

# *The* **Business**

**UPPER-INTERMEDIATE Student's Book**

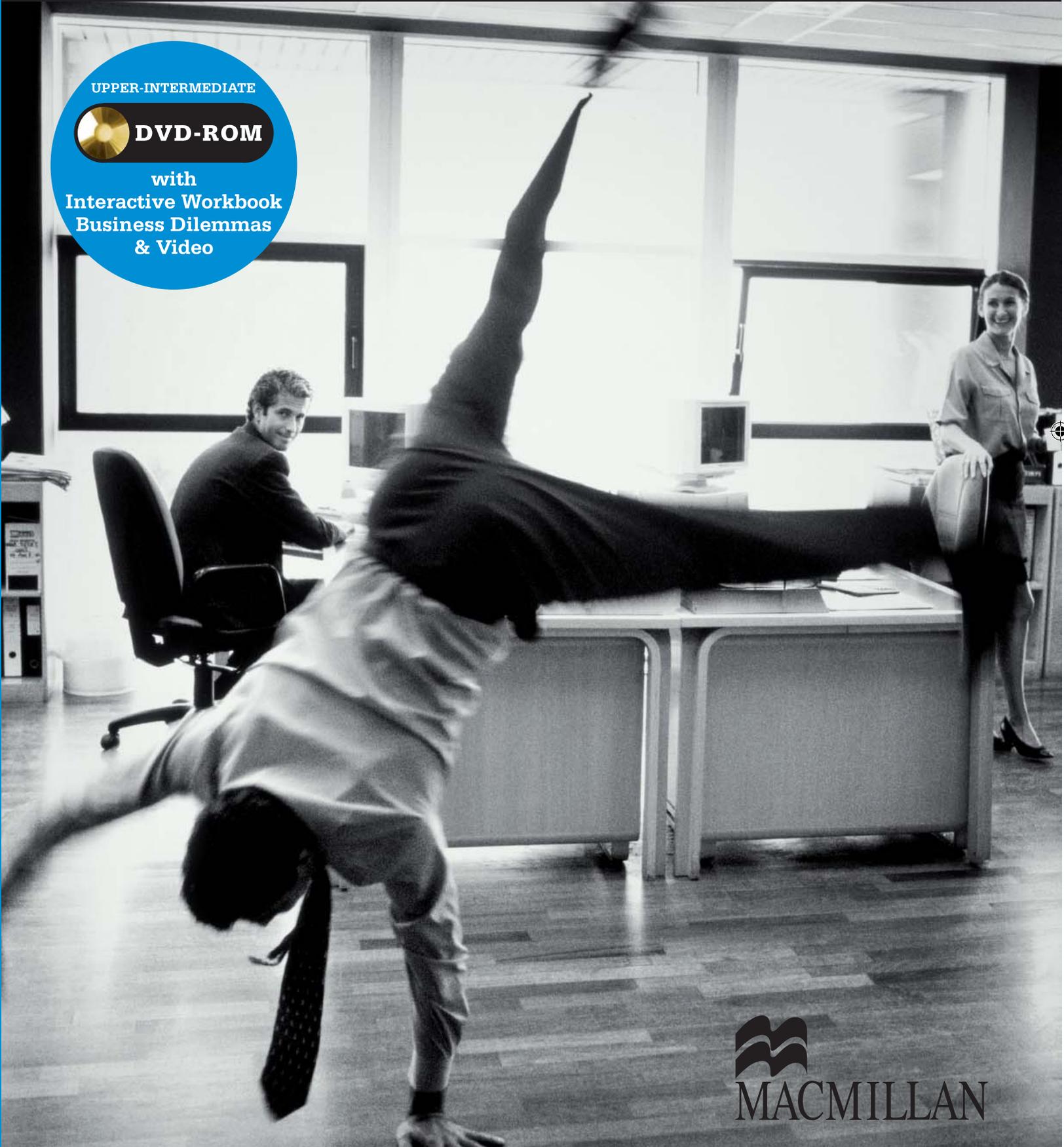
John Allison & Jeremy Townend with Paul Emmerson

UPPER-INTERMEDIATE



**DVD-ROM**

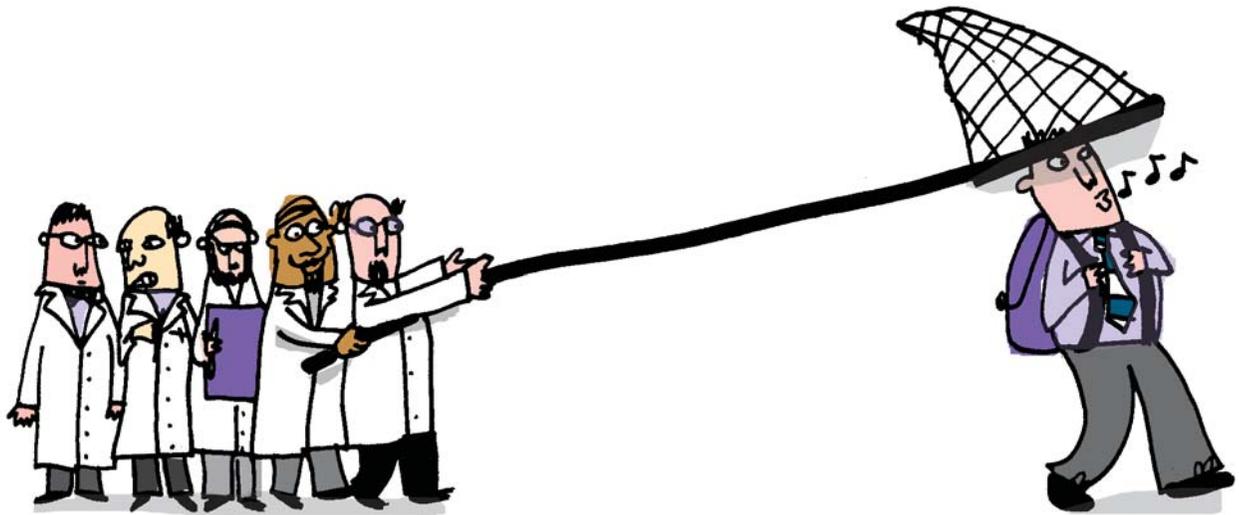
with  
Interactive Workbook  
Business Dilemmas  
& Video



  
**MACMILLAN**

# 1 Building a career

## 1.1 About business The education business



### Discussion

**1** Decide which of these factors would be most important to you in choosing a business course. Order them from 1 = most important to 10 = least important.

- |  |   |
|--|---|
| <input type="checkbox"/> quality and reputation of faculty         | <input type="checkbox"/> cost                         |
| <input type="checkbox"/> quality and experience of fellow students | <input type="checkbox"/> innovative curriculum        |
| <input type="checkbox"/> help with finding top jobs                | <input type="checkbox"/> sports and social facilities |
| <input type="checkbox"/> location                                  | <input type="checkbox"/> earning potential            |
| <input type="checkbox"/> alumni network                            | <input type="checkbox"/> accommodation service        |

### Predicting and reading

**2** Read the title of the article opposite. Which of these marketing techniques do you think are used?

- |  |   |
|--|---|
| <input type="checkbox"/> telemarketing               | <input type="checkbox"/> mail shots       |
| <input type="checkbox"/> TV advertising              | <input type="checkbox"/> travelling shows |
| <input type="checkbox"/> discounts for early booking | <input type="checkbox"/> free holidays    |
| <input type="checkbox"/> weekends at Harvard         | <input type="checkbox"/> sponsorship      |

**3** Read the article and check your predictions.

### Scan reading

**4** Find what these numbers from the article refer to.

- |          |       |          |          |
|----------|-------|----------|----------|
| a 23,000 | c 80% | e 35     | g 60,000 |
| b 9%     | d 10% | f 43,700 | h 8000   |

### Reading for detail

**5** Read the article again and complete the chart.

### Listening and discussion

**6** **1:01** Listen to four students reacting to the article. Match each speaker 1–4 with the correct summary a–d.

- Universities should be accessible to everyone.
- Universities reinforce an unequal system.
- Universities are right to be commercial.
- Universities are right to be selective.

**7** Discuss your own reactions to the article and your opinions on elitism in education.

### The Harvard battle plan

#### Phase 1

- Purchase \_\_\_\_\_ from examination boards.
- Send \_\_\_\_\_ to high school juniors.
- Visit \_\_\_\_\_ and travel to other countries.
- Send out \_\_\_\_\_ to identify possible candidates.

#### Phase 2

- Sort applications and give a score from \_\_\_\_\_.
- Local \_\_\_\_\_ discuss the case for and against each candidate.

#### Phase 3

- \_\_\_\_\_ lobby successful candidates by phone.
- Invite applicants to spend \_\_\_\_\_ at Harvard in \_\_\_\_\_.

### Internet research

Search for the keywords "best business schools". Choose the school you would most like to attend. Hold a class opinion poll to find the most popular choices.

# How Harvard gets its best and brightest

SURE, students work hard to get into this elite college. But so does the admissions committee, assures Dean Bill Fitzsimmons.

In the US, few competitions are more cutthroat than the college admissions game. And every year it grows more intense as an ever-larger pool of high school seniors apply for one of the coveted spots at the nation's top colleges. Meanwhile, the elite colleges have been stepping up their efforts to attract the best and brightest students – the prized pupils who will help increase the prestige of their campuses.

You might assume that Harvard College – blessed with higher education's greatest brand name and an endowment second to none – could afford to remain relatively aloof from this battle. But in reality, 'There is no place that works harder than we do,' says William R 'Bill' Fitzsimmons, Harvard's veteran dean of admissions.

For the new academic year, which will start in September, Harvard received a near-record 23,000 applications. Of these, it accepted a mere 2,100 – or just 9% – ranking it as the nation's most selective college. Even more impressive, some 80% of the chosen ultimately decided to attend Harvard – a rate that is easily the highest among colleges and universities.

The real surprise, however, is how hard Harvard works behind the scenes to achieve these amazing results. From his corner office in Byerly Hall, Fitzsimmons oversees a carefully considered three-part battle plan. The first phase begins in the spring, when Harvard mails letters to a staggering 70,000-or-so high school juniors – all with stellar test scores – suggesting they consider applying to America's best-known college. Harvard buys their names from the examination boards which administer aptitude and college-admission tests.

Each year, Harvard's admissions team tours 140 US cities, as well as hundreds of other places in Latin America, Europe, Africa and the Far East. This year, 10% of the admitted students came from abroad. In addition to his staff of 35, Fitzsimmons enlists Harvard's coaches and professors to look for talent. The math department, for instance, starts to identify budding math geniuses by keeping a close eye on kids doing well in math contests.

Harvard students also get into the act. Since 2003, Harvard has hired fifteen to twenty low-income students to call and email promising low-income high school students. Their job: to counter the 'impression that Harvard is only for the rich and elite,' says Fitzsimmons. In fact, under Harvard's relatively new financial aid policies, parents who make less than \$60,000 a year aren't expected to pay anything toward the annual \$43,700 fee for tuition, room and board. Fitzsimmons also sends an army of some 8,000 alumni volunteers to tour the country to identify and recruit promising high school students by holding



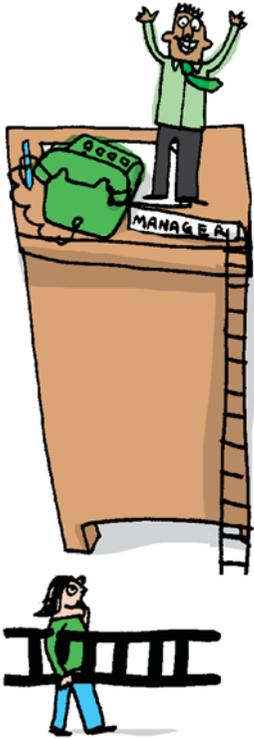
shows where they live. Later, they also interview nearly all applicants.

By then, Fitzsimmons will be deep into the second phase of his battle plan: sifting through the thousands of applicants. Every application is rated on a scale of one (the best ever) to six (the worst ever). Then, in February, the applications are divided up geographically among twenty subcommittees. 'We present the case for each applicant like a lawyer would,' says Fitzsimmons. 'This is the polar opposite of a computer process and because we have so many people involved, there are lots of checks and balances.'

Once the final decisions have been made, Fitzsimmons and his team move to phase three: an all-out push to convince the chosen few to attend Harvard. Professors, alumni and students are all recruited to start calling the admitted. And in mid to late April over half of those who were accepted typically show up at Harvard for an elaborate weekend.

The Harvard pitch is clearly effective. 'What we aim to do is to get the very best faculty together with the very best students,' Fitzsimmons says. 'Our hope is that these synergies will develop the talents of these students to a much greater degree and that they will then give back a lot more to America and the world.' That belief may sound corny, but it's clearly helped drive Harvard to go to enormous lengths to find the best and brightest.

# 1 Building a career



## 1.2 Vocabulary Education and career

### Brainstorming

- 1 Think of as many good reasons as possible for studying business.
- 2 The letter below discusses reasons for attending business school. Choose one verb for each of 1–10 to complete the letter with the correct collocations.

Dear Sonia,

You asked my advice about going to business school. Well, don't miss out on a wonderful opportunity to (1) **gain/boost/make** knowledge and to (2) **make/acquire/do** skills which will serve you for a lifetime. As well as (3) **gaining/receiving/improving** your employability and (4) **having/boosting/making** your future earnings, you'll (5) **get/have/obtain** lots of fun (6) **going to/doing/getting** parties and (7) **doing/making/learning** friends. If you choose a good school you'll (8) **enhance/receive/learn** tuition from experienced professors and (9) **obtain/do/make** practical experience that will really (10) **enhance/obtain/gain** your CV. In your shoes, I wouldn't hesitate for one moment!

- 3 Look again at the list you made in 1. Are any of the ideas in the letter to Sonia the same as yours? Which phrases would you add to your list?
- 4 With a partner, decide which collocations in 2 relate to professional rather than personal experience. Use them to write sentences about yourselves that you could use in a job interview.

### Funding

- 5 Read the extract below about how to pay for studies. Choose a verb from the box to complete each gap.

obtain finance borrow support win subsidize arrange

If you're not lucky enough to be married to a millionaire or to have parents with very deep pockets, you may be wondering how to (1) \_\_\_\_\_ the next step in your education. Customs vary from country to country; one of the most popular solutions is to (2) \_\_\_\_\_ a student loan, sometimes interest-free or tax-deductible, that is only repayable when you are in full-time work. Many students who are unable to (3) \_\_\_\_\_ money from friends or family prefer to (4) \_\_\_\_\_ themselves by working part-time, and some are able to (5) \_\_\_\_\_ grants from local government or to (6) \_\_\_\_\_ scholarships from their universities. If you're already in work, try persuading your employer to (7) \_\_\_\_\_ your studies – in some countries companies are bound by law to contribute towards further education.

### Discussion

- 6 What are the advantages and disadvantages of the methods of financing your education mentioned in the article? Which ones would you use?
- 7 Work with a partner. You are going to read about a businesswoman named Jacky. Ask questions to exchange information and complete the description of her education. Student A should turn to page 110. Student B should turn to page 112.
- 8 Talk about your education. Was it different from your parents' education? What sort of education would you like your own children to have?

### Action verbs

9 Complete the CV with appropriate action verbs from the boxes. Then use them to write sentences for your own CV.

contacted  
recruited  
exceeded  
met  
presented  
trained

chaired  
designed  
managed  
drew up  
motivated  
implemented

#### 2002–2004 Sales manager, Way2Go Travel, UK

- 1 \_\_\_\_\_ corporate clients by phone and 2 \_\_\_\_\_ incentive travel programmes to Boards of Directors  
3 \_\_\_\_\_ and 4 \_\_\_\_\_ new sales reps  
5 \_\_\_\_\_ sales targets for every month and 6 \_\_\_\_\_ annual objectives by twenty per cent

#### 2004–2007 Sales and marketing manager, Hondo Holidays, Texas

- 7 \_\_\_\_\_ sales materials and 8 \_\_\_\_\_ innovative advertising campaigns  
9 \_\_\_\_\_ and 10 \_\_\_\_\_ a team of 40 telesales operators  
11 \_\_\_\_\_ a working party and 12 \_\_\_\_\_ proposals for a new e-commerce division

### Career stages

10 Decide which verbs from the box can refer to people who ...

- 1 are currently enjoying having no work
- 2 lost their jobs due to poor company performance
- 3 are making positive career moves
- 4 are leaving a job they were unhappy with
- 5 are making a geographical change
- 6 lost their job due to disciplinary problems

to be laid off   to quit   to be on assignment   to be promoted   to be suspended  
to be resting   to be made redundant   to be transferred   to take a sabbatical  
to give in your notice   to be dismissed   to join a company

### Listening for gist

11  1:02 Listen to six speakers talking about career changes. Use expressions from 10 to describe each situation.

12 Work with a partner. Discuss the situations below.

What would you do if ...

- 1 you were promoted to a job you knew was too difficult for you?
- 2 you were made redundant after 25 years' service?
- 3 you were unfairly dismissed for harassing an employee?
- 4 you gave in your notice the day before the firm announced a 33 per cent salary increase?
- 5 you were transferred to Alaska?
- 6 you were on sabbatical for a year?

### Listening and discussion

13  1:03–1:05 Listen to three people talking about career choices. Make notes on the problems they face. Discuss what you would do and why. Then compare your answers with page 110.

#### Internet research

Search for the keywords "action verbs for resumes cvs". Update your CV using dynamic action verbs and phrases.



# 1 Building a career

## Refresh your memory

### Past simple

*She worked in Paris last year*

### Past continuous

*She was planning to resign at the time*

### Past perfect

*She had already heard the news*

### Present simple

*She works in London*

### Present continuous

*She's travelling in Asia*

### Present perfect simple

*She has travelled ten thousand miles.*

### Present perfect continuous

*She has been visiting suppliers.*

### Zero conditional

*If she meets her targets, she gets a bonus.*

### First conditional

*If she gets the job, she'll move to Spain.*

### Second conditional

*If she was/were President, everybody would resign.*

### will

*Oil prices will continue to rise*

### going to

*Some day I'm going to start my own business*

### Present continuous for future

*I'm flying to New York tomorrow*

► Grammar and practice pages 116–117

## 1.3 Grammar Tense review

### Test yourself

- 1** A businesswoman, Lindsey, is describing her career status, history and aspirations. In the first extract, identify and correct the six errors relating to verb tenses in her story. Change the verbs to the correct form of *past simple*, *past continuous* or *past perfect*.

When I left school I wasn't sure what to do next. I was applying for a place at university, but while I had revised for my exams I already decided that I didn't feel ready for university. I had read a lot about East Africa, and one day when I watched a TV documentary about Ethiopia, I suddenly knew that that was where I was going. In fact it was while I had worked with an NGO in Ethiopia that I was becoming interested in business.

- 2** In the next extract, Lindsey explains her current projects. Complete the extract with the correct forms of the verbs in brackets. Use *present simple*, *present continuous*, *present perfect simple*, or *present perfect continuous*.

I (1) \_\_\_\_\_ (just finish) my course at the Franklin School of Business and I (2) \_\_\_\_\_ (currently work) at JPC again while I (3) \_\_\_\_\_ (consider) various opportunities. As JPC's Finance Director (4) \_\_\_\_\_ (leave) the company unexpectedly, I (5) \_\_\_\_\_ (agree) to manage the finance department until a new appointment is made. For example, for the last three weeks I (6) \_\_\_\_\_ (design) a new audit procedure which I believe will significantly improve financial control. However, I (7) \_\_\_\_\_ (look) for a position in East Africa for some time now, and this one (8) \_\_\_\_\_ (seem) perfect for my profile.

- 3** In a job interview, Lindsey gave the following answers. Each answer is a conditional sentence. Choose the correct form of the verb to complete each sentence.

- 1 If I **get/am getting/got** the job, I **am trying/will try/tried** to make myself available as soon as possible, but I **am not/will be/wouldn't be** able to start immediately unless JPC **will agree/would agree/agreed** to let me go.
- 2 You see, if I **make/will make/made** a commitment, I **am doing/do/did** my best to respect it.
- 3 If by any chance the job **will be/would be/were** based in Kenya, I **am taking/would take/took** it anyway, even though I'd prefer to use my Amharic.

- 4** Lindsey is being asked about her objectives and mobility. Choose the correct future verb forms to complete the text: *will*, *going to*, or *present continuous*.

In the short term, I hope (1) **I'll become / I'm becoming** a department manager quite quickly. I've learnt a lot about management on the MBA, and (2) **I'm going to put / I'm putting** the theory into practice as soon as I can. On the personal front, (3) **I'll get / I'm getting** married next June; over the next couple of years my fiancé (4) **will write / is going to write** TV and movie scripts, so (5) **he is going to be / he is being** totally mobile and happy to move as necessary.

### Time markers

5 Decide which time markers from the box are usually associated with the present simple and which are associated with the present continuous.

usually currently always at present at the moment often

6 Decide which time markers from the box are usually associated with the past simple and which are associated with the present perfect.

ever in never ago already (not) yet when just since for last

### Internet research

Search for the keywords "how to write accomplishment statements". Make a list of key points to remember when describing your accomplishments in a resume or interview.

### Listening

7  1:06 Every ten years, the Franklin School of Business organizes a reunion party. Listen to a conversation between two of its graduates, Fraser and Jess and answer the questions.

- a What is Fraser doing at the moment?
- b Where did Fraser work before?
- c Why did Fraser leave that job?
- d What has Fraser been doing recently?
- e What did Jess do after leaving the business school?
- f What is Jess doing at the moment?
- g What is Jess doing soon?
- h What does Fraser discover about Jess?



8 Write out your answers to 7 as complete sentences, taking care to use the right verb forms.

### Role-play

9 With a partner, imagine you meet twenty years from now at a reunion party. Make polite conversation following the cues below.

- |                                 |                                    |
|---------------------------------|------------------------------------|
| what ... do?                    | how long ... your most recent job? |
| what ... at the moment?         | what ... recently?                 |
| what ... after leaving college? | what ... next?                     |

### Balloon debate

10 Work in groups of three or four. You all work for the same private business school. Due to budget restrictions, there is not enough money to pay everybody's salary, so one person must be made redundant. Choose one of the positions below, then each present details of your past accomplishments, current projects and future objectives: the group must then decide who has made a good case for continuing and who has to drop out.



'We have a very low drop out rate.'

#### Marketing Manager

**Accomplishments:** created positive image and brand name  
**Projects:** develop new markets and international contacts  
**Objectives:** become one of top ten schools in the world

#### Personnel Manager

**Accomplishments:** fired boring professors, hired top consultants  
**Projects:** implement performance-related incentives  
**Objectives:** higher salaries and longer holidays for all staff

#### Head of Administration

**Accomplishments:** made school profitable after years of losses  
**Projects:** get corporate sponsorship and govt. funding  
**Objectives:** improve facilities and profitability

#### Director of Studies

**Accomplishments:** replaced old books with multimedia programs  
**Projects:** develop revolutionary methods of learning  
**Objectives:** 100 per cent success in exams with only 50 per cent study time

# 1 Building a career

## 1.4 Speaking Giving reasons in interviews

### Listening and discussion

**1**  **1:07** Listen to eight interview questions. Which of these questions about personal choices are reasonable interview questions? Give reasons.

### Listening

**2**  **1:08–1:09** Ruth and Anaïs applied for the same job with Banco Agricolo. Listen to two extracts from their interviews and complete these statements with Ruth or Anaïs.

- 1 \_\_\_\_\_ chose to study business because it pays more than languages.
- 2 \_\_\_\_\_ chose to study business to prepare for a career as an international manager.
- 3 \_\_\_\_\_ chose the Franklin School of Business mainly for the quality of its programmes.
- 4 \_\_\_\_\_ chose the Franklin School of Business mainly to be with her boyfriend.
- 5 \_\_\_\_\_ has not prepared or organized her ideas.
- 6 \_\_\_\_\_ presents well-prepared and well-organized ideas.
- 7 \_\_\_\_\_ gives vague and sometimes irrelevant reasons.
- 8 \_\_\_\_\_ gives appropriate, precise and well-structured reasons.

**3** Put the expressions you have just heard in the appropriate group, as in the examples:

Introducing a point: 1, ...

Seeing both sides: 3, ...

Combining reasons: ...

Adding ideas: 2, ...

- 1 *Firstly ...*
- 2 *Besides,*
- 3 *On the whole ..., however ...*
- 4 *As regards choosing business ...*
- 5 *It not only prepared me to work ..., but it also means that ...*
- 6 *In addition, a business degree always gets attention ...*
- 7 *As far as my choice of business school is concerned,*
- 8 *It's true that the big names ..., but on the other hand, newer schools like Franklin ...*
- 9 *For one thing, they have better facilities, and for another, they're less expensive.*
- 10 *What's more, their curricula are ...*

**4** With a partner, use expressions for combining reasons and adding ideas to complete these answers to interview questions. What were the questions?

- 1 Mainly for the variety. I \_\_\_\_\_ get out of the office a lot, \_\_\_\_\_ I meet a lot of different people. \_\_\_\_\_ the salary was much better than anything else I was offered!
- 2 Well, it's very close to what's known as the 'Plastics Valley'. \_\_\_\_\_ to lots of jobs, there are very good communications. \_\_\_\_\_, it's one of the most beautiful areas in the country.
- 3 Several reasons really. \_\_\_\_\_, it really relaxes me after a hard week, and \_\_\_\_\_, it keeps me fit. You can't beat badminton for a good workout; and \_\_\_\_\_, it's a great way to meet people.



**5** With a partner, use expressions for introducing a point and seeing both sides to explain the advantages and disadvantages of the following:

- 1 Living in your parents' home or moving away and sharing a flat with friends.

Example

*Firstly, living with your parents is not always easy. On the whole it's cheaper to stay at home, but the experience of living away from home is richer. As regards sharing with friends, it's true that sometimes there will be personality clashes, but, on the other hand, it's good to know that there's always a friend around when you need help.*

- 2 Studying something you dislike but are good at, and which pays well, or something you love doing, are perhaps not so good at, and which is badly paid.
- 3 Having a part-time job or borrowing money from the bank to pay for your studies, or working for two or three years before going to university.
- 4 Taking an interesting but badly-paid job in a small company in order to get more responsibility, or a boring but well-paid job in a large company with few career prospects.
- 5 Changing companies, cities and countries regularly to increase your experience and salary, or working all your life in the same town for the same company.

### Role-play

**6** Role-play the following job interviews. Student A should interview Student B for a job as manager of the world's biggest night-club in Ibiza, then Student B should interview Student A for a job as manager of the world's most famous circus. Follow instructions 1–4.



### Internet research

Search for the keywords "illegal interview questions". Make a list of questions you don't have to answer in an interview, and the best way to react if an interviewer does ask them. Are there 'illegal' questions which you find perfectly acceptable?

- 1 Meet in separate groups of As or Bs to decide what qualities, skills and experience you will be looking for in the ideal candidate. Prepare questions to test the candidate in each area.
- 2 Agree on a time limit, and meet a partner to hold the interviews. Each candidate should give reasons why they are the best person for the job.
- 3 After the interviews, meet again in your groups of As or Bs to decide which candidate will get the job.
- 4 Meet in your pairs of A and B to announce the result and give your partner reasons why they did or didn't get the job.

# 1 Building a career

## 1.5 Writing Cover letters

### Brainstorming

**1** When applying for a job or a placement, you should always send a cover letter with your CV or resume. In small groups, divide the list below into *Dos* and *Don'ts* for writing dynamic cover letters. When you have finished, compare your ideas with the list on page 110.

Start your letter 'Dear Sir or Madam'  
Write a formal introduction in the first paragraph.  
Ask directly for an interview.  
Write at least 400 words – the more information you give, the better.  
Use sophisticated language to make a good impression.  
Follow the AIDA model used in advertising – attention, interest, desire, action.

**2** Use the action verbs from the box to complete this email cover letter.

broken   capture   developed   doubled   exceeded   modernized  
obtained   optimize   present   trained

The screenshot shows an email client window titled 'In'. The toolbar includes icons for Delete, Reply, Reply All, Forward, New, Mailboxes, and Get Mail, along with a search bar labeled 'Search Mailbox'. The email body contains the following text:

Dear Mr Crouch

Having (1) \_\_\_\_\_ objectives and (2) \_\_\_\_\_ sales records in all my previous positions, and recently (3) \_\_\_\_\_ my MBA in marketing at Warwick University, I feel I am an ideal candidate for the position of European Sales Manager at Starfield Nightclubs.

In my last job as senior sales representative for Roxy Entertainment Ltd., I (4) \_\_\_\_\_ new products for teenage customers, (5) \_\_\_\_\_ sales staff, and (6) \_\_\_\_\_ the membership management system. Over a two-year period, I more than (7) \_\_\_\_\_ average revenues per venue.

Nightclubs are a highly competitive sector of the entertainment industry, and I am certain I have the skills to (8) \_\_\_\_\_ market share and (9) \_\_\_\_\_ Starfield's profitability.

I would be happy to (10) \_\_\_\_\_ my ideas in more detail at interview, and I will call you early next week to arrange a meeting. If you have any questions, please feel free to contact me before then. Thank you for your time and consideration.

Yours sincerely,  
Kiara Pointer

**3** Decide the purpose of each paragraph in 2. Which paragraph is intended to

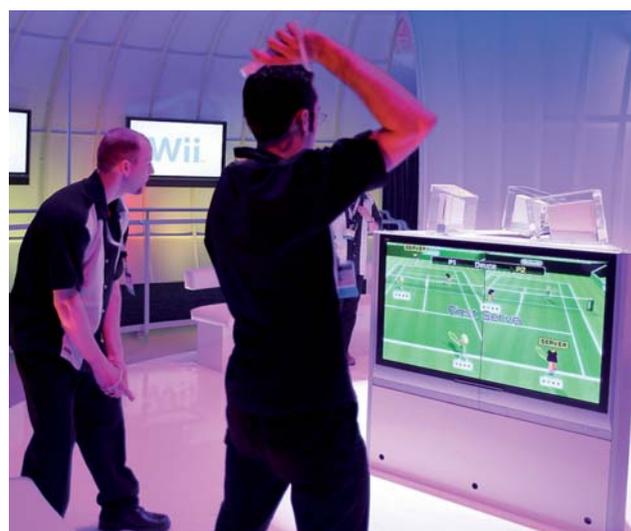
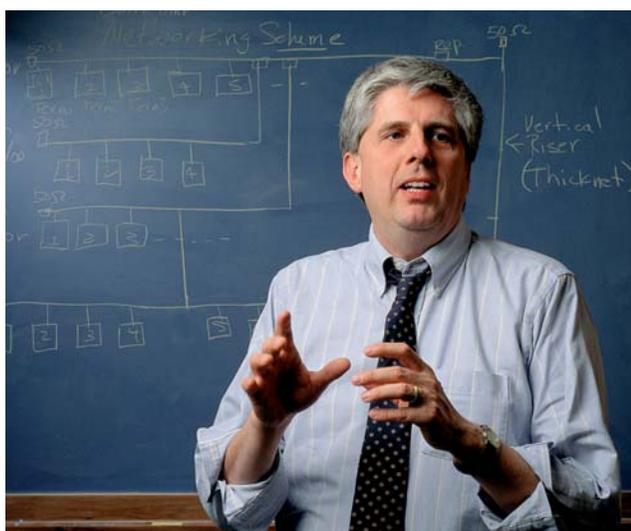
- request action?
- give details of the applicant's accomplishments?
- get the reader's attention?
- relate the applicant to the company, showing why the company should hire her?

**4** Match sentence beginnings 1–10 with endings a–j to make typical dynamic sentences for cover letters.

- |  |  |
|--|--|
| 1 My outgoing personality <b>makes me</b>  | a my formal education.                   |
| 2 I recently <b>graduated</b>              | b to meet with you.                      |
| 3 I <b>served</b> as                       | c a phone call.                          |
| 4 I <b>attended</b> school                 | d a strong candidate.                    |
| 5 I <b>supported</b> myself                | e a career in insurance brokering.       |
| 6 Jobs such as bartending <b>enhanced</b>  | f talk with you.                         |
| 7 I have the skills to <b>embark on</b>    | g by working in radio advertising sales. |
| 8 I <b>would like very much to</b>         | h from the University of Oregon.         |
| 9 I will <b>follow up</b> this letter with | i in Michigan, Arizona and Oregon.       |
| 10 I can <b>arrange a time</b>             | j president of the debating society.     |

**Brainstorming**

**5** In small groups, read the two job ads. For each position, list at least two qualities and two skills that the ideal candidate should have.



**Development Officer for Executive Education**

Based in Paris, you will promote the specialist training services of a top international business school to companies throughout Europe. You will generate and follow up leads, handle client appointments and presentations, prepare tenders and secure client commitment before handover to account managers.

**Brand Manager EMEA**

Based in London, but with extensive travel, you will be responsible for maintaining and developing a household name in video games. Liaising with head office in Japan, you will design and implement marketing campaigns for the Europe, Middle East and Africa region, and ensure that cost and profit objectives are met.

**Writing**

**6** Divide into two teams, As and Bs. The As will apply for the position as Development Officer for Executive Education, and the Bs for the position as Brand Manager, EMEA. Follow the instructions below to write your letter.

- 1 With a partner from the same team, list real or imaginary examples of your experience, skills and accomplishments which you want to mention in your cover letter.
- 2 Plan the four paragraphs of your letter, using the examples you have listed.
- 3 Write a cover letter, remembering to use action verbs whenever possible.

**7** In teams, A and B, exchange your cover letters. Read the other team's letters, and decide which candidates deserve to be short-listed for an interview. Announce your decision to the other group.

**Internet research**

Search for the keywords "what not to put on your resume". Compile a class list of the top ten errors.

# 1 Building a career

## 1.6 Case study Mangalia Business School

### Discussion

**1** Decide which of the following features are more advantageous for an international business school.

history: more than 100 years old *or* modern new school

funding: public *or* private

students: 80% local and 20% foreign *or* 20% local and 80% foreign

faculty: business leaders *or* researchers

location: international metropolis *or* small seaside town

site: campus *or* city centre

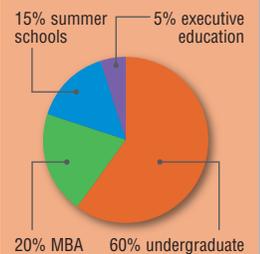
### Reading

**2** Read the information about Mangalia Business School and list its strengths and weaknesses in terms of its ability to compete on a global market.

## Mangalia Business School (MBS)

Founded in 1992, MBS is a private business school in southeast Romania with an excellent reputation for quality in Central and Eastern Europe. Situated on the Black Sea coast, close to the Romanian Business Centre, which hosts international conferences and seminars, Mangalia's climate and cultural **heritage** make it the ideal location for both summer schools and all-year study on a well-equipped seaside campus with comfortable accommodation for 300 students. The School offers internationally recognized undergraduate and masters degrees, as well as executive education **tailored** to the needs of individual companies. Faculty are recruited from Central Europe's most successful companies. Work placements are organized in Romania, Bulgaria, Hungary and Ukraine, providing invaluable experience of international business.

### Courses



### Internet research

Search for the keywords "how much is an MBA" to find out how much it would cost you to get an MBA. Draw up a budget including tuition fees, living expenses, travel, etc.

### Listening

**3**  **1:10** Listen to an extract from a presentation given by Radu Ionescu, the Dean of MBS, and answer the questions.

- 1 What alternatives is MBS facing due to globalization?
- 2 What does Radu Ionescu expect from his guests?
- 3 What has Ion Bumbescu offered, and what are his conditions?

### Discussion

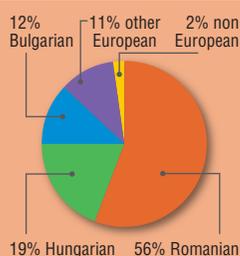
**4** In small groups, hold a meeting to discuss the brief below and draw up proposals for MBS's five-year plan.

## Mangalia Business School

### Brief for international consultants

- 1 Sponsorship  
Should MBS accept Bumbescu's offer to sponsor the school? (see point 3)
- 2 Tuition fees  
Until now fees have been average for business schools of this type. Should MBS maintain this policy, raise fees to a higher than average level, or reduce them to a lower than average level? (see point 3)
- 3 Development projects  
MBS can afford to invest in the development projects below as follows:  
At current (average) fee levels, one project only.  
If Bumbescu's sponsorship is accepted, two projects.  
If fees are increased, one additional project.  
If fees are reduced, one project less.  
The possible projects are as follows:
  - strengthen faculty and increase research funding
  - improve and extend facilities
  - improve placement and career services
  - develop international recruitment and exchange programmes
  - your ideas ...
- 4 Promotion  
Please consider the following, as well as your own ideas:  
Who should MBS target: undergraduates, future MBAs, corporate clients?  
Where should MBS look for its future clients: Romania, Central Europe, Western Europe, the US, the Far East, worldwide?  
How should MBS promote itself: materials, media, events, incentives?

### Students



### Listening

**5**  **1:11** Listen to a radio news report. How does this news affect your proposals?

### Presentation

**6** Present your proposals. The class should vote for the best presentation.