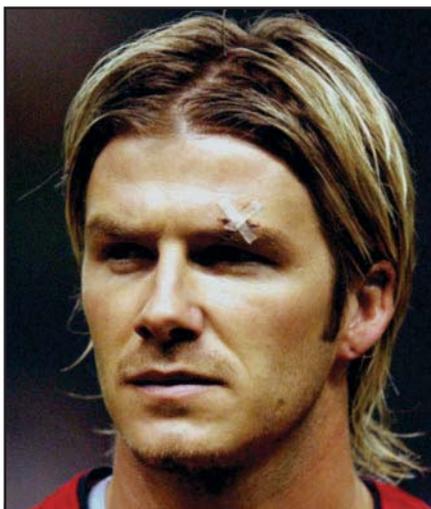




Company structure

A matter of choice

The world of lifetime employment in large hierarchical and bureaucratic organisations may be dead, but where is the modern company taking us? A new generation of online companies and networked entrepreneurs is forcing the survivors of the industrial age to merge into giant companies as powerful as nation states. But in an uncertain world only the fittest will survive. **Page 9.**



Fear and management

Terrorising the talent

The football dressing room may be the last refuge of old-style management techniques, but when Britain's most beautiful and skilful footballer was photographed with a wound above his eye inflicted by his manager, the nation asked 'Does fear really motivate?' **Page 17.**

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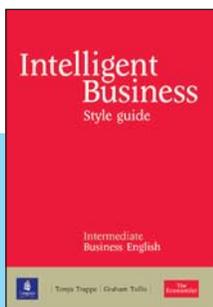
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Marketing brands

Seducing the masses

Once a simple guarantee of quality, brands now appeal to emotions and represent aspirations of a better lifestyle. In the new global economy they represent a huge portion of the value of a company, but are increasingly cynical and brand-weary customers seduced by this approach? **Page 51.**



Learning to write well in a foreign language is one of the most difficult challenges facing the language learner. This pocket-sized style guide will help you find the right words, use an appropriate style and write effectively. **See inside the back cover.**

Bookmap

	Reading	Language	Vocabulary	Career skills	Dilemma & Decision
Unit 1 Companies ■ 7	A matter of choice 9	Present simple and continuous 11	Companies and careers	Talking about your job Hierarchy 13	The virtue of necessity 14
Unit 2 Leadership ■ 15	When to terrorise talent 17	Articles 20	Synonyms Collocations	Getting things done Being direct 21	Mission: Impossible? 22
Unit 3 Strategy ■ 23	Nike's Goddess 25	Future forms 27	Suffixes	Short presentations Attitudes to timing 29	Harley's Angels 30
Review 1 ■ 31	Language check: Present simple and present continuous; Articles; Future forms; Consolidation Vocabulary check: Career skills: Talking about your job; Getting things done; Short presentations				
Unit 4 Pay ■ 33	The rewards of failure 35	Present perfect and past simple 38	Multi-part verbs	Evaluating performance Fixed objectives or flexibility? 39	Success at what price? 40
Unit 5 Development ■ 41	Gas for Peru vs green imperialism 43	Modal verbs of likelihood 45	Development and the environment Word form	Showing cause and effect Dealing with unclear situations 47	Striking a balance 48
Unit 6 Marketing ■ 49	Money <i>can</i> buy you love 51	Comparatives and superlatives 53	Brands	Considering alternatives Factual or vague? 55	A scent of risk 56
Review 2 ■ 57	Language check: Present perfect and past simple; Modal verbs of likelihood; Comparatives and superlatives; Consolidation Vocabulary check: Career skills: Evaluating performance; Predicting consequences; Considering alternatives				
Unit 7 Outsourcing ■ 59	The new global shift 61	Conditionals 1 and 2 63	Offshoring Collocations	Making and responding to suggestions Decision-making 65	Going offshore 66
Unit 8 Finance ■ 67	Europe's Enron 70	Adjectives and adverbs 72	Corporate governance	Referring to visuals Formal and informal presentations 73	Counting the costs 74
Unit 9 Recruitment ■ 75	A full house 77	Relative pronouns 79	Word-building	Smalltalk Attitudes to personal space 81	The Bellagio interview 82
Review 3 ■ 83	Language check: Conditionals 1 and 2; Adjectives and adverbs; Relative pronouns; Consolidation Vocabulary check: Career skills: Making suggestions; Referring to visuals; Smalltalk				

	Reading	Language	Vocabulary	Career skills	Dilemma & Decision
Unit 10 Counterfeiting ■ 85	Imitating property is theft 87	Conditionals 1–3 89	Counterfeiting Prefixes	Giving reasons Showing feelings 91	The Golden Couple™ 92
Unit 11 Markets ■ 93	Going, going, gone? 95	Gerunds and infinitives 97	Compound nouns	Making and responding to offers The importance of relationships 98 – 99	Closing the deal 100
Unit 12 Lobbies ■ 101	Of celebrities, charity and trade 103	Modal verbs of obligation 105	Trade and lobbies	Making a case Attitudes to silence during discussions 107	Selling up or selling out? 108
Review 4 ■ 109	Language check: Conditionals 1–3; Gerunds and infinitives; Modal verbs of obligation; Consolidation Vocabulary check: Career skills: Giving reasons; Making and responding to proposals; Making a case				
Unit 13 Communication ■ 111	Coping with infoglut 113	Reported speech 116	Information overload	Summarising Attitudes to interruptions 117	Spinning the truth 118
Unit 14 Logistics ■ 119	The best thing since the barcode 121	Passives 124	Supply chain management Compound nouns Word-building	Dealing with questions Attitudes to critical questions 125	Is grey the new black? 126
Unit 15 Innovation ■ 127	Failure is glorious 129	Past modals 132	Product development Synonyms	Reviewing achievement Giving praise 133	Prize pitch 134
Review 5 ■ 135	Language check: Reported speech; Passives; Past modals; Consolidation Vocabulary check: Career skills: Summarising; Dealing with questions; Reviewing achievement				

Pairwork

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Fair trade

Of celebrities, charity and trade

It is not every day that US finance ministers spend time in African slums discussing development economics with rock stars. Politicians may not always do what voters want but the trip to Uganda by US Treasury Secretary Paul O'Neill shows they certainly listen to public opinion. So if charities want politicians to be nice to Africa, they must persuade voters to demand this. And to attract voters' attention, it helps to have a few celebrities. **Page 103.**