

TERTIAIRES

Les nouveaux cahiers *d'*anglais

Niveau
A2-C1

BTS

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Unit 1

Getting a job



1 Look at the picture and complete the description, making the necessary changes.

interview – résumé – piece of paper – job – tense – curriculum vitae – smartly

A man is interviewing a young woman for a job
 He's holding a piece of paper in his hand, probably a copy of her curriculum vitae
 or résumé as they say in the USA.
 The young woman is dressed smartly but she looks rather tense

2 Discuss these statements about job applications and interviews with a partner. Decide whether you agree or disagree.

	Yes	No
a. A curriculum vitae should be read in 60 seconds.		
b. It is appropriate to wear jeans at an interview.		
c. It is a good idea for the candidate to talk about salary and benefits at the start of the interview.		
d. An interviewer has the right to ask a female candidate about her plans for starting a family.		
e. It is not recommended to include a photograph on your curriculum vitae.		

3 Listen to Margaret Scott, the personnel manager of a US firm explaining how she conducts a job interview. Number the different stages in the order in which you hear them.

Stages	Order
Summarising the main points of the interview	5
Reviewing the CV with the candidates	3
Greeting the candidates	1
Asking the candidates a few trick questions	4
Carrying out psychometric tests	6
Telling the candidates to introduce themselves	2

Text 1

Virtual Job-Hunting:

Technology Fills Situations Vacant



Looking for a job - or trying to find a new employee? Then prepare for a technological revolution. New tools, many of them related to the explosion in use of social media, are transforming the recruitment world.

Until recently, the process of seeking a job followed a familiar routine - scan the newspaper recruitment pages, or visit an agency, then despatch your carefully-prepared CV (or resume if you're American) in all directions.

Now though, those who want to stand out in a crowded job market are resorting to more sophisticated approaches. A search on YouTube throws up plenty of examples of the new breed of job-seeker, promoting themselves with video offerings.

Among them is Graeme Anthony, who needed to get a new job in PR¹ in a hurry when he moved from Manchester to London. His YouTube C.V.I.V. - curriculum vitae interactive video - is simple but effective. He sits behind a table pitching his skills, and then links appear to more videos giving greater detail. "It brings me to life in a completely new way," he explains, "It shows off my personality in a way a paper CV can't. It's got the wow factor."

It worked. When London's Frank PR agency saw the video, Graeme was quickly invited for an interview, and got the job.

BBC News, by Rory Cellan-Jones

1. PR: Public Relations

1 Scan the text quickly: What type of document is it? Circle the right answer.

- a. a job ad b. a news article c. a letter d. a paragraph from a book

2 Match the following synonyms from the article.

- | | | | |
|-------------------|---|---|---------------|
| a. seeking (§2) | ● | ● | be noticeable |
| b. stand out (§3) | ● | ● | full |
| c. breed (§3) | ● | ● | looking for |
| d. crowded (§3) | ● | ● | send off |
| e. despatch (§2) | ● | ● | type |

3 Answer the questions.

- a. What is transforming the recruitment world?
New technological tools such as videos and social networks.
- b. What is the traditional job-hunting method?
Searching the newspapers for vacancies or visiting job agencies, sending copies of your CV to prospective employers.
- c. How did Graeme Anthony land his job?
Instead of sending a paper version of his CV, he forwarded a video of himself to the company.
- d. According to Graeme, what difference did the video make?
The video added a personal touch to his presentation. He felt it was more alive than just a paper CV as the employers could actually see the person that they were recruiting.

4 Watch Graeme's video on YouTube and answer the questions.

<http://www.youtube.com/watch?feature=playerembedded&v=9EzN11U2N8>

a. Where is Graeme? Make a guess.

He's probably in his office at home as the room seems rather
small. The guitar refers to his personal world while the telephones
stand for the professional and public side of his life.

b. Does Graeme look and sound confident? Why? Why not?

Yes, he's looking straight at the camera, and speaks fluently
with no hesitation.



5 Listen to Graeme's presentation and fill in the blanks with words from the video.

"Hi, I'm Graeme Anthony and welcome to my Curriculum Vitae Interactive Video. I've produced this video because, let's face it, communications have changed. There's nothing wrong with a good old-fashioned pen and paper, but it's evolved into something far more exciting and accessible On top of that, I'm a PR practitioner, and a good one at that. Spinning words and narratives is what I'm trained to do. This is me, in my natural habitat, one hundred percent transparent. You might not warm to what you see initially, but, on the other hand, I can be whatever you need me to be. To find out more, click on one of the links."



WRITING (150 words)

Discuss the advantages and drawbacks of sending a video of yourself instead of a CV when applying for a job.

Sounds at Work



Listen to the following interview questions and write down (R) if the intonation is rising and (F) if the intonation is falling at the end of the question.

Question 1	Question 2	Question 3	Question 4	Question 5
F	R	F	R	F

What do you conclude?

With yes/no questions, intonation is rising.
With Wh- word questions, intonation is falling.

1 Observe the sentences, underline the main verbs and identify the tenses.

a. New tools [...] are transforming the recruitment world.

Tenses: present continuous (3)

b. He sits behind a table pitching his skills.

Tenses: present simple (1)

c. [...] those who want to stand out in a crowded job market are resorting to more sophisticated approaches.

Tenses: present simple (want) (7) present continuous (are resorting) (3)

2 Match sentences a-c from exercise 1 with the uses of the present continuous (1-4) or the present simple (5-7).

Present continuous	Present simple
1. describes events that are in progress now.	5. describes habitual (routine) events or permanent situations
2. refers to events that are happening soon	6. describes general facts
3. describes current trends and changes	7. refers to states and thoughts, not actions
4. describes a future arrangement	8. Tells a story

3 Match the sentences below with the uses of the present continuous (1-4) or the present simple (5-7). Use exercise 2.

a. Can you call back later? We're having dinner. 1

d. We usually work until 6:00. 5

b. The world of work is changing slowly. 3

e. We don't trade with that company. 6

c. I think we need to recruit some extra staff. 7

f. I'm meeting the manager at 10:00. 4

4 Read the following text about recent hiring trends in North America and choose the correct verb tense.

The hiring outlook in all regions of North America (**increases/is increasing**) for administrative and commercial jobs, according to a recent hiring trends survey conducted by a private recruitment company.

The survey (**examines/is examining**) more than 25,000 current and former Express clients across the United States and Canada. The recruitment company (**expects/is expecting**) hiring to be greatest in commercial and light industrial jobs, with 32 percent of respondents planning new hires. This is up three percent from the first quarter.

Twenty-eight percent of respondents (**say/are saying**) they will take on administrative and office clerical staff, an increase of eight percent from the previous quarter.

"As the economy (**continues/is continuing**) to recover from the recession, more and more employers (**add/are adding**) to their staff," said Robert A. Funk, CEO and chairman of the board for Express.

And while many companies (**plan/are planning**) new hires, they (**find/are finding**) it difficult to recruit and fill positions. More than 50 percent of employers who answered the survey indicated they (**have/are having**) difficulty recruiting for and filling positions.

Landmarks

The perfect CV: Top 7 CV tips

- **Tailor your CV to the job you're applying for.** You should have a different CV for every job you apply for.
- **Use action words.** Focus on what you have accomplished, and avoid starting every sentence with "I".
- **Include all types of work experience,** especially at the beginning of your career, including voluntary work or baby-sitting.
- **KISS: Keep It Short and Simple.** Your CV should fit on one page, two pages maximum.
- **Be honest.** Lying on your CV never works. Many people who lie on their applications end up losing their jobs when their employers find out the truth. Similarly, don't say things that could be uncovered during the interview: for example, if you write "fluent English", make sure that you will be able to answer questions in English.
- **Proofread.** Never rely on spell check only. Even one misspelled word could put you in the "do not consider" pile.
- **Present your CV professionally.** Make sure it looks clear and organized. Use white A4 paper, and fonts that are easy to read, such as Times New Roman or Arial. Avoid unnecessary embellishments: your CV is a business document, not artwork.

The job interview

Landing a job interview is already an achievement. You've been shortlisted! Don't waste your chances by overlooking that crucial stage.

- **First impressions count:** interviewers will form an impression of you in the first minutes, even before you even say a word. So start with a firm handshake, establish eye-contact with your interviewers, and smile.
Pay attention to your body language all through the interview. For example, crossing your arms could signal lack of interest.
Stay tactful and diplomatic. Avoid criticising former employers.
Be thorough but concise in your answers to the interviewers. Don't try and fill every silence.
- **Remain calm and relaxed:** don't panic if you can't answer a question straight away. Rephrase it aloud to give yourself time to answer it.
Always ask questions if you are given the opportunity, especially about the firm or the position.
Dress carefully; avoid heavy perfume or a lot of jewellery if you're a woman and strong aftershave if you're a man.

Curriculum Vitae

Sylvie Martin, 23 years old
10 rue Consolat
13000 Marseille – France

Tel: (+33) 4 32 65 17 22 / Mobile: (+33) 6 02 24 36 87

Email: sylviemartin@gmail.com

1 EDUCATION

2010: BTS MUC: 2 Two-Year Technical Degree

in Sales Management, Lycée Marcel Pagnol, Marseille.

2008: Baccalauréat STG (the equivalent of 3 A-levels : Administration, Commerce, Management, Economics, Law, English and Spanish), Lycée Marcel Pagnol, Marseille.

4 WORK EXPERIENCE

2011-present: Sales Assistant, Retail Store, Marseille:

5 Dealing with customers. In charge of selling and ordering merchandise.

June-July 2009: Internship, Retail Store, Marseille:
Assisting the Sales Manager in the store.

July-August 2008: Voluntary work for the Red Cross.

6 LANGUAGE SKILLS

French 7 Native Speaker

English 8: Advanced (TOEIC Score = 850)

Spanish: intermediate level.

9 COMPUTER SKILLS

Software: Word / Excel / Access / PowerPoint.

10 INTERESTS

Swimming
Martial Arts
Travelling

References available on request.

Use action verbs to add strength to your CV, especially to describe your achievements. Avoid weak words such as "do", "enjoy", "like", "go", "want" and "show".

Describe your language ability

Words Diplomas, action verbs and linguistic ability

1. Match the following French diplomas with their English or US equivalent.

French diplomas	Equivalent
A. Licence	1. Two-year Technical Degree
B. BTS	2. A-Level (GB) / High School Diploma (USA)
C. Brevet des collèges	3. Bachelor's Degree (GB) / Associate's Degree (USA)
D. BEP	4. GCSE (General Certificate of Secondary Education) (GB)
E. Baccalauréat	5. Technical School Certificate

A	B	C	D	E
..... 3 1 5 4 2

2. Rewrite the following sentences describing work experience, using the action verbs below.

implement - devise - create - complete - analyse - interpret - achieve

<p>a. Made a database to collect information on staff turnover. Created a database to collect information on staff turnover.</p>	<p>c. Had good results. Achieved good results.</p>
<p>b. Finished a monthly report on sales activity. Completed a monthly report on sales activity.</p>	<p>d. Did a survey on customers. Devised a survey on customers.</p>

3. Rank the following adjectives from the least to the most advanced level.

a. advanced level	b. beginner level	c. fluent	d. intermediate	e. native speaker
..... beginner intermediate fluent advanced native speaker

Skills Build your own CV

4. Rank the following sections in the order in which they might appear on your CV.

Work experience 3	Language skills 4	Education 2
Personal details 1	Interests 5	References 6
What other sections could you add?		
Computer skills		
Which section wouldn't appear on a French CV?		
References		

5. Complete the ten points on the CV page 10.

Role-Play A job interview

6. In groups of three, role play a job interview for the following vacancy:

Trainee Sales Assistant — Film & Game Packages

No Sales Experience Required — Immediate Start Available

Location: Manchester **Salary:** £250-450 per week (OTE)

Job requirements

- You'll need above-average customer service skills because you'll be speaking with customers daily.
- Movie, Film & Video Game knowledge.
- Experience using an iPad is helpful because it's used to sign up new customers.
- Full time availability is ideal because earnings and growth are based on your individual sales results: so the more you put in, the more you get out!
- Smart dress and a professional attitude are encouraged because you'll be interacting with customers face-to-face.
- You must be able to work independently and should be able to work within a team environment.

Student A, you are the interviewer. Ask a selection of questions based on the job requirements.

Student B, you are the candidate. Answer the questions as honestly as possible.

Student C, you are the observer. Write down the interviewer's questions and make notes on the candidate's answers using the table below. Write yes or no for each assessment criterion.

Prepare questions and answers before starting.

Question	concise	articulate	honest	eye contact	relaxed body language
Can you tell us something about yourself					
Why would you like to work for us?					

WORD BOX

achievement	la réussite	an internship (US)/ work placement (GB)	un stage	temp work/tempting	le travail intérimaire
an advertisement/ad/advert	une annonce	a Job Centre	un Pôle emploi	to apply	postuler
an applicant	un candidat	job-hunting	la recherche d'emploi	to fire	licencier
an application	une candidature	job opportunities	des débouchés	to hire	embaucher
benefits	des avantages	a job-seeker	un chercheur d'emploi	to look for a job	chercher un emploi
a degree	un diplôme	knowledge	des connaissances	to recruit	recruter
classified ads	des petites annonces	a network	un réseau	to shortlist	préselectionner
an employment agency	une agence pour l'emploi	a requirement	une exigence	available	disponible
an executive (senior/junior)	un cadre (supérieur/ jeune)	a salary	un salaire	required	exigé
an intern (US)/trainee (GB)	un(e) stagiaire	skills	des compétences	suit/suitable	convenir/qui convient, apte

Exam Paper

Graduates Won't Abandon Principles Despite Tough Jobs Market



More than half of graduates are interested in jobs that will 'make a difference', despite increasing difficulty in finding work

This year's graduates are shunning decent salaries, bonus potential and employee benefits in favour of more altruistic aims, according to research.

5 Graduates are placing less importance on overall earnings and benefits than in 2011, with fewer than one in 10 (8%) saying a basic salary is in their top three considerations when applying for a job. This contrasts with almost half (45%) in 2011, according to research from management consulting firm Hay Group, exclusive to the Guardian.

10 Instead, graduates are increasingly interested in their ability to make a difference, with 51% naming this as a key factor in their job choice compared to just 4% in 2011.

"There is a perception that all graduate jobs are difficult to get, so you may as well strive for one that will make you feel happy and satisfied, rather than one that makes you feel bad, like working for an 'evil corporate,'" said Tanya de Grunwald, author of *How to Get a Graduate Job in a Recession*. "Graduates are not prepared to abandon their principles just because the economy is in a terrible state." [...]

But the research, a snapshot of sentiment based on interviews with 600 graduates who have applied for a scheme, indicates that finding work is more difficult than it was last year.

Just 29% of respondents said they had won a place on a graduate scheme, meaning that for every three or four graduate scheme applications only one is successful. [...]

20 A July 2012 study by High Fliers Research showed that applications to graduate employers are 25% higher than three years ago, as advertised positions attract graduates from previous years as well as the latest cohort. The study showed there is an average of 73 students for each job, rising to 142 in the investment banking world and 154 in the retail sector.

© Guardian News & Media Ltd 2012, 22 August 2012, by Mark King

I LE COMPTE RENDU À RÉDIGER EN ANGLAIS

Après une lecture attentive de l'article ci-dessus, vous en ferez un compte rendu de 150 à 200 mots.

II LA LETTRE

The job market is very tight. Write a cover letter for a volunteer position with the non-governmental organisations (NGO) of your choice.

III L'EXPRESSION ÉCRITE EN ANGLAIS (200 WORDS ± 10%)

What do you look for in a job? Explain what motivates you at work.

Oral Exam

I COMPRÉHENSION ORALE

Listen to the following conversation and answer the questions.

What is Laura's overall feeling after her interview?

She's pleased with herself.

What did she do to help herself relax?

She took deep breaths, and she visualised her interviewers wearing Mickey Mouse costumes.

What tricky questions was Laura asked to answer?

She was asked to describe one of her weaknesses, and how she would deal with an angry customer.

How did Laura turn her weakness into a strength?

She described herself as a workaholic, implying that she was hard-working.

What embarrassed her during the interview?

The interviewers asked her if she was married.

II EXPRESSION PERSONNELLE

What would you do if you felt an interview question was too personal?

I'd explain firmly but politely that I don't wish to answer such a question. I'd say that it has nothing to do with the job description and I'd prefer that the questions were related to the professional aspects of my career.



Unit 2

The Job Market



1 Look at the pictures and write down all the jobs you can think of. Give advantages and drawbacks for each type. Think of: job security, independence, income, free time...

	Jobs	Advantages	Drawbacks
a. In a company	Secretary clerk, personal assistant, banker
b. In the public sector	Civil servant, teacher, librarian
c. Self-employed	Plumber, shopkeeper, taxi driver
d. From home	Telecommuting, e-commerce, franchising, freelance

2 Listen to the interview with Jennifer, 32, who has chosen to work from home. Say what the advantages and difficulties of working from home are.

a. Advantages:

She is her own boss. She can dictate her own schedule and come and go as she pleases. She is more in control of her time (e.g. time off). She has increased leisure and family time. She manages her work/life balance as she wishes. She can choose how she organises her work. She is more productive than in an office and does not have the pressure and competition of working in a company.

b. Difficulties:

It can be difficult to keep work and home life separate. She is tempted to overwork or not work enough.

3 Say what the benefits and downsides of working from home are.

Home-based work benefits both workers and employers. People who work from home are more productive, less often sick and quit less frequently. Moreover telecommuting cuts down on traffic during peak hours and reduces companies' real estate costs. Still there are downsides. Home-based workers are less easily promoted and miss encounters with other workers so they are disconnected from the company and tend to be less creative.

Working In Golf Green



Ask Diane Boyd, the manager of a local charity, Signpost, helping young people find employment in Golf Green, what type of jobs young people do get and she's quick to reply: lifeguards. "I have got three interviews for the first five young people who did a week-long intensive lifeguard course. One of them is for Ipswich swimming pool. That's 40 miles away. Word spreads quickly, though – now I have 26 people applying to do the course."

Signpost operates out of a small community centre in Brooklands on the fringes of Golf Green. Under a bright yellow sign carrying the incongruously optimistic slogan "A smiling face makes this a happy place", sit Benjamin Kelly, 19, and Harry Murray, 16. Harry's one of the lucky trio to get an interview as a lifeguard. "I will be very happy if I get the job. I'd rather be a mechanic but you've got no choice these days."

Kelly has tried his hand at a variety of roles: mechanic, bricklayer, painter and chef – picking up a variety of qualifications along the way. [...] In the past, Kelly could work on building sites "for cash" but that's no longer possible as no one now is hired without a health and safety card. He would rather not be "exploited" by unscrupulous cafe owners who offer him £30 for a 10-hour shift on the seafloor. Because he's been unemployed for almost nine months, Kelly has to do a placement with the government's Work Programme. "If I don't go on the Work Programme I lose my benefits. I don't mind if it gets me a job. I want to work. When I was a chef, I was on £200 or £300 a week. On jobseeker's allowance I get £50 a week. That's not enough money to live on."

© Guardian News & Media Ltd, February 10th 2012, by Randeep Ramesh

1 Pick out information about Signpost.

- a. What is it? A charity.
- b. Where is it located? In Brooklands on the fringes of Golf Green, near Ipswich (Essex).
- c. What does it do? It helps young people find employment by training them.
- d. Name of manager? Diane Boyd.
- e. What kind of course does it give? It gives lifeguard courses.
- f. What is its slogan? "A smiling face makes this a happy place."

2 Give two reasons why the course can be said to be a success.

- a. Three of the first five young people who did a week-long intensive lifeguard course have got job interviews.
- b. Now 26 people are applying to do the course.

3 List the four jobs Benjamin Kelly has done so far.

- a. mechanic
- b. bricklayer
- c. painter
- d. chef

4 Pick out the equivalents of the phrases from the text.

- a. news travels fast: word spreads quickly (§1)
- b. feeling no remorse: unscrupulous (§3)
- c. to be a trainee in a company for a given time: to do a work placement (§3)

- d. money given to unemployed people looking for a job: jobseeker's allowance (£3).....
- e. as he went: along the way (£3).....

5 Give the reasons why Benjamin Kelly no longer works:

- a. On a building site: No one now is hired without a health and safety card......
- b. In a café: He would rather not be "exploited" by unscrupulous cafe owners who offer him £30 for a 10-hour shift......

6 Say if the following statements are right or wrong. Justify your choices by quoting from the text.

- a. Café owners feel no remorse about making people work very long hours. Right Wrong
 "exploited by unscrupulous café owners".....
- b. Waiters are made to work 10 hours without stopping. Right Wrong
 "a 10-hour shift".....
- c. The restaurants are located far from the sea. Right Wrong
 "on the seafront".....
- d. Benjamin has to work for the government. Right Wrong
 "has to do a placement with the government's Work Programme".....
- e. Benjamin is really doing his best to get a job. Right Wrong
 "Kelly has tried his hand at a variety of roles: mechanic, bricklayer, painter and chef.".....

7 Correct the six mistakes in this summary of the text.

The article shows how **easy** it is to find a job for **elderly** people in Great Britain. They can get a jobseeker's allowance if they **refuse** to do a placement with the government's Work Programme. The local charity Signpost helps them find a job by providing free **plumbing** courses. Diane Boyd said she was **disappointed** with the course because three of the young people were able to apply for jobs. The **month-long** courses are proving very popular.



WRITING (100 words)

You write to the local newspaper to explain why you believe it is essential that schemes should be implemented to help young people find a job.

Sounds at Work



Make sure you can pronounce these words properly. Listen to the recording and repeat.

young - lifeguards - course - word - spreads - though - now - slogan - mechanic - variety - building - sites - health - allowance - enough - money - The Guardian

1 Justify the use or absence of article in this sentence.

Ask Diane Boyd, the manager of a local charity, Signpost, helping young people find employment in Golf Green, what type of jobs young people do get and she's quick to reply: lifeguards.

- a. Ø Diane Boyd, Ø Signpost, Ø Golf Green: Noms propres.
- b. Ø young people, Ø jobs, Ø lifeguards: Noms dénombrables pluriels indéterminés.
- c. Ø employment: Nom indénombrable singulier indéterminé.
- d. a local charity: Une parmi d'autres.
- e. the manager: Nom déterminé par of

2 Fill in the blanks with a/an, the or Ø.

There hasn't been a big local employer on this part of the Essex coast since Ø. Butlin's holiday camp closed down in 1983. Most of the work around today is seasonal – in the fun parks or caravan sites on the coast. Ø geography doesn't help. The nearest big town, Ø Ipswich, is about 40 miles away. The area is one of the most deprived in Ø Britain. "We know it's bad here. Trust me, we can do without the publicity. Ø people here need Ø jobs, not Ø lectures," said the mayor.

3 Translate these sentences into English.

- a. Je ne peux pas travailler sans carte de santé.
I cannot work without a health and safety card.
- b. Il faut une heure et demie en roulant à 90 kilomètres à l'heure.
It takes an hour and a half when driving at 70 miles an hour.
- c. Ce maçon, membre d'un syndicat, est au chômage depuis presque neuf mois.
This bricklayer, a union member, has been unemployed for almost nine months.
- d. Les jeunes aiment beaucoup travailler comme maîtres-nageurs.
Young people are keen on working as lifeguards.
- e. Diane Boyd a de l'optimisme ! Quelle chance d'avoir une telle directrice !
Diane Boyd is optimistic! What luck to have a manager like that/her!
- f. Pendant les vacances, je suis allée aux États-Unis, aux Pays-Bas et en Italie.
During the holidays, I went to the United States, the Netherlands and Italy.
- g. Les Irlandais parlent anglais, comme le font les Écossais et les Gallois.
The Irish speak English, as do the Scots and the Welsh.
- h. N'est-il pas vrai que les riches sont les chanceux et que les chômeurs sont les malheureux ?
Isn't it true that the haves are the lucky ones while the unemployed are the have-nots?

Landmarks

The **international job market** is very decentralised, fragmented and unstructured. With globalisation and modern communication, it is easy for a chemical engineer in Idaho to communicate with a university in Tajikistan. But how do they find each other?

Tips for finding a job abroad

- **Research** the overseas companies that work in your field.
- **Use your contacts.** The vast majority of jobs are obtained through some kind of networking. Ultimately, people connect with people, not paper.
- **Use the Internet.** The Internet is changing the whole job market. More and more jobs are being listed through more and more services because of the relative ease, speed, and low cost of the Internet.
- **Subscribe** to professional journals in your field. Almost all good professional publications have job listings. Subscribe to and read one that has many international listings.

Two areas with international jobs

- Education is the largest vocational field because training people is the primary force for developing the job market.
- Business and industry are the second areas: there is tremendous demand in computers, communications, engineering, marketing, manufacturing and health care.
- There are also jobs in banking, accounting, financial services, law, transportation, agriculture, tourism and media

Five countries especially hungry for more workers

- **Canada** Ontario is hard hit by the economic slowdown in the US. But the distant parts of the country are attractive because of the high demand for potash and uranium. And Alberta, the richest province in Canada, stays strong. Demand for executives is particularly high in Calgary.
- **Denmark** The unemployment rate is 1.7 %. Less than 50,000 people are looking for jobs. Danish businesses want easier immigration laws to spur the economy and increase the labour force. For now, companies fill up positions with commuting Swedes and temporary Polish workers.
- **Japan** After a decade and a half of recession and stagnation, Japanese economic growth seems to be picking up a little. But the workforce is expected to decrease due to an ageing population. Employers now find it hard to hire IT staff, sales representatives, technicians and engineers.
- **Romania** Rising salaries, EU membership and a better standard of living should attract expatriates back to Romania. An estimated two million Romanians still live outside their native country, and foreign companies have absorbed most of the skilled labour left in the country. That leaves Romanian businesses desperate for labour. More than 73% of Romanian employers now have trouble filling positions. Engineers are in high demand.
- **Australia** The job market is looking good. There have been almost two decades of uninterrupted growth and Australia is looking for everything from bus drivers to doctors. The new Labour government recently announced that it plans to allow 190,000 immigrants in a year – an increase of 25% from the current immigration quota.

Application letter

Balmoral PT3 3BD

Carol F. Jameson
11 North Street
LEIGHTON LK7 2BT
Tel: (+44) 7825 376 461

Sender's details

12 December, 2013

Date

Dear Mr White,

The position of Systems Analyst advertised in today's *Daily News* is exactly the kind of opportunity I have been waiting for.

Reference to the position advertised

After getting my B.A. 2nd class Honours degree in Spanish with French at the University of Kent in May 2012, I was a trainee at Buzz Electronics Company from November 2012 to January 2013. Since then I have worked as Assistant Personnel Officer for the same company.

Qualification and experience (introduce yourself)

I am eager to move to an international firm where I would have wider scope for my already existing qualifications and abilities.

Express your motivations

As well as speaking fluent Spanish, I have a working knowledge of Italian and a reading knowledge of German.

Reference to CV
Suggest a meeting
Give references

I enclose my C.V.; please do not hesitate to contact me if you need any further details. I am available for interview at 48 hours' notice. I can provide references from Mr. Giffords, Personnel Manager of Buzz Electronics Company, and Dr. Menendez of the Department of Spanish at the University of Kent.

I look forward to hearing from you and meeting you in the very near future.

Yours sincerely,

Closing salutations

Carol F. Jameson



Name and handwritten signature

Enclosure: CV

Document enclosed

Words Talking about your qualities

1. Form nouns with adjectives and these suffixes: **-ce, -dom, -ity, -ment, -ness, -or, -th, -y.**

a. competitive: <u>competitiveness</u>	b. major: <u>majority</u>	c. economic: <u>economy</u>
d. diverse: <u>diversity</u>	e. employ: <u>employment</u>	f. flexible: <u>flexibility</u>
g. free: <u>freedom</u>	h. friendly: <u>friendliness</u>	i. effective: <u>effectiveness</u>
j. adaptable: <u>adaptability</u>	k. confident: <u>confidence</u>	l. improve: <u>improvement</u>
m. mobile: <u>mobility</u>	n. secure: <u>security</u>	o. strong: <u>strength</u>
p. warm: <u>warmth</u>	q. open-minded: <u>open-mindedness</u>	r. protective: <u>protector</u>

2. Form nouns from the verbs by adding suffixes.

a. advance: <u>advancement</u>	b. commute: <u>commuter</u>	c. contract: <u>contraction</u>
d. destroy: <u>destruction/destroyer</u>	e. entertain: <u>entertainment/entertainer</u>	
f. fail: <u>failure</u>	g. lead: <u>leader(ship)</u>	h. manage: <u>management/manager</u>
i. produce: <u>production/producer</u>	j. satisfy: <u>satisfaction</u>	k. succeed: <u>success</u>
l. challenge: <u>challenger</u>	m. demand: <u>demand</u>	n. commit: <u>commitment</u>

Skills Writing an application letter

3. Write your own application letter according to the information below and help of the model on page 20.

Situation: You are a second-year student in Accounting and Management.

You are applying to study for one year at a university in Toronto to specialise in e-commerce.

After talking to the person in charge of the university's International Relations, you write to Amy Powells.

The University of Toronto has a Master's in e-commerce. It deals with law, management and IT.

Goals: to start out in professional life more easily; to open your mind to a new culture; an enriching personal experience.

Role Play Displaying flexibility and adaptability

Student A is the recruiter.

Student B is the job-seeker who wants to show that s/he is adaptable and flexible.

Student B describes the circumstances and his/her reactions in problem-solving.

- Applied to study Pharmacy at Brighton University; did not get a B grade in Chemistry at A-level; was not accepted.
- What to do: Take up alternative course at Brighton? Get on a Pharmacy course elsewhere? Re-consider career?
- Got information from a Careers Advice helpline; did research; applied for Biomedical Sciences courses; visited 3 courses; received offer from Bradford in the North.
- Upset at first; eventually changed plan; hard initially; but got to know people from many different cultures; enjoying the course in biomedical research; getting good marks.

Communicating Describing work experience

4. Pick out information about Matthew and Carla as you listen to the recording.

MATTHEW MOUGHA

- a. Nationality: American
- b. Degree:
He graduated in economics from Marquette University in Milwaukee, Wisconsin.
- c. Reason for not finding a job:
December 2010 was one of the worst job markets for college graduates in two decades.
- d. Intrax Internships Abroad:
A company that specialises in placing college students and recent graduates in international internships.
- e. Range of fees for Intrax Internships Abroad:
Fees range from \$5,000 to \$8,000 depending on destination, insurance, housing and help with work-visa applications.
- f. Internship at:
Electronic Shipping Solutions, an electronic documents service company for the shipping industry in London.
- g. Why was it a smart move?
Because he was hired as a project manager after the internship ended.

CARLA MUELLER

- a. Nationality: American
- b. Country she moved to: New Zealand
- c. Reasons for the choice:
That's where her mother was born, so she has citizenship there.
- d. First job:
At the national telecommunications provider, the biggest company in the country.
- e. Length of work:
It was scheduled to last 3 months. 3 years later, she is still working there.
- f. The two advantages she had:
 - She didn't need to worry about getting a work permit.
 - There was no language or culture barrier to deal with.

Debating Working abroad

Discuss with the class the advantages and drawbacks of going and working abroad.

Exam Paper

Labor Issues in California warehouses



In the last decade, the Inland Empire has become the nation's largest hub of distribution warehouses, where workers sort the imported goods that come through Los Angeles ports. In the industry, known as logistics, those goods are prepared for and delivered to stores across the country. By most estimates, Inland Empire, with its \$300 billion piece of the industry, is the country's most bustling trade gateway. [...]

Many community leaders in the Inland Empire say they are desperate for jobs, particularly for low-skilled workers, many of whom lost their jobs in construction after the housing collapse. They see the region's warehouses and related delivery industries – which now employ an estimated 200,000 people – as the best way out of the doldrums, seeing salvation in the form of shipping containers. “We know we face challenges, and these bring in jobs and pump up the economy right away,” said Barry Foster, the director of economic development for Moreno Valley. “We need to get to the point where we have a job for every household. Right now we have half of that. These are good jobs that would keep people who are living here working here and have a foothold into the middle class.”

But there are plenty of skeptics. [...] Labor advocates say a vast majority of the jobs provide just minimum wage, often without benefits. In some warehouses, workers are paid based on how much work they complete, like the number of trucks they empty. In October, a state investigation found that two staffing agencies that supply workers to distribution centers failed to provide workers with proper information about their wages, making it unclear how much they were earning on the job. The state fined the two staffing agencies more than \$1 million.

Julie A. Su, the California labor commissioner, has heard many complaints about the industry. But she said investigations were often stymied because so many warehouses use staffing agencies, which classify workers as temporary, even though they may work for years in the same building. There are frequent complaints that workers are told to show up each morning, only to be informed that there is no work for them that day. Under state law, in those cases, workers are to be paid for two hours, but many say they rarely are.

© *The New York Times*, “As California warehouses grow, labor issues are a concern”, July 22, 2012, by Jennifer Medina

I LE COMPTE RENDU

Après avoir dégagé l'idée principale de l'article, vous ferez un compte rendu en français en 130 mots $\pm 10\%$. Vous indiquerez le nombre de mots utilisés.

II LA LETTRE EN ANGLAIS

Rédigez la lettre de Warehouse Workers United au tribunal pour se plaindre du manque d'information sur les salaires et les conditions de travail dans les entrepôts de la région « Inland Empire ».

III L'EXPRESSION ÉCRITE EN ANGLAIS (200 WORDS $\pm 10\%$)

Do you agree that it is urgent to set up laws that protect workers against undue exploitation? Mention the reasons why they are necessary and why they are not yet properly enforced.

Oral Exam

I COMPRÉHENSION ORALE

 Pick out information as you listen to the recording.

WHERMANN-JOSEF PELGRIM

Position: mayor of Stuttgart.

Initiative: Invited several journalists from southern Europe to write about job opportunities in Stuttgart.

Result:

More than 15,000 unemployed Portuguese submitted their résumés. 40 simply showed up. 100 Spanish engineers flew to Stuttgart for a weekend of job interviews. Within a month, about a third of them had been hired.

CRISTINA FERNANDEZ-APARICIO RUIZ

Age: 36. Job: engineer.

Reasons for leaving Spain: There are no jobs in Spain with unemployment at 24.4 percent.

Feeling about Germany: People are very nice. The company is ready to help her adjust.

CARLOS BAIXERAS

Age: 30. Job: engineer.

Main difficulty:

Does not understand German and can't make himself understood.

Opinion on work environment:

Formal, fondness for order.

CÉSAR CASTEL

Job: Director of a Spanish headhunting firm finding employees for Spanish companies.

Change:

Now finds Spanish engineers for other – mostly German – companies and health services.

Benefits for Spain:

Relieves pressure on the overstretched welfare state and gives job opportunities.

Drawbacks:

It is a huge loss of investment because it costs Spain 60,000 euros to train each engineer.

II EXPRESSION PERSONNELLE

What happens when a country loses its elite, attracted by the prospect of better jobs in richer countries?

Human Resources

hrm

Ability beyond disability

Creative inclusive workplaces



"I need your Facebook password before I can hire you. If you're not on Facebook, I need you to join and post a bunch of personal stuff you don't want me to know about."

A

B

1 Tick the statements that you think are true about document A.

Attitude of the recruiter:

- a. He is understanding. b. He reacts positively. c. He is a nosy parker.

Attitude of the interviewee (woman being interviewed):

- a. She is relaxed. b. She is anxious. c. She is puzzled.

2 Underline the best answer about document B.

The person in the wheelchair is the recruiter / the recruitee.

The role of the person behind is to encourage / force the applicant.

The role of the person in front is to challenge / lead the applicant.

3 Compare this document with the first one and explain why the first one is a caricature of what HR people's role stands for.

HR people play a positive role in a company and are there to evaluate assets in the recruiting process. The first document is meant to be funny. It exaggerates the dangers of social networks. It can also be seen as a warning. The second document insists on the fact that HR people value strengths above weaknesses.

4 Listen and answer the questions.

- a. What do recruiters sometimes want to know about your past professional experiences?

They would like you to reveal confidential information.

- b. Why do they do this? What is the best way to answer?

Because they want to test your integrity. You should never reveal anything and remain diplomatic.

Stop Working All Those Hours



“He’s one of my best employees. He always puts in ten-hour days, sometimes much more.”

Is this how your boss judges you and your colleagues? Probably yes. Managers generally considered their employees who spent more time in the office to be more dedicated, more hardworking, and more responsible.

At first glance, this seems perfectly reasonable. Hourly wages and the classic 40-hour work week have trained us to measure our labor by the number of hours we log. However, this mindset is dead wrong when applied to today’s professionals. The value of lawyers, consultants, and analysts isn’t the time they spend, but the value they create through their knowledge.

Even worse, when managers judge their employees’ work by the time they spend at the office, they impede the development of productive habits. By focusing on hours worked instead of results produced, they let professionals avoid answering the most critical question: “Am I currently using my time in the best possible way?” As a result, professionals often use their time inefficiently.

Business meetings are a perfect illustration. Very few professionals would say that attending meetings is the best use of their time.

In one survey, white-collar workers estimated that two thirds of meeting time is pure waste. Worst of all, if you measure your productivity by time spent, your only way to get ahead is to spend more hours in the office — to the detriment of the rest of your life.

© *Harvard Business Review*, June 15, 2012, by Robert C. Pozen

1 Read the text carefully and answer the following questions by quoting from the text.

a. What is the definition of the best employee?

Someone who puts in 10-hr days.
.....
.....

b. What is important when dealing with the best professionals?

The value they create through their knowledge.
.....
.....

c. What is the impact on employees who focus on the number of hours only?

It impedes the development of productive habits.
.....
.....

2 Find words and expressions that show that too many hours at work can have a positive and a negative aspect.

Positive	Negative
Dedicated	Inefficiently
hard-working	pure waste of time
responsible

3 How are meetings described?

They are described as a pure waste of time.

4 In the text find words and expressions that mean the same as.

- | | | |
|------------------------------------|---|--|
| a. committed: <u>dedicated</u> | b. hinder: <u>impede</u> | c. emphasizing: <u>focusing</u> |
| d. presently: <u>currently</u> | e. assess: <u>measure</u> | f. at the expense: <u>to the detriment</u> |
| g. to progress: <u>to go ahead</u> | h. unproductively: <u>inefficiently</u> | |

5 In your own words explain the following statements.

- a. This mindset is dead wrong when applied to today's professionals.

This way of thinking is outdated in relation to professionals these days.

- b. If you measure your productivity by time spent, your only way to get ahead is to spend more hours in the office – to the detriment of the rest of your life.

You are not trying to work better but only more even if it means jeopardising the rest of your life.

6 Fill in the gaps with the words from the list below.

recruiting – consult – boost – morale – benefits – concerns – training – hires

What is a good HRM?

Historically, human resource managers performed administrative tasks that included handling employee benefits and recruiting and interviewing new hires. Today, they perform those same tasks, but also increasingly consult top executives about strategic planning. These managers attempt to improve morale and productivity by providing training

opportunities to boost employee skills and helping to increase employees' overall job satisfaction. Dealing with people's concerns and resolving problems are essential aspects of this career. Therefore, companies rely on human resource managers to be the liaising agents which keep things running smoothly.



WRITING (100 words)

Is working long hours a measure of effectiveness or efficiency?
Do you think working long hours makes it easier to assess people?

Sounds at Work



Listen and underline the stressed syllables in the words below.

- | | | | | | |
|------------------------|-----------------------|----------------------|--------------------|-------------------------|----------------------|
| a. colleague | b. <u>considered</u> | c. <u>dedicated</u> | d. responsible | e. <u>perfectly</u> | f. <u>reasonable</u> |
| g. <u>professional</u> | h. <u>development</u> | i. <u>productive</u> | j. <u>produced</u> | k. <u>inefficiently</u> | |

1 Add the missing personal or possessive pronouns/adjectives in the following sentences.

a. Two business thinkers are asking themselves questions about the changing dynamics of the workforce. For example: should organizations take as much care and responsibility when managing temporary and contract workers as they do with their traditional employees?
They decided to talk to John Smith, who works as an HRM, and asked him to express his opinion and explain to them the best policy he thought companies should opt for.
They felt they had a lot to learn from his answers.

b. Can we, in our society today, truly believe that we can handle conflicts and commit ourselves to our cause?

2 Change the underlined expressions so that they mean the opposite of what is said.

Employers are far better worse at engaging and motivating their workforce. They are far less more likely to be facing industrial unrest. It is much easier more difficult to protest than it is to reach a compromise sometimes.

3 Use “as” or “like” in the following sentences.

As a union representative he is able to bargain with the management. The staff consider him as their spokesman and think there is no one like him! His father used to be a shop steward too, that’s why people in the company say: like father, like son!

4 Change the underlined words so that they mean the opposite of what is said.

a. A lot of few employees admit that their employees should work many few hours

b. There is much little work to do in this company. Many few people have a lot of energy

c. They need a lot of little time to do it right

5 Translate the following sentences into English.

a. *Lorsqu’il y a malaise social, les syndicats sont susceptibles d’organiser des grèves.*
When there is social unrest the unions are likely to stage strikes.

b. *De plus en plus, d’employeurs recrutent le personnel avec soin pour créer un bon climat sur le lieu de travail.*
More and more employers recruit staff with great care to create a good atmosphere in the workplace.

c. *En tant qu’employeurs, nous devons nous demander si nos employés sont heureux de travailler dans notre société.*
As employers we need to ask ourselves whether our employees are happy to work in our company.

d. *La somme de travail passée sur le lieu de travail ne correspond pas toujours à la qualité du travail fourni.*
The amount of work spent in the workplace does not always correspond to the quality of the work done.

Landmarks

What is Human Resources?

The Human Resources Development framework views employees as an asset to the enterprise whose value will be enhanced.

The most common idea behind the term "Human Resources" is a reference to the individuals within the firm, and to the functions of hiring, firing, training, and other personnel issues.

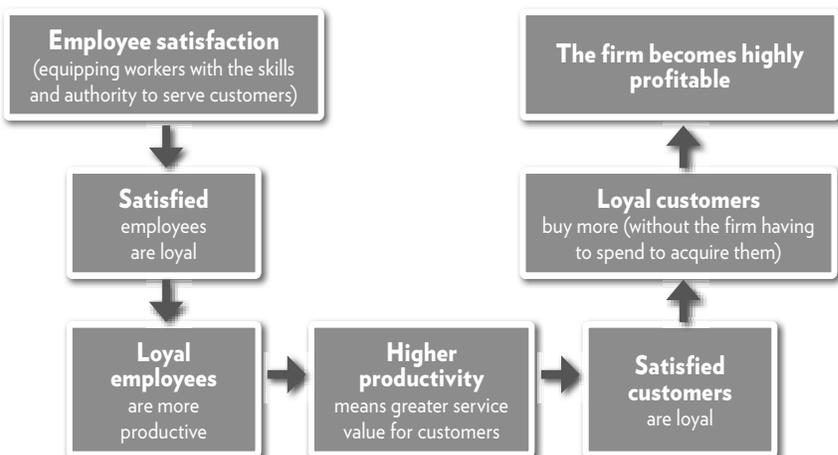
The objective of Human Resources is to maximise the return on investment from the organisation's human capital.

Human Resource management is about:

1. Shortlisting
2. Training
3. Assessment
4. Promotions and career prospects
5. Redundancy
6. Industrial and employee relations
7. Compensation, pensions, bonuses etc. in liaison with payroll.



From Satisfied Employees to Corporate Profits



The candidate assessment sheet

JOB CANDIDATE EVALUATION: YOUR DOCUMENT AS AN HR RECRUITER

Criteria

- Meets requirements
- Needs a little more training
- Doesn't meet requirements

Comments:

Skills tested

Education / Training

The candidate has the necessary education and/or training required by the position.

Recruiter's comment : He is a graduate student (BA).

Work Experience

The candidate has prior work experience related to the position.

Recruiter's comment : He has worked in sales.

Skills (technical)

The candidate demonstrates that s/he has the necessary technical skills to perform the job successfully.

Recruiter's comment : He increased sales.

Supervising Others

The candidate demonstrates that s/he has the necessary experience in supervising others to perform the job successfully.

Recruiter's comment : Not required for this position.

Leadership Skills

The candidate demonstrates that s/he has the necessary leadership skills to perform the job successfully.

Recruiter's comment : He succeeded when challenges were high.

Interpersonal Skills

Communication: focus will be put on clearly articulating ideas orally and in writing.

Recruiter's comment : Good communication skills, wrote reports, enjoys challenges, is dependable.

Teamwork

Evidence of the ability to work well in a team and with superiors, peers, and reporting staff.

Recruiter's comment : Worked in teams, had weekly reports and meetings.

Customer Service

Can demonstrate the ability to be customer-focused.

Recruiter's comment : Yes. Advising customer.

Motivation for the Job

The candidate expresses interest and excitement about the job.

Recruiter's comment : Enthusiastic, ready to start immediately.

Problem Solving

Demonstrates the ability to design innovative solutions and solve problems.

Recruiter's comment : Updated his methods.

Overall Recommendation

- Highly recommend
- Recommend
- Need clarification of qualifications
- Do not recommend

Skills Evaluating an application

I. You have received the following CV and cover letter corresponding to the job offer below. As an HR recruiter, use and complete the assessment sheet (see page 30) before the interview with the applicant.

Job Offer (ref JBW5014)

Project Coordinator in London
Company Fortnum and Mason

Brief description

Project Coordination in different fields: Business Development, Sales Coordination, Marketing, PR.
We create Project Management teams of 4-5 people. Every week you will all sit together. You will meet

Job description

Your job will be to keep the motivation level in both teams up.
You will analyse weaknesses and try to dispatch the capacities you have in the most efficient way.
Project Management teams will report to you (BlackBerry messenger, emails, phone calls)
The job is flexible but requires commitment.

Education Requirements: Undergraduate / Graduate with BA / Masters Degree / Other

Preferred area of study: Advertising / Marketing / PR / Sales / Management

CV

Michael Meryll
Date of Birth 8th November 1992
Nationality British
Gender male
m.meryll@gmail.com
67 Orchard Street, London W2 3BT

EMPLOYMENT

2010-2012 Sales assistant in Bio Food corporation
Advised customers, developed new business in satellite stores, increased sales.

EDUCATION

Sep 2001 BA in Marketing (2009) University of London

Computer literate: good knowledge of Word and Excel

Interests: languages, travel, cinema, tennis

COVER LETTER

(Reference JBW5014)
Fortnum & Mason's (London W1)

23rd August 2012

Dear Sir/Madam,

I would like to apply for the job as a project coordinator in your company.

Please find attached a copy of my CV.

My previous experience includes two years as a sales assistant in an organic food company. This has given me experience of dealing with customers, and working in teams as I had weekly meetings and reports with my colleagues. The challenges were high and we had to update our methods regularly.

I have good communication skills and am a dependable person. I am an enthusiastic worker, and enjoy challenges. I could start work immediately.

I would welcome the opportunity to discuss the job vacancy with you on the telephone or at an interview. I can be contacted most easily by email (see details at the top of my CV).

Yours faithfully,

Michael Meryll

Words Defining recruitment

2. Complete the following definition of “recruiting” with words from the list below.

people - hire - hiring - skills - goals - provide - lifelong learning - retaining - satisfaction - submissions - fit - vacancy - select - rely

CUT OUT FOR THE JOB

Hiring is important for a company’s survival and growth but it is the people who make it happen.

Companies need to hire skilled human resources for developing their projects and achieving their goals. The aim is to provide people of all ages with high-quality learning opportunities.

Recruiting good people is tough, but as every senior executive knows, retaining them can be even tougher. Strong skills don’t always reflect or lead to job satisfaction.

Lifelong learning implies increasing investment in people and knowledge; promoting the acquisition of basic skills.

With thousands of submissions for a single vacancy, companies must be more diligent when selecting candidates. Many companies rely on HR managers to select applicants who are qualified for the job or fit for the company.

Communicating Preparing for an interview

3. Listen carefully to the recording and answer the following questions.

a. State two reasons that show Suzan is stressed.

She thinks HR people always focus on what applicants
do wrong.

She wonders why she would be chosen among others.

b. Quote three attitudes Michael says Suzan should adopt.

To have a positive attitude towards screening

To be confident.

To show the applicant can bring value to the company.

.....

.....

c. What are the recommendations Michael gives for preparing for the screening interview?

Prepare the interview with care.

Research the company.

Analyse the company’s social networks.

Get a full description of the job.

d. What questions should Suzan expect from the recruiter? Quote three.

How would colleagues describe you?

What interests you about the job?

Do you have a question for me?

WORD BOX

an appraisal	une évaluation	an industrial dispute	un conflit social	a shop steward	un délégué syndical
an assessment	une appréciation, évaluation	an interviewee	un(e) interviewé(e)	a sick leave	un congé de maladie
benefits	des allocations	manpower	la main d’œuvre	social unrest	l’agitation sociale
a bias	un parti pris	maternity/paternity leave	un congé de maternité paternité	to sue in	poursuivre en justice
career prospects	des perspectives d’emploi	a notice	un préavis	training	la formation
a claim/demand	une revendication	a pay rise	une augmentation de salaire	a union representative/ delegate	un représentant syndical
collective bargaining	la négociation collective	the payroll	la masse salariale	the welfare state	l’État providence
a compensation	un dédommagement	a payslip	une feuille de paye	the workforce	la main d’œuvre
a contribution	une cotisation	perks/fringe benefits	des avantages en nature	work/life balance	équilibre travail et vie
dismissals/lay-offs	des licenciements	profit sharing	la participation	a works council	un comité d’entreprise
a dress code	un code vestimentaire	a retirement pension	une pension de retraite	to be on social security	percevoir l’aide sociale
the gender gap	le fossé/décalage entre les sexes	severance pay	une indemnité de licenciement	to downsize	dégraissier un fossé
an incentive	une stimulation, une motivation			to exert pressure	exercer de la pression
				to reward	récompenser

Exam Paper

Boomers and X's and Y's; Oh My! Managing a Multigenerational Workplace



There are currently four distinct generations in the workplace, each with a unique style and different needs and values. This can create misunderstandings, conflict and strife in organizations. From the Millennials to the Boomers, we will cover the attributes common with each of these groups as well as

5 what organizations can do to leverage these unique characteristics to their advantage. We have all experienced these differences in the workplace and have created our own assumptions about each of these groups. From the assumption that older generations can't adapt with new technology to the belief that younger generations have no company loyalty.

10 We will cover the realities behind these assumptions and shed some light on what strategies organizations can follow to ensure their workplace is maximizing the strengths of each group. Differences in working style and idea generation are what provide the foundation of a successful and well-rounded organization. Imagine if we all had the same thoughts and ideas? Does this sound like the type of group that would provide innovative ideas, products and services? Not likely. A diverse workforce is a major strength and one to be leveraged no
15 matter what industry or company size you work within.

HR.com, July 19, 2012, by Susan Haywood
(Chief Talent Strategist, Human Resources Blue prints Ltd.).

I LE COMPTE RENDU EN FRANÇAIS

Faire le compte rendu en français du texte en 100 mots.

II LA LETTRE

The HR team writes a note to all the staff to encourage génération X and Y to work well together. The team also offers a gathering on a regular basis in a friendly place.

III L'EXPRESSION ÉCRITE

What are the advantages and drawbacks according to you of having a mix of generations among colleagues working in the same workplace? How do you think you could cope with that? (180 to 200 words)

Oral Exam

I COMPRÉHENSION ORALE



Listen and answer the questions.

a. Say why John was refused the job.

Because he didn't seem to fit well.

Because his expectations in terms of salary were too high.

b. Give two reasons why Michael gave him another chance.

- Michael wanted to challenge John.

- Michael was simply interested in interviewing John for a second time.

c. What went well during the telephone conversation?

Michael could tell John was sincere.

d. What are John's best qualities? And what paid off in the end?

He is nice, friendly, grateful, honest, passionate and determined.

His persistence was rewarded. He has a strong and positive personality.

II COMPRÉHENSION ORALE À PARTIR D'UNE VIDÉO

THE RIGHT ATTITUDE TO ADOPT TO WORK FOR TWITTER
<http://www.meltybuzz.fr/twitter-un-recrutement-en-video-actu93401.html>



Watch, listen and answer the questions.

a. What is the challenge?

To advertise jobs with Twitter.

b. Who are the two characters we see at the beginning?

The ones who are launching the promotion.

c. Who are the other characters?

People who work for Twitter.

d. What are the main advantages of working at Twitter?

Medical and dental care, free services, a lot of benefits for employees.

e. Who is D. Costolo?

The CEO of Twitter.

f. What is his reaction at the end?

He is enthusiastic.

g. What do you think of this video?

Réponse personnelle
.....
.....
.....
.....

Labour Relations



1 Look at the photo and describe it.

Strikers are demonstrating in the street. Some of them are holding up placards that read "On strike". A woman is taking a photograph of them.

2 Match up the words with the definitions.

Strike - trade/labour union - breakdown - demonstrate - walkout - voucher

- | | |
|--|--|
| <p>a. an organisation that represents the people who work in a particular industry, protects their rights and negotiates their pay and working conditions: <u>trade/labour union</u></p> <p>b. a work stoppage caused by the refusal of a majority of employees to work: <u>strike</u></p> | <p>c. a piece of paper that can be exchanged to buy goods or services: <u>voucher</u></p> <p>d. an unannounced refusal to work: <u>walkout</u></p> <p>e. failure: <u>breakdown</u></p> <p>f. take part in a public protest: <u>demonstrate</u></p> |
|--|--|

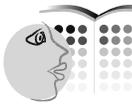


3 Watch the video and answer the questions.

Video <http://video.answers.com/apple-employees-strike-on-day-of-iphone-5-debut-517485240>

- | | |
|---|--|
| <p>a. Who are the demonstrators? Where are they demonstrating?
Employees from the Apple Store. They're demonstrating outside the store in Paris.</p> <p>b. Why did the employees decide to strike on this particular day?
They wanted the strike to coincide with the launch of the iPhone 5.</p> <p>c. Did the strike affect the company's business?
No, the strike didn't have any effect on sales of the phone.</p> | <p>d. Who called for the strike?
The main union representing Apple employees in Paris and other cities.</p> <p>e. What are the employees asking for?
They are demanding better working conditions and a pay rise. In particular, they're asking for water fountains, restaurant vouchers and a thirteenth month of salary.</p> |
|---|--|

In Drive to Unionize, Fast-Food Workers Walk Off the Job



After three years of working at the McDonald's restaurant on 51st Street and Broadway, Alterique Hall earns \$8 an hour— and is yearning for something better. So when he heard about an unusual campaign that aims to unionize dozens of fast-food restaurants in New York in the hope of raising wages to \$15 an hour, Mr. Hall, 23, was quick to sign on. [...]

Over the decades there have been occasional efforts to unionize a fast-food restaurant here or there, but labor experts say there has never before been an effort to unionize dozens of such restaurants. The new campaign aims in part to raise low-end wages and reduce income inequality, and is also an uphill battle to win union recognition. [...]

Tim McIntyre, a Domino's Pizza spokesman, said the few efforts to unionize its stores and drivers had fallen flat. "It's a fairly high-turnover position, so there's never been a successful union effort," he said. "People who are doing this part time, seasonally or as they work their way through college don't find much interest in membership."

Richard W. Hurd, a labor relations professor at Cornell, said the organizations backing the fast-food campaign seemed intent on finding pressure points to push the restaurants to improve wages and benefits. "But it's going to be a lot harder for them to win union recognition," he said. "It will be harder to unionize them than carwash workers because the parent companies will fight hard against it, because they worry if you unionize fast-food outlets in New York, that's going to have a lot of ramifications elsewhere." [...]

© *The New York Times*, 28 November 2012, by Steven Greenhouse

1 Read the title, and the name of the newspaper. Guess what the article is about.

The title of this article from *The New York Times* suggests that fast-food workers have gone on strike over unionization.

2 Match the following synonyms from the article.

- | | | | |
|-------------------|---|---|------------|
| a. yearning (\$1) | ● | ○ | increasing |
| b. raising (\$1) | ● | ○ | supporting |
| c. wages (\$2) | ● | ○ | wishing |
| d. uphill (\$2) | ● | ○ | pay |
| e. backing (\$4) | ● | ○ | difficult |

3 True or False? Choose the right answer and justify your answer.

a. Alterique Hall does not think he earns enough money. True False

"Alterique Hall earns \$8 an hour— and is yearning for something better"

b. The campaign's only objective is to raise wages. True False

"The new campaign aims in part to raise low-end wages and reduce income inequality, and is also an uphill battle to win union recognition".

- c. Efforts to organize employees of fast-food restaurants have failed so far. True False
 "there's never been a successful union effort"
- d. It is more difficult to organize carwash workers than fast-food employees. True False
 "It will be harder to unionize them than carwash workers"

4 Circle the right answer.

- a. "It's a fairly high-turnover position" means:
- Fast-food restaurants make a lot of money.
 - The rate of replacement of fast-food employees is quite high.
 - The position requires a lot of travelling.
 - A fast-food employee is expected to work very fast.
- b. "as they work their way through college" means:
- They work for a fast-food restaurant before they go to college.
 - They study and work with difficulty.
 - They pay for their education by working in a fast-food restaurant.
 - They do a lot of jobs during their studies.

5 Explain why parent companies would oppose the unionization of their fast-food workers.

They fear lest the movement should spread to many fast-food restaurants across the country.



WRITING (150 words)

Pros and cons of joining a labour union.

Sounds at Work



a. Pronunciation of the letter "l". Place the following words into the appropriate box. Listen to the recording and check your answers.

unionise - find - high - recognition - uphill - drivers - inequality - quick - sign - organisation

[ai]

unionise - find - high - drivers - sign - organisation

[i]

recognition - uphill - inequality - quick

b. Stress the right syllables in the following list of words. Listen to the recording and check your answers.

- | | | |
|------------------------|-------------------------|-----------------------|
| 1. u nionise | 2. r estaurant | 3. s uccessful |
| 4. c ampaign | 5. o rganisation | 6. c ompany |
| 7. r ecognition | 8. r amification | 9. p ressure |

1 Study the following examples and answer the questions.

- a. If you unionize fast-food outlets in New York, that's going to have a lot of ramifications elsewhere.
- b. If the workers were determined enough, they would win the fight.
- c. If the workers unionize, the parent companies will fight back.
- d. She would be very happy if she earned 20 dollars an hour.

In which sentences is the speaker talking about a real possibility of the event happening? a/c

In which sentences is the speaker imagining a situation? b/d

2 Complete the chart with the tenses used in both parts of the sentence.

If-part	Main part
..... present simple	be going to/will
..... past simple would

3 Put the verb into the correct form.

- a. If they don't obtain what they want, they will demonstrate (demonstrate)
- b. If I had such a low-paid job, I would quit (quit)
- c. The company would have to relocate if labour costs increased (increase)
- d. They won't negotiate unless we agree to compromise. (not negotiate)

4 Use your own ideas to complete the sentences.

- a. If you agree to our conditions, we'll stop the strike.
- b. We'd be happy to come if we had the time.
- c. If it happens again, we'll report it to the union.
- d. If I worked abroad, I wouldn't see my family so often.

5 Translate into English.

- a. Si l'entreprise n'augmente pas les salaires, les employés se mettront en grève.

If the company doesn't raise salaries/wages, the employees will go on strike.

- b. Le représentant syndical a obtenu une hausse des salaires de 2%.

The shop steward has obtained a collective 2% pay rise.

- c. Pour sauver l'entreprise il faudra réduire le personnel.

To save the company, we'll have to downsize.

- d. Les employés à temps partiel et les étudiants ne voient pas d'intérêt à devenir membres d'un syndicat.

Part-time workers and students don't see the point in union membership.

Landmarks

The Negotiation Process

- A union that actively represents its members will frequently be engaged in negotiation of some kind or another. During a recession, unions are protecting the pay and working conditions of their members, but want the company to survive hard times.
- Good communication between unions and management is essential to avoid deadlocks over critical issues. A degree of disagreement is inevitable: the interests of the company and those of their staff and representatives are never quite identical.

A few Tips for Successful Negotiations

- **Prepare your arguments** ahead of the negotiation. Make sure you've checked all your facts and figures.
- When you negotiate, always **remember your objectives** as well as your bottom line.
- **Be constructive** and avoid open conflict.
- **Listen** to what the others have to say. Don't interrupt them.
- **Use "us"** instead of "I" or "you". Highlight the common ground, the interests that you may share.
- **Don't lose control** over your emotions.
- **Don't use threats** if you don't want the other party to leave the negotiating table!

The Language of Negotiation

Language plays an important role in influencing the outcome of a negotiation. Finding the right words and tone is very delicate.

Some simple rules

- A certain degree of diplomacy is essential: use *would like* instead of *want* when you make a request. It sounds more polite and respectful.
- Don't impose your proposal on the others, use words such as *perhaps* or *maybe* and phrases such as *it might be in your interest to*. Use modals (*might, could, should*) a lot. You will sound less authoritarian. Questions also make you sound more respectful.
- To bargain, balance a proposal with a counter proposal: *if you agree to..., we can...*
- When negotiating face to face, don't underestimate non-verbal communication: the tone of your voice and your body language may reveal what you really think. For example, if you turn your head when someone talks about a pay rise, it definitely means that you're not interested.
- The level of formality/informality in the negotiation depends on the cultural context. English speakers, especially Americans, tend to be less formal than other cultures.

The complaint form

EMPLOYEE COMPLAINT FORM			
Company name:			
Employee name:			
Job title:			
Date of complaint:			
Describe in detail the nature of your complaint including names of all individuals involved.			
Give details about how the incident has affected your ability to work effectively.			
What actions could the company take in order to deal effectively with your complaint?			
Give any additional comments that would be helpful in dealing with your complaint.			
Employee signature:		Date	

Words Analyzing a grievance

A grievance is a problem that a member of staff may raise about their work, working environment or working relationships. When several people have the same type of grievance, they can contact a union representative to deal with it collectively.

1. Match the grievance (1-5) with the category it belongs to (a-e).

1. My boss constantly abuses me with terms such as "stupid" or "incompetent ass".	...c...	a. health and safety
2. Because my desk is too high, I have to lift my shoulders to type. My neck and shoulders are now sore.	...a...	b. remuneration
3. I haven't had a pay rise for 3 years.	...b...	c. bullying and harassment
4. Our lunch break has been reduced from 45 to 20mn.	...e...	d. management or colleagues
5. My supervisor is always on my back to check what I'm doing.	...d...	e. working conditions

2. Complete the gaps in the following text with words from the list.

under - arise - sue - overload - disciplinary - overtime - deadlines - entitled - handle

Problems between employees and management often arise even when a company is well run. Employees may work under pressure and experience stress from work overload and tight deadlines They are entitled to know the terms of their employment contract concerning overtime On the other hand, if an employee breaks the rules, the company has the right to enforce a disciplinary procedure. Companies try and handle these issues internally. Employees should sue their company only when there are no other alternatives.

Skills Filling in a complaint form

3. Choose one of the following cases and complete the employee complaint form on page 40.

Add as many details as you can to show it is a serious issue.

Case 1

You work for a company called DECT as a Financial Analyst. Your line manager is Ms Anna Pearson. You're working more than 48 hours a week right now and your manager does not want you to take any work home. You've been under stress. You've got a doctor's certificate.

Case 2

You're Mr Simons' Personal Assistant at Gem Consulting Group. Mr Simons is always insisting on taking you out for a drink, and he's been making a lot of personal

remarks about you lately. You feel very uncomfortable about it, as you want the relationship to stay strictly professional.

Case 3

You work for Brown & Welsh LLP, an accounting firm. The office is open plan, and recently your desk has been moved to the area next to the photocopying room. People come and go all the time around you, and you can hear constant noise coming from the machines. You feel that you cannot concentrate anymore and you're starting to suffer from headaches.

Debating Discussing about grievances

4. Discuss the following statements about grievances with a partner.

- a. When you file a grievance, you shouldn't just stick to the facts, but talk about your emotions as well.
- b. Before filing a grievance, employees should check the terms of their contract of employment.
- c. A union representative can help you file a grievance.
- d. In case of interpersonal problems, it is better to name witnesses.

Roleplay Negotiating a pay rise

5. Work with a partner. Review the notes on the art of negotiating before starting.

Role A: Employee

You're a sales representative working for a major company. You feel that you're entitled to a pay rise, and you've asked to meet your manager to discuss it.

First, build your business case to prove why the company should pay you more. This should include:

- your sales figures,
- money saved for the company,
- improvement to services,
- your key goals and how you plan to achieve them.

Useful Phrases

I really feel it's about time / I have made good progress / I've taken on a lot more responsibility / It's time that it was recognised / It's time my efforts were rewarded / I've met my sales target.

Role B: Manager

Listen to your employee's request, ask specific questions, and decide whether or not you should grant him/her a pay rise.

Criteria:

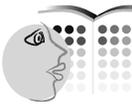
- To what extent has the employee accomplished valuable results, and at what costs?
- Does the employee's performance justify the requested pay rise?
- Can you suggest another solution to reward that employee?

WORD BOX

advance notice	un préavis (de grève)	a win-win solution	une solution qui satisfait les deux partis	to sack	licencier
an agreement	un accord	to compromise	transiger, arriver à un compromis	to scale back benefits	réduire les avantages sociaux
a ballot	un vote	to chant slogans	scander des slogans	to share in profits	partager les bénéfices
a deadlock	un point mort	to down tools	cesser le travail	to sign an agreement	conclure un accord
a demand	une exigence	to fire	licencier	to stage a demonstration	organiser une manifestation
a grievance	une doléance	to freeze salaries	geler les salaires	to streamline	dégraisser
a middleman	un intermédiaire	to grant a pay rise	accorder une augmentation de salaire	to (go on) strike	faire (se mettre en) grève
the pay gap	le fossé des salaires	an industrial tribunal	un conseil de prud'hommes	to strike a deal	conclure un marché
a riot	une émeute	to make decisions	prendre des décisions	to take action	prendre des mesures
a scab	un briseur de grève	to negotiate	négozier	exhausted	épuisé
a silent march	une marche silencieuse	to relocate	délocaliser	fed up (with), to be	en avoir assez (de)
a strike committee	un comité de grève			overworked	surmené
talks	des pourparlers			by a show of hands	à main levée
a trade union	un syndicat				
a trade unionist	un syndicaliste				

Exam Paper

Don't Buy South African Wines: striking workers' plea to foreign consumers



[...] After trouble in South African labour relations last year led to a two-month violent standoff in the mining sector, the country's economy is now under pressure from a stop-start farm labourers' strike in the £850m-a-year fruit and wine sector. Since November, low-skilled workers demanding a pay increase to 150 rand a day (£10.65) have clashed with police and been arrested in their hundreds. Amid allegations of excessive police force, three have died.

Unions and charities supporting the Western Cape's 500,000 farm workers say pay and working conditions are so bad that South African wines, table grapes and granny smith apples should be as unacceptable to responsible British consumers as they were under apartheid. "The government should be forcing the farmers to the table but it is not," said Nosey Pieterse, secretary general of the black agricultural sector union, Bawusa. "Our only weapon left is for the foreign buyers to pledge that unless the conditions are addressed, they will no longer import South African products."

Whereas striking miners are typically up against faceless London-listed corporations, farm workers face a different battle. Most are not unionised, and many are illiterate and face the danger of eviction because they live on their employers' properties. Poorly enforced labour rights and tenancy legislation, as well as the pitifully low statutory daily minimum wage in the sector - 69.39 rand (£4.92) - perpetuate paternalism.

[...] Farmer Anton De Vries is the second employer in a week to offer a settlement - a move welcomed by unions, though they would prefer a centralised form of negotiation. But with only 3%-6% of the workforce in a union, the employers have the upper hand. Many appear, with the tacit blessing of the government, to be waiting for the outcome next month of annual talks expected to lead to a modest increase in the statutory minimum wage.

But those fighting for farm workers' rights say much more needs to be done. A 2011 report by Human Rights Watch found widespread exposure to pesticides, lack of access to drinking water or sanitation, and a failure to pay sick leave. While the system of payment in alcohol has largely been abolished, the Western Cape still has the highest rates in the world of foetal alcohol syndrome. [...]

© Guardian News & Media Ltd, 24 January 2013, by Alex Duval Smith

I LE COMPTE RENDU

À rédiger en anglais. Après une lecture attentive de l'article ci-dessus, vous en ferez un compte rendu de 150 à 200 mots.

II LA LETTRE EN ANGLAIS

You're the leader of the farm workers' union. Write to the South African Agriculture Minister and ask him/her to do something for the labourers in the fruit and wine sector.

III L'EXPRESSION ÉCRITE EN ANGLAIS (200 WORDS ±10%)

Can your buying behaviour affect working conditions in other countries? Discuss the notion of social responsibility.

Oral Exam

I COMPRÉHENSION À PARTIR D'UNE VIDÉO



Watch the first 1'13" of the video "The recession's impact on labour relations in Canada" and answer the following questions.

<http://www.youtube.com/watch?v=EL7DzJilwtw>

a. Who is John Mortimer?

He is the President of the Canadian Labour Watch Association.

b. What is the topic of the interview?

Labour relations in Canada.

c. Quote two effects that the recession had on labour relations, according to John Mortimer.

Longer strikes;

Unions have lost some legitimacy.

d. What right that unions usually protect is threatened by the recession?

Job security.

e. Quote the four main measures often taken by companies faced by recession.

Closing restructuring

laying off downsizing

f. At the end of his speech, John Mortimer compares labour relations in two types of companies. Describe them.

John Mortimer opposes companies such as General Motors and Chrysler where unions deal with management against non-unionised companies like Magna, Honda and Toyota.

g. He implies that a certain mode of labour relations is better for the workers. What is it?

John Mortimer implies that workers obtain better deals when unions are not involved because there is more collaboration between employees and management.

II EXPRESSION PERSONNELLE

Do you think trade unions still have a role to play when there is a recession?

Unit 5

Corporate Culture



1 Look at the pictures and identify the companies. Then match them with the definitions below.

a. This company offers farmers a fair deal with improved terms of trade that allows them to improve their lives and plan for their future:

Max Havelaar

b. The environment is one of this company's priorities in the production and supply of products designed for sustainability:

Benetton

c. This company dreams up new information technology devices all the time:

Samsung

d. This company is committed to delivering the best food, made fresh, by hand, by a certified cook:

KFC

2 Listen to the interview with John Hooper, a professor of management. Give the characteristics of each culture.

a. Power culture: The boss is the founder. He works by intuition and has little time for argument and discussion. His values dominate the company.

b. Person-oriented culture: Decisions are made collectively among small groups where personal values are reflected. These may be quarrelsome places.

c. Role culture: Emphasis is on system, stability and proper procedures. It is extremely hierarchical. It thrives on order, neatness and categories.

d. Task culture: What matters is what people achieve, not the way they do it. Hierarchy is poorly defined. Intellectual discussion and analysis are an important basis of the work.

3 Choose the type of culture that attracts you most. Justify your choice.

I would choose a company that focuses / concentrates / thrives on innovation, integrity, teamwork, good-quality products, relations to suppliers, customers' satisfaction, trading ethically, being market leader...
because I believe it is the most important thing for a company.

The Best Ever Corporate Anthems



A.R. Rahman is the composer best known for the Oscar-winning soundtrack to *Slumdog Millionaire*. These days, though, it seems he is experimenting with genre: his latest work is a corporate anthem for the Indian car company, Hero Honda. Set against searing strings and guitar chords¹, Rahman's track reassuringly tells us "there is a hero within us all". It's subtle. But not subtle enough to break into the pantheon of favourite corporate anthems, all five of which can teach Rahman a thing or two about nuance. With lyrics, for instance, such as "We create, we innovate / We pass the ones that are late," KPMG's power ballad *Global Strategy* has that polished turn-of-phrase that Rahman's effort lacks. [...]

Fourth is PricewaterhouseCoopers's *Downright Global*, a powerful rap that utterly disproves David Starkey's theory of street music as a force for evil: "Innovation, imagination, / Fascination, total global integration / PricewaterhouseCoopers, PWC!" The roots of hip-hop, right there.

Next up: computer security giant Symantec, which has achieved what many thought to be impossible – combining anti-virus technology with motivational soul music. "We got your personal firewalls / Security is where we stand tall," runs one couplet. [...]

Silver goes to Ernst & Young, the accountancy firm whose cover of the Edwin Hawkins Singers' *Oh Happy Day* may be derivative, but positions them firmly – and fittingly, you might say – within the gospel canon. "Oh happy day," they sing, "Oh happy day / When Ernst & Young showed me a better way." And what a happy day it was when they penned this anthem.

Not as happy, admittedly, as when McKinsey released the corporate anthem to end all corporate anthems. "There is a dream," sing McKinsey, "A dream that's ours: we're gonna be the best R&R in the world." Precisely what this means is never clear – and therein lies its genius: layers² of meaning that A.R. Rahman can only dream of.

© Guardian News & Media Ltd, 19th August 2011, by Patrick Kingsley

1. *des cordes déchirantes et des accords de guitare*; 2. *des couches*

1 Read the text and choose the best definition of "a corporate anthem".

- a. a sacred composition b. a song celebrating a company c. a popular rock song

2 Pick out information about A.R. Rahman from the first paragraph of the article.

- a. Best known for: the Oscar-winning soundtrack to *Slumdog Millionaire*.
 b. His latest composition: a corporate anthem.
 c. Name of the company: Hero Honda, an Indian car company.
 d. Type of music: searing strings and guitar chords.
 e. Lyrics: "There is a hero within us all."

3 Choose the adjective that best defines the tone of the article.

- a. dramatic b. admiring c. ironic

4 Write a short summary of the text.

The journalist pokes fun at the new trend of corporations: to release a company anthem. He thinks the lyrics are cheesy and meaningless and the music very poor.

5 Fill in the grid about the pantheon of favourite corporate anthems.

	Name of the company	Title of the anthem	Type of music / Lyrics
5 th	KPMG	Global Strategy	"We create, we innovate / We pass the ones that are late"
4 th	Pricewaterhouse Coopers	Downright Global	Rap music "Innovation, imagination, / Fascination, total global integration / Pricewaterhouse Coopers, PWC!"
3 rd	Symantec		Soul music "We got you personal firewalls / Security is where we stand tall"
2 nd	Ernst&Young	Oh Happy Day	Gospel "Oh happy day / When Ernst & Young showed me a better way."
1 st	McKinsey	There Is A Dream	"A dream that's ours: we're gonna be the best R&R in the world."

6 Transform the journalist's sentences to express the opposite of what he means.

a. "Not subtle enough to break into the pantheon of favourite corporate anthems"

Corporate anthems are not subtle at all.

b. "All five of which can teach Rahman a thing or two about nuance."

There is no nuance in corporate anthems.

c. "The roots of hip-hop, right there."

Corporate anthems are the exact opposite of hip-hop.

d. "Has achieved what many thought to be impossible."

It is indeed impossible to combine anti-virus technology with motivational soul music.

e. "And what a happy day it was when they penned this anthem."

It was a most unfortunate day when they wrote it.

f. "Therein lies its genius: layers of meaning that A.R. Rahman can only dream of."

There are no layers of meaning because the anthems are not deep at all.



WRITING (100 words)



Go to these websites to listen to the various corporate anthems.

- Hero Honda: <http://www.youtube.com/watch?v=xEgg7BtywXU>
- KPMG: <http://www.youtube.com/watch?v=itWiTKU4n>
- Ernst & Young: <http://www.youtube.com/watch?v=Malq9o1H1yo>
- McKinsey: <http://steamdrivenmedia.com/corporate-anthems/mckc.mp3>

Give your opinion about the new trend of corporate anthems. Can a corporate mission statement and rock music make a comfortable mix?

Sounds at Work



Classify the words according to the way the final -s is pronounced. Listen and check your answers.

anthems - businesses - days - strings - chords - tells - lyrics - ones - lacks - disproves - roots - firewalls - runs - goes - positions - ours - means - genius - layers - wishes

[ɪz]	businesses - wishes
[s]	lyrics - lacks - roots - genius
[z]	anthems - days - strings - chords - tells - ones - disproves - firewalls - runs - goes - positions - ours - means - layers

1 Make double comparatives to express an evolution.

- a. Corporate anthems are becoming (*numerous*) more and more numerous.
- b. Song-writers are doing (*well*) better and better.
- c. They are (*successful*) more and more successful, (*rich*) richer and richer.
- d. The lyrics are becoming (*bad*) worse and worse.

2 Use *the more... the more* to describe parallel evolutions as in the example.

Example: *the products are good* → *many consumers buy them. The better the products are, the more consumers buy them.*

- a. many consumers buy them → prices are low *The more consumers buy them, the lower prices are.*
- b. prices are low → the brand invades homes *The lower prices are, the more the brand invades homes.*
- c. the brand invades homes → the volume of sales is high *The more the brand invades homes, the higher the volume of sales is.*
- d. the volume of sales is high → the company can hire new employees *The higher the volume of sales is, the more new employees the company can hire.*

3 Write a paragraph to describe the common points and differences between the companies' anthems. Use these words expressing similarity and difference: the major difference, differ greatly in that, whereas, unlike, both, too, while, none of them...

The major difference between the companies' anthems is that their music styles differ greatly in that some are rap music whereas others are gospels. Unlike *Downright Global*, which is a powerful rap, *Symantec's* anthem is motivational soul music. While *Global Strategy* has a polished turn of phrase, *McKinsley's* anthem is supposed to be the ultimate anthem. Both *Symantec's* and *McKinsley's* anthems are a success. The companies have the same attitude to anthems. None of them thinks they can seem quite ridiculous.

4 Translate the sentences into English.

- a. La réussite de A.R. Rahman est d'autant plus méritée qu'il travaille dur.
A.R. Rahman's success is all the more deserved as / since / because he works hard.
- b. Il se sent d'autant plus heureux que son rêve s'est réalisé.
He feels all the happier as / since / because his dream has come true.
- c. Ce musicien gagne cent fois plus d'argent qu'il y a dix ans.
This musician earns one hundred times as much money as he did twenty years ago.
- d. Cette entreprise fait deux fois plus de bénéfices depuis qu'elle a lancé son hymne d'entreprise.
This company has made twice as much profit since it launched its corporate anthem.

Landmarks

Corporate Culture

Many elements reveal the culture of a company:

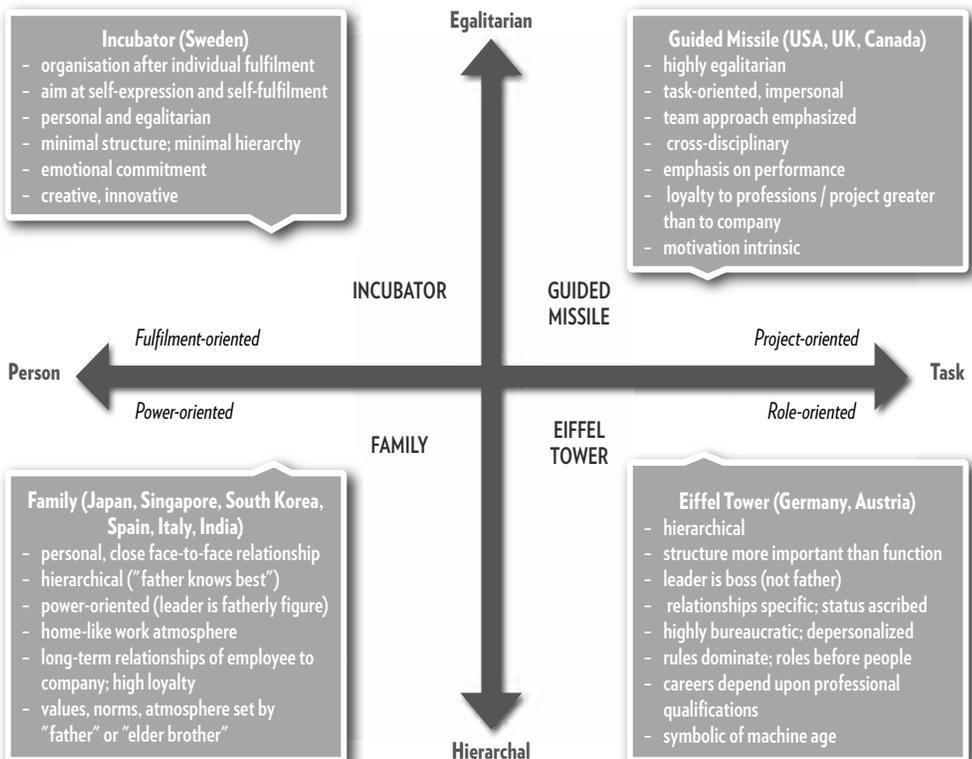
- its **dress code** (formal, casual, uniform),
- its **logo** (the Michelin Man, Nike's swoosh, Amazon's arrow from A to Z...),
- its office **location** (Fifth Avenue or the Google campus in California),
- the **use of email** as opposed to snail mail,
- the **rhythm** at which things are done,
- the way **fresh ideas** are rewarded,
- the way people speak,
- its **website, Facebook page** and its **blogs**...

Companies summarise goals and objectives into a mission statement and a vision statement to keep members and users aware of the organisation's purpose.

A mission statement states the fundamental purpose of the organisation. It concentrates on the present. It defines the customer and the critical processes. It specifies the desired level of performance.

A vision statement outlines what the organisation wants to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria.

Four basic types of corporate culture



Companies' Statement

1

Statement of Mission

Ben & Jerry's is founded on & dedicated to a sustainable corporate concept of linked prosperity. Our mission consists of 3 interrelated parts.

PRODUCT mission
To make, distribute & sell the finest quality all natural ice cream & euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients & promoting business practices that respect the Earth & the Environment.

ECONOMIC mission
To operate the Company on a sustainable financial basis of profitable growth, increasing value for our stakeholders & expanding opportunities for development & career growth for our employees.

SOCIAL mission
To operate the Company in a way that actively recognizes the central role that business plays in society by initiating innovative ways to improve the quality of life locally, nationally & internationally.

CENTRAL TO THE MISSION of Ben & Jerry's is the belief that all 3 parts must thrive equally in a manner that commands deep respect for individuals in & outside the Company & supports the communities of which they are a part.

2

Method

We are...

When it comes down to it, we're here to make products that work, for you and for the planet, ones that are as easy on the eyes as they are on the nose. It's a tall order but we wouldn't want to do anything else.

clean

At method, we're happy about what we do. Sometimes we're even a little giddy. But when it comes to the effectiveness of our products, we're dead serious. They work. How could we be happy if they didn't? Our cleaners use powerful formulas made with naturally derived surfactants that work by dissolving and removing dirt. Our team of green chemists and product designers ensure that our products are not only highly innovative, but also highly effective.

safe

Cleaning can be a chore. Stinging eyes, burning lungs and headaches aren't just unfortunate side effects of a well-kept home. They're warning signs. That's your body telling you, "Don't use this. This is bad for you." Our team rigorously assesses every ingredient we use, so we can be completely sure of its safety. That's why method's entire product line is people-friendly, specially formulated to put the hurt on dirt without harming a hair on you or your loved ones' heads.

green

[...] Our challenge is to make sure that every product we send out into the world is a little agent of environmental change, using safe and sustainable materials and manufactured responsibly. [...] This is why we make our bottles from 100% recycled plastic, why we constantly seek to reduce the carbon emitted by our business and why we offset the remainder, why we design innovative products using natural, renewable ingredients, and why we're transparent about the ingredients we use, how we make our products, and what our track record is as a green business.

design

Most companies treat product design as if it was not important. At method, we believe product design is important. So when we were figuring out how to package our products, we enlisted a world-renowned designer to sculpt some of the finest pieces of recyclable plastic. Form, meet function. Function, form. You two play nice.

methodhome.com

Activities

Skills Comparing companies' values

1. Read the document presenting the fundamental values of Ben & Jerry's on page 50 and say what the sustainable corporate concept of "linked prosperity" means at Ben & Jerry's.

At Ben & Jerry's, the sustainable corporate concept of "linked prosperity" means that their mission is threefold and the three parts must thrive equally. First, the company is to make, distribute and sell the finest quality ice cream, with wholesome, natural ingredients. Their practices respect the Earth and reduce their impact on the environment. Secondly, their economic mission is to make profitable growth, increase value for stakeholders and expand career opportunities for employees. Thirdly, their social mission is to initiate innovative ways to improve the quality of life locally, nationally and internationally.

2. Read *method's* company statement on page 50. Prepare a leaflet to be handed out to customers giving a clear and synthetic vision of the company. Make an oral presentation of your leaflet and explain your choices to the class.

.....

.....

.....

.....

.....

3. Compare the two statements of company culture using Word Box.

Réponse personnelle

.....

.....

.....

.....

Debating Corporate culture and Ethics

4. Do you agree that applying moral standards to business should be a priority for the companies? Think of fairness to employees, respect for human rights, consumer safety, eco-friendly practices...

WORD BOX

ADDITION		CONCESSION		CONTRAST	
as well as	ainsi que	all the same	malgré tout	by / in comparison	en comparaison
besides	en outre	although / though	bien que	by / in contrast	par opposition, en revanche
in addition to	en plus de	as... as	(aus)si... que	either... or	soit... soit
furthermore/moreover/ what's more	de plus	even though	même si	neither... nor	ni... ni
on top of that	en plus de cela	however	cependant	on the contrary	au contraire
not only..., but also	non seulement..., mais encore	instead of	au lieu de	on the one hand...	d'une part...
too	aussi	in spite of / despite	malgré, en dépit de	on the other hand	d'autre part
indeed	en effet	nevertheless / nonetheless	néanmoins	otherwise	sinon
		yet / still	pourtant	whereas	alors que
				while	tandis que

Activities

Communicating Understanding a company's values



5. Listen to Andy Harrison, 50, chief executive of easyJet, talk about his company.

a. Pick up the adjectives that define easyJet's mission.

Air services: safe Products: consistent and reliable Fares: appealing

b. Name easyJet's:

New bases: Milan and Madrid New destinations: Istanbul and Morocco

c. Say what easyJet's "five pillars" are.

1. Safety 2. pioneering 3. passion

4. integrity 5. teamwork

d. Pick up the five adjectives that define Andy Harrison's job.

1. Serious,

2. demanding,

3. worrying,

4. stimulating,

5. exciting

Words Linking ideas

6. Build a paragraph summing up the advantages and drawbacks of air-travel using the arguments mentioned below and the link words.

Contrast: *yet - nevertheless - however - instead of.*

Addition: *indeed - moreover - furthermore - besides.*

Today, people want to travel faster. / Do people really need to go faster?
Aircraft do emit greenhouse gases. / Companies should comply with the rules.
Aviation is only a small part of global emissions. / Building planes gives jobs to many people.
Travelling encourages people to know other nations better.
Progress cannot be stopped. / Many companies fly old airplanes that pollute a lot.

Today, people want to travel faster, however/yet do they really need to? Indeed, aircraft do emit greenhouse gases. Instead of flying old aeroplanes that pollute a lot, companies should comply with the rules. Nevertheless aviation generates only a small part of global emissions. Besides, building planes gives jobs to many people. Moreover travelling encourages people to know other nations better. Furthermore, progress cannot be stopped.

Role Play Advocating for a logo

Discuss what the best type of logo could be for a private jet company that wants to underline its speed and reliability, as part of the positioning of the company.

Exam Paper

Best Buy for the Exits



A few days ago, I visited a Best Buy store in Pinole, CA with a friend. He's a devoted consumer electronics and media shopper, and wanted to buy the 3D Blu-ray of *How to Train Your Dragon*, which Best Buy sells exclusively. According to the company's website, it's backordered but available for pickup at the store we visited. The item wasn't there, however, and the sales staff had no information. [...] I was reminded of a line from Ernest Hemingway's *The Sun Also Rises*. One character asks another how he went bankrupt. "Two ways. Gradually, then suddenly." Best Buy, I thought, is doing the same, just as many big box retailers have done in the last decade. First comes the strategic bankruptcy, well in progress at Best Buy, where management's sole focus is improving some arbitrary metric from last quarter, even when doing so actually interferes with customers trying to buy something else. The financial collapse comes later. [...]

The new conventional wisdom says that big box retailers like Best Buy are going the way of the dinosaur. Online giants, notably Amazon, are the future. Online retailers are more efficient, because they lack physical locations, and so can offer better prices. Shopping online is also more convenient. On the web, consumers can shop anywhere they are, day or night.

Best Buy and other traditional retailers complain that Amazon can undercut them in prices because the site doesn't charge sales tax, and that Amazon customers use Best Buy as their showroom, taking advantage of the extensive, well-stocked locations and knowledgeable staff to research products they actually buy from someone else online.

Online competitors are certainly part of Best Buy's problem, but not for the reasons it thinks. What's really going on is more basic. Best Buy just doesn't understand its customers' point of view. [...] Before the Internet, there was catalog shopping and home shopping from television. For consumers, buying online was just the next step in an obvious progression of more convenient ways to buy. For brick-and-mortar retailers, however, the shift was jarring. Moving online required new thinking, new management structures, and new strategies. It would also require integrated front and back-end information systems. Customers would expect inventory to be transparent between the web and the stores, and that specials and "exclusives" would be consistent across all channels. Whatever attributes they associated with a retailer's brand — whether price, quality, convenience, expertise or service — would need to be translated to the online experience and enhanced. To compete successfully against new online retailers, traditional retailers would also need to find ways to transform the expensive liabilities of physical locations with limited hours and high labor and inventory costs into assets that complemented rather than competed with the online experience.

Forbes, "Electronics retailers best buy is headed for the exits", January 2nd, 2012, by David Coursey

I LE COMPTE RENDU

Après avoir dégagé l'idée principale de l'article, vous ferez un compte rendu en 150 mots $\pm 10\%$. Vous indiquerez le nombre de mots utilisés.

II LA LETTRE EN ANGLAIS

David Coursey writes to Best Buy to complain about his shopping experience at their store in Pinole, California.

III L'EXPRESSION ÉCRITE

Do you agree that it is essential for a company to understand its customers' point of view?

Oral Exam

I COMPRÉHENSION ORALE

 Listen to “Sponsoring the Olympic Games” and pick up information.

a. Name the companies that sponsored the Olympic Games.

McDonald’s, Cadbury’s, Coca-Cola
.....

b. Give the reason why the International Olympic Committee signed on these sponsors.

The International Olympic Committee needed the financial support.
.....

c. Fill in the blanks with figures.

11 sponsors provided \$957 million in revenue in the four years leading up to the London 2012 Olympics.

d. Give the reason why Malcolm Clark criticizes this decision.

The Games should encourage physical activity, promote healthy living, and inspire the next generation to exercise. It makes no sense to associate junk food and sugared-up sodas with world-class athletic achievement.
.....

e. Mention the reason why these companies accept to invest so much money in the Olympics.

It allows them to brighten their image and to expand their brand. Children believe that these companies’ products aren’t so bad for them after all because they are the food of choice for the athletes and spectators.
.....

II EXPRESSION ORALE

Prepare a presentation of arguments for and against sponsoring the Olympic Games.

III COMPRÉHENSION ORALE À PARTIR D’UNE VIDÉO

 Watch the video and answer the questions.

As the crowds came and went at the London 2012 Olympic Games, they were directed by 70,000 volunteers known as ‘The Games Makers’.

Link to the video on <http://english.cntv.cn/program/sportsscene/20120206/109023.shtml>

a. How many people applied?

A quarter of a million people applied to be volunteers to the London 2012 Olympic Games.
.....

b. What was their motivation?

They wanted to be part of a once-in-a-lifetime event. It is enormous and great.
.....

c. Why are volunteers so important to the Olympics?

Volunteers are central to the success of the Olympics because they help visitors and athletes, and act as national ambassadors.
.....



1 Look at the picture and answer the questions.

a. Does the man prefer to spend time with his wife or his mobile phone?

The man prefers to spend time with his phone.

b. What does she mean when she says "Sometimes you have to stop and smell the roses"?

She means that he has to stop being on his phone and do simple activities in life such as smelling roses.

c. Has the situation in the caption ever happened to you and how would you react?

Yes, it happens quite frequently and I get very upset and tell the person to put their phone away. We are part of the new generation and this type of behaviour is normal for us.

2 Here are some smartphone features. List them in order of importance for you.

- | | | | | |
|--|---------------------------------------|--|---------------------------------------|---|
| <input type="checkbox"/> Design | <input type="checkbox"/> Applications | <input type="checkbox"/> Built-in camera | <input type="checkbox"/> Touch screen | <input type="checkbox"/> Instant Web access |
| <input type="checkbox"/> A large display | <input type="checkbox"/> Keyboard | <input type="checkbox"/> Battery life | <input type="checkbox"/> MP3 player | <input type="checkbox"/> Email |

3 In your opinion, which smartphone brand is the most popular among young adults and which of the above product features influence them?

.....

.....

.....

4 Listen to Susan talking about her fashion tastes and take notes.

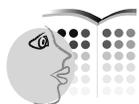
a. What influences her buying habits (product, price, place and promotion)?

Susan is a student and can't afford to buy expensive clothes or magazines. She buys affordable clothing in fashionable stores. She used to buy from stores but has started to buy online.

b. What does Susan predict about the future of shopping? Do you agree or disagree with her?

She predicts that people will buy more and more online and this will be a pity for stores. I disagree with her because people like to go out to shop, see the product and, if it's clothes, try them.

Sustainable Packaging Is About More Than Just Avoiding Waste



From drinks to toys to household goods, planet-friendly packaging has become a selling point in its own right.

Mattel has promised to change its sourcing policy after paper fibres from deforested regions in Indonesia were found in Barbie packaging.

Earlier this summer in Los Angeles, Greenpeace activists unfurled a cheeky banner from the top of Mattel's headquarters to denounce the company's procurement of packaging materials. Testing of boxes in which Barbie dolls were packaged revealed paper fibers traced to deforested regions in Indonesia. Within a week, Mattel had pledged to change its sourcing policy and instruct its suppliers to commit to sustainable packaging. Mattel will learn from other companies that deal with a long and tangled supply chain that sustainable packaging is not only about waste diversion, but also innovation that can boost a firm's bottom line. Companies that had long competed against each other based on product now joust for an edge based on their products' packaging, from two-litre soft drinks bottles to laptop computers.

Consumer packaged goods (CPG) and food companies are now quick to tout the advantages that their packaging offers. Dr Pepper Snapple Group, for example, has eliminated that pesky strip from the bottom of plastic bottle caps, reduced bottleneck sizes and will decrease the amount of raw material in its bottles to create what it says will be the lightest 2-litre bottle in the beverage industry. Meanwhile Heinz has adopted the Coca-Cola plant bottle, made out of 30% cane ethanol-based plastic, for a new ketchup bottle. In Japan, a mineral water brand owned by Coca-Cola has introduced a new design that is 40% lighter, uses 30% plant-based material and easily crushes down to a size that makes it easier to transport to recycling centers.

© Guardian News & Media Ltd 2011, 29 September, 2011, by Leon Kaye

1 Look at the title and end of the document. Fill in the blanks to introduce the text.

This document is a press article which was published on on 29th September, 2011
in the Guardian It deals with the issue of sustainable packaging as many companies are now
under pressure to source materials sustainably due to concern for the environment

2 Find word(s) in the text that mean the same as:

- | | |
|---|--|
| a. products: <u>goods</u> | g. profitability: <u>the bottom line</u> |
| b. head office: <u>headquarters</u> | h. competitive advantage: <u>edge</u> |
| c. acquiring: <u>procurement</u> | i. natural resources: <u>raw materials</u> |
| d. rubbish: <u>waste</u> | j. to reduce in size: <u>to crush</u> |
| e. campaigners: <u>activists</u> | k. to promise: <u>to pledge</u> |
| f. to handle: <u>to deal with</u> | l. customer: <u>consumer</u> |

3 Tick the synonym corresponding to the word in bold type in the following sentences.

- a.** Mattel will learn from other companies that deal with a long and **tangled** supply chain that sustainable packaging can boost a firm's bottom line.
 efficient wasteful complicated
- b.** Companies that had long competed against each other based on product now **joust** for an edge based on their products' packaging.
 fight take legal action against work in harmony together
- c.** Dr Pepper Snapple Group, for example, has eliminated that **pesky** strip from the bottom of plastic bottle caps.
 attractive expensive annoying

4 Answer the following questions.

- a.** Why did Greenpeace target Mattel and what action did Greenpeace take?

Greenpeace targeted Mattel because it used fibres in its packaging which could be traced to deforested regions in Indonesia. They unfurled a banner from the top of Mattel's headquarters.

- b.** What can give a competitive edge to big companies these days?

Planet-friendly packaging can give a competitive edge to companies these days.

- c.** How will Dr Pepper create its lightest two-litre bottle?

It will eliminate the pesky strip on its bottle cap; reduce bottleneck sizes and use fewer raw materials.

- d.** What do Heinz, Coca-Cola and a Japanese mineral water company have in common?

They use plant-based material.

5 Fill in the conclusion using the following words:

procurement - conclude - friendly - increasingly - packaging - pressure - bottom line - multinational

To conclude....., Mattel and other big corporations are increasingly..... adopting environmentally friendly..... packaging to boost their bottom line..... and sales and it is shocking that a multinational..... like Mattel used materials for its packaging..... from Indonesia. However, I believe that pressure..... groups such as Greenpeace are doing a good job and many other companies will be obliged to check their sources of procurement.....



WRITING (100 words)

Do you think that companies are concerned about the environment?

Sounds at Work



Underline the silent letters. Listen and check.

- a.** answer **b.** could **c.** friend **d.** half **e.** Christmas **f.** debt
g. listen **h.** autumn **i.** guard **j.** bomb **k.** whistle **l.** sword

1 Complete with 'much', 'many', 'a lot of', 'little', 'few', 'a little' 'a few'.

Our company has many / a lot of products in its product range so our customers have a wide range to choose from. (two possibilities)

Before products are launched onto the market much / a lot of time is invested in market research. (two possibilities)

We have started to export to Asia and we now have a few customers but we would like more as it's not enough to make a profit.

Have you finished writing that market study on teenagers' buying behaviour? No, I'm afraid I need a little more time as I haven't received all the data.

Word of mouth is a great way to advertise as it requires very little money.

2 Complete the rules about "much, many, a lot of, little and few".

Traduction de <i>BEAUCOUP</i>	
much	s'emploie devant un nom singulier indéénombrable
many	s'emploie devant un nom déénombrable au pluriel
a lot of	convient dans tous les cas pour traduire 'beaucoup'
Traduction de <i>PEU</i>	
little	s'emploie devant un nom singulier indéénombrable
few	s'emploie devant un nom déénombrable au pluriel

3 Translate into French.

a. A little bit of imagination is required when designing product advertising campaigns.

Il nous faut un peu d'imagination pour concevoir des campagnes de publicité.

b. A few (market) studies have been carried out to identify the competitors in the mobile phone industry.

Quelques études ont été effectuées pour bien identifier les concurrents sur le marché de la téléphonie mobile

4 Underline the right word.

a. Due to a defect in production all / the whole cars were withdrawn from the market.

b. Most of / Most people in Europe now possess a smartphone.

c. There are three models, and every / each one has its own special features.

d. Any / All smartphones can take photographs and use applications these days.

Landmarks

Marketing overview

Marketing is more than just **selling, pricing, branding, advertising, promotion** and **distribution**. The role of marketing is to **identify the needs and demands** of a company's potential or existing customers through market research.

The market research information is then used to **develop new products** (new product development) or **improve an existing product** range to satisfy the needs and demands of the company's target market.

A **target market** is a group of people that the organisation has identified to sell their products to. The market can be divided into **market segments** depending on:

- gender (male / female),
- age,
- income / social class,
- religious belief or geographical location.

This means that an organisation can concentrate on this group of people as opposed to the **mass market**.

Marketing techniques

The marketing mix consists of the 4 Ps – product, price, place, promotion.

Product	New product development, improve existing product, create a brand
Price	High, medium or low price
Place	How does the company get the product to its customer (channel of distribution)? Where will it be sold? Stores, internet websites, mail order catalogues.
Promotion	Promotion includes advertising, promotion and public relations. Promotion enhances product and brand awareness.

The PEST analysis is a useful tool to understand market growth and decline. It stands for political, economic, social and technological factors that could affect your business.

The SWOT analysis is a tool used to understand a company's strengths, weaknesses, opportunities and threats on the market.

Marketing and new technologies

Traditional marketing is being replaced by new techniques which are being used more and more.



Letter of enquiry

Office Furniture Supplies

209 Sutherland Road
London W1K 1CD
Tel: 44-203-493-8023
john.milton@gmail.com

Sender's address
(company letterhead)

3 January 20XX

Date

Pom et Compagnie
207 avenue Gambetta
92500 Rueil-Malmaison
France

Addressee

Dear Sirs,

Subject line

Office furniture enquiry

I have seen your advertisement in the current issue of Modern Office Supplies, and am interested in your range of office furniture.

Explain how you
hear from the
supplier

Could you please send us your catalogue as well as full details of your export prices, terms of payment, delivery times and quantity discounts that you provide?

Request
information

I look forward to hearing from you soon.

Reference to
future contact

Yours faithfully,

Salutation

John Milton
Purchaser



FORMULES TYPES

- *En réponse à votre demande de renseignements...* Je vous serais très reconnaissant de... I would be grateful if you would...
- *Faites nous connaître vos meilleurs prix/conditions.* Please quote us your best terms.
- *J'aimerais obtenir des informations plus précises sur...* I would be grateful to have further information on...

- *Une réponse rapide nous obligerait.* A prompt answer would be appreciated.
- *J'espère avoir de vos nouvelles prochainement.* I am looking forward to your reply.
- *Nous vous prions de croire...* Yours faithfully / sincerely (UK)

Words Talking about the marketing mix

1. Look at the two pens below and classify the following words under product 1 or product 2.

downmarket – upmarket – inexpensive/cheap – expensive – mass market – targeted market – stationery shops/stores – gift shops/stores – department stores – supermarket catalogues – flyers – businessmen/women – strategic points in stores – talking sign – banner displays – poster stands – gondolas

		
	Product 1	Product 2
Product	downmarket	upmarket
Price	inexpensive / cheap	expensive
Place	supermarkets / stationery shops (stores)	stationery shops (stores) / gift shops (stores) /
	department stores
Promotion	supermarket catalogues (very little)	talking sign
	gondolas	banner displays
	poster stands
	strategic points in stores
Target market	mass market	targeted market: businessmen/women

2. Use the vocabulary from exercise 1 to complete the text below.

Product one is a downmarket product sold at a very cheap or inexpensive price. In addition, it will be sold in supermarkets and local shops/stores and is aimed at the mass market, advertised in supermarket catalogues and displayed on gondolas

On the other hand, product two is an upmarket product and will be sold at a more expensive price to a specific target market such as business men. Sales will be generated in more upmarket shops such as stationery, gift and department stores and will be advertised in more upmarket magazines or on the internet.

Skills Describing the marketing mix

3. Choose two similar products of your choice and describe their marketing mix using vocabulary from the word box.

	Product 1	Product 2
Product		
Price		
Place		
Promotion		
Target market		

Communicating Understanding the Apple-Samsung case

4. Watch the video which discusses the issue of Samsung copying Apple's product features and answer the questions.

<http://www.youtube.com/watch?v=6JpHDH3LVx8&feature=related>

- | | | |
|--|--|---|
| a. Before 2007 Samsung and Apple phones were very alike. | True <input type="checkbox"/> | False <input checked="" type="checkbox"/> |
| b. After 2007 Samsung added many features to its phone. | True <input type="checkbox"/> | False <input checked="" type="checkbox"/> |
| c. In 2010 their phones looked very alike. | True <input checked="" type="checkbox"/> | False <input type="checkbox"/> |
| d. Samsung is suing Apple. | True <input type="checkbox"/> | False <input checked="" type="checkbox"/> |

5. Justify your answers.

- a. The designers were different.
- b. They added or a few features.
- c. The Galawy looked like this iPhone.
- d. Apple is swing for patent infringement.

Debating Intellectual Property

6. Discuss whether you think Samsung is guilty or not.

WORD BOX

advertising	la publicité	merchandising	le merchandising	a sample	un échantillon
after-sales service	le service après-vente	online advertising	la publicité en ligne	a size	une taille
a brand	une marque	optional features	des options	sponsorship	le sponsoring
a distribution channel	un canal de distribution	packaging	le conditionnement	a voucher	un bon d'achat
credit	le/un crédit	payment terms	des conditions de paiement	a warehouse	un entrepôt
a delivery mode/method	un mode de livraison	a price/rate	un tarif	buy one, get on free (BOGOF)	deux pour le prix d'un
a discount	une ristourne	a psychological price	un prix psychologique	downmarket	bas de gamme
a discount/reduction	une remise	public relations	les relations publiques	midrange	milieu de gamme
a discount/price cut	un rabais, une baisse de prix	quality	la qualité	reduced-price	à prix réduit
a feature	une caractéristique	a retailer	un détaillant	upmarket	haut de gamme
a free trial	un essai gratuit	the sales force	la force de vente	grant	accorder (un crédit)
a guarantee/warranty	une garantie	a sales outlet	un point de vente		

Exam Paper

Car-Sharing Services Grow



WASHINGTON — As more companies and even nonprofits enter the fast-growing business of car sharing, they are offering consumers new ways to customize their short-term rentals for convenience, reliability and cost.

Take the expanding Car2go service from Daimler, the German luxury-car maker. It rents only two-seat Smart cars, charges customers by the minute instead of the hour, and allows for one-way rentals and free street parking. [...]

New players are also getting in, including Avis Budget Group, another stalwart¹ in the traditional rental business, which earlier this month agreed to buy the vehicle-sharing company Zipcar for \$491 million.

They are all drawn by the rising popularity of car sharing. Last year, about 800,000 people belonged to car-sharing services in the United States, a 44 percent increase from 2011. [...] Amid all the competition, the rental providers are trying to differentiate themselves.

Zipcar, for example, has long tried to portray itself as part of a young, hip lifestyle, calling its members Zipsters and promoting itself through a Twitter hashtag, #thatwhereiroll. It promotes its vast number of rental locations, including many on university campuses, and its blend of ordinary and prestige cars, from Ford Escape S.U.V.'s to Mini Cooper convertibles. [...]

For a \$35 registration fee, Car2go members can locate and reserve a blue-and-white Smart microcar within 15 minutes. Members pay only a per-minute fee for the rental, and can park free in legal parking spaces in Washington and other participating cities. Car2go also lets members leave the car nearly anywhere in the city it is rented in.

By comparison, Zipcar members pay an hourly or daily rate that typically winds up being cheaper than Car2go's rates, but they have to return the rented vehicle to the same parking lot where they picked it up. [...]

One of Car2go's big selling points is free parking. In Washington, for example, Car2go paid \$2,890 per vehicle to the District of Columbia for free use of metered spaces.

© *The New York Times*, "Car-sharing services grow, and expand options", January 25, 2013, by Daniel Rosenbaum

1. *pillar*

I LE COMPTE RENDU (150-200 MOTS)

A rédiger en anglais.

II LETTRE COMMERCIALE

A partir des éléments, rédiger la lettre en anglais en respectant l'usage commercial courant.

Produit: Pom (distributeur d'énergie pour les téléphones mobiles, les MP3, les PDA et les piles rechargeables fabriqué par la société UNIROSS)

Objet: une demande de renseignements pour le produit ci-dessus.

Corps de la lettre : Produit vu à un salon (trade fair) pour des nouvelles technologies à Paris.

Un marché important pour ce produit dans le Royaume-Uni.

Veut savoir : les prix, le délai de livraison, des réductions pour des commandes importantes, les modalités de paiement. Envoyer un catalogue.

III L'EXPRESSION ÉCRITE

1. Do you think car sharing will become increasingly popular in the future and buying cars will become a thing of the past and what effect will this have on the car industry? (100 mots)

VISION STATEMENT: HOW PEOPLE REALLY USE MOBILE

I COMPRÉHENSION ORALE

1. In your opinion, what do consumers use smartphones mainly for?

Students express their opinion such as to send text messages etc.

2. Listen to part one of this dialogue between a journalist and a marketing research expert to find out what new data has revealed.

The new data shows that 68% of consumers' use happens at home and they use their phones not for shopping or socialising but what researchers call 'me time'.

3. So what exactly is "me time"?

Me time is when consumers seek relaxation or entertainment for example watching a funny movie, a funny video, reading a gossip website, playing solitaire or even window shopping for fun.

4. Fill in the following table:

Motivation	Definiton	% of use
self expression	Hobbies / interests	1
discovery	News / information	4
preparation	Planning activities	7
accomplishing	Finances, health and productivity	11
shopping	Shopping	12
socialising	Socialising	19
"me time"	Relaxation / entertainment	46

II EXPRESSION ORALE

5. Were you surprised by this data?

Students express themselves freely.

6. How do you feel about marketers using your smartphone to market their products?

Students express themselves freely.

7. What do you use your smartphone for?

Students express themselves freely.

Unit 7

Advertising



A Times Square, New York City



B Neon signs in Tokyo

1 Compare pictures A and B.

It seems as if the Japanese are much more interested in hi-tech whereas the Americans are still very concerned with entertainment. The streets of Tokyo are a shiny, flashing hub of adverts, billboards and 10-storey buildings made into giant TV commercials. It is safe to say, Tokyo has the largest concentration of advertising you will see anywhere. Light-emitting tubes form coloured lines with which a text can be written or a picture drawn, including various decorations, especially in advertising and commercial signage. By programming sequences for switching parts on and off, there are many possibilities for dynamic light patterns that form animated images.

2 Match the following words with their French translation.

trend - advertisement - commercial - billboard - target - word of mouth - endorsement - focus - catchphrase - entertainment

- | | |
|--|---|
| a. accroche : <u>catchphrase</u> | f. publicité télévisée : (TV) <u>commercial</u> |
| b. cible : <u>target</u> | g. tendance : <u>trend</u> |
| c. couverture : <u>endorsement</u> | h. centrer : <u>focus</u> |
| d. panneau publicitaire : <u>billboard</u> | i. publicité : <u>advertisement</u> |
| e. bouche à oreille : word of <u>mouth</u> | j. divertissement : <u>entertainment</u> |

3 Listen to Andy and Bruce talking about outdoor advertising. Then answer the questions.

a. Tick the words you've heard.

Outdoor advertising can be seen on

<input type="checkbox"/> walls	<input type="checkbox"/> halls	<input checked="" type="checkbox"/> buildings	<input checked="" type="checkbox"/> cars
<input checked="" type="checkbox"/> bus shelters	<input type="checkbox"/> pavement	<input checked="" type="checkbox"/> underground	<input checked="" type="checkbox"/> buses

b. Andy agrees to drive a car with ads on. Yes No

c. Bruce agrees to drive a car with ads on. Yes No

d. What do banners on buildings advertise? The companies that occupy the building and other companies too.

Is the End Near for Traditional Advertising?



The demise¹ of in-your-face marketing and advertising is close at hand, to be replaced by what Facebook's Paul Adams terms a form of advertising that depends on "many lightweight interactions over time."

Adams claims that to really reach today's consumers, companies and brands will need to build relationships with them rather than simply grabbing their attention or utilising disruptions as an advertising tool. In other words, marketers should be progressive rather than aggressive, adding a fifth "P" - Participation - to the traditional marketing mix of Product, Price, Place and Promotion.

Much like the way we develop friendships over a period of time, an entire generation of advertisers will need to plan their marketing scenarios around the concept of building relationships. We often meet new acquaintances through friends. We chat them up, maybe catch them later at a party with other mutual acquaintances, discover we have similar interests, and, before you know it, we're all packed up and off on a weekend ski trip together in Vermont.

We should build our relationships with potential clients and customers the same way. Like Adams says: lightweight, not heavyweight. With the advent of the World Wide Web, there's so much information out there for us to absorb and so little time to absorb it. As a result, the best way to introduce new products, content or ideas to consumers will be seamlessly², naturally and subtly through word-of-mouth interactions.

Adams believes that within a few years, the web will need to evolve to become more personalised to our own requirements. Websites need to contain information that is more relevant to our very particular wants, desires and needs.

entrepreneur.com, March, 9, 2012, by Mikal E. Belicove

1. la mort ; 2. en douceur, sans heurt

1 Read the text once and say:

- a. If Adams's vision of advertising is compatible with online advertising. Yes No
- b. If Adams has faith in a new marketing approach. Yes No

2 Link the following words with their French translation.

- | | | | |
|-----------------------|---|---|--------------|
| a. grab (\$2) | ● | ● | arrivée |
| b. claim (\$2) | ● | ● | accrocher |
| c. acquaintance (\$3) | ● | ● | besoin |
| d. entire (\$3) | ● | ● | connaissance |
| e. subtly (\$4) | ● | ● | discrètement |
| f. advent (\$4) | ● | ● | affirmer |
| g. requirement (\$5) | ● | ● | entier |
| h. relevant (\$5) | ● | ● | pertinent |

3 Explain in your own words the meaning of the following expressions.

- a. close at hand: approaching.....
- b. we are all packed up and off: we are ready to go (bags packed) and are heading to our destination.....

4 Give a definition of the expression “word-of-mouth interaction”.

This is a direct approach which people and often friends use to communicate, share and often praise the qualities of a product or a service.

5 Write down words from the text that qualify what Adams calls “in-your-face marketing”.

Aggressive, heavyweight, simply grabbing attention

6 Find words that qualify “lightweight” interactions.

Progressive, participation, build relations, subtle, naturally, personalised, relevant to your particular wants, desires, needs.

7 Tick what the Dos and Don'ts of modern advertising are according to Adams.

Dos

- a. Build relationships between clients and brands
- b. Be progressive c. Use Participation
- d. Be lightweight e. Be subtle
- f. Use word-of-mouth interaction

Don'ts

- g. Not just grab attention
- h. Not be aggressive
- i. Not use disruption
- j. Not be heavyweight

8 Answer the questions.

a. What role does the Web already play that could be comparable to what Adams thinks marketers should be like?

The web helps us make new acquaintances and chat them up.
It enables people to meet in real life.
It makes people build relationships. It delivers information.
It introduces new products, ideas. It spreads word of mouth.

b. What is a personalised approach meant to bring in the near future?

An approach more adapted to people's special needs, and
wants.

c. What is revolutionary in Adams's vision of advertising?

Marketers should favor a close, friendly if not intimate relationship with clients, brands and customers.



WRITING (100 words)

Imagine a conversation between two people who discuss the pros and cons of modern advertising.

Sounds at Work



Say whether the following vowels should be pronounced [i] or [ai]. Listen and check.

Advertising [i] [ai]

Demise [i] [ai]

Really [i] [ai]

Mix [i] [ai]

Utilising [i] [ai]

Disruption [i] [ai]

Price [i] [ai]

Entire [i] [ai]

Simply [i] [ai]

Ski [i] [ai]

Personalised [i] [ai]

Requirement [i] [ai]

1 Look at the following sentence and explain in French the use of the -ing and -ed forms.

What is amazing about the way ads are presented today is that they are more and more personalised.

amazing: ce qui surprend, ce qui est surprenant (actif)
 personalised: elles sont personnalisées (passif)

2 Now in the sentences below, fill in the blanks with the correct ending (-ing or -ed).

- a. Just like billboards in traditional advertising, online advertising is proving to be more of an assault on our senses and more annoying..... than entertaining.....
- b. It has the potential to annoy customers who do not want to be bothered..... by advertisements.
- c. Who is taking the customer's side, when it comes to invasion of their personal space and time by incessant bombardment of unwanted..... advertising?

3 Read the following sentence and compare the use of these and those in the following context, explain in French the idea behind these and those then translate the sentence into French.

These new ads sometimes refer to tastes and likes of those good old times.

- a. These: Ce sont ces publicités là (actuelles).
- b. Those: marque le passé (époque lointaine).

Translation: ces nouvelles publicités font parfois référence aux goûts et préférences de ce bon vieux temps.

4 Turn the sentence of exercise 3 from a plural to a singular form.

This new ad refers to tastes and likes of that period of time.

5 Translate the following sentences into English.

- a. *On peut se demander s'il s'agit vraiment de la fin de la publicité traditionnelle.*
One may wonder if this is the demise of traditional advertising.
- b. *Les jeunes d'aujourd'hui qui ont aussi leurs propres valeurs pourraient ne pas adhérer.*
Today's young people who also have their own values might not be interested in it.
- c. *L'importance de la musique de cette époque peut expliquer cette préférence.*
The importance of music of the (that) time can explain this preference
- d. *Les publicitaires ciblent les clients qui s'identifient à ces valeurs.*
Admen/advertisers target clients who identify themselves to these values.
- e. *La publicité tout comme la mode ne serait-elle qu'un éternel recommencement ?*
Couldn't advertising just like fashion be seen as an eternal renewal?

Landmarks

Making sense of ads

Advertising tends to follow a basic format:

- a **slogan** or a striking image catches our attention,
- the body of the ad contains more **factual information** about the product,
- a **packshot** or **logo** reinforces the brand identity.

When first analysing an ad you need to decide:

WHO the ad is aimed at;

WHAT is being advertised;

WHAT is specifically highlighted about the product (the benefits) in this ad;

WHY this helps sell a product;

WHERE/WHEN this ad might appear in order to reach its target audience.

Lines of appeal

Then you need to decide what **techniques** to use to communicate with your audience:

- Happy families
- Rich, luxurious lifestyles
- Dreams and fantasy, myth, fear, shock
- Successful romance and love (emotion)
- Elite people or experts
- Glamorous places
- Successful careers
- Art, culture and history
- Nature and the natural world
- Beautiful women/men
- Self-importance and pride
- Comedy and humour
- Childhood

Language of advertising

Often advertising **creates need** - in order to sell a product that we did not know existed, advertisers have to make us aware that we need it. The purpose of advertising language is to **persuade**:

- direct mode of address (the most commonly used word in advertising is 'YOU'),
- short, active words,
- exclamations, question marks.

Advantages and drawbacks of advertising

Against	For
<ul style="list-style-type: none"> • It creates useless needs. • It boosts consumption and encourages frivolous expenses. • It increases the prices of products (ad campaigns are expensive). • It's brainwashing, can be of poor taste. • It spoils the landscape. • It is deceptive (sells dream and idealised lifestyles), lures people into buying the wrong items. 	<ul style="list-style-type: none"> • It informs us or reminds us of the existence of a product. • It creates mass markets therefore contributes to cheaper prices. • It brightens up our life (posters, funny ads, free gifts). • It contributes to reducing prices of newspapers, TV programs. • It encourages competition.

Analysing an Ad

The layout
The body of the ad contains more factual information about the product.

Picture of a beautiful, long-haired brunette. Advertisers also use **celebrity endorsement**. Stars are often chosen to advertise famous brands.

The catch-phrase
A slogan or a striking image catches our attention

The product

Twitter, Facebook and other popular networks also play a role today in **targeting people** and **tapping markets**



The logo reinforces the brand identity

The combination of these elements leaves an impression of the values that are attached to the brand, and a sense of who the target audience for the product is.

Words Language of advertising and persuasion

1. Match words from the two columns to form compound adjectives.

1. low	quality	High-quality
2. high	cost	Low-cost
3. good	made	Home-made
4. saving	purpose	All-purpose
5. all	time	Time-saving
6. home	looking	Good-looking

2. Build more sentences on the examples below. Use the ad on page 70 and describe the products using the language of persuasion.

Exaggeration

Thanks to our product you will look 10 years younger!

Thanks to our shampoo and conditioner your hair will shine and sparkle!

Comparison

Our washing powder washes whiter than any ordinary product.

Our products will make your hair stronger than any other shampoo.

Superlatives

These armchairs are by far the most comfortable ones.

You will have the most beautiful hair.

Best bargain

If you find a cheaper airline ticket we'll pay for the difference.

By purchasing our 3 products together you will save the price of one.

Skill Analyzing and building an advertising campaign

3. Analyse the advertisement page 70 and complete the card below.

WHO is the target? *girls/women*

WHAT is being advertised and WHAT is specifically highlighted about the product in this ad?

Shampoo, conditioner and cream for frizzy hair.

WHY does this advertisement help sell the product?

Because the hair looks gorgeous on the picture.

WHERE/WHEN might this ad appear in order to reach its target audience?

In women's magazines, on TV, on bus shelters...

4. Imagine an advertising campaign for a shampoo. In class, explain the reasons for your choices.

- Make up four groups who will each work on a different target. Use the grid below for help.

Group 1: Women in their twenties in Europe

Group 2: Men over 40 in Eastern countries

Group 3: Women in their fifties in Western countries

Group 4: Men in their twenties in Asian countries

Description of the product	Name: Price: Packaging
Target	Male/female: Age: Nationality:
Medium	Commercial <input type="checkbox"/> Billboard <input type="checkbox"/> Internet <input type="checkbox"/>
Endorsement	Celebrity: Why? Model: Description / why?
Logo	Colours:
Catch-phrase	<i>enticing, quickly understandable, playing on words, down to earth, innovative, eye-catching, glamorous...</i>

Role play Talking about a campaign**5. The groups now work together, present their ideas and argue about the relevance of the campaigns. Use the following steps.**

- Group 1 presents their campaign to Group 2 who will criticise it.
- Group 1 tries to convince Group 2 of their choices.
- Group 2 asks for a counterproposal (either in terms of slogan, price, medium, or packaging).
- Group 1 will reformulate the concept. Group 2 will agree or add suggestions.
- Group 1 and 2 will then swap roles. Group 3 and 4 will do the same.

WORD BOX

an adman	un publicitaire	to highlight/enhance	mettre en avant	glamorous	glamour
an advertisement / advert / ad	une annonce publicitaire	a jingle	un indicatif sonore	innovative	innovateur
an advertiser	un annonceur	to launch a campaign	lancer une campagne	misleading/deceptive	trompeur
advertising	la publicité	a layout	une mise en page	promising	prometteur
an advertising medium	un support publicitaire	a leaflet/flyer	un prospectus	reliable	fiable
an advertising space/time	un espace publicitaire	a line/a range	une gamme	seductive	séduisant
an aim/goal	un but	a mailing/mailshot	un publipostage	socio-professional categories	catégories socio-professionnelles
a billboard/hoarding	un panneau d'affichage	market research	une étude de marché	undisputed/unchallenged	incontesté
a body copy	un texte (dans une publicité)	a motto	une devise	to advertise	faire de la publicité
a brand name/trademark	une marque	a poster	une affiche	to broadcast a message	diffuser un message
a (buying) trend	une tendance (d'achat)	prime time	les heures de grande écoute	to entice, coax, induce the consumer	
a catch-phrase	une phrase accroche	publicity	la publicité donnée à un événement	into buying	pousser à acheter
classified ads	petites annonces	a sample	un échantillon	to market	commercialiser
a commercial	un spot publicitaire	a show/an exhibition	un salon	to praise/to brag about	vanter
a consumer	un consommateur	a slogan	un slogan	to resort to devices	avoir recours à des techniques
a criterion/criteria	un critère	sponsorship	le parrainage	to target	cibler
a fad	une mode	a target	une cible		

Exam Paper

Marketers Find a Friend in Pinterest



In an age of fat data plans and broadband access, Pinterest has a message for the media: a picture is worth a thousand words. That's 35 Twitter posts, give or take.

Magazines like *Real Simple* and *Better Homes and Gardens* and marketers like Whole Foods and West Elm have been quick to embrace Pinterest, the social media start-up firm that allows its users to share images by "pinning" them.

"Pinterest is creating sort of a meritocracy of what's visually appealing, brands are scrambling and trying to figure it out. They know it's going to be big, but they don't necessarily know the best way to use it."

Pinterest does not have ads on the site, but publishers and brands can use the images to link to their own Web sites.

Kaelin Zawilinski, the digital editorial manager for *Better Homes*, says Pinterest has helped the magazine gain a new audience, especially with younger women. She said the profiles of many visitors and re-pinner "appear to be younger than our typical readers."

Blake Cahill of Banyan Branch, a digital media advertising agency, said pictures were replacing words when it comes to social media.

"Everyone is a voyeur," Mr. Cahill said. "A beautiful dress or a pillow. Those are types of things that people like to share."

Food and food-related brands are also popular on the site. "People eat with their eyes first," said Cathy Lee Fredrickson, the online content manager for the National Pork Board. She said the board had "a really passionate and engaged community fan base."

"People love bacon," she said.

Another way that images make their way across the Web to Pinterest is through the "Pin It" button that is slowly making its way alongside the ubiquitous Facebook and Twitter share buttons that live near most digital material.

Despite their embrace of Pinterest, some brands expressed the hope that the company would be more forthcoming about user data, would upgrade the search tool and even allow some boards to be private.

© *New York Times*, April 17, 2012, by Tanzina Vega.

I LE COMPTE RENDU

Write a synthesis of this article in French. (100 à 150 words)

II LA LETTRE

Kaelin Zawilinski is writing a letter to Robert Woods, the sales manager of *Better Homes*, to tell him to devote more space to Pinterest in the magazine to attract even more readers and subscribers.

III L'EXPRESSION ÉCRITE

Do you see Pinterest as a new kind of social advertising medium? (150 to 200 words)

A definition of Pinterest

A definition is hard to give exactly but a short simple answer could be that it's a social network where you can pin things of interest to you on pin-boards. The site's focus on images makes it popular with many magazines. Followers can view your pin-boards and pinned content, re-pinning if they like anything they see. It often becomes addictive as users of this site can waste hours on pinning: pinned to their seats!

Oral Exam

I COMPRÉHENSION ORALE

 You have recently interviewed 8 people in the street on the risks of infringing¹ people's privacy when tracking customers online. Listen to the recording and answer the following questions.

1. *empiéter sur*

a. When is number 1 afraid of having her habits tracked?

When she uses her discount card at the grocery store.

b. What would number 2 like to be able to do?

To opt out of giving her personal information.

c. What is number 3 questioning about the Organisation?

If it offers a "do not track" mechanism.

d. What is number 4 tired of?

She's tired of tailored ads.

e. What does number 5 understand about the power of online data?

That it helps to customise the ads.

f. To what extent can data about people's behaviour be divulged according to number 6?

Companies that collect data combine vast store of information with voter registration records

g. What question does number 7 ask?

He wonders if political candidates purchase personal information about people the same way.

h. What does number 8 suspect about marketers?

He suspects marketers tailor ads.

Draw a conclusion on this report

People's fears are real and concern everyday life, shopping, freedom. People feel their consumer habits are spied on.

II COMPRÉHENSION ORALE À PARTIR D'UNE VIDÉO



Watch the following video about how colours affect merchandising. Then answer the questions.

<https://www.youtube.com/watch?v=Ryu6DGHPeo0>

a. How long can it take to be grabbed by an ad? It can take 5 seconds.

b. What is the role of colours in ads? It carries many associations and emotions.

c. What is the impact of yellow and red? These colours attract immediate attention.

d. What is associated with the colour blue? green? black? brown? Blue is associated with reliability of the product and the service; Green is health, healthiness, freshness; Black can be sophisticated. Brown is associated with earth-based products.

What's in a Brand?



1 Look at the pictures of famous brands and fill in the grid.

	Description	Brand's name	Sector of activity
1	Two red bulls are fighting.....	Red Bull.....	Energy drink.....
2	A shopping bag with "American Eagle" written on it.....	American Eagle.....	Clothing.....
3	Two blue letters on a white background.....	Hewlett Packard.....	Computers.....

2 Ask your classmates what their three favourite brands are. Say what the three most popular brands are.

1. Réponse personnelle 2. Réponse personnelle 3. Réponse personnelle

3 Give the French equivalents of these words.

a. price-sensitive: sensible au prix e. registered: déposé i. top-level: de haut niveau
 b. innovative: innovant f. appealing: attirant j. cheap, inexpensive: bon marché
 c. counterfeit: contrefait g. suggestive: suggestif k. state of the art: dernier cri
 d. packaged: emballé h. promoted: dont on fait la publicité l. up-market: haut de gamme

4 Say which of the words in exercise 3 can apply to the three brands above.

Brand names	Words applying
Red Bull	Appealing.....
American Eagle	Appealing, cheap.....
Hewlett Packard	Innovative, registered, top-level, state-of-the-art, up-market.....

On Campus, It's One Big Commercial



A growing number of companies are hiring college students to represent brands on campuses across the nation. This fall, an estimated 10,000 American college students will be working on hundreds of campuses - for cash, swag, job experience or all three - marketing everything from Red Bull to Hewlett-Packard PCs. For the companies hiring them, the motivation is clear: college students spent about \$36 billion on things like clothing, computers and cell-phones during the 2010-11 school year alone. [...]

But what is happening on campuses today is without rival, in terms of commercializing everyday college life. Companies from Microsoft on down are increasingly seeking out the big men and women on campus to influence their peers. The students most in demand are those who are popular - ones involved in athletics, music, fraternities or sororities¹. Thousands of Facebook friends help, too. What companies want are students with inside knowledge of school traditions and campus hotspots. In short, they want students with the cred² to make brands seem cool, in ways that a TV or magazine ad never could.

It's a good deal for the student marketers, who can earn several hundred to several thousand dollars a semester in salary, perks, products and services, depending on the company. [...] Some universities welcome such programs, and the career experience they may provide, but others prohibit such activities. The lines aren't always clear. University of North Carolina officials, for example, say they don't currently have a clear handle on how many students work as brand ambassadors — but it could be several hundred or more.

© *The New York Times*, September 10, 2011, by Natasha Singer

1. sociétés d'étudiants - 2. (short for credibility) respecté

1 Look at the title and the end of the document. Fill in the blanks to introduce the text.

The document is an article . It is entitled: "On campus, It's One Big Commercial" .

It was published on (date) September 10th, 2011 in (paper) The New York Times .

2 Pick out the equivalent of these words from the text.

- | | | |
|--|--|--|
| a. <i>cet automne</i> : <u>this fall</u> | e. <i>leurs pairs</i> : <u>their peers</u> | i. <i>interdire</i> : <u>to prohibit</u> |
| b. <i>la faculté</i> : <u>college</u> | f. <i>endroits pleins d'activité</i> : <u>hotspots</u> | j. <i>une bonne maîtrise</i> : <u>a clear handle</u> |
| c. <i>la frime</i> : <u>swag</u> | g. <i>une bonne affaire</i> : <u>a good deal</u> | k. <i>des ambassadeurs</i> : <u>ambassadors</u> |
| d. <i>embauchant</i> : <u>hiring</u> | h. <i>des avantages en nature</i> : <u>perks</u> | |

3 Read the article and say if the statements are right or wrong. Justify your answers by quoting from the text.

- a. In the US, more and more companies employ college students as marketers. Right. "A growing number of companies are hiring college students to represent brands on campuses."
- b. The students introduce the brands on the university campus. Right. "American college students will be working on hundreds of campuses marketing everything from Red Bull to Hewlett-Packard PCs."
- c. The companies only give them a salary. Wrong. "The student marketers... can earn several hundred to several thousand dollars a semester in salary, perks, products and services, depending on the company."
- d. All colleges accept the system. Wrong. "Some universities welcome such programs ... but others prohibit such activities"

4 Name three companies that use this form of promotion of brands.

1. Red bull 2. Hewlett-Packard 3. Microsoft

5 Say what these figures correspond to.

- a. 10,000: the number of American college students marketing products on campuses.
 b. \$36 billion: the amount of money college students spent on clothing, computers and cell-phones during 2010-2011.

6 Say what the advantages of the system are for:

- a. students: They can earn several hundred to several thousand dollars a semester in salary, perks, products or services.
 b. companies: They reach their targets directly and their products seem cool.

7 Tick the qualities required to be hired to promote products on a campus.

- | | | |
|--|---|--|
| <input type="checkbox"/> be shy | <input checked="" type="checkbox"/> be popular | <input checked="" type="checkbox"/> like interacting with people |
| <input checked="" type="checkbox"/> be sociable | <input type="checkbox"/> be practical | <input checked="" type="checkbox"/> be a leader |
| <input checked="" type="checkbox"/> be influential | <input checked="" type="checkbox"/> be involved in athletics | <input checked="" type="checkbox"/> know campus traditions |
| <input type="checkbox"/> love technology | <input checked="" type="checkbox"/> have many friends on Facebook | <input type="checkbox"/> like shopping |

8 Name the reason why some colleges prohibit such activities.

Some colleges prohibit such activities because the lines aren't always clear so they don't have a clear handle on how many students work as brand ambassadors.



WRITING (100 words)

What do you personally think of this form of student-to-student marketing? Do you see it as a way to help peers make purchasing decisions or, on the contrary, a way to help a company impose its brands on students?

Here are some of the marketing techniques used: wearing a logo T-shirt, offering water bottles and pens with the brand's logo, organizing welcome dinners and parties, mural painting, video contests, late-night shopping, setting up display tables, using facebook to promote discounts...

Sounds at Work



Indicate where these words are stressed. What is the common sound of the unstressed vowels? Listen to the recording to check your answers.

ambassadors - American - athletics - campus - Carolina - commercial - companies - experience - hundred - magazine - marketing - number - products - programmes - semester - students - tradition

The common sound is [ə]....., which is called schwa.....

1 Match the sentences and their equivalents.

- a. Students have to find ways to make money to pay for high tuition fees.
 It is possible / It is necessary for them to find ways to make money to pay for high tuition fees.
- b. Students don't have to become brand ambassadors.
 It is not possible / It is not mandatory for them to become brand ambassadors.

2 Transform the sentences as in the example.

Some students have to accept the deal. → He **said** some students **had** to accept the deal.

- | | |
|---|---|
| <p>a. Companies have to hire college students to represent brands.
 He said companies had to hire college students to represent brands.</p> | <p>c. Students have to make brands seem cool.
 He said students had to make brands seem cool.</p> |
| <p>b. Students have to work to pay for their studies.
 He said students had to work to pay for their studies.</p> | <p>d. Brand ambassadors have to interact with their peers.
 He said brand ambassadors had to interact with their peers.</p> |

3 Fill in the blanks with **cannot**, **mustn't** or **don't have to**.

- a. Managers don't have to worry so much. They'll find a way to promote their brand.
- b. The scheme is interesting, but it cannot be enforced, which is a pity.
- c. They don't have to launch the campaign at once. There's plenty of time.
- d. Companies mustn't go too far, otherwise they will get a fine.
- e. They have such a reckless attitude that I cannot accept it.
- f. These activities mustn't take place on this campus. They are prohibited.
- g. It is an interesting system, but you cannot be hired, which is a pity.

4 Translate into English.

- | | |
|---|--|
| <p>a. Il ne doit pas promouvoir n'importe quelle marque.
 He <u>mustn't promote just any brand.</u></p> | <p>e. Il n'est pas nécessaire d'acheter tous ces produits.
 You <u>don't have to buy all these products.</u></p> |
| <p>b. Cela ne doit pas être difficile d'être embauché.
 It <u>cannot/must not be difficult to be hired.</u></p> | <p>f. Il ne doit pas s'engager autant.
 He <u>mustn't commit himself so much.</u></p> |
| <p>c. Tu ne dois pas oublier que cet étudiant est populaire.
 You <u>mustn't forget that this student is popular.</u></p> | <p>g. Ce n'était pas nécessaire qu'il le fasse.
 He <u>didn't have to do it.</u></p> |
| <p>d. Vous ne devez pas donner des conseils aussi inutiles.
 You <u>must not give such useless advice.</u></p> | <p>h. Il l'a fait parce qu'il le fallait.
 He <u>did it because he had to.</u></p> |

Landmarks

What is a brand?

- A brand is often associated with **one product** (a car, a drink).
- A brand can also be a **range of products** (all varieties of Coca-cola, Mercedes cars or Colgate toothpaste...).
- For **service brands** to be recognized the service needs to be standardized (McDonald's, Disney, Ikea...).
- **Organizations, countries, cities, streets and buildings** also are brands that have specific qualities used to attract potential tourists and companies (Greenpeace, the US Senate, China, Paris, London, Fifth avenue, the Champs Elysées...).
- **The person brand** is focused on one personality, such as a celebrity actor, a singer, a politician or a sportsperson (Di Caprio, Bono, Barack Obama, David Beckham...).
- **Events** are brands that are strongly connected with the experience of the people attending (rock concerts, the Olympics, a space-rocket launch, car racing or a town-hall dance...).

What is brand management?

Creating the promise The brand must be unique and identified with the company alone. *Volvo offers feelings of safety, Mustang of excitement.*

Making the promise Advertising and PR position the company and its products in the minds of customers and against competitors.

Keeping the promise The company must motivate people to deliver reliable and usable products.

Brands are made up of various elements

The name identifies a company, product, service, or concept.

The logo is the visual trademark that identifies the brand. *The "swoosh" is a trademarked part of Nike's brand.*

The tagline or catchphrase is associated with a brand: *"Coca-Cola is it".*

The distinctive shape of the Volkswagen Beetle is a trademarked element of the brand.

The colours: *Owens-Corning is the only brand of fiberglass insulation that can be pink.*

A unique tune can denote a brand. *NBC's chimes are a famous example.*

The scents: The rose-jasmine-musk scent of *Chanel No. 5* is trademarked.

The tastes: *Kentucky Fried Chicken has trademarked its special recipe of eleven herbs and spices for fried chicken.*

What is the associated image?

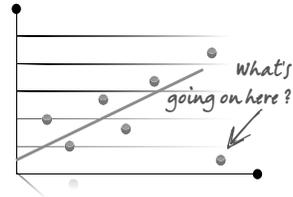
- Brand presence means a brand can stand alone with an instantly recognisable quality. *Google.com is friendly. It does what you need with the minimum of fuss or intrusion.*
- A sensitive brand responds realistically and effectively. *Amazon.com have built sensitivity into their brand: they sense who you are, what you look at, what you buy.*
- A brand that is in harmony with people follows and anticipates their every move. *Toyota seeks to become real friends of the Japanese customers' family.*
- A great brand leads people to say 'We want it!' without the brand seeming to ask. *Southwest Airlines cares so much for its customers that they flock to its doors.*

Rules for Making Charts and Graphs

Whatever you're making your charts and graphs for – a report or a piece of art – there are a few basic rules that you should follow.

1. Check the data

If your data is weak, your graph is weak, so make sure it makes sense. Start with some simple graphs to see if there are any outliers or weird spikes. Verify anything that doesn't make sense.

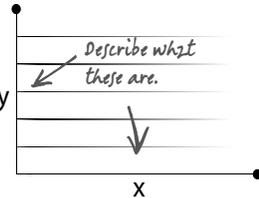


2. Explain what encodings are supposed to indicate

Don't assume the reader knows what everything means. Most likely they don't. You can provide explanations in a variety of ways, but the most common are providing a key, directly labelling shapes, or describing your graph in a lead-in paragraph. Without your pointers, it's a guessing game for the reader.

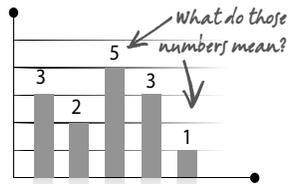
3. Label your axes so that readers know what scale points are plotted on

Is it logarithmic, incremental, exponential, or per 100 flushing y toilets? Also, in most cases, you'll want your value axis to start at zero.



4. Include some units

If you just leave it with naked numbers, it could mean anything from a percentage, to a volume, to the number of chickens that crossed the road. Again, you want to eliminate the need for any guesswork from the reader.



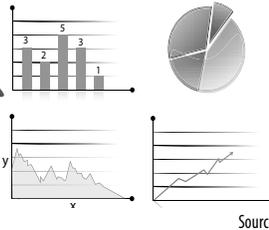
5. Keep your geometry in check

If your geometry is wrong, this will be the first thing people call you on. Size circles and other two-dimensional shapes by area, unless it's a bar graph or something like that. When you size circles by diameter, you end up with circles that are way out of proportion, and that's a bad thing.

6. Include your sources

You can put it directly in a graph, or if it's part of an article, the source can be specified in the copy. This does a couple of things. First, it makes your graph more reputable, and second, those who are interested can dig deeper or fact-check.

Is this data for real or did you make it up?



7. Consider your audience

Take into account who and what your graphs and charts are for, and design accordingly. You might design a super-detailed graph for a poster that people can stare at for hours. But if it's for a presentation, you should keep the words to a minimum.

To put it simply: tell your story clearly and communicate the data accurately. Do that, and you'll be all right.

Words Describing a trend

1. Classify the words describing a trend into three categories.

to be level, to climax, to collapse, to decline, to double, a downward trend, to drop by, to fall by, to go up, to grow, to hit a wall, to increase by, to jump, to hold steady, to jump, to nosedive, to pick up, to plummet, to quadruple, to reach a peak, to reach a bottom low, to remain stable, to rise by, to soar, to skyrocket, to stagnate, to triple, an upward trend.

Increase: to climax, to double, to go up, to grow, to increase by, to jump, to pick up, to quadruple, to reach a peak, to rise by, to soar, to skyrocket, to triple, an upward trend.

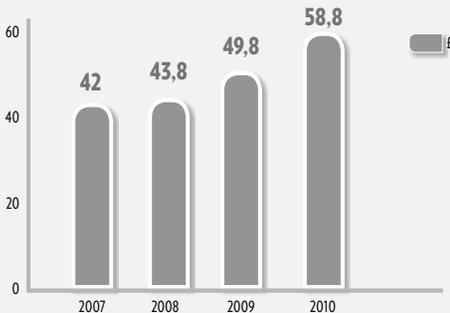
Stability: to be level, to hit a wall, to hold steady, to remain stable, to stagnate.

Decrease: to collapse, to decline, a downward trend, to drop by, to fall by, to nosedive, to plummet, to reach a bottom low.

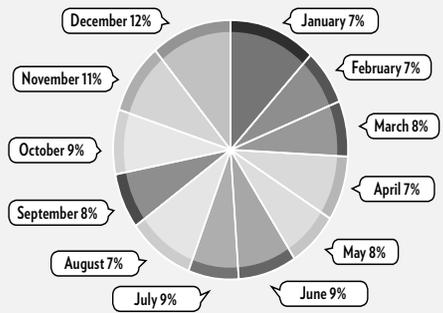
Skills Analysing a chart

2. Fill in the blanks to describe the evolution of internet sales in the UK. Use the adverbs in the box

Yearly UK online sales statistics from 2007 to 2010



Monthly online sale figures for the UK in 2010



E-commerce is one of the fastest growing markets in the UK.

The first graph shows online sales increased steadily between 2007 and 2010. In 2007, they represented forty-two billion pounds, or 8.6% of retail sales, forty-three point eight billion pounds in 2008 and forty-nine point eight billion pounds in 2009. Online sales increased sharply in 2010: they were £58.8 billion or 12.0% of UK retail trade and once again topped the preceding year's sales by 17%.

The second graph shows the monthly online sales figures for the UK in 2010.

Every month of 2010 saw an increase of between 7% and 12% over the equivalent month in 2009. December saw the largest rise - 12% - the result of UK consumers spending an extra 1 billion pounds compared to October 2009. E-commerce in the UK shows no signs of slowing down any time soon.

WORD BOX

approximately	approximativement	gradually	petit à petit	slowly	lentement
considerably	considérablement	roughly	environ	steadily	régulièrement
consistently	de manière cohérente	sharply	brutalement	substantially	énormément
continuously	de manière constante	steeply	en flèche		
dramatically	énormément	slightly	légèrement		

Communicating Picking up specific information

3. Fill in the grid as you listen to the recording.

	Product	Name	Features	Prices
1	Smartphone	BlackBerry Bold 9780	elegant design, email, phone, instant messaging and the Internet tabbed browsing gives updates from social networking and RSS feeds an integrated organiser camera and video recording	\$400
2	Digital video player	Samsung's Q3 Video Player	It has a unique architecture and look it is light it charges easily it works as a simple USB device it easily transfers files with a PS3 it fits in running shorts pockets with alternate headphones	\$39.99
3	Laptop computer	Apple's MacBook air	it is amazingly thin it is a full-size notebook it is encased in sleek, sturdy anodised aluminium it weighs just 3 pounds the keyboard is full-size with crisp keys backlit key illumination enables to work in low-light settings oversize multi-touch trackpad	From \$1,799 for the 1.6 GHZ to \$2,598 for the 1.8 GHZ
4	Tablet	Amazon's Kindle Fire tablet	it has a 7-inch HD display a 1.2GHz dual-core CPU it includes more than 23 million movies, TV shows, songs, magazines, books, audiobooks, apps, and games has Facebook, Twitter, Netflix, HBO GO, Pandora, Angry Birds Space, and more.	Starting from \$159

WORD BOX

alternate	de remplacement	global	mondial	remote	à distance
amazing	incroyable	great	formidable	single	unique
available	disponible	impressive	impressionnant	sleek	luisant
bold	audacieux	integrated	intégré	stand-alone	autonome
bright	brillant	light	léger	stirring	passionnant
crisp	vif et précis	oversize(d)	trop grand	sturdy	robuste
easy	facile	portable	portable	thin	fin
full-size	grandeur nature	price-focused	obnubilé par le prix	unique	exceptionnel
elegant	élégant	reasonable	raisonnable		

Exam Paper

Tiffany Sues Costco Claiming It Sells Counterfeit Jewelry



Tiffany & Co. accused Costco Wholesale Corp. in a lawsuit of selling counterfeit Tiffany diamond engagement rings at discount big-box prices not befitting the mystique of its iconic blue-box.

While Costco sells high-end jewelry from Cartier, Breitling, Chanel and Movado, it isn't authorized to sell Tiffany items, the New York-based jewelry retailer said in a complaint filed yesterday in federal court in Manhattan.

Tiffany said it was alerted by a customer in November who saw signs offering "Tiffany" rings in a Huntington Beach, California, Costco store.

"Costco had apparently been selling different styles of rings for many years that it has falsely identified on in-store signage as "Tiffany,"" according to the complaint.

The Issaquah, Washington-based company, which runs more than 600 warehouse stores, has led customers to believe they were buying authentic Tiffany items at discount prices, Tiffany said. The sales "unlawfully trade off Tiffany's goodwill and brand awareness," it said.

"Tiffany, which has sold trademarked luxury items for 175 years, is seeking to prevent further sales of counterfeit diamond engagement rings as well as unspecified damages associated with prior sales, the company said in the complaint.

"We now know that there are hundreds if not thousands of Costco members who think they bought a Tiffany engagement ring at Costco, which they didn't," Jeffrey Mitchell, a lawyer for Tiffany, said in a statement. "Costco knew what it was doing when it used the Tiffany trademark to sell rings that had nothing to do with Tiffany."

Joel Benoliel, Costco's chief legal officer, didn't immediately reply to a voice-mail message left at his office seeking comment about the lawsuit.

The case is Tiffany and Co. v. Costco Wholesale Corp., 1:13-cv-01041, U.S. District Court, Southern District of New York (Manhattan).

Bloomberg.com, February 15, 2013, by Patricia Hurtado

I LE COMPTE RENDU

Après avoir dégagé l'idée principale de l'article, vous ferez un compte rendu en français en 140 mots \pm 10%. Vous indiquerez le nombre de mots utilisés.

II LA LETTRE COMMERCIALE

Vous êtes chargé(e) d'écrire le communiqué de presse de Tiffany indiquant aux clients que les bagues vendues par la société Costco sont des contrefaçons.

III L'EXPRESSION ÉCRITE EN ANGLAIS (200 WORDS \pm 10 %)

Avez-vous déjà acheté de la contrefaçon ou êtes-vous prêt(e) à le faire ? Donnez des exemples précis. Pensez-vous qu'acheter de la contrefaçon est un délit ?

Oral Exam

I COMPRÉHENSION ORALE

1. Listen to the recording and fill in the grid. Use Word Box.

	Name of the company	Product	Criticism	Company's reaction
1	Adidas	JS Roundhouse Mid, sneakers with shackles	Critics said it was offensive and insensitive to commercialize shackles that were used on slaves for 200 years	Adidas pulled the ad on the same day and never released the shoe
2	JCPenney	T-shirt with the slogan "I'm too pretty to do homework so my brother has to do it for me"	Critics asked the company to "stop selling clothing with sexist messages for girls."	The company apologized and removed the shirt from stores
3	Converse	Loaded Weapon, basketball sneakers	A basketball star was shot dead by a teammate. Also, three NBA players faced weapons-related charges.	Converse stuck by its decision, and claimed it was merely the name of a shoe.

II EXPRESSION PERSONNELLE

1. Do you agree with the criticism in each case? Discuss with the class.

.....

.....

.....

2. Think of other products that could be deemed offensive, sexist, insensitive...

.....

.....

.....

WORD BOX

a loaded weapon	une arme chargée	to design	concevoir	to release	lancer
a slogan	un slogan	to launch	lancer	shackles	des fers
sneakers, trainers	des baskets	to pull	retirer	to apologize	s'excuser

Unit 9

Retailing



1 Look at the photos and complete the description using the following words:

channel - end-users - container - import - goods - sales - wholesalers - manufacturers (× 2)

Manufacturers import raw materials and goods which are transported by container ships.
Wholesalers buy the goods from the manufacturers and then sell to stores, which are also known as sales outlets. The last stage of the distribution channel is when end-users also known as customers buy the goods.

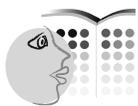
2 Transform the verbs into nouns to describe people in the distribution channel.

- a. to supply: the supplier
b. to manufacture: the manufacturer
c. to import: the importer
d. to consume: the consumer
- e. to retail: the retailer
f. to sell wholesale: the wholesaler
g. to shop: the shopper

3 Listen to an expert explain how to keep loyal customers, and answer the questions.

- a. Where do 80% of our sales come from?
They come from 20% of our customers.
- b. What is the most basic customer service rule?
Treat the customer the way you want to be treated
when shopping.
- c. Name some of the customer services practices (there are six mentioned).
Greet every person, let shoppers know you are available
for help, offer your expert advice, provide services beyond
- customers' expectations, thank customers as they exit,
reward every customer.
- d. How can retailers award customers?
Store cards that discount certain items, free gifts, a customer
reward programme.
- e. What can be done to follow up customers?
Send personalised mailings, invite them to special in-store
events as VIP shoppers, ask about their families or events in
their lives.

Fashion Chain Zara Helps Inditex Lift First Quarter By 30%



Inditex, the Spanish clothing retailer, has increased sales and made its founder, Amancio Ortega, the world's third richest man. [...]

Even in Spain, where consumer spending has nosedived as a result of spending cuts and mass unemployment, Inditex has increased sales by a modest 1%, while competitors such as Mango saw profits fall by 38.5% in 2011, despite increased worldwide sales. [...]

He [Amancio] started work as a delivery boy in a textile firm and learnt the business from the ground up. He got the idea that good-quality clothes should be made affordable to ordinary people and this led to him founding Zara in 1975 with his first wife. [...]

Zara can get a new design made up and distributed in a week, and it launches about 12,000 new designs every year. To get this in perspective, when Marks & Spencer hit the skids at the beginning of this century, its turnaround time for a new design was close to a year. At Zara, there is no warehousing and reorders are rare, which is one reason the company never advertises: by the time you get to the shop the garment in the ad will have sold out.

Secondly, the customer is king. Imaginative use of IT and turning its shop assistants into market researchers means Zara has real-time information about what is selling and where. If customers say they like it in blue but would prefer it in purple, within a week it will be there in purple. This rapid response is made possible partly by keeping most of its production in Europe, largely in Spain, unlike others who have put all their eggs in the Chinese basket.

"Proximity has become very affordable," said Nueno. Labour in China is becoming more expensive, as is transport. Inditex is developing integrated operations in Turkey, North Africa and Portugal, areas where the textile industry had been wiped out by competition from China. [...]

© Guardian News and Media Ltd, 18 August, 2012, by Stephen Burgen

1 Look at the title and end of the document. Fill in the blanks to introduce the text.

This document is a press article which was published on Friday the 17th of August 2012
in the Guardian. It highlights/deals with/illustrates Zara's success despite the world-wide economic downturn in the retail sector.

2 Choose the appropriate meaning of these phrases.

a. "Even in Spain, where consumer spending has nosedived" means consumer spending:

- increased
 has decreased
 has decreased substantially

b. "...and learnt the business from the ground up" means he learned:

- on the job and was promoted
 at a business school
 on the factory floor only

c. "when Marks&Spencer hit the skids at the beginning of this century" means:

- business was booming
 business declined slightly
 business was disastrous

3 Indicate what these figures represent.

30	Percentage first quarter increase in Inditex worldwide sales
1	Percentage increase in Spanish sales in 2011
38.5	Percentage decrease in profits for Mango
12,000	Number of new designs launched per year
1975	Year Zara was founded

4 Say how Mr Amancio Artego start his career in the retail industry.

He started out as a delivery boy and worked his way up in the business.

5 Explain the business idea which led him to setting up Zara.

Good-quality clothing should be made available to ordinary people.

6 Name six retail strategy decisions that have made Zara profitable.

Designs made up and distributed within a week

Proximity – local production

No advertising

Customer is king – adapt production to customer needs

No warehousing

Shop assistants do market research



WRITING (100 words)

Do you think that countries should produce their products in their own country or outsource their manufacturing?

Sounds at Work



- a. Read the following two-syllable verbs and nouns and underline the stressed syllable. Then listen and check.**

increase – nosedive – produce – project – contract

- b. Read the following nouns and underline the stressed syllable. Then listen and check.**

increase – product – project – contract – student

- c. Underline the correct rule concerning stressed syllables.**

In most two-syllable verbs, the stress is on the first/second syllable.

In most two-syllable nouns, the stress is on the first/second syllable.

1 Underline the adverbs and identify the mistake. Then rewrite the sentence to put the adverb in the right position.

a. He buys always his products online.

He always buys his products online.

b. My supplier often is late with our orders.

My supplier is often late with our orders.

c. If I had known, I would have never done business with them.

If I had known, I would never have done business with them.

d. We increased our sales rapidly last year in the market.

Our sales increased rapidly in the market last year.

e. Zara's sales assistants conduct every day market research.

Zara's sales assistants conduct market research every day.

Every day, Zara's sales assistants conduct market research.

2 Complete the rules about the position of the following adverbs.

a. Les adverbes de temps imprécis (*often, never...*) se placent après le verbe 'to be' et avant tous les autres verbes.

b. Les adverbes de temps précis (*every day...*) se placent au début ou à la fin de la phrase.

c. Quand il y a plusieurs auxiliaires (*have, be, would...*) dans une phrase, l'adverbe se place après le premier auxiliaire.

d. Quand il y a un adverbe de manière, de moment et de lieu, quel est l'ordre préféré ?

comment / où / quand ou bien quand / comment / où

3 Translate the following sentences into French.

a. Many retailers have been working hard to achieve their sales targets.

Beaucoup de détaillants ont travaillé dur pour atteindre leurs objectifs de vente.

b. Although he has set up business, he hardly works and will not achieve the turnover required by his bank.

Bien qu'il ait créé une société, il ne travaille guère et n'atteindra pas le chiffre d'affaires requis par sa banque.

4 Complete the sentences with 'late' or 'lately'.

a. My supplier has been making mistakes in my orders lately

b. Lately, my retail manager has been behaving strangely.

c. Due to your orders being sent late, I request financial compensation.

5 Complete the sentences with 'still' or 'yet'.

a. I placed an order two months ago and I still haven't received it.

b. Have you finished that report? I'm sorry, I haven't done it yet

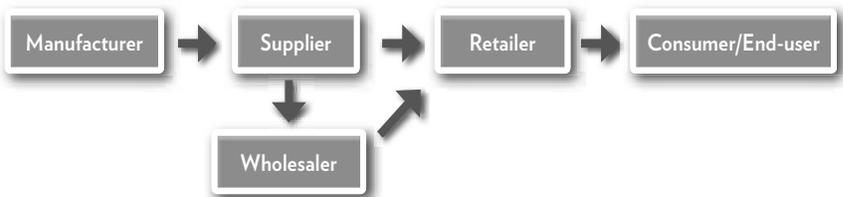
c. Have you still not finished that report I asked you to do a week ago?

Landmarks

Retailers' Role in the Supply Chain

Their function is to sell goods or services to end-users (i.e. the general public). They buy their goods either from wholesalers or directly from the manufacturer in bulk and in turn charge a price mark-up to the general public to cover their buying costs and to make a profit.

The distribution Channel



Retailers sell in a variety of locations depending on their budget and size, which may include the following:

- shops, also known as sales outlets,
- shopping centres / shopping malls,
- department stores such as Harrods in London,
- markets,
- door to door.

Modern Retailing

With the advent of the Internet, more and more people are buying online, which is called **online retailing**. Most retail companies have a website where you can view their products and order with a simple click of your mouse. The products can be sent directly to your home by post or to a local shop where you can pick up the goods, try them on and send them back at no extra cost.

Mail order is another way of purchasing either by telephoning the supplier or by placing your order on internet.

The Retailing Mix

Just like the marketing mix, retailers have to decide on the following:

Product	Design, packaging, warranty / guarantee, credit facilities / high-end or low-end market
Price	Retailers need to identify their target audience and calculate their median income and spending power.
Place	Where you sell your products has to fit the image that you want to project. Retailers also place emphasis on how they display their products.
Promotion	The main methods are TV, print (flyers, magazines) email campaigns and e-marketing methods.

Replying to enquiries

Sutherland Construction Company
402 Pacific Highway
2146 Sydney, NSW
Australia

Sender's address
(company letterhead)

2 February 20XX

Date

BTX Building Supplies
24 Queen Street
London W1K 1CD

Addressee's
details

Dear Sirs,

Salutation

Thank you for your letter of 3 January 20XX; we are pleased to hear of your company's interest in our line of products.

Thank the
person for his/
her interest

We guarantee delivery in Sydney within three weeks of receiving your order. Our terms of payment are one month after receipt of invoice and we would be glad to discuss quantity discounts if you can give us an idea of the quantity you require.

Provide the
information
required

Unfortunately, our catalogue is being updated and I will send you a copy as soon as possible under separate cover.

If you have any questions, do not hesitate to contact us.

State the facts
and suggest
solutions

I look forward to hearing from you in the near future.

Yours faithfully,

Endings


John Wagstaff
Managing Director

Closing salutation
Sender's name and position

FORMULES TYPES

- *En réponse à votre demande de renseignements...* In reply to your inquiry/enquiry
- *Veillez trouver ci-joint...* Please find enclosed...
- *Nos conditions habituelles sont...* Our usual terms are...
- *Nous accordons des réductions importantes...* We grant substantial discounts...

- *Le règlement devra être effectué par...* Payment will be by...
- *Nous pouvons vous accorder un escompte de...* We can grant you a X% discount
- *Nous sommes à votre disposition pour tout renseignement complémentaire.* We are at your disposal for any further information.
- *Notre catalogue vous sera expédié sous pli séparé.* Our catalogue will be sent to you under separate cover.

Words Talking about advantages and disadvantages

1. Classify the words into the appropriate column.

- | | | |
|--|--|----------------------------|
| - can't try clothes on | - many shops in the one location | - convenient |
| - crowded | - in the comfort of your own home | - quick |
| - unsociable | - can try on and touch items | - a sociable event |
| - transport costs | - have to wait in line | - can compare prices |
| - can download books | - can shop 24 × 7 | - kills local business |
| - delivered at home | - discourages compulsive buying | - eliminates the middleman |
| - more expensive | - greater variety of sizes and colours | - easy to park |
| - have to send back item if unsuitable | - someone to advise you on purchases | |

Shopping centres	
Advantages	Disadvantages
can try on and touch items	crowded
easy to park	transport costs
a sociable event	have to wait in line
many shops in the one location	more expensive
someone to advise you on purchases	

Online shopping	
Advantages	Disadvantages
convenient	can't try clothes on
in the comfort of your own home	unsociable
quick - no waiting in lines	have to send back item if unsuitable
eliminates compulsive buying	kills local business
can shop 24x7	
can download books	
greater variety of sizes and colours	
eliminates the middleman	
can compare prices	
delivered at home	

2. Add some ideas of your own in the table above.

3. Identify in the text the expressions of contrast and comparison.

Despite the increasing popularity of shopping online, going to the shopping mall is in comparison a much more delightful shopping experience. Not only can shoppers see and touch the items but they can also try them on. On the contrary, this is not possible with online shopping although many online retailers have tried to get round this problem by posting photographs and precise measurements of their articles for sale. Still

shopping online is popular in spite of this obvious drawback as prices are cheaper online compared with the prices in the stores. Similarly, savings are made again due to no transport costs to go to the mall. Likewise if the item is not suitable then the shopper can send it back to the online retailer at no extra cost. However, in many shoppers opinion nothing can replace the social interaction of the shopping mall.

Comparison		Contrast	
in comparison	similarly	despite	still
not only ... but also	likewise	on the contrary	in spite of
compared		although	however

Skills Dealing with numbers

4. Write down these figures in full.

- | | |
|--|---|
| <p>a. 0.253: zero/nought point two five three (nought = British English)</p> <p>b. 1/3; 1/4; 1/2: a third; a quarter; a half ('l' silent)</p> <p>c. 2/5; 3/4; 2/3: two fifths; three quarters; two thirds</p> <p>d. 1,348,201: one million, three hundred (and) forty-eight thousand, two hundred (and) one (American English: no 'and')</p> | <p>e. 2,302: two thousand three hundred (and) two (no 's' after hundred/thousand/million etc.)</p> <p>f. \$16.50: sixteen dollars fifty cents</p> <p>g. £24.32: twenty-four pounds thirty-two</p> <p>h. Your account number is 321458: three two one four five eight (individually)</p> |
|--|---|

Here is a list of the top four American retailers.

Rank	2011 Revenue	2010 Revenue
Wall-Mart Stores	\$443,854,000	\$418,952,000
The Kroger Co	\$90,374,000	\$82,049,000
Costco	\$87,048,000	\$7,620,0055
Walgreens	\$72,184,000	\$67,420,000

5. Answer the questions.

- a.** Whose sales increased to £90,374,000? The Kroger Co
- b.** Whose sales increased by 4,764,000? Walgreens

Communicating Managing a complaint

6. Listen to a telephone conversation between a retailer and his supplier. Answer the following questions.

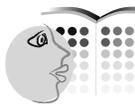
- | | |
|---|--|
| <p>a. What two problems does she mention?
They have made a mistake in her order. She ordered red silk dresses and not green ones. She was invoiced incorrectly. She was charged \$10 per dress instead of \$5.</p> <p>b. What solution was found regarding the dresses and the compensation for lost sales?
To send back the order at their expense and he will send out the right order today.</p> | <p>He has to ask his superior about compensation and will get back to her.</p> <p>c. What is her email address? <u>susan.green@topstreet.com</u></p> <p>d. Listen again and note down telephone expressions you hear.
Can I help you? This is...
One moment please. Can you put me through to...?
Lucy speaking.</p> |
|---|--|

WORD BOX

a barcode	un code barre	an extension number	un numéro de poste	a sales outlet	un point de vente
a bargain	une affaire	a founder	un fondateur	a stockroom	une réserve
a best-before date	une date de péremption	a free sample	un échantillon gratuit	a turnover	un chiffre d'affaires
bulk buying	achat en gros	a loyalty card	une carte de fidélité	a warehouse	un entrepôt
a cash payment	un paiement comptant	a middleman	un intermédiaire	a warranty/guarantee	une garantie
checkout display items	des articles de caisse	affordable prices	des prix abordables	to found a company	fonder une société
compulsive buying	l'achat compulsif	a quarter	un trimestre	to put someone through	to passer quelqu'un au téléphone
a coupon	un bon de réduction	a retailer	un détaillant	to set up a company	créer une société
a display rack	un présentoir	retail(ing)	la vente au détail	to be suitable	convenir
distribution channels	les canaux de distribution	a reward	une récompense	to wait in line	faire la queue
an end display	une tête de gondole	sales forecast	des prévisions de vente		

Exam Paper

Child Labour Uncovered



Apple has discovered multiple cases of child labour in its supply chain, including one Chinese company that employed 74 children under the age of 16 [...].

An internal audit found a flipside¹ to the western consumer's insatiable thirst for innovative and competitively priced gadgets. It uncovered 106 cases of underage labour being used at Apple suppliers last year and 70 cases historically. The report follows a series of worker suicides over working conditions at Foxconn, the Taiwanese company that assembles must-have products such as the iPad and iPhone, and lethal explosions at other plants.

Apple's annual supplier report – which monitors nearly 400 suppliers – found that children were employed at 11 factories involved in making its products. A number of them had been recruited using forged identity papers.

The report uncovered a catalogue of other offences, ranging from mandatory pregnancy tests, to bonded² workers whose wages are confiscated to pay off debts imposed by recruitment agencies. They also found cases of juveniles being used to lift heavy goods, workers having their wages docked³ as a punishment and one factory dumping waste oil in the toilets.

[...] Apple's chief executive, Tim Cook, who in a previous role was responsible for building Apple's supply chain, has been under pressure to push through changes after the suicides at Foxconn, whose manufacturing operations are largely based in China. [...]

Last year he described the use of underage labour as "abhorrent", saying it was "extremely rare in our supply chain", and stepped up measures to weed out⁴ bad practice including hiring an independent auditor, the Fair Labor Association. [...]

At Pingzhou, the children were returned to their families and the employer was "required to pay expenses to facilitate their successful return". Although 95% of the facilities scrutinised by Apple complied with child labour laws, transgressors were told to return minors to a school chosen by their family, pay for their education, and give them an income equal to their factory wages. [...]

© The Guardian, News and Media Ltd, "Child labour uncovered in Apple's supply chain," 26 January 2013, by Juliette Garside

1. Revers de la médaille; 2. l'exploitation d'un travailleur qui rembourse une dette;
3. une retenue sur salaire; 4. éliminer

I LE COMPTE RENDU (200 MOTS)

À rédiger en anglais. Après une lecture attentive du texte, vous en ferez un compte rendu.

II LA LETTRE COMMERCIALE

A partir des éléments, rédiger la lettre en anglais en respectant l'usage commercial courant.

Contenu de la lettre :

- vous remerciez le client éventuel de son intérêt pour votre produit ;
- vous lui indiquez vos modalités de paiement – 60 jours après réception de la facture ;
- vos délais de livraison – 3 semaines après réception de la commande ;
- vous accordez des réductions importants selon la quantité commandée, vous lui demandez de vous indiquer quelle quantité sera commandée.

III EXPRESSION ÉCRITE

Do you believe multinationals should be held accountable for their supply chain management in developing countries? (150 mots)

Oral Exam

I COMPRÉHENSION ET EXPRESSION ORALE

1. Listen to a news item on the radio dealing with a problem between Starbucks and the British Government.

- a. What is the issue? Starbucks not paying tax in the UK.
- b. How did the Prime Minister describe Starbucks? As having no moral scruples

2. Listen again and write down the figures for the following events:

Figures	Facts or events	Figures	Facts or events
... 1998 ...	When Starbucks arrived in Britain.	... 20 ...	Amount of tax Starbucks agreed to pay.
... 8.5 ...	Corporation tax	... 3 ...	When Starbucks will pay corporation tax
... 3 ...	Sales	... 9000 ...	number of employees in the UK
... 10 ...	Where the Prime Minister lives	... 100 ...	Investment plans on hold

a. Do you agree with what Mr Cameron, the UK Prime Minister, said about Starbucks?

Students express themselves freely

b. Do you feel that Starbucks is being immoral or on the contrary, that they create wealth and the Prime Minister was wrong to criticise Starbucks?

Students express themselves freely

c. What do you think of Starbucks' decision to put on hold its investment plans in the UK. Is this a form of blackmail?

Students express themselves freely

II COMPRÉHENSION ET EXPRESSION ORALE À PARTIR D'UNE VIDÉO



Watch the video about Zara's expansion and identify what these numbers refer to.

Spanish Fashion Retailer Zara's Parent Company Inditex Reports Rise in Profit
<http://www.youtube.com/watch?v=fNgPYPMerEU>

- a. 27: average \$ price per item
- b. 2: H&M sales were down by 2%
- c. 3: Inditex sales were up by 3%
- d. 300: number of stores in China
- e. 40: number of countries they are present in
- f. Two weeks ago: opening date of a flagship store in New York

VOCABULARY

to buck the recession aller à l'encontre de la récession
 to be cash-strapped être démuné sur le plan financier
 to expand se développer
 a flagship store un magasin porte-drapeau
 I gather that... Je crois comprendre que
 to outperform surpasser, faire mieux que
 a parent company une société mère
 real estate l'immobilier
 a swift pace une vitesse importante

III EXPRESSION PERSONNELLE

Do you shop in Zara and do you think their clothes are good value for money?

Protecting the environment



1 Look at the picture. Say what these technologies make possible and what they have in common.

Verbs: save – supply – convert – provide – generate – produce

- a. Wind turbines: convert the energy of the wind into clean electricity.
 - b. Drip irrigation: saves water and fertiliser by allowing water to drip slowly to the roots of plants through narrow tubes.
 - c. Solar panels: generate and supply electricity from the sun in commercial and residential applications.
 - d. Recycling: prevents waste of materials, reduces the consumption of raw materials, reduces energy usage, and pollution
- Common point:** These technologies make it possible to produce clean, renewable energy and reduce pollution.

2 Give the French equivalents of these words about sustainable development.

- a. biofuels: biocarburants
- b. breathable air: l'air respirable
- c. to clean up: nettoyer
- d. conservation: la préservation
- e. to curb: réduire/diminuer
- f. to recycle: recycler
- g. an endangered species: une espèce en danger
- h. disposable: jetable
- i. an environmentalist: un écologiste
- j. a footprint: une empreinte
- k. the food chain: la chaîne alimentaire
- l. to offset the carbon footprint: compenser l'empreinte carbone
- m. renewable energy: énergie renouvelable

3 Listen to the conversation and complete the sentences.

James thinks that the biggest problem is global warming, because it affects every species on Earth. He is also worried about water pollution, which affects species living in water.

Fanny is convinced that chemical pollution is even worse because the amount of pesticides sprayed on crops around the world has increased 26 times in the last 50 years. It affects humans and the reproductive organs of fish, alligators and polar bears.

People should switch to clean technology, such as electric cars, environmentally-friendly washing powders and solar-powered energy. It means having the same benefits from our modern lifestyle without the pollution.

Time to Brace for the Next 9/11



Paul Stockton, the Pentagon's point man for security in the homeland, plans for the kind of apocalyptic events that could forever change the lives of millions of Americans. [...] Yet the horrors he's preparing for are far bigger than 9/11: tens of thousands of people killed, the economy devastated, national security gravely compromised. And the terrorist who will be responsible for these atrocities is Mother Nature. [...]

The problem is not just that nature's juggernaut¹ has grown so powerful. It's that much bigger populations are in its path than ever before. "People keep moving into these megacities, which are coastal cities," says Madhu Beriwal of IEM, an emergency-management consultancy that did pioneering work on the threat to New Orleans before Katrina hit in 2005. And as the Northeast learned last month, it's not just the power of the tempest; it's the path that can make a huge difference. That can be estimated, but a difference of just a few miles determines whether a city stands or falls.

There's also a good chance we'll be blindsided by the next cataclysmic disasters - what planners call "no-notice events" - because experts might predict the general threat, but not the specific hits we wind up taking². "If you look back at history, we were focused on natural disasters for a long time, and then we had 9/11," says Beriwal. "Then we focused on terrorism exclusively, and then we had Katrina, and we focused on hurricanes. And then we had the BP oil spill. There's always something that happens at the periphery of our vision."

In areas where earthquakes used to rend³ the ground and alter the course of rivers with little impact on a sparse human population, millions of people now live and work and depend on vulnerable infrastructure. The quake, the tsunami, and the meltdown at the Fukushima nuclear-power plant in Japan are cautionary examples suggesting what could happen in the United States, but there are plausible scenarios in America that are worse. Much worse.

© Newsweek, September 4, 2011, by Christopher Dickey

1. mastodonte; 2. les coups que nous finissons par prendre; 3. fendre, déchirer

1 Look at the title and the end of the document. Fill in the blanks.

The document is a/an article . It is entitled "Time to Brace for the Next 9/11" . It was published in Newsweek , an American magazine, on September 4th, 2011 .

2 Say what 9/11 refers to. So, what is the article probably about?

9/11 refers to the terrorist attacks on the World Trade Center in New York City on September 11th, 2001. So, I guess the article is going to be about the need to prepare against terrorist attacks.

3 Read the first paragraph to check if your predictions were right. Say where the threat comes from.

The threat comes from Mother Nature.

4 List the horrors people should prepare to face.

People: tens of thousands killed.
 The economy: devastated.
 National security: gravely compromised.

5 Pick out the equivalent of these words from the title and the text.

- | | |
|--|---|
| a. to prepare for the shock: <u>to brace</u> | d. resists or perishes: <u>stands or falls</u> |
| b. the principal spokesman: <u>the point man</u> | e. hit unexpectedly: <u>blindsided</u> |
| c. its way, track: <u>its path</u> | f. in small number and scattered: <u>sparse</u> |

6 Say if the statements are right or wrong. Justify your answers by quoting from the text.

- | | | |
|--|---|---|
| a. The main problem is that nature has become too powerful. | Right <input type="checkbox"/> | Wrong <input checked="" type="checkbox"/> |
| "The problem is not just that nature's juggernaut has grown so powerful." | | |
| b. More and more people migrate to big cities. | Right <input checked="" type="checkbox"/> | Wrong <input type="checkbox"/> |
| "People keep moving into these megacities." | | |
| c. What matters is the path a tempest follows. | Right <input checked="" type="checkbox"/> | Wrong <input type="checkbox"/> |
| "It's the path that can make a huge difference." | | |
| d. It is essential to determine accurately the path of a hurricane. | Right <input checked="" type="checkbox"/> | Wrong <input type="checkbox"/> |
| "That can be estimated, but a difference of just a few miles determines whether a city stands or falls." | | |

7 Explain what planners call a "no-notice event".

Some events cannot be planned because planners are blinded by other cataclysmic disasters and do not see what is happening at the periphery of their vision.

8 Give the reason why the journalist thinks that the disasters could be "much worse" in America than in Fukushima.

The journalist thinks that the disasters could be "much worse" in America because millions of people now live and work and depend on vulnerable infrastructure in cities, so an earthquake or a tsunami could kill millions of people.



WRITING (200 words)

Do you agree that in order to avoid big natural disasters we should prepare to face them instead of ignoring the possibility? Are you concerned about pollution? What are you personally ready to do to limit it?

Sounds at Work



- 10** Indicate on which syllable these words are stressed. Listen to the recording to check your answers. Name the three strong suffixes that determine on which syllable a word is stressed.

- | | |
|--|--|
| a. <u>organ</u> – <u>organ</u> ic – <u>organ</u> ically | b. <u>transport</u> – <u>transport</u> ation |
| c. <u>environment</u> – <u>environment</u> al – <u>environment</u> alism | d. <u>wild</u> – <u>wild</u> erness |
| e. <u>photograph</u> – <u>photograph</u> er | f. <u>original</u> ity – <u>person</u> ality – <u>soci</u> ety – <u>ident</u> ity – <u>technic</u> ality |

1 Match the appropriate ending to each condition.

- | | | | |
|--|---|---|--|
| a. If planners predict apocalyptic events, | ● | ● | 1. many houses would be blown away. |
| b. If there is a big earthquake, | ● | ● | 2. food would have to be airlifted. |
| c. If there was a strong hurricane, | ● | ● | 3. we would have braced for the catastrophe. |
| d. If towns were cut off by flooding, | ● | ● | 4. there would have been fewer casualties. |
| e. If sea levels kept rising | ● | ● | 5. people can prepare for them. |
| f. If planners had warned us | ● | ● | 6. many areas would be flooded. |
| g. If fewer people had lived in the city, | ● | ● | 7. thousands of people get killed. |

2 Put the verbs into the right form.

Last May, FEMA (*run*) ran a national exercise based on the assumption that new quakes of 7.7 magnitude (*hit*) would hit in roughly the same region. Experts (*calculate*) calculated about 86,000 people (*be*) would be killed or injured, 10 times the number of Katrina. Some 7.2 million people (*be*) would be displaced, and 2 million (*need*) would need temporary shelter.

Direct economic losses (*total*) would total about \$300 billion, while indirect costs (*double*) would double that figure. As many as 15 nuclear-power plants (*be*) would be affected.

3 Transform the sentences starting with the prompts.

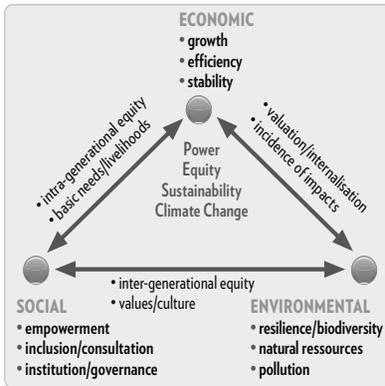
- a. If farmers keep using today's methods they'll need 25 percent more water to feed everyone.
 Experts said that if farmers kept using today's methods they would need 25 percent more water to feed everyone.
- b. If the world's population grows, water will get scarcer and global warming will worsen.
 Ecologists claimed that if the world's population grew, water would get scarcer and global warming would worsen.
- c. If the use of water is more efficient, the world will not face a water crisis.
 They argued that if the uses of water were more efficient, the world would not face a water crisis.

4 Translate these sentences into English.

- a. S'il y avait moins de pollution, le monde serait en meilleure forme.
If there was/were less pollution, the world would be in better shape.
- b. Si tout le monde protégeait la planète, le monde serait un meilleur endroit où vivre.
If everybody protected the planet, the world would be a better place to live.
- c. Si j'étais vous, je ne boirais pas cette eau. Que feriez-vous si vous tombiez malade ?
If I were you, I wouldn't drink the water. What would you do if you fell ill?
- d. Si l'administration avait étudié le problème, une solution aurait été trouvée.
If the administration had studied the problem, a solution would have been found.

Landmarks

What Is Sustainable Development?



Sustainable development means living on planet Earth without taking more than can be naturally replaced. For sustainable development to be possible, three areas must be sustainable:

1. Social development refers to improvements in both individual well-being and overall social welfare that result from the improved capacity for individuals and groups of people to work together to achieve shared objectives.

2. Environmental protection focuses on the overall viability and health of living systems. Natural systems tend to be more vulnerable to rapid external changes than social systems.

Natural resource degradation, pollution and loss of biodiversity are detrimental because they increase vulnerability, undermine system health, and reduce resilience.

3. Economic sustainability seeks to maximise the flow of income while maintaining the capital that provides this income.

For instance, an office block which employs local people and uses recycled building materials, solar power, good insulation and the minimum amount of water possible, is sustainable.

Milestones in environmental protection

In 1972 A **United Nations conference in Stockholm** looked at how human activity was affecting the global environment and how people's living standards could be improved without adding to pollution, habitat destruction and species extinction.

In 1987 **Norwegian Prime Minister Gro Brundtland** was the first to bring together the ideas of social equality, economic growth and environmental protection under the name of "sustainable development": development which meets the needs of the present without compromising the ability of future generations to meet their own needs.

In 1992 **The Rio Earth Summit** discussed problems in social equality, economic development and environmental protection. It led to **Agenda 21**, an agreement for sustainable development in the 21st century.

In 1997 Climate change and global warming were the main issues discussed at the **Kyoto climate change conference**. The **Kyoto climate change protocol** was devised to reduce emissions of greenhouse gases, including reversing carbon dioxide emissions, to their 1990 levels.

In 2002 **The conference on sustainable development in Johannesburg** set targets to reduce poverty and increase people's access to safe drinking water and sanitation, which would help prevent death and disease in many developing nations.

In 2012 At the **Rio Earth Summit**, heads of state from more than 190 nations signed off on a plan to set global sustainable development goals and other measures to strengthen global environmental management, tighten protection of the oceans, improve food security and promote a "green economy". Critics point out that many of the agreements made in Rio have not been carried out.

Providing information

AT A TOURIST INFORMATION CENTRE (TIC)

1. Asking what you can do for the tourist or visitor

May I help you? Can I help you? What can I do for you?

2. Asking for more details

What kind of place are you looking for? Do you have anything in particular in mind?

3. Making suggestions.

Why don't you go there? You could go there. I can recommend it.

You can buy tickets at...

The museum is actually worth visiting.

It is considered to be one of the best hotels in the city.

Places to stay: B&B, campsite, hotel...

Places to eat: café, restaurant, snack-bar, fast-food restaurant, pizzeria, Chinese takeaway...

Places to relax: art gallery, museum, theme park, swimming-pool, beach, lake, castle...

Night-life: discotheque, nightclub, cabaret, theatre, wine bar...

4. Providing information

To go to the airport, you can take a train.

There are no buses to go there so you'll have to take a cab.

It's open from 10am to 8pm.

You can buy tickets at the newsagent's.

The ticket costs 20 euros. The entrance fee is 10 dollars.

You can book online at...

I can make a reservation for you, if you wish.

It's cheaper to go by bus or on the underground/subway.

It'll take about ten minutes to go there on foot.

There's a really good restaurant right around the corner.

The hotel has got a great restaurant, a fitness centre, an outdoor pool.

The rooms are very nice.

There's no train service to that town, but I can book you a coach ticket.

From what other travellers have told me, the rooms are very clean.

If you want to be close to all the attractions, I recommend that you book a central hotel, even though it might be a little more expensive.

5. Offering more help

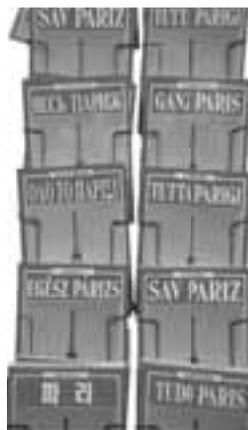
Is there anything else I can help you with?

Would you like any more information?

Leave me your name and phone number and I'll get back to you with a quote.

6. Ending the conversation

Have a good day. I hope you enjoy your stay.



Communicating **O**pposing viewpoints



1. Listen to the various commentaries about Autolib' and fill in the grid.

	Position	For or against?	Arguments
Annick Lepetit	Deputy Mayor in charge of transport	For	It will deter those who are considering buying their first automobile from ever buying a polluting car.
Denis Beaupin	Green Deputy Mayor for the environment	Against	It is a step backwards because car use should be reduced while Autolib' will mean more traffic and dependence on cars in an already congested city.
Pascal Husting	President of Greenpeace France	For	Autolib' will complement public transport and is one of the solutions to the problems of climate change.
Abe Kapugoda	Maitre d'hôtel	For	If it's easy to park at Autolib' stations, he will use it. He prefers driving a car that doesn't pollute, especially with the price of fuel growing steadily.



2. Watch the video and pick out information about the Autolib electric car scheme in Paris.

Vidéo: http://www.youtube.com/watch?v=CYdkdQa_oNg

- a. System: You can pick up a car at any of the four thousand locations and return it at any station miles away.
- b. Documents needed to hire a car: a credit card and a driver's licence.
- c. Number of passengers: 4-passenger cars.
- d. Cost: You can choose between a one-time use or several packages. 5 euros (7 dollars) for the first half-hour of use.
- e. Advantages: no noise, no smell, car-sharing mentality.
- f. Top speed and range: one hundred kilometres an hour and two hundred and fifty kilometres.
- g. Fuel: electricity.
- h. Insurance: comes automatically with each car rental.

Role Play **P**roviding information

Student A is an English-speaking tourist visiting Paris and wishing to have information on how to use the Autolib system.

Student B works for Autolib and provides the information about the Autolib system: documents needed, mode of payment, number of passengers, insurance ...

Follow the 6 steps mentioned on page 100.

Activities

Words Headlines

3. Provide the words that are missing in these headlines to make them easier to understand: articles, auxiliaries.

a International coalition to make buildings energy-efficient

b HUMANS MAY LIMIT EVOLUTION OF SPECIES

c Conserving genetic resources

d POLLUTION WITHOUT GUILT DOESN'T EXIST

a. An International coalition is to make buildings energy-efficient

c. Conserving the genetic resources

b. Humans may limit the evolution of the species

d. Pollution without guilt doesn't exist

4. Match the articles and the headlines. Say which words in the headlines and in the articles have helped you do so

1
To compensate for the tons of greenhouse gases the couple's plane trips helped spew into the atmosphere, Mr. Grover quietly began paying Climate Care, a British company, to help make the world a little greener for him and his girlfriend.

2
One livestock breed a month has become extinct over the past seven years - that means its genetic characteristics have been lost forever. Around 20 percent of the world's breeds of cattle, goats, pigs, horses and poultry are at a risk of extinction, according to a report by the UN Food and Agriculture Organization, the "State of the world's Animal Genetic Resources", the first global overview of livestock biodiversity and of the capacity of countries to manage their animal genetic resources.

3
Humans can threaten species with extinction in many ways, including overfishing, pollution and deforestation. Now a pair of studies points to a new danger to the world's biodiversity: humans may be blocking new species from evolving.

4
A coalition of 16 of the world's biggest cities, five banks and one former U.S. president and companies and groups that modernize aging buildings has pledged to invest billions of dollars to cut urban energy use and releases of greenhouse gases linked to global warming.

Headline	a.	b.	c.	d.
Article	4	3	2	1

5. Read the text and give it a headline. Justify your choice.

Friedman points out that the green economy is a huge investment opportunity, and a chance to reassert American national strength. "The ability to design, build and export green technologies for producing clean electrons, clean water, clean air and healthy and abundant food is going to be the currency of power in the Energy Climate Era — not the only one, but right up there with compu-

ters, microchips, information technologies and planes and tanks."

The imperative here is avowedly patriotic: "Green is the new red, white and blue." America, with its entrepreneurial capitalist systems, research universities and history of innovation is uniquely placed to win this race, and where America leads, he says, the rest of the world will follow.

The headline could be "Greening the dream that drives America" because Friedman thinks that in the Energy Climate Era, being green should be the new American Dream.

Exam Paper

How Green are Electric Cars?



A report of the Union of Concerned Scientists, which takes into account the full cycle of energy production, demonstrates that in areas where the electric utility relies on natural gas, nuclear, hydroelectric or renewable sources to power its generators, the potential for electric cars and plug-in hybrids to reduce carbon dioxide emissions is great. But where generators are powered by burning a high percentage of coal, electric cars may not be even as good as the latest gasoline models.

With gasoline hovering around \$4 a gallon and mass-production E.V.'s, like battery-powered versions of the Ford Focus and Honda Fit, either on sale now or coming soon, the report arrives at an ideal time. [...] Automakers have not always helped their customers understand the issues, either, typically painting electrics and hybrids with a green brush and an idealistic setting.

The attempt to forge a simple message has created mistaken impressions, too. The chief executive of Nissan and Renault, Carlos Ghosn, doubled down in declaring an environmental edge for electrics over the best gasoline models. "Even if you could use electricity only from coal," Mr. Ghosn said, "you're still better off using an electric car than using gasoline." It is a position that Nissan says it has held since the Leaf program began, yet the studies that the company offers in support of its position show electrics outperforming only vehicles with fuel economy ratings from about 27 to 36 miles per gallon. Assembled over nine months in 2011, the U.C.S. report provides clarification in several ways; most revealing, perhaps, is the geographical breakdown of electricity generation.

Of course, conventional gas-powered vehicles are getting cleaner as engineering advances improve fuel economy and reduce emissions. On the other hand, electrics and plug-ins will become cleaner without technology changes as coal-burning power plants are replaced with natural gas, nuclear, hydroelectric, wind or solar facilities. According to 2010 data from the United States Energy Information Administration, 45% of the country's electricity is generated by burning coal, the dirtiest fuel. Natural gas, a much cleaner fuel, accounts for 24% of electricity production, a figure that is shifting rapidly with price swings. Nuclear plants generate 20% of the nation's power, while wind, solar and geothermal sources provide 3%. While the report puts hard numbers on the current situation, it also points out the need for fundamental changes. "To prevent the worst consequences of global warming," the report concludes, "the automotive industry must deliver viable alternatives to the oil-fueled internal-combustion engine— i.e., vehicles boasting zero or near-zero emissions."

©The New York Times, April 13, 2012, by Paul Stenquist

I LE COMPTE RENDU (130 MOTS ± 10 %)

Après avoir dégagé l'idée principale de l'article, vous ferez un compte rendu en français.

II LA LETTRE EN ANGLAIS

Rédigez la lettre de Nissan à Victor A. Sims, un importateur de véhicules à Nicosie (Chypre) en réponse à son courrier du 20 mars 2013 pour fournir des informations sur la LEAF : 100% électrique, 5 passagers, autonomie d'environ 160 km, batterie chargée sur le secteur en 8 heures.

III L'EXPRESSION ÉCRITE EN ANGLAIS (200 WORDS ± 10 %)

Do you agree that it is urgent to develop green energy? State the reasons why it is necessary and why it is not yet used on a large scale.

I COMPRÉHENSION ORALE

1. Listen to the recording about the carbon footprint logo and complete the definition.

- a. The carbon footprint logo displays the amount of CO₂ generated by a product.
- b. The idea of the carbon footprint logo is to give consumers greater insight into how much unseen pollution is caused by their purchases.

2. Listen again to the recording and fill in the grid.

Products	Weight/Size	Emissions of CO ₂
wholemeal bread	800 grams	1.3kg
crisps	a small packet	80 grams
beef	1kg	36kg
coca-cola	330ml	170 grams
beer	half-litre	432 grams
semi-skimmed milk	1 pint	800 grams
orange juice	1 litre	1.1kg
toilet roll	1 sheet	1.1 grams

3. Say whether these statements are right or wrong. Justify your answers by quoting from the interview.

- a. Some products pollute more or less than is generally believed.
Right: "And there are sometimes surprising results!"
- b. Some products are not labelled, because if shoppers knew their carbon footprint they wouldn't buy them.
Right: "because shoppers would be put off by how much pollution they generate."
- c. Consumers cannot do anything to reduce their carbon emissions.
Wrong: "To slash the impact of their purchases, they can use the same products differently."

4. Name the companies that have adopted carbon footprint labels.

Tesco has so far put carbon footprint labels on 100 own-brand products.
Walkers and Kingsmill have adopted the idea too.

5. Say what the government should do to help people shop ecologically.

The government should give everyone a personal carbon allowance to help people shop ecologically.

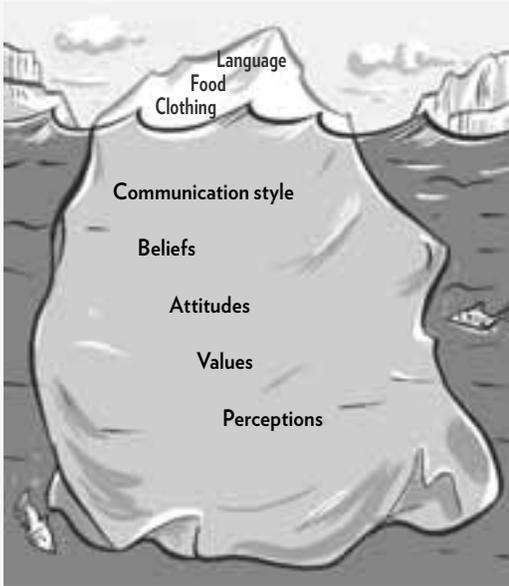
II EXPRESSION PERSONNELLE

Do you pay attention to the labels on the products you buy – informing you about respect of fair trade, organic farming, the carbon footprint or child labour?

.....
.....

Intercultural Communication

A



B



1 Look at picture A and explain the difference between what is on the surface of the iceberg and what lies underneath.

What is on the surface is what is immediately visible. What is underneath is what people need to learn, work on in order to understand, respond, communicate and get to know other cultures.

2 Describe picture B and explain why these people cannot communicate properly.

These people are from different countries. They all have a vision of a tower in their head but of course the towers they are mentioning are all different. What they have in mind has nothing to do with what the others think of because they refer to what they know.

3 Compare both pictures and say what they have in common.

The useful message that enables people to communicate well throughout the world is often hidden. Picture A shows that one has to go deep beneath the water to be able to understand values, beliefs and perceptions. Picture B alludes to references and what is behind the word "tower" here!

4 What conclusion could you draw?

Communication between people can only be achieved if people have worked hard enough to get to the core of other people's cultures.

5 Listen to the recording and answer the following questions.

- a. How do Australian people like to communicate?
They enjoy using eye contact and don't think it is rude.
- b. What idea of punctuality do Australians have?
They are not too careful about being exactly on time.
- c. What attitudes may seem shocking?
Putting their feet up, pointing at people and winking.
- d. What is the conclusion?
It is important to learn about these differences to avoid clashes.

In France, M.B.A. Candidates Learn Leadership, in the Mud¹



COËTQUIDAN, FRANCE — On a particularly muddy June day in Brittany, a group of bankers, managers and consultants tried to solve an unusual problem. Using a wooden plank, several lengths of rope², a squished³ plastic oil drum and a metal grid, they were trying to cross two daunting pits⁴ to retrieve⁵ an injured colleague.

Though the immediate objective of the exercise was simple to grasp, the eventual key to the problem — the full cooperation of a team consisting of German, French, Belgian and Indian citizens — was tougher to realize.

“You can read thousands of theories on leadership, but this is far more effective,” said Harshavardhan Bhat, one of the participants in the exercise, which was part of an 18-month executive M.B.A. program held jointly by ESSEC Business School in France and the University of Mannheim in Germany.

Though the pits were imaginary and the injured colleague a stuffed⁶ doll, the lessons in leadership, problem solving and teamwork were real.

One point stressed here is that unless a single, supported leader coordinates the group, various problems cannot be solved. As basic as the concept seemed, the cacophony of suggestions and arguments among the 10 participants — executives, managers and directors who were used to giving the orders — showed how hard it was both to lead and to be led.

At the end of a 12-hour day of overcoming obstacles and solving problems, most students, wet and cold from the rain, were decidedly out of their comfort zones. The collegial bonhomie had worn off, and both hands and nerves were raw⁷.

As if by design, communication between the group members became less polite and more direct.

A particular focus for the Mannheim contingent is intercultural leadership. The Mannheim students will visit New York and Shanghai in the course of their program and will collaborate with business students in both places.

Cultural differences are expected to crop up in those distant places, but they also show up when the two cohort classes — one from France and one from Germany — first work together, according to Daniel J. Veit, Mannheim’s program director.

“Don’t underestimate the difference between French and German business cultures,” he said.

© New York Times, July 2, 2012, by Christopher F. Schuetze

1. boue; 2. corde; 3. écrasé; 4. trous intimidants; 5. récupérer; 6. rembourré; 7. à vif

1 Answer the following questions.

a. Where does the experiment take place?

In France, in Brittany

b. Who are the participants?

They are students from different countries

2 Quote from the text words and expressions that show how hard the conditions were.

Daunting, wet, cold from the rain, hands and nerves raw

3 Since the purpose of the game was to test the students explain in your own words:

a. what the challenge of their competences was: they had to be brave and undergo risky situations to save someone.

b. what the experience of being in multicultural teams tested: it tested their ability to cooperate and find solutions together.

4 Explain what is meant by “cacophony”.

It means they couldn't come to an agreement. They were too individualistic and offered solutions and remedies separately which didn't match.

5 In the text find words that mean the same as:

- | | | | |
|----------------------|---|---------|---|
| a. occur (\$9) | ● | grasp | ● |
| b. understand (\$2) | ● | tough | ● |
| c. hard (\$2) | ● | stress | ● |
| d. concentrate (\$8) | ● | focus | ● |
| e. insist (\$5) | ● | crop up | ● |

6 Say if these statements are right or wrong and justify your answers by quoting from the text.

- | | |
|---|---|
| a. The idea was to harm a colleague.
Wrong. It was to retrieve an injured colleague. | d. At the end the students had become more and more rude.
Right. Communication became less polite and more direct. |
| b. The reality of the game was to be given a lesson.
Wrong. The lesson was problem solving and teamwork. | e. It is only when distance separates people that this type of problem occurs.
Wrong. It is also when they start working together. |
| c. The managers used to give orders.
Wrong. They were used to giving orders. | |

7 Would you say that the participants succeeded in their tasks? What makes you say that?

No, they mainly failed. They ended up being aggressive, seemed completely exhausted and discouraged and didn't come to any good solutions.

8 What conclusion is drawn at the end?

Working with multicultural partners requires training and is not an easy task.



WRITING (150 words)

What do you think this type of exercise shows about the work multicultural leaders have to focus on?
Do you believe this type of training is useful?

Sounds at Work



Rank the following words according to the pronunciation of the letter “h”.

host - hour - honest - how - hope - harm - honour

[h]	host, how, harm, hope
[o]	hour, honest, honour

1 Ask questions on the words that are underlined.

a. I love travelling.

What do you love doing?

b. I can't stand prejudiced people.

Who can't you stand?

c. He feels like visiting China in the near future.

When does he feel like visiting China?

d. They chose to set up a company abroad.

Where did they choose to set up a company?

e. The meeting will last an hour.

How long will the meeting last?

f. They don't expect to see them again because the deal was never signed.

Why don't they expect to see them again?

g. He decided to visit them once a month.

How often did he decide to visit them?

2 Complete the following sentences with *how*, *what*, *such* or *so*.

What a nice encounter this was! We met people who were so interesting!

It was such a beautiful trip, I'll never forget it! How fantastic it is to have experiences of that kind!

3 Re-write the following sentences, putting the underlined verbs in the negative form.

a. He thinks they should use this approach because it takes time to improve productivity.

He doesn't think they should use this approach because it doesn't take much time to improve productivity.

b. This will allow them to think twice.

This won't allow them to think twice.

c. They came to an agreement because they had accepted the conditions.

They didn't come to an agreement because they had not accepted the conditions.

4 Complete the following sentences with the correct form of "used" or "to be used".

Because multicultural teams (not) are not used to being confronted with a language barrier, they often have to go on training before being able to do business in a foreign country.

It used to be so frustrating when it came to selling abroad!

In the past multinationals used to find it difficult to justify their spending on training.

Because a lot of companies (still not) are still not used to facing problems of this kind, they prefer to consult their human resources manager to help them build up the best teams.

5 Translate the following sentences into English.

a. La communication entre pays peut s'avérer difficile sans efforts des deux côtés.

Communication between countries can turn out to be difficult without effort from both sides.

b. Nous avons besoin de quelqu'un capable de parler anglais pour négocier avec notre partenaire.

We need someone who can speak English to negotiate with our partner.

Landmarks

Advantages

Working with multicultural teams may offer advantages to international firms:

- Deep knowledge of different product markets, consumer behaviour
- Cross cultural relations (*Consensus, long-term relationship, partnerships*).
- Group dynamics and group behaviour
- Teamwork (*Socializing, acknowledgement of women in the negotiation process*).

Problems

But working with multicultural teams may also be a cause of problems stemming from cultural differences:

- Different kinds of communication *Indirect vs. straight talking (Latin people vs. Asian people)*.
- Trouble with accents and fluency.
- Attitudes toward hierarchy *Authority vs. importance of middle management (The French vs. the Americans.)*
- Conflicting norms for decision-making *Aggressive competition, win-win and short-term transactions vs. friendly collaboration, long term transactions.*
- The use of pressure, display of emotion (*Americans vs. Latin people*).

Solutions

In order to try and handle conflicts here are a few solutions and recommendations:

- Prior knowledge of customs and mentalities (*Exchange of business cards, gifts*).
- Attempt to learn about the country (*Dressing code, customs*).
- Adaptation (*Acknowledging cultural gaps openly and working around them*).
- Flexibility.
- In-depth interviews with managers and members of multicultural teams from all over the world.
- Extensive research on dispute resolution.
- Structural intervention (*Changing the shape or makeup of the team*).
- Managerial intervention (*Setting norms early*).
- Exit (*Removing a team member when other options have failed*).

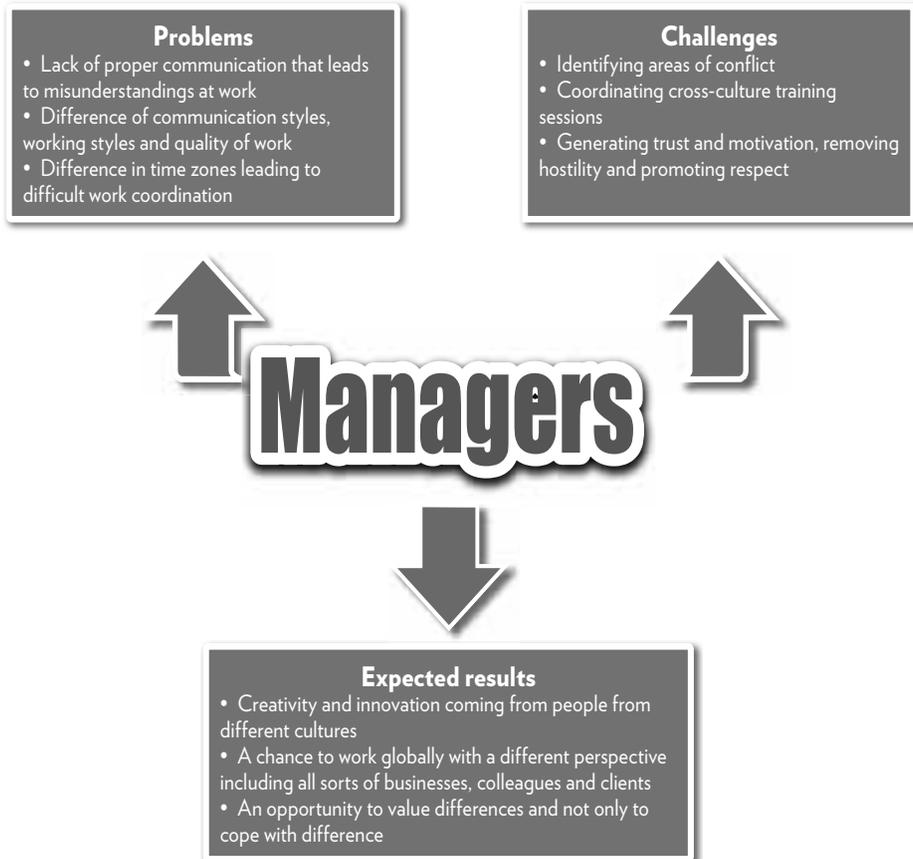
A few typical attitudes and management styles in some parts of the world

	Attitude	Managerial intervention
USA 	Competitive, friendly, present-oriented, success-driven	Like to exert pressure Prefer short-time transactions, Are in favour of win-win transactions
Japan 	Formal, no straightforward answer ("yes" can mean "no")	Hate to lose face
UK 	Fair play	Choose reliability and loyalty, in favour of long term transactions
Latin countries	Emotional, talkative, late for an appointment, past-oriented	Prefer personal relationship, insist on hierarchical management

Managing Multi-Cultural Teams

Today's businesses are complex entities. However, one fundamental principle of success remains constant – the need for communication.

The cultural diversity of businesses necessitates that internal communication now takes note of the intercultural element if it is to be truly effective.



Skills Finding solutions

1. Find solutions to the following problems to suit each individual's needs and find common ground to cope with issues across cultural boundaries.

You are the manager of an international company settled in France and you have recruited several employees of different nationalities.

a. Time zones

Put clocks in offices with the time in most countries in the world

b. Accents

Offer training sessions with multicultural teachers

c. Getting to know other cultures

Organise visits, welcome partners

d. Avoiding misunderstandings

Use patience, explain things clearly, ask and answer questions, always check that the message was understood, show ability to change your mind, reject preconceived ideas

e. Creating trust and confidence

Have people talk and exchange opinions, favour dialogue, organise outings outside working activities

f. Developing empathy and not criticism (ex.: food habits, dress codes)

Organise meals, discover food habits, understand and respect customs

g. Studying and becoming familiar with different cultures, avoid blunders

Go to libraries, bookshops, watch documentaries, do your homework, visit the country before starting business with other cultures

h. Encouraging innovation and creativity

Run workshops where people will share, work together, pool their ideas, enjoy and value other people's work

Words Useful tips on life in France

2. Complete the following sentences with a word from the list below:

Slowly - hierarchical - decision - agreement - win-win - respect - bump - insult - grey - commitments - done.

As compared to the USA, France is a much more hierarchical culture with a strong emphasis on the relationship, loyalty to the company, valuing long term. It focuses on commitments and is not just profit/performance-oriented.

a. Driving manners

In France you may insult other drivers! You shouldn't drive too slowly. You can gently bump into other cars while parking!

b. Table manners

In France you shouldn't leave food on your plate, it isn't done.

c. Corporate manners

In France you must respect the hierarchy!

As the French do not organize meetings to reach a decision, business lunches can represent an important part of corporate communication and can even be the right time to reach an agreement.

The French do not like clear procedures, they prefer to maintain some form of "grey zone".

The French do not believe that a win-win situation can exist ("if you win, it means I lose").

Communicating Seeking jobs abroad

Listen to the recording and answer the following questions.

3. Say where the characters, Mike and Maria, come from.

Maria: comes from Spain Mike: comes from the UK

4. List Maria's reasons for leaving her country.

1. There are only temporary contracts in Madrid.

2. Salaries are low.

3. Easy to get a job in the UK.

5. Say what the pros and cons of living in the UK are.

Cons: The British only take half an hour for lunch.

Pros: The British help you out when you start a job.

6. Fill in the grid to explain the comparison between the following countries.

The UK and Spain	<u>Spain is bureaucratic. The UK offers more job opportunities.</u>
The UK and France	<u>France is bureaucratic.</u>
The UK and Canada	<u>They offer a lot of opportunities for young highly-skilled professionals.</u>

7. What conclusion could you draw from this recording?

Mentalities are different. Everyone has their own idea of how to approach a job interview.

.....

.....

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.....

.....

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WORD BOX

cultural awareness	conscience culturelle	to overcome	surmonter	a short/long term	une relation à court/long
assumption	présomption	to deal with	traiter de	relationship	terme
culture clash/bump	choc culturel	to take into account	prendre en compte	to value	estimer
to lose/save face	perdre/sauver la face	a misunderstanding	un quiproquo	to favour consensus	favoriser un consensus
to be prejudiced	avoir des préjugés	to negotiate/bargain	négozier	a win-win collaboration	gagnant des deux cotés
preconceived ideas	idées pré-conçues	a fallback position	une position de repli	reliability	fiabilité
to handle conflicts	gérer les conflits	to counterpropose	faire une contre proposition	loyal	fidèle
to take for granted	prendre pour argent comptant	to come to/to reach	tomber d'accord	to challenge	défier
to compromise	faire un compromis	an agreement / a middleman	un intermédiaire		

Exam Paper

Metacognition: The Skill Every Global Leader Needs



The increasingly international nature of business means leaders need new skills to get the full potential of teams and networks of people from a variety of cultural backgrounds. At the NeuroLeadership Summit being held in New York this week, top executives from Citibank, the American Management

5 Association, and American University joined me on a panel to explore these new skills — skills including handling complexity, communicating virtually, and working across cultures.

Key among those is a thinking skill called cultural metacognition. Metacognition simply means thinking about thinking; in this context, thinking about your cultural assumptions. According to our research, if you can gain awareness of your assumptions, you can build
10 trust and take your team beyond cooperating on a task to true creative collaboration.

Imagine you're driving in a foreign city. It takes heightened self-awareness to avoid getting lost so you need to be aware of the ways in which your mental map may be incomplete. You also need to actively check your assumptions against passing signs and landmarks.

Managers leading teams from different cultures confront a similar challenge. To navigate
15 a working relationship with someone from another culture, you should be aware of your working assumptions about the other person. Checking for signs during the interaction that these assumptions apply is crucial to avoiding wrong turns or collisions in the relationship.

© hbr.org, October 17, 2012, by Michael W. Morris

I LE COMPTE RENDU

Rédigez un compte rendu de l'article en français (100 mots)

II LA LETTRE COMMERCIALE

Write the following email.

The communication department informs all colleagues of the Neuroleadership Summit that takes place next month in NYC.

Write the email that is sent to all the staff to give details about the summit (date, place, content, organisation of the day, who and how you can enroll).

III L'EXPRESSION ÉCRITE

Try to put yourself in the shoes of the driver described in the article and say what may have come to his mind as he was driving. (150/180 words)

I COMPRÉHENSION ORALE

Listen to the recording and answer the questions.

John Cash is being interviewed by Martin on his experience as a project manager on a global scale. He is giving his feedback on the cultural impact on project management when dealing with Anglo-Saxons or Spanish people.

JOHN CASH

Nationality: Australian

Past experience: worked extensively with European stakeholders over the past 12 years

His feedback

The Spanish and the Anglo-Saxons are:

- a. opposed and the same b. both similar and distant c. different and the same

John Cash dislikes the Spanish approach after having experienced it: Yes No

	The Spanish approach	The Anglo-Saxon approach
Planning	Not much planning	Early planning
Attitude to work at the beginning	Family-orientated	Sustained effort then panic
	work/life balance
	Then chaos period
Attitude to work at the end	Strong effort:	Lower level of effort
	- arguments, long hours...
	- negotiation, compromise, agreement...

What is John's conclusion?

I don't believe there is one model that fits all.

II COMPRÉHENSION ORALE À PARTIR D'UNE VIDÉO

Watch the video about intercultural communication and answer the questions.

https://www.youtube.com/watch?v=PSt_op3fQckideo

- a. What is said about how you see others?

(It is influenced by your cultural perspective).

- b. What is said about how they see you?

(It is influenced by their own cultural perspective too).

- d. What is essential today?

(Learning to navigate across different cultural landscapes).

- e. What do you need for that?

(A set of tools: an understanding of how different cultures trade and do business, communicate and also manage people).

Business and Ethics



1 Look at the cartoon and describe the situation.

- a. The man is an advocate of ethical business.
 True False Most probably
- b. The women are newly recruited people.
 True False Most probably
- c. The man's statement encourages dishonesty.
 True False Most probably

2 Tick what you think is the right position to have in business.

	Unacceptable	Part of business	Dangerous if you get caught
a. exaggerating		✓	
b. lying	✓		
c. money-laundering	✓		
d. lack of transparency			✓

3 Complete the following passage with the missing words from the list below.

irreproachable – devoid of – sustainable – transparency – legal – responsibility

Sustainable development, social responsibility, corporate governance and transparency : these are the new orientation points, and value creation must be beneficial for all, and not only beneficial for shareholders. Value creation must be “good”: ethical, sustainable and devoid of cynicism. Contrary to what some banking leaders seem to believe, it is not enough that something is legal It must be ethically irreproachable

4 Listen to the recording “How can you be an ethical job seeker?” and answer the questions.

a. What is the first recommendation? Why?

Don't lie – ever. From your resume, to your cover letter, to the actual interview, because an employer may want to terminate your candidacy status or to revoke any offers which may have been given.

b. What is the second recommendation? Why?

You should only apply and interview for jobs you are truly interested in.

Because you are preventing a student who may have a sincere desire to work for that organisation from interviewing.

Furthermore, many companies will pay for your travel expenses.

c. What is the third recommendation? Why?

You should always accept a job offer in good faith and withdraw your candidacy from other interviews.

Because it is never acceptable to accept a job offer with the idea that you will change your mind if a better offer comes along.

Human WiFi,

Not Just Part of the Furniture



You know how it feels - you're stuck in a city centre with an email to send and you can't get online. You start to panic. The feeling of being cut off from your friends, colleagues and important tasks begins to nag at you.

At the South by South-West music and technology convention in Austin, Texas, a man called Clarence has a solution to your problem. Video and photo footage show him standing outside the conference centre, begging delegates with a hopeful smile to use him to fire up their smartphones. He wears a portable wifi connection and a T-shirt that says "I am a wireless hotspot". Clarence has been homeless since Hurricane Katrina destroyed his New Orleans house.

Turning homeless people into wireless hotspots gives an entirely new meaning to the phrase "get connected". [...]

The frightening thing is that once you push through the initial shock of seeing human beings marketed as glorified plug sockets, the idea makes an ugly sort of sense. [...]

The argument goes something like this: low-paid work is dehumanising anyway, so, this being an age of austerity, why not objectify people just a little bit more and pay them a little bit less? [...]

The normalisation of exploitation is the real scandal here, and the fact that homelessness has become an acceptable part of modern city living in one of the richest nations on earth, rather than the fact that some of those homeless people were on one occasion paid to wear wifi devices.

© *The New Statesman*, March 18, 2012, by Laurie Penny

1 Read the title and guess what the article is about.

a. a new electronic device

b. a nice application

c. a scandal

2 Fill in the following grid.

Who / The main characters are	Clarence, the delegates
Where / City, precise location	Austin, Texas
What they do /	Clarence: enables people to be connected other people: use Clarence as a plug socket
Why / Purpose	To be connected

3 Say what kind of situation is described in the first paragraph.

a. Somebody is lost.

b. Somebody is scared.

c. Somebody needs help.

4 Say what we learn about Clarence.

a. His past life:

He has been homeless for a long time

b. Present life:

He has a job as a wireless hotspot.

c. What he is doing in his present job:

He is standing in the street and he smiles at people.

1 Use the correct form of “have to” to complete the following sentences.

- a. They didn't have to to write a code of ethics. It was abandoned.
- b. How many times will they have to tell them to show reliable figures in their balance sheet in the future?
- c. How much did the company have to pay for having infringed the labour law?

2 Use “must”, “mustn’t” or the correct form of “don’t have to” to complete the following sentences.

- a. You didn't have to meet the manager, you can simply try and see the sales manager.
- b. They mustn't forget to give you full details about the job.
- c. Companies must make sure employees have decent working conditions.

3 Use “can”, “could”, “be able to” or “should” in the following sentences.

- a. Thanks to our new regulations we are happy to announce that next month all employees will be able to to earn decent wage, plus perks.
- b. Because of the implementation of a new code of ethics, no one should ever be discriminated against.
- c. What could or can we do to avoid counterfeiting? There isn't much we can do at the moment apart from adopting global policy.

4 Translate the following sentences into French.

a. Money laundering is an offence punished by the law.

Le blanchiment d'argent est un délit puni par la loi.

b. People who download CDs cause the music industry to lose huge amounts of money.

Les gens qui téléchargent des CDs font perdre des sommes considérables à l'industrie de la musique.

c. People who commit insider-dealing can be prosecuted.

Les gens qui commettent des délits d'initiés encourent des poursuites.

5 Translate the following sentences into English.

a. Aujourd'hui les ONG dénoncent de plus en plus le travail des enfants dans les pays en voie de développement.

Today NGOs more and more denounce child labour in developing countries.

b. Les malversations et la corruption doivent être combattues féroce­ment dans tous les pays du monde.

Briberies and corruption need to be strictly fought in all the countries of the world.

Landmarks

What is business ethics?

It is the application of moral standards to business, that is to say when businesses place social responsibility, fairness for employees, human and customer rights, eco-friendly practices above profit, for example.

The main **watchdogs**, in charge of denouncing bad business practices or preventing misconducts or enforcing codes of conduct are WTO (World Trade Organization) and NGOs (non governmental organizations), Amnesty International...

Examples:

- After having been denounced by Greenpeace for having partly caused the deforestation of the rain forest in Brazil, McDonald's signed an agreement with Greenpeace to help protect the environment.
- Last year two nongovernmental organizations said abuse and labour violations (including child labour) occurred at 15 factories that produce or supply goods for Wall-Mart and other retailers.

What is the link between ethics and profit?



Ethically produced goods

They are those manufactured under three conditions.

- First, the company is considered to have **progressive stakeholder relations**, such as a commitment to diversity in hiring and consumer safety.
- Second, it must follow **progressive environmental practices**, such as using eco-friendly technology.
- Third it must be seen to demonstrate **respect for human rights** – no child labour or forced labour in overseas factories, for instance.

Example

- **The Question:** Companies spend billions of dollars doing good works. But does it pay off?
- **The Test:** In a series of experiments, consumers were shown the same products – coffee and T-shirts – but one group was told the items had been made using high ethical standards and another group that low standards had been used.
- **The Result:** Consumers are willing to pay a small premium for ethically produced goods. But they'll punish a unethically made product even more harshly, by buying it only at a steep discount.
- **The Conclusion:** For corporations, social responsibility has become a big business. Companies spend billions of dollars doing good works.

The requirements for unpaid internship

WAGE AND HOUR DIVISION (WHD)

Internship Programs Under the Fair Labor Standards Act

This fact sheet provides general information to help determine whether interns must be paid the minimum wage and overtime under the Fair Labor Standards Act for the services that they provide to “for-profit” private sector employers.

Background

The Fair Labor Standards Act (FLSA) defines the term “employ” very broadly as including to “suffer or permit to work.” Covered and non-exempt individuals who are “suffered or permitted” to work must be compensated under the law for the services they perform for an employer. Internships in the “for-profit” private sector will most often be viewed as employment, unless the test described below relating to trainees is met. Interns in the “for-profit” private sector who qualify as employees rather than trainees typically must be paid at least the minimum wage and overtime compensation for hours worked over forty in a workweek.

The Test For Unpaid Interns

There are some circumstances under which individuals who participate in “for-profit” private sector internships or training programs may do so without compensation. This may apply to interns who receive training for their own educational benefit if the training meets certain criteria. The determination of whether an internship or training program meets this exclusion depends upon all of the facts and circumstances of each such program.

The following six criteria must be applied when making this determination:

1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment;
2. The internship experience is for the benefit of the intern;
3. The intern does not displace regular employees, but works under close supervision of existing staff;
4. The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded;
5. The intern is not necessarily entitled to a job at the conclusion of the internship; and
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

Words Answering a letter

1. Complete the following letters with words from the list below.

in advance - legally - efficiency - at a loss - interested - employer - grateful - complaint - hearing - interested - appreciate - advise

Dear Sir/ Madam

I would be very grateful..... if you could help me answer the following questions. Unfortunately I find myself in a position where I am at a loss..... as to how to react to slow action from my future employer..... I have just accepted a job in a company that promised to send me a contract at the end of last week. I am supposed to start next Monday but I have had no news from them and would be interested..... in knowing what my alternatives are. I would really appreciate..... if you could either give me the number of someone who could advise..... me or send me more information about my rights in this respect.....

Of course I don't want my employer to guess that I have doubts as to the efficiency..... of their human resources department but I do need more visibility and to know what I can legally..... demand of them without necessarily lodging a complaint..... from the very beginning.

I thank you in advance..... for your quick reply as my request is very urgent, and look forward to hearing..... from you.

Sincerely yours

JM

Skills Taking a position

2. Choose a position and write one of the following letters according to the information on page 120.

LETTER 1 / POSITION OF STUDENT A

I took an unpaid internship that I figured would give me experience and help me land somewhere in six months. Instead I'm picking up coffee and dry cleaning and performing other tasks that the company would otherwise have to pay someone for.

POSSIBLE ANSWERS TO STUDENT A

Letter 2. There is no way you can make demands, at least not the kind that anyone will take seriously.

Letter 3. You should be able to demand, or at least expect, that the internship offers a worthwhile return on the time and money you put into it.

Letter 4. Plenty of internships that violate employment law might still benefit the intern, of course, by giving him/her an inside track in a competitive field.

Activities

From...

To...

FF ▾
tT ▾
G
I
S
⊞
☰ ▾
⏪ ▾

Dear Sir/Madam

.....

I am in a position where my internship is taking me nowhere. All I do is serve coffee and do things no one else wants to do.

I know this is the status quo for internships, but I think it somehow violates the law, and it feels deeply unethical. I'm
 afraid taking legal recourse would hurt my career prospects. Is there anything I can demand of this company in exchange
 for my slave labor?

.....

Thank you for taking my request into consideration

.....

Yours faithfully

.....

Communicating Understanding ethical issues

3. Listen to the following slogans and fill in the grid below according to what is promoted and what ethical issue is at stake. Each slogan shows advantages but often omits to give the full message. There are 5 items to complete corresponding to each slogan.

	Promotion/advantage	Ethical Issue
1. Prices	You save half the price on your first purchase.	You have to buy 10 products! Not really a bargain.
2. Quality	It takes 10 years off your face.	It's a lie! No proof that you will look younger.
3. Delivery	You get a 40% discount on the product you order.	Nothing is said about the shipping price.
4. Recruitment	Free nursery for your kids.	You are available to work 14 hours a day!
5. Environment	You are offered free recyclable packaging.	They only recycle the packaging but not the product

WORD BOX

abuse	maltraitance	a ban	une interdiction	to reduce carbon	réduire les émissions de gaz
allegations	accusations	to jeopardize	mettre en danger	emissions	carbonique
to be bullied	être maltraité	to download	télécharger	counterfeiting	contrefaçon
to be forced to work overtime	être forcé de faire des heures supplémentaires	to infringe	enfreindre	piracy	piratage
to exploit	exploiter	to harass sb	harcéler quelqu'un	money laundering	blanchiment d'argent
human rights	les droits de l'homme	fair trade	le commerce équitable	insider dealing/trading	un délit d'initié
code of ethics	un code éthique	a sweatshop	un atelier où les ouvriers sont exploités	a bribery	une malversation
to implement	mettre en application	to buy ethically	acheter de manière éthique	to bribe	verser des pots de vin
to abide by	respecter	child labour	travail des enfants	commitment	l'engagement
to denounce	dénoncer	to enforce quality	assurer la qualité	to embellish	redorer
to prosecute	poursuivre	and safety	et la sécurité	a patent	un brevet
misconduct	mauvaise conduite	a green product	un produit écologique		

Exam Paper

In China, human costs are built into iPads and tens of thousands of other non-Apple products



- In the last decade, Apple has become one of the mightiest, richest and most successful companies in the world, in part by mastering global manufacturing. Apple and its high-technology peers – as well as dozens of other American industries – have achieved a pace of innovation nearly unmatched in modern history. However, the workers assembling iPhones, iPads and other devices often labor in harsh conditions, according to employees inside those plants, worker advocates and documents published by companies themselves. Problems are as varied as onerous work environments and serious – sometimes deadly – safety problems.
- Employees work excessive overtime, in some cases seven days a week, and live in crowded dorms. Some say they stand so long that their legs swell until they can hardly walk. Under-age workers have helped build Apple's products, and the company's suppliers have improperly disposed of hazardous waste and falsified records, according to company reports and advocacy groups that, within China, are often considered reliable, independent monitors.
- More troubling, the groups say, is some suppliers' disregard for workers' health. Two years ago, 137 workers at an Apple supplier in eastern China were injured after they were ordered to use a poisonous chemical to clean iPhone screens. Within seven months last year, two explosions at iPad factories, including in Chengdu, killed four people and injured 77. Before those blasts, Apple had been alerted to hazardous conditions inside the Chengdu plant, according to a Chinese group that published that warning.

© *The New York Times*, January 26, 2012, by Charles Duhigg & David Barboza

I LE COMPTE RENDU

Rédigez en français le compte rendu de l'article en moins de 100 mots.

II LA LETTRE COMMERCIALE

A group of workers at the assembly line are writing a letter to the Apple headquarters to denounce the working conditions in their plants and ask for solutions.

III L'EXPRESSION ÉCRITE

To what extent do you think Apple should change its policy in China? Would you yourself be ready to pay more for your iPad if you knew it was ethically manufactured? (150 words)

Oral Exam

I COMPRÉHENSION ORALE

 Listen to the recording "Ethics and Business". Then answer the questions.

a. What is Mr Wilson's vision of short-term approach?

It should disappear.
.....
.....

b. What are the three things Mr Wilson is expecting from sustainability?

- growth
.....
- creativity
.....
- values
.....

c. Is Wilson optimistic that companies will be more ethical in the future? Why?

Yes, because we share and exchange so much more, and this leads to greater transparency.
.....
.....

d. What impact does this approach have on employees and their relationship with the management?

They are more respected. Employers need to be irreproachable with employees.
.....
.....

II COMPRÉHENSION ORALE À PARTIR D'UNE VIDÉO

 Watch the video "Every purchase matters" and answer the questions.

<http://www.youtube.com/watch?v=7K4G5-ydhS0>

a. What could the coffee you drink help to do?

It could help build a health clinic in Africa.
.....
.....

b. What could a box of chocolates do?

It could help teach children in South America to read.
.....
.....

c. What could the sugar you use do?

It could ensure that farmers in the Philippines have the supplies they need.
.....
.....

d. What would you be sure of by making the right choices in buying?

You would make sure products are made in a way that ensures quality of the product, improved lives and protection of the environment.
.....
.....

e. What is the conclusion of this video?

It is easy to make a choice and decide to buy fair trade certified products.
.....
.....

The European Union



1 Look at the map of Europe. Name the 27 countries which are part of the European Union.

Austria (1995), Belgium (1952), Bulgaria (2007), Cyprus (2004), Czech Republic (2004), Denmark (1973), Estonia (2004), Finland (1995), France (1952), Germany (1952), Greece (1981), Hungary (2004), Ireland (1973), Italy (1952), Latvia (2004), Lithuania (2004), Luxembourg (1952), Malta (2004), Netherlands (1952), Poland (2004), Portugal (1986), Romania (2007), Slovakia (2004), Slovenia (2004), Spain (1986), Sweden (1995), United Kingdom (1973)

2 Listen to the recording and pick up information about the Schengen zone.

- a. The Schengen agreement:
 - abolishes internal borders.
 - creates a single external border.
 - enables passport-free movement for people within the zone.
- b. Andorra, Liechtenstein and San Marino are not part of Schengen, but they no longer have checks at their borders.
- c. Romania and Bulgaria: a decision should be made later in 2012.
- d. The UK and the Republic of Ireland: opted out.
- e. The Schengen Information System (SIS): allows police stations and consulates to access a shared database of wanted or undesirable people and stolen objects.
- f. In airports: people travelling within the Schengen area are separated from other passengers.
- g. The police: can chase suspected criminals across borders.

3 Discuss the advantages and potential risks of having free circulation of workers within the Schengen zone.

.....

.....

.....

.....

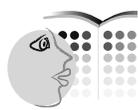
.....

.....

.....

.....

Germany and Merkel Hold Europe's Fate in Their Hands



Berlin is now the capital of a united country that has emerged from the Eurozone crisis as - indisputably - Europe's predominant power. [...] But leadership is a tricky business. Where does the right balance lie between offering help in the Eurozone and dictating terms?

As the German model of fiscal rectitude has spread across Europe, so have the clichés of a Fourth Reich and the German jackboot. When Angela Merkel visited Athens earlier this month, protesters dressed as Nazis took to the streets. Old fears and prejudices lie close to the surface. To put it bluntly, Germany has a bit of an image problem abroad. So does Mrs Merkel herself. [...]

But over the past year or so, she has made greater efforts to reach out to countries where strict austerity measures are being imposed to persuade them that yes, she does care. Germany cares. [...] For a while earlier in the year, it was not clear that that was still the case. She appeared to be wavering on Greece. Not any longer. Mrs Merkel now says explicitly that she wants Greece to stay in the Eurozone.

What is left unsaid is who is going to pay for that privilege. Because Greece does not really need to be lent more money - it needs to be given some, either in the form of direct transfers or by writing off some of the debts it owes to countries like Germany. Neither would go down well with the audience in Potsdam, as Germany heads into an election year.

But Mrs Merkel will go at her own pace. The pace she believes her country is comfortable with. And that means all eyes should remain on Berlin. A city defined for decades by division now has the fate of European unity in its hands.

www.bbc.co.uk, October 21st, 2012, by Chris Morris

1 Look at the document. Fill in the blanks to introduce the text.

The document is an article entitled "Germany and Merkel Hold Europe's Fate in Their Hands"
 It was published on October 21st 2012 on the BBC website

2 Read the article and say what it deals with by answering the 4 wh- questions.

- a. Who? Angela Merkel.
- b. Where? Germany and the EU.
- c. When? In 2012.
- d. What? The unity of Europe lies in the hands of Germany's chancellor.

3 Pick out the equivalent of these words from the title and the article.

- a. *le destin* : fate
- b. *indiscutablement* : indisputably
- c. *une affaire délicate* : a tricky business
- d. *la dictature allemande* : German jackboot
- e. *sont descendus dans la rue* : took to the streets
- f. *pour parler franchement* : to put it bluntly
- g. *tendre la main à* : to reach out to
- h. *hésiter sur* : waver on
- i. *en effaçant* : by writing off
- j. *elle doit* : it owes
- k. *à son propre rythme* : at her own pace

4 Say if the statements are right or wrong. Justify your answers by quoting from the first text.

a. Since reunification, Germany has become the most powerful nation in the EU.

Right: "a united country that has emerged from the Eurozone crisis as – indisputably – Europe's predominant power."

b. The stereotype is that Germany is a warrior country.

Right: "the clichés of a Fourth Reich and the German jackboot... protesters dressed as Nazis took to the streets."

c. Germany and Mrs Merkel have a good image in the EU.

Wrong: "Germany has a bit of an image problem abroad. So does Mrs Merkel herself."

d. Mrs Merkel has made no effort to seem interested in other EU countries.

Wrong: "she has made greater efforts to reach out to countries."

5 Say what the main problem the EU has to face now is.

The main problem is the austerity measures imposed on some EU countries.

6 Quote the two solutions for getting Greece out of the economic crisis.

a. (either) to be given money directly

b. (or) to have some of its debt written off

7 Give the reasons why such steps will not be taken.

Because in an election year Mrs Merkel is not going to displease German voters and will go at her own pace.



WRITING (100 words)

What are the arguments for and against keeping Greece in the Eurozone?

Sounds at Work



Indicate on which syllable the words are stressed. Then listen and check your answers.

Africa - African - America - American - Arab - Arabic - Australia - Austria - Canada - Canadian - China - Chinese - Europe - European - Hungarian - Hungary - Italian - Italy - Japan - Japanese - Portugal - Portuguese

First syllable	Africa - African - Arab - Arabic - Austria - Canada - China - Europe - Hungary - Italy - Portugal
Second syllable	America - American - Australia - Canadian - Hungarian - Italian - Japan
Third syllable	European - Japanese - Portuguese

1 Make passive clauses as in the example

Example: *The euro/used in European countries* → *The euro is used in European countries.*

- a. English / speak all over Europe English is spoken all over Europe.
- b. a lot of tea / drink in Britain A lot of tea is drunk in Britain.
- c. kilts / wear by Scotsmen Kilts are worn by Scotsmen
- d. protests / show on television Protests are shown on television.

2 Make passive sentences starting with the underlined words.

- a. They haven't found a solution. A solution hasn't been found.
- b. Germans think she is a good politician. She is thought to be a good politician.
- c. They are holding a conference. A conference is being held.
- d. They will make the government work hard. The government will be made to work hard.

3 Transform into the passive as in the example, paying attention to prepositions.

Example: *One should think of an answer.* → *An answer should be thought of.*

- a. We are looking into the plan. The plan is being looked into.
- b. The government has approved of the project. The project has been approved of.
- c. The public will hear of the decision. The decision will be heard of.
- d. The management is going to deal with the issue. The issue is going to be dealt with.

4 Translate into French and English.

- a. European citizens are well taken care of. On s'occupe bien des citoyens européens.
- b. To become a member two conditions must be met. Pour devenir membre il faut remplir deux conditions.
- c. The treaty must be respected but it is often made fun of. On doit respecter le traité, mais on s'en moque souvent.
- d. A decision will have to be made by next month. Il faudra qu'une décision soit prise avant le mois prochain.
- e. The money that may be needed will be taken from the budget. On prendra sur le budget l'argent dont on pourra avoir besoin.
- f. *On dit que cette crise est trop profonde.* This crisis is said to be too deep.
- g. *On dit que cet homme politique a un problème d'image.* This politician is said to have an image problem.
- h. *On devrait rechercher plus de solidarité entre les pays européens.* More solidarity should be sought between European countries.
- i. *Le sujet a été étudié en détail par la commission d'experts.* The issue has been reviewed by the committee of pundits/experts.

Landmarks

The ideas behind what is now the European Union were first put forward on May 9th 1950 in a speech by the then French Foreign Minister, Robert Schuman. Each year, May 9th is celebrated as the EU's birthday.

What is the European Union?

The EU is an economic and political partnership between 27 democratic European countries with a population of 495 million citizens. It has been constituted progressively.

1952	Belgium, France, Germany, Italy, Luxembourg, Netherlands	1995	Austria, Finland, Sweden
1973	Denmark, Ireland, United Kingdom	2004	Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, Slovenia
1981	Greece	2007	Bulgaria, Romania
1986	Portugal, Spain		

What are the aims of the European Union?

Since its creation, the EU has worked to bring peace, prosperity and freedom to its members. It is committed to promoting economic prosperity and creating jobs by making companies more competitive and giving workers new skills.

The EU works to spread prosperity, democratic progress, the rule of law and human rights beyond its frontiers. It is the world's biggest trading power and a major donor of financial and technical assistance to poorer countries.

How does it work?

The main bodies to run the EU and adopt its legislation. are:

- **the European Parliament**, representing the people of Europe,
- **the Council of the European Union**, representing national governments,
- **the European Commission**, representing the common EU interest.

The Euro

January 1st, 1999 marked the launch of the Euro, the single European currency, and gave birth to the Eurozone, which includes 15 member states with over 320 million people (Austria, Belgium, Finland, France, Greece, Germany, Ireland, Italy, Luxembourg, Malta, Netherlands, Portugal, Spain and Slovenia).

The euro crisis has been ongoing since 2008. To support faltering member countries, such as Cyprus, Greece, Italy, Spain or Portugal, the European Union faces tough decisions on:

- **a deeper fiscal union** with stricter budget discipline from its member states and regulatory agencies with effective surveillance and enforcement powers;
- **deeper political integration**, but progress on this front has been very limited so far;
- **a banking union** to break the vicious circle of sovereign debt crises and bank failures;
- **provision of liquidity** by the European Central Bank (ECB) to the financial system in times of stress;
- **improving competitiveness, labour mobility and economic adjustment** between Eurozone member states.

Letter of complaint

CLARKSON LTD. LANCASTER

Messrs. Jackson Bros.,
Buxton, Derbyshire.
SK17 3RY
England
13th April, 2015

*Details of the sender
Date*

Dear Sirs,

Invoice no. 1320

*Opening salutations
Reference of the action
concerned by the
complaint*

We have received the consignment of artificial silk covered by your invoice no. 1320. On unpacking it we discovered that the quality is below the standard of that of the samples which your representative, Mr Robinson, showed us. To prove our statement, we are enclosing one of these samples and a cutting of the material received yesterday. You will notice, as we did, that the material is inferior; it is lighter in weight, and the colours are not so bright.

*Politely state
the reasons for
your complaint
Give details*

Although this quality is not really suitable for our customers we shall try to dispose of it. We are, however, not prepared to pay the full price you charge, as this material is not at all what we ordered. We suggest your reducing the invoice amount by 25%. Alternatively we are prepared to return the consignment to you immediately, carriage forward.

*Politely request
action to be
taken*

We await your decision by return.
Yours faithfully



*Formal ending
and closing
formula*

Encl.: Sample and cutting

Attachment

Activities

Words Linking paragraphs

1. Reorganise the four paragraphs of the article in a logical way.

a

The European commission has provided extensive analysis of intra-EU population movements after the 2004 and 2007 accessions. It demonstrates that the overall level of migration from new to older member states has been very modest. About 1.6 million Romanians, 1.3 million Poles and about 300,000 Bulgarians moved abroad, which represent respectively 7,2%, 3,4% and 4,1% of the population. The UK and Ireland proved among the most favoured destinations. In 2011, there were 122,585 Poles living in Ireland, making the Polish minority the largest single national group in the Republic. About 1.1 million people from the new member states had moved to the UK in the wake of enlargement.

b

To conclude, the more hysterical pronouncements about a new "tidal wave from the east" are easily debunked: European migration patterns will continue to evolve in response to both "push" and "pull" factors. And Europe will continue to struggle with the multiple vectors of economic and political crisis.

c

The commission's analysis **also** emphasises the strong contribution to economic growth that these migration flows made. They clearly helped to alleviate labour market shortages and did so without impacting negatively on either the wage levels or employment conditions of workers in Dublin and London. The new arrivals complemented rather than competed with the existing EU15 labour force and in the process improved the general efficiency and functioning of European labour markets.

d

As the EU continues to grapple with a variety of challenges, it is easy to forget that the European project has some genuinely significant achievements to its name. By far the most important of these is the successful eastern enlargement of 2004 and 2007, which brought eight former communist countries into the European "club", and extended the European zone of peace and relative prosperity to the Baltic region in the north and the Black Sea in the south.

	a	b	c	d
Order of paragraphs	... 2 4 3 1 ...

2. Underline the link words and justify your choice.

Paragraph d presents the facts, as is common at the beginning of an article. Then paragraph a provides confirmation with figures.

Paragraph c analyses the consequences. Paragraph b is the conclusion.

Skills Writing a letter of complaint

3. Write a letter of complaint using the following prompts. Get help from the letter on page 130.

From: John Simon, Church Road, Burgess Hill, West Sussex, RH15 2PR.

To: Martin and Sons, Furniture works, Hollow Oak Rd., London, SW18 4NQ.

- Invoice 310328.
- Refuse acceptance of office furniture. Quality below standard.
- Early inspection requested.

Communicating Weighing the Pros and Cons

4. Listen to the interviews with Dutch students. Say what their opinion is about the European Union.

Students	For / Against?	Opinion
1. Margreet Ruseler	FOR	Because all the countries can help each other and work together to make Europe a better continent with peace, prosperity and freedom for their citizens. All together they can make a front and can make a difference in the world.
2. Regina Wijnja	AGAINST	Because she doesn't like the idea that leaders of other countries decide about her country. More taxes or strict environmental rules could be negative for some citizens.
3. Melissa Schenkhuysen	FOR	She believes that the EU is good for Holland because it is too small and doesn't have any power in the world. Only with the EU does it have a voice. She believes that the EU can bring economic benefits to all citizens of Europe and the possibility to move and find a job in any member country. It will also tighten the cultural bonds with the rest of Europe. The Euro protects us from the instability of the monetary market. It brings consumers a wider range of products to choose from and raises quality.
4. Nadine Wierenga	FOR	She thinks citizens benefit from the policy of a supranational organisation like the EU: they all have the right to food, shelter, and health care. People with a higher income should pay more taxes to guarantee a reasonable standard of living- for the poor.
5. Ricardo Dijkhuizen	AGAINST	Because countries in a better economic position, such as The Netherlands, have to pay more to the Union and countries in a lower position can be considered a burden. The EU is only positive for countries in a lower economic position, which pay relatively fewer taxes.

Debating Feeling European?

Do you personally feel European? Have your feelings about other European countries changed?

WORD BOX

institution	institution	the single market	le marché unique	labour market	le marché du travail
a border	une frontière	a treaty	un traité	membership	appartenance
The Charter of human rights	la charte des droits de l'homme	an agreement	un accord	a subsidy	une subvention
European Economic Community	la Communauté économique européenne	to advocate	être partisan	taxation	la fiscalité
European Central Bank	la Banque centrale européenne	approval	approbation	to abide by	respecter
Euroceptics	les eurosceptiques	applicant countries	les pays candidats	brain drain	la fuite des cerveaux
European Parliament	le Parlement européen	to devise	élaborer	to break the law	enfreindre la loi
to hold a referendum	tenir un référendum	to draft	ébaucher	commitment	l'engagement
foreign policy	la politique étrangère	enlargement	l'élargissement	to implement	mettre en place
a summit	un sommet, une réunion	a framework	un cadre	migration policy	la politique migratoire
		free flow	la libre circulation	a proposal	une proposition
		to join	rejoindre, adhérer	a think tank	un comité de réflexion

Exam Paper

Brain Drain Feared



Emilio García is now working in Stuttgart after a December job-hunting trip to Germany with 99 other Spanish engineers. In the last 18 months, it has recruited thousands of the Continent's best and brightest, a migration of highly qualified young job-seekers that could set back Europe's stragglers even more, while giving Germany a further leg up.

One of those helping forge the new era is Cristina Fernández-Aparicio Ruiz, 36, a newly arrived engineer from Spain, where unemployment just hit a depression-level 24.4%. She is working at an industrial company, trying to find a way to make a new elevator part mesh with older components. The company, Ziehl-Abegg, assigned her a mentor who made sure she had someone to sit with at lunch. And if she needed help finding a doctor or going to the supermarket, the company was ready to help with that, too.

The free movement of labor was one of the founding principles of the European Union, a central part of the effort to create a single, unified market. But in more prosperous times, few workers outside of Eastern Europe felt compelled to leave home. That is changing under the pressures of the euro crisis and a harsh recession, and employers, governments and the migrants themselves are discovering that immigration, even when legal and nominally accepted, can raise tensions in ways that Europe's founders may never have anticipated. Who wins and who loses — if anyone — is a matter of growing debate. But there is widespread agreement that Europe is rapidly entering a new era. [...]

The migration — while urgently needed at the moment by both sides — has stirred fears that it may be conferring yet another advantage on Europe's most powerful economy. German exporters have benefited from a euro dragged down in value by the struggling southern countries, and they are able to borrow money at rock-bottom rates as investors seek safe havens. Now, as the southern countries watch their young people move north, some are grumbling of a brain drain as well. "This generation of young people who are leaving are our best qualified ever," said César Castel, the director of operations for a Swiss headhunting firm. "It is a huge loss of investment for Spain. On average it cost us 60,000 euros to train each engineer, and they are leaving." That is about \$80,000. Mr. Castel says the crisis has flipped his business.

If Spain's economy turns around in two years, Mr. Castel said, he expects 90% of the Spanish professionals to return home. If the recession holds on longer, the figures could drop precipitously as the workers marry and have children abroad. He fears a situation where the northern economies retain industry and the southern ones are left with agriculture and tourism.

© *The New York Times*, *Brain Drain Feared as German Jobs Lure Southern Europeans*, April 30, 2012, by Nicholas Kulish.

I LE COMPTE RENDU EN FRANÇAIS

Après avoir dégagé l'idée principale de l'article, vous ferez un compte rendu en 150 mots \pm 10%. Vous indiquerez le nombre de mots utilisés.

II LA LETTRE COMMERCIALE

Write a letter to your personnel manager explaining why you have decided to leave the company and move to Germany.

III L'EXPRESSION ÉCRITE (180 MOTS \pm 10%)

À rédiger en anglais. What are the effects of the opening up of the job market in Europe? Should a "brain drain" from the poorest countries to the richest ones be feared?

Oral Exam

I COMPRÉHENSION ORALE

Listen to the recording and say what each person thinks of the proposal.

European Commissioner Neil Kinnock proposed to stop translating documents in all the 23 languages of the EU and to work in English.

a. Marc Roche of *Le Monde* newspaper

He thinks it is a terrible idea, a perfidious British plot in order to transform the EU into a sort of English-speaking area.

b. Mihai, Romania

Without a common language you can't talk about the European Union. So English is the best solution.

c. Juan de Sades, Cordoba, Spain

He finds the idea really strange, if not dangerous. The English language will draw enormous advantages and no one else. English is already a world language and does not need a new push. The commission should promote the linguistic diversity of the EU. He is totally against this suggestion and takes it as an alarming sign of the anti-democratic spirit of the EU.

d. Dennis Pease, Auckland, New Zealand

He would like to fly the flag for Esperanto, the only truly neutral language in the world.

e. Caroline Van Mogh, Nottingham, England

She thinks it is perfectly logical because it is what happened when the Romans came north. Their language was exported through trade, and as administration, science and other new concepts were introduced into less advanced areas of our cultures. The French did the same when Parisian French, replaced regional dialects.

f. Nolan Quigley, Belgium

He thinks we should be celebrating our rich linguistic heritage. In European institutions, French outweighs English in daily use but English is the common language when you get a group of people together from all corners of Europe.

II COMPRÉHENSION ORALE À PARTIR D'UNE VIDÉO

Watch the video about the favorite fields of studies in the US and answer the questions.

http://www.youtube.com/watch?v=n0__LDmr8pU

a. What are the two most popular fields of study for foreign students in the US?

22% of foreign students in American colleges and universities study business and management. Engineering is the second most popular field of study.

b. What is the paradox for English students seeking to enter the American market?

The world has more non-native speakers of English than native speakers. So English students have to learn how to make reports written in English that can be understood by someone who is an English speaker but not a native English speaker. They must avoid jargon and specialised terms people might not know.

c. Why can English be said to be a "lifeline"?

English language skills are important for companies looking to off source operations to other countries, and they give a competitive edge to foreign students seeking a job in business.

Unit 14

Money



1 Underline the name of the means of payment you see on the picture.

- a. debit card b. banknotes c. charge card d. electronic purse e. coins

2 What other forms of payment do you know? Write them down.

cheque – direct debit – bank transfer – travellers cheque – postal order – credit card

3 Complete the sentences with the right preposition. Then interview your partner.

by – off – Ø – from – for – on

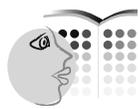
	Yes	No
Do you pay <u>Ø</u> your telephone bill <u>by</u> direct debit?		
Do you normally pay <u>for</u> your clothes and shoes <u>by</u> debit card?		
Do you often pay <u>by</u> cheque?		
Are you currently paying <u>off</u> a loan?		
Do you often get money <u>from</u> cash dispenser/an ATM?		
Do you pay interest <u>on</u> your overdraft?		

4 Find the opposites of these words in the grid.

Lose – lend – save – pay back – deposit – win

D	E	F	A	U	L	T	U	M	W
V	Y	Z	S	N	W	U	H	I	I
Q	U	A	P	Y	C	R	B	J	T
W	Y	Z	E	Z	O	Q	M	W	H
H	N	X	N	B	Q	L	B	S	D
V	N	C	D	O	S	C	F	M	R
G	Q	U	T	R	S	E	M	X	A
A	M	Y	D	R	R	Q	F	K	W
B	G	Z	D	O	N	F	N	H	I
O	W	B	W	W	I	N	S	X	N

Peer-to-Peer Lending



A lack of confidence in the UK banking sector since the credit crisis combined with high borrowing rates and low savings returns has seen the peer-to-peer market flourish, with new providers entering the industry in the last couple of years.

Zopa remains by far the biggest player, and to date has arranged more than £200m in loans, including a monthly record of 1,621 loans totalling £8m in July alone - up by 72 per cent on the same period last year. [...]

The peer-to-peer market is not solely aimed at personal customers, and with banks tightening credit policy and reportedly increasingly reluctant to lend to small and medium enterprises (SMEs), we've seen the emergence of a new type of business lender, such as Funding Circle and Crowdfunder.

Funding Circle has lent more than £49.3m to businesses since it was launched in 2010, with the average loan at around £39,000. The company pools the savings of investors, who have averaged returns in excess of 8.3 per cent, while the current bad debt is just 0.3 per cent.

Consumers shouldn't see this alternative banking concept as a soft touch, as strict credit-scoring criteria is absolutely vital to ensure defaults are kept to a minimum to give people confidence to continue to deposit their savings with peer-to-peer companies. [...]

© *The Independent*, 22nd September 2012, by Andrew Hagger

1 Look at the title and the end of the document. Fill in the blanks to introduce the text.

The document is a/an article It is entitled "Peer-to-Peer Lending" and was published on 22 Sep-
tember 2012 , in The Independent

2 Match the following synonyms from the article.

- | | | |
|--------------------|---|--------------------------------|
| a. flourish (§1) | ● | g. non-payments |
| b. tightening (§3) | ● | h. funds |
| c. reluctant (§3) | ● | i. money earned on investments |
| d. savings (§4) | ● | j. expand |
| e. returns (§1) | ● | k. making stricter |
| f. defaults (§4) | ● | l. unwilling |

3 Answer the following questions from the article.

- | | |
|--|--|
| <p>a. Why is peer-to-peer lending growing?
 Firstly, because people do not trust banks any more, and
 secondly, because the lending and savings rates offered by
 banks are not very competitive.</p> | <p>c. What does Funding Circle specialise in?
 Lending to businesses.</p> |
| <p>b. What types of customers use peer-to-peer lending?
 There are two main types of customers: personal customers
 and small and medium enterprises.</p> | <p>d. Is it easier to obtain a loan from peers than from the
 bank? Why? Why not?
 It is just as difficult as when you borrow money from a traditional
 bank, because the people who deposit their money "With peer
 to peer leaders" need to have the same guarantees.</p> |

4 Say what these figures refer to.

a. £200m:

Amount of the loans arranged by Zopa.

b. 8.3%:

Return rate of the money invested in Funding Circle.

c. £49.3m:

Amount of money lent to businesses by Funding Circle since 2010.

d. £39,000

Average amount of money lent by Funding Circle.

5 Complete the following summary with words from the text, making any necessary changes.

With the credit crisis and the uncompetitive borrowing and saving rates offered by the banks, the peer-to-peer market is flourishing Zopa is the leader in this market, and it reached a record in the number of loans arranged in July. The peer-to-peer market is also attracting small and medium enterprises, which are suffering from the tightening of credit. Funding Circle, which was launched in 2010, is lending mainly to businesses. Peer-to-peer companies, however, are using strict criteria to grant loans so as to avoid defaults

6 Limit, rating, scoring or report? Complete the following definitions.

a. Credit scoring or rating is a method used by financial institutions to assess their customers' capability of debt repayment.

b. A credit report records a borrower's repayment history including on-time payments, late payments, and the number of times a loan payment was missed.

c. A credit limit is the amount of credit that a lender will allow a customer to have.



WRITING (150 words)

Imagine you needed to borrow some money to fund a project. How would you go about it and why?

Sounds at Work



Listen to the recording and underline all the syllables which contain the diphthong /eu/.

Loan / owe / cost / drop / borrow / most / know / withdraw / money.

1 Write in words how you would say the following figures from the text, in British English.

a. £200m

two hundred million pounds

b. 1,621

one thousand six hundred and twenty-one

c. £39,000

thirty-nine thousand pounds

d. 0.32%

nought point three two percent

2 Complete the rules with the words from the list.

point - followed - before - comma - nought

a. The currency symbol is written before the number.

b. Hundred, thousand, million etc. are NOT followed by an 's'.

c. A comma is used between each group of three figures.

d. To pronounce decimals, we use the word 'point' for the dot, and the digits are pronounced one at a time.

e. 0 is called 'nought' before a point and 'oh' after it in British English.

3 Listen to the following sentences and write down the numbers that you hear. Each sentence is repeated twice.

a. Canadians under the age of 45 owe \$129,200 on average.

b. We're thinking about buying a house. Currently, the average mortgage is about 6.75%.

c. 13,740 new jobs were created in the finance sector last year.

d. Inflation is poised to rise by 0.5% next year.

e. 14.5m British people play some form of lottery.

4 Translate into English, using the vocabulary from the text.

a. Les banques rechignent à prêter de l'argent aux petites et moyennes entreprises.

Banks are reluctant to lend money to small and medium enterprises.

b. Les taux d'intérêt des prêts immobiliers s'élèvent à 7%.

Mortgage rates have risen to 7%

c. Il a investi plus de 40 millions de dollars dans cette affaire.

He (has) invested over forty million dollars in this business

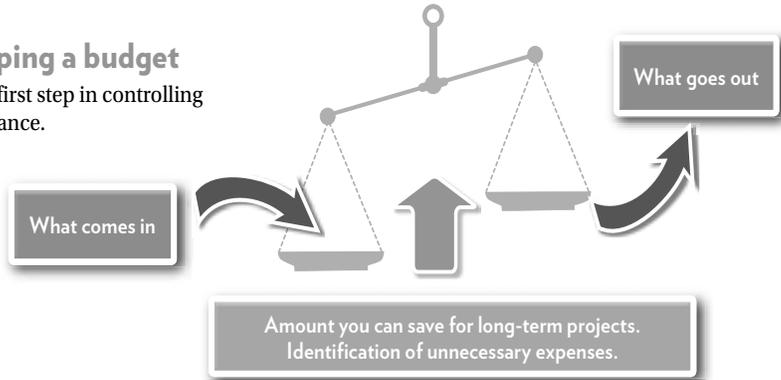
d. Deux mille entreprises ont fait faillite cette année

Two thousand companies have gone/went bankrupt this year.

Landmarks

Keeping a budget

It is the first step in controlling your finance.



Getting spending under control

If you spend more than what you earn then you need to get your spending under control. It is usually more practical than increasing your income. Your budget will help you separate essential from non-essential expenses.

First, put aside the bills you must pay monthly (rent, electricity, telephone, insurance) and money for necessities (food, travel expenses). Then, focus on non-essentials: Do you need to eat out so often? Can you quit smoking? Do you need so many cosmetics? Can you read all the magazines you subscribe to?

Once you start accumulating debt, it is very difficult to get out of it. Most people need a year or two to escape from debt. The key to staying out of debt is to use credit wisely.

Types of credit

Credit enables you to buy now and pay later. It comes in several forms.

Loans: you borrow money that must be repaid with interest. You can obtain a loan for a specific purpose, such as financing a new car, paying university fees and buying or renovating a home. Loans are generally divided into two types: secured and unsecured.

- **Secured loans** are guaranteed by collateral, which is an item of equal or greater value than the amount of the loan, such as a car, home or cash deposit.
- **Unsecured loans** do not require collateral and are made based on your credit score and ability to repay.

Installment loans are made for a fixed amount. This type of loan is repaid in fixed monthly payments over a specific period of time. The interest charges are included in the payments. Car loans and mortgages are examples of installment loans.

Credit cards are perhaps the most common type of personal credit. Unlike installment loans, credit cards allow repeated transactions up to a maximum credit limit, also known as your available credit limit. Each time you charge something, you are borrowing the money until you pay it back. If you decide to pay the money back over time, the credit card company adds interest charges to your account. Each month, you will pay a calculated amount until the borrowed amount is repaid.

Every time you borrow money from a lender, the information will add to your credit history, which will be used to create your credit report. This is a detailed record of your credit activity. Lenders look at it when deciding if you qualify for a loan.

Finally, beware of **loan sharks!** They are illegal money lenders who charge very high interest. Avoid them at all costs.

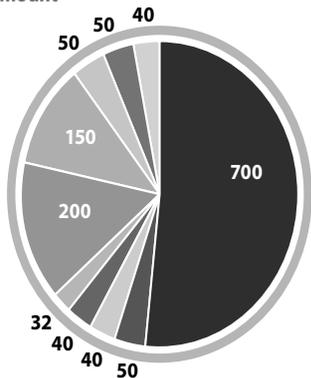
Budget management

PAT'S BUDGET

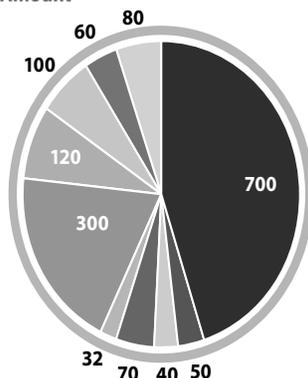
Pat, an Irish student with a part-time job has the following monthly budget:

Category	Budget Amount	Actual Amount	Difference
Rent	€700	€700	€0
Electricity	€50	€50	€0
Other utilities	€40	€40	€0
Phone	€40	€70	€30
Internet	€32	€32	€0
Credit card	€200	€300	€100
Groceries	€150	€120	-€30
Entertainment	€50	€100	€50
Daily Travel expenses	€50	€60	€10
Clothes	€40	€80	€40
TOTALS	€1352	€1552	€200

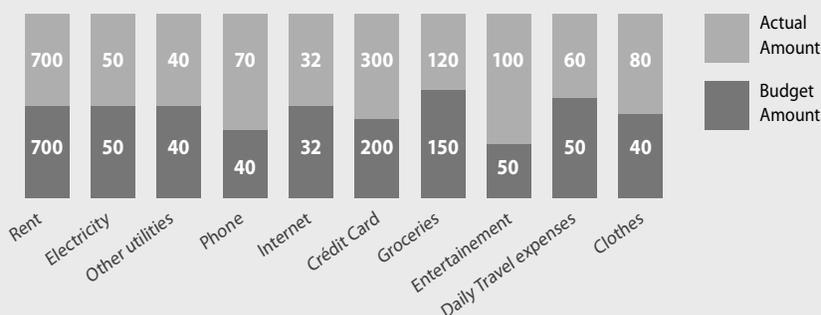
Budget Amount



Actual Amount



Pat's budget



Skills Budgeting

1. Calculate the difference between Pat's projected budget and the actual money he spent on page 140.
2. Read the document page 170 and answer the following questions.

<p>a. What are the main expenses in the above budget? Rent, groceries and credit card.</p>	<p>c. Is the budget balanced? Why? Why not? No it's not. In several categories he exceeds his budgetary allowance.</p>
<p>b. Are those expenses necessary or not? Rent and groceries are necessary expenses. Credit card is debt.</p>	<p>d. In which categories did Pat overspend the most? Entertainment, credit card, telephone, clothes.</p>

Words Talking about a budget

3. Complete the following summary of Pat's budget.

fees – cut down – variable – lower – balance – put aside – debt – fixed – personal – owed – wasted – cheaper – unnecessary – paying back

Pat created a personal budget to take a hard look at the way he was spending his money. He got a real shock when he realized how much money was wasted on unnecessary items. Even though he couldn't do much about his fixed expenses, such as his rent, he had a certain amount of leeway about variable expenses, such as telephone or eating out.

He decided to balance his budget. First, he would lower his credit card debt by paying back some of the money he owed. This way, he would avoid late fees. The next step would be to reduce his phone use, and look for a cheaper Internet and telephone provider. Then he would cut down on coffee and takeaways. Thus, he hopes he can put aside some money for his trip to New Zealand.

4. Analyse the following bank statement and answer the questions.

Lloyds TSB 36 Baker Street – London

Call us on: (0845) 450 6000 (from UK)

+44 2077958524 (from overseas)

Your account statement

Issue date: 21 January 2013

Your branch: Westminster

Account number: 00365917333

Overdraft limit: £2,000

Account Activity

Date	Payment type	Details	Paid out (£)	Paid in (£)	Balance (£)
08 Jan 2013		Balance brought forward			19.03
09 Jan 2013	Cheque	Webb D		80.00	99.03
11 Jan 2013	Cashpoint	LNK St Pancras	30.00		69.03
12 Jan 2013	Debit card	Marks & Spencer	21.24		47.79
16 Jan 2013	Cashpoint	LNK Oxford St	40.00		7.79
21 Jan 2013		Balance carried forward			7.79

- | | |
|--|---|
| <p>a. How many transactions have credited the account? Describe them.
 One. A cheque of £80 was paid in on 9th January.</p> | <p>c. What would have happened if the cheque hadn't been paid in?
 The account would have been in the red.</p> |
| <p>b. How many transactions have debited the account? Describe them.
 Three. Two cash withdrawals and one debit card payment.</p> | <p>d. Explain £19.03.
 It's the credit balance of the account on 8th January 2013.</p> |

Communicating Quiz

5. True or false?

- a. The average person spends money three times a day.
True
- b. Putting aside every coin you handle usually results in saving about \$50 a month.
True
- c. A \$5 sandwich usually has less than \$1 worth of ingredients.
True
- d. If you purchase a soda a day for a year, you will have spent approximately \$365.
True

Role Playing Applying for a loan

Instructions

Role A The candidate

You are a university student living at home and you have a casual job that brings in €120 per week. You are planning to go backpacking in Australia for 5 weeks in 7 months' time with your friends. The estimated cost of your trip will be €3,500 in total. Your bank account has an overdraft limit of €1,000. You're already paying off the loan for your car. You'd like to apply for another personal loan and hope the bank will grant you one.

Role B Financial adviser

A customer will come to you to apply for a loan. Before you can say yes or no you have to assess his/her financial situation. You should:

- Ask specific questions about the project
- Find out the customer's income and major expenses
- Ask if he/she's already paying back a loan
- Ask how he/she would make repayments

WORD BOX

a bank account	un compte en banque	a deposit	un dépôt,	to borrow	emprunter
a bank note	billet de banque	the holder	le titulaire, le porteur (d'un document)	to charge interest	percevoir des intérêts
bankruptcy	la faillite	insurance	les assurances	to credit	créditer
a bank statement	un relevé de compte	income	le revenu	to debit	débiter
a cash dispenser (GB)/ ATM (US)	un distributeur de billets	a lender	un prêteur	to default	manquer à ses engagements
a cheque (GB)/ check (US)	un chèque	a loan	un prêt	to deposit	déposer de l'argent
a coin	une pièce de monnaie	a mortgage	un crédit immobilier	to file a petition	
a credit (card)	un(e) (carte de) crédit	an overdraft	un découvert	in bankruptcy	déposer le bilan
collateral	une garantie	an owner	un propriétaire	to go bankrupt/go bust	faire faillite
a current account	un compte courant	a PIN (Personal Identification Number)	un code secret	to lend money	prêter de l'argent
a debit (card)	un(e) (carte de) débit	a savings account	n compte épargne	to owe money	devoir de l'argent
a debt	une dette	an unsecured loan	un prêt sans garantie	to pay back/pay off	rembourser
				to save money	économiser de l'argent
				to withdraw money	retirer de l'argent

Exam Paper

'Money Doesn't Just Come Out of a Hole in a Wall'



Financial Mail visited the St John Fisher RC Primary School in Merton, south-west London, to witness financial education come to life. [...]

Financial education is in a state of flux as it is not a mandatory part of the curriculum in schools. It can be taught as part of maths and Personal Social Health & Economic education. The State is reviewing the curriculum in England and may bolster the role of financial education when the rules change in 2014.

This is what many MPs want. The All-Party Parliamentary Group on Financial Education for Young People published a report in December which said financial education should be compulsory in primary and secondary schools.[...]

[At the St John Fisher RC Primary School], financial topics are slotted into lessons across the curriculum, rather than pigeonholed as money sessions. The school also runs a Money Week each summer for the whole school – and parents.

Later in the day, Janine Kenna, deputy head of the school and leader of its financial education strategy, leads a lesson for eight and nine-year-olds. This explores both the financial and moral consequences of consumer choices. Kenna and class teacher Danielle Paul set out a series of dilemmas – for example a friend not repaying money you have lent to them. Working in groups, the children talk about how they might handle these situations and plot what consequences each choice might have.

This first lesson is designed to give them a feel for the topic. But in later sessions they will write a script and then make a film on their chosen dilemma, learning IT skills alongside the financial and moral messages.

The lessons have been shaped by a five-year project What Money Means. The £3.4million initiative, led by the Personal Finance Education Group charity and sponsored by HSBC, has worked with primary schools in 34 local authorities in England, reaching tens of thousands of children.

Celia Allaby, PFEG policy director, says: 'Children see money coming out of a hole in the wall. Without the right teaching, they don't necessarily make the connection between working and earning and then having the money to get the things they want.' [...]

© *The Mail on Sunday*, "Money Doesn't Just Come Out of a Hole in a Wall: A new generation of consumers learns about earning and budgeting", 18 march 2012, by Stephen Womack

I LE COMPTE RENDU

À rédiger en anglais. Après une lecture attentive de l'article ci-dessus, vous en ferez un compte rendu de 150 à 200 mots..

II LA LETTRE EN ANGLAIS

You're worried about money. As you're planning to go to college, you'll need to apply for a student loan to pay for your fees and expenses. However, you don't have a clue about managing money. Write to your MP asking him/her to support financial education at school and college.

III L'EXPRESSION ÉCRITE EN ANGLAIS (200 MOTS ± 10%)

Who should be responsible for teaching you about finance?

Oral Exam

I COMPRÉHENSION ORALE

 Listen to this conversation with Jeremy Brook, who deals with default management at LBC bank, and answer the following questions:

a. How is the new delinquent customer different from the traditional one?

He is not a bad money manager, but someone who is suffering from the current economic crisis.

b. What happens when there is a recession?

People find it more difficult to pay their bills.

c. What is a customised repayment plan?

It is a flexible repayment plan that allows customers to pay variable sums of money or to skip payments.

d. What does the bank do when customers are late on payments?

It reminds them gently, without fining them straight away.

e. According to Jeremy Brook, is the bank's new policy effective?

Yes and no. Although it has helped to reduce the number of home repossessions, it cannot eliminate defaulting completely.

II COMPRÉHENSION À PARTIR D'UNE VIDÉO

 According to the United Nations, one way to reduce poverty levels is by supporting the development of microfinance. Watch this programme about microfinance and choose the correct answers.

<https://www.youtube.com/watch?v=MXk4GUGXNTQ>

1. What is the population of Uganda?

- a. 35m b. 60m c. 25m

2. Despite the extreme poverty, people find a way to survive by:

- a. making greeting cards
 b. selling everything they can find
 c. burning wood to make charcoal

3. Grace doesn't have to work in the quarry because:

- a. she has her own business
 b. she's too old
 c. she receives unemployment benefit

4. How did Grace expand her business?

- a. she went to a local bank and applied for a loan
 b. she received a micro loan
 c. her family helped her

5. What is the interest rate charged by local moneylenders?

- a. over 300%
 b. 300%
 c. less than 300%

6. Who is Nathan?

- a. one of Grace's lenders
 b. a peanut butter maker in San Francisco
 c. a friend Grace chats with at the Internet café

7. What is Kiva?

- a. a website where people can tell their life stories
 b. a company investing in small businesses in Africa
 c. a not-for-profit organisation that allows people to lend money via the Internet to small entrepreneurs

Risk Management



A F. Baumgartner during his stratospheric jump in 2012.



B



C



D

1 Identify the risks described in the pictures.

Picture A: daring challenge Picture C: carelessness
 Picture B: risky equilibrium Picture D: piracy

2 Rank the words below according to the category they belong to:

flood – terrorist attack – war – earthquake – tsunami – oil slick – hurricane – bomb attempt – stock exchange crash – mortgage crisis – bugs – radiation – lost data – piracy

Category	Risks
Natural catastrophes	<u>flood, earthquake, tsunami, hurricane</u>
Human errors or crimes	<u>terrorist attack, war, oil slick, bomb attempt, stock exchange crash, piracy</u>
Technological crashes	<u>bugs, lost data, radiation</u>

3 Listen to Professor Smith and a student talking about risk management. Then answer the questions.

a. What are the 3 accidents that Professor Smith refers to?

The Fukushima Daiichi Nuclear Power Plant crisis, the Costa Concordia cruise liner crash and the BP Macondo oil well explosion.

b. What are the 4 barriers to prevention of catastrophe in an organisation?

The failure to perceive risk, leadership failure, production pressure, and organisation and team culture

c. What is the general thinking?

It is to say that real catastrophes occur elsewhere, rarely occur in our business and are just plain bad luck.

d. Why isn't prevention compatible with corporate spirit?

Because deadlines matter more than anything else, because it has a cost, because communication is rarely efficient and managers often prefer to overlook it.

Cultural Barriers to Earthquake Preparedness



Most people living in seismic zones do little to prepare themselves for earthquakes. This may seem like a contradiction in terms. After all, what can one do in the face of such a massively destructive force? But there is plenty that can be done. Bearing in mind that earthquake disaster research takes for granted that "earthquakes do not kill people, buildings do," there are at least 19 specific things a person can do to improve their chances of survival when a quake strikes. They range from retrofitting one's home to ensuring that heavy objects are securely fixed. Why are such measures – some cost-free and easy to carry out – not taken?

At the University College London's EPICentre, my colleagues and I conducted a study to examine the issue. We interviewed North American, Japanese and Turkish people living in highly seismic coastal regions

Among the U.S. sample, we found that, on average, around half of the potential safety measures were practised. In Japan and Turkey, however, people only implemented around one-third of the measures. In exploring these findings, we discovered some clues as to what may be driving these low levels of uptake¹, particularly in Japan and Turkey.

In light of the low number of protective measures adopted in all three cultures, it might come as a surprise that there was very high awareness of how to prepare oneself for earthquakes.

Why, then, do so few people in all three cultures make efforts to mitigate² the damage that earthquakes may wreak³? Our research suggested that the clue may lie in peoples' sense of agency and control in relation to earthquakes, as well as in their emotional and moral responses. These can be framed as three barriers to preparation for earthquakes: fatalism, anxiety and distrust of authorities.

© Risk Management Magazine, June 1st, 2012, by Helene Joffe

1. assimilation, mise en place; 2. atténuer; 3. causer

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1 Choose what the title suggests to you.

- a. Earthquakes are barriers.
- b. People in seismic regions react differently.
- c. People are not prepared in the face of earthquakes.

2 Read the text carefully and say if damage caused by earthquakes is seen as:

- a. inevitable
- b. controllable
- c. dangerous

3 Justify your answer in question 2.

They explain that it is buildings that kill, not earthquakes and that more precautions could save lives

4 In the text find words that mean the same as:

- a. remember (\$1): bear in mind
- b. assume (\$1): take for granted
- c. better (\$1): improve
- d. hit (\$1): strike
- e. conduct (\$1): carry out
- f. put into effect (\$3): implement
- g. knowledge (\$3): awareness
- h. piece of evidence (\$4): clue
- i. suspicion (\$4): distrust

5 In the text find words that mean the opposite of:

- a. hard (\$1): easy b. little (\$1): plenty c. light (\$1): heavy
- d. high (\$3): low e. many (\$4): few

6 Say if the following statements are right or wrong and justify your answers.

a. People don't do much personally to anticipate natural disasters.

Right. They do little to prepare themselves.

b. People mind about the fact that buildings can kill people.

Wrong. Research takes for granted that buildings can kill.

c. There are ways and means to prevent casualties.

Right. For example, ensuring that heavy objects are securely fixed.

d. It is not worth taking these measures.

Wrong. Many of them are cost-free and easy.

e. The Americans care half as much as the others about the measures to take.

Wrong. Half of the potential safety measures were put in place.

7 Explain the meaning of this sentence in your own words.

“Our research suggested that the clue may lie in peoples’ sense of agency and control in relation to earthquakes, as well as in their emotional and moral responses.”

It means that people react differently according to their emotions and how much they feel in charge of the situation.



WRITING (150 words)

Explain and comment on what is meant by “the 3 barriers to preparation for earthquakes being fatalism, anxiety and distrust of authorities”.

Sounds at Work



Rank the following words according to the pronunciation of the letters “ea”. Listen and check.

Earth - wreak - least - bear - research - heavy - measure - easy - colleague

[e]	measure, heavy, bear
[ɜ:]	Earth, research
[i]	least, easy, colleague, wreak

1 Complete the following passage with who, which, whose, Ø, that.

Those who..... believe that risk cannot be countered may find themselves in dire straits, contrary to those whose..... strategy has always been to anticipate potential dangers.

The only thing that..... can be added is that companies which..... implement risk strategy stand more chances of being successful. Risk management depends on the awareness Ø..... new managers have of what today's business is all about.

2 Add "to" if necessary.

To.....escape this fate, Ø... apply powerful countermeasures for each form of strategic risk. For example, to protect against dangerous shifts in customer preferences, gather and Ø... analyse proprietary information to... detect signs of change. Then conduct fast, cheap experiments to... identify attractive offerings for different customer micro-segments.

3 Rewrite the following sentences, using the prompts:

The new manager said to his colleagues:

a. Why didn't you change strategy when you became aware of the risk?

He asked them why they hadn't changed strategy when they became aware of the risk.....

b. When will you understand that we need to be prepared?

He asked them when they would understand that they needed to be prepared.....

c. Don't forget to devise a strategy to deal with emergency!

He said to them not to forget to devise a strategy to deal with emergency.....

4 Translate the following sentences into English.

a. Si vous êtes prévoyant, vous pourrez plus facilement anticiper les dangers que votre entreprise peut encourir.

If you are careful you will more easily anticipate the dangers your company may run into.....

b. Les nouvelles stratégies que vous envisagerez de mettre en place pour contrecarrer les risques qui pourraient surgir peuvent sauver votre société.

The new strategies you will think of implementing to counter the risks which could occur can save your company.....

c. L'éventualité d'une catastrophe naturelle tout comme la possibilité d'un attentat terroriste, d'un accident, d'un crack boursier ou tout autre incident font désormais partie de la gestion du risque.

The possibility of a natural catastrophe just like that of a terrorist attack, an accident, a stock exchange crash or any other incident are now part of risk management.....

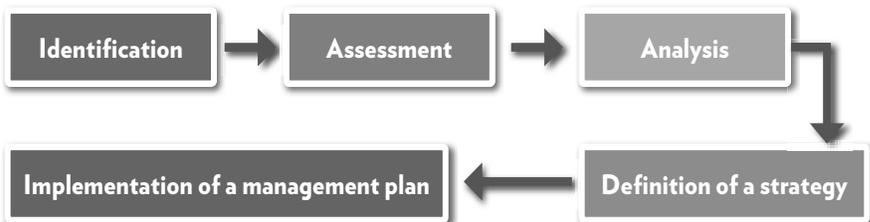
Landmarks

A Definition of Risk Management

It is an approach that companies can take to avoiding, reducing and/or countering risk. Risk can be related to numerous types of dangers ranging from threats caused by the environment or technology to humans, organisations and politics.

Risk assessment is simply a careful examination of what, in your work, could cause harm to people or the company, so that you can weigh up whether you have taken enough precautions or should do more to prevent harm.

T he different steps to counter Risk



Risks to your business can exist anywhere and it can be hard to predict when they will occur. Managing risk is an important part of business, and planning for risks before they occur is often the easiest way to do this.

For example, as a business owner you may want to plan for when:

- interest rates or prices increase,
- your competitor introduces a new product,
- an injury occurs in the workplace,
- skilled staff leave,
- a natural disaster or terrorist activity affects your business.

Risk management is a systematic process of making a **realistic** evaluation of the true level of risks to your business. Before risks can be properly managed they need to be **identified** - you can begin with these questions:

What can go wrong?

What can I do to prevent it?

What do I do if it happens?

There are **standard procedures and processes** for handling risk management in business.

Standards Australia has developed Standard *AS/NZS ISO 31000:2009, Risk management - Principles and guidelines*, which outlines procedures and processes to implement.

A good plan is to develop a risk register to document each potential problem, its level of seriousness, what is required to fix it and who will deal with the problem.

Five steps to risk assessment

This is not the only way to do a risk assessment, there are other methods that work well, particularly for more complex risks and circumstances. However, we believe this method is the most straightforward for most organisations.

HOW TO ASSESS THE RISKS IN YOUR WORKPLACE

Follow the five steps:

- STEP 1** Identify the hazards;
- STEP 2** Decide who might be harmed and how;
- STEP 3** Evaluate the risks and decide on precaution;
- STEP 4** Record your findings and implement them;
- STEP 5** Review your assessment and update if necessary.

Don't overcomplicate the process. In many organisations, the risks are well known and the necessary control measures are easy to apply. You probably already know whether, for example, you have employees who move heavy loads and so could harm their backs, or where people are most likely to slip or trip. If so, check that you have taken reasonable precautions to avoid injury.

If you run a small organisation and you are confident you understand what's involved, you can do the assessment yourself.

If you work in a larger organisation, you could ask a health and safety adviser to help you. If you are not confident, get help from someone competent. In all cases, you should make sure that you involve your staff or their representatives in the process. They will have useful information about how the work is done that will make your assessment of the risk more thorough and effective. But remember, you are responsible for seeing that the assessment is carried out properly.

When thinking about your risk assessment, remember:

- a hazard is anything that may cause harm, such as chemicals, electricity, working on ladders, an open drawer, etc.
- the risk is the possibility, high or low, that somebody could be harmed by these and other hazards, together with an indication of how serious the harm could be.

Activities

Skills Assessing a situation

I. Read the information concerning DreamTour, a travel agency, and fill in the grid following the “Five Steps to Risk Assessment” on page 180.

**RISK ASSESSMENT
FOR A TRAVEL AGENCY: DREAM TOUR**

The owner/manager did the risk assessment in this travel agency, which is located in a row of shops on a busy street. The shop is open every day from 9.00 am to 5.00 pm. Ten people work there, six full-time and four part-time. A cleaner also works every day between 4.15 pm and 5.15 pm.

At the rear of the premises is a staff area with a toilet, a kitchen where hot drinks and food can be prepared, and a stockroom.

The shops were built in the 1980s and the landlord has surveyed the building for asbestos¹. None was found.

1. amiante

Step 1	<p>A busy street: noise and pollution incompatible with a travel agency (meant to offer a relaxing atmosphere);</p> <p>Hot drinks and food: electrical appliances must be safe;</p> <p>The cleaner arrives in the rush hour; some members of the staff are still at work.</p>
Step 2	<p>The staff could suffer from the hazards (stress, difficulty using their phone in a noisy atmosphere; danger of unwelcomed visitors);</p> <p>The clients too could find the noise stressful</p> <p>The cleaner could be a victim too</p>
Step 3	<p>Sound-proof walls, air conditioning to avoid opening windows;</p> <p>Someone near the door to check who is coming in;</p> <p>Comfortable chairs for those who are waiting;</p> <p>Insulation of the kitchen (to avoid smells);</p> <p>Make sure the cleaner can do his job safely without disturbing others.</p>
Step 4	<p>Contact an insulation contractor (against noise, pollution, smells);</p> <p>Check the electrical appliances with an electrician;</p> <p>Prepare a safe space for the cleaner to store their equipment and provide appliances that are not too noisy.</p>
Step 5	<p>The staff and the cleaner should report if anything goes wrong;</p> <p>Any complaints coming from customers would lead to immediate modernisation.</p>

Activities

Words Taking risk into account

2. Complete the following sentences with a word from the list below and add the correct form of "take".

measures - time - by surprise - advantage - easy - granted - consideration - courage

- a. They should take into consideration the fact that it takes time to implement such measures.
- b. Don't take it for granted that this measure is going to work!
- c. They were taken by surprise! They never thought this would happen so quickly.
- d. I wish he had taken advantage of the strategy that the risk manager had envisaged!
- e. When he realized how serious the situation was, it took him a lot of courage to come to the victims' rescue.
- f. You must take measures immediately because the danger has been identified. You can't just take it easy and relax!

Communicating Understanding the notion of "risk culture"

3. Listen to the conversation and answer the questions.

- a. Who is Jane Twigger?
She is a reporter at the Coventry Chronicle.
- b. Who is Fred Michels?
He is a manager in a medium-sized company.
- c. What is Fred Michels' first reaction when asked a question about risk assessment in the company?
No one is interested, cares or even knows anything about it.
- d. What are the most important values on which Fred Michels bases his analysis to explain what efficient risk management is?
They are communication, honesty, telling the truth and having no fear of reprisal.
- e. What does Fred think of the importance of dealing with risk in management?
If you don't do it you are a bad manager.
- f. How does he describe a company that has a low level of risk?
He says it is dysfunctional.
- g. How can you explain this?
It is simply impossible to have a company bragging about a low level of risk. It is being blind.

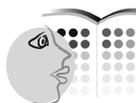
WORD BOX

a (stock market) crash	un krach (boursier)	a slump	une récession	to implement	mettre en application
data	des données	a threat	une menace	to insure	assurer
damage	des dégâts	to anticipate	anticiper	to jeopardise	mettre en danger
an earthquake	un tremblement de terre	to assess	évaluer	to prevent from	empêcher de
an emergency	une urgence	to avoid	éviter	to resort to	avoir recours à
a flood	une inondation	to counter	contrer	to shoulder	endosser
liability	la responsabilité	to cover	couvrir	to thrive	prosperer
a loss	une perte	to deter s.o. from	dissuader quelqu'un de	to warn	avertir
an oil slick	une marée noire	to devise a strategy	élaborer une stratégie		
a pandemic	une épidémie	to foresee	prévoir		

Exam Paper

Hacking: Fight Back

The Day After: Your First Response To A Security Breach



The security incident is over. The techs have all gone home and are snug in their beds, dreaming of flawless code trees. Upper management has done all the damage control they can. Everyone's shifting back into their normal activities and schedules. Everyone, that is, except you. What can you do to

5 prevent this from ever happening again?

The best way to understand how a security incident happened is to conduct a post mortem. Incidents can range from an internal configuration error that resulted in system downtime, all the way up through an attack on your company, or even a natural disaster that impacted your company's physical location. Any event that didn't go as well as you hoped,

10 or any set of processes that need to be checked, is a perfect candidate for a post mortem.

A post mortem is a review of what happened; a good post mortem delves into the who, what, how, when, and why of the incident. Even if the incident was clearly documented at the time, you're still going to need to review how things could have gone better in order to improve your processes, tools, and training for the future. These improvements may not prevent all

15 future attacks, but they will allow you to prepare your business for the next incident.

You need to schedule your post mortem as soon as possible after the incident. Give everyone the opportunity to recover first (especially if people need to catch up on sleep), but don't wait too long. Get everyone who was actively involved in the incident, or at least a representative from each person's group, into a room. You may not be able to schedule time

20 with any upper-level executives who participated, but you can touch base with them later.

Tech Net Magazine, Microsoft, by Kelly J. Cooper.

I LE COMPTE RENDU

Rédigez un compte rendu de l'article en français en 100 mots

II LA LETTRE

As Chief Executive Officer, you write to all the staff to explain the kind of post mortem you want to draft.

Use the article to help you determine the team you would like to see now work on risk management and the different steps you would like the staff to follow. Make sure you are being diplomatic, since the staff have undergone a trauma. (170 words)

III L'EXPRESSION ÉCRITE

What can be the consequences of security incidents for a company? Describe examples of security incidents that you can think of to illustrate your statement. (100 words)

Oral Exam

I COMPRÉHENSION ORALE

 Listen to the recording “What is the hierarchy of controls” and answer the questions.

a. Who are Ken Braddow, Peter H. and Suzan?

Ken Braddow: is a reporter.

Peter H.: is the head of Geo Risks Research.

Suzan: is a victim of the hurricane.

b. How does Peter H. see the future?

He thinks he should be more prepared in the future.

c. What has Suzan experienced? What does she wish?

Her business had to close (no electricity, no credit card...). She hopes the government will better anticipate events like Sandy.

d. What is the conclusion of the recording?

It is important to build safer buildings.

II COMPRÉHENSION ORALE À PARTIR D'UNE VIDÉO

 Watch the video « Risk Assessment Made Easy » and answer the questions.

<https://www.youtube.com/watch?v=fY6KGN72d7Q>

a. What are the important questions that should be asked as soon as dangers have been identified?

Who might be hurt

What must be done

What solutions should be put in practice

b. Who should be consulted during the risk assessment?

The staff

c. Describe what should be done during the 3 steps of risk assessment.

Step 1: Look at the workplace, the tools, equipment, materials, work methods.

Step 2: Understand how somebody could be harmed, how it is likely to happen, what types of injuries there could be, what precautions have already been taken.

Step 3: Check if the measures are adequate or not, assess the level of risk, decide if more needs to be done (other measures, additional people).

d. What recommendation is given at the end of the risk assessment?

Regular controls should be made and risk assessment should be reviewed.

Updating of the system should be done if necessary.

Rendre compte d'un document à l'écrit

Snooping on staff

The German discount supermarket chain Lidl has been accused of spying its employees including recording how many times they went to the toilet as well as details about their love lives, personal finances and menstrual cycles.

An investigation by the German news magazine Stern uncovered an extensive espionage system in its shops across Germany. It obtained hundreds of pages of documents gathered by detectives allegedly employed by the chain to find out about its staff. The surveillance took place via mini-video cameras installed by detectives. The official reason given to store managers was to reduce shoplifting.

The detectives' records include details of precisely where employees had tattoos as well as information about their friends. "Her circle of friends consists mainly of drug addicts," reads one record. [...] Recording how a German employee identified as Frau M spent her break, one report read: "Frau M wanted to make a call with her mobile phone at 14.05... She received the recorded message that she only had 85 cents left on her prepaid mobile. She managed to reach a friend with whom she would like to cook this evening, but on condition that her wage had been paid into her bank, because she would otherwise not have enough money to go shopping."

A Hamburg labor lawyer, Klaus Müller-Knapp, said the transcripts were "scandalous to the highest degree" and breached laws on freedom of expression. Human rights groups and trade unions pledged to take up the case.

© Guardian, New & Media Ltd 2008, March 27th, 2008.

1 Présentez le document

- Utilisez le paratexte pour amorcer l'introduction (titre, date, journal, auteur).
- Lisez le document et soulignez les mots susceptibles d'en fournir l'idée principale.

Genre	Titre	Origine	Date	Auteur	Sujet
a press article	"Snooping on staff"	The Guardian	March 27, 2008	unknown	Big Brother in the workplace

Solution proposée: This press article entitled "Snooping on staff" and published in the Guardian on March 27th, 2008 raises the issue of Big Brother in the workplace more precisely in the German discount supermarket chain Lidl. (28 words)

2 Rassemblez l'information et le lexique utiles dont vous disposez sur le sujet

Lidl is a German supermarket chain set up in many European countries. This type of store is called discounters as these stores are supposed to sell at very low prices.

3 Triez l'information spécifique à l'article

- La plupart du temps, on est confronté à une situation particulière, ici **Snooping**.
 - Cherchez ce mot dans le dictionnaire s'il est inconnu.

- **Précisez** le lieu et le temps (repérer les références temporelles, les temps, les adverbes) : ici, on utilise le passé et le présent pour faire référence à un événement récent.
- **Repérez** à qui ou à quoi on fait allusion : ici, "supermarket chain Lidl", "employees".
- **Faites du sens** avec ces informations : lire l'article et répertorier les mots reliés à "Snooping" : *espionage system / spying / recording / mini video cameras / detectives / information / surveillance.*

b. Une fois la situation définie, analyser les causes et les conséquences.

- Repérez et listez les motifs de cette étude (*What reasons?*)
How many times they went to the toilet / details about their love lives / personal finances / menstrual cycles / where employees had tattoos / information about their friends.
- Repérez et listez le but de cette enquête (*What goal?*)
to reduce shoplifting.
- Repérez et listez les conséquences de cette enquête (*What result?*)
scandalous to the highest degree and breached laws on freedom of expression.
- Repérez et listez les moyens utilisés (*How?*)
recording, an extensive espionage system, mini-video cameras.

4 Reprenez ces informations de façon personnelle

- Ne pas recopier l'article ou essayez d'expliquer ou copier un passage que l'on ne comprend pas.
- Utilisez des synonymes ou exprimez des idées, les mots ne sont que des outils.
- Faites un choix : on ne peut pas dire la même chose en moins de mots.
- Équilibrez le compte-rendu : l'introduction ne doit pas être plus longue que le résumé.

Solution proposée: *The article reveals that Lidl has just been accused of snooping on its employees alongside with using illegal devices to get information about their private lives. Detectives have been hired to investigate them and cameras have been installed to spy on them. Much information and many documents have been gathered without the workers knowing it. So a complaint has been lodged against the company which is currently sued for breaching the law of privacy and infringing the rights of freedom. (80 words)*

5 Rédigez une conclusion

Il s'agit d'une conclusion personnelle ; ce n'est pas la conclusion de l'article.

- **Utilisez des expressions montrant qu'il s'agit de votre opinion.**
To conclude / As a conclusion / To my mind / In my opinion / In my view / As to me...
- **Rédigez à la première personne.**
I think / I believe / I support / I disagree / I approve of...
- **Montrez que vous avez été sensible au sujet.**
It's a shame / it's shocking / it's incredible, unbelievable / It should be forbidden, punished...
- **Essayez de trouver une meilleure solution.**
Face to face interview / Communication could solve the problem / Corporate culture...

Solution proposée: *To conclude, Lidl management is currently trapped in conflicts that reveal the lack of communication and a disputable dedication to the company. True, workers are expected to do what they are paid for, but I am persuaded that informing them about the impact of their behaviour could be the right way. For my part, I definitely can't agree with working under Big Brother's surveillance, it is unacceptable. (66 words)*

6 Soignez la présentation et relisez-vous attentivement

Présenter un article à l'oral

1 Lisez l'article

- a. Lisez en premier le titre puis repérez la source et l'année de publication
- b. Identifiez le thème principal
- c. Soulignez les mots clés
- d. Repérez les articulations de l'article (mots de liaison)
- e. Notez les idées principales en marge des paragraphes

2 Prenez des notes: *zooming in*

- a. **Résumez le thème principal**
- b. **Organisez vos notes**
Constituez des parties et des sous-parties.
- c. **Rendez compte de la progression du texte**
Explicitez les arguments présents dans l'article.
- d. **Distinguez ce qui appartient au domaine :**
 - de l'objectif,
 - du subjectif,
 - des faits,
 - des questionnements,
 - des réactions,
 - du point de vue du journaliste.
- e. **Expliquez la conclusion de l'article**

3 Construisez votre argumentation

- Discutez le thème du document en élargissant le sujet (*branching out*) ou en évoquant par exemple les risques, dangers, espoirs, effets, solutions...
- Envisagez des comparaisons en déplaçant le sujet dans d'autres pays du monde, situations comparables ou contraires.
- Prenez position et justifiez votre point de vue.

4 Évitez les fautes de grammaire graves

- a. **Veillez à ne pas introduire de mots français lors de votre exposé à l'oral :** donc, euh, alors, bon...
- b. **N'abusez pas des formules passe-partout :** *everybody knows, everywhere in the world, we all know...*
- c. **Évitez l'emploi excessif d'adjectifs peu précis :** *big, bad, important, good.*
- d. **Préférez** *great, interesting, nice, disappointing, sad, awful, serious (matter), topical (issue), controversial (issue).*

Rendre compte à l'oral d'un document enregistré

1 Effectuez le travail de préparation

a. Écoutez, repérez, classez

- La 1^{re} écoute, sans prise de notes permet d'identifier le thème principal.
- La 2^e écoute permet de repérer les mots clés et d'extraire les informations importantes.
- La 3^e étape consiste à organiser la prise de notes (*Where? Who? When? What for?*).

2 Présentez à l'oral

a. Exposez et explicitez

- Présentez clairement le contenu de l'article sous forme de résumé ou de synthèse : faits, solutions, conséquences ou avantages et inconvénients.
- Tenez vous en au document et montrez que vous en avez compris l'essentiel, sans jugement ni commentaire personnels. Indiquez à quel moment vous terminez le compte rendu avant de procéder au commentaire (*So much with my summary...*).

b. Argumentez

- Discutez le thème du document en élargissant le sujet (ou *branching out*) en évoquant par exemple les risques, dangers, espoirs, effets, solutions...
- Envisagez des comparaisons en déplaçant le sujet dans d'autres pays du monde, situations comparables ou contraires.
- Prenez position et justifiez votre point de vue.

3 Préparez l'épreuve orale

a. Sachez utiliser les formules de politesse

- Si vous devez faire répéter une question

Would you mind repeating the question, please? I'm afraid I didn't quite understand what you were saying..., Sorry, could you please repeat your question?

- Si vous devez demander un mot en anglais

What's the English for? How do you say... in English?

b. Pensez à utiliser les « gap-fillers »

Pour vous laisser le temps de réfléchir, vous permettre de reformuler, de prendre du recul.

- *Well, actually, right, what I mean is, How shall I put it?*
- *let me think, let me see, I mean, I guess, you see, you know,*
- *as a matter of fact, I don't know how to say it, to tell you the truth...*

c. Veillez à ce que votre présentation soit clairement exposée

Introduisez votre sujet, annoncez les enchaînements et/ou contrastes, concluez :

- *To start with, as an introduction, first of all.*
- *The main topic is, it's about, it deals with...*
- *Then, besides, moreover, so, therefore*
- *Yet, however, on the contrary*
- *Finally, to conclude, on the whole*

Rédiger un rapport de stage (internship report)

1 Présentez la société

- Type
- Location
- Subsidiaries
- Turnover
- Size
- Origin
- Organization chart

2 Décrivez vos activités

a. Décrivez vos missions

b. Précisez le type d'activité

Dites s'il s'agissait un travail individuel ou en équipe, les outils que vous avez utilisés.

They entrusted me with → Ils m'ont confié

I was in charge of → J'avais la responsabilité de

I was responsible for → J'étais responsable de

I was involved in → J'étais impliqué dans

I was given the opportunity to → On m'a donné l'opportunité de

I handled minor assignments → Je menais des missions mineures.

3 Comparez les résultats escomptés et ceux obtenus

Mentionnez les difficultés rencontrées et les techniques utilisées pour y remédier.

I had to → Je devais

I ran out of time. → J'ai manqué de temps.

I was satisfied because → J'étais satisfait car

It was a failure because → Ce fut un échec parce que

It was a success. → Ce fut un succès.

I failed because → J'ai échoué car

I was able to → J'étais capable de

4 Rendez compte de vos impressions et des apports

Utilisez des expressions rendant compte de vos sentiments.

I was pleased because I reached my goals. → J'étais content d'avoir atteint mes objectifs.

I learnt from that experience. → J'ai appris de cette expérience.

It was rewarding because I benefited from this experience. → J'ai tiré bénéfice de cette expérience.

It showed me what working life was. → Cela m'a permis de découvrir le monde du travail.

Professionally, it taught me how to work in team. → Professionnellement, cela m'a appris à travailler en équipe.

I was disappointed → J'étais déçu.

Personally speaking → Sur un plan personnel

It contributed to making my stay very enjoyable. → Cela a contribué à rendre mon stage très agréable.

It was a rewarding experience. → Ce fut une expérience enrichissante.

I appreciated the fact that I was guided through this internship. → J'ai apprécié le fait d'être guidé tout au long de mon stage.

I enjoyed having people who assisted me to work things out. → J'ai apprécié d'avoir des gens qui m'aidaient à mener à bien mon travail.

5 Tirez une conclusion

It has confirmed my orientation. → Cela a confirmé mon orientation.

It has enabled me to realize I had made the right-wrong choice. → Cela m'a permis de réaliser que j'avais fait le bon-mauvais choix.

It encourages me to renew this experience. → Cela m'a encouragé à renouveler l'expérience.

It has convinced me to continue my studies. → Cela m'a convaincu de poursuivre mes études.

Scripts des activités de compréhension orale et de prononciation

Unit 1 • Getting a job

Page 5 exercise 3

INTERVIEW WITH MARGARET SCOTT, HRD OF MEDTECH

Journalist: Margaret, could you tell us how you conduct a job interview?

Margaret: First, I go and greet candidates in the entrance hall as soon as I'm told they've arrived. This gives me the opportunity to have a chat with them while I escort them to the conference room. I usually get a good idea of their level of confidence and preparation by then, and the candidates also get time to relax.

Journalist: Do they have to sit psychometric tests?

Margaret: Yes, it has become a compulsory requirement in the company. But the candidates sit those tests after the interview.

Journalist: Do you always start the interview with the same questions?

Margaret: Not always. I usually give the candidates the opportunity to express themselves first. So I ask them to introduce themselves. While they talk I can observe their body language and analyse their thought processes.

If they start talking about their personal lives, I stop them. Then I take a copy of their CV. We go over details of their job experience. I might ask them to clarify job titles or dates.

Journalist: Can the interview get tough for the candidates?

Margaret: Actually, yes. I might test the candidates with difficult questions. For example, I could ask them directly "Why should we hire you?"

I also like asking them about their weaknesses because I want to know if they are honest with themselves. I try to ask these questions in a natural way, so that I get a truthful answer.

Journalist: How do you end the interview?

Margaret: I recap everything that we've discussed. It sounds more professional and gives the candidates a sense of accomplishment. Then, I let the candidates ask me questions about the job or the company.

Page 7 exercices 4 et 5

VIDEO GRAEME ANTHONY

Hi, I'm Graeme Anthony and welcome to my Curriculum Vitae Interactive Video. I've produced this video because, let's face it, communications have changed. There's nothing wrong with a good old-fashioned pen and paper, but it's evolved into something far more exciting and accessible. On top of that, I'm a PR practitioner, and a good one at that. Spinning words and narratives is what I'm trained to do. This is me, in my natural habitat, one hundred percent transparent. You might not warm to what you see initially, but, on the other hand, I can be whatever you need me to be. To find out more, click on all the links.

Sounds at work page 7

1. What do you enjoy doing outside of work?
2. Have you ever worked overseas?
3. How long would you stay with us?
4. Did you like studying?
5. Why should we hire you?

Oral exam page 14

AFTER A JOB INTERVIEW

Alice meets up with her friend Laura the day after her job interview.

Alice: Laura, how did your interview go yesterday?

Laura: I think it went quite well. The interviewers were extremely nice and professional. I managed to relax in the end, although I was a bit nervous when we started. I could barely speak.

Alice: And how did you manage to feel more relaxed?

Laura: I took several deep breaths and I told myself to calm down. But the thing that helped me most was imagining the interviewers dressed up as Mickey Mouse characters!

Alice: That's a great idea! I should remember that trick in the future! Did they ask you any difficult questions?

Laura: Yes, they asked me how I would deal with an angry customer. They also wanted me to talk about one of my weaknesses. I think those questions are pretty normal now, don't you?

Alice: Yeah, for sure, they're testing your personality. Which weakness did you choose?

Laura: I said I was a bit of a workaholic, always getting very involved in my projects. In fact it was a way of telling them that I was hard-working.

Alice: Well done! It sounds like you really impressed them!

Laura: The only thing that worried me is that they asked about my marital status and I refused to answer that.

Alice: Of course, it's totally illegal!

Laura: I know, but it's annoying that they think it's important.

Alice: I'm sure it won't stop them from making an offer.

Laura: I hope not. I'd love to work for them!

Unit 2 • The job market

Page 15 exercise 2

WORKING FROM HOME

Journalist: Hello Jennifer. You are 36 and you have been working from home for two years now. What made you make the decision?

Jennifer: Well, I was made redundant and used the redundancy money to cushion me until I got going! I was tired of going to job interviews with 200 other people applying for the same job. So I decided to start working online from the comfort of my home.

Journalist: And what are the good sides of working at home?

Jennifer: The advantages are numerous. First of all, I am my own boss. I can dictate my own schedule and come and go as I please. I can take time off whenever I feel like it. I am more in control of my time. But most of all, I can be at home when my children get home from school because I don't have to commute back and forth to work. I don't feel so tired because I have increased leisure and family time. I manage my work/life balance as I wish. I try and keep the evenings free for my husband.

Journalist: And has it changed the way you work?

Jennifer: Of course! I can choose how I organise my work. I am more productive than in a hectic office. I don't have the pressure and competition of working in a company.

Journalist: Do you find the isolation of working alone a problem?

Jennifer: Not at all! I'm a very independent person. I don't miss the interaction with other people, or the chats by the coffee machine. But sometimes it can be difficult to keep work and home life separate. You could be tempted to overwork or not work enough. But I've worked out a schedule that works for both me and my family

Sounds at work page 17

young – lifeguards – course – word – spreads – though – now – slogan – mechanic – variety – building – sites – health – allowance – enough – money – *The Guardian*

Communicating page 22: Describing Work Experience

● Matthew Mougha

I graduated in economics from Marquette University in Milwaukee, Wisconsin in December 2010. It was one of the worst job markets for college graduates in nearly two decades. I looked for a job in marketing and spent the winter mailing dozens of résumés and going on interviews. After six months, with no promising leads, I started to despair.

But, I saw an online ad for Intrax Internships Abroad, a company that specializes in placing college students and recent graduates in international internships. Fees range from \$5,000 to \$8,000 depending on destination, insurance, housing, and help with work visa applications.

My parents agreed to lend me the money. Within a few weeks, Intrax had set me up with a work visa and a summer internship at Electronic Shipping Solutions, an electronic documents service company for the shipping industry in London.

The internship worked out better than I could have hoped: I was hired as a project manager after the internship ended. It was a smart move, career-wise. The investment has really paid off.

● Carla Mueller

I have always wanted to work abroad before I got my career established at home in North America. New Zealand was an obvious choice for me because that's where my mother was born. I have citizenship there, so I could enter the country and start working right away with no concern about a work visa. So, after graduating I moved to New Zealand and started looking for my first job.

After a lot of knocking on doors, I managed to get a contract position with the biggest company in the country, the national telecommunications provider. I was a bit disappointed at first since it was really a temporary position and was only scheduled to last for 3 months. 3 years later, I am still working there. I have turned a temp position into a full-time one. I like the company and country enough to work abroad for this length of time.

I was fortunate when I moved overseas because I moved to a country where I didn't need to worry about getting a work permit and there was no language or culture barrier to deal with.

Oral exam page 24

● Hermann-Josef Pelgrim, the mayor of Stuttgart

Germany is desperate for educated workers, so we began to look South for a solution.

Last year, I invited several journalists from southern Europe to write about job opportunities in Stuttgart. The response was overwhelming. More than 15,000 unemployed Portuguese submitted their résumés. 40 simply showed up. In December, 100 Spanish engineers flew to Stuttgart for a weekend of job interviews. Within a month, about a third of them had been hired. In the last 18 months, Germany has recruited thousands of highly qualified young job-seekers from Spain.

● Cristina Fernández-Aparicio Ruiz

My name is Cristina Fernández-Aparicio Ruiz. I am 36 and an engineer. I left Madrid because there were no jobs. Unemployment is at 24.4% in Spain. Here in Germany, the unemployment rate is just 4%. I now work for an industrial company. This is like El Dorado : I was offered twice the salary I could make in Spain, though taxes are higher in Germany. And the company assigned me a mentor who makes sure I have someone to sit with at lunch. And if I need help finding a doctor or going to the supermarket, my mentor is ready to help with that, too.

● Carlos Baixeras

I am Carlos Baixeras and I am 30. I'm an engineer. I started working near Frankfurt 18 months ago. The first few weeks here were a nightmare. I could not even explain to the barber how I wanted my hair cut. Finally, I fell back on Europe's common language: soccer. I pointed at my head and said, "Cristiano Ronaldo",

The work environment in Germany takes getting used to. I was surprised that I was expected to greet co-workers each morning with formal handshakes and to call them "Herr" and "Frau". The German fondness for order is not a myth. There are rules for everything. No one makes personal calls during business hours, for instance.

● **César Castel**

As the director of a Spanish headhunting firm, I used to find employees for Spanish companies. Now I find Spaniards for foreign companies, many of them German. Most jobs are in health services and engineering. Right now, the migration benefits both countries. For Spain it relieves pressure on the welfare state and gives job opportunities. But the conflict will begin when Spain eventually recovers and wants its engineers back. This generation of young people who are leaving are our best-qualified ever. It is a huge loss of investment for Spain. On average it costs Spain 60,000 euros to train each engineer, and they are leaving. If Spain's economy turns around in two years, I expect 90% of the Spanish professionals to return home. If the recession holds on longer, the figures could drop precipitously as the workers marry and have children abroad.

Unit 3 • Human resources

Page 25 exercise 4

DON'T FALL INTO TRAPS!

When an interviewer presses you to reveal confidential information about a present or former employer, you may feel it's a no-win situation. If you cooperate, you could be judged untrustworthy. If you don't, you may irritate the interviewer and seem obstinate or uncooperative.

Why do recruiters play these kinds of games?

The company may be testing your integrity to see if you could be tempted to reveal confidential data.

So what should you do?

The answer is easy. Never reveal anything truly confidential about a present or former employer. By all means, explain your reticence diplomatically.

It is a question of ethics after all.

Faced with any such choice, always choose integrity. If you were to surrender they would surely lose respect for you.

Tests show that even when candidates were pressed for confidential information but resisted and held fast they were hired!

Sounds at work page 27

- | | | | |
|---------------|---------------|------------------|----------------|
| a. colleague | b. considered | c. dedicated | d. responsible |
| e. perfectly | f. reasonable | g. professional | h. development |
| i. productive | j. produced | k. inefficiently | |

Communicating page 32: Preparing for an interview

Suzan is having a job interview next week. She is talking to Michael who works in the HR department in a company.

Suzan: Hello Michael, could you spare some time with me to help me with my job interview next week? I am stressed already because I know that HR people always focus on what we do wrong.

Michael: If you have a negative attitude toward the screening interviews and the people who perform them, you are unlikely to make a good impression. So take it easy and try to feel confident.

Suzan: What would you recommend then to prove that I am a more promising candidate than other applicants?

Michael: You have to demonstrate you're qualified for the job and can bring value to the company. You need to impress the recruiter with skills and knowledge relevant to the job. Therefore you have to prepare by thoroughly researching the company.

One of the biggest mistakes candidates make is not knowing enough about the organisation, which signals that you haven't bothered to find out and therefore aren't very conscientious. Don't just do a Google search. Candidates must thoroughly study the firm and its culture by using their social network connections. Using LinkedIn or Facebook, connect with people who work there and may be willing to give you an insider's perspective.

Suzan: Yes that helps a lot, I am sure. What else would you recommend?

Michael: You should request the full job description if you don't already have it. You have to know the requirements of the job to prove that you can do it.

Suzan: Anything else you can think of?

Michael: Lastly, prepare answers to common interview questions, such as "What interests you about this job?" and "How would your colleagues describe you?"

The questions generally cover your work habits, your attitude, your understanding of the job and company and your expectations, especially your minimum salary and relocation needs. You also need to be ready when the HR representative asks if you have any questions for her. Having a short list of questions that draw on your unique perspective shows preparedness and engagement with the process.

Suzan: Thank you Michael. I'd better do my homework now.

Oral Exam page 34

PERSISTENCE PAYS OFF

Michael, a recruiting supervisor, evaluates whether job applicants fit well with the company's unique culture.

Michael has refused John a job. Today John wants to know more about this refusal and has asked for some feedback to try and improve his attitude. Because John asked the question politely and seemed genuinely interested in self-improvement (as opposed to complaining about the decision), Michael called him.

Michael: Hello John, I received your letter in which you said you wanted to know more about the reasons why you were refused the job. Well, it is mainly because your salary requirements were simply too high.

John: Really? Well I could have been more flexible, you know. I was told that some companies do prefer that you state your expectations right away while others prefer to have you prove who you are before offering a high salary.

Michael: Yes, that is often the case. John, I can see that you are sincere. Therefore I am going to offer you another interview for another position that we have. Would you like that? I'd like you to take a test, too, before we meet. So I suggest that you make an appointment with my secretary as soon as possible.

John: I really appreciate that and am grateful to you for giving me another chance. Thank you very much.

Michael: Good. I'll see you soon then.

Oral Exam, Compréhension orale à partir d'une vidéo page 34

THE RIGHT ATTITUDE TO ADOPT TO WORK FOR TWITTER

Young man: Hey! You got a second?

Remember you asked us to spend a lot of time, like, a lot of money to make a video that's going to inspire people to work here.

No... Well we did!

Other young man: It's like a bit over budget but I think you gonna like what you see

Ok Lady Gaga, I'll call you back. This is a sweet job. Yet working at Twitter is not just a sweet job it's a way of life that's like a sweet job.

Have I got your attention now? Walk with me and will learn more.

Hey, Judy from Recruiting, Have people ever asked you why it's so much fun to work at Twitter?

Judy: They sure do.

At Twitter, you get to work on small teams working on projects that affect hundreds of millions of users. Just ask one of our engineers.

A real engineer: Yes, it's awesome. I love working here because I could...

Young man: Well gosh! I wish I didn't already work here so I could have applied for a job. Do we have any open positions?

Judy: Does a tweet have 140 characters?

Judy and young man: Yes.

Judy: Here is an example. Engineering managers, engineers who know about mobile.

Front end engineers and back end engineers, job and specialist, Hadoop reliability engineers but it doesn't stop there.

We are also hiring for none engineering jobs like sales, product management and design and so much more.

Young man: Men, those sure are a lot of great jobs. What do you think CEO Dick Costello?

"Dick Costello": Thanks Ian, in addition to jobs, we offer free gym membership, and cater breakfast, lunch and dinner. Not to mention yoga, chair massages, acupuncture and beer.

This really is a great place to work.

Feminine voice: As an employee you've got tons of benefits like your own computer, a bottle of wine, and a T-shirt. And don't forget full health care and great dental coverage. All of this at an international company that's helping to change the world. So what are you waiting for? Come and work for Twitter.

Everyone: Enjoy the flock today!

Young man: So?

Dick Costello: It's great! I love it

Both young men: He LOVES it!

Unit 4 • Labour Relations

Page 35 exercise 3

EMPLOYEES STRIKE ON DAY OF IPHONE 5 DEBUT

Some employees of Apple Inc.'s French stores went on strike Friday, demonstrating outside the shop aiming for maximum impact by timing the walkout to coincide with the debut of the iPhone 5. Yet sales remained largely unaffected. The strike was called by one of the main unions representing workers at Apple store in Paris and other French cities after the breakdown of talks over working conditions.

Demands by the SUD union which represent about a quarter of Apple employees included the installation of waterfountains, providing meal vouchers and paying a thirteenth month of salary as is common in French companies.

Apple which employs about one thousand people in its French stores said earlier this week that it had booked orders of over 2 million iPhone 5 models in the first 24 hours. But this wouldn't be the first company's strike. Some employees of Apple stores in Rome were reported to have walked out on the day of the previous model the iPhone 4S was launched.

Sounds at work Page 37 exercise A

unionise – find – high – recognition – uphill – drivers – inequality – quick – sign – organisation

Sounds at work Page 37 exercise B

1. unionise
2. restaurant
3. successful
4. campaign
5. organisation
6. company
7. recognition
8. ramification
9. pressure

Oral Exam, Compréhension orale à partir d'une video page 44

John Mortimer is the President of the Canadian Labour Watch Association. He spoke with Canadian HR reporter TV Shannon Klee about labour relations in Canada.

SK: How has the recession affected labour relations in Canada?

JM: In the number of ways. First of all, where there've been strikes they tended to be longer, so if workers decide to go out they're just out there longer. I think second the union brand has taken quite a hit. They've often said they stand for job security, but with companies closing, restructuring, laying off, downsizing the idea that a union represents job security to a group of workers I think is disappearing, and in fact you'd sort of look at General Motors and Chrysler now ask yourself did the types of deals that management and union leadership agreed to really help the Canadian economy in the long term? Did it really help the workers? or things actually better at places like Magna, Honda, and Toyota, where union free environment allows more collaboration between workers and management rather than having the union involved. Are those companies in effect not better off and better for Canadian economy and our society?

Unit 5 • Corporate Culture

Page 45 exercise 2

FOUR CORPORATE CULTURES

Interviewer: Hello John. Can you tell us about the different types of corporate culture?

John Hooper: The Harvard Business Review identified four types of cultures – the power culture, the person-oriented culture, the role culture and the task culture.

Interviewer: What do they represent exactly?

John Hooper: Well, I'll tell you first about the power culture. They are companies where the boss is a leader rather than a manager. Often he is the founder of the company. And he will work following his intuition rather than by logical reasoning. He tends to have little time for argument and discussion.

Interviewer: So, the boss is the one who dominates the organization.

John Hooper: Right. His values dominate the company.

Interviewer: It's very different in a person-oriented culture.

John Hooper: Yes, indeed. In person cultures, small groups of individuals agree upon decisions that reflect their personal values. They make decisions collectively. Partnerships are a good example of person cultures, and so are hi-tech firms founded by a group of people pooling their expertise. On the other hand, it can lead to quarrels and disagreements.

Interviewer: Tell me about the role culture.

John Hooper: Role cultures are bureaucracies where things tend to get done according to the rules. There is emphasis on stability and proper procedures. The way a thing is done is valued more highly than the results because role cultures thrive on order, neatness, and categories. Role cultures are often extremely hierarchical.

Interviewer: I don't think I'd fit into a culture like that.

John Hooper: Maybe not!

Interviewer: And finally there is the task culture.

John Hooper: In the task culture, what people achieve matters more than how they achieve it. That's true of hi-tech firms and management consultancies where intellectual discussion and analysis are an important basis of the work that is done. They are places where hierarchy is poorly defined.

Interviewer: Thank you, John, That's much clearer now!

Sounds at work page 47

The final -s is pronounced [ɪz] in businesses – wishes

The final -s is pronounced [s] in lyrics –lacks –roots – genius

The final -s is pronounced [z] in anthems – days – strings – chords – tells – ones – disproves – firewalls – runs – goes – positions – ours – means – layers

Communicating page 52: Understanding a company's values

Interviewer: Andy Harrison, as chief executive of easyJet, can you tell us what easyJet's mission statement is?

Andy Harrison: easyJet's mission is to provide customers with safe air services. However we also aim to offer consistent and reliable products as well as appealing fares on a range of European routes. Our slogan is "low-cost with care and convenience".

Interviewer: Today easyJet flies to 75 airports from 17 bases and increasingly far-flung destinations come within its four-hour flying range. What is the new objective?

Andy Harrison: Our goal is to be a truly European airline. Nevertheless, easyJet's centre of gravity is moving eastwards and southwards, with new bases in Milan and Madrid and new destinations such as Istanbul and Morocco.

Interviewer: Could you define the easyJet spirit?

Andy Harrison: We follow the entrepreneurial spirit of founder and non-executive director Stelios Haji-Ioannou. It is based on what we call easyJet's five pillars: safety, pioneering, passion, integrity and teamwork.

Interviewer: Do you enjoy running easyJet?

Andy Harrison: Enjoyment isn't the right word, I'd use the word "passion" instead. Flying is a very serious business. My job is very demanding, occasionally worrying. However, it is very stimulating and often exciting.

Interviewer: Do you want to talk about the environment?

Andy Harrison: I'll die in an orange coffin!

Oral Exam page 54

SPONSORING THE OLYMPIC GAMES

Interviewer: McDonald's, Cadbury's and Coca-Cola are major sponsors of the 2012 Olympic Games through 2020. As President of the International Olympic Committee, can you tell us why you signed them on M. Rogge?

Jacques Rogge: It was not an easy decision, but we were forced to do it in light of financial realities. The International Olympic Committee needed the financial support. 11 sponsors provided \$957 million in revenue in the four years leading up to the London Olympics.

Interviewer: Malcolm Clark, why do you criticize this decision?

Malcolm Clark: The Games should encourage physical activity, promote healthy living, and inspire the next generation to exercise. The IOC has a responsibility to its brand like any other company or organisation. It makes no sense to associate junk food and sugared-up sodas with world-class athletic achievement. The growing financial demands of the Olympics are making it harder for the movement to hold on to its long-cherished values, which include taking care of one's health. In other words, the Olympics can no longer be counted on to stand for the very values that have defined it up until now.

Interviewer: And why, according to you Ms Spradley, did these companies accept to pay \$100 million each to become sponsors?

Michelle Spradley: It allows them to brighten their image and to expand their brand at the same time. Because they are involved in the Olympics, they can claim they are making children be more active. For instance, McDonald's calls itself the official restaurant of the Olympics, which gives the impression that they are the food of choice for the athletes and the spectators. What a horrible message to give to all the kids watching. I don't want my eight year old to think that her favourite gymnasts and divers are fuelling up on McDonald's. The long-term effect of associating the Olympics with junk food advertising will be hard to erase from people's hearts and waistlines! The companies cannot disguise the fact that even if they pay for free equipment and sporting initiatives, their products are unhealthy.

It makes some sense to me that these games are desperate for funding and cannot afford to be too picky, but there have to be some limits, don't there? Are we ready to say "anything goes"?

Oral Exam, Compréhension orale à partir d'une vidéo page 54

– Let's move now to Olympic news from the UK and training has started for an army of volunteers looking to make the 2012 London Olympics run smoothly. Around 70,000 people are being recruited, to do anything from checking tickets, providing information and assisting with on-going competition. CCTV's UK correspondent, Richard Bestic, brings us more. *They came in their thousands, an army of volunteers with a single goal in mind: to make London 2012 happen. Inside, organisers talked the first ten thousand through their role of being the friendly face of Britain's Olympic Games. Huge monitors track the long road from Singapore to what is now an imminent event – the biggest show on Earth. The reality of hosting the first Olympics since Beijing dawning on the British capital.*

– It's getting very real. They're not only being trained, but I think it's important that we sort of explain also why we chose to bid for the Games – you know, the vision behind it: the regeneration, the inspiration for young people. I think it's really important before they go off into their training that they understand a little bit about us, and why we started this journey in the first place.

– *All the so-called "Games Makers" are to give at least ten days, without pay, to help organise the Olympics, an onerous task, but the response to appeals for volunteers was overwhelming.*

– So many people want to be a part of it, and of course there's no better way to be a part of it than to get on the inside and be one of our Games Makers delivering it. You know, we had a quarter of a million people who applied, so that the challenge was not 'how do you get 70?', it was how you actually thin down all the people who wanted to do it to the number we actually require.

– *The motivation of those picked for the post – apparently – to be part of a once-in-a-lifetime event.*

– I'm one of them, absolutely. I was absolutely thrilled when I found out I would be one of them, and I've been so excited since, so I'm really raring to go for today, now.

– If you say once in a lifetime, it happens once every four years, and you have been part of it – that's enormous, that's great.

– (Let's have a little look at how Games Makers make a difference at every step of an athlete's journey.)

– *Volunteers are hailed as central to the success of all modern Olympics, helping visitors and athletes and acting as national ambassadors. This of course is just the first wave of volunteers who will ultimately make possible London 2012. For the organisers, though, it is a significant marker. They're on target, but with a testing mile still to run. Richard Bestic, CCTV, London.*

Unit 6 • Marketing

Page 55 exercise 4

My name is Susan and I'm twenty years old and like many young people I'm influenced by fashion and what other young people are wearing. However, being a student, I have to be careful with my money and I cannot afford to buy expensive clothes or fashion magazines.

So, to keep up to date with the latest British trends, I consult fashion blogs on the Internet such as 'facehunter', which gives me ideas and great tips on how to look good and trendy for free. I shop in fashionable but affordable stores such as Dorothy Perkins, Etam and Top Shop, where you can get great clothes and fashion accessories at a reasonable price.

I have started to buy clothes online because you can get great bargains and I'm finding this way of shopping to be more affordable and convenient – all done in the comfort of me own home. Although I now buy online, I still love to go out on Saturdays to the local shopping centre with my friends. If I see something I like in a shop, I take a note of the price and try to get the same item cheaper on their website.

I believe in the future people will be buying more and more online and I sometimes wonder what will happen to shops if this is the case and it would be sad if no one went to the local shops any more, don't you think?

Sounds at work page 57

- | | | | |
|--------------|----------|------------|-----------|
| a. answer | b. could | c. friend | d. half |
| e. Christmas | f. debt | g. listen | h. autumn |
| i. guard | j. bomb | k. whistle | l. sword |

Communicating page 62

APPLE AND SAMSUNG SMARTPHONE

Hey guys, it's Albert from Appfind here with another exclusive video. Today we are going to be talking about how Apple is suing Samsung because they allegedly stole the design and idea for the iPhone and implemented it into their own smartphones.

So, as you can see here, we can take a look at some of the older smartphones that were made before the iPhone came out by Samsung. Now, they didn't look a lot like the iPhone, they were smartphones that came out beforehand so they were original 2 Samsung devices but if you take a look here – 2007 when the iPhone was announced – you can tell that there are some small changes to the design and you can kinda tell that they've added some new features that strongly look like what the iPhone is. But it hasn't exactly changed that much. Now if we fast-forward to the later end (of) 2010, you can take a look at these Galaxy Vibrant, the other Galaxies. You could take a look here, they look exactly like the iPhone does, they have a couple more buttons but overall the design is very similar to the iPhone itself.

Now when did this change happen? After the iPhone came out and it happened gradually, gradually made it look more and more like the iPhone. So, currently Apple is trying to prove using images like this one that they have a case against Samsung that Samsung actually stole their ideas, infringed on patents and pretty much copied the iPhone.

Now, your opinion is up to you so leave your opinions in the comment section below and I really look forward to reading all of them and yeah kinda have your own discussion down there. Now I'm not saying whether or not this is actual proof. I'm more supportive of Apple but whatever you guys have as your opinion, just leave it in the comment section below. Don't forget to "like" this video and share it with your friends, ask for their opinions and I'll see you guys later. I'm Albert from Appfind.

Oral Exam page 64 exercise 2

A MODERN MARKETING METHOD (PART 1)

Journalist: Marketing methods have changed over the past few years thanks to new technology. Can you illustrate one modern marketing method for us?

Marketing expert: A new modern method which tantalizes marketers is the prospect of reaching shoppers through their smartphones. But mobile doesn't always mean on the go. New data show that 68% of consumers' smartphone use happens at home. And users' most common activity is not shopping or socialising but engaging in what researchers call 'me time.'

Oral Exam page 64 exercises 3 and 4

A MODERN MARKETING METHOD (PART 2)

Journalist: So what exactly is 'me time'?

Marketing Expert: Me time is when consumers seek relaxation or entertainment, for example watching a funny movie, a funny video, reading a gossip website, playing solitaire or even window shopping for fun.

Journalist: Can you tell us what other uses are made by mobile consumers?

Marketing Expert: Research has revealed that the reasons consumers use smartphones can be broken down into seven primary motivations which are say self-expression, discovery, preparation, accomplishing, shopping, socialising and what we have discussed: me time.

Journalist: So what do these categories actually mean?

Marketing Expert: Data reveal that self-expression is the time that is spent on our phones for hobbies and interests, which represents about 1% of our total consumption. The next category is discovery – when we seek

news and information – which accounts for 4%. This is followed by preparation: 7% of our time that is used to plan upcoming activities such as a trip abroad. The accomplishing category which takes up 11 % of our time is for managing finances, health and productivity. Shopping and socialising account for 12% and 19% respectively of our consumption and last but not least is the me-time category which accounts for 46% of our consumption.

Journalist: Well, thank you very much for giving us some insight into how people use their phones.

Unit 7 • Advertising

Page 65 exercise 3

OUTDOOR ADVERTISING

Andie: What do you think of outdoor advertising?

Bruce: I think it is a great form of advertising because it catches people's attention, like in the streets for example. I'm thinking of bus ads or underground hoardings. By placing the advertisements on buses or on bus shelters, people will be forced to read the advertisements as they go by and I think this is fun.

Andie: Yes and these posters definitely brighten up our lives. Now what do you think of car wraps and tell me the truth, would you yourself drive around in a car with advertisements all over it?

Bruce: No problem for me but you know for car wraps companies can actually not only design the advertising and display it on a car, but they can also even hire someone to drive the car for you. These people get to enjoy a free car for the time listed on the contract. Usually a company will cover the lease of a car and might provide additional compensation for driving around with the car wrap advertisements.

Andie: I would be a little bit embarrassed myself although I like the idea of driving around in a free car of course but I don't think I could do it.

Bruce: Bus and car wraps are two types of mobile advertising. Building banners are another one. Sometimes the banners that hang on the building promote companies that occupy the building, but this is not always the case. Sometimes other companies choose to hang its advertising banners on a particular building because of exposure. People walking in the streets are exposed to the advertisement too. It is also a great form of advertising and it works too.

Andie: Yes, I agree with you. We all look up as we walk past a building with banners on it. Thank you for your answers.

Sounds at work Page 67

Advertising – Demise – Really – Mix – Utilising – Disruption – Price – Entire – Simply – Ski – Personalised – Requirement

Oral exam page 74

A SURVEY ABOUT PRIVACY AND TRACKING CUSTOMERS ONLINE

Number 1: When I got the discount card at the grocery store I knew they were going to track my habits. My question is: Are they building up a file on me?

Number 2: Can I opt out of having my personal information collected?

Number 3: Isn't there such an organisation that is meant to offer a "Do not track" mechanism?

Number 4: I am wary of ads just made for me.

Number 5: I know that my online data help campaigns customise the ads I receive.

Number 6: In the last few years, companies that collect data on how consumers behaved both online and off and what charitable donations they made have combined that vast store of information with voter registration records. Does that mean we are tracked?

Number 7: Do political candidates purchase information about us for the purpose of then sending personalised messages? Do campaigners put specific messages in front of specific voters?

Number 8: To what extent do marketers tailor ads to customers' interests?

Oral exam, Compréhension orale à partir d'une vidéo page 74

COLOURS AND MERCHANDISING

Hi my name is Mark and we are going to look at how colours affect merchandising. Visual merchandising is the art of using aesthetically-pleasing displays to attract potential customers by grabbing attention of window shoppers and turn them into customers. Visual displays have an immediate impact.

Usually potential customers can be attracted in 5 seconds. So it happens just like that.

Colour is a very powerful weapon. It carries many associations and emotions. By understanding this you can give your marketing to the right audience.

Let's have a look at a couple of examples.

Yellow and red attract immediate attention.

Blue means that potentially the service or product is reliable.

Green is health, healthiness or freshness of the product.

Black can be sophisticated and brown can be... earth-based like products, maybe a gardening service.

So when you're thinking of attracting customers think about colours. Colour has a very immediate impact.

Unit 8 • What's in a brand?

Sounds at work Page 77

ambassadors – American – athletics – campus – Carolina – commercial – companies – experience – hundred – magazine – marketing – number – products – programmes – semester – students – tradition

Communicating Page 82: Picking up specific information

1. Be bold! BlackBerry Bold 9780, designed for bold living. The BlackBerry Bold 9780 smartphone has an elegant design. With email, phone, instant messaging and the Internet, you are connected 24/7. Enjoy an all-new web experience with tabbed browsing, get updates from your social networking and RSS feeds in one place and find everything at your fingertips with universal search. With an integrated organiser, it helps you stay on top of your day. With camera and video recording, you can capture and share the moment with just a few clicks. Do more — do it faster. And for \$400 only!

The BlackBerry Bold 9780 gives you the boldest BlackBerry experience yet. Powered by BlackBerry 6, it gets you to your most-used apps faster.

2. Just look at that digital video player! How could you not want something like that in your pocket? Samsung's Q3 Video Player actually has something of a unique architecture and look. Samsung's Q3 Video Player is light, charges easily, works as a simple USB device, easily transfers files with a PS3, and fits in the pocket of your running shorts with alternate headphones. And Samsung's Q3 Video Player is available now for \$39.99. A great product at a reasonable price!

3. The Apple MacBook air. Amazingly thin. Amazingly full-size. The thinness of the MacBook Air is stirring. But perhaps more impressive, there's a full-size notebook encased in the 0.16 to 0.76 inches of sleek, sturdy anodised aluminium. And at just 3 pounds, MacBook Air is more than portable — it's with you everywhere you go. The keyboard is full-size with crisp keys. But MacBook Air goes further by adding backlit key illumination, making it easy to work in low-light settings such as airplanes and conference halls. And with the oversize multi-touch trackpad, it just keeps getting better for fingers. From \$1,799 for the 1.6 GHz to \$2,598 for the 1.8 GHz.

4. Amazon recently introduced to the global stage the Kindle Fire tablet, the perfect family tablet, with the best in kids' entertainment. Starting from just \$159, it offers a 7-inch HD display and a 1.2GHz dual-core CPU. The Amazon Kindle Fire HD offers great value for money. The Amazon Kindle Fire is a window onto Amazon's wider multimedia world—films, music, apps and games are all included in the Kindle Fire HD's remit. Its media library holds more than 23 million movies, TV shows, songs, magazines, books, audiobooks, apps and games such as Facebook, Twitter, Netflix, HBO GO, Pandora, Angry Birds Space, and more.

The Kindle Fire tablet offers a stand-alone tablet experience that's capable of matching — or even surpassing — its illustrious rivals.

Oral exam Page 84

BRANDING MISTAKES

Journalist: Sometimes, companies believe they launch what seems to be a perfectly reasonable product at the time, but that proves to be a terrible mistake after a few months.

Guest 1: In June 2012, Adidas started promoting its new pair of sneakers – the JS Roundhouse Mid. The company said these sneakers were “so hot you lock your kicks to your ankles.”

But how can you accept a company selling “shackle shoes”? Shackles were used on slaves for more than 200 years! How can they commercialise and make popular symbols of human degradation? It is offensive, appalling and insensitive. There was such an outcry that Adidas pulled the ad for the shackle shoes on the same day and never released the shoes.

Guest 2: Last summer, JCPenney introduced a T-shirt, targeting girls from 7 to 16, with the slogan “I’m too pretty to do homework so my brother has to do it for me.” I was outraged. I signed a petition that said: “JCPenney is promoting merchandise that encourages girls to value looks over brains; to leave academics to the boys, and to aspire to nothing more than fawning after Justin Bieber.” The petition asked the company to “stop selling clothing with sexist messages for girls.” The company apologized and removed the shirt from stores.

Guest 3: In 2003, Converse launched its “Loaded Weapon” basketball sneaker, an updated version of the “Weapon,” which Magic Johnson and Larry Bird made famous in the 1980s.

But the company’s timing was terrible: shortly before the shoe’s launch, Patrick Dennehy, the basketball star of Baylor University, was shot dead by a teammate. Later in the year, three NBA players, Jayson Williams, Gilbert Arenas, and Allen Iverson, faced weapons-related charges. Despite the criticism, Converse stuck by its decision, and released a statement claiming, “This is merely the name of a shoe.”

Unit 9 • Retailing

Page 85 exercise 3

CUSTOMER LOYALTY

Journalist: Today we have invited Mr Sutherland, a retail expert, and the subject we have chosen to discuss is customer loyalty. Mr Sutherland, the retail sector is very competitive; can you illustrate how important customer loyalty is?

Mr Sutherland: Customer loyalty is vital as 80% of our sales come from 20% of our customers. This means to keep customers returning, we need to help them remain loyal to our stores.

Journalist: So what can retailers do to build customer loyalty?

Mr Sutherland: The easiest, and possibly the most affordable way to build customer loyalty is to satisfy the customer. Sometimes this is easier in theory than in practice. Customers come in all personalities and with different objectives. Some people are even impossible to please.

Journalist: So how does a retailer appease a large segment of the population?

Mr Sutherland: Begin by implementing the most basic customer service rule: treat the customer the way you want to be treated when shopping.

In order to satisfy most customers and keep them happy, retailers can institute the following six customer service practices in their store policy manual. Just be sure all employees are working towards satisfying the customer by:

- Greeting every person as they enter the store
- Letting shoppers know they’re available for help, if needed
- Offering their expert advice
- Providing services beyond the customer’s expectations
- Thanking every shopper as they exit the store...
- And rewarding the customer

Journalist: So how can retailers reward their customers?

Mr Sutherland: Various methods can be used: from store cards that discount certain items to free gifts with purchases, there are numerous ways to incorporate a customer reward program. Before you spend a lot of money in marketing, consider what type of reward you value most as a shopper.

Journalist: So, what can be done to make customers feel appreciated and valued?

Mr Sutherland: For some customers, a real reward may be a simple gesture of appreciation. Something small and inexpensive can read like a true “thank you for your business”.

When you choose the reward, you’ll probably agree spending a few dollars on a loyal customer will get you hundreds more in revenue. It may even bring you referrals. Follow up with the customer – like a good friend, loyal customers want to know that you care about their needs and interests. Here are a few ways to keep in touch:

- Send personalised mailings
- Invite them to special in-store events as a VIP shopper
- Ask about their family or events in their life

Journalist: Thank you very much. We now understand the importance of customer loyalty in the retail sector and happy consumers will keep those cash registers working and business will boom.

Sounds at work page 87 exercise A

Increase – nosedive – produce – project – contract

Sounds at work page 87 exercise B

Increase – product – project – contract – student

Communicating page 92: Managing a complaint

Receptionist: Hello, Chinese Fashion, can I help you?

Susan Green: Yes, this is Susan Green from Top Street Retailer in the UK. Can you put me through to Mr Cheng please?

Receptionist: One moment, please.

Mr Cheng: Mr Cheng speaking.

Susan Green: Hello Mr Cheng, this is Susan Green from Top Street Retailer in the UK. I’m ringing to let you know that I have been sent the wrong order and what’s more I have been invoiced incorrectly.

Mr Cheng: Right, can you give me your order number?

Susan Green: Of course. It’s 01469899XC.

Mr Cheng: Right. I see your order. Can we just check the details?

Susan Green: Yes, go ahead.

Mr Cheng: You ordered 100 silk dresses reference number 45305 size ten in red. You also ordered the same quantity and item in sizes 12 and 13.

Susan Green: Yes, that’s right. However, I just received the order today and you have sent me the wrong colour. I ordered red and not green.

Mr Cheng: I’m terribly sorry about that. And, what was wrong with the invoice?

Susan Green: You charged me \$10 per dress instead of \$5 per dress. That’s double the price!

Mr Cheng: Right. What I suggest is that you send the order back at our expense and we will send you the right order today.

Susan Green: I thank you for that, but that means that I am going to lose business because my best selling time is now just before Christmas so I am going to lose out on sales, so I expect some compensation for this mistake.

Mr Cheng: I’m afraid I can’t make that decision on my own and I will need to contact my manager. Could you give me your email address?

Susan Green: Yes, it’s susan dot green at topstreet dot com.

Mr Cheng: Topstreet – is that one word or two?

Susan Green: One word. When can I expect an answer from you?

Mr Cheng: I will deal with it right now and get back to you today.

Susan Green: Thank you very much. Goodbye

Mr Cheng: Goodbye.

Oral Exam page 94

STARBUCKS VERSUS THE BRITISH GOVERNMENT – NEWS ITEM ON TAX AVOIDANCE

Radio news presenter: This is the 9 o'clock news and today we will be discussing the issue "Starbucks versus the British government" and our political correspondent, Ms Dowling, will explain the problem. Well, Ms Dowling – why is Starbucks in trouble with the government at the moment?

Ms Dowling: US Starbucks has been accused of tax avoidance and since its arrival to Britain in 1998, it has only paid 8.5 million in corporation tax despite total sales of £3 billion as the company claimed it had only made one profit since it arrived in the UK.

Presenter: So, why has this situation become so political?

Ms Dowling: Well, at the World Economic Forum in Switzerland last week, Prime Minister, Mr Cameron directly attacked Starbucks, stating that companies like Starbucks accused of tax avoidance have 'no moral scruples'. Mr. Engskov, Starbucks' UK managing director, asked for talks at Number 10 last week where he met officials from Downing Street.

Presenter: What was the outcome of that meeting?

Ms Dowling: Starbucks claim that they are not required to pay tax in the UK as they have made no profits here. However, to solve the issue they have agreed to pay extra tax of £20M over the next two years and will subsequently pay corporation tax when they make a profit, which is expected in three years' time.

Presenter: So, what are the repercussions of the government's stand ON Starbucks?

Ms. Dowling: Economic, I'm afraid. The company, which employs 9000 people in the UK, has put on hold their plans to invest £100M in new UK branches.

Presenter: Thank you very much. We will now turn to the weather forecast for this weekend.

Oral Exam, Compréhension orale à partir d'une vidéo page 94

ZARA EXPANSION

Welcome back.

– Zara. Well, maybe I should say Inditex, cause that's the parent company and Spain's leading fast fashion retailer. It reported another healthy rise in net profits last year, showing that you *can* buck the recession. Well, earlier I spoke to Chris Bjork in Madrid on exactly how Zara or Inditex did this. Chris.

– I mean, this company has really been expanding at a very, very quick pace for more than a decade now, so, and they are really benefitting from that. They are opening more than, more than 400 stores this year and they are saying that they are going to continue opening stores at a very swift pace.

– Is this because they are down at the cheaper end of the fashion scale?

– Yeah, I mean they are not the cheapest but I think their average price per item is like \$27 or something like that so it's definitely an affordable option for consumers that are trying to (–cash strapped) to save money, yeah.

– How does this place them with the other fashion retailers in Europe?

– Well, H&M came out with, the Swedish retailer came out with numbers last week and they reported like – for – like sales that were down, I think, 2% in February while Inditex is reporting like-for-like sales that are up around 3% so they are definitely outperforming at least their main rival and they are doing much better than the Gap, which is the second largest in the world behind Inditex.

– One cannot ask about any retailer or any manufacturer in Europe without actually asking them about China. I gather that that is, at least, one area of growth for Zara.

That is their main platform for growth and what they are saying is that they're, it is going to remain their biggest growth market. They entered the Chinese market in 2006 and now they have a little bit less than 300 stores there. They're opening, they opened a 130 stores last year and they say that they are opening another 130 per year in the coming years and they have a presence now in like (- pretty swift expansion there) 40.

They have just opened a flagship shop, haven't they?

Yeah, they bought some very expensive real estate on Fifth Avenue and just two weeks ago they launched their global flagship store there.

Unit 10 • Protecting the Environment

Page 95 exercise 3

WHAT CAUSES MOST POLLUTION?

Interviewer: As you see it, what is the biggest problem caused by pollution, James?

James: Obviously, it is global warming. This happens when greenhouse gases such as CO₂ are released into the atmosphere, trapping heat and causing the planet to warm up. Since species are adapted to particular climates, when the Earth warms up, they have to move to keep comfortable. This can be difficult if natural habitats are isolated by human settlements and agriculture. Global warming will affect every species on Earth to some extent.

Interviewer: Fanny, do you agree with James?

Fanny: No, I don't. I am convinced that chemical pollution in the environment is even worse. It affects humans – 46 US states have issued warnings against eating local fish because of dioxin contamination. And in Europe, human breast milk passes on more dioxin to babies than is legally allowed for cow's milk. It is also responsible for affecting the reproductive organs of fish, alligators and polar bears, preventing them from producing babies. Despite this, the amount of pesticide sprayed on our crops around the world has increased 26 times in the last 50 years.

James: I also worry about water pollution because water spreads pollution more easily than land. We keep dumping our pollution into water and species living in water are strongly affected. Coral reefs have already been very hard hit by climate change, and polar bears have received the double whammy of climate change and chemical pollution.

Interviewer: Can you suggest any solutions?

Fanny: It is important to make sure that human activities produce as little pollution as possible. So people should switch to clean technology, for instance, electric cars, environmentally-friendly washing powders and solar-powered energy. It means having the same benefits from our modern lifestyle without the pollution. Less pollution is good for wildlife and nature, but also for human health, which means lower medical bills and a better quality of life!

Sounds at work page 97

- a. organ – organic – organically
- b. transport – transportation
- c. environment – environmental – environmentalism
- d. wild – wilderness
- e. photograph – photographer
- f. originality – personality – society – identity – technicality

Communicating page 101: Opposing Viewpoints

1. Annick Lepetit, Deputy Mayor in charge of transport

With Autolib', users can rent 4,000 electric cars from one of 700 lots and drop them off at any other lot, and only pay for the minutes spent behind the wheel.

Autolib' targets those who are considering buying their first automobile. We hope to deter them from ever buying a polluting car. Because there are lots of Autolib's in the suburbs, it also encourages occasional commuters to choose a petrol-free alternative to get into the town centre.

A recent survey shows that a majority of Parisians are in favour of a car-sharing project like Autolib' – including many Parisians who have driver's licences but no car.

2. Denis Beaupin, a Green Deputy Mayor for the environment

The Greens would rather see a system where shared cars are returned to the lots from which they were hired, to ensure they are only used in exceptional situations. Even though the Autolib' project calls for electric cars, we want to reduce car use. I see the Autolib system as a step backwards. I fear it will mean more traffic and dependence on cars in an already congested city.

3. Pascal Husting, president of Greenpeace in France

I think Autolib' is a step in the right direction. Today we have consumer habits. We need to go places, which requires using a car once in a while, even for people who can't afford to buy a car. In this sense, I think Autolib' complements public transport. People should be open to this type of initiative, knowing that there is no one single solution to the problems of transport and climate change.

4. Abeykoon Kapugoda, 50, a maître d'hôtel

I live in the suburb of Villejuif and I own a car. But within Paris, I prefer to take the bus, because I find parking to be a headache. It's easy to park at Autolib' stations, so I use it. And I definitely prefer to drive a car that doesn't pollute. With the price of fuel growing steadily, I am delighted with this new system.

Oral Exam Page 104

THE CARBON FOOTPRINT LOGO

Interviewer: Can you tell us why shoppers in the UK will have to get familiar with a new logo: the carbon footprint logo?

Analyst: The idea of the labels is to display the amount of CO₂ generated by each product, to give consumers greater insight into how much unseen pollution is caused by their purchases. And there are sometimes surprising results!

Interviewer: Can you give examples?

Analyst: For instance, 800 grams of wholemeal bread generates 1.3kg of carbon dioxide: over 15 times more than a small packet of crisps, which generates 80 grams.

Interviewer: Why do some products not carry the carbon footprint logo?

Analyst: Possibly because shoppers would be put off by how much pollution they generate. Meat has astronomical emissions. A study found that 1kg of beef released the equivalent of 36kg of CO₂. Alcohol, too, has high emissions. While a 330ml can of Coca-Cola has 170 grams, beer has 432 grams per half-litre.

Interviewer: Is there anything consumers can do to slash the impact of their purchases?

Analyst: Yes, they can use the same products differently – if you wash clothes at 30 degrees Celsius rather than 40 degrees Celsius you save 160 grams of CO₂.

Interviewer: Which supermarkets use these carbon footprint labels?

Analyst: Tesco has been the most enthusiastic supporter of the logo. It has so far put footprints on 100 own-brand products, including semi-skimmed milk (800 grams per pint); orange juice (1.1kg per litre); and toilet roll (1.1 grams per sheet). Walkers, the UK's best-selling crisps, and the baker Kingmill have adopted the idea too. Currently, these insights are interesting, but they could become more widespread. The Government should give everyone a personal carbon allowance to help people shop ecologically.

Unit 11 • Intercultural Communication

Page 105 exercise 5

Sometimes when we are dealing with people from other cultures, misunderstandings may occur on either side due to different customs, values and ways of seeing. Here is what an Australian has to say about a few typical Australian attitudes that may cause clashes with other cultures.

In our culture, we use eye contact when communicating and to show we are listening. In some cultures this may be considered inappropriate.

In Australia we may tend not to take invitation times too literally. For instance if someone invites us for a meal at 6 o'clock, we may turn up at 6.15pm without it being considered rude. However in some other cultures this would cause consternation.

In some ways in Australia we are very polite – we like to say please when asking for something for instance. However in some other cultures a more direct approach is used which may appear rude to us. It's important to learn the social and language conventions of other cultures and to not take offence at what appears to be abruptness.

In Australia these days we don't use titles as much as in the past. This means that workers usually address their bosses by their first names, which would be very inappropriate in some cultures.

Some relaxed Australian behaviour such as putting feet up, pointing and winking could be misconstrued as laziness, rudeness and suggestiveness.

While it's not always easy to prevent misunderstandings from occurring it is important for people who need to communicate with those from other backgrounds to take some time to learn the cultural norms involved.

Sounds at work page 107

Host – hour – honest – how – hope – harm – honour

Communicating page 112: Seeking jobs abroad

SEEKING JOBS ABROAD

Maria is from Spain but now lives in London. She's here talking to Mike who's from the UK but wonders why Maria has ended up there.

Mike: Tell me Maria, what made you decide to leave Spain and come to the UK for a job?

Maria: Well, there are several reasons for that. The first one is that in Madrid you can only get temporary contracts and low paid salaries.

Second reason is that in the UK it is so easy to get a job and the third one is that in the UK you don't have to show what you have done but on the contrary what you can do!

Mike: Oh really that's how you see things then! Yet there must be a few things that you do not like about the UK.

Maria: Yes of course. For example I deplore the fact that the British only take half an hour break for lunch but on the other hand I appreciate the fact that the British help you out so much when you start a job that it really helps you feel integrated.

Mike: That's a good point! Anything else you noticed about us that made a difference with Spain for example?

Maria: Yes. In the UK there are opportunities to seize contrary to Spain or even France where it is so bureaucratic! It is not surprising to see so many French people immigrating to the UK to get a job.

It is the same in Canada where job opportunity is amazing. The difference maybe there is that you need to be a young professional with the right skills and qualities.

Mike: Do you intend to stay in the UK permanently now?

Maria: Well, I'm not sure, but I must admit that the UK has become my home now.

Oral Exam page 114

MY EXPERIENCE AS A PROJECT MANAGER

John Cash is being interviewed by Martin on his experience as a project manager on a global scale. He is giving his feedback on the cultural impacts on project management when dealing with Anglo-Saxons or Spanish people.

Martin: Hello John, could you briefly introduce yourself to us and say what your experience as a project manager abroad has taught you?

John: Of course. I have worked extensively with European stakeholders over the past 12 years: long enough to have had experience of project management on an Asia-Pacific, European and global scale. And being an opinionated Australian, I feel well-qualified to comment on the question I have pondered for many years: which nationality is best at project management?

Martin: If you were to compare the Spanish approach to the Anglo-Saxon one, what would you say?

John: I would say that the Spanish and the Anglo-Saxons are both different and similar – They also both ‘do’ project management well.

My initial impression, however, was influenced by the Anglo-Saxon stereotype of the Spanish. And yet, the longer I worked in Europe, the more empathy and respect I developed for the Spanish approach.

Martin: In a few words, how would you describe the Anglo-Saxon approach?

John: The Anglo-Saxon approach generally revolves around planning and then applying a consistent, high level of effort to the programme for an extended period. For “normal” programmes, this period culminates in a condensed “panic phase”.

Martin: Do the Spanish also like planning ahead?

John: The Spanish approach on the contrary is devoid of unnecessary planning; it is often devoid of any planning at all. When I first started to work with Spanish colleagues I was pulling my hair out. How can these people deliver successful projects? As time went by and I learned more about their culture and values, I could see how they did it.

They have a more family-orientated culture and a better work/life balance.

The Spanish use the initial period to recharge their batteries, enjoy life, invest in the family and gently move things along. Then comes the Spanish “chaos phase”: they work an insane number of hours, they argue, they negotiate, they compromise, they agree, they don’t see their families, but they deliver.

Martin: Which did you appreciate most and why?

John: The older I get, the more affinity I have with the Spanish approach to project management. This makes the duration of the work shorter, but the level of effort extreme; while the Anglo-Saxon approach has a lower threshold of effort over a longer period of time.

Both approaches work and I don’t believe there is one model that fits all. It is important to understand the values, beliefs and approaches on which your different colleagues will be relying.

Oral Exam, Compréhension orale à partir d’une vidéo page 114

INTERCULTURAL COMMUNICATION

It’s a big world, full of difference and diversity. How you see others is influenced by your own cultural perspective, and how others see you is influenced by their cultural perspective. What happens when you speak? Do people from other cultures understand you in the way you intended? And what happens with different cultures in the workplace? How rigid – or flexible – is their approach to rules? Is formal or informal behaviour expected? And how do different cultures approach timekeeping?

In today’s business environment, it is essential to learn how to navigate across different cultural landscapes. You need a good set of tools to do this. You need an understanding of how different cultures trade and do business; an insight into how different cultures communicate; and a clear idea of how different cultures manage people. To be a savvy global traveller, you need to be willing to undertake the journey of understanding other cultures. Develop cultural intelligence, so you can communicate confidently across cultures.

Unit 12 • Business and Ethics

Page 115 exercise 4

HOW CAN YOU BE AN ETHICAL JOB SEEKER?

Here are a few suggestions given by a recruiter that you should keep in mind as you go through the job search process.

First, I would recommend that you do not lie—ever. From your resume, to your cover letter, to the actual interview, honesty is your best policy. If a potential employer learns that you misrepresented yourself at any point in the interview process, it is perfectly reasonable for that employer to terminate your candidacy status or to revoke any offers which may have been given. It is much better to present yourself accurately.

Second, I would suggest that you only apply and interview for jobs you are truly interested in. You should never treat an interview as practice. Remember that a recruiter's time is just as valuable as yours. When you take a time slot for a job you are not interested in, you are preventing a student who may have a sincere desire to work for that organisation from interviewing. Furthermore, many companies will pay for your travel expenses when they invite you to interview at their work site.

Third, you should always accept a job offer in good faith. When you agree to work for a particular organisation, you are expected to contact all other organisations you have applied to and are interviewing with, to withdraw your candidacy. You should also remove yourself from any future interview schedules. It is never acceptable to accept a job offer with the idea you will change your mind if a better offer comes along.

Sounds at work page 117

- | | | | |
|------------------|----------|----------|------------|
| a. appalling | b. pale | c. call | d. capital |
| e. stale | f. legal | g. stall | h. male |
| i. multinational | | | |

Communicating page 122: Understanding ethical issues

1. This is a great bargain. Listen to this! You can actually save half the price on products after your first purchase. This special supermarket Christmas promotion lasts two weeks, and all you have to do is make an initial purchase of 10 bottles!
2. This beauty institute brags about this amazing cream that takes ten years off your face. You will definitely look younger! It's revolutionary!
3. This internet promotion is stunning. Get an immediate 40% discount on the price of the product. It will be shipped to your home destination wherever you live. It comes all the way from the States, where it is a hit. The delivery details will be sent to you as soon as your order is registered.
4. This is part of our corporate culture! In our company your kids are welcome in the nursery for free! There is nothing to worry about; we have a 7am to 9pm service. We are pleased to be able to offer you the possibility to be available without constraint.
5. Too much waste in our society today! It's high time we started thinking about the environment. In our company we are proud of our environmentally-friendly policy. We are launching a new campaign! When buying a new mobile with us you get free recyclable packaging. You want to be part of this campaign so come and join us! Replace your mobile phone and feel reassured about the environment.

Oral Exam Page 124

ETHICS AND BUSINESS

Mike, a student in business is asking Mr Wilson, CEO in a big group, how he sees business today and in the near future.

Mike: In your opinion, what are the most urgent ethical issues in business today?

Mr. Wilson: The whole notion of sustainability is critically important. We need our leaders and institutions to re-conceive of how they build for growth. We need to abandon short-term thinking and short-sighted decision

making that got us into our current economic troubles and instead focus on building truly sustainable enterprises.

Mike: What do you mean by sustainability?

Mr. Wilson: Sustainability is a long-term, integrated platform for innovation, growth and significance that requires a long-term commitment to how a company relates to people, be they employees, partners, customers or investors.

Mike: You mean that sustainability can help create jobs and trigger competitiveness?

Mr. Wilson: Yes, of course, but building a truly sustainable company requires a shift in thinking and adoption of new habits where companies not only assert great values, they live them.

Mike: Why are ethical business practices so important in today's society?

Mr. Wilson: The dynamics of our more connected and transparent world have placed a premium on our conduct. Today, how we do things matters a lot.

Mike: So, you believe that greater transparency will force companies to be more ethical in their dealings?

Mr. Wilson: Yes because we exchange and share more and more today. Competitors can see, study and copy what we do. Customers and employees can see whether we're keeping our promises to them. And shareholders, community members and regulators can see how we're achieving what we say we're achieving.

Mike: What is the recipe for success for companies according to you?

Mr. Wilson: Companies that succeed in shaping employee conduct now have a unique opportunity to out-behave the competition.

Oral Exam, Compréhension orale à partir d'une vidéo Page 124

EVERY PURCHASE MATTERS

What if the delicious cup of coffee you enjoy at the beginning of each day could help build a health clinic in Africa?

What if the box of chocolate you give to your wife could help teach children in South America to read?

What if the sugar you use to bake cookies with your kids could ensure that farmers in the Philippines have the supplies they need?

What if the things you buy were produced in a way that helps make all of this possible?

When you buy fair trade certified goods you're making a choice that means quality products, improved lives, and protection of the environment; a choice that ensures farmers and workers are getting a fair deal, that funds are invested in community development and that our goods are good for the Earth. Behind every fair trade certified label is a rigorous certification process, which means you can feel confident knowing you're living your values with each purchase and when each purchase improves lives it's easy to make the choice.

Choose fair trade certified products because every purchase matters!

Unit 13 • The European Union

Page 125 exercise 2

THE SCHENGEN AGREEMENT

Journalist: Can you explain what the Schengen Agreement consists of and how it came about?

Guest: The Schengen Agreement was signed in 1985 in the town of Schengen in Luxembourg. It abolished internal borders and created a single external border, and a single set of rules for policing the border, enabling passport-free movement between a large number of European countries. Today, the Schengen Area comprises the territories of twenty-six European countries.

Journalist: Are other countries going to remove border checks too?

Guest: Andorra, Liechtenstein and San Marino are not part of Schengen, but they no longer have checks at their borders. Cyprus, Romania and Bulgaria have not agreed dates to join the scheme. Bulgaria and Romania

have brought their border security up to EU standards and are fit to join Schengen, but not all EU governments agree, and a decision on their bid to join has been postponed until later in 2012.

Journalist: The UK and the Republic of Ireland have opted out, haven't they?

Guest: The UK wants to maintain its own borders, and Ireland prefers to preserve its free movement arrangement with the UK – called the Common Travel Area – rather than join Schengen. The UK and the Republic of Ireland began taking part in some aspects of the Schengen agreement, such as the Schengen Information System (SIS), from 2000 and 2002 respectively.

Journalist: What else, apart from removal of internal borders, does Schengen involve?

Guest: The main feature is the creation of a single external border, and a single set of rules for policing the border. The Schengen Information System (SIS) was created to allow police stations and consulates to access a shared database of wanted or undesirable people and stolen objects. In airports people travelling within the Schengen area are separated from other passengers. There are also common rules on asylum. The police have the right to chase suspected criminals across borders. The police also make joint efforts to fight drug-related crime.

Sounds at work page 127

Africa – African	America – American
Arab – Arabic	Australia – Australian
Canada – Canadian	China – Chinese
Europe – European	Hungary – Hungarian
Italy – Italian	Japan – Japanese
Portugal – Portuguese	

Communicating page 132: Weighing the pros and the cons

WHAT DO THEY THINK OF EUROPEAN UNION?

1. Margreet Ruseler, 20, studies social work and services

I'm in favour of the EU, because all the countries that are a part of the EU can help each other and work together to make Europe a better continent. For example, it helps the poorer regions to give them a better standard of living. I think the EU is better for the citizens of Europe, because it tries to create peace, prosperity and freedom for their citizens. All together the countries of the EU can make a front and therefore hopefully can make a difference in the world.

2. Regina Wijnja, 25, is a broker

I am not in favour of the EU. I don't like the idea that leaders of other countries together can decide about our country. So it depends on what kind of issues they talk about. More taxes or stricter environmental rules could be negative for individual citizens.

3. Melissa Schenkhuizen, 24, is a fashion designer

I honestly believe that the EU is good for Holland. The Dutch overestimate their little country. Honestly, we're too small; we don't have any power in the world. Only with the EU do we have a voice. It's the only way to change things. I believe that the EU can bring economic benefits to all countries and be favourable for the citizens of Europe. It gives them the possibility to move to any member country and find a job. This will also lead to the tightening of the cultural bonds within Europe. The common currency, the euro, will be enforced. It will protect us from the instability of the monetary market. Furthermore, it brings consumers a wider range of products to choose from. Competition between imports and local products lowers prices and raises quality.

4. Nadine Wierenga, 21, studies psychology

I think, in general, citizens benefit from the policy of a supranational organisation like the EU. By law, all citizens have the right to food, shelter and health care. This organisation thinks of all the layers of society, the lower ones in particular. According to the progressive tax policy, people with a higher income should pay more taxes to guarantee a reasonable standard of living – for the poor.

5. Ricardo Dijkhuizen, 29, is a taxi driver

I am not in favour of the EU, because the economic growth of one country is dependent on the growth of other countries within the organisation. For countries in a better economic position, such as The Netherlands, it is hard to guarantee these standards for its citizens. Because countries in a better economic position have to pay more to the Union, countries in a lower position can be considered as a burden. The EU is only positive for countries in a lower economic position. They pay less in tax, but profit from the EU policies as much as citizens of "rich" countries. The purchasing power of one citizen will rise, while for the other the purchasing power will fall. If the EU is extended to more "poor" countries, the countries which are already in the EU and in a relatively better economic position, will have to carry more of the financial burden.

Oral Exam page 134

ENGLISH AS THE COMMON LANGUAGE FOR THE EU DOCUMENTS?

a. Marc Roche of Le Monde newspaper

It's a terrible idea... It's a perfidious British plot in order to transform the EU into a sort of English-speaking area.

b. Mihai, Romania

Hi, I'm from Romania and I work now in France as an IT programmer. Well, in this country those who speak English are rare birds. In my country, as poor as it is, a lot of people speak very good English. Why are the French so stupid and do not understand that without a common language you can't talk about the European Union? English is the best solution.

c. Juan de Sades, Cordoba, Spain

I find the idea really strange, if not dangerous. It is the English language that will draw enormous advantages and no one else! English as a world language is very widespread and it does not need a new push. The commission should concentrate rather on promoting the linguistic diversity of the EU instead of promoting English! And why English and not French or Spanish? I am totally against this suggestion and I am afraid it can be taken as an alarming sign of the anti-democratic spirit of the EU.

d. Dennis Pease, Auckland, New Zealand

In this debate, I would like to fly the flag for Esperanto. It is the only truly neutral language in the world. It is far from being dead, as asserted by some of your contributors. This is evidenced by the large number of Esperanto sites on the internet and the worldwide network of delegates of the Universal Esperanto Association.

e. Caroline Van Mogh, Nottingham, England

The usage of one language in place of another in certain fields is perfectly logical. It's exactly what happened when the Romans came north. Their language was exported through trade, and as administration, science and other new concepts were introduced into less advanced areas of our cultures. It's happened before, and there's no way of stopping it. Maybe the French should remember their repression of regional dialects in favour of Parisian French, not so long ago.

f. Nolan Quigley, Belgium

Let's take the jingoism out of this debate. This is European Year of Languages, we should be celebrating our rich linguistic heritage. As someone who works inside a European institution I can tell you that French far outweighs English in daily use here but English is widely spoken especially by lobbyists and it tends to be the common language when you get a group of people together from all corners of Europe either socially or in a work environment. But so what? If you take the time to learn other languages, this whole debate is irrelevant.

Oral Exam, Compréhension orale à partir d'une vidéo page 134

Les sous-titres sont disponibles sur la vidéo.

Unit 14 • Money

Page 137 Sounds at work

Loan / owe / cost / drop / borrow / most / know / withdraw / money.

Page 138 exercise 3

- Canadians under the age of 45 owe \$129,200 on average.
- We're thinking about buying a house. Currently, the average mortgage is about 6.75%.
- 13,740 new jobs were created in the finance sector last year.
- Inflation is poised to rise by 0.5% next year.
- 14.5 million British people play some form of lottery.

Oral Exam Page 144

DEALING WITH DEFAULT MANAGEMENT

Journalist: Jeremy, why has default management become so important in retail banking?

Jeremy: We're now witnessing the rise of the "new delinquent customer", who defies the traditional profile of customers who stop making loan payments. Traditional delinquent customers have a history of defaulting on their payments, and they have a credit report that says that. New delinquent customers are the victims of the current economic climate.

When the economy is bad, people have trouble paying their bills. The new delinquent customer is typically a person who used to pay on time, but who due to genuine life difficulties cannot do it any more.

Journalist: How do you deal with this new type of delinquent customer?

Jeremy: Our bank has developed a new approach to reach out to this new type of customer. Provided customers give us some warning, we can work out customised repayment plans for example. They are far more flexible than the normal fixed installment plans as they allow customers to reduce their payment at any given time, and even to skip payment.

We also have a policy of "gently reminding" customers if they are 30 days late on payments. We try to give them the opportunity to get their accounts in order before applying further penalties.

Journalist: Do you think this new approach is a success?

Jeremy: In some ways, yes. For example, we managed to limit the number of home repossession orders. However, we have to be realistic. We can't completely stop people from defaulting.

Oral Exam, Compréhension orale à partir d'une vidéo Page 144

FRONTLINE WORLD - STORIES FROM A SMALL PLANET

Let's get the clichés out of the way. Yes, most of Uganda's 25 million people live on less than one dollar a day. Yes, the East African nation has suffered from civil war. But despite all this, people somehow manage to be enterprising. Here on the edge of Kampala they sell everything, from charcoal to used greeting cards. That's what's brought me here, to a neighbourhood called the Acholi Quarter, where most of the people are refugees from up north.

- How did so many folks end up here?
- Yeah, it's really mainly because of the war.
- The war.
- Yes.

Grace Ayaa takes me through the local rock quarry. These former Acholi farmers now eke out a living by breaking rocks all day to earn money for food.

- So is that still the main source of employment for people?
- Yeah.

Grace Ayaa is lucky: she doesn't have to work in the quarry. That's because she owns a small business. She makes and sells peanut butter.

— So this is your peanut butter factory.

— Yes, it is!

Grace's factory got a boost when she changed the way she did business.

— What we used to do: we had the stones, the grinding stones, so I used to do this, just have my sesame and the peanuts, grind them on the real stone and then pack them up and get into offices to get people who'll buy them.

Last year, Grace was able to buy a grinding machine and a refrigerator because she received what's called a micro loan.

— I'm really so happy that the loan has been there so that I put up everything in place, I bought the packaging materials with that money, I bought more of the produce – that's the sesame and the peanuts, it solved the xxx – and this really increased my sales, and I feel so happy about that.

Grace had options when looking for a micro loan. She could have gone to a local bank, but they often charge as much as 35% interest on such loans. Local money lenders are worse: their interest rates are as high as 300%. Instead, Grace found her loan in a new and different way, and at a much lower interest rate. When she visits her local web café there's a message waiting for her. It's from Nathan Folker, who lives in San Francisco.

— Uh, I do like peanut butter. I like chunky peanut butter – I don't know if Grace makes chunky peanut butter. "I'm glad that I could be of help to you. Did you purchase...

— ...a refrigerator? How has this impacted your ability to produce and market your peanut butter?"

Nathan's one of a small group of lenders who loaned Grace the money she needed.

— "Thanks so much, Nathan. I purchased the fridge and bought the packing materials, and this has really enabled me to produce more." – "Excellent! I'm glad that this has improved your business."

Grace came to the attention of Nathan when he found her story, along with her photograph, on the website of a San Francisco-based non-profit called Kiva.

— The loan amount, she asked for \$470, which I think is pretty reasonable for starting up a peanut butter business. This is Grace Ayaa's entry, so it just tells how much I've loaned to her and how much of my loan she's repaid.

As Grace's business grows, Nathan is taking the money and loaning it to others. In all, he's invested in some 70 businesses. Some of the stories are more interesting to follow; some are just like "oh, I went and visited this person and learned all about water spinach;" you know "we went out on a boat and met their kids," and so... Some of the stories are more fun, but all of the stories are interesting, I mean just to follow along.

The concept of Kiva is simple. Using just a credit card, a lender in the U.S. can make a small loan to an entrepreneur. What's different about Kiva is that, through the Web, a more direct connection is forged between lender and borrower.

— So... Our names, location...

Olga Spira gave to a business in her native Kenya.

— There's a human face behind the money. It's a direct contact. You almost feel like you're building a relationship with that person. You can see the people, you can see what they're trying to do, you can understand it (– Right.), and the rest just really depends on what calls out to you. (–Right.)

In Uganda, Kiva relies on partnerships with local organisations to evaluate a businesses credit-worthiness...

(– To see the rest of this story, visit PBS.org/frontlineworld, where you can stream the story in full, along with many others in Frontline World's archive. Discuss the world, and tell us what you think of our stories from a small planet. At PBS.org.)

Unit 15 • Risk Management

Page 145 exercise 3

THE IMPORTANCE OF EFFECTIVE RISK MANAGEMENT

Student: Professor Smith, I attended your lecture and would like to ask you a few more questions about managing risk today. What has changed today regarding risk?

Professor Smith: Well, recent catastrophes such as the Fukushima Daiichi Nuclear Power Plant crisis, the Costa Concordia cruise liner crash and the BP Macondo oil well explosion have highlighted the importance of effective risk management. The companies involved all employed modern technology and competent, ethical people and yet their prevention systems failed.

Student: Briefly, could you explain why it failed?

Professor Smith: We asked experts on business and risk to identify barriers to the prevention of catastrophe in organizations.

They found 4 main ones: the first one is the failure to perceive risk, the second is leadership failure causing risk blindness, the third one is production pressure, and the fourth is organisation and team culture which blocks information about risks.

Student: When you say failure to perceive risk, do you mean that people remain blind to the magnitude of risk?

Professor Smith: Yes, risk identification is not strong enough in most organisations.

It may be due to a lack of resources or personnel, or a lack of understanding of risk management systems.

Another reason is simply – and this is a widespread way of thinking – that real catastrophes occur elsewhere, rarely occur in our business and are just plain bad luck.

Student: What do you mean by leadership failure?

Professor Smith: Everything starts at the top. A lack of sincere support from leaders makes it very difficult for people to take action to manage risk. It also has a cost.

Student: What do you mean by production pressure?

Professor Smith: It takes time to plan, and it takes time to look at root causes. This goes against productivity according to corporations, which feel that it gets in the way of meeting deadlines and think that you can't take preventive action and meet targets.

Student: Why does team culture matter?

Professor Smith: Poor team processes can imperil preventive action. Failure to share knowledge within the team and cultural differences can lead to communication problems and the absence of team accountability.

Student: Thank you very much for your time.

Sounds at work page 147

Earth – wreak – least – bear – research – heavy – measure – easy – colleague

Communicating page 152: Understanding the notion of “risk culture”

CAN WE TALK ABOUT “RISK CULTURE”?

As a manager in a medium-sized company, Fred Michels expresses his feelings about what could be called “Risk Culture” in a company. He is being interviewed by Jane Twigger who is a reporter at the Coventry Chronicle.

Jane Twigger: Good morning Mr Michels. Thank you for devoting some of your time to answer my questions. How would you qualify risk culture in modern corporations?

Fred Michels: Lately, one of everybody's favorites is “risk culture.” This, of course, isn't so much a real thing as it is a wishy-washy word to describe the general mentality that organisations' employees have towards risk. Do the people in the company care about risk? Do they even know what it is? Those are really the only questions the concept of “risk culture” is trying to answer.

Jane Twigger: Is that your way of thinking too? Do you believe this concept is just some kind of nebulous idea that people like to throw around meaning we should be more proactive in the optimisation of our risk awareness?

Fred Michels: There is never any actual answer to that question. Actually talking about risk culture is being honest, communicating with people and employing workers who don't fear reprisal for telling the truth. Let me explain more precisely what I mean by that.

A risk culture begins and ends with a human ability to communicate effectively with other humans. The human behaviour associated with communicating risk has all to do with the ability of one person to know the truth and to effectively tell the other accurately and effectively what the risk is and how it could impact the business. The trouble is, most organisations fail to spend enough time doing exactly that and doing it without fear.

Jane Twigger: What kind of fear? The fear that by telling supervisors they might be offended? In your company do your employees talk truthfully, and often, about risk?

Fred Michels: Actually this is where we witness the change. As the concept of risk management increasingly becomes less isolated from the concept of simply running a business, the need for terms like risk culture will diminish. Eventually, we will realize that saying something like "that company has a poor risk culture" is synonymous with saying "that company is dysfunctional." So to answer your question about my employees, I create a climate that enables them to talk frankly, with no fear of reprisal, to help my company to continue to flourish. That is what management is all about after all. The organisations that survive are those that understand this reality.

Oral exam page 154

WHAT IS THE HIERARCHY OF CONTROLS?

Superstorm Sandy has been one the most spectacular and tragic natural disasters in the US. There have been wildfires, tornadoes, floods. And insurance companies are on the hook to pay billions in related claims.

Peter H. heads the Geo Risks Research center for Munich Re, a global company that insures other insurers is being interviewed by a reporter, Ken Braddow to explain what positions insurance companies should adopt in cases like Hurricane Sandy. Ken also has next to him Suzan who is a victim of the hurricane and will give her testimony.

Ken Braddow: Good morning, sir. I'd like to know what you have to say on the impact Sandy has had on your activity.

Peter H.: Good morning. First I have to say I put out a report just before Sandy, warning that North America would face a rising number of natural catastrophes due in part to greenhouse gas emissions and I believe that climate change is a big problem that will drive losses in the future.

Ken Braddow: So what you are saying is that in fact you had more or less forecast this type of event?

Peter H.: Not exactly, first because the prediction of hurricanes is a new science, second because there is no evidence climate change caused Hurricane Sandy and third because it just shows that we are not that smart when it comes to what's really going on!

All we know is that the number of weather-related events has nearly quintupled in North America over the past three decades. We have statistics on which we could base our analyses.

Ken Braddow: What do you think is foreseeable now?

Peter H.: The fact that premiums will increase in the long run if exposure continues to increase.

Ken Braddow: So that is where your job starts today. Do you envisage new strategies and policies to face reality?

Peter H.: Oh yes, we definitely have an interest in what will be happening in 50 years, or even in 100 years because this concerns our business model in general. It may be that in the long term, things become uninsurable!

Ken Braddow: Let me ask Suzan what feedback she has, having been a victim of the hurricane.

Suzan: What happened was complete chaos. No electricity meant no lights, no credit card machines, no heating and no refrigerators to keep food fresh. There was about \$4,000 worth of garbage outside restaurants in the East Village. My business had to close. I cannot afford more than a week like that because this is my only job. I expect the government to better anticipate in the near future for inhabitants' and businesses' sake.

Ken Braddow: What would be your conclusion Peter?

Peter H.: The only thing we can do, and I am speaking on behalf of insurers, is build our buildings safer, and better prepare for what will eventually come.

Oral exam, Compréhension orale à partir d'une vidéo page 154

RISK ASSESSMENT MADE EASY

Controlling dangers at work is no different from tackling any other task. You need to recognise the problem, decide who might be hurt, and how seriously, decide what needs to be done to prevent harm and put the solutions into practice. This risk-based approach will help you to manage the health and safety of your employees, and get the balance right between the size of any health and safety problems you may have and what has to be done about them. You should consult with your employees when doing your risk assessments, as they are most familiar with their workplace and their work activities.

There are three basic steps to risk assessment:

- Step One: look at the hazards. Take a pen and paper, start at the entrance and work your way through your workplace. In each area, have a good look at the workplace and the work that is being done. Look at the tools, equipment, materials and the work methods. Write down what can cause harm to people. These are the hazards.
- Step Two: decide who might be harmed and how. For each hazard, ask yourself "How could somebody be harmed, and how likely is it to happen?" Then ask, "What would the severity of the injury or ill-health be?" Now look at the precautions that you already have in place. These are your control measures.
- Step Three: evaluate the risks and decide whether the existing control measures are adequate, or whether more needs to be done. Assess the level of risk, for example: low, medium or high. Decide if you need to put additional control measures in place, or amend the system of work. Talk to your employees, and put the control measures in place. Check on a regular basis that the controls are working. You must record your findings, and review your risk assessments regularly.

Propositions de corrigé pour les activités d'expression écrite

Unit 1 • Getting a job

Writing Page 7

Video CVs can be a successful way for job seekers to stand out from the crowd, and help them to project their personal brand. But, there are also plenty of reasons why they should avoid them.

Video CV pros:

Video CVs are very helpful for jobs that involve a lot of client interaction, as they will present interpersonal skills better than on paper.

If you look better in person than you do on CV – for example if you don't have a lot of experience – a video CV might encourage employers to take a chance. (137 words)

Video CV cons:

Candidates need to present well on camera, and have a lot of visual energy. Quiet and reserved personalities won't come across well.

Discrimination: Equal Opportunity employers won't even look at video CVs for fear that they might be accused of discrimination.

Exam Paper page 13 / Le compte rendu

This article published in *The Guardian* on 22 August 2012 reveals that in spite of an increasingly tight job market, graduates are still looking for jobs that will motivate and satisfy them. They no longer consider salaries and benefits as their primary goals, and are seeking jobs in which they will feel satisfied and which will allow them to contribute to society or their company. There is a strong contrast between the lack of jobs and the graduates' high principles.

Interviews with graduates show that getting a job is getting harder and harder for them every year, as the number of applicants per job is increasing. Graduates who did not succeed in landing a job in previous years are still trying to do so, thus increasing the overall number of applicants. This is especially true in the retail sector and the investment banking world.

Exam Paper page 13 / La lettre

Ms Anna Smith
Hiring Manager
World Land Trust

First name Name
Address
Postcode TOWN
Phone number
Email
4th January 2013

Dear Ms Smith

I would be very interested in working for the World Land Trust on a voluntary basis, as it is effectively helping to conserve the rainforest and wildlife habitats.

For the last twelve months I have been working part time as a volunteer administrative assistant for Trees for Cities, an independent environmental charity which plants trees in the most needy urban areas. I am deeply committed to environmental issues and have extensive knowledge of the various aspects of sustainable development. I believe that I have the required skills, experience and academic qualifications to fill such a position. I would like the opportunity to discuss my skills and abilities in more detail with you and am available for an interview at your earliest convenience. Please don't hesitate to contact me via phone or e-mail to arrange a time and date for us to meet.

Yours sincerely,

Your name
(signature)

Exam Paper page 13 / L'expression écrite

Possible answers:

I'm looking for a challenge. I like pushing myself in new directions. I also want to continue developing my skills. I'm looking for a job in which I can make a difference. I want to do something that matters for the company/institution. I don't want to be just a cog in the wheel.

I'm looking for a job that will allow me to balance my professional and personal life. I don't want to spend hours commuting, and I want to have time for my family. I believe that stress at home can make me less effective at work.

I'm looking for a job that will reward me adequately for my work. I'll perform at a superior level if there is incentive pay.

I want to get on well with my co-workers and my line managers. I believe that how employees and their managers get along is one of the strongest employee retention factors.

I'm looking for autonomy. I work better with little supervision, and I do not enjoy being micromanaged.

Unit 2 • The job market

Writing page 17

Signpost is working to improve the prospects of youngsters in Jaywick. It provides free lifeguard courses and all those who attended the course – which was run by a qualified instructor – passed the qualification. Young people in one of the country's youth unemployment black spots are being given the chance to find work as lifeguards.

The lifeguarding initiative has already received widespread recognition and has been featured in a national newspaper, *The Guardian*. It is a fine example of partnership making a real difference to people's lives. It is proving a success. It is a win-win situation. The young people gain qualifications that will hopefully lead to a job, and the swimming pools have new lifeguards. (117 words)

Activities page 21 / Skills Writing an application letter

PROFESSIONAL DOCUMENT APPLICATION LETTER

To: Amy Powells

First name Name
Address
Postcode TOWN
Phone number
E-mail

City, Date

Dear Ms Powells

After having talked to the person in charge of International Relations at the university about the opportunities offered to students regarding studying abroad, I decided to fill in an application form. I am highly interested and would be very grateful if you would consider my application.

I am currently a second-year student in Accounting and Management and would like to specialise in e-commerce. You offer a Masters degree in e-commerce that seems to me very interesting. This programme offers a global vision of the problems related to e-commerce from the point of view law, management and IT; it is a multidisciplinary program that corresponds exactly to what I am doing. These skills would make it possible to reinforce my dual competence in accounting and management.

Moreover, the fact that these skills are proposed at your University is an opportunity for me. Since I started my studies, I have always really wanted to spend a year abroad. I am very aware that this opportunity would be an advantage on my CV, and that will enable me to make my way into professional life more easily. Moreover, this opportunity to spend a year in Canada would enable me to open my mind to another culture. Lastly, a year abroad would be a very enriching personal experience.

Yours faithfully,
First name Name

Activities page 21 / Role play Displaying flexibility and adaptability

Recruiter: Could you define the situation in which you had to show adaptability?

Job-seeker: I initially wanted to study Pharmacy on my family's advice. I knew I would have to achieve high grades in my A-levels, particularly Chemistry, which is not one of my best subjects. Several of my friends were applying to Brighton University and I did too. I got an offer and made plans. However, I did not get the B grade I needed in Chemistry to be accepted onto the course.

Recruiter: So, what did you do?

Job-seeker: I had to re-think my future urgently I knew my options were limited. So I tried to define what my aim was. I could take up the offer of an alternative course at Brighton, see if I could get on a Pharmacy course elsewhere or re-consider my career.

Recruiter: What action did you take then?

Job-seeker: I knew I had to be flexible. I decided that what I studied was more important than where I studied it. My favourite subject is biology and I enjoyed laboratory classes at school. After getting information from a Careers Advice helpline and doing some research, I decided to apply for a Biomedical Sciences course. I drew up a shortlist of courses and arranged to visit 3. I was most impressed by the course at Bradford University and

received an offer from them. I knew that moving to Bradford would be a challenge, as my family and friends are all in the South.

Recruiter: What was the outcome of your actions? What did you achieve?

Job-seeker: Initially, I was very upset having to change my plans. Moving to Bradford was hard at first, but everyone is very friendly and I have got to know people from many different cultures as Bradford is so diverse, and I have particularly enjoyed this. I am also enjoying the course a lot and getting good marks. I have already decided I want a career in biomedical research and am planning to do a placement year. I'm pleased I changed my plans and I am sure I made the right decision.

Exam Paper page 23 / Le compte rendu

La région de Inland Empire est devenu un important centre d'activité pour les entrepôts de distribution des marchandises importées dans les ports de Californie : elle emploie 200 000 personnes et représente quelques 300 milliards de dollars de chiffre d'affaires chaque année. Mais les dirigeants des entreprises se plaignent de ne pas pouvoir recruter assez de main d'œuvre, alors que ce serait un moyen de redonner du travail aux ouvriers du bâtiment licenciés en raison de la crise.

A l'inverse, les syndicats se plaignent de ce que les salariés soient mal payés et ne bénéficient d'aucun avantage social. De plus, les conditions d'embauche sont peu claires du fait que les ouvriers sont recrutés par des agences intérimaires, qui ne fournissent pas d'informations sur les salaires et les contrats de travail. Deux d'entre elles viennent d'être condamnées à des amendes de plus d'un million de dollars pour avoir enfreint la loi californienne.

Exam Paper page 23 / La lettre

WAREHOUSE WORKERS UNITED

Dear Sirs,

We wish to complain about the conditions of work in the warehouses of Inland Empire, California.

Many warehouses use staffing agencies, which classify workers as temporary, even though some of them have worked in the same building for years.

Moreover, these agencies make workers work long hours under oppressive conditions for legally inadequate pay that is below the state minimum wage of \$8 an hour.

Workers are told to show up each morning – often with the reminder that the first to arrive will be the most likely to get work – only to be informed that there is no work for them that day. Under state law, in such cases workers should be paid for two hours' work, but many workers say they rarely are.

This system of subcontracting and day-labor, used to cut costs, makes working conditions unacceptable and destabilizes the economy.

The warehouse owners are denying any wrong-doing, but we hope they will be ordered to repay the stolen wages to all workers, who are risking their jobs just because they blew the whistle.

Justice must be served.

Exam Paper page 23 / L'expression écrite

At the dawn of the industrial revolution, there were no laws to protect wage earners, no limits on the workday, no paid holidays, and no right to organize on behalf of the common good. At first, the organizing of wage-earners suffered harsh repression, and later it was merely tolerated. In the end, the contemporary regimes protecting labor rights were instituted. Thanks to their exercise of the right to organize trade unions, workers have won and maintained many work-related rights. They include the right to freedom of association, collective bargaining and strikes.

However, in many countries these rights are not respected. Some groups are particularly vulnerable: migrant workers usually work in dirty, difficult and dangerous jobs. Women migrant workers are even more vulnerable than men. Child workers are exploited and denied rights as they work in difficult or hazardous conditions.

Moreover, during the 1980s new forms of organization of production and new global patterns of investment have emerged, changing the way work is done. Deregulation and privatization of the means of production

have led to increased reliance on subcontractors by private and public sector companies, where workers enjoy far fewer legal rights and benefits, because they work in isolation in scattered sweatshops and home-based units.

Fighting against exploitation of the workforce and for stricter application of labor standards, access to justice and cooperation with labor inspectorates is therefore an absolute necessity. (229 words)

Unit 3 • Human resources

Writing Page 27

I generally believe that working long hours represent a good measurement for an assessment because after all when people don't come to the office or meetings on time they waste other people's time and can create inconvenient situations. Working long hours definitely doesn't prove the quality of work, but when you are working as a team, an employee who shows up to every meeting on time is sometimes better than a results-oriented person who you can rarely catch.

It is all well and good to say leaders should enforce employee treatment based on quality and not quantity of work, but let us not forget about the real world, which includes corporate politics.

Due to the fact that the majority out there do consider quantity of work as an indication of dedication and value to the firm, a leader who treats subordinates based on their efficiency, and promotes one employee over another based on quality of work, is always at risk of facing accusations of discrimination through Human Resources, backed by reports and proof of quantity, which are extremely difficult to fight with subjective arguments of quality.

Yet, many meetings are too long, too large, and too unfocused and unproductive. And the mere presence of employees cannot be a proof of hard work.

It is true that a lot of people use their time inefficiently because their firm's time-oriented culture hasn't forced them to think rigorously about what's really important.

Exam Paper page 33 / Le compte rendu

Les écarts générationnels en entreprise sont parfois source de problèmes, rivalités, jalousies et incompréhension. Cependant les entreprises ont tout intérêt à considérer les jeunes et moins jeunes comme une force dans l'entreprise. En effet, la diversité des intervenants participe à l'innovation. Même si les jeunes s'avèrent plus performants au niveau des nouvelles technologies contrairement aux plus anciens, leur constance et attachement à l'entreprise sont souvent peu fiables. Les idées reçues sont donc à bannir au profit d'une cohabitation positive qui ne peut qu'être favorable à la bonne marche et ambiance de l'entreprise.

Exam Paper page 33 / L'expression écrite

Managing different generations at work has become a key topic in human resources.

The coexistence of different value systems in one workplace isn't necessarily a bad thing. It can be both an opportunity and a challenge. It is the «opportunity» to merge differing viewpoints which could help reach a broader client base for example

It is also a challenge for HR people because they have to use different approaches when managing the staff. People of different ages may work for the same company and interact without problems. However, it probably has become more difficult today because whereas the older people tended to be the senior managers and the middle managers tended to be the middle-aged people, the new top management tends to be the younger people.

After all it is a good manager's role to know how to interact with employees to adjust for the generation gap. It's all about building awareness among employees to turn a generational mix into an asset.

As a young worker I think I would even prefer to have seniors/older people also work with me as I would feel that they can help me, check and advise me in my work. (196)

Unit 4 • Labour relations

Writing Page 37

Labour unions have greatly contributed to improving wages, reducing the working week and making the workplace safer. However, employers sometimes complain that unions are harmful to business and to the economy. From an employee standpoint, is being a union member beneficial?

The pros of belonging to a union

- Higher wages and benefits.
- Protection: employees who risk losing their jobs and/or go through a grievance procedure can benefit from union representation.
- Strength in numbers: unionised workers have more power as a unified group than when acting individually. Through collective bargaining, workers negotiate wages, health and safety issues, benefits and working conditions with management via their union.

The drawbacks of belonging to a union

- Loss of autonomy. It is the trade-off with cohesive power. Union members sacrifice individuality by belonging to a group. One may disagree with the union's decisions, but one is bound by them.
- Union fees.
- A less collaborative work environment. Studies show that unionised workers don't have as much trust in their supervisors as non-union employees.

Exam Paper page 43 / Le compte rendu

This article published in *The Guardian* on 24 January 2013 gives an account of a violent strike that has affected the fruit and wine industry in South Africa. It was called for by farm labourers who are demanding higher wages. Unions and charities backing the workers have sent an appeal to foreign consumers, asking them to stop buying fruit and wine from South Africa. They want to put pressure on the government to force farmers to negotiate with the labourers. The battle, however, is proving to be difficult as most farm workers are not unionised and live in precarious conditions. Some farmers have already agreed to raise wages, but most of them are merely waiting for the government to slightly increase the minimum wage. On top of wages, the labourers' working conditions should be addressed as they are well below standards in terms of human and labour rights.

Exam Paper page 43 / La lettre

Ms Tina Joemat-Pettersson
Minister of Agriculture, Forestry and Fisheries
Pretoria, South Africa

Madam,

On behalf of all the farm labourers working in the fruit and wine sector, we are writing to urge you to address the pay and working conditions of these workers who are currently striking to obtain a pay rise. Not only do they work for a pittance – 69.39 rand a day – but their working conditions are also appalling: they are exposed to dangerous pesticides and don't have access to water and sanitation.

These workers are now in poor health as a direct consequence of these extremely bad pay and working conditions. Their state of health has been well documented in a 2011 Human Rights Watch report. With this knowledge, it is now the responsibility of the government to honour their commitment to farm labourers. The end of apartheid created great expectations of social justice for them, which have not yet been met.

We look forward to your quick action regarding this matter so the living conditions and health of all labourers in South Africa can be improved.

Yours sincerely,

Anna Smith
Leader of the Farm Workers Union

Exam Paper page 43 / L'expression écrite

According to the theory of social responsibility, companies should focus only on making profits, but also develop a positive relationship with the society they operate in. However, social responsibility cannot rest solely on businesses. Individuals from the first world who consume products made by poorer societies should also behave responsibly. Socially responsible consumption is an idea that is now spreading within the Western population. Not only does it involve a commitment to not buying products that are made with child labour, cause harm to animals, pollute the environment and so on, but it also means being prepared to pay more for products that respect this commitment. With globalisation, our responsibility has increased as products come from all over the world and keeping costs down to stay competitive has become a major goal of companies, thus putting more pressure on workers.

The case of South African fruit and wine well illustrates the need for socially responsible buying. Not only should South African wine be boycotted, but consumer groups should publicly denounce the practices of South African farmers by demonstrating in front of the South African embassy of their country, for example.

Unit 5 • Corporate culture

Writing page 47

It was IBM who made company tunes into an art form in the 1920s and 1930s. Thomas Watson Sr, its founder, thought singing was character-building and a good way to instill company loyalty.

Corporate songs enjoyed a bit of a boom when a website dedicated to collecting them acquired a cult following ten years ago. Anonymous employees sent their own entries and the site attracted some 20,000 visitors in the first week.

Corporate rock numbers have humorous potential. By their very nature, they tend to be devoid of irony or self-awareness as they are a kind of musical version of a mission statement. But this makes them sound a bit silly. **(111 words)**

Thomas Watson Sr collected the songs that employees had penned and had them published as book called *Songs of the IBM* in 1927.

Ever Onward, written in 1931 by employee Frederick Tappe, was sung at the company's training schools.

*“Ever onward! Ever onward!
That's the spirit that has brought us fame
We're big but bigger we will be
We can't fail for all can see
That to serve humanity has been our aim.”*

There was even one celebrating “Our IBM Girls”.

*“The office girls surely are always in style
They greet you with smiles, their welcome's worthwhile
The best in the world are our girls, rank and file.”*

Exam Paper page 53 / Le compte rendu

David Coursey exprime son mécontentement sur son expérience dans un magasin de la chaîne de Best Buy à Pinole en Californie : contrairement à l'information qu'il avait eue en ligne, le DVD 3D que son ami voulait acheter n'était pas disponible et les vendeurs ne pouvaient pas le renseigner.

Il prédit la faillite de Best Buy, d'abord en termes de stratégie commerciale, car cette chaîne de magasins est concurrencée par la vente en ligne, qui offre des prix plus bas et plus de facilités d'achat.

Mais aussi parce que Best Buy n'a pas su s'adapter au point de vue des consommateurs : il n'y a pas d'adéquation entre le catalogue en ligne et les produits en magasin ; les heures d'ouverture des magasins sont trop restreintes et les prix trop élevés.

Tel un dinosaure, Best Buy est donc, selon David Coursey, destiné à disparaître. **(144 mots)**

Exam Paper page 53 / La lettre

David Coursey
San Francisco, CA

Dear Sirs,

A few days ago, I went to your store in Pinole, California with a friend who wanted to buy the 3D Blu-ray of *How to Train Your Dragon*, which you sell exclusively.

According to your website, it was back-ordered but available for pickup at the store we visited. However, the item wasn't there. You claim your sales staff are knowledgeable, but nobody could give us any information.

You should try to understand your customers' point of view and develop new thinking, new management structures, and new strategies. We expect inventory to be transparent between the web and the stores and "exclusives" to be consistent across all channels.

If you do not want to go the way of the dinosaur, you should change your strategy to be able to compete with the online giants, which are more convenient and offer better prices.

Sincerely yours,
David Coursey

Exam Paper page 53 / L'expression écrite

Sometimes companies are so busy organizing and managing business, they forget that they continue to exist thanks to customers. They integrate customers in their planning, but only to lure them to buy their products and not have them go to competitors. They only think of customers as an entity that buys products and services and that brings in income.

Companies should invest time and effort to discover *who* customers actually are, and think of them as human beings who think and have specific needs and expectations. They should survey their customers regularly and have employees encourage customers to fill in a questionnaire and thank them for taking the time to do so.

Seeing operations from the customers' perspective and encouraging employees to do so not only lays the course for a successful business, but also guides it in planning its company policies, procedures, and employee training. It leads to shared objectives among customers, employees and managers.

Today's customers want a say in the way a business is run. Customers see a business as being there to provide for and service their needs. **(183 words)**

Unit 6 • Marketing

Exam Paper page 63 / Le compte rendu

This press article, entitled "Car-Sharing Services Grow, and Expand Options" and published in the *New York Times* on 25 January 2013 by Daniel Rosenbaum, illustrates the rising popularity of car-sharing services available in Washington and the reasons behind this increase.

This article reveals that car sharing has increased in popularity because it responds to consumers' needs to rent cars for short periods of time at a competitive price in a convenient location for short trips, which is ideal for city dwellers. Furthermore, it is becoming a rapidly-expanding market opportunity in the States and large corporations such as Avis Budget Group have also invested in this sector, which reveals that it will be a service of the future.

To conclude, this method of car use, i.e. car sharing, is ideal and should be encouraged, especially in big, overpopulated cities where car congestion is an everyday problem. If people shared their cars, there would be fewer cars on the road and fewer traffic jams. In addition, it would alleviate carbon dioxide emissions and the air would be cleaner and it is a much more eco-friendly way of consuming.

Exam Paper page 63 / La lettre

New Technology Ltd
651 Hastings Street
London LW1 3XT
United Kingdom

25 January 20 ...

Pom et Compagnie
207 avenue Gambetta
92500 Rueil-Malmaison
France

Dear Sirs

Inquiry about product line: Pom Charger

I recently attended the new technology trade fair in Paris and your product was demonstrated to me. After conducting some market research in the UK, we are happy to inform you that there is a real demand for this product due to its design and versatility. Consequently, I would be very grateful if you could give me full details of your prices, delivery times, terms of payment and any quality discounts available. In addition, we also require a catalogue. I look forward to your reply and a prompt answer would be appreciated.

Yours faithfully

Robert MacDonald

Robert MacDonald
Managing Director

Exam Paper page 63 / L'expression écrite

1. Zipcar has tried to differentiate itself from its competitors by targeting a young market and using social media such as Twitter to reach their target market. They also try to portray a trendy image and use young people's vocabulary such as "zipster". Furthermore, many of their rental locations are on university campuses. In comparison to Car2go, the competition is fierce as they provide an hourly or daily rate whereas Car2go charges by the minute. Another drawback is that Zipcar customers have to return the car to the same parking lot where they picked it up. Car2go customers can do a one-way trip as Car2go has many parking spaces. Nevertheless, renting by the hour or on a daily basis is much more cost-effective than by the minute and Zipcar has a better range of car rentals as opposed to Car2go which only provides Smart cars.

2. In my opinion, car sharing will become increasingly popular for future generations. In Paris, the same system has been set up but it is relatively new and people have to get used to this new type of service and people still prefer to take their own cars instead of car sharing, which is a problem.

For this new type of service to increase in popularity, you have to change people's mindset and encourage them through advertising campaigns to take up this service when travelling within the city. We live in an individualistic society, so car sharing has to be promoted.

The drawback of this type of service will be reduced sales in the car industry, which will have an impact on people's jobs and will create unemployment, which is detrimental to the economy, so that problem would have to be tackled.

To conclude, car sharing is here and available but it is not yet part of our consumer habits and city dwellers tend to prefer either public transport or their own car.

Unit 7 • Advertising

Writing page 67

Jeff: I don't believe in modern advertising going through all this friendship between consumers and brands. Consumers simply aren't interested in having a relationship with them. They are only interested in the brand and the product for what it gives them. Once they've got it, they'll move on and be looking for the next source of gratification.

For marketers to think any consumer wants some sort of committed long-term relationship with their company is naive.

If you give them a good time they may come back for more dates, but marriage and raising a family? No chance.

Jenny: I think you are wrong. Consumers are fed up with pop-ups and traditional marketing. They want to be pampered, listened to, convinced and no longer forced into buying. Everything else is completely irrelevant.

Jeff: Come on! People don't want to socialise with advertisers or brands – they are already socialising with their friends on social media. Advertisers are the third wheel in that environment.

Jenny: But advertising has to have a call to action! People have other concerns today. They feel they have the right to be heard and require attention. Before, ads were meant to draw people's attention; today it is the other way round. Consumers want to attract the marketers' attention!

Jeff: If I were a marketer and saw my competitors going social, I'd hit traditional harder. It's sales.

Jenny: Online advertising with social media sure helps a lot. Social networks play an important role. People get to know the brands, are told by word of mouth about new services and products, know about the life of a company, its corporate culture and all that. All that matters before buying. Consumers require consideration!

Jeff: All right tell me now: do we still have mail order catalogues? They are history too, I suppose?

Jenny: This too has changed but they are not dead.

Exam Paper page 73 / Le compte rendu

Pinterest se démarque de tous les autres sites et réseaux de par son aspect visuel. L'idée est de faire en sorte que les usagers partagent des images et non des mots et les épinglent sur des tableaux virtuels pour ensuite les renvoyer, commenter, « liker » ou pas. Les marques sont très intéressées et ajoutent des liens pour rejoindre leur site. Cela a un impact aussi sur les journaux et magazines qui voient leur nombre de lecteurs augmenter surtout chez les femmes et les jeunes. Les images de mode, de cuisine sont très populaires, souvent partagées et échangées. Certaines marques souhaiteraient évidemment davantage de la part de Pinterest qui n'est pas un site de publicités mais fait toutefois office de moyen médiatique publicitaire. **(123 mots)**

Exam Paper page 73 / La lettre

Dear Robert,

Our sales have increased considerably in the last few months thanks to our link to Pinterest.

We are getting more and more women who enjoy the pinning and re-pinning activity.

It's important for our magazine to put forward what Pinterest offers. I suggest you place ads for Pinterest in the very first pages and post testimonies from our readers.

This is something BIG. We need to be there.

Thanks Robert, I look forward to hearing from you.

Best regards,

Kaelin

Exam Paper page 73 / L'expression écrite

Pinterest acts as a personalised media platform. That is what makes it different from the rest of other social advertising media. What people may like about it is the fact that it allows them to share things they have in common, since it is a social photo-sharing website where they can pin up events, interests and hobbies. Users browse other pinboards and 're-pin' images. They communicate. That is mainly the purpose of Pinterest: to "connect people in the world through the 'things' they like". It is of course a great opportunity for brands and

services to be there as they can easily use these pinboards to then draw people's attention to their products, activities or services. People are also tempted to visit the companies' websites because the link that is posted corresponds exactly to what they are interested in. It saves them browsing the whole site.

Many brands and small businesses use Pinterest to get traffic to their websites and create buzz around their products. It is probably revolutionary for advertisers, who can more easily target users. **(178 words)**

Unit 8 • What is a brand?

Writing page 77

I believe that being a "brand ambassador" can be a positive experience for students because they can earn several hundred to several thousand dollars a semester in salary, perks, products and services, depending on the company. It provides them with potential employment opportunities. For freshmen, the social events that are organised are an experience they will always remember. And for companies, it works because it is peer-to-peer marketing.

However, the line between supporting their friends or a brand can be unclear. I think if students become brand ambassadors, that must not be more important than their student identity. **(98 words)**

Exam paper page 83 / Le compte rendu

La marque new-yorkaise de bijoux de luxe, Tiffany & Co., a attaqué en justice le grand distributeur Costco Wholesale Corp., l'accusant de faire des copies des bagues de fiançailles Tiffany sans autorisation. La société, fondée il y a 175 ans, dit que Costco fait croire depuis plusieurs années à ses clients qu'ils achètent de vraies bagues Tiffany alors que ce sont en vérité des contrefaçons.

Tiffany cherche à faire interdire une telle pratique à l'avenir parce que les prix discount pratiqués par Costco portent atteinte à l'image de marque de la compagnie, dont la traditionnelle « boîte bleue » est une icône reconnue. La compagnie Costco n'a pas souhaité répondre à l'appel du journal.

Le procès aura lieu à la cour de justice du sud de Manhattan. **(126 mots)**

Exam paper page 83 / La lettre

Tiffany's press release

Tiffany and Company filed suit against Costco Wholesale Corporation to prevent further sales of counterfeit diamond engagement rings and for damages associated with prior sales. The suit alleges trademark infringement, dilution, counterfeiting, unfair competition, injury to business reputation, false and deceptive business practices and false advertising.

In November 2012, a customer alerted Tiffany to the sale of what was promoted on in-store signs as "Tiffany" diamond engagement rings at a Costco store in Huntington Beach, California. Tiffany immediately launched an investigation, and learned that for many years, and without Tiffany's knowledge, Costco had apparently been selling different styles of rings that it has falsely identified on in-store signage as "Tiffany." The rings are not in fact Tiffany rings, nor are they manufactured by, approved by, licensed by, or otherwise in any way properly associated with Tiffany. In this way, Costco led its members to believe they were purchasing authentic Tiffany products at significant discounts, when in fact, that was simply not true. The Tiffany brand has been damaged, Costco members have been damaged, and Costco has profited from the sale of engagement rings by misrepresenting what they were.

For more than 175 years, the Tiffany trademarks have been applied to high quality goods, including in particular high-end jewelry. Authentic Tiffany jewelry is manufactured to strict specifications, and then subjected to rigorous quality control standards to assure the public about the provenance and quality of each Tiffany item. Tiffany diamond engagement rings are then backed by a lifetime guarantee. Additionally, to protect the brand, Tiffany fine jewelry is sold only in Tiffany retail stores by trained sales professionals, and is not distributed or sold at discount through other wholesale or retail establishments. In particular, Tiffany has never sold nor would it ever sell its fine jewelry through an off-price warehouse retailer like Costco.

For additional information, please visit www.tiffany.com.

Exam paper page 83 / L'expression écrite

Counterfeiting is big business. Since 1982, the global trade in illegitimate goods has increased from \$5.5 billion to approximately \$600 billion annually, which is 6% of world trade. Counterfeiting costs U.S. businesses \$250 billion annually and is directly responsible for the loss of more than 750,000 American jobs.

Buying counterfeits for personal use is legal almost everywhere in the world. What is illegal is to sell them. This is because the notion of arresting or fining tourists for buying those goods is not an attractive proposition for the tourism industry. And it's difficult to prove consumers know that they are buying counterfeits and don't think they are buying the real thing.

The French luxury goods industry has worked hardest to fight counterfeiters because it is estimated that 70% of counterfeit luxury good brands worldwide are French. Louis Vuitton alone is involved in 1,000 actions a year worldwide, with up to 350,000 fake products seized. French anti-counterfeiting legislation was introduced in 1994: buying counterfeit goods can mean a steep fine and even a jail term. In the United States, Customs allow travellers to bring one counterfeit good per category, but officers confiscate and charge fees for them if you bring more than one, because it means you plan to sell them. Putting counterfeiting in the same category as drugs and arms trafficking.

Anti-counterfeiting crusaders are now taking their message on the many ills of counterfeiting directly to shoppers, focusing on dangers ranging from the health hazards of phony pharmaceuticals and toothpaste to the risk of having your identity stolen by the vendors of illegitimate goods. They insist that purchasing counterfeit merchandise funds nefarious activities, contributes to unemployment, creates budget deficits and compromises the future of their country in the global economy. **(287 words)**

Exam paper page 83 / L'expression écrite

Counterfeiting is big business. It is estimated that counterfeiting is a \$600 billion-a-year problem. Since 1982, the global trade in illegitimate goods has increased from \$5.5 billion to approximately \$600 billion annually. Approximately 6% of world trade is in counterfeit goods. U.S. companies suffer \$9 billion in trade losses due to international copyright piracy. Counterfeiting costs U.S. businesses \$200 billion to \$250 billion annually. Counterfeit merchandise is directly responsible for the loss of more than 750,000 American jobs.

The French luxury goods industry has worked hardest to fight counterfeiters. The Colbert Committee estimates that 70% of counterfeit luxury good brands worldwide are French. Louis Vuitton alone is involved in 1,000 actions a year worldwide, with up to 350,000 fake products seized. French counterfeit experts say they are working more closely with customs officials. Other European fashion firms are lobbying their governments to introduce heavy fines, which in France are the toughest on the Continent. French anti-counterfeiting legislation was introduced in 1994, putting counterfeiting in the same category as drugs and arms trafficking.

Over the past few years, high-tech machinery has made counterfeiting easier and better quality. The improved quality of counterfeits has become a headache for companies. Counterfeiters use computer technology to scan packaging and embroider logos. Counterfeits are getting better every day.

What's more, production of counterfeits has moved closer to distribution sources. It used to be located in the Far East, in countries such as Thailand, South Korea and Taiwan. But today, counterfeits are manufactured in Western Europe and the United States. Italy, Belgium, the Netherlands and Britain are the latest locations for the widespread manufacture of fakes, from clothes and sunglasses to fragrances and watches.

And counterfeiting has become part of that whole circle of drugs and guns. Customs officers say that virtually every case they come across involves drug trafficking. Some British fakes are even being used for exchange between British criminals and the Russian mafia for drugs.

The problem is also fuelled by consumer demand. People who purchase counterfeit merchandise fund nefarious activities, contributing to unemployment, creating budget deficits and compromising the future of their country in the global economy. Counterfeiting is illegal and purchasing counterfeit products supports illegal activity. Counterfeiters do not pay taxes, meaning less money for your city's schools, hospitals, parks and other social programmes. Counterfeiters do not pay their employees fair wages or benefits, have poor working conditions, and often use forced child labour.

When you purchase a fake, you become part of the cycle of counterfeiting and your money directly support these things you would never want to support.

If you don't change the buying habits of the private individual, you won't fix the problem. People have to understand that buying a counterfeit product is similar to buying drugs.

Unit 9 • Retailing

Exam Paper page 93 / Le compte rendu

The press article entitled 'Child Labour Uncovered in Apple's Supply Chain' and published in *The Guardian* on the 25th of January 2013 by an unknown journalist highlights the issue of child labour being used in Apple's manufacturing plants in developing countries.

Apple's annual audit has revealed that the problem of child labour in its supply chain has not been eradicated despite the company's policy of not employing children under the age of 16. Apple has been criticised for its bad working practices with its supplier in Taiwan, which assembles the iPad and iPhone, where some cases of suicide have been reported due to bad working conditions.

In addition, one of its Chinese suppliers has been accused of violating workers' rights with such practices as bonding, where workers are employed to pay off a debt. Apple has taken action and no longer does business with this supplier and the children were returned to their respective families.

To conclude, in my opinion, Apple was not responsible for the problems that occurred in its Chinese and Taiwanese manufacturing facilities; however, the multinational is indirectly responsible for any bad employment practices as these companies are their suppliers and indirectly represent the company, and so should have to adhere to Apple's employment policy. **(207 words)**

Exam paper page 93 / La lettre commerciale

Pom et Compagnie
207 avenue Gambetta
92500 Rueil-Malmaison

15 February 20 ...

New Technology Ltd.
651 Hastings Street
London LW1 3XT

Your enquiry

Dear Sirs,

We thank you for your letter of 25 January enquiring about our Pom charger and are pleased that your company may like to include it in your product range.

We can guarantee delivery to London 3 weeks after receipt of order and our terms of payment are 60 days upon receipt of invoice. Furthermore, we grant very competitive discounts and would be happy to discuss this if you could give us an idea of the quantity that you are thinking of ordering.

You requested a catalogue; unfortunately it is being updated and we will send you a copy of it as soon as possible under separate cover.

We remain at your disposal for any further information and look forward to your reply;

Yours faithfully,

Signature
Sylvia Lemercier
Sales representative

Exam Paper page 93 / L'expression écrite

I firmly believe that companies should be held accountable for their supply chain management. In the business world the concept of "corporate responsibility" requires companies to monitor their suppliers.

Many companies take advantage of poverty in developing countries where it is more cost-effective to assemble or manufacture a product due to lower wages and less strict employment laws.

However, the world is changing and consumers in the West are more and more aware of companies' supply chain methods and demand that companies respect the workers they employ and the environment of the country where goods are produced.

Consequently, companies have realised that good working practices will impact on their image and that bad ones will cause a decrease in sales. This has led to companies now conducting annual audits on their suppliers to ensure that these suppliers adhere to the company's working practices and ethical codes. **(146 words)**

Unit 10 • Protecting the Environment

Writing page 97

Most human activities produce waste, but it is important to make sure that we have as little pollution as possible.

There is a multitude of things that people can do to make a difference and save the planet from using less power to not using up fossil fuels. The real solution is to reduce one's consumption of goods and resources significantly. Many people are switching to clean technology, which means having the same benefits from our modern lifestyle without the pollution. Electric cars, environment-friendly washing powders and solar-powered energy are a few examples.

However, the things causing climate change are more caused by politics and the economy than individual behaviour. Pollution has to do with mass transit, housing density, war and subsidies for the coal and fossil fuel industry. Worldwide, authorities need to establish and enforce pollution standards and set emission standards for hazardous industrial pollutants, such as power plants, incinerators, auto manufacturers.

The most satisfactory long-term solution to pollution is the elimination of fossil fuels and the replacement of the internal-combustion by alternative energy sources as well as different kinds of transportation engines.

Less pollution is not only good for wildlife and nature — human health benefits from less pollution as well. That means lower medical bills, and a better quality of life. **(212 words)**

Exam Paper page 103 / Le compte rendu

Les constructeurs automobiles, tels que Nissan ou Renault, proclament que leurs véhicules électriques sont une solution à la pollution atmosphérique.

Pourtant cet argument donne une vision idéalisée de la voiture électrique qui trompe le consommateur. Une étude scientifique récente montre que si l'électricité utilisée pour la propulsion du véhicule provient d'une usine électrique fonctionnant au charbon, le bénéfice est nul.

Aux Etats Unis 45 % de l'électricité est générée par la combustion de charbon, le carburant le plus polluant, alors que le gaz naturel ne représente que 24 %, l'énergie atomique 20 % et les énergies renouvelables 3 %.

Le rapport conclut que pour éviter les pires conséquences du réchauffement de la planète, l'industrie automobile doit mettre sur le marché des véhicules qui ne produisent pas d'émissions de gaz à effets de serre.

(130 mots)

Exam Paper page 103 / La lettre en anglais

Nissan
Mr. Victor A. Sims,
Import Agent,
Nicosia, Cyprus.
23rd March, 2013

Dear Mr. Sims,

We are of course pleased to send you information concerning the Leaf which you inquired about in your letter of 20th March.

The Nissan Leaf (Leading, Environmentally friendly, Affordable, Family car) is a five-door hatchback electric car manufactured by Nissan. It was introduced in Japan and the United States in December 2010. Its official range is 160 kilometers. The Leaf's combined fuel economy at 99 miles per gallon of petrol is equivalent to 2.4 L/100 km.

As an all-electric car, the Nissan Leaf produces no greenhouse gas emissions and reduces dependence on petroleum.

You may also be interested in the attached catalogue which should be of help to you. We can promise delivery four weeks after receiving your order.

We are always glad to answer inquiries about our products. So if you need any more information, please let us know.

Yours faithfully,

Exam Paper page 103 / Expression écrite

Green energy is growing in popularity as more effort is made to reduce people's carbon footprint on the earth and find alternative energy sources that will not be exhausted, but are renewed naturally.

Green energy refers to any form of energy that is generated from environmentally friendly and renewable energy sources that have a reduced impact on the environment, such as sunlight, wind, rain, tides, plants, algae and geothermal heat.

They depart from the more traditional forms of power such as electricity, gas and coal. Fossil fuels are a finite resource that took millions of years to develop and will continue to diminish with use. Gaining access to fossil fuels typically requires either mining or drilling deep into the earth, often in ecologically sensitive locations. Their use produces pollutants such as greenhouse gases as a by-product, contributing to climate change.

Green energy utilizes energy sources that are readily available all over the world, including in rural and remote areas that don't otherwise have access to electricity. Advances in renewable energy technologies have lowered the cost of solar panels, wind turbines and other sources of green energy, placing the ability to produce electricity in the hands of the people rather than those of oil, gas, coal and utility companies. **(211 words)**

Unit 11 • Intercultural Communication

Writing page 107

I believe that anybody can become a good leader, especially if that person is willing and if properly trained. However, I think it is not that easy to cooperate with other people, especially when these people are themselves used to managing others. Working with different cultures requires “thinking before doing”, pondering, using common sense and going on training sessions. Whenever obstacles occur, leaders usually have to think in terms of problem solving; the added dimension for multicultural leaders is the use of coordination. What became hard for these future manager-students was to become allies and to join forces. They failed in that respect. What is often expected from managers is to act promptly and efficiently, with determination and consistency. What this training showed was that strength through unity was needed. Teamwork, flexibility, coordination and discipline were the required qualities to overcome the difficulties.

I think this type of leadership exercise is very useful. **(153 words)**

Exam Paper page 113/ Le compte rendu

Afin de pouvoir entretenir des relations de travail avec des partenaires de cultures différentes il faut se débarrasser des idées préconçues et apprendre à connaître l'autre pour éviter tout accident dans la relation. L'exemple d'un conducteur en terrain inconnu montre que vigilance, attention, intuition et repérage sont de rigueur pour ne pas se perdre. Un sommet à New York pour a débattu du sujet des compétences à développer pour communiquer et travailler avec des partenaires du monde entier. La notion de « metacognition » repose sur la prise de conscience de nos connaissances, suppositions qui doit nous aider à mieux appréhender les relations interculturelles. **(104 mots)**

Exam Paper page 113 / La lettre

Dear colleagues

We would like to inform you of a NeuroLeadership Summit that will be held in New York City on October 24th 2013.

The topic of the morning meeting is leadership and intercultural relations.

Round-table discussions will take place in the afternoon.

A cocktail will be served around 5pm.

Don't miss the opportunity to participate.

We need confirmation of your presence.

A doodle will be sent to you in the coming days.

Best regards,

The communication team

Exam Paper page 113 / Expression écrite

I remember that I only had a very blurred idea of where exactly I was supposed to go. I kept thinking that if I was to get lost I should at least remember what streets and places I had passed so far to be able to at least find my way back to my hotel.

All I knew was that the company I was supposed to visit was not far from a university and was about 15-minute drive from my hotel, going north.

I assumed that to reach a university there would be buses. So I started looking at the front of the buses to see if it said “university”.

I also tried to figure out where the north of the city was by watching the position of the sun.

I couldn't use my phone because I had no proper connection. And I didn't want to stop and ask for directions but I had no knowledge of Polish at all.

I eventually managed to reach my destination and was happy to have kept cool all the time. **(177 words)**

Unit 12 • Business and Ethics

Writing page 117

SUJET A

Reporter: Hello Clarence! I've seen you standing in front of that building for over 3 hours now and you still have that smile on your face! How do you do this?

Clarence: Well, you see, I've realized over time that I am having more contact with people than I've had for a long time! People talk to me, look for me and even thank me for what I am doing!

Reporter: You feel less isolated than before?

Clarence: Yes, much less! It even gives me some kind of importance, as if who I am was actually acknowledged! Having been homeless, with nothing to hope for, you lose all sense of dignity.

Reporter: I am sorry to have to say this, but how can you talk about dignity when people use you as a tool?

Clarence: Well, it's better than but being in the street where people don't even give you a second look, I can assure you.

Exam Paper page 123 / Le compte rendu

Malgré l'immense succès d'Apple et autres champions de la haute technologie, les conditions de travail et de sécurité dans les usines implantées en Chine sont désastreuses, qu'il s'agisse de la durée, de la pénibilité du travail, de l'âge des ouvriers, des risques mettant en jeu leur vie. La réalité de cette situation a été cachée voire déformée à travers des documents falsifiés. Des accidents graves et même mortels n'ont pu être évités malgré des avertissements lancés depuis la Chine pour avertir la société Apple. **(87 mots)**

Exam Paper page 123 / La lettre

To the managerial team,

Although Apple insists that all of their suppliers provide safe working conditions, treat workers with dignity and respect, and use environmentally responsible manufacturing processes, we, as workers on the assembly line, have another version of our working conditions that we want to describe.

Our health is endangered every day because of chemicals that we use. We run the risk of being contaminated.

A lot of the workers in our plant are under age and have poor working conditions: long hours, risky jobs etc.

We demand that you send inspectors to check the work that we are doing and make sure safety problems are dealt with.

We trust that our demand will be taken into consideration.

Sincerely yours,

Chengdu assembly line workers

Exam Paper page 123 / Expression écrite

Apple is the most famous American high technology corporation. If they want to keep their reputation and be ethically responsible they have to be better than the rest of their competitors in all respects. It means proving that they can be prosperous by being honest, nice and caring. Apple has to do better and strive to be the best. Therefore I think it is high time they altered their policy in Chinese plants. There should be more control and auditing to help condemn these practices. It seems completely indecent to me to read that such situations still exist in this part of the world without a brand like Apple taking drastic measures.

I would accept to pay more for my iPad if I could be given the proof that no child or worker risking their life had manufactured it and I hope that in the future these kinds of practices will continue to be denounced.

(155 words)

Unit 13 • Europe

Writing page 127

Speculation is rife that Greece may soon be forced out of the euro.

But, it would mean that Greece's banks would be facing collapse, people's savings would be frozen and many businesses would find it impossible to borrow and to finance the purchase of imported goods. One of Greece's biggest industries, tourism, would be disrupted by political and social turmoil and living standards would fall by 80% within a few weeks of exit.

In Europe, banks would be forced to slash their lending. Businesses, afraid for the euro future of the euro, would cut investment. Faced with a barrage of bad news in the press, ordinary people would cut back their own spending. All of this could push the Eurozone into recession.

The euro would lose value on the currency markets, providing some relief for the Eurozone by making its exports more competitive in international trade.

But, public opinion in the EU is turning against providing the large bailouts needed by Greece. The ECB's role of providing rescue loans to that country's banks could become politically explosive. However, the threat of a meltdown might push the Eurozone's governments to agree a comprehensive solution. **(193 words)**

Activities page 132 / Debating: Feeling European

The founding idea of the European Economic Community was that economic integration would create a common fate between the member states and trigger a spiral of political integration.

However, the number of people who identify with the EU remains low at 48%, whereas 88% are attached to their country, 87% their region and 85% their village. Jacques Delors, EU Commission President, wrote: "You don't fall in love with a common market." He meant that the prevalence of economic union has created a lack of a genuine identification of European citizens with political Europe.

Yet, with the single currency, a sense of community has emerged.

The European identity has to be understood as an "identity of identities". But it is all the more difficult since it relies on symbolic, psychological, ideological or emotional elements, and because people don't feel they have benefited from or conquered power through the EU.

Exam Paper page 133 / Le compte rendu

Le titre de l'article du New York Times en date du 30 avril 2012, « Brain Drain Feared », indique clairement son sujet : beaucoup de gens craignent que les meilleurs ne quittent l'Espagne pour obtenir un emploi en Allemagne.

Sous la pression de la crise de l'euro, une sévère récession et la flambée des taux de chômage, beaucoup de diplômés espagnols ont été soulagés de trouver un emploi en Allemagne.

Alors que de nombreuses entreprises allemandes cherchent désespérément des ingénieurs, elles se tournent vers le sud pour trouver la solution.

Pourtant, les experts craignent que cette situation ne conduise à développer l'industrie dans les pays du Nord pour laisser l'agriculture et le tourisme à ceux du Sud.

Toutefois, si l'économie espagnole repartait, 90 % de ces diplômés espagnols pourraient rentrer chez eux. Mais, si la récession se poursuit, ce pourcentage pourrait chuter abruptement parce que les expatriés se seraient mariés et auraient eu des enfants à l'étranger. **(155 mots)**

Exam Paper page 133 / La lettre

Dear Sir,

I have decided to leave your company and move to Germany because I am very pessimistic about my prospects at home.

In stark contrast with Spain, the German economy grew by 3.6% last year and the unemployment rate ranks among the lowest in the EU. Germany now needs skilled workers to maintain that momentum, and I need better-paid work. Everything has stopped here. There's nothing. I had my own place with a mortgage, but the bank repossessed it. I've moved home to my mother's.

I have spent time learning German to increase my chances and the «Agentur für Arbeit» job agency in Bonn has helped me gain a foothold in the German employment market. Going to Germany is a very attractive prospect since I will double my salary there. Going abroad is just what I'm looking for, so I will definitely take this offer up.

I am sorry that I had to make such decision and would prefer to stay in Spain with my family and friends. But it is impossible to live without money. I have an opportunity to leave, so goodbye Spain, hello Germany.

Yours sincerely,

Exam Paper page 133 / Expression écrite

The severity of Europe's economic downturn and fiscal austerity measures are fuelling a "war of talents" among countries wishing to attract young people with critical skills.

The biggest reason for Spain's plight is the collapse of its building sector, costing 1.6 million jobs and littering the country with 800,000 unsold properties. There are six million unemployed people.

Spain produces more graduates than the European average: 40% of 25- to 34-year-olds against the European Union average of 34%. But at more than 24%, Spain's unemployment rate is one of the highest in the Eurozone. For 16- to 24-year-olds, unemployment rates are more than 50%. It forces many graduates to move to rich northern countries. According to the recruitment agency Adecco, 110,000 people left the country in the two years from April 2008. Most were skilled males under 35. Presently 1.5 million Spaniards reside outside of their home country. Thus, Spain is losing its best talent while northern Europe is filling its job vacancies.

Unfortunately for Spain, they seem to be precisely the kind of people who should be staying – young to middle-aged, well-educated people who speak two or three languages.

However, what's going to happen when the recession comes to an end? The hope is that they return to Spain, with the experience and desire to help rebuild the economy. But Germany will lose out the wave of young, skilled, urban migrants. **(230 words)**

Unit 14 • Money

Writing page 137

Families and friends: they will lend you money easily without asking for collateral or even interest because they trust you. I would borrow from them if I needed to fund my studies or a car for example.

Banks: their main advantage is that you can borrow a large sum of money if you meet their criteria. However, they will ask you to provide collateral and may charge high interest rates.

Credit card companies: the interest rates they charge are usually very high, so I would not borrow a substantial sum of money from them.

Loan sharks: only if I'm desperate! **(100 words)**

Exam Paper page 143 / Le compte rendu

This article published in *The Mail on Sunday* in March 2012 examines how financial education is implemented in a South West London primary school, in the context of a parliamentary project to make finance lessons obligatory in English primary and secondary schools, for which the State is currently revising the curriculum.

In a Merton primary school, different activities are set up to deal with financial topics rather than formal lessons. For example, children may discuss financial problems in groups and then formalise their solutions with a video script, thus learning other skills as well. The financial lessons taught in that school are part of a scheme called “What Money Means”, which is supported by a charity and a bank, and implemented in many schools in England. It aims at explaining to children that consuming is necessarily linked to working and earning, and that money doesn't come out automatically from a cash dispenser. **(152 words)**

Exam Paper page 143 / La lettre

Dear Sir,

I'm a sixth-form student at Wellesley Sixth Form College, Birmingham, taking Mathematics and Biology. I write to fully support your proposal for introducing financial education at school and college.

I'm very worried about money. As I plan to study science at Birmingham University after obtaining my A levels, I will have to apply for a student loan to cover my fees and expenses. Year after year, until I complete my degree and land a job, I will have to manage an enormous debt, which I find very scary. I have never been in debt or managed any substantial amount of money before. My parents give me some pocket money from time to time, and I've saved a little of my baby-sitting money. That's the only experience I've had with money. I feel totally unprepared to deal with a large sum of money, let alone to budget or prepare a repayment plan. I'd like to know more about the mechanics of interest rates, the different types of investment and the tax system. These topics could be easily covered at school, and even pursued at college.

I hope that you will succeed in making financial education compulsory so young people can become more responsible with money.

Yours faithfully,

(Name)

Exam Paper page 143 / Expression écrite

Learning to manage money is an essential skill to acquire early on in your life, to be able to make sensible choices. Some of the possible sources of financial knowledge are families, the media and schools. I will argue that schools are the best institutions to teach young people the basics of financial management and help them develop lifelong skills.

Families can educate and motivate children to manage money sensibly to a certain extent. Setting goals, saving for a particular toy for example, helps children learn the value of money. However, class culture and income levels as well as parents' own attitude towards money may affect the way issues about spending and saving are addressed in families. Not all families are good models for children.

The media may also educate us in personal finance. Newspapers, television and the Internet explain current financial news and offer information on best savings rates and point out financial products that are worth investigating. However, the messages can be contradictory, and often mix information with advertising to encourage people to spend.

For these reasons, personal finance education in schools is vital. A child will learn lifelong skills about managing money, and more importantly will learn to take financial decisions rationally, by distinguishing between wants and needs, establishing budgets and setting goals. **(216 words)**

Unit 15 • Risk Management

Writing page 147

Fatalism, I suppose, is the most common posture. Nothing can be done. Who are we anyway to think that we can be stronger than Nature? And yet we can probably do something about it, although we cannot stop it from happening by building housing with non-collapsing techniques.

Anxiety and other negative emotions may cause feelings of paralysis and inability to endure. I can imagine that people who went through this kind of experience would be traumatised and refuse to envisage the accident

could happen again. Yet it seems rather absurd to overlook the reality of possible earthquakes in regions where the risk is known.

Distrust of authorities seems inevitable. Politicians should spot the real dangers and needs of the people. And yet governments seem irresponsible. Corruption, greed and selfishness too often produce vulnerable cities and buildings.

To conclude, I think that there are ways of reducing damage and preventing death if we work hard on preparedness. **(156 words)**

Exam Paper page 153 / Le compte rendu

Après un incident survenu dans une entreprise l'attitude est de ne plus vouloir s'en occuper. Ce n'est cependant pas la posture à adopter pour qui a la responsabilité d'une entreprise. Alors quoi faire ? Un travail d'investigation « post mortem », après coup, s'impose. Les circonstances de l'incident doivent être répertoriées en détail afin de penser, se préparer et agir en conséquence si un incident comparable devait se reproduire. La prévention et la préparation ne sont cependant pas des garanties du succès de l'opération mais elles sont indispensables et nécessitent le concours de tous à un moment donné. **(98 mots)**

Exam Paper page 153 / La lettre

Dear colleagues,

Post mortems can be extremely emotional.

I would like to minimise emotional reactions and yet consider what happened very seriously with you all. I need your help and contributions to avoid that happening again.

I first need to have a serious investigation carried out into all the details of the incident. A team will be appointed to ask you questions and a full report will be sent to you afterwards that you will be free to correct or change if necessary. I will appoint an incident coordinator and create a risk management department too.

We need to be prepared in case of other similar incidents. Training might be useful. Once the risk is clearly identified we will have to use a warning system that we all can easily recognise. Then of course we will have to adopt more accurate prevention and detection process in order to be able to anticipate. The first answers to the problems probably entail more personnel, more education, and better tools.

I thank you for your attention and involvement.

Best regards,

The CEO.

Exam Paper / Expression écrite

If the incident concerns services being hacked, the company may just have to change codes and erase bad programs but it still tarnishes the company's reputation. It may entail a loss of trust on the part of clients, leading to loss of business.

If corporate documents are illegally copied the risk is even bigger: the fraud can cause great damage to the brand. This happened to a French car company after some projects were stolen.

When files are deleted, you may be able to recover them. When files have been copied, however, there's a possibility that intellectual property has been stolen, which is difficult to detect. **(106 words)**

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