



# 9 Employees

## Learning objectives in this unit

- Talking about changing jobs
- Talking about ways of keeping staff
- Negotiating solutions
- Making and responding to quick requests
- Using first and second conditionals for negotiating solutions

## Case study

- Negotiating a repatriation package

## Starting point

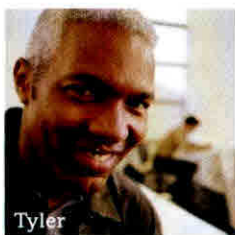
- 1 Why do people change jobs or careers?
- 2 What would encourage you to stay in a particular job or career?

## Working with words | Changing jobs | Keeping staff

**1** 34▶ Listen to three people talking about their experience of changing jobs or careers and answer questions 1–3.

1 Answer these questions for each speaker.

- a What was their job and what is their job now?
- b What reasons do they give for changing jobs?
- c How did they go about getting a new job?
- d What other options could they have considered?



Tyler



Fabia



Karl

2 What do you think each speaker has learnt from the experience?

3 Tell a partner about a job change you have made. Why did you make it? How did you go about it?

**2** Find these pairs of phrases in audio script 34▶ on page 157. Explain the difference in meaning between the phrases in each pair.

- 1 taking early retirement / made redundant
- 2 temporary secondment / relocation
- 3 being unemployed / laid off
- 4 a sideways move / a change of direction
- 5 transferable skills / update my skills
- 6 a glass ceiling / opportunity for advancement
- 7 corporate culture / rules and red tape
- 8 personal development / training

**3** Choose a phrase from each pair in 2 and think of a question to ask your partner. Then take turns to ask and answer your questions.

*Example: Do you plan to take early retirement?*

**4 Read the interview with Ian Dickson, European HR Director for Tesco based in Prague, and answer questions 1–3.**

- 1 What is Ian's main message?
- 2 What steps has the company taken to keep staff and reduce the number leaving the company?
- 3 Would you like to see these ideas implemented in your company? Why or why not?

**What's your view on dealing with staff turnover?**

I think you can tell quite a lot about a company by its **staff turnover**. If it's very high, it's probably a sign that the company's approach to **staff development** and retention isn't working well – and people believe they have to move to **get on**. As a leading retailer, with ambitious growth plans, we give a lot of attention to this area. We **invest** heavily in internal development programmes because we strongly believe we have talent and potential within our own

workforce. If we can tap into this, it becomes our most effective way of **resourcing** for the future.

**What opportunities do you provide for staff?**

Wherever possible, when we have a **key vacancy**, we fill it by **redeploying** staff or **promoting** them – this is the case at all levels from departmental managers in our stores to director positions. We believe in promoting people on their **ability**, and with so many opportunities for advancement, there's a lot of **job mobility**.

**Are there any other ways you try to retain staff?**

A critical factor is how we communicate the many ways staff can develop with us. We celebrate success locally and corporately as internal people are **appointed** to key positions or successfully complete development programmes. This helps develop a culture of opportunities that stops staff from going elsewhere. It's very expensive to keep employing new people – that's a real cost – whereas, we see our internal development programmes and appointments as an investment.



**Ian Dickson**, European HR Director for Tesco

**5 Match the words / phrases in bold in the interview to these definitions.**

- 1 keep rather than lose something: retain
- 2 an essential job that a company is looking for someone to do: \_\_\_\_\_
- 3 spend money on something you think is useful: \_\_\_\_\_
- 4 providing something that's needed: \_\_\_\_\_
- 5 choose someone for a job: \_\_\_\_\_
- 6 be able to move easily from one job to another: \_\_\_\_\_
- 7 move someone to a more senior job: \_\_\_\_\_
- 8 move someone to a different job: \_\_\_\_\_
- 9 the rate at which people leave a company and are replaced by others: \_\_\_\_\_
- 10 the way in which companies help workers get better at their jobs: \_\_\_\_\_
- 11 be successful in your career: \_\_\_\_\_
- 12 level of skill: \_\_\_\_\_

**6 Work with a partner. You have been asked to write a 50-word policy statement for your company about retaining staff. Use as many of the words / phrases in 5 as possible.**

» For more exercises, go to **Practice file 9** on page 118.

**7 Work in small groups and discuss the statements below, using as many words / phrases as possible from 2 and 5. Then present your views to the rest of the class, giving examples from your own experience as appropriate.**

- 1 It is better to persuade people over 55 to take early retirement than to make people redundant based on the length of time in the company.
- 2 It is better to redeploy staff or promote internally than to appoint outside candidates.
- 3 Opportunities for advancement and personal development at work lead to greater job satisfaction than a rise in pay.

## Context

Dermot and Johanna are leaders of two different teams in a financial services company. They have been given the task of creating a third team from their existing staff to set up a new branch in another country.

## Meetings | Negotiating solutions



NOTES FROM MEETING WITH  
DERMOT - TEAM FOR PROJECT VERDI

- Two people to be transferred from my team.
- Brett will do the trainees' work if necessary.
- Timo (trainee) will join the new team.
- Sabrina - good, has international experience.

Deadline from HR: team to be decided by next Monday.

## Tip | What

Use **What** at the beginning of a statement to emphasize what you're going to say.

**What I propose is ... / What I suggest is ...** (rather than *I propose or I suggest*).

**1 35▶** Read the *Context*. Listen to the first part of the meeting Johanna had with Dermot. Who put forward these proposals? Which one did they decide on?

- 1 Identify the most capable workers and send them.
- 2 Select three people from each team, based on their individual strengths.
- 3 Take on two contract workers and use just four internal staff.

**2 35▶** Match 1–7 to a–g to make phrases. Then listen again and check.

- 1 What we need ... \_\_\_\_
  - 2 The areas we need ... \_\_\_\_
  - 3 If we did that, ... \_\_\_\_
  - 4 How about we look ... \_\_\_\_
  - 5 Supposing we stretch the budget a little, ... \_\_\_\_
  - 6 If we only have four experienced staff in the new team, ... \_\_\_\_
  - 7 I'm happy ... \_\_\_\_
- a we'd end up with two weaker teams ...  
b to discuss are ...  
c to decide on today is ...  
d with that.  
e why don't we take on two contract workers ...?  
f at our team members' individual strengths?  
g we won't lose our best workers.

**3 36▶** Listen to the second part of the meeting. Johanna and Dermot are now negotiating the new team. Correct the notes Johanna made at the meeting.

**4 36▶** Listen again and complete these phrases.

- 1 Let's \_\_\_\_\_ the situation.
- 2 I \_\_\_\_\_ you three, but \_\_\_\_\_ three from your team to
- 3 If you \_\_\_\_\_ Brett, I \_\_\_\_\_ Jamie, Pascal and Timo from my team.
- 4 I \_\_\_\_\_ Brett to be on the team, \_\_\_\_\_ replace one of the trainees with ...
- 5 \_\_\_\_\_ this list to HR before Friday, we \_\_\_\_\_ sending anyone.
- 6 So, \_\_\_\_\_: if I send Brett ..., you'll send Sabrina ...
- 7 I \_\_\_\_\_ that.

» For more exercises, go to **Practice file 9** on page 118.

**5 Work with a partner. Read this information.**

A major new client has been acquired and your employer needs you to help with some training. Unfortunately this coincides with a family holiday you have booked.

**Employer:** Decide why you need this employee for the training at this time. What alternatives can you offer?

**Employee:** What alternatives can you offer your employer so you don't have to cancel your holiday?

- Structure how the negotiation could proceed and what phrases both parties could use. Use these headings (the headings can be used more than once).
  - Outline the points for discussion
  - Put forward a proposal
  - State a consequence
  - Bargain
  - Reach an agreement
  - Summarize the situation
- Choose to be the employer or employee. Carry out the negotiation, using your negotiation structure from 1 and the phrases in *Key expressions*.

**6 Work in groups of four.**

- Pair A, turn to File 04 on page 136. Pair B, turn to File 21 on page 142. Read the information and prepare for the negotiation.
- When you are ready, carry out the negotiation. Report the results to the class.

 » Interactive Workbook »  Email

**Key expressions**

**Outlining points for discussion**

What we need to decide on today is ...  
 The areas we need to discuss are ...  
 Let's look at what our options are.

**Putting forward proposals**

One option would be to ...  
 How about we ...?  
 What I propose is ...  
 Let's keep our options open ...  
 Supposing we ..., why don't we ...?

**Stating consequences**

We'd ..., if we did that.  
 That'll solve the problem.  
 It just wouldn't work if ...  
 Unless we ..., we won't ...

**Bargaining**



I could offer ..., but I'd expect ...  
 If you guaranteed ..., I'd let you have ...  
 I'll be happy ... provided you ...

**Reaching agreement**

I'm happy with that.  
 I can live with that.  
 That sounds like a plan / deal.

**Summarizing the situation**

Let's just summarize the situation.  
 So (who) have we got so far?  
 So, a quick recap ...

 » Interactive Workbook »  Phrasebank

**Practically speaking | Making and responding to quick requests**

- 37▶ Listen to six short conversations. What help does the first speaker want in each conversation? Does the second speaker agree to help?**
- 37▶ Listen again. What does the second speaker say in response to each of these requests? How does the first speaker reply when the response is negative?**
  - Do you have a minute?
  - Could you just have a quick look at my computer?
  - Would you mind checking ...?
  - Excuse me, am I disturbing you?
  - Could you spare a few minutes?
  - Can you give me a hand with ...?
- Which of the requests in 2 are more formal (M) or less formal (L)?**
- Read these situations and have short conversations with a partner. Decide who you might be speaking to (e.g. your manager, a friend) and choose the appropriate level of formality. Refer to the *Useful phrases* on pages 134–135.**
  - You need a client's email address.
  - You need confirmation whether a business trip is taking place.
  - You need help opening an email attachment.
  - You need ideas for a retirement present for your boss.
  - You want to swap shifts.
  - You need to make an appointment for an appraisal.

## Language at work | First and second conditionals

### 1 Read these extracts from audio 35▶ and 36▶ and answer questions 1–4.

- If I **send** Brett, Lena and Marlon, you'll **send** Sabrina, Jamie and Pascale.
- We can't do that. If I **transferred** four people, I'd only **have** three left!
- If we only **have** four experienced staff ..., we **won't lose** our best workers.
- If you **guaranteed** Brett, I'd **let** you have Jamie ...

1 In which extracts does the speaker think that this is

- an idea / situation that is a real possibility in the future? \_\_\_\_
- a less realistic or imaginary idea / situation? \_\_\_\_

2 Which conditional is used in each case?

3 What verb forms are used in each conditional?

4 How does the use of *might* instead of *will*, and *might* or *could* instead of *would*, affect the meaning?

» For more information and exercises, go to Practice file 9 on page 119.

### 2 Work with a partner. Take turns to react to these ideas. Use a first and second conditional sentence for each situation.

*Example: A I'm thinking of giving up my job and running a farm.*

*B That's a great idea. If you **move** to the country, you'll **feel** less stressed.  
That's ridiculous. You **wouldn't have** any money if you **gave up** your job.*

- having a complete career change
- relocating to another continent
- your company reducing the retirement age to 50
- HR asking all staff to work on Saturday once a month
- your team leader asking everyone to share office space

### 3 Read these extracts from audio 35▶ and 36▶. Match the linking words in bold meanings 1–4.

- I'll be happy for Brett to be on the team, **provided** you replace one of the trainees
- Unless** we get this list to HR before Friday, we won't be sending anyone.
- We can't send all our best people **in case** we need them here.
- Supposing** we stretch the budget a little, why don't we take on two contract workers?

- 1 if not \_\_\_\_\_
- 2 if and only if \_\_\_\_\_
- 3 just imagine \_\_\_\_\_
- 4 because something might happen \_\_\_\_\_

» For more information and exercises, go to Practice file 9 on page 119.

### 4 Work with a partner. Take turns to complete these sentences using the words in *italics* and your own ideas.

- 1 I can probably get you a better discount *provided* ...
- 2 We can't give you a guaranteed delivery time *unless* ... / *in case* ...
- 3 *Supposing* I agree to an extra 14 days' credit ...
- 4 *Unless* / *Provided* that you take out a year's subscription ...
- 5 We offer free customer support *in case* ... / *as long as* ...
- 6 *Supposing* I finished those sales figures for you ...

### 5 Work with a partner. Turn to File 20 on page 142.

- 1 Read the information. Work together to think of arguments that both the manager and employee could make.
- 2 Choose to be the manager or employee. Have a discussion and try to reach an agreement.

## Tip | Negotiating

Use the first conditional to make a definite offer or a realistic suggestion.

*If you **agree** to a six-month contract, we'll **reduce** the monthly service charge.*

Use the second conditional to make a less definite offer or to suggest an idea is unrealistic.

*If you **increased** your order, we'd **consider** giving you a discount.*

## Negotiating a repatriation package

### Background

## Relocation and repatriation

GMAC Global Relocation Services is a worldwide organization with contacts in more than 110 countries. One area it specializes in is offering 'on-the-ground' support for employees who are assigned to another country. Due to the vast amount of experience gained through working with a cross section of international companies, Global Relocation Services also offers a consultancy service. It advises and supports clients on cost-effective relocation benefits and repatriation packages.

**38▶** Listen to this interview with Maria from GMAC who highlights a recurring situation companies are confronted with when repatriating their staff.

### Discussion

- 1 What are the advantages and disadvantages for companies in developing countries of sending personnel on projects abroad?
- 2 What might be the most difficult changes that employees encounter when returning to their home country?
- 3 Would you accept the challenge of deployment abroad if your company offered it to you? If so, where would you be prepared to go, and what sort of relocation package would you expect?

### Task

- 1 Read this information.

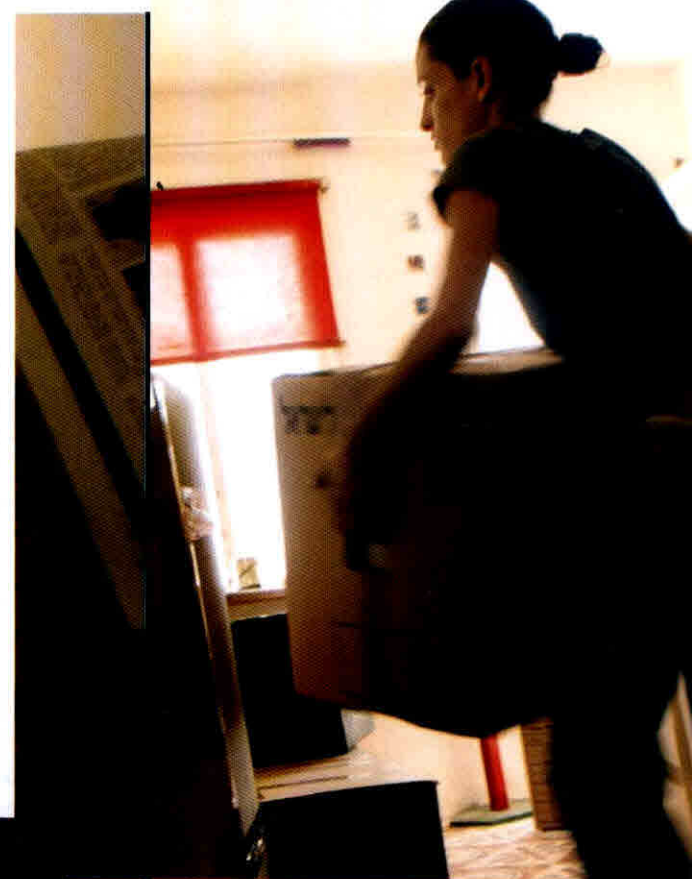
A company has deployed a team of employees to another country for three years to oversee procedures after a takeover. The project has run smoothly and it is time to come home. While the employees were there, they experienced not only a completely different culture but a much higher standard of living compared to that of their native country. The company is keen to keep these highly-skilled employees in their workforce and needs to decide how to make returning home more attractive. A list of incentives / perks has been drawn up, which are open to discussion.

- 2 Work in two groups. Group A, turn to File 17 on page 141. Group B, turn to File 39 on page 147.
  - 1 Read the information in the table and do tasks 1–3.
  - 2 Work with a partner (one HR Manager and one Team Leader). Carry out the negotiation and try to reach some useful compromises to satisfy both parties.
  - 3 After you have completed the negotiation, look at the decisions made and add up the points.
  - 4 Report the results of the negotiation to the class.

## The Expert View

International assignments are crucial for both organizations and individuals. For organizations, the investment in international mobility is high. Recent research shows that costs are twice as high as for domestic managers – and there's a lot at stake in terms of realizing organizational aims such as global coordination, finding the right skill set for vital work abroad, or the development of global managers. Individuals should think about what skills, knowledge and networks they can develop by working abroad, and how they can use these when they return. They need to make sure that they gain an adequate position with good career prospects when they move to the next (or home) location.

Dr Michael Dickmann, Senior Lecturer in Organization Studies  
Cranfield School of Management



## File 01 | Unit 1

Case study, Task, page 11

**Name:** Silent Systems

**Product:** cabinets for servers / audio / technical equipment

**Information for your networking colleagues:**

Cabinets reduce the noise and keep equipment cool. They can be positioned in the office, avoiding the need for a purpose-built computer room.

We provide demonstrations, customized units and value for money. Recent clients include government agencies and several multinationals.

**Current activities:** breaking into the US market

**Name:** Languages Today

**Product:** translation, interpreting and proofreading services

**Information for your networking colleagues:**

150 languages can be translated and interpreted at this agency by linguists around the world. Specialist / technical subjects can also be translated.

**Current activities:** setting up a database of clients and translators; producing specialist glossaries for key clients

**Name:** Sitemagic.com

**Product:** all-in-one website design for small- to medium-sized businesses

**Information for your networking colleagues:**

Provide a website, domain registration and email at very reasonable prices. We can start your website after one phone call.

**Current activities:** expanding to fifteen staff and moving to new premises; offering websites in other languages

**Name:** Reisinger & Taylor

**Product:** independent corporate caterer

**Information for your networking colleagues:**

Provide catering for offices, schools and colleges – USP = fresh ingredients. We offer value for money and a large distribution network. No company is too small.

**Current activities:** expansion into more regions; new events catering service; special banquet service available

## File 02 | Unit 2

Practically speaking, Exercise 2, page 15

- 1 You meet a client by chance at the theatre during the interval. The bell for the second half has just rung.
- 2 You meet your old manager at your child's football match. You have a lot of friends there so you don't really want to talk to him / her for long.
- 3 You're at a conference and have been talking to an acquaintance for five minutes. You've run out of small talk topics.
- 4 You're just leaving your friend's birthday party. It's been a long day and you want to get home. You bump into a colleague who's just arrived and wants to chat.

## File 03 | Unit 3

Language at work, Exercise 3, page 22

Student A

- 1 Your colleague is in a project team which is converting an old building to provide new company premises. Ask how the project is going. As your colleague is speaking, comment on what he / she says and ask additional questions.
- 2 Your company is building a new warehouse and office complex. Update your colleague, using these prompts and / or your own ideas. Use *already* and *yet* and appropriate time expressions.
  - finish the main building work
  - have problems with some of the suppliers
  - not install the IT system
  - not complete electrical wiring
  - reschedule the opening date

## File 04 | Unit 9

Business communication skills, Exercise 6, page 57

Pair A: Managers

Your company is finding it difficult to keep staff – apparently your competitor has better working conditions. Two members of staff have recently told you that they are thinking of leaving. Hold a meeting with them to discuss working conditions. Find out what they want. Then decide what you can offer them and what you are willing to compromise on. Likely areas of discussion are

- flexible hours / home working
- better travel expenses
- more perks: fitness club membership, lunch vouchers, new computer
- increased salary (this should be no higher than 1% more than inflation)
- less bureaucracy in the job
- more training for future promotion.

You will lead the discussion. Make sure that you outline the situation, put forward proposals, state the consequences of these, bargain as necessary, and summarize your progress.

## File 17 | Unit 9

Case study, Task, Exercise 2, page 59

### Group A Team Leaders

Look at the proposed incentives and possible consequences. Think of an alternative proposal for each incentive (based on the original idea), which could be a realistic compromise if you need it.

Proposed incentives / perks	Consequences of this	Alternative / amended idea
Overtime is paid at double time	To give incentive for extra work and show appreciation for extra work	e.g. Overtime is paid at time and a half
Costs of children's schooling at the private International School covered	To allow children to continue level of education they've been used to	e.g. 60–80% of cost is covered by company
Interest-free loan for living costs, e.g. deposit for a house or car	To ensure employee can continue to live at the same standard as when abroad	e.g. Loan at favourable interest rates (2%)
1 month assimilation time before going back to full-time work	To make employee feel more confident in fitting back into old lifestyle and job	
Job promotion on return	To show that experience gained during deployment is recognized and valued (will encourage more good workers to return to their country)	

2 Think of two extra proposals (plus the possible consequence) to suggest to the HR Manager.

3 Prioritize the three incentives you would really like to persuade your HR Manager to accept.

### Points system

While you negotiate, consider this scoring system.

3 points if you get the whole incentive without an alternative

1 point if you get some of the incentive – or agree on an alternative

0 points if the incentive is refused

## File 18 | Unit 7

Working with words, Exercise 5, page 43

You will have four letters: E or I, S or N, T or F, J or P. Find the corresponding four-letter combination opposite (the combinations are in alphabetical order.)

**ENFJs** care about people and seek peaceful relationships. They are expressive, warm and intuitive, and enjoy helping others develop their potential. They like to organize the world around them, and get things done.

**ENFPs** are excited by anything new – ideas, people, or activities. They have a deep concern for people, being especially interested in possibilities for people. They are energetic, enthusiastic, and lead spontaneous and adaptable lives.

**ENTJs** need to analyse and bring into logical order the outer world of events, people and things. They are natural leaders who like to plan. They are intuitive and can think in abstract terms.

**ENTPs** are excited by anything new – ideas, people or activities. They look for patterns and need to analyse, understand and know the nature of things. They are energetic, enthusiastic, and lead spontaneous and adaptable lives.

**ESFJs** care about people and seek peaceful relationships. They like to organize the world around them and get things done. They are pragmatic, take their work seriously and believe others should as well.

**ESFPs** are enthusiastic, and are excited by new activities and new relationships. They care about people and like to give practical help. They are energetic and adaptable, preferring to experience and accept life rather than judge or organize it.

**ESTJs** need to analyse and order the world of events, people and things. They work hard to complete tasks so they can move on to the next. They are pragmatic, take their work seriously and believe others should as well.

**ESTPs** are enthusiastic, and are excited by new activities and challenges. They are logical and analytical, with an innate sense of how things work. They are energetic and adaptable, preferring to experience and accept life rather than judge or organize it.

**INFJs** are interested in their inner world of possibilities. Insight is very important, and they care for people and relationships. They are interested in creative expression, spirituality and human development, and like to use their ideas to help people resolve things.

**INFPs** are caring and idealistic, both in relationships with people and in projects they see as important. They are skilled communicators, and like ideas that can develop human potential. They are adaptable and have concern for possibilities.

**INTJs** are interested in their inner world of possibilities. They think systemically and logically, and need to demonstrate competence in their areas of interest. They are insightful and will work hard to make their visions into realities.

**INTPs** want to make sense of the world and are creative. They are logical, analytical, and detached; they naturally question ideas. They don't need to control or order the outer world, and are very flexible and adaptable.

**ISFJs** feel responsible for doing what needs to be done. They are pragmatic. They are realistic and organized, and thorough in completing tasks. They are warm, caring and dependable; they take their work seriously and believe others should as well.

**ISFPs** care deeply for living things, and can be playful and adventurous. They are practical and prefer action to words. Their warmth and concern are generally not expressed openly. They are adaptable, realistic and spontaneous.

**ISTJs** feel responsible for doing what needs to be done. They are realistic, well-organized and thorough. Being logical pragmatists, they make decisions based on experience. They are committed to people and the organizations they work for; they take their work seriously and believe others should as well.

**ISTPs** are logical and realistic, and natural troubleshooters. They are quiet, analytical, and can appear detached and pragmatic. However, they like variety and excitement, and have a spontaneous, playful side.



# Information files | 19–26

## File 19 | Unit 8

Case study, Task, page 53

- By 2007, Russia will have 5% market share of software outsourcing revenue.
- More than 250 global companies are active in Russia-based offshore software development.
- Currently Russia ranks number three in the number of scientists and engineers per capita worldwide.
- There are approximately 250,000 IT professionals in the country.
- The number of newly-graduated IT specialists has risen by 11% this year.
- Scientific talent has attracted western companies to open development centres in Russia: Intel, Sun, Motorola, Siemens.

### Advantages of Russia vs Asia

- Russian business hours are in better sync with US and Europe.
- Russia is physically closer to US and Europe – more face-to-face interaction possible.
- Russia has closer cultural affinity with Europe and US.

## File 20 | Unit 9

Language at work, Exercise 5, page 58

### Student A

You are the manager in a small country office. Student B wants a temporary secondment for six months in a department in a large city office – to get wider experience (and to fill in for someone on maternity leave). Say 'no' to the request at first, but see if you can come to an agreement.

### Student B

You work for Student A in a small country office. You have the chance of a temporary secondment for six months in a large city office. This will help you get wider experience while replacing someone on maternity leave. You are prepared to make a lot of compromises to get Student A's agreement.

Talk about:

- A: The negative effects on the day-to-day running of office  
B: The positive effects in terms of learning new skills, etc.
- A: The staffing difficulties this would cause  
B: The solutions for the staffing problems
- A: The negative effects on B's ability to do the job when B returns  
B: The positive effects of the secondment in terms of personal development and experience
- A: The impracticality of a long transfer as opposed to a two-week secondment  
B: The impracticality of a two-week secondment as opposed to a long transfer
- A: The possibility of a salary reduction after the secondment  
B: The possibility of a salary increase after the secondment
- A: Other outcomes if the secondment was approved  
B: Other outcomes if the secondment was not approved

## File 21 | Unit 9

Business communication skills, Exercise 6, page 57

### Pair B: Employees

Your company is finding it difficult to keep staff – its competitor has better working conditions. You have spoken to your managers about leaving to join the competition. You don't really want to change jobs but the offer is very attractive. Your managers have invited you to a meeting to discuss whether they can improve working conditions. The areas that the competitor has made attractive to you are

- flexible hours / home working
- better travel expenses
- more perks: fitness club membership, lunch vouchers, new computer
- increased salary
- less bureaucracy in the job
- more training for future promotion.

Discuss these with your managers and see if they can improve your working conditions. Decide which points are important to you and what you want the company to offer. Be ready with some proposals and be prepared to bargain.

## File 22 | Unit 10

Language at work, Exercise 5, page 64

### Student A

- 1 Use the information in the table to answer your partner's questions. Say what you have been doing this week and what tasks you have / haven't done.

Ongoing this week	Done	Not done
Telephone insurance companies to get quotes.	Write business plan.	Contact solicitor about drawing up legal documents.
Research possible accounting systems.	Check availability of our proposed company name.	
Discuss website with local IT company.		

- 2 Use these prompts to ask questions about the progress your partner has made. What two tasks has your partner actually completed?
  - contact business adviser
  - think about business locations
  - make list of estate agents
  - find information about premises
  - look into transport
  - visit any locations

## File 39 | Unit 9

Case study, Task, Exercise 2, page 59

### Group B: HR Managers

- 1 Look at the proposed incentives and possible consequences. Think of an alternative proposal for each incentive (based on the original idea), which could be a realistic compromise if you need it.

Proposed incentives / perks	Consequences of this	Alternative / amended idea
Overtime is paid at double time	This puts you over budget and would have to be implemented for the whole company	e.g. Overtime is taken as time in lieu
Costs of children's schooling at the private International school covered	There's not enough money to pay for school fees for all employees on the project	e.g. Help children to get a scholarship for the International School (private tutor if necessary)
Interest free loan for living costs, e.g. deposit for a house or car	This would make a divide within the workforce – not fair for those who weren't chosen for the project abroad	Assistance for rehousing and / or loan for deposit for a house / car
1 month assimilation time before going back to full-time work	May give employee time to look around for another job	
Job promotion on return	This is difficult to implement as there may not be a position available	

- 2 Think of two extra proposals (plus the possible consequence) to suggest to the Team Leaders.
- 3 Prioritize the three incentives you would really like to persuade your team leader to accept.

### Points system

While you negotiate, consider this scoring system.

- 2 points if you get agreement on an alternative
- 1 point if you agree on the whole incentive
- 0 points if you completely refuse the incentive

## File 40 | Unit 14

Case study, Task, page 89

### Student B

In theory everyone has been trained up who needs to be trained. There was no regular training as there was a lot of time between visits. PCR tried to check everyone was following in the training sessions and regularly took breaks for questions and to clarify misunderstandings – but everyone always said they understood. After the breaks PCR recapped and asked each trainee to run through a bit of the program they'd just covered. The trainees generally got it wrong or seemed confused. PCR are not sure where the problem lies but are sure there are still areas that aren't clear for the Malaysians.

## File 41 | Unit 2

Case study, Task, page 17

### Student D

#### WORKING CONDITIONS

The offices were given a good rating and the facilities are satisfactory. Improvements need to be made to working times and perks.

'I sometimes need the flexibility to work from home and look after my children.'

'One major reason my colleague left her job recently was because she needed somewhere with flexitime, to fit in with her family commitments – I agree with this.'

'Extra provisions for women returning to work after having a baby would be nice.'

'Pay is fair (but not great) but I'd like to see some more benefits, which would compensate for the salaries.'

'We must be the only subsidiary which doesn't offer its staff discounted products!'

'Our subsidiaries in other countries provide private health insurance. How can it be possible for them and not for us?'

## File 42 | Unit 3

Language at work, Exercise 3, page 22

### Student B

- 1 You are in a project team which is converting an old building to provide new company premises. Update your colleague, using these prompts and / or your own ideas. Use *already* and *yet* and appropriate time expressions.
  - finish the first floor building work
  - have delays caused by plumbing contractors
  - not complete the second floor adaptations
  - postpone date for roofing work
  - find good decorating firm
- 2 Your colleague is involved in the building of a new warehouse and office complex. Ask how the project is going. As your colleague is speaking, comment on what he / she says and ask additional questions.

lot of advantages for the companies – they have 24/7 productivity, and with the extra staff, they can be much more flexible and responsive, and they can get through a higher volume of work. Personally, there are a lot of benefits for me. It's a dream job and it has certainly improved my quality of life. In the past, it was really difficult to get a well-paid job here in southern India, especially for a woman. It's not a rich part of the world. But the pay I get now is absolutely fantastic. Call centres are a growth industry in India – and working for a western company is a high-status job for Indian people. So if you perform well, you stand to make a lot of money, about the same as a junior doctor.

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### Part 1

**Director** Thank you all for coming this morning. As you know, we are looking into the possibility of outsourcing our IT department overseas. This is being done in order to cut costs and improve efficiency. I'd like to introduce you to Sanjit Kundu, from Business Initiatives Bangalore, who is here to tell us about Bangalore as a possible location for outsourcing. Sanjit ...

**Sanjit** Good morning, and thank you for inviting me to your headquarters. Today, I'd like to give you an overview of the business potential and possibilities of Bangalore as a location for outsourcing. As you probably know, Bangalore is situated in central southern India – it's the capital of the state of Karnataka.

So, to begin with, let's look at some general facts about the area. What does Bangalore have to offer in business terms? Well, statistics show that 10,000 companies are based in the region, and a population of nearly seven million people ensures that there is a buoyant labour market. How well qualified is the workforce? Recent data illustrates the fact that Bangalore's educational institutions have been awarded international recognition as a result of the quality of graduates being produced – from the Indian Institute of Science, for example. In fact, due to the dominance of a highly-educated workforce, Bangalore is becoming the fastest growing city in Asia and has earned the nickname 'India's Silicon Valley' ...

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### Part 2

**Sanjit** ... I've briefly looked at the background, so let's move on to some business facts. You will notice on this chart the breakdown of traditional industries, such as engineering, in relation to the emergence of IT companies. Bangalore has a strong tradition of attracting engineering companies to the region as a result of its engineering colleges. A knock-on effect

of this has been the establishment not only of government-run companies such as Hindustan Machine Tools, but also companies from the private sector. A subsidiary of the German Robert Bosch group has been present in this region for several years. What's more important and exciting for our potential investors is the new emerging economy focusing on IT. As I mentioned earlier, this has earned us the name 'India's Silicon Valley' and it is easy to see why. IT is booming.

Let's turn our attention to some specific facts on the IT sector. Looking at this slide, we can see it is expected that Indian IT services will continue to grow by 25–28% annually, and Bangalore accounts for about one-third of India's software exports. And have a look at these figures: more than 1,500 software and outsourcing companies – 512 of them multinationals – have offices in Bangalore, employing over 170,000 workers. In the first four months of this year alone, 64 new offices were opened in the city. Subsequently, nearly 1,000 new staff are being taken on every month. The job market is being fuelled by the tens of thousands of students in the area, many of them graduating from the Institute of Science, which I referred to earlier – and many of them specializing in IT-related subjects. A further point to mention is that a new sector of the job market is being opened up, offering opportunities for women employees – 25% of the workforce in software companies here is now female. The effect of this is more financial independence and greater freedom for them to pursue a career ...

... Before I go today, I'd like to leave you with some ... er ... some food for thought. Investment in Bangalore has resulted in dramatic, positive lifestyle changes for its people. Their futures are being secured and their quality of life has been improved threefold. By investing in our region, you will not only have the advantage of obtaining highly-skilled employees with a strong work ethic, but you will also ensure that our skilled workforce remains within India. Surely a win-win situation for us all.

33

1

- A Sorry I'm late, I got held up in traffic.
- B It doesn't matter. We've only just started.

2

- A I do apologize for the mix-up with your order – our ordering system crashed.
- B That's all right. I understand the problem.

3

- A I'm afraid I haven't prepared for this meeting – I've been really busy today.
- B Don't worry about it. It's the same for me.

4

- A We've finished all the coffee. Sorry about that.
- B That's OK – I'll have some water. Don't worry about it.

5

- A I'm really sorry about the mistake. I don't know how it happened, but it's my responsibility.
- B Never mind. These things happen.

6

- A I'm sorry that I wasn't here when you called earlier.
- B No problem. I spoke to your colleague, Anna – she was able to help me.

## Unit 9

34

1

**Tyler** I left high school at 16 ... with no qualifications ... so my career prospects were not good ... but I got a job at the local automobile factory, working shifts on a production line. The work was kind of monotonous – but I had job security and the money was good. I'd worked there for almost thirty years when I was **made redundant** ... the company got taken over, and just like that they decided to downsize and shut the factory down. You can imagine ... in a small town like ours, when you get that many men **laid off** all at once because there's no work for them, there's no chance of finding another job. I'd lived there all my life so **relocation** to a new place was not an option. I had some redundancy money, and I went for retraining, first on a short computer course to **update my skills** and increase my employability, then a two-year course in programming. And because of my background, I ended up as an IT consultant to manufacturing companies. So it was a complete career change, but I don't regret it. It was a whole lot better than **being unemployed**, and having no job to go to, or just **taking early retirement**.

2

**Fabia** I worked for a multinational insurance company in Lausanne for six or seven years. The salary was good but there wasn't a lot of **opportunity for advancement** ... I was beginning to feel dissatisfied. And I ... I didn't feel particularly valued by the management ... I felt expendable ... like a commodity really ... I was working really long hours for little recognition. I could have made a **sideways move**, I suppose, but I decided to opt for self-employment. We moved to Geneva, where I set up my own recruitment agency – finding staff for insurance