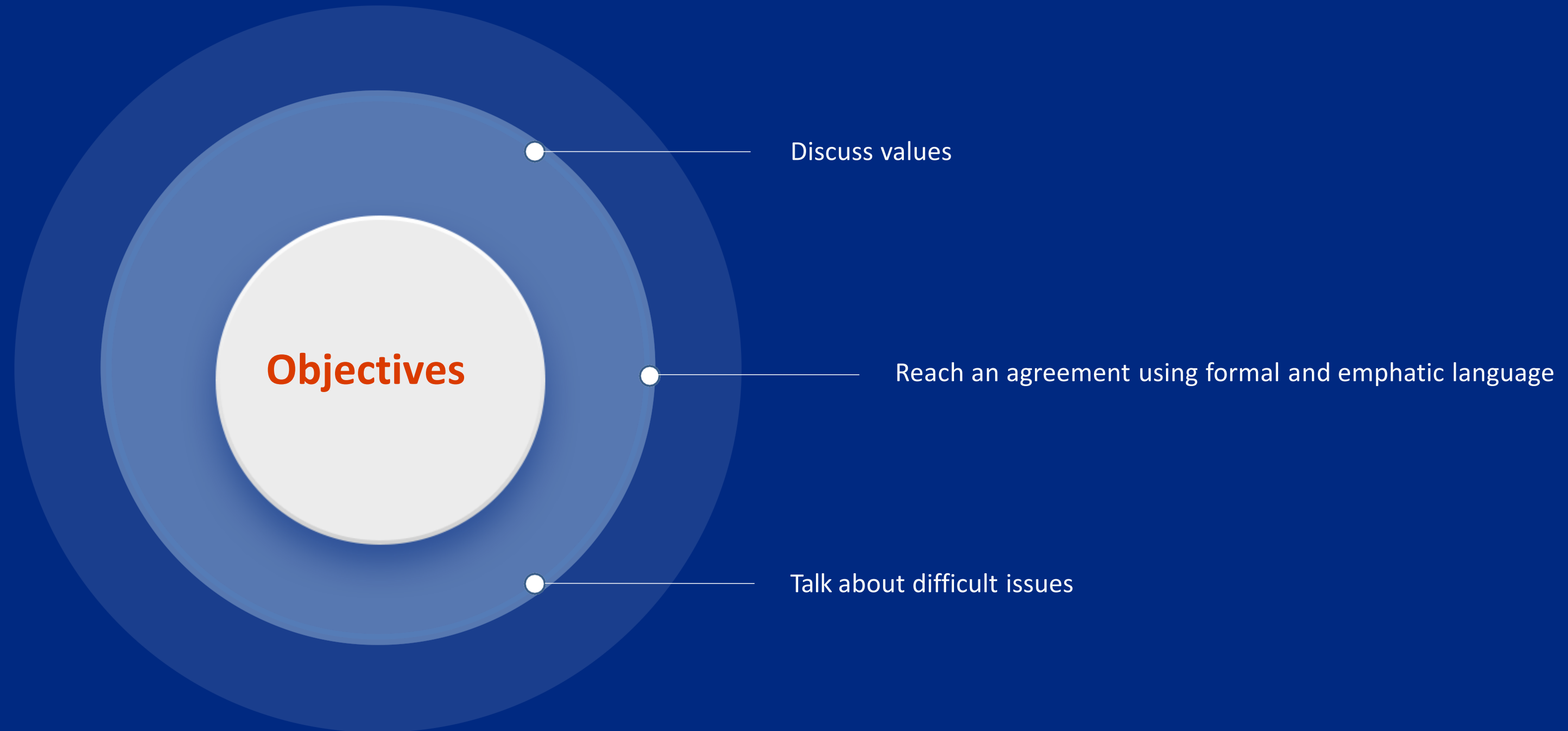


# Business Advanced

Unit 11: Values





# Starting Point

1. How would you define the term 'values'?
2. How important is it for a company to have values?
3. Would a company's values influence your decision to be an employee or a customer of that company?
4. What values are important to you?



# Working with Words | Talking about values

## 1. Discuss the following questions.

1. What do you know about the TATA group of companies?
2. What values do you associate with TATA? Why?
3. Do you think brand values are dependent on cultural values?

## 2. Match the core values in the "Our Values" section of the TATA Code of Conduct to explanations 1-5.

**Pioneering - Unity - Responsibility - Excellence - Integrity**

## 3. Match bold words from TATA's "Our Employees" section to definitions 1-8.

1. a good feature that someone is judged on \_\_\_\_\_
2. a range of different types of people \_\_\_\_\_
3. accepting other people's behaviour and opinions \_\_\_\_\_
4. helping other people who also help you \_\_\_\_\_
5. maintaining a sense of your own value from the respect of others \_\_\_\_\_
6. polite behaviour towards other people \_\_\_\_\_
7. the ability to do something well \_\_\_\_\_
8. the same level of rights as other people \_\_\_\_\_

### OUR VALUES

TATA has always been values-driven. The five core values that underpin the way we conduct our business activities are:

1. \_\_\_\_\_ We will be fair, honest, transparent and ethical in our conduct; everything we do must stand the test of public scrutiny.
2. \_\_\_\_\_ We will integrate environmental and social principles in our businesses, ensuring that what comes from the people goes back to the people many times over.
3. \_\_\_\_\_ We will be passionate about achieving the highest standards of quality, always promoting meritocracy.
4. \_\_\_\_\_ We will be bold and agile, courageously taking on challenges, using deep customer insight to develop innovative solutions.
5. \_\_\_\_\_ We will invest in our people and colleagues, enable continuous learning, and build caring and collaborative relationships based on trust and mutual respect.

These universal values serve as the foundation for the Tata Code of Conduct. They find expression within the value system of every Tata company

### OUR EMPLOYEES

Equal opportunity employer

When recruiting, developing and promoting our employees, our decisions will be based solely on performance, **merit**, **competence** and potential.

We shall have fair, transparent and clear employee policies which promote **diversity** and **equality**, in accordance with applicable law and other provisions of this Code. These policies shall provide for clear terms of employment, training, development and performance management.

### **Dignity and respect**

Our leaders shall be responsible for creating a conducive work environment built on **tolerance**, understanding, **mutual cooperation** and respect for individual privacy.

## 4. Discuss if and how the values in the sections from the *TATA Code of Conduct* in 2 and 3 are represented in your company.

5. Listen to a discussion about a study of global attitudes to American brands and cultural values by the market research company NOP World and answer questions (1-3).

- 1. According to the study, why have global attitudes to America changed?
- 2. What does Carla say has been the effect on certain American brands?
- 3. What arguments does Doug make which challenge the results of the study?



Audio 11.1

6. Match the adverb + adjective combinations in the list from the discussion to the statements (1-8) that are closest in meaning.

- significantly different
- increasingly difficult
- relatively stable
- irretrievably damaging
- profoundly worrying
- appreciably more hostile
- potentially disastrous
- unexpectedly rapid

- 1. 'It's going to get even harder and harder.' \_\_\_\_\_
- 2. 'Compared to earlier, the price hasn't changed much.' \_\_\_\_\_
- 3. 'The variation between them is noticeable.' \_\_\_\_\_
- 4. 'We didn't think it would change that quickly.' \_\_\_\_\_
- 5. 'It could be a major problem and we can't ignore it.' \_\_\_\_\_
- 6. 'I've noticed recently that they seem quite negative towards us.' \_\_\_\_\_
- 7. 'We're really concerned about this problem.' \_\_\_\_\_
- 8. 'We won't be able to reverse the effects of this.' \_\_\_\_\_

7. Which adverbs in 6 could be replaced by *noticeably*, *comparatively*, *considerably* or *surprisingly* without changing the meaning?

8. Rewrite statements (1-7) using the adverb in brackets and an appropriate adjective, so that the meaning remains the same.

- 1. We are very concerned about the downward trend in our share value. (profoundly) The reduction in \_\_\_\_\_.
- 2. In comparison with last year, staff turnover hasn't been as high as expected. (comparatively) The number of people \_\_\_\_\_.
- 3. The company's reputation has been permanently damaged by last year's share-dealing scandal. (irretrievably) Last year's share-dealing scandal \_\_\_\_\_.
- 4. It's becoming less and less easy to find well-qualified people to join the team. (increasingly) Recruiting \_\_\_\_\_.
- 5. I can't believe how quickly market conditions have changed. (surprisingly) The change in \_\_\_\_\_.
- 6. It's essential to remember that in many respects our cultures are not at all similar. (considerably) Don't forget that \_\_\_\_\_.
- 7. It's obvious that their attitude towards us is not as friendly as it used to be. (noticeably) Their attitude \_\_\_\_\_.



9. Role-play: Students A and B read the slide, explain the situation, highlight key problems, and discuss the impact on the company using the given phrases.

- *This is ...*
- *It has been ...*
- *It's going to be ...*
- *The situation is ...*
- *The customers are ...*

**Student A**

**Company X fact file**

- Produces coffee, chocolate, and related food and drink products
- Sources cocoa and coffee beans from a variety of producers in different parts of the world
- Has used the Fairtrade label on a small number of its key products, suggesting that it treats its suppliers well and pays a fair price for the goods it buys

**Company X in Fairtrade scandal!**

Company X has used the Fairtrade labelling in a bid to enhance its reputation, and has seen sales and profits on many of its Fairtrade products soar as a result. But is this about to change? An independent report has revealed that Company X does not abide by the terms of the Fairtrade agreement for most of its products, and actually puts pressure on producers to accept lower prices, driving many growers into poverty.

**Company X's situation following the news article:**

- Company directors moved quickly to limit the damage - they issued a press statement playing down the situation.
- Despite the press statement, the share price has fallen very quickly, and sales figures for most key products are much lower than expected.
- Customer surveys suggest the company is no longer trusted.

**Student B**

**Company Y fact file**

- Makes laptop and desktop computers for home and business use
- Is highly successful, with a reputation for quality and reliability
- Advertises its laptops as robust enough to be taken anywhere, using the slogan 'Ready to go whenever you are'

**Company Y laptops a health hazard!**

A laptop fire on an intercontinental flight caused panic amongst passengers. Fortunately, the cabin crew were able to extinguish the fire, but it's still unclear why this happened. This isn't the first time that a laptop from Company Y has caught fire. There have been several other reports of laptops exploding or bursting into flames without warning. One destroyed a truck in America, while another caused a huge fire in a family home in the UK. As a result of the latest incident, several airlines have now banned passengers from travelling with laptops made by Company Y. According to the company, the fault lies with the batteries, which are made and supplied by another company.

**Company Y situation following news article**

- Company Y issued a statement publicly blaming their supplier for the problem.
- Despite the statement, sales of their laptops are falling, and an increasing number of corporate customers are cancelling their contracts with them.
- To limit the damage, the directors have agreed to replace any laptops that have been destroyed, and have recalled all recently sold laptops for free battery replacement.

10. Prepare a short statement about your company's values for a group of new employees and explain why these values are important.

## Context

Alanas Pharma Inc. is a cosmetics firm based near Barcelona, Spain. Its products have had a run of poor reviews in women's magazines, and it received some bad publicity in Germany and the Netherlands over its animal testing policies. It hopes to reverse this negative perception with its new range of skin creams – all organic and hypo-allergenic. The plan is to launch the range at an international cosmetics exhibition in Berlin in two months' time. The company has outsourced production to a factory in South Korea and is expecting the first batch of stock to be shipped to Berlin in time for the launch.



### 1. Read the email from the production manager, Hyun-Ki, at the factory in South Korea. What is the problem? What issues might this problem cause for the marketing managers, Laura and Andrew?

Dear Laura and Andrew

I am very sorry to say that we are having difficulties meeting your order. Please can we speak to discuss this? May I suggest a conference call with both of you, along with me and my logistics manager, Jin-Ho, at 8.30 a.m. tomorrow (Spanish time)?

Kind regards,

Hyun-Ki

**Production manager**

Send

Discard

▼

Stating the position

- *We are in a very difficult situation.*
- *This is beyond our control.*
- *Having considered all the options ...*

Initiating a negotiation

- *Could you make do with ... ?*
- *What would you say to doing ... ?*
- *Would you consider ... ?*

Being unwilling to negotiate

- *I have to say 'no' to ...*
- *That's out of the question.*
- *I'm afraid it is just not possible.*
- *I refuse to budge on this.*
- *I have to stay firm on this.*
- *That just won't work.*
- *We can 't possibly ...*

Showing a willingness to negotiate

- *Let's try to find a way round this.*
- *That's not out of the question.*
- *I'd be willing to ...*

Agreeing on a solution

- *Are we all agreed?*
- *I'll go along with ...*
- *That sounds feasible.*

4. Listen to the second part of the call. Work with a colleague and discuss questions (1-3).

1. What suggestions are put forward?
2. How do the others react to the suggestions?
3. Which of the suggested solutions would you have chosen?



Audio 11.3

5. Listen again and complete expressions (1-10).

1. No, no, that's \_\_\_\_\_ the question.
2. No, that \_\_\_\_\_ work.
3. Would you \_\_\_\_\_ accepting delivery by the final day of the exhibition?
4. That's not out of \_\_\_\_\_.
5. I refuse \_\_\_\_\_ on this.
6. I have to \_\_\_\_\_ on this.
7. Could you \_\_\_\_\_ with some samples of the product?
8. We can't \_\_\_\_\_ that.
9. What would you \_\_\_\_\_ a smaller run for us?
10. Yes, I'd \_\_\_\_\_ to prioritize that.

6. Which expressions in 5 would be used by someone who ... ?

- a. is trying to reach a compromise
- b. is not willing to compromise
- c. might be prepared to compromise
- d. knows that what he/ she is offering is not really satisfactory

7. Listen to the final part of the conference call and answer questions (1-2).



Audio 11.4

1. What solution do they come up with? Compare it with your answer in 4.
2. Do you think they have come to an acceptable agreement for all parties?

8. Listen again and write the three expressions they use to agree on a solution.

1.
2.
3.



Audio 11.4

9. Role Play. Student A and B turn to the following page. Follow steps (1-2).

- Have a discussion and agree on a solution to the problem, using the expressions from the *Key Expressions*.
- Compare the solution you came to with other pairs in the class. Did the employee or the line manager benefit most from your solutions?

**Student A - Employee**

You are extremely busy at work and have an hour's commute daily. You want to work from home to save commuting time and avoid unnecessary interruptions. You have a home office and strong internet, so you feel your work won't be negatively affected and might even become more productive.

**Student B** is your line manager. Explain what you want and discuss the possibilities of this arrangement. State your position, try to negotiate some terms with B, and come to an agreement.



**Student B - Manager**

You are Student A's line manager. You have a very close knit team and you feel that it is important for team spirit and for productivity to have regular chats and face-to-face updates. You also feel it is essential for this team spirit that everyone on the team is treated the same.

**Student A** has a request. Discuss the possibilities of this request. State your position, try to negotiate some terms with A, and come to an agreement.

**10. Think of a problem or a change you would like to make at work. Use an idea from the list or one of your own. Then follow steps (1-3).**

- a pay rise
- a move to another office
- longer schedules
- more annual leave
- cooking facilities at work
- free parking

1. Collaborate with your colleague to plan how you want to present your proposal for change. Consider the potential effects it might have on you, your colleagues, and your work.
2. Write brief notes outlining your proposal and share them with another pair for analysis.
3. Review the notes from another pair and brainstorm possible objections to their proposal.



# Culture Question

- ⦿ How competitive are you during negotiations? Do you like to start with potentially unrealistic offers/ expectations?
- ⦿ Do you expect confrontation or do you try to avoid it?
- ⦿ Do you prefer to base your arguments on logic or on emotions? Why?
- ⦿ Do you think that negotiation style is connected to culture, to personality or to both? Why? Can you think of some examples?



# Language at Work I Participle clauses and inversion for emphasis and formality

## 1. Match the participle phrases in *italics* in (1-6) to the descriptions (a-e).

1. *As changing* the situation is no longer possible, let's try to find a way round this.
2. *Faced with* a few new developments here, we now have some capacity issues.
3. *Given* the unexpected unemployment rate, we should try to hire more staff.
4. *Having considered* each of the business points at issue, the meeting is adjourned...
5. *Offering* customers a special discount...
6. Well, *knowing* how our production works, I think we need an extra three weeks.

- a. present participle verb \_\_\_\_, \_\_\_\_
- b. conjunction + present participle verb \_\_\_\_
- c. participle phrase, used instead of the present perfect \_\_\_\_
- d. past participle verb + conjunction, used instead of the passive \_\_\_\_
- e. past participle verb, used instead of because of \_\_\_\_

## 2. Complete sentences (1-6) using the phrases from the list. Sometimes more than one answer is possible.

1. \_\_\_\_\_ the reports, it's obvious how the scandal started.
2. \_\_\_\_\_ about their involvement in the scandal, I stopped buying the product.
3. \_\_\_\_\_ that I had worked there for 20 years, I was surprised by the news.
4. \_\_\_\_\_ the new CEO, it's easy to see why he's so popular.
5. \_\_\_\_\_ the news about the scandal, he had no alternative but to step down.
6. \_\_\_\_\_ the CEO a huge pay-off was the only way we could get her to resign.

- **after**
- **meeting**
- **faced with**
- **given**
- **having read**
- **knowing**
- **offering**



3. Compare the sentences in A and B, and answer questions (1-2).

- 1. What happens to the verb and subject after the phrases in *italics* in B?
- 2. Why might you choose to use the B sentences rather than the A sentences?

| A                                                                                         | B                                                                                                                 |
|-------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| One of our contracts has just trebled their order and another new contract has just come. | <b><i>Not only</i></b> has one of our contracts just trebled their order, but another new contract has just come. |
| We have never suggested that we can be flexible on these dates.                           | <b><i>At no time</i></b> have we suggested that we can be flexible on these dates.                                |
| Staff will not be paid overtime for working extra hours in any situation.                 | <b><i>Under no circumstances</i></b> will staff be paid overtime for working extra hours.                         |

4. Rewrite these sentences using an inversion to add emphasis or formality.

- 1. We will never be willing to compromise our customer-care policy.  
**At** \_\_\_\_\_.
- 2. You should not send money to anyone without our prior authorization.  
**Under** \_\_\_\_\_.
- 3. Alicia was not only late, but she had left the office two hours earlier.  
**Not** \_\_\_\_\_.

5. Some health and safety rules in your company have been ignored recently, leading to staff injuries. Work with a colleague to create a formal announcement using the phrases in (1-4), addressing the rules and procedures. Include some of the listed issues.

- ignoring fire drill procedures
- driving and cycling on site
- not wearing protective clothing
- carrying heavy loads



Make your announcement to the rest of the class.

extra vocabulary

Key word I mean

Match the use of mean in 1-5 to definitions a-e.

- 1. I don't mean to sound rude.
  - 2. I mean, ... it's just that ...
  - 3. You mean I'm not smart enough?
  - 4. It just seems a bit mean ...
  - 5. You haven't told us what these figures actually mean.
- a. In other words...
  - b. Signify
  - c. I'm saying
  - d. Ungenerous
  - e. it's not my intention

# Practically Speaking I Raising a difficult point

## 1. Listen to five conversations at work and answer questions (1-2)



Audio 11.5

1. In each case, what is the difficult point that is raised?
2. How does the person raising the point sound? How does the other person respond?

## 2. Listen again and complete sentences (1-5).

1. Look, \_\_\_\_\_, but could you try to be a bit quieter when ...
2. OK, well ... Look, \_\_\_\_\_. Please \_\_\_\_\_, but ... do you think it would be possible ...
3. Look, \_\_\_\_\_ ... I know you spent a lot of time on it ... You see \_\_\_\_\_, it really needs a bit more work.
4. I'm not \_\_\_\_\_, but, well, I'm really delighted about ...
5. With \_\_\_\_\_, Thomas, \_\_\_\_\_, I don't think it's quite as simple as that ... \_\_\_\_\_, there is still an enormous number of unanswered questions.

## 3. Rewrite statements (1-5) using phrases from 2 to make them less direct.

1. The price you have quoted for this job is ridiculously high. There is no way we can afford to pay this amount.
2. Your laugh is really loud and annoying. It disturbs everyone else in the office.
3. Stop leaving your unwashed mugs around the office. They always go mouldy and they're disgusting!
4. Your performance over the last year has been really poor. We're not going to increase your pay until you start improving.
5. Your design for the new brochure is rubbish. We're going to ask someone else to do a new version.

## 4. Role-Play. Have a conversation about one of these situations. In turns raise the difficult point using an appropriate phrase.

1. One of your colleagues is taking a lot of time off work, officially because of stress, and this is increasing the workload and stress for the other team members.
2. Your colleague has produced some publicity material which doesn't match the brief they were given – you know they've worked hard on this, but it isn't right.
3. You share a small office. One of you constantly has meetings with other colleagues in the office. It's very difficult to work while this is happening.
4. You are in a meeting. One of your colleagues presents some facts or figures which you know are completely wrong.



# Talking Point

## Context: Olympus

In 2011, Olympus, a Japanese company specializing in cameras and medical equipment, confessed to concealing investment losses dating back to the 1990s. This admission followed allegations by the firm's British president, Michael Woodford, who exposed that Olympus had squandered \$1.4bn (£880m) on purchasing companies at inflated prices to mask earlier losses. He was later dismissed. Olympus shares plummeted in value after its executives admitted to the cover-up and issued an apology. This makes Mr. Woodford one of the most senior executives ever to become a whistle-blower. So, what drove him to take this step?

## Blowing the whistle

Michael Woodford was interviewed by the BBC at the time, in 2011.

**Michael Woodford:** We had acquired in 2008 three, I have labeled them, "Mickey Mouse" companies. Olympus is a high-tech healthcare and consumer electronics firm. We had purchased companies with no revenue, which produced face cream sold by mail order and microwave dishes, and we paid nearly \$1bn for these companies which were worthless.

**Interviewer:** So what was this covering up?

**Michael Woodford:** In Japan the story is becoming more and more widespread: you know, what is happening? How could things like this persist for 20 years? Two of the world's largest accountancy firms have been signing off our accounts, how could it be hidden? What is the oversight? The western shareholders, the American, European, Hong Kong, they are urging me to go back, but the Japanese shareholders have not said anything. I mean the company has lost 80% of its value since I was dismissed three-and-a-half weeks ago. It has now been placed on the watch list by the Tokyo Stock Exchange. It's in a critical state. But the Japanese shareholders haven't said a word.

**Interviewer:** Is there an argument though that actually the people who were covering this up recently were trying to protect their predecessors, they didn't want anybody to lose face, that it was actually partly a cultural response?

**Michael Woodford:** To do that, you have lost your entire orientation between right and wrong. And blind loyalty or unconditional loyalty is a dangerous thing. It won't be like past scandals in Japan, it can't be brushed under the carpet. And if any good comes out of this, that Japan changes its corporate approach to the way corporations are managed and it will be worthwhile in a broader sense.

**Interviewer:** Do you want to go back there?

**Michael Woodford:** I will go back if the shareholders want me, it's their decision. If they say they don't want me because what I have done is inharmonious, then that tells you that Japan isn't changing and it needs to change.

# Discussion

- 1. Why do you think Michael Woodford got fired?
- 2. Do you think the reasons are more connected with differences in the company values or cultural values?
- 3. Take a look at a few examples of cultural values below. Discuss whether you think each value is more British or more Japanese. What impact do you think the differences might have on international business? Complete the table with your ideas.

| Value                   | British | Japanese |
|-------------------------|---------|----------|
| Speed                   |         |          |
| Deference to hierarchy  |         |          |
| Individual contribution |         |          |
| Group harmony           |         |          |
| Risk-taking             |         |          |
| Informality             |         |          |
| Saying what you think   |         |          |
| Accountability          |         |          |
| Reaching a consensus    |         |          |

- 4. With these values in mind (and others you may be aware of), what do you think Michael Woodford could have done differently?

# Task

- 1. In order to make it clear to everyone what the expected standards, values, beliefs and ways of behaving are, many companies have a 'Code of Conduct'. As an ongoing measure they also have regular 'Compliance Training' sessions. With a colleague, list what you would expect to read in a 'Code of Conduct' or in 'Compliance Training' sessions. What kind of questions would you expect to be asked?
- 2. You are going to hold a meeting to agree on five values for your company, and write the framework for your company's Code of Conduct. Thinking about your company and cultural values, prepare your main points.
- 3. Complete the notes below and then present and justify your decisions to the rest of the class.

Our values are:

The main points of our Code of Conduct are:

The way we will check acceptance and understanding is: