

BUSINESS ENGLISH

PRE-INTERMEDIATE

sedacollegeonline.com.br



SEDA
College
Online



Development of Content

Lydia O'Donnell

Academic Director

Juliana Peixoto Rocha

Graphic Design

Eduardo Barletta

1st Edition - 2021

4 Unit 1: Careers and Companies

Vocabulary: career plans, social networking, companies

Grammar: present simple and present continuous, modals

12 Unit 2: Selling

Vocabulary: shopping, making sales, negotiation, saying “no”

Grammar: modals 2 (need to, have to, should, must)

19 Unit 3: Marketing

Vocabulary: Marketing Mix, Advertising

Grammar: Questions

24 Unit 4: Planning

Vocabulary: Interrupting and clarifying, Making plans, Importance of planning, International conference calls

Grammar: Future, Time clauses

33 Unit 5: Conflict and Managing People

Vocabulary: Management and Motivation, Conflict, People Management

Grammar: Conditionals, Reported speech, Present perfect

41 Unit 6: Stress

Vocabulary: Stressful situations, Dealing with stress

Grammar: Past simple and Past continuous, Passives



Unit 1: Careers and Companies

Objectives

Vocabulary: career plans, social networking, companies

Grammar: present simple and present continuous, modals

>> Reading

In the following text, adapted from The Telegraph, the author talks about how your social media profiles can affect your career. Pay close attention to the main ideas and vocabulary.

Be Aware of you Online Image

by Andy Bloxham (adapted from the Telegraph)

Jobseekers have been warned that their Facebook profile could damage their employment prospects, after a study found that seven in 10 employers now research candidates online.

According to new figures released by Microsoft, checks on Facebook and Twitter are now as important in the job-selection process as a CV or interview.

The survey, which questioned human-resource managers at the top 100 companies in the UK, the US, Germany and France, found that 70 per cent admitted to rejecting a candidate because of their online behaviour.

But Human Resources (HR) bosses also said that a strong image online could actually help job hunters to land their dream job. Peter Cullen, of Microsoft, said: "Your online reputation is not something to be scared of, it's something to be proactively managed. These days, it's essential that web users cultivate the kind of online reputation

that they would want an employer to see."

Facebook missteps include drunken photographs, bad language and messages complaining about work.

Farhan Yasin, of online recruitment network Careerbuilder.co.uk, said: "Social networking is a great way to make connections with job opportunities and promote your personal brand across the Internet. People really need to make sure they are using this resource to their advantage, by conveying a professional image." But Mr Yasin cautioned job seekers to be aware of their online image even after landing the perfect job, after their own research found that 28 percent of employers had fired staff for content found on their social-networking profile. He added, "A huge number of employers have taken action against staff for writing negative comments about the company or another employee on their social-networking page."



>> Reading analysis questions

Select true or false.

- Having a bad social image can make you lose your job. **TRUE / FALSE**
- Most companies do not pay attention to your Facebook profile. **TRUE / FALSE**
- It is fine to stop taking care of your online reputation after getting the job.
TRUE / FALSE
- Drunken photographs, bad language, and complaining about work are examples of what not to do. **TRUE / FALSE**

>> Vocabulary #1

Based on the previous reading, complete the sentences with the words from the box.

Candidates	Behaviour	Manager	Connections	Reputation
------------	-----------	---------	-------------	------------

- HR fired him because of his bad _____.
- She got the job thanks to her excellent _____.
- These two are the best _____ for the job.
- If you have good _____, you will be able to find a job soon.
- The department _____ is the one making all the decisions.

>> Grammar #1: Present simple

Verb "to be"

Pronoun	Verb
I	Am
She, he, it	Is
They, We, You	Are



Regular verbs

Pronoun	Verb
I, you, we, they	Work
She, he, it	Work + s = Works

Uses

- Give information
- Talk about routine

Examples / practice exercises:

- She never **arrives** late for work.
- I **work** for Facebook.

>> Listening:

Listen to the following audio about a HR Director talking about his company.

Audioscript:

Good morning, everyone. Thanks for coming to my presentation. My name's Robert Pullin, I'm the Director of Human Resources at DCV Fashions. We were founded in Florence in 1990. Since then, we've expanded at a very fast rate and established our brand worldwide. We make and sell clothing and fashion accessories for the 18 to 30 age group. What's the key to our success? Well, I'd say there are three reasons we've grown so rapidly. We have a very talented team of young designers. Our distribution system is first class. And we're very creative when advertising and promoting our products. Our mission is to be a dynamic company, constantly changing but always leading fashion. Fun, youth, action, energy - this is what our brand is all about. Well, I hope you'll be interested to learn more about our company. Thanks very much for listening to my presentation. Are there any questions?

>> Listening analysis questions:

Listen to the audio and then complete the spaces with the verb in parentheses in Present Simple.

- a. I _____ (be) the Director of Human Resources at DCV Fashions.



- b. We _____ (make) and _____ (sell) clothing and fashion accessories.
 c. Our mission _____ (be) to be a dynamic company.
 d. Fun, youth, action, energy - this _____ (be) what our brand is all about.
 e. I _____ (hope) you'll be interested to learn more about our company.

>> Vocabulary #2

Complete the sentences with the words from the box.

Decide	Break	Ambitious	Climb	Opportunities
---------------	--------------	------------------	--------------	----------------------

- She is very _____ and hard-working.
- He always has many _____ to improve his career.
- Sometimes, it can be difficult to _____ the career ladder.
- They take a _____ every two hours to rest.
- You need to _____ on a career plan while you are still at university.

>> Grammar #2

Present continuous

Verb "to be" + -ing	
Pronoun	Verb
I	Am working
She, he, it	Is working
They, We, You	Are working

Uses:

- Plan for the future
- Talk about temporary situations



Examples / practice exercises:

- She **is staying** at my house for 2 days.
- What **are** you **doing** this weekend?

>> Grammar practice with new vocabulary:

Complete the blank space with the verb in present continuous. Pay attention to the new vocabulary about companies.

- I _____ to work for a multinational company in London and Paris.
- Google _____ its head office from California, US.
- Pharmaceutical companies _____ pills and vaccines everyday.
- Our manager _____ new employees next week.

>>Grammar #3**Modals**

Can	Could	Would
------------	--------------	--------------

Uses:

- Making an offer
- Making a request
- Describing an ability

Are these examples making an offer, making a request or describing an ability?

- **Can** I help you?
- **Would** you stay here, please?
- **Could** you send that email?
- I **can** speak English and Spanish.
- **Could** I speak to you for a minute?



>> Pronunciation:

Repeat the words aloud. The stressed syllable is the one **in bold**.

- Manager > **man**-a-ger
- Ambitious > am-**bi**-tious
- Behaviour > be-**hav**-iour
- Opportunity > op-por-**tu**-ni-ty
- Reputation > rep-u-**ta**-tion
- Candidate > **can**-di-date
- Connection > con-**nec**-tion

>> Quiz:

Part 1 - Please fill the gap with the correct form of the verb in brackets, in the simple present.

1. He _____ (work) with a wonderful manager at the new company.
2. They _____ (create) things to sell online.
3. When the office supplies _____ (arrive) they are placed in the supply closet after being counted.
4. She _____ (have) three businesses that she started all by herself.
5. The copy machine _____ (break) almost every Monday afternoon.

Part 2 - Please fill the gap with the correct form of the verb in brackets, in the present continuous.

1. _____ you _____ (work) this Saturday? The manager asked me to come to the office.
2. My colleague _____ (create) a new web platform for the company.
3. She _____ (work) on a new project with the marketing department.
4. He _____ (negative: plan) to leave the company because it has a great reputation.
5. They _____ (hire) the last candidate who did an interview.



Part 3 - Modal verbs and Vocabulary - Fill in the gap with the correct modal verb or vocabulary word.

1. _____ you show me how to schedule an email to send tomorrow morning?
2. _____ you wait here please while I get the manager?
3. We _____ start the employee training by having a cocktail party?
4. The company _____ consider providing better computers to their employees.
5. _____ it be ok if we invite our families to the company picnic?

>> Answer Key:

Part 1

1. works
2. create
3. arrive
4. has
5. breaks

Part 2

1. Are / working
2. is creating
3. is working
4. is not planning
5. are hiring

Part 3

1. Could
2. Would
3. could
4. should
5. Would



Unit 2: Selling

Objectives

Vocabulary: shopping, making sales, negotiation, saying “no”

Grammar: modals 2 (need to, have to, should, must)

>> Listening #1: Shopping

You will now listen to a person talking about their personal view on shopping. Pay attention to the new vocabulary.

Audioscript, one speaker, based on audio 1.31 of the book:

“I enjoy the experience of shopping - you know, being a customer, being made to feel special. I prefer specialist shops where service is more personal, where people remember you, know your name and can help you. I also like trying to get discounts when I’m shopping, actually getting a good bargain. I really enjoy looking and purchasing shoes.”

Look at the next two columns and match the word to its meaning:

- | | |
|-------------|--|
| 1. Customer | A. A thing bought or offered for sale, cheaper |
| 2. Discount | B. The action of buying something |
| 3. Purchase | C. A person who buys goods or services |
| 4. Bargain | D. To reduce the price of a product |

>> Vocabulary #1: Sales

Complete the sentences with the words from the box.

Manufacturer	Stock	Refund	Supplier	Distributor
--------------	-------	--------	----------	-------------

- The _____ brought the products early today.
- This _____ only uses recycled materials on its products.
- They have a new _____ for the fruit at that restaurant.
- I asked for a _____ when I didn’t receive my package.
- We don’t have these shoes in _____ anymore. Sorry!



>> Grammar:

Modals:

- Should / Should not (shouldn't)
 - Give advice
 - Make suggestions
- Have to / Need to
 - To say that something is necessary or important
- Don't have to / Don't need to
 - To say something is not necessary
- Must
 - Similarly to "have to", it is used to say something is necessary
- Must not (mustn't)
 - To say that something is not allowed

Examples

- You **should** follow all the company's rules.
- You **shouldn't** talk badly about your work on Facebook.
- I think you **have to** send that email today.
- I **need to** get a new job soon.
- Relax! You **don't have to** make a sale on your first day.
- You **don't need to** pay extra for that; it's already included.
- You **must** sound and appear confident.
- You **mustn't** sell alcohol to underage people.



>> Reading: Sales**The End of Solution Sales**

*by Brent Adamson, Matthew Dixon, and Nicholas Toman
Adapted from Harvard Business Review*

"In the past, sales representatives needed to know and understand their customers' problems and then sell them a solution. Nowadays, it is more difficult: possible consumers know their problems, have solutions, and can research the benefits of buying one specific service or product. Because of this, a new way of working had to be born; sales representatives now must change and create a new selling method based on the following:

1) Find the best customers who will be able to change and adapt to the challenges that happen inside and outside the company. Sellers should look for these clients because they will accept new services or products more easily.

2) Look for the people in the company that will make things happen. Sales representatives shouldn't try to sell their products to someone that is not going to work hard.

3) Teach clients how to buy. Sales people have to use their own experience to show customers what will happen after buying a product.

The world is always changing, and the Sales Industry is part of this change. Sales reps must not ignore this fact and stop selling solutions. They must start selling insights."

>> Grammar practice

Based on the previous reading, choose the correct modal from the box for each of the following sentences.

Shouldn't	Must	Have to	Must not	Needed to
------------------	-------------	----------------	-----------------	------------------

- In the past, sales representatives _____ know and understand their customers' problems.
- Sales representatives now _____ change and create a new selling method.
- Sales representatives _____ try to sell their products to someone that is not going to work hard.
- Sales people _____ use their own experience.
- Sales reps _____ ignore this fact and stop selling solutions.



>> Listening**Negotiation - Working across cultures****Saying "NO" politely**

Listening #2: You will listen to a speaker explaining how to politely say "no" in different countries. Pay attention to the audio and then choose if the sentence is True or False.

Audioscript, one speaker, based on audio 1.35 of the book:

"Let's talk about saying 'no' in different countries. Japanese people hate saying 'no'; they don't like any confrontation, really. So it's important to look at their non-verbal communication. They believe in harmony and think that turning down someone's request causes embarrassment. Indonesians can also communicate indirectly. They don't like to cause anyone embarrassment by giving a negative answer. In fact, Bahasa Indonesian has 12 ways of saying 'no' and also other ways of saying 'yes' when the real meaning is 'no'. The Chinese will often avoid saying 'no'. Silence in China can also imply that there are problems. Silence in the Arab world is quite common, however, and does not necessarily mean 'no'. The Arab world does not find silence difficult. However, saying 'no' in the wrong situations can have bad consequences."

1. In Japan, it is very important to focus on verbal communication. **TRUE / FALSE**
2. Bahasa Indonesian has 12 ways of saying 'yes'. **TRUE / FALSE**
3. In China, silence can mean there are problems. **TRUE / FALSE**
4. In the Arab world, silence usually means 'no'. **TRUE / FALSE**

>> Vocabulary #2: Complete the sentences with the words from the box.

Agreement	Warranty	Payment	Policy
------------------	-----------------	----------------	---------------

- We will send the food when we receive the _____.
- This new computer comes with a one-year _____.
- We hope we can reach an _____ today.
- I'm sorry, we can't deliver before receiving the payment; it's the company's _____.



>> Pronunciation:

- Discount > **dis**-count
- Refund > **re**-fund
- Purchase > **pur**-chase
- Bargain > **bar**-gain
- Manufacturer > man-u-**fac**-tur-er
- Supplier > sup-**pli**-er
- Distributor > dis-**trib**-u-tor
- Retailer > **re**-tail-er
- Delivery > de-**liv**-er-y
- Storage > **stor**-age
- Warranty > **war**-rant-y
- Agreement > a-**gree**-ment

>> Quiz:

Shopping

- Customer > We are happy to always help our **customers**.
- Discount > We can offer a **discount** to our loyal customers.
- Purchase > She wants to **purchase** a new computer.
- Bargain > This skirt is so cheap; it was a **bargain**.

Sales

- Return > I would like to **return** this shirt, it didn't fit.
- Retailer > This **retailer** sells all sorts of things.

Negotiation

- Delivery > We had to change the date for the **delivery**.
- Storage > Our **storage** is full right now, so we will deliver your products today.



>> Quiz Part 1

Please choose True or False.

1. A bargain is when you buy something at a regular price. **TRUE / FALSE**
2. Retailers sell all sorts of things online or in a physical shop. **TRUE / FALSE**
3. A refund is given when you return something to a retailer. **TRUE / FALSE**
4. Manufacturers always sell products at bargain prices. **TRUE / FALSE**
5. A warranty is a form of agreement between a customer and retailer at time of purchase. **TRUE / FALSE**
6. When doing business in Indonesia it is important to know how to say 'no' properly. **TRUE / FALSE**
7. Silence is very uncomfortable and indicates a 'no' in Arab countries. **TRUE / FALSE**
8. When doing business with Japanese people it is important to read non-verbal communication. **TRUE / FALSE**

>> Part 2

Grammar: Modals

1. People _____ study other cultures before working in international business to avoid problems.
2. International companies _____ follow the laws and regulations of each country they do business in.
3. Customers _____ shop around and do research to get the best prices nowadays.
4. Employees _____ (negative: must) break company rules or they could face consequences.
5. Negotiations _____ result in agreement for a business deal to happen.
6. _____ (negative: should) you ask for a refund? These clothes are damaged.



Unit 3: Marketing

Objectives

Vocabulary: Marketing Mix, Advertising

Grammar: Questions

>> Reading: Marketing Mix: The Four Ps of Marketing

Marketing Mix: Breaking Down the 4 Ps of Marketing

by Mollie Kuramoto
Adapted from Element Three

The Ps of marketing have been around since the '60s. All of these Ps make up what is called a marketing mix. Even though some people think this marketing mix is old and useless now, it can help companies grow; these 4 P's are:

- **Product:** this refers to the product or service offered to the customers. For example, McDonald's offers food to its consumers.
- **Place:** to understand this P, think of where people have to go to buy the product; it may be a phone app or website (Amazon is a good example) or even a store or restaurant.
- **Price:** this one is easy to understand as it refers to how much a customer has to pay for the product. Prices depend on the competition,

demand, production cost, etc.

- **Promotion:** the last P may be the most important one because it is the way a company gets the attention of new customers; without this, selling a product will be very difficult or even impossible. For instance, a company can create ads on Instagram so that people find them and decide to go and purchase this product.

But, why is the marketing mix so important? That's easy, the four P's are the foundation for marketing, which will help the entire team when working on selling a product or service with more confidence and clarity.

>> Reading Analysis

Based on the previous reading, choose if the sentence is true or false:

1. The four P's of marketing are a new idea. **TRUE / FALSE**
2. The marketing mix gives companies a good idea on how to sell their products.
TRUE / FALSE
3. When choosing a price, you have to know how much customers can pay for it.
TRUE / FALSE
4. If a product is really good, companies don't need to promote it. **TRUE / FALSE**



>> Vocabulary #1: Marketing Mix

Look at the next two columns; match the word to its meaning:

- | | |
|----------------|--|
| 1. Marketing | A. An underlying basis or principle |
| 2. Promotion | B. When two companies have the same goal, so they work hard to win |
| 3. Foundation | C. The action of promoting and selling products |
| 4. Demand | D. Any type of marketing communication used to inform consumers of a product |
| 5. Competition | E. The desire of consumers for a particular product |

>> Grammar:

Questions - Yes/No questions

Use an auxiliary verb (To be / To do / To have) before the subject.

- **Do** you trust this market-research survey?
- No, the sample size wasn't large enough.
- **Have** you finished the marketing report?
- Yes, I printed it out earlier.

Information questions (open-ended)

Use question words like what, why, where, when and how before the auxiliary verb.

- **When do** you want the sales figures?
- **How should** we promote it?
- **How many are** we expecting to sell?

>> Grammar Practice

Rearrange the following questions.

1. the marketing mix / is / so important / Why / ?
2. are / How / these shoes / much / ?



3. online / you / Do / buy / clothes / ?
4. What / this company's products / say about / you / can / ?
5. again / going to / the market / Is / crash / ?

>> Reading: Marketing

Small Business Marketing 101

*by Elizabeth Pritchett
Adapted from Forbes*

Branding, services, promotions, products, pricing, prints, blogs, advertising, research and social media -- all of this is marketing. With all the marketing options out there, it can be difficult for small businesses to know what to do. Here are some simple steps to help you market your small business:

1. Get organized. The first step is to make an organized plan: set a calendar and a to-do list, start with small goals, and make a good first impression.
2. Get a website. In today's technology-based world, the first thing a potential customer or employee does is Google your business. You need a website to show you're real and to offer information about your business.
3. Take advantage of social media. Let's face it, everyone is on social media these days. Create a profile on various platforms (Facebook, Instagram...), find influencers and promote your business.
4. Set up and claim your business online. Your business information will be on the Internet, so make sure it is attractive and correct.
5. Create local awareness and establish a network. Join chambers, business associations, community groups, etc. Find ways to get involved. Get your name out there while also being a good member of the community.
6. Offer coupons or free products/services. Create loyalty early on. A happy customer will come back and will tell their friends about you.
7. Advertise. You must get out there and tell people who you are, why your product or service is different from the competition and how to find you. In today's world of constant connectivity, you must make sure you're seen and heard. The most common reason that people do not buy your product is that they do not know about it yet.

>> Reading analysis:

Based on the previous reading, match the 7 steps to the next examples.

1. Get organised	2. Get a website	3. Use social media	4. Clean your online image	5. Participate in the community	6. Offer sales or free samples	7. Advertise
-------------------------	-------------------------	----------------------------	-----------------------------------	--	---------------------------------------	---------------------

Example:

- I Googled my business and discovered the phone number was wrong, so I had to fix it.
- I am printing new coupons this week to attract customers.
- I'm sorry, this business is new, we are still working on the website. It should be ready very soon.



- Do you have an Instagram profile? I would love to tag you in a picture wearing these boots.
- Alright, we have a good idea now. Why don't we start planning what we should do now?
- I have a good idea, what about participating in the local fair?
- It's official, our product will be in the Sunday newspaper next week. I'm so excited!

>> Vocabulary:

Complete the sentences with the words or phrases from the box.

Launch	Market	Sales target	Advertising
--------	--------	--------------	-------------

- Smaller banks are struggling to compete in an already saturated _____.
- How much did they spend on shampoo _____?
- After the product _____, the boots sold well.
- The new version of the jacket did not meet the _____.

>> Grammar Practice:

Correct the grammatical mistakes in these questions.

- What means market position?
- How much it cost?
- Why you don't sell it on eBay?
- When the cars must be recalled?
- Did you went to the farmers' market last week?
- Is coming your boss tomorrow?

>> Pronunciation:

- Marketing > **mar**-ket-ing
- Promotion > pro-**mo**-tion
- Foundation > foun-**da**-tion
- Demand > de-**mand**
- Competition > com-pe-**ti**-tion
- Advertising > ad-ver-**tis**-ing
- Launch > **launch**
- Target > **tar**-get



Unit 4: Planning

Objectives

Vocabulary: Interrupting and clarifying, Making plans, Importance of planning, International conference calls

Grammar: Future, Time clauses

>> Listening: Clarifying and Interrupting

Listen to a meeting in which members of a planning group discuss relocating their head office.

Audioscript adapted from audio 2.33 of the book. Two speakers.

A: We need to decide exactly when we're going to move. Any suggestions?

B: I think July would be the best time. It's very quiet then, isn't it?

A: You mean, we don't do too much business then.

B: Exactly. Our sales are always down that month, and some people are away on holiday. We could move all the office equipment at the weekend and...

A: Sorry. Could I just say something?

B: Go ahead.

A: I think we should take longer to move. A weekend's too short. In my opinion, we should do it department by department.

B: How do you mean exactly?

A: Well, each week a different department can move. That way, there would always be people here who could handle customer enquiries, phone calls and so on.

B: Hmm, I see what you mean.

Look at these extracts from the planning meeting. Decide whether the speaker was a) interrupting, or b) clarifying.

B: I think July would be the best time. It's very quiet then, isn't it?

A: You mean, we don't do too much business then.



A: Sorry. Could I just say something?

A: In my opinion, we should do it department by department.

B: How do you mean exactly?

>> Grammar:

Future

We use the **present continuous** for future arrangements.

- What are you doing next weekend?
- We're visiting our suppliers next week.
- Note: Do NOT use present continuous for future predictions.

We also use **"going to"** for arrangements, plans and intentions.

- What are you going to do next weekend?
- We're going to visit our suppliers next week.
- I'm going to talk to you today about my company.

Will is very often used for predictions.

- The forecast says that tomorrow **will be** warm and sunny.
- I don't think they **will complain**.
- She **won't like** what you've written about her.

Some verbs, like **anticipate, expect, look forward to, hope and plan**, automatically refer to the future. These verbs can be used in either the simple or continuous form.

- I **look forward** to seeing you soon.
- I **am looking forward** to seeing you soon.
- We **hope** to do better next year.
- We **are hoping** to do better next year.
- We **plan** to attract more foreign investment.
- We **are planning** to attract more foreign investment.



>> Practice exercises

The CEO of a large supermarket chain is talking to her managers about the group's future plans. Underline the plans that she mentions.

'Well, as you all know, **we are hoping that the World Cup spirit will get more customers** through our doors. **We are planning a wide range of activities** to capitalise on our football links and **are expecting to sell more televisions, food and drink**. **We are also going to sell official merchandise** before and during the tournament. We would like to get some big name endorsements and want to sell stickers and trading cards. Then **we are going to launch a digital site** to promote our association with football legends. **We are hoping to be the supermarket of choice** for our country's football fans.'

>> Vocabulary 1: Making plans

Connect the following words with its synonym.

- | | |
|--------------|---------------|
| 1. Estimate | A. Time limit |
| 2. Implement | B. Calculate |
| 3. Deadline | C. Prediction |
| 4. Schedule | D. Apply |
| 5. Forecast | E. Calendar |

>> Grammar Practice #2: Future

A salesperson is talking about the end-of-year bonus. Complete this conversation with the correct form of these verbs: hope, expect, and plan.

I'm _____ to get a bonus at the end of the year, but I haven't met all my sales targets, so I'm a little worried. My colleague Jan has met all her targets and she is _____ to get a good bonus. She is already _____ to go on an expensive holiday abroad and has got lots of travel brochures.



>> Reading: Importance of Planning

How Business Planning Leads to Better Management

by Tim Berry
Adapted from Entrepreneur

Planning is about managing resources and priorities in an organized way. Management is related to leadership and productivity. However, many business owners don't understand that good planning equals good management. Here are three steps to get you planning better:

1. Create a plan. Write down important details as bullet points, in tables, or in short explanations. Focus on what you're good at, what matters, which people are most important to you and what you can do for them.
2. Define success. Think about your business in the coming years and establish your long-term goals. After, get specific and set steps and

milestones. And remember, review your schedule and make changes as necessary.

3. Put it in motion. With your team, follow and analyse the numbers, the data, the information. This will help you develop a plan to make changes. That's management.

Managing your business successfully requires focusing attention on problems, helping people solve them, discussing and accepting mistakes, among others. This can all be accomplished when you have a plan.

Planning is management. Without planning, your management is at a real disadvantage.

>> Vocabulary 2: Planning and management

Match the words taken from the previous reading to their meanings.

- | | |
|-----------------|--|
| 1. Resources | A. An important event in the development of something, a small goal. |
| 2. Priorities | B. A thing that is more important than others. |
| 3. Milestones | C. An unfavorable condition or position. |
| 4. Leadership | D. The state or quality of being productive. |
| 5. Productivity | E. Money, materials, staff, and other that a person or business can use. |
| 6. Disadvantage | F. The action of leading a group of people or an organization. |



>> Grammar:

Time clauses

We often use **when** to introduce time clauses.

- She remembers **when** she first started her business. (past time)
- **When** you fly first class, you get more leg room. (present time)
- **When** I'm in Geneva, I'll review all the start-up costs. (future time)

We can also use **while, before, after, until** and **as soon as** to introduce time clauses.

- He looked at our business plan **while** we were waiting.
- We need to have a solid business plan in place **before** we launch our online business.
- **After** we finish this project, we'll look at new markets.
- He waited **until** she finished speaking.

When we use a time clause to talk about the future, the verb in the time clause is in the present tense or the present perfect tense.

- We'll deliver **as soon as** they pay their last bill.
- **When** we've finished the report, we'll e-mail it to you.

>> Practice exercises:

Complete these sentences with when, while, before, after, until or as soon as.

- We won't buy anything new _____ we've paid off all our debts.
- They'll start the meeting _____ the manager arrives.
- I was finishing the report _____ my boss went out with clients.
- It's urgent, so I'll phone you _____ I get home.
- Can you check the figures _____ you go home?



>> Pronunciation:

- Implement > **im**-ple-ment
- Deadline > **dead**-line
- Schedule > **sched**-ule
- Forecast > **fore**-cast
- Resource > re-**source**
- Priority > pri-**or**-i-ty
- Milestone > **mile**-stone
- Leadership > **lead**-er-ship
- Productivity > pro-duc-**tiv**-i-ty
- Disadvantage > dis-ad-**van**-tage

>> Quiz:

Part 1 - Grammar. Complete the following sentence in future with will, going to, or present progressive.

1. They _____ (drive) to New York tomorrow morning.
2. He _____ (not leave) tomorrow.
3. I offered him this job. I think he _____ (take) it.
4. Today, we _____ (discuss) about the plans for this new project.
5. I _____ (send) your package in the next couple of days.

Part 2 - Grammar. Use the correct time clause.

1. I am going to practice everyday _____ I am ready to do it without any help.
2. We will ship your order _____ we process the payment.
3. _____ you buy anything, make sure it is exactly what you need.
4. I will practice my speech _____ we wait for everyone to arrive.
5. She will take a break _____ finishing the sale.
6. I will email you any update _____ I arrive in London.

Part 3 - Vocabulary. Choose true or false.

1. When people are happy at work, productivity increases. **TRUE / FALSE**
2. Deadlines are just a suggestion, you can finish your projects after that. **TRUE / FALSE**
3. A weather forecast is always 100% correct. **TRUE / FALSE**
4. Having a messy schedule can cause many problems. **TRUE / FALSE**
5. Priorities should be done last, after finishing everything else. **TRUE / FALSE**



>> Answer Key**Part 1**

1. Are going to drive
2. Is not leaving
3. Will take
4. Are going to discuss
5. Will send

Part 2

1. Until
2. As soon as
3. Before
4. While
5. After
6. When

Part 3

1. True
2. False
3. False
4. True
5. False

>> Quiz:**Part 1 - Grammar. Choose which of the two options is the correct way to ask a question.**

- A. 1. Do you have a Facebook profile?
2. Have you a Facebook profile?
- B. 1. How long it took to create the website?
2. How long did it take to create the website?
- C. 1. Have Jane finished the sales report?
2. Has Jane finished the sales report?
- D. 1. Did he fix the problem with the ad?
2. Did he fixed the problem with the ad?
- E. 1. Is the new high-heel boots ready for promotion?
2. Are the new high-heel boots ready for promotion?



Part 2 - Vocabulary. Fill in the gaps with the correct vocabulary word studied in this unit.

1. A good strategy is the ____ of a great business.
2. The store is having a ____ to increase sales.
3. We had to lower the prices because the ____ was winning our customers.
4. Price depends on ____: if people want our product, we can ask for more.
5. The ____ campaign was a complete failure.

>> Answer Key

Part 1 - Grammar

- A. 1
- B. 2
- C. 2
- D. 1
- E. 2

Part 2 - Vocabulary

1. Foundation
2. Promotion
3. Competition
4. Demand
5. Marketing



Unit 5: Conflict and Managing People

Objectives

Vocabulary: Management and Motivation, Conflict, People Management

Grammar: Conditionals, Reported speech, Present perfect

>> Listening: Dealing with conflict

Listen to the following expert talk about some of the most common reasons why there is conflict in the workplace and then complete the exercise on the next slide.

Audioscript adapted from Clip 2.53 of the book. One speaker.

"Last year we carried out a study about the most common causes of conflict in the workplace, and the findings are interesting. The key problem is inappropriate communication or no communication. So I would say, avoidance; so that managers are not dealing with their employees as effectively as they might. There's a lot of European legislation now around the areas of sex discrimination and unfair work practices, and this docs lead to a lot of controversy in the workplace. I think other areas, um, are: clash of personalities, culture, different belief systems, and interestingly, urn, I think a lot of employees feel that their workloads can be very oppressive."

Based on the previous audio, complete the sentences using the words in the box.

Legislation	Controversy	Oppressive
Avoidance	Inappropriate	Discrimination

- You cannot fire him just because of his tattoos, that's _____.
- This company is very _____, everyone is scared to speak up.
- It is common to find companies that ignore the _____ and do whatever they want.
- You're going to create _____ if you complain with HR.
- The way he speaks to women at work is very _____.
- _____ is not the best idea, you have to deal with this problem.



>> Grammar:**Present perfect = Subject + Have/Has + Past participle**

The present perfect connects the past and the present. We use the present perfect to:

- talk about past actions that affect us now.
 - The boss has just given her a pay rise, and she's very pleased.
- talk about life experiences.
 - I've worked with many companies where stress was a problem.
- announce recent news.
 - Coca-Cola has just confirmed it has dropped Wayne Rooney.

NOTE: The Past Participle of regular verbs is the same as the past form.

Present	Past	Past participle
Talk	Talked	Talked

>> Grammar Practice:

Complete the next sentences with the verb in parentheses conjugated in Present perfect.

- I _____ (have + complete) this training 3 times already.
- She _____ (have + work) for three different law firms by now; someone is always trying to hire her.
- The HR Department _____ (have + email) us all about the upcoming training twice.
- He _____ (have + receive) three complaints in the last couple of months; I think he'll be fired soon.



>> **Vocabulary:**

Complete the following chart with the noun or verb form:

Noun	Verb
Argument	
	Apologise
Emphasis	
	Discuss
	Sympathise

>> **Grammar:****Reported speech**

Use the same tense when we report things that have just been said.

- 'I want to see Pierre.'
- 'Pierre, Susan has just phoned and says she **wants** to see you.'

Make these changes for things said in the past:

- The verb goes back one tense.
- Nouns and pronouns may change.
 - 'My new sales team is difficult to manage.'
 - He said (that) his new sales team was difficult to manage.

My = His

Is (present simple) = Was (past simple)

We often use say and tell to report speech.

- 'The new job is challenging.'
- She **said** (that) the new job was challenging.

We use tell with an object.

- 'The new job is challenging.'



- She **told** her boss (that) the new job was challenging.

>> Grammar Practice:

Complete the next sentences with the correct verb tense.

- She _____ (say) the boss called in sick this morning, that's why she is leading the meeting.
- Last week they _____ (tell) us their new product was launching today.
- Anna said her new job _____ (be) very exciting.
- The new boss tells me she _____ (want) to make some changes. I'm worried!

>> Grammar:

Conditionals

First conditional: if+ present simple, will + infinitive without to

- This describes a possible situation and its probable result.
 - If he bullies anyone again, he'll lose his job.
 - We'll make more profit if sales increase.

Second conditional: if+ past simple, would + infinitive without to

- This describes an unlikely situation and its probable result.
 - If he made more eye contact, he'd be a better negotiator.

>> Grammar Practice:

Correct the grammar mistake in the next sentences:

- If you talk to HR about it, they **would** help you with this situation.
- If I **would have** my boss' number, I would phone her and tell her now.
- If the goods **will arrive** tomorrow, I'll collect them.
- If the cars **would be** more reliable, more people would buy them.



>> Reading: Work motivation

The next text is about some of the reasons why motivation in the workplace is so important.

Why Employee Motivation Is Important (& How to Improve It)

by Heryati R

Employee motivation is a critical aspect at the workplace which leads to the performance of the department and even the company. Motivating your employees needs to be a regular routine. There are several reasons why employee motivation is important:

1. Increased employee commitment. When employees are motivated to work, they will generally put their best effort in the tasks that are assigned to them.
2. Improved employee satisfaction. Employee satisfaction can lead towards a positive growth for the company.
3. Ongoing employee development. Once a worker meets some initial goals, they realise the link

between effort and results, which will motivate them to continue working hard.

4. Improved employee efficiency. For a company to get the very best results, an employee needs to have a good balance between the ability to perform a task and the want to perform the task.

In summary, motivated employees can lead to increased productivity. Imagine having an employee who is not motivated at work. They will probably use the time at their desk surfing the internet for personal pleasure or even looking for another job. This is a waste of your time and resources. And remember, a positive workplace is the basic element that will get your company to the top.

>> Reading analysis exercise

Based on the previous reading, choose True or False.

1. If a company wants the best performance possible, employers should motivate their employees. **TRUE / FALSE**
2. The author says that motivation needs to happen regularly in the workplace. **TRUE / FALSE**
3. If an employee finishes a task successfully, they will stop working after that. **TRUE / FALSE**
4. Studies have shown that satisfied employees work better and make a company grow. **TRUE / FALSE**
5. Motivated employees will look for another job while at work. **TRUE / FALSE**



>> Pronunciation:

- Inappropriate > in-ap-**pro**-pri-ate
 - Avoidance > a-**void**-ance
 - Legislation > leg-is-**la**-tion
 - Discrimination > dis-crim-i-**na**-tion
 - Controversy > **con**-tro-ver-sy
 - Oppressive > op-**pres**-sive
 - Argument > **ar**-gu-ment
 - Apology > a-**pol**-o-gy
 - Emphasis > **em**-pha-sis
 - Discussion > dis-**cus**-sion
 - Sympathy > **sym**-pa-thy
-

>> Quiz:**Part 1 - Grammar. Fill in the gaps with the verb in parentheses in present perfect.**

1. I ____ (argue) in favour of this plan for 2 weeks now.
2. We ____ (discuss) this matter a lot, but we can't find any solution.
3. He ____ (apologise) to her three times. She just can't forgive him.
4. The ____ (emphasise) the importance of being on time for work already.
5. It's a difficult job, but she ____ (work) hard to get it done on time.
6. This company ____ (discriminate) against LGBTQ+ people from the very beginning.

Part 2 - Grammar. Fill in the gaps with the appropriate verb tense to make the conditionals.

1. If we ____ (not/see) each other tomorrow, we ____ (see) each other next week.
2. She ____ (be) able to enter university if she ____ (pass) the exam.
3. If she ____ (not/arrive) so late to work, she ____ (be) promoted.
4. If I ____ (speak) perfect English, I ____ (have) a good job.
5. She ____ (stay) in London if she ____ (get) a job.



Part 3 - Grammar. Choose which of the following options is correct.

1. a. She says she wanted to stay longer.
b. She said she wanted to stay longer.
 2. a. He told they were sick the other day and couldn't make it.
b. He told me they were sick the other day and couldn't make it.
 3. a. She told him everyday she is fine.
b. She tells him everyday she is fine.
 4. a. They say the new job was a great challenge.
b. They say the new job is a great challenge.
-

>> Answer Key:**Part 1**

1. Have argue
2. Have discussed
3. Has apologised
4. Have emphasised
5. Has worked
6. Has discriminated

Part 2

1. Don't see | Will see
2. Would be | Passed
3. Didn't arrive | Would be
4. Spoke | Would have
5. Will stay | Gets

Part 3

1. b
2. b
3. b
4. B



Unit 6: Stress

Objectives:

Vocabulary: Stressful situations, Dealing with stress

Grammar: Past simple and Past continuous, Passives

>> Reading: Dealing with stress

The following reading gives some ideas on how to better deal with stress at work. Pay extra attention to the phrases in *italics*.

Stress at Work

by Jeanne Segal
Adapted from HelpGuide

You can't control everything in your work environment, but that doesn't mean you're powerless, even when you're in a difficult situation. If stress on the job is interfering with your work performance, health, or personal life, it's time to take action. No matter *what you do for a living*, what your ambitions are, or how stressful your job is, there are plenty of things you can do to reduce your stress levels and regain a sense of control at work.

1. Look for support from others. Sometimes the best stress-reducer is simply sharing your stress with someone close to you. The act of talking it out and getting support and sympathy can be a highly-effective way of *blowing off steam* and regaining your sense of calm.
2. Support your health with exercise and nutrition. Taking care of yourself doesn't require a total lifestyle change. Even small things can make you

feel better, increase your energy, and make you feel like *you're back in the driver's seat*.

3. Don't forget to sleep. You will have the power to deal with your job responsibilities and cope with workplace stress if you get a good night's sleep. Try calm activities before bed such as reading or listening to music; this may help you sleep better.
4. Prioritize and organize. Take control of your job by creating a schedule, planning regular breaks, establishing boundaries, and the like. Remember, you don't have to do it all by yourself at the same time; choose what you can do first or what someone else can do for you.
5. Break bad habits. Resist perfectionism, stop negative thinking, don't try to control everything, look for the *bright side* and have fun. If you feel like you're working too much, talk to your boss about it or take some time off work.

>> Reading analysis practice

Look at the following common phrases (idioms) taken from the previous reading, and match them to their meaning:

- | | |
|-------------------------------------|---|
| 1. What you do for a living | A. A way to relax and rest. |
| 2. Blowing off steam | B. The good part of a situation. |
| 3. You're back in the driver's seat | C. Take control back of a situation or your life. |
| 4. Bright side | D. Someone's work or job. |



>> Grammar:**Past Simple**

We use the past simple to

- talk about actions or events that happened in the past.

Ex. She **worked** in Hong Kong for three years.

- refer to a definite moment or period in the past.

Ex. I **spoke** to her on Tuesday.

>> Grammar Practice

Write the following verbs in past tense.

Infinitive	Past tense
To work	
To relax	
To do	
To develop	
To have	
To speak	

>> Grammar:**Past Continuous**

We use the past continuous to talk about something that was going on around a particular time in the past.

We often use the past continuous to describe an action which was already in progress when something else happened.

- She **was working** on five different projects last month; she was always exhausted.



>> Grammar Practice

Complete the following sentences with the verb in parentheses. Use past continuous.

- When he worked in this office, people ____ (complain) all the time.
- I ____ (hope) I could talk to you for a couple of minutes.
- She ____ (try) so hard to meet the deadline, but she couldn't do it.
- I am always tired. I ____ (wonder) if you had any advice for me.

>> Listening: Stressful situations at work

Audioscript adapted from Audio 1.43 and 1.44 of the book. Two speakers (one interviewer and one expert)

“Interviewer: What are the usual causes of stress at work?”

Expert: There are lots of things that can make people feel under pressure at work - for example, having too much to do, not feeling in control, and also not having good relationships with the people that they work with. All of these things can build up, and when pressure gets too much, it spills over into feelings of stress.

Interviewer: How much stress at work can be considered normal?

Expert: It's difficult to say really what's a normal level of stress for somebody to feel at work. Um, the problem with that is that what one person finds really motivating and it excites them to be able to do their job well, somebody else might find really, really stressful.”

Choose true or false based on the previous listening.

1. Having too much work can cause stress on employees. **TRUE / FALSE**
2. Bad relationships with coworkers is not one of the common causes of stress.
TRUE / FALSE
3. Everyone feels stress differently. **TRUE / FALSE**
4. Motivated employees usually do a better job than stressed ones. **TRUE / FALSE**

>> Vocabulary: Dealing with stress

Match the word to its meaning.



1. Meditation
 2. Workaholic
 3. Pressure
 4. Resilience
 5. Anxious
 6. Breakdown
- A. A person who compulsively works excessively hard and long hours.
 - B. The capacity to recover quickly from difficulties.
 - C. A sense of stressful urgency caused by having too many tasks or work.
 - D. A sudden collapse in someone's mental health.
 - E. Feeling or showing worry, nervousness, or unease.
 - F. A practice to achieve a mentally clear and emotionally calm and stable state.

>> Grammar:

Passives

We make passive verb forms with the verb be + past participle.

- **Ex.** This complaint **was filed** yesterday.

We often choose a passive structure when we are not interested in, or it is not necessary to know, who performs an action.

- **Ex.** This workshop **is** often **taught** for companies' managers.

If we want to mention who performs an action, we can use by.

- **Ex.** The leadership workshop **is developed by** the HR department.

We can use the passive to describe a process, system or procedure.

- **Ex.** Finally, all complaints **are checked** before contacting everyone involved.

>> Grammar Practice

Write the verb in parentheses in the passive voice.

- My stress _____ (cause) by the amount of work I have to do this week.



- The gift basket _____ (deliver) yesterday. I hope he feels better soon!
- I heard she _____ (ask) to take some time off. She really needs to rest!
- They _____ (fire) last night after everyone left the office. Nobody knows what happened!

>> Vocabulary:

Complete the sentences with the words or phrases from the box.

Blow off steam	Pressure	Prioritize
Workaholic	Do for a living	Breakdown

- I work six days a week. My girlfriend says I'm a _____.
- Companies are always looking for people who can work well under _____.
- I'm going on holiday next week. I really need to _____.
- You should take care of yourself or you might have a mental _____.
- I have to _____ this task and get it done before anything else.
- I didn't think I was going to become a lawyer, but it's what I _____ now.

>> Pronunciation:

- Workaholic > work-a-**hol**-ic
- Anxious > **anx**-ious
- Resilience > re-**sil**-ience
- Breakdown > **break**-down
- Prioritize > pri-**or**-i-tize
- Pressure > **pres**-sure
- Support > sup-**port**
- Stressful > **stress**-ful



>> Quiz:**Part 1 - Grammar. Write the next verbs in the simple past tense.**

1. To do
2. To be
3. To have
4. To support
5. To prioritise
6. To deliver
7. To try
8. To play

Part 2 - Grammar. Fill in the gaps with the verb in parentheses in past continuous.

1. She ____ (work) so hard on the project before they cancelled the order; it was a shame.
2. They ____ (deliver) packages in that area when they had the accident.
3. I ____ (complain / always) in my previous job because of the stress.
4. The managers ____ (pressure) us to finish the report before the end of the day.
5. We realised that stress ____ (interfere) with our performance at work.

Part 3 - Grammar. Choose which of the following sentences are correct.

1. a. I was fired last week with no explanation.
b. I was fire last week with no explanation.
c. I were fire last week with no explanation.
2. a. The workshop was develop by the top coaches in the country.
b. The workshop were developed by the top coaches in the country.
c. The workshop was developed by the top coaches in the country.
3. a. The package is delivered yesterday.
b. The package was delivered tomorrow.
c. The package was delivered today.



4. a. The complaints is processed by the HR department.
 - b. The complaints were process by the HR department.
 - c. The complaints are processed by the HR department.
-

>> Answer Key:

Part 1

1. Did
2. Was / Were
3. Had
4. Supported
5. Prioritised
6. Delivered
7. Tried
8. Played

Part 2

1. Was working
2. Were delivering
3. Was always complaining
4. Were pressuring
5. Was interfering

Part 3

1. a
2. c
3. c
4. c





SEDA
College
Online