the text below to check.

When you summarise a text, you need to select the key point in each paragraph. The main point is usually in the topic sentence. This is generally the first sentence of the paragraph, though it may appear in other places, including at the end. You also need to paraphrase the important points. This means that you express them in a shorter, different way, using your own words if possible.

**5 Topic sentences** Look at paragraphs 1–3 of the article on page 80. Underline the topic sentence in each paragraph, and identify one important idea that supports it.

#### Paragraph 1

Topic sentence: Now, in the 21<sup>st</sup> century, we've seen a new dynamic that is pushing the boundaries of invention and innovation – global cooperation.

Supporting idea: Scientific and technical research and development is now so complicated and sophisticated that no one scientist, however brilliant, can know it all.

#### 6 Paraphrasing

Read paragraph 1 of the article again and say which paraphrase below is better. Give your reasons.

##### Paraphrase A

In this century, new ways of dealing with the world's problems are the result of experts from different fields working together rather than from achievements by individuals. For example, at CERN, scientists from different countries have joined together to find solutions to complex problems. (44 words)

##### Paraphrase B

Global cooperation can result in invention and innovation. This depends on advances in different fields. One individual cannot find new ways of solving problems. New solutions need cooperation. Scientists at CERN are studying the problems of the universe. These can only be solved by experts from diverse fields. (47 words)

#### 7 Work with a partner. Read paragraph 2 of the article. It contains 129 words. Discuss the summary below. Give reasons why it is *not* a good one.

Scientists have to collaborate to innovate. There are now over 8,000 scientific journals in the world. One person cannot be an expert in all the areas of research. Professor Langer at MIT has made breakthroughs in the medical field. He has done this by forming teams from different disciplines to find new polymers for treating a medical condition. He is always trying to find new global collaborators. (67 words)



## WRITING SKILLS A SUMMARY

**8** Read techniques a–c about paraphrasing. Then paraphrase sentences 1–6.

a Using synonyms

*Some people believe/say/argue/claim that innovation/creativity is driven/stimulated by competition.*

b Changing the word class

*innovation – innovate or innovative; competition – compete or competitive; collaboration – collaborate*

c Changing the word order

*Drawing people together from all over the world and creating synergy is a powerful way of driving innovation.*

*One of the most effective ways of encouraging innovation is to form an international team to work on a project.*

- 1 So, increasingly, innovation is coming from the combining of cutting edge expertise from diverse scientific fields. (paragraph 1)
- 2 In a highly specialised world, scientists, medics and engineers have to collaborate in order to innovate. (paragraph 2)
- 3 His skill has been in bringing together truly interdisciplinary teams. (paragraph 2)
- 4 But rather than prioritising profit, he decided to ‘open source’ the design. (paragraph 3)
- 5 It appears that the days of brilliant individual inventors working in garages on their own is over. (paragraph 4)
- 6 The inventor today is a global collaborator, a sharer, and not a protector of ideas. (paragraph 4)

**9** You are going to summarise an article about a new trend in manufacturing in the USA. Before writing the summary, do the following.

- 1 Underline the topic sentence in each paragraph.
- 2 Try to paraphrase each of the sentences.

**10** Write your summary in approximately 120 words. Use this structure. (To ensure that the summary is cohesive, use linking words such as *however, in addition, finally*.)

- what the new trend is
- how American firms used to manufacture
- reasons why some American firms are changing their way of manufacturing
- examples of firms that are changing their method of manufacturing
- the situation in Europe

Early next month, local officials will gather for a ribbon-cutting ceremony at a facility in Whitsett, North Carolina. A new production line will start to roll and the seemingly impossible will happen: America will start making personal computers again. Mass-market computer production had been slowly disappearing for the past thirty years, and the vast majority of laptops have always been made in Asia. Dell shut two big American factories in 2008 and 2010 in a big move to China, and HP now makes only a small number of business desktops at home. The new manufacturing facility is being built not by an American company but by Lenovo, a highly successful Chinese technology group.



The original ideas behind offshoring was that Western firms with high labour costs could make huge savings by sending work to countries where wages were much lower. Offshoring means moving work and jobs outside the country where a company is based. For several decades, that strategy worked, often brilliantly. But now companies are rethinking their global footprints.

The first and most important reason relates to labour costs. Wages in China and India have been going up by 10–20 percent a year for the past decade, whereas manufacturing pay in America and Europe has hardly changed. Other countries, including Vietnam, Indonesia and the Philippines, still offer low wages, but not China's scale, efficiency and supply chains. Lenovo's labour costs will still be higher than in its factories in China and Mexico, but the gap has narrowed a great deal.

Second, many American firms now realise that they went too far in sending work abroad and need to bring some of it home again. Well-known companies such as Google, General Electric and the Ford Motor Company are bringing some of their production back to America and adding new capacity there. Michael Porter, Harvard Business School's guru on competitive strategy, says that a lot of chief executives offshored too quickly, and too much.

In Europe, there was never as much enthusiasm for offshoring as in America, and the small number of companies that did it are in no rush to return.

## Reading

Read the text on Alan Sugar and decide if the following sentences are True, False or Not Mentioned.

In this paper I would like to discuss the question: 'Is Alan Sugar a role model for people going into business?'. There are certainly reasons to answer 'yes' or 'no' to this question.

Alan Sugar is definitely a very well-known and successful businessman in the UK. He left school at 16 with no qualifications and started his own business selling electrical goods out of the back of a van. He now has an estimated fortune of £830 million and is the 84th richest man in the UK. His Amstrad CPC 464 was one of the first home computers and by the end of the 1980s Amstrad had a stock market value of £1.25 billion. In the nineties, and later, he started buying and selling companies, such as Sinclair, Betacom and Viglen, and eventually sold Amstrad itself, at a profit. He was also Chairman of Tottenham Hotspur Football Club. He has now become a TV celebrity with his own TV series 'The Apprentice', which is a reality TV show where a group of young business people try to win an important position in Alan Sugar's company.

On the other hand, Alan Sugar is not popular with everyone in the business world. As is the case with many businessmen, he is sometimes known for being ruthless and insensitive. Some people claim that he did not treat the contestants on 'The Apprentice' very well. For many people on the street, Alan Sugar is best known for saying 'You're fired!' to someone in every episode. Many businesspeople have also said that 'The Apprentice' actually shows you how not to run a business, rather than how to run one. And some even questioned his business skills when Amstrad wasn't doing very well in the nineties.

In conclusion, Alan Sugar may not be an ideal role model for everyone. However, in my opinion Alan Sugar is a role model because he started with nothing and finished a millionaire. Such a story surely has lessons for all of us.

1 Alan Sugar went to university before starting work. False

2 At first, he didn't have a shop to sell his goods. Select an option ▾

3 His computer was the first ever home computer. Select an option ▾

4 His company was a stock market leader by the end of the 80s. Select an option ▾

5 His TV show gives its winners money to start their own business. Select an option ▾

6 People remember Mr Sugar for sacking people on TV. Select an option ▾

7 Armstrad went bankrupt. Select an option ▾

8 The writer thinks we can learn from Mr Sugar. Select an option ▾

## Study Skills: Summarising (2)

Read the text again and decide which paraphrasing skill is being used.

Keyboard instructions ▾

In this paper I would like to discuss the question: 'Is Alan Sugar a role model for people going into business?'. There are certainly reasons to answer 'yes' or 'no' to this question.

Alan Sugar is definitely a very well-known and successful businessman in the UK. He left school at 16 with no qualifications and started his own business selling electrical goods out of the back of a van. He now has an estimated fortune of £830 million and is the 84th richest man in the UK. His Amstrad CPC 464 was one of the first home computers and by the end of the 1980s Amstrad had a stock market value of £1.25 billion. In the nineties, and later, he started buying and selling companies, such as Sinclair, Betacom and Viglen, and eventually sold Amstrad itself, at a profit. He was also Chairman of Tottenham Hotspur Football Club. He has now become a TV celebrity with his own TV series 'The Apprentice', which is a reality TV show where a group of young business people try to win an important position in Alan Sugar's company.

On the other hand, Alan Sugar is not popular with everyone in the business world. As is the case with many businessmen, he is sometimes known for being ruthless and insensitive. Some people claim that he did not treat the contestants on 'The Apprentice' very well. For many people on the street, Alan Sugar is best known for saying 'You're fired!' to someone in every episode. Many businesspeople have also said that 'The Apprentice' actually shows you how not to run a business, rather than how to run one. And some even questioned his business skills when Amstrad wasn't doing very well in the nineties.

In conclusion, Alan Sugar may not be an ideal role model for everyone. However, in my opinion Alan Sugar is a role model because he started with nothing and finished a millionaire. Such a story surely has lessons for all of us.

The writer would like to talk about the question... ...to win an important place in Alan Sugar's organisation.

Alan Sugar may not be seen as a perfect role model. Alan Sugar does not have the popularity...

Alan Sugar is a role model, in my opinion... His business skills have been questioned by some.

There has been a claim from some people that... In the UK he is the 84th richest man...

Move

**Using Synonyms**

The writer would like to talk about the question...  
*(Example)*

**Changing the word class (eg from a noun to a verb)**

 DRAG ITEM HERE

**Changing the word order**

 DRAG ITEM HERE

## Study Skills: Summarising (3)

Decide which of the following sentences would be included in a summary.

- a) The writer discusses if Alan Sugar is a role model for people thinking of going into business.  **Include**
- b) Firstly, Alan Sugar has been a successful businessman.  **Select an option ▾**
- c) He left school at sixteen.  **Select an option ▾**
- d) He has a fortune of £830 million and is the 84th richest man.  **Select an option ▾**
- e) He also owned Amstrad, which was one of the first companies to make home computers.  **Select an option ▾**
- f) In the nineties he bought and sold companies at a profit.  **Select an option ▾**
- g) On the other hand, Alan Sugar is not popular with some people in business.  **Select an option ▾**
- h) Some people say he is ruthless and insensitive.  **Select an option ▾**
- i) He was Chairman of a football club .  **Select an option ▾**
- j) In conclusion,The writer thinks he is a role model because he started with nothing and then became rich.  
 **Select an option ▾**

**V1–3 5** Complete the crossword using the clues.



## Clues Across

- 1 The annual conference is a great \_\_\_\_\_ opportunity.
  - 3 There's a complicated \_\_\_\_\_ in this organisation which you should be aware of.
  - 5 \_\_\_\_\_ is a valuable attribute, especially if you are a scientist or a researcher.
  - 7 Our new advertising campaign shows great \_\_\_\_\_ and inventiveness.
  - 8 Disagreements between employees need to be treated with \_\_\_\_\_.
  - 9 As a multinational company, we need to promote \_\_\_\_\_ on an international scale.

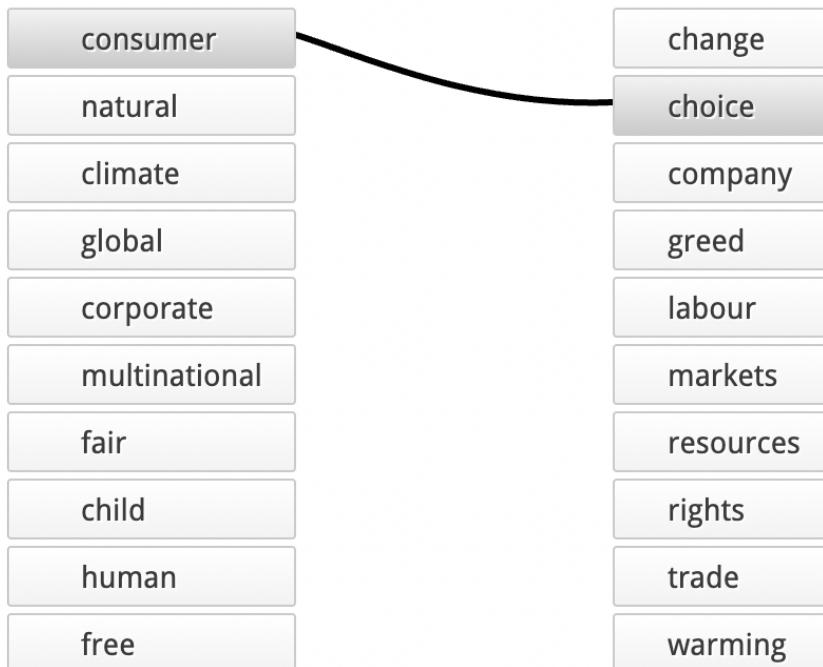
## Clues Down

- 2 A good leader needs business \_\_\_\_\_ as well as business knowledge.
  - 4 \_\_\_\_\_ is an important attribute to have if you work in a dynamic, ever-changing industry.
  - 5 The general \_\_\_\_\_ is that the workers aren't happy.
  - 6 Old, traditional company structures are changing due to the \_\_\_\_\_ of young technology companies.

A blank crossword puzzle grid consisting of 15 horizontal and 15 vertical boxes. The grid is organized into several numbered entries:

- Entry 1: A horizontal row of 5 boxes.
- Entry 2: A vertical column of 5 boxes.
- Entry 3: A horizontal row of 5 boxes.
- Entry 4: A horizontal row of 5 boxes.
- Entry 5: A vertical column of 5 boxes.
- Entry 6: A horizontal row of 5 boxes.
- Entry 7: A horizontal row of 8 boxes.
- Entry 8: A horizontal row of 8 boxes.
- Entry 9: A horizontal row of 8 boxes.

Match the words to make word combinations.



**Example:**

1 I only drink \_\_ coffee.

- free market
- fair trade
- human rights

2 The death of dinosaurs is usually blamed on a major \_\_, with the beginning of the Ice Age.

- natural resource
- global warming
- climate change

3 Local companies and industries cannot hope to compete with \_\_ .

- multinational companies
- free markets
- fair trade

4 \_\_ results in lower educational standards of future generations as children don't have time to go to school.

- Corporate greed
- Human rights
- Child labour

5 Overpopulation directly results in the overuse of \_\_. Therefore, we need to think of alternative sources of power.

- natural resources
- consumer choice
- global warming

6 With more competition and more companies making more products, the result will mean more \_\_ and cheaper things to buy.

- global markets
- multinational companies
- consumer choice

7 Having \_\_ may mean less tax for the government but will encourage more trade.

- free markets
- corporate greed
- human rights

## Vocabulary: words from the lesson

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Type in the best word in the blanks. The first letter is given for you.

- 1 The level of p  overty in this area is so high that few people can afford a loaf of bread.
  
- 2 We can't open a restaurant as there is too much c  in that market.
  
- 3 His u  of the situation is wrong. He thinks you were to blame.
  
- 4 We can't give him the job because he has only six weeks' work e  .
  
- 5 There is little evidence that deodorant sprays damage the e  .
  
- 6 In many c  it is rude to come into a house without taking off your shoes.
  
- 7 There are 25000 w  employed in this factory.
  
- 8 The s  of living are rising each day and so wages have to rise with them.
  
- 9 The g  between the educated and the uneducated needs to be closed.
  
- 10 Today most m  of cars takes place in factories in the Far East.