

## Unit 1 >

### 1 Read the article quickly and choose the statement that sums up the main idea.

- 1 More companies plan to increase the number of female managers aged between thirty and fifty-four over the next three years.
- 2 Multinational companies in twenty-six countries start programmes to encourage workers to take career breaks in order to gain more skills.
- 3 A telecoms company plans to help people return to work after they have had years away from their job.

### 2 Complete the definitions with the words/phrases in bold in the article.

- 1 People considered for a job or training programme are \_\_\_\_\_.
- 2 A period of ten years is a \_\_\_\_\_.
- 3 \_\_\_\_\_ is when you meet people involved in the same kind of work to share information and support.
- 4 *Recruit* and \_\_\_\_\_ are verbs that mean 'employ'.
- 5 A \_\_\_\_\_ is a period of time when people take time away from their job, for example to look after their children or family.
- 6 When a woman spends time away from work after she has a baby, it's called \_\_\_\_\_.
- 7 \_\_\_\_\_ are in charge of small groups of people, but do not take important decisions that affect the whole organisation.
- 8 People working for a company for a short time without pay are on \_\_\_\_\_.

### 3 Find the numbers (1-5) in the article and match them with the information they refer to (a-e).

- |              |  |
|--------------|--|
| 1 1,000      | a countries where the scheme will operate                        |
| 2 96 million | b number of weeks that new mothers can have paid leave           |
| 3 26         | c number of people Vodafone wants to employ over three years     |
| 4 7,500      | d approximate number of women around the world on a career break |
| 5 16         | e number of management jobs at Vodafone                          |

### 4 Decide if the statements are *true* (T) or *false* (F).

- 1 The ReConnect programme wants to help people return to work after up to five years out of a job.
- 2 Vodafone is not the only company encouraging workers to return to the workplace.
- 3 Studies show that most women want more support when they return to work after a career break.
- 4 Only people who worked for Vodafone can join the ReConnect programme.
- 5 Men cannot apply to join the ReConnect programme.
- 6 Vodafone hopes that the programme will increase the number of women in management in the company.

**5 Without looking at the article, choose the option which best completes each sentence. Then read the article again to check.**

- 1 Half of Vodafone's new employees will be in managerial positions and the other half will work in jobs such as
  - a call centres and shops.
  - b catering and restaurants.
  - c factories and delivery.
- 2 Some companies offer programmes that include networking opportunities and
  - a study skills.
  - b coaching.
  - c interviews.
- 3 The Vodafone scheme plans to extend to twenty-six countries and will offer
  - a paid holiday.
  - b regular training courses.
  - c flexible working options.
- 4 The pilot ReConnect programme was successful and the candidates were aged between
  - a eighteen and twenty-four.
  - b thirty and forty-five.
  - c twenty-eight and fifty-eight.
- 5 Vodafone allows new mothers to work fewer hours for six months on
  - a full pay.
  - b eighty percent pay.
  - c fifty percent pay.



**Vodafone starts programme to recruit career-break women**

By Andrew Hill

Vodafone is starting a programme to recruit women who have taken a **career break**. The telecoms company aims to **hire** 1,000 people worldwide over three years. Half will be in roles such as call centres and shops, and the other half in managerial positions. It hopes to attract skilled workers who are trying to return to a job after up to a **decade** out of the workplace.

5 Vodafone's ReConnect programme is the latest in a number of initiatives aimed at encouraging workers to restart their careers after a break.

Royal Bank of Scotland's Comeback Programme provides 'returnships' of 12–16 weeks, including **work placements**, coaching and **networking** opportunities.

10 A study prepared for Vodafone estimates that 96 million skilled women aged between 30 and 54 are on career breaks worldwide. This includes 55 million who have experience as **middle managers** or in more senior roles. Another survey showed that eight out of ten believed that more support is needed for women who want to return to work.

15 Vodafone's programme is not restricted to former Vodafone staff and is open to men as well as women. However, the group expects most of the **candidates** to be women, many of whom will have stepped off the career ladder to have children. The scheme will extend to 26 countries. Participants will have the opportunity to refresh skills and will be offered flexible working options. An early ReConnect programme in eleven countries recruited 50 people, aged between 28 and 58, who had been out of the workplace for between 1 and 10 years.

20 ReConnect candidates will account for 10 percent of all Vodafone's external management recruitment. Those taking part will have the chance to apply for permanent new jobs or to replace staff who leave. Vodafone believes the programme will help it meet its target of increasing the proportion of women in its 7,500 managerial roles from 27 percent to 30 percent.

25 In 2015, Vodafone became one of the first multinational companies to offer new mothers equal minimum **maternity leave** – set at 16 weeks – around the globe. It also offers full pay for new mothers for a reduced 30-hour week during their first 6 months back at work.

**Unit 2**

**1 Before you read, check that you know the words in the box. Match them with their definitions.**

assembly reputation revenue testing weld

- 1 the income of a company: \_\_\_\_\_
- 2 putting different parts of a product together: \_\_\_\_\_
- 3 join two parts together using heat: \_\_\_\_\_
- 4 checking that everything works correctly: \_\_\_\_\_
- 5 the opinion that people have about a brand or company: \_\_\_\_\_

**2 Read the article quickly and find the following. Use a dictionary to check any words you don't know.**

- 1 two things the factory robots do: \_\_\_\_\_, \_\_\_\_\_
- 2 two factory actions carried out by humans: \_\_\_\_\_, \_\_\_\_\_
- 3 the year the first Royal Enfield was produced: \_\_\_\_\_
- 4 the year production of Royal Enfield motorbikes stopped in the UK: \_\_\_\_\_
- 5 the price of a Classic 350 in rands and dollars: \_\_\_\_\_, \_\_\_\_\_

**3 Decide if the statements are true (T) or false (F).**

- 1 Six times more cars than motorbikes were sold in India in the financial year.
- 2 Companies such as TVS help promote India's reputation as a key manufacturing centre.
- 3 The only vehicle manufactured by TVS is motorbikes.
- 4 Eighty percent of the revenue of TVS comes from the home market.
- 5 Global companies recognise that manufacturing in India is better now than in the past.
- 6 Royal Enfield's bikes are popular because they are less expensive than their competitors.
- 7 Wages in the Indian IT industry started to increase after 2010.

**4 Which text summarises the main information in the article?**

- 1 Global companies are now moving their production bases to India due to the huge market for luxury motorcycles and scooters. Industry leaders in the automotive sector are sending their top engineers to factories around the country in order to test quality control and use of robotics in assembly.
- 2 The government and business leaders in India are keen for the country to be known around the world as a base for high-quality manufacturing. They are promoting key transport industries such as scooter and motorcycle production. Human expertise and robot technology are used in factories to make vehicles both for the large home market and also to export abroad.
- 3 The automotive industry in India is experiencing slower growth compared to other sectors. The number of motorcycles produced each year will soon overtake the number of cars being sold. The most popular classic motorcycles such as Royal Enfields are finding new markets in Egypt and Indonesia amongst young professionals.

**5 Match 1–5 with a–e to make collocations used in the article. Which pair is written as one word?**

- |                 |           |
|-----------------|-----------|
| 1 joint         | a leader  |
| 2 production    | b room    |
| 3 manufacturing | c venture |
| 4 show          | d line    |
| 5 market        | e centre  |

**6 Complete the sentences with collocations from Exercise 5.**

- 1 The factory workers assemble the product on the \_\_\_\_\_ and it's then tested and sent to the customer.
- 2 Our company worked closely with an organisation in Warsaw on a \_\_\_\_\_ to produce a new self-drive vehicle for the automotive sector.
- 3 The new \_\_\_\_\_ in Milan will contain a range of luxury bikes and sports cars.
- 4 Bangladesh is a major \_\_\_\_\_ for the textile industry.
- 5 They are currently the \_\_\_\_\_ in this sector but sales have fallen this year.



**India's motorcycle manufacturers**

Simon Mundy in Mumbai

More than 16 million motorcycles and scooters were sold in India during the financial year, far more than in any other country and nearly six times the number of passenger cars sold. Exports in that same period reached 2.5 million, up from 1.5 million five years before.

5 The TVS Apache is a lightweight Indian motorcycle. At a time when the government is trying to promote India as a manufacturing centre, TVS and its peers provide encouraging examples.

The Apache can be purchased in showrooms from Bogotá to Jakarta, while TVS' three-wheeled autorickshaws are on the streets of Cairo and Addis Ababa. 'We're hoping that within the next three years, exports should be thirty-five to forty percent of our sales,' says Venu Srinivasan, chairman of TVS, which currently generates about twenty percent of its revenue abroad.

10 In a nearby building at TVS' plant at Hosur in southern India, robots weld and seal motorcycle parts while human workers perform testing and assembly.

On one production line, two visiting engineers from Germany inspect motorcycles made for BMW. The European company's decision last year to move production for the global market to an Indian partner reflects an improved reputation for manufacturing quality in India.

15 Siddhartha Lal is the chairman of Eicher Motors, the company which owns the motorbike producer Royal Enfield. The first Royal Enfield is the world's oldest surviving motorcycle brand. It started in the UK in 1901, but production in the UK stopped in 1970. It now continues to be produced in India as a joint venture.

Royal Enfield has experienced increasing sales at home for its relatively expensive bikes.

20 The popular Classic 350 retails for about Rs130,000 (\$2,000), compared with less than Rs50,000 for Hero Motocorp's Splendor, the Indian market leader. Royal Enfield sold 60,113 motorcycles last month, compared with fewer than 52,000 in the whole of 2009.

Mr Lal points to the emergence of prosperous young consumers over the past decade. 'By 2010, the IT and consumer goods companies in India were more mature, and starting

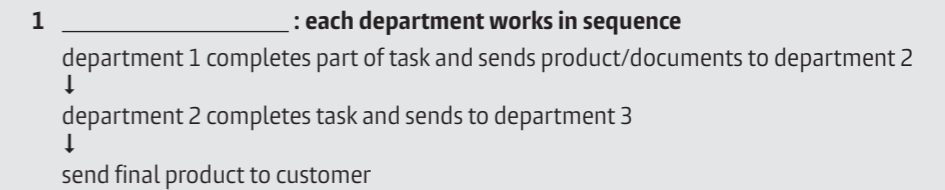
25 salaries, which had been absolutely awful, started looking up. So now there are more single young men willing to spend a bit more on themselves,' he says.

**Unit 3**

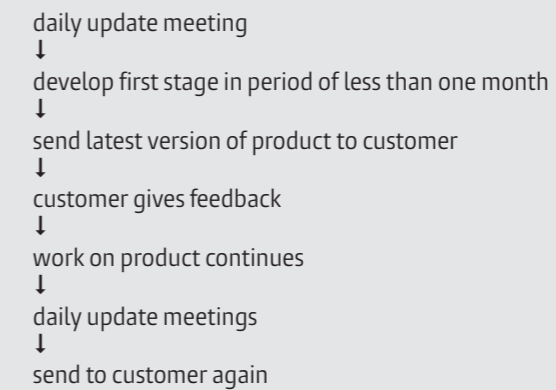
**1 Read the article quickly. Match the names (1-3) with the information (a-c).**

- |                                    |                                   |
|------------------------------------|-----------------------------------|
| 1 Kristine Van Cleve               | a creators of Scrum               |
| 2 Ken Schwaber and Jeff Sutherland | b a business academic             |
| 3 Hiroataka Takeuchi               | c head of a dental lab in the USA |

**2A Complete the diagrams about the project management process with Agile or Waterfall.**



2 \_\_\_\_\_ : teams from various departments work together



**B Read the article again and answer the questions.**

- 1 Which project management method was used first?  
\_\_\_\_\_
- 2 Which method does the article suggest is more successful? What factual information helped you to decide on your answer?  
\_\_\_\_\_
- 3 Which method takes less time between the start of making a product and when it is delivered to the customer?  
\_\_\_\_\_

**3 Complete the table with the words in the box.**

budget collaborate done individual progress retrospectives stand-up users

A successful Waterfall project is completed: • in a reasonable time period. • within <sup>1</sup> _____ . • to the satisfaction of <sup>2</sup> _____ .	Scrum stages on Post-it notes: • To do _____ • In <sup>3</sup> _____ • <sup>4</sup> _____
Three types of Scrum/Agile meeting: • <sup>5</sup> _____ • planning (before Sprint) • <sup>6</sup> _____	Reasons some team members resist: • they don't like to <sup>7</sup> _____ • they like to be the stars • less room for <sup>8</sup> _____ heroics and rewards

**4 Match the words from the article (1–5) with their definitions (a–e).**

- |                 |   |
|-----------------|---|
| 1 signed off    | a things that make progress difficult             |
| 2 top-down      | b make something better                           |
| 3 obstacles     | c manager says what to do and team follows orders |
| 4 improve       | d work closely together                           |
| 5 collaboration | e officially approved                             |

**5 Complete the summary with words from Exercise 4.**

Some company managers prefer a <sup>1</sup>\_\_\_\_\_ approach to project management, where team members take orders from the project leader and give progress reports at each stage of the project. With this method, every stage of a project needs to be <sup>2</sup>\_\_\_\_\_ as each department completes their part of a task. More modern methods of project management encourage regular meetings that help the group to discuss their work on the project and explain any <sup>3</sup>\_\_\_\_\_ that could delay deadlines. Rather than wait for a finished product, the teams work in <sup>4</sup>\_\_\_\_\_ with customers and clients. They share the work while it is in progress and discuss developments with the client and use their feedback to <sup>5</sup>\_\_\_\_\_ the product before it is finalised.

FT

**How project management turned into a Scrum**

By Lisa Pollack

The performance gap between the newer Agile ways of working and more traditional styles of top-down, plan-driven project management is huge.

The most commonly used old approach, Waterfall, has a success rate of just eleven percent. A successful project is defined as one completed in a reasonable period, within budget and to the satisfaction of users.

- 5 Waterfall involves a lengthy process of gathering and documenting all aspects of the new product. The documents are passed through assorted departments to be signed off.

In 1986 two professors, Hirotaka Takeuchi and Ikujiro Nonaka, wrote a paper in the *Harvard Business Review* which declared that 'the old, sequential approach to developing new products simply won't get the job done'. The 'relay race' wasn't working – this is where departments completed their part of a task and then handed over the project to the next department. Instead, they recommended that people from different parts of a company work together like a team in sport.

Jeff Sutherland and Ken Schwaber are the co-creators of Scrum, an Agile approach to project management. According to research, projects that use Scrum or other Agile approaches have a thirty-nine percent success rate.

- 15 The term *Agile* came from seventeen software engineers who got together to write down their ideas in a ski resort in Utah in 2001. They highlighted the need for close collaboration with customers and responsiveness to change. Sometimes it could take months between the start of a project and product delivery. Instead, they suggested that teams from different departments worked on the product together for short periods. The aim was to be able to quickly show the unfinished product to the customer, who could make suggestions. The team would use the comments to improve the product for the next stage.

20 Scrum calls its development cycles 'sprints'. These often last less than a month. Instead of detailed requirements, there are very brief descriptions of what a user wants from a feature and why. This information can be shown on Post-it notes arranged on a board in columns labelled *To do*, *In progress* and *Done*.

- 25 There are daily 'stand-up' meetings where members give updates, including any obstacles others might help with. There are also planning meetings before a sprint, and 'retrospectives' afterwards to discuss process improvements for the next sprint.

30 An example of a company which uses Scrum is DPS Dental, a small dental lab in Iowa. Kristine Van Cleve, the lab's president, says it was difficult at first. 'We have pockets of resistance,' she says. 'Some don't like to collaborate. They like to be the stars.' With the focus on the team, there is less room for individual heroics and rewards. Nonetheless, Ms Van Cleve thinks Scrum will be useful for her business.

**Unit 4**

**1 Before you read, choose the correct definition (a or b) for the words in bold in these sentences. Then read the article to check your answers.**

- The company made alterations in order to **tailor** the product to the target market.
  - make changes to something to fit different requirements
  - use material to increase the size of a product
- Hershey and Mars Inc. are examples of global companies that make **confectionery** products such as Reece's Pieces, M&Ms and Mars bars.
  - sweets and chocolates
  - fruit and vegetables
- There were **fluctuations** in the market, which meant that profits rose and then fell.
  - things remaining steady for a long time
  - unexpected increases and decreases
- This is a **universal** product which is suitable for global markets.
  - designed for a range of different countries and situations
  - designed for a specific market
- Some customers prefer to buy from **homegrown** companies rather than global organisations.
  - from a range of countries
  - from own country
- At the moment, the best-selling items in our eye range are **mascara** and eyeliner.
  - cream for the face
  - colour for eyelashes
- We are offering regular clients a **makeover** to demonstrate our new range of cosmetics.
  - change of style for hair and make-up
  - new health and fitness exercises

**2 Which summary matches the content of the article?**

- Large companies agree that marketing campaigns should be adapted to local markets. Some companies have found that cosmetics are more difficult to promote than other products.
- Some global companies are making changes to their product range to reflect what local customers prefer. They are also considering the differing requirements of individual geographic areas.
- Universal products are generally cheaper to produce compared to adapting goods to a specific market. Many Western brands will only adapt their range to local needs if research shows that they will be guaranteed to make a profit.

**3 Match the information (1–5) with the paragraph it appears in (A–E).**

- company extends product range \_\_\_\_
- what's happening as a result of competition \_\_\_\_
- examples of changes to marketing message \_\_\_\_
- strategy company used to demonstrate product \_\_\_\_
- three types of products changed \_\_\_\_

**4 Decide if the statements are true (T) or false (F).**

- Companies are starting to use models and music from the local area in their marketing.
- Quiet stereos were introduced to one African market.
- In some areas, products need to adapt to power supplies that are not always steady.
- In the past, poor research meant that products were not adapted for the local market.
- Oriflame introduced everything in its product range to the African market.
- Local supermarket chains are in competition with Western cosmetic brands.

5 Choose a word in italics from the article to complete the sentences.

- 1 Consumers in local markets have different *tastes / results* in terms of flavours.
- 2 As well as confectionery, the company also produces *sweeten / soft* drinks.
- 3 They didn't do enough market *competition / research* on the product range.
- 4 The organisation set *out / up* branches in China and Brazil last year.
- 5 The new online marketing campaign encourages customers to spread the *word / brand* to their friends and family.



Companies adapt to local African markets

By Katrina Manson in Nairobi

- A Big companies are beginning to tailor their marketing messages for global contexts. As a result, they are increasingly choosing local models, languages, music and food to reach target audiences. In addition, some companies are beginning to adapt their products to the tastes of local markets.
- 5 B This can be seen in Africa, where manufacturers of soft drinks and confectionery typically sweeten products aimed at home markets, while South Korea's Samsung recently brought out extra-loud stereos to appeal to Nigerian consumers. Other examples include fridges that can be used where electricity is unreliable due to power cuts and fluctuations in the electricity supply.
- 10 C One European corporate executive remarks that in the past, companies had a habit of introducing universal products to the African market as they had not bothered to do market research. But that is changing now with the arrival of competition, particularly from homegrown African companies.
- 15 D Swedish beauty company Oriflame set up in East Africa last year, but could only introduce 300 products from its full range of 1,500. Some of its make-up was developed for the Indian market, but the company plans to introduce darker shades of foundation for an African range soon.
- 20 E Often, the cosmetic products are so entirely new to local markets that customers are confused. 'Some of our customers try to put black mascara on their lips – they don't know what it's for,' says Tracy Wanjiru, at East Africa's largest supermarket chain Nakumatt.
- The company set up free nail bars and makeovers to spread the word and tempt new custom for more expensive Western brands entering the market, including Revlon and L'Oréal's Maybelline.

Unit 5

1 Before you read, choose the correct definition (a or b) for the words/phrases in bold in these sentences. Then read the article to check your answers.

- 1 Design and innovation are **intrinsically linked** and often work together.
  - a completely different
  - b very closely connected
- 2 Design companies don't always have the **resources** to spend on developing their ideas.
  - a finance
  - b employees
- 3 Not all suggestions **make the grade**, but the team knows that we listen to their ideas.
  - a are tested
  - b are successful
- 4 The engineers made a model of the design but we needed to produce 1,000 for our customer and it was too expensive **scaling up** production.
  - a increasing the amount of materials required to produce a larger number of products
  - b saving money by using more than one manufacturer to produce products
- 5 Small companies can save money if they work **collaboratively**, for example by sharing ideas or equipment.
  - a together
  - b in competition

2 Complete the sentences with words/phrases from Exercise 1.

- 1 Some of the best designs are a result of the team working \_\_\_\_\_ and sharing ideas.
- 2 We researched the equipment and \_\_\_\_\_ that we needed to complete the project and then we agreed a budget.
- 3 Good looks and usefulness are \_\_\_\_\_ when designing products for the home.
- 4 Eduardo didn't \_\_\_\_\_ in his exams last term but his latest work shows significant improvement.

3 Read the article quickly and match the sub-headings (1-5) with the sections of the article (A-D). There is one extra sub-heading which you don't need to use.

- 1 What challenges do small design firms face? \_\_\_\_\_
- 2 What are design skills used for? \_\_\_\_\_
- 3 How do small design companies work together? \_\_\_\_\_
- 4 How much finance is required? \_\_\_\_\_
- 5 What should good design and innovation do? \_\_\_\_\_

4 Read the summaries of sections A-D. Replace the words in italics with the words in the box.

critical distribution visionary work spaces

- A There are many *imaginative* design companies that create interesting products for their customers by using existing or future trends. \_\_\_\_\_
- B Production and *delivery* to customers and retail outlets is expensive for small companies. \_\_\_\_\_
- C Finance is *essential* to help small design companies to grow. \_\_\_\_\_
- D Some companies work together by sharing *offices or design studios*. \_\_\_\_\_

**5 Decide if the statements are true (T) or false (F).**

- 1 The design sector doesn't have enough companies with interesting ideas.
- 2 For small companies, investment is particularly important during the later stages of development.
- 3 Innovation requires time and money to experiment on ideas that work and also on ideas that don't work.
- 4 William Mitchell believes that finance for small design companies is essential to help them develop and have future success.
- 5 4C Design think that if a product looks good then it doesn't always need to be useful.
- 6 The main reason that designers and engineers need more funding is to spend time creating effective marketing campaigns.



**The funding dilemma for small design firms**

By Steve Hemsley

**A** Design and innovation are intrinsically linked, with both able to significantly improve business performance.

The design sector is full of visionary companies and individuals using their skills to develop products and services for their clients, solving problems or connecting with consumers in a particularly effective way. Great designers could be tapping into a trend or predicting a new demand from customers.

**B** However, design companies face unusual challenges, particularly when they are small businesses. Anything new requires investment at an early stage of its development, and smaller design businesses can struggle to support their R&D strategy and facilities. Without the resources to spend on great new ideas – and on ideas that never make the grade – it's easy for innovation to stagnate as a business struggles to juggle the demands of sustaining existing client work with developing their product range or breaking new markets.

Often, an SME\* in the design or engineering sector will produce an innovative idea which proves incredibly popular. However, scaling up production or distribution can be a real challenge or even impossible without adequate funding.

**C** 4C Design are successful innovators who understand how important future investment will be if they are to reach their full potential. 4C Design's founder, William Mitchell, says funding is critical to continue expanding. He believes that no product design or engineering company can survive without innovation, but he stresses that any invention or creative advance must solve a real problem.

'I have always been excited by design and I appreciate products that work well, look good and have been put together well,' he says. 'But we do have a natural filter within the consultancy to only work on projects that use innovation to create something new and useful. It essentially has to solve a problem and not just clog up your life.'

**D** Many SME design companies are keen to work more collaboratively with similar businesses. There is a trend, for example, for designers to support each other by sharing ideas and even work spaces. But smaller design and engineering firms need investment to enable them to devote their time and expertise to doing what they do best creating great products.

\*Small or Medium Enterprise

**Unit 6**

**1 Before you read, check that you know words 1–7. Match them with their definitions (a–g). Use a dictionary to help you if necessary. Then read the article to check your answers.**

- |            |   |
|------------|---|
| 1 hacking  | a sending emails designed to gain secret information such as computer passwords |
| 2 firewall | b a range of dishonest schemes  |
| 3 phishing | c related to computing, information technology and the internet                 |
| 4 cyber    | d gaining unauthorised access to data in a computer system                      |
| 5 scams    | e a network security system to prevent unauthorised access to computer data     |
| 6 breach   | f an organisation or person that makes sure rules are followed                  |
| 7 watchdog | g a breakdown in security   |

**2 Read the article again quickly and match the sub-headings (1–4) with the sections of the article (A–D).**

- 1 Tips to help a company prepare for a cyber attack \_\_\_\_
- 2 A comparison of employee and computer safety \_\_\_\_
- 3 A car company experiencing many cyber incidents \_\_\_\_
- 4 Examples of two types of computer attack \_\_\_\_

**3 Choose the correct option (a, b or c) to answer the questions.**

- 1 How many days does it take most companies to realise that a security problem has occurred?
 

a almost 100	b fewer than 60	c about 7
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- 2 Who disapproved of the way Yahoo! handled the security problem?
 

a investors	b customers	c both
-------------	-------------	--------
- 3 Why is it a danger to trust the security controls set by the company that supplies the computer network?
 

a They could already have a virus.	b They might not be secure enough.	c They don't have firewalls.
------------------------------------	------------------------------------	------------------------------
- 4 What did the hacking of San Francisco's public transit system affect?
 

a safety	b health	c payments
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**4 Find words/phrases in the article with a similar meaning to the following.**

- A** 1 criminal \_\_\_\_\_
- 2 move money from one bank account to another \_\_\_\_\_
- 3 too trusting \_\_\_\_\_
- B** 4 unfriendly \_\_\_\_\_
- 5 main objectives \_\_\_\_\_
- C** 6 tidy up \_\_\_\_\_
- 7 paying attention and being interested \_\_\_\_\_
- D** 8 at the centre \_\_\_\_\_

**5 Complete the sentences with words/phrases from Exercise 4.**

- 1 The customer realised that he had been \_\_\_\_\_ when he gave his password and card number to a stranger, but explained that he thought that the email was from his credit card provider.
- 2 As a result of the security breach, the bank advised customers not to \_\_\_\_\_ money to unknown accounts.
- 3 Trust is \_\_\_\_\_ of a company's relationship with its clients, which is why the company must communicate quickly when data is hacked.
- 4 A successful business needs teams that are \_\_\_\_\_ and motivated.
- 5 In the meeting, we decided that the two main \_\_\_\_\_ are to review cyber security and check our staff guidelines.



## How to turn cyber attacks to your advantage

By Andrew Hill

**A** When handling hacking, the main weaknesses in most organisations are not technological – firewalls, software – but human. Since a villain pressed ‘send’ on the first phishing email, the human factor has played a part in cyber plots.

For example, scams where the widow of a general promises you money to help transfer their fortune – gullible people who believe the first sentence are most likely to trust the rest of the tale.

More recently, criminals have started making attacks to demand money from a company or threaten to create problems with its share price. Again, the approach uses basic human weaknesses. As a senior executive, you may well not know whether the hack is real or not – it still takes at least ninety-nine days for companies to discover a security breach, says consultancy Mandiant. So, are you prepared to risk saying that the news is fake?

**B** Big companies are under hostile cyber fire all the time – Volkswagen said it was facing 6,000 attacks a week – so it would be better to start thinking of the threat as an opportunity. As Amitava Dutta and Kevin McCrohan of George Mason University wrote in the early days of cyber risk, ‘information security is not a technical issue; it is a management issue’. Leadership, culture and structure (or lack of them) have a ‘significant impact’ on what happens in an attack. So check your company’s priorities.

**C** Spring-clean your structure. Organise files and throw out what you don’t need. Find out what information you hold and where.

Update lines of communication, internal and external, and reexamine what your response will say about your attitude to different interests. For two years, Yahoo! failed to reveal a huge security breach as it tried to sell its core business, inviting criticism from customers, investors and watchdogs.

Make sure your staff are engaged. Carelessness about security may suggest reduced loyalty, risk taking, or worse, potential attacks from inside your own organisation.

Review your network. The computer security controls set by the supplier may not be secure. This could allow a virus to find a way in and infect the computers in your company.

Finally, be prepared. Executives’ first reaction to a breach is often to spend time asking ‘Who did this to me?’, followed by a search for the ‘guilty’. By contrast, when San Francisco’s public transit system was held hostage by cyber attackers, managers were prepared and were able to decide quickly to open the gates and allow free travel. But if hackers had attacked safety rather than payments, the correct decision would have been to close the network.

**D** Good cyber security, like worker health and safety, is becoming obligatory, said Elizabeth Corley, vice-chair of Allianz Global Investors.

Hackers may be inadvertently performing a useful service: prompting executives to fix the human weaknesses at the heart of their organisations.

## Unit 7

**1** Read the title of the article and choose the option (a, b or c) which best explains its meaning.

- a The customer services department of a company makes a complaint.
- b A new company plans to make it less difficult to complain.
- c A company complains about start-ups’ customer services.

**2** Read the article quickly. Then read these sentences and choose the correct definition (a or b) for the words/phrases in bold.

- 1 If you are **waiting on hold**, you are likely to be on the
  - a phone.
  - b internet.
- 2 If you **rip off** someone, you \_\_\_ their time, money or ideas.
  - a buy
  - b take
- 3 When a person is **matter-of-fact**, they are calm and
  - a unemotional.
  - b bored.
- 4 The **lion’s share** of something is the \_\_\_ part.
  - a largest
  - b smallest
- 5 **Twitter storm** and **the one-star TripAdvisor review** both refer to \_\_\_ feedback online.
  - a positive
  - b negative
- 6 When someone **vents their rage**, they express a strong or \_\_\_ emotion and say or write what they are thinking at that moment.
  - a angry
  - b excited
- 7 People or software that get **smarter** become more
  - a enthusiastic.
  - b intelligent.

**3** Read the article again and complete the gaps (1-5) with these phrases (a-f). There is one extra phrase you don’t need to use.

- a social media sites
- b saving your branding
- c cancellations and lost bags
- d during the holiday period
- e before making a complaint
- f fill in a form

**4** Decide if the statements about Michael Schneider and Service are *true* (T) or *false* (F).

- 1 Michael Schneider had the idea for the company after personal experience of waiting for his complaints to be dealt with by customer services.
- 2 He thinks that customers usually explain the problem well when they deal directly with customer services.
- 3 Service charges customers \$300 to help with their complaint.
- 4 Complaints about travel make up about fifty percent of Service’s business.
- 5 Start-ups which have not succeeded gave customers a place to complain about service but did not try to solve the problem.
- 6 Service aims to have a large workforce in the future.
- 7 As Service gains more experience, it learns to solve complaints more quickly.
- 8 So far, all of the problems have been difficult to solve.

**5** Put the steps in the correct order (1-4) to make a complaint using Service.

- a Service explains the problem to the company.
- b The customer gets the money.
- c The customer completes a form online.
- d Service and the company negotiate and agree an amount.



### Customer service start-up aims to take pain out of complaints

By Malcolm Moore

A Los Angeles start-up wants to save people from waiting on hold on customer service helplines by resolving their complaints for them.

5 'The idea for the company was me wasting too much of my time dealing with customer service,' said Michael Schneider, the founder of Service. 'If you deal with it yourself, you feel you are losing your time. If you do not do anything, you feel like you have been ripped off.'

Service, which has raised almost \$4 million in seed funding, asks customers to <sup>1</sup> \_\_\_\_\_ on its website or app. It then tries to negotiate a settlement with the poorly performing company.

10 'We are more efficient. Customers are often not the most articulate and can often be emotional. That makes the job more difficult at the other end. We are not emotional; we are matter-of-fact,' said Mr Schneider.

Service processes more than 100 requests a day and recovers just under \$300 on average for customers. 'The biggest area is travel, with the lion's share being airline delays and <sup>2</sup> \_\_\_\_\_,' he said. 'Travel makes up half our cases. Then there is retail: Amazon, Home Depot and Best Buy and telecoms companies, with queries over cable and mobile phone bills.'

15 Mr Schneider said Service planned eventually to make money by charging either consumers or the offending companies. 'My goal is to go to these companies and say not only are we saving you money by having people not call your call centre but we are <sup>3</sup> \_\_\_\_\_ by preventing the angry Twitter storm or the one-star TripAdvisor review.'

20 A number of failed technology start-ups have in the past attempted to name and shame bad customer service by giving consumers a place to vent their rage online. In recent years, several companies have focused on using <sup>4</sup> \_\_\_\_\_ such as Twitter to respond to unhappy customers.

25 Service only employs eleven staff but said it would take on another person <sup>5</sup> \_\_\_\_\_. 'Our eventual goal is to have the software do most of the work,' said Mr Schneider. 'Every time we solve a case, the software gets a bit smarter. The first time we called British Airways we had no idea what we were doing,' he said. 'Now we have mapped most large companies so we know the quickest way to resolve problems. Some companies are easy, some are more difficult.'

## Unit 8

1 Read the title of the article and choose the option (a, b or c) which best explains its meaning.

- a how to make your computer more secure and safe for the future
- b ways to avoid competitors stealing your ideas for new technology
- c how to make things better, not worse, when you make mistakes using electronic communication

2 Read the article quickly and match the sub-headings (1-5) with the sections of the article (A-E).

- 1 A banking mistake \_\_\_\_\_
- 2 I make mistakes too \_\_\_\_\_
- 3 What not to do \_\_\_\_\_
- 4 Errors in emails sent to me \_\_\_\_\_
- 5 Why mistakes are made \_\_\_\_\_

3 Read the article again. Then read these sentences and choose the correct definition (a or b) for the words/phrases in bold.

- 1 Karl has made another **blunder** on the invoices. He doesn't pay attention to his work.
  - a request
  - b mistake
- 2 Experts advise that workers who **juggle** tasks are less likely to do a good job.
  - a do more than one thing at time
  - b take frequent breaks
- 3 When I watch TV while messaging and writing a report, I can suffer from **digital overload**.
  - a the effect of using too many devices
  - b the result of forgetting to turn off devices at the same time
- 4 As requested, the customer **transferred** €2,500 and it arrived in our account this morning.
  - a sent the money by electronic banking
  - b made a credit card payment
- 5 Is it better to **recall** an email when you make a mistake or simply apologise?
  - a request delivery confirmation
  - b retrieve an email that has not yet been opened

4 Which statements describe the writer's attitude to mistakes? Is the information true (T), false (F) or not given (NG)?

- 1 She gives examples of errors made by three colleagues.
- 2 She thinks we are making more mistakes than in the past.
- 3 She always checks her emails and never makes mistakes herself.
- 4 Sometimes she suffers from digital overload.
- 5 She is surprised that big mistakes don't happen more frequently.
- 6 She thinks the bank worker should have been fired for his mistake.
- 7 When you make a mistake, say 'sorry' and carry on.
- 8 She has never searched for a recalled email to read the message.

5 Match the email extracts (1-4) with the people who are likely to have made the mistakes (a-d).

- 1 I'm afraid the money was sent in error and needs to be returned immediately.
  - 2 Congratulations on your promotion - well done!
  - 3 Pieter worked in Hong Kong for six months. After that Peter moved to Shanghai.
  - 4 Your work will be more productive if you concentrate on one task at a time.
- a the writer
  - b the PR woman
  - c a researcher
  - d a bank worker



**6 Complete the communication tips with the words/phrases in the box.**

correct hasty inbox mis-typed pay attention spelt

It's important to <sup>1</sup>\_\_\_\_\_ when writing because if you concentrate, you will make fewer mistakes. If you do make an error in your communication, make sure that you <sup>2</sup>\_\_\_\_\_ it quickly. Careful checking will help to avoid most mistakes. Before you hit 'Send' are you sure that you haven't <sup>3</sup>\_\_\_\_\_ an email address or <sup>4</sup>\_\_\_\_\_ a word incorrectly? Simple details are sometimes the easiest things to get wrong, especially when writing a <sup>5</sup>\_\_\_\_\_ message while you are doing more than one thing at a time. When you look in your <sup>6</sup>\_\_\_\_\_, you will find plenty of examples of emails containing errors that are easy to avoid. Try to make sure that your communication doesn't contain the same mistakes.



**The best way to recover from a technological bungle**

By Pilita Clark

- A** The other day when I got to work, I found an email from a PR woman I have never met congratulating me on my new job at City AM, a newspaper I have never worked for. 'Sorry,' she wrote in a hasty follow-up mail. 'Clearly not concentrating.' The next day I heard from two men, one from an investment bank, the other a credit-rating agency. Both had made email muck-ups they needed to correct. These people are far from alone. The idiotic mistakes we make at work are awful and getting worse.
- B** I know this because I make so many myself. The other week I gave one colleague a mis-typed email address for someone she needed to contact and another the wrong date for a meeting. Then I nearly wrote a story with the name of one person spelt two different ways.
- C** Researchers have been warning for years that people who constantly juggle emails, texts and messages do not memorise or manage their work as well as those who pay attention to one thing at a time. Digital overload has been estimated to cost as much as \$997 billion a year in lost productivity and innovation, just in the USA. No wonder, when it is claimed we tap and swipe our phones an average of 2,617 times a day.
- D** I am astonished that the levels of office bungling are not far worse. It is still quite rare to see a huge blunder, such as the \$6 billion a Deutsche Bank worker accidentally transferred to a customer a couple of years ago.
- E** One big lesson I have learnt is this: if you do happen to send an idiotic email at work, unless you have caused a stock market meltdown, just apologise and move on. Never try to recall it.

A look through my inbox shows there was only one month this year – August – when I did not get at least one message from someone announcing they 'would like to recall' an email. In almost every case, I did what everyone does in this situation: I tracked down the note to see what it said.