UNIT

4

Organisation

'Modern organisations have to be built on making conflict constructive.'
Peter Drucker (1909–2005), Austrian-born US management consultant

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STARTING UP

A Discuss these questions.

- 1 Would you like to work in the building in the photo above? Why? / Why not?
- Which people in your organisation have their own office? Do they have their own office because of: a) seniority; b) a need for confidentiality; c) the type of work they do?
- How important are the following in showing a person's status in an organisation? Give each one a score from 1 (not important) to 5 (very important).
 - a reserved parking space
 - an office with a view
 - a uniform
 - a personal business card
 - a company car
 - your name on your office door
 - the latest company mobile phone

- · an assistant
- taking holidays when you like
- · the size of your desk
- more than one seat in your office
- flying business class
- · a company credit card
- · fixed working hours

VOCABULARY

Company structure

Match the words and phrases (1-8) to their definitions (a-h).

- subsidiary
- factory/plant
- 3 call centre
- service centre
- headquarters
- distribution centre
- warehouse
- outlet

- a) an office where people answer questions and make sales over the phone
- b) a building from which goods or supplies are sent to factories, shops or customers
- c) a place through which products are sold
- d) a place where faulty products are mended
- e) a company which is at least half-owned by another company
- f) the main office or building of a company
- g) a building for storing goods in large quantities
- h) a large building or group of buildings where goods are made (using machinery)

В (1) CD1.21 Listen to the comments from different places in the organisation and write them down. Then match them to the places listed in Exercise A.

1 Stock levels have been low for two weeks now, warehouse

What do the following departments do?

- 1 In R&D, people research and develop new products.
- R&D 1

- 5 Production
- 9 Logistics

- 2 Customer Services
- 6 Finance
- 10 Public Relations

- 3 Human Resources
- 7 Administration
- 11 IT

- 4 Sales and Marketing
- 8 Legal
- Match these activities (a-k) to the correct department in Exercise C (1-11). Can you add any other activities to any of the departments?
 - a) deal with complaints
 - b) draw up contracts
 - c) carry out research
 - d) train staff
- e) run advertising campaigns
- f) issue press releases
- g) operate assembly lines
- prepare budgets/ accounts
- i) keep records
- j) transport goods and
- k) install and maintain systems equipment
- E (1) CD1.22 Listen to three people talking about their work. Which department do they work in? Choose from the departments in Exercise C.
- (1) CD1.23 Look at these words used to describe organisations. Underline the stressed syllable in each word. Then listen and check your answers.
 - 1 bureaucratic
- caring
- 7 centralised
- 10 conservative

- decentralised
- democratic
- dynamic
- 11 hierarchical

- 3 impersonal
- 6 market-driven
- 9 professional
- 12 progressive



G Which of the words in Exercise F can describe:

- a) good qualities of an organisation?
- b) bad qualities of an organisation?

READING

A successful organisation

Read paragraph 1 of the article and choose the best definition for perks.

- a) happiness and confidence in the workplace
- b) something your employer gives you in addition to your pay
- c) high-quality food and drink

Read the article. Look at these key phrases that summarise paragraphs 1–3. Then write similar phrases for paragraphs 4–7.

- 1 Philosophy behind the perks
- 2 Competitions and celebratory funds
- 3 Celebrating special events / friendly place to work

Decide if the statements are true (T) or false (F). Correct the false ones.

- 1 Google promotes the idea of staff getting together.
- 2 Every month, managers get money to build teamwork or reward staff.
- 3 Ninety per cent of Google Italy workers thought it was a friendly place to work.
- 4 The furniture in Google offices is different to that in most offices.
- 5 The work is challenging, and you need a university degree to work there.
- 6 Employees know what their objectives are and have the freedom to achieve them.
- 7 Employees have the opportunity to listen to well-known or important authors.



Success can be a game with many players

by Sarah Murray



One of the side effects of the free food for Google staff is what is known as the 'Google 15' — the number of pounds that employees typically gain after joining the Internet company. But whether it is providing snacks and gourmet meals in the canteen, annual skiing trips or games rooms at the office, the philosophy behind such perks is the same — getting staff to meet each other, interact in informal settings and encourage teamwork.

One way the company does this is to hold competitions in everything, from office decorating to dancing and football, with prizes for the

winners. Managers also receive a quarterly 'celebratory fund' either to reward accomplishments 20 or to build teamwork by going bowling, go-karting or dining out.

The Best Workplaces survey indicates that such initiatives have a powerful effect. At Google Italy, for example, 90 per cent of the employees agreed that 'people celebrate special events around here'. Also in Italy, 100 per cent agreed that 'this is a friendly place to work' and 96 per cent agreed that 'there is a "family" or "team" feeling here'. Another part of Google's objective is to make its workplace feel fun. Massage chairs, table-tennis tables,

the furniture in Google offices.

However, when it comes to the serious business of work, great emphasis is placed on engaging employees. 'What makes Google a great workplace is that the nature

35 video games, lava lamps, hammocks,

beanbags, bicycles, large rubber balls,

couches and scooters are all part of

of the work itself is very challenging
45 and interesting,' says Nick Creswell,
the company's university programmes
manager for Europe, the Middle
East and Africa. 'And for the
type of people who really enjoy
50 an intellectual challenge, that's the
biggest appeal of working here.'

Fostering this intellectual activity is a policy giving employees a large degree of independence in deciding 55 how to work – both in terms of the hours they work and how they do their jobs. 'There's a real culture of autonomy and empowerment,' says Mr Creswell. 'Individuals within the 60 business understand what their own goals are within the context of their

goals are within the context of their teams, and they have a lot of freedom to go out and make those happen.'

Even when it comes to learning and development, many programmes are voluntary and informal. Often it may be a case of inviting university faculty in to discuss their latest research. Google also invites prominent writers to give

70 lunchtime talks about their books.

Match these nouns from the article (1–5) to their meanings (a–e).

- 1 accomplishments (paragraph 2)
- 2 initiatives (paragraph 3)
- 3 autonomy (paragraph 6)
- 4 empowerment (paragraph 6)
- 5 faculty (paragraph 7)
- a) important new plans to achieve an aim
- b) success in doing something
- c) giving people the power to do something
- d) teaching staff
- e) independence/freedom to make your own decisions

E Discuss these questions.

- 1 Would you like to work in a company like Google? Why? / Why not?
- 2 Would Google's philosophy work in your organisation? Why? / Why not?
- 3 Which of the perks or ideas mentioned in the article appeals to you the most?

LANGUAGE REVIEW

Noun combinations

We can combine two or more nouns in several ways.

- 1 's possessive: the company's logo
- 2 one noun used as an adjective: labour costs
- 3 phrases with of: director of operations
- 4 compound nouns forming one word: workforce

Match these examples from the article on page 38 to the categories above.

- a) Internet company
- b) culture of autonomy
- c) Google's objective
- d) teamwork

Grammar reference page 147

A Find noun combinations in the article on page 38 and decide which category they belong to.

1 's possessive

- 3 phrases with of
- 2 one noun used as an adjective
- 4 compound nouns forming one word

B Underline the most suitable noun combination in each group.

- 1 a) the meeting of today
- b) today's meeting
- c) today meeting

- 2 a) a letter of credit
- b) a credit's letter
- c) a letter's credit

- 3 a) a business card
- b) a card of business
- c) a businesses' card

- 4 a) a data's base
- b) a base of data
- c) a database

Compound nouns are sometimes formed with a number to make expressions of measurement. Change these phrases to make compound nouns.

- 1 a plan which lasts for 10 years a 10-year plan
- 2 a hotel with five stars
- 3 a budget worth three million dollars
- 4 a presentation that lasts 20 minutes
- 5 a contract worth 200,000 dollars
- 6 an industrial empire which is 150 years old

Match each noun (1–10) to two of the following nouns (a–c) to make word partnerships.

1	business	a)-	virus	(b)	objectives	(c)	plan
2	management	a)	style	b)	technology	c)	consultant
3	sales	a)	team	b)	revenue	c)	trade
4	customer	a)	care	b)	team	c)	loyalty
5	company	a)	house	b)	headquarters	c)	logo
6	product	a)	profit	b)	line	c)	range
7	consumer	a)	goods	b)	logos	c)	awareness
8	research	a)	project	b)	findings	c)	knowledge
9	information	a)	technology	b)	force	c)	desk

b) program

c) virus

E Make sentences with the noun combinations in Exercise D.

EXAMPLE: We need to agree our business objectives.

a) union

Analysing company organisation

- A CD1.24 Listen to Richard Rawlinson, Vice-President of the management consultants Booz & Co. Which four areas does Booz & Co look at when analysing a company's organisation?
- B < CD1.25 Listen to the second part of the interview and answer the questions.
 - 1 What do you need to answer on the website organa.com?
 - 2 What are your answers compared to?

10 computer

- 3 What can the comparison recognise?
- 4 How does Booz & Co analyse a company in more depth?



Richard Rawlinson

- CD1.26 Listen to the third part and answer the questions.
 - 1 How was the American company organised?
 - 2 What did Manufacturing and Marketing do?
 - 3 What was the company not very good at?
 - 4 How did the consultants want to change the organisation?
- D 🕠 CD1.26 Listen to the third part again and complete the gaps.

Watch the interview on the **DVD-ROM.**



Would you prefer to work for a company where the headquarters make the major decisions or for one in which regional offices are given considerable decision-making powers?

SKILLS

Socialising: introductions and networking

A CD1.27, 1.28, 1.29 Listen to the three conversations. Choose the correct description for each one.

- a) Greeting someone and talking about the weather
- b) Introducing another person
- c) Introducing yourself and giving information about your company
- d) Greeting someone and talking about the past / changes



B 🕠 CD1.27 Listen to the first conversation again and answer the questions.

- 1 Which of these expressions do you hear?
 - The state of the s
 - c) Excellent!
- e) I changed my job last year.

b) Fine, thanks.

a) Nice to see you again.

- d) How about you?
- f) I'm in banking now.
- 2 Who is Head of Marketing? 3 Who now works in finance?

CD1.28 Listen to the second conversation again and complete the chart.

Name	Company	Activity
Bob Danvers		
Karin Schmidt		

- Bob Well, we're basically an¹ business. We supply companies and organisations with various services including IT,², travel and even cleaning services.
- Karin I see. And is it a new company?

- 1 What expression does Frank use to introduce Nathalie?
- 2 Why could Nathalie be helpful to Christoph in his work?
- 3 What interest do they share?

Work in groups of four. You are all attending the same conference.

Student A: Student B: Turn to page 135.

Student C: Turn to page 141. Student D: Turn to page 143.

USEFUL LANGUAGE

GREETINGS

Hello, Great to see you again. Hi, How are you? How's everything going?

RESPONDING

Fine, thanks.

Not too bad, thanks.

Pleased to meet you.

INTRODUCING YOURSELF

I'm from ... / I'm
with ... / I work for ...
(company)
I'm in sales.
I'm in charge of ...

I'm responsible for ...

I work with ...

TALKING ABOUT COMMON INTERESTS

to Miriam?

INTRODUCING

SOMEONE ELSE

Robert, have you

met Vladimir?

Can I introduce you

You and Tom have something in common. You bothlike / enjoy /

are interested in ...

TALKING ABOUT YOUR COMPANY

The company was founded in ...

We make/ manufacture/sell/ distribute/supply ...

We have subsidiaries/ factories/branches/ outlets in ...

We have a workforce of 2,000.

NETWORKING

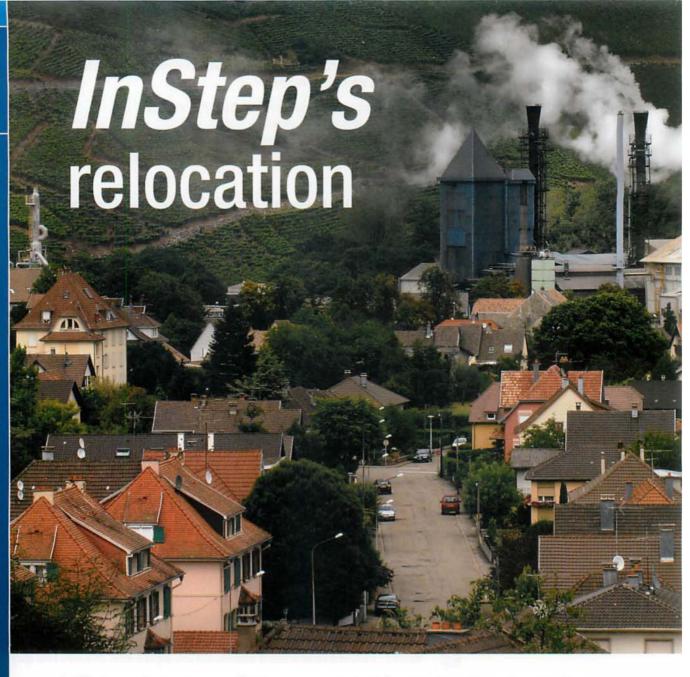
We're very interested in ...

Do you know anyone who could help us?

Could you let me have their contact details?

Could I call him and mention your name?

Let me give you my business card.



A US-based shoe manufacturer must decide whether to relocate the head office of its European subsidiary, InStep, from Paris to a small industrial town 120 kilometres away.

Background

Three years ago, InStep moved its factory to Beauchamp, a small, industrial town in northern France. The plant is modern with new equipment. A large warehouse and distribution centre were built near the factory. InStep is now considering moving staff from the Paris office to a purpose-built, six-storey building in the same town. Beauchamp has a population of 25,000, with a high proportion of young people. The relocation, if it goes ahead, will create employment opportunities for local inhabitants.

How do you think staff will react to the proposed relocation?
What reasons might some staff have for opposing the relocation?

A 'getting to know you' meeting

The Vice-President of the parent company has come to Paris to discuss the proposed relocation with two senior managers from the Paris subsidiary and an independent relocation consultant. This group will discuss the relocation and make a recommendation to the Board of Directors on whether to go ahead with the relocation or not.

lask

Work in groups of four. Take one of these roles.

Student A: Vice-President, parent company

Student B: Senior Manager, Paris subsidiary

Student C: Senior Manager, Paris subsidiary

Student D: Management Consultant (an independent adviser)

As you do not know each other well, you all meet for social reasons in the Paris subsidiary's boardroom. The purpose of the meeting is to get to know each other better. Use your knowledge of social English to create a warm, friendly atmosphere.

A communication from the Vice-President, parent company

Read the message from the Vice-President. Discuss the questions. How do you think staff will react to this message? Do you think the benefits described by the Vice-President will persuade staff to accept the relocation? Why? / Why not?



MESSAGE FROM THE VICE-PRESIDENT TO ALL STAFF

A decision concerning the proposed relocation to Beauchamp will be made in the near future. The relocation offers our company significant benefits:

- The reduction in costs will boost our profits.
- The town council in Beauchamp has offered us tax incentives to relocate to their town.
- The relocation will result in improved working conditions and better communication.

© CD1.30 Four members of staff are discussing the proposed relocation. **Listen and note down** the worries some staff have about moving away from Paris. Compare your notes with a partner.



You are members of the Management Committee. Work in groups. Take one of these roles.

Student A: Vice-President, parent company: role card page 135

Student B: Manager A: role card page 141

Student C: Manager B: role card page 144

Student D: Independent Management Consultant: role card page 144

- 1 Read your role cards and prepare for the meeting.
- 2 Hold the meeting. Consider the advantages and disadvantages of relocating to Beauchamp.
- 3 Argue in favour of or against the relocation.
- 4 Decide whether or not to recommend relocation to InStep's Board of Directors. If necessary, vote. The Vice-President has the deciding vote if you cannot reach agreement.

Writing

As the Vice-President, write an e-mail to InStep's CEO, informing him of your decision concerning the relocation, with your reasons.

→ Writing file page 127

Watch the Case study commentary on the DVD-ROM.