

## 8

## Problems at work

## A

## Health and safety

Here are some health and safety issues for people at work.



a temperature



b passive smoking



c repetitive strain injury or RSI



d dangerous machinery



e hazardous substances



f fire hazards

All these things contribute to a **bad working environment**. The government sends officials called **health and safety inspectors** to make sure that factories and offices are safe places to work. They check what companies are doing about things like:



g heating and air-conditioning



h first aid



i fire precautions

## B

## Bullying and harassment

If someone such as a manager **bullies** an employee, they use their position of power to hurt or threaten them, for example verbally. Someone who does this is a **bully**.

**Sexual harassment** is when an employee behaves sexually towards another in a way that they find unwelcome and unacceptable. The related verb is **harass**.

## C

## Discrimination

If people are treated differently from others in an unfair way, they are **discriminated against**.

If a woman is unfairly treated just because she is a woman, she is a victim of **sex discrimination**. In many organizations, women complain about the **glass ceiling** that allows them to get to a particular level but no further.

If someone is treated unfairly because of their race, they are a victim of **racial discrimination** or **racism**. Offensive remarks about someone's race are **racist** and the person making them is a **racist**.

In the US, **affirmative action** is when help is given in education and employment to groups who were previously discriminated against. In Britain, affirmative action is known as **equal opportunities**.

Some companies have a **dignity at work policy** covering all the issues described in B and C.

8.1 Match the employees' complaints (1–6) to the health and safety issues (a–f) in A opposite.

1 *My doctor says there's something wrong with my lungs, but I've never smoked. ....*

2 *I do a lot of data entry, and I've started getting really bad pains in my wrists. ....*

3 *It's either too cold and we freeze, or too hot and we all fall asleep. ....*

4 *There's all this waste paper but there are no fire extinguishers in the building. ....*

5 *The containers are leaking – one day someone is going to get acid burns. ....*

6 *There are no safety guards on the machines; you could easily get your hand caught. ....*

8.2 Complete these headlines and articles with the correct form of words from B and C opposite. One expression is used twice.

1 **OFFICE MANAGER ACCUSED OF .....**

A court heard today how an office worker was almost driven to suicide by a bullying office manager. James Blenkinsop, 27, told how boss Nigel Kemp victimized him by shouting at him, criticizing his work in front of others, tearing up his work and telling him to do it again ...

2 **NATIONAL RESTAURANT CHAIN FACES ..... CLAIMS**

Four waitresses claim they were repeatedly ..... by male bosses in a branch of a well-known national restaurant chain. All four waitresses said they were subjected to sexist remarks at the restaurant ...

3 **Japanese women break through .....**

Naomi Tanaka, 23, last year started working on the Tokyo Stock Exchange as a trader. She complained about ..... and said she did not want to be a 'counter lady' answering phones and serving tea at a Japanese bank. Instead she got a job as a trader at Paribas, a French firm ...

4 **SHOP MANAGERESS IN ..... CASE**

A clothing shop's half-Burmese manageress, 24-year-old Marion Brown, claims her boss continually made ..... remarks, and sacked her from her £110-a-week job when she objected. She claims that the company that owns the shop has racially ..... against her ...

5 **..... ABOLISHED AT TEXAS LAW SCHOOL**

A court made affirmative action at the University of Texas law school illegal last year, and supporters of ..... say it has been 'a disaster'. Last year the law school admitted a class that was 5.9 per cent black and 6.3 per cent Hispanic. This year the black percentage stands at 0.7 and the Hispanic at 2.3 ...

Over to you



What are the main health and safety issues in your job, or a job that you would like to do?

# 9

## Managers, executives and directors

### A Managers and executives: UK

Fun and Sun Holidays management organigram



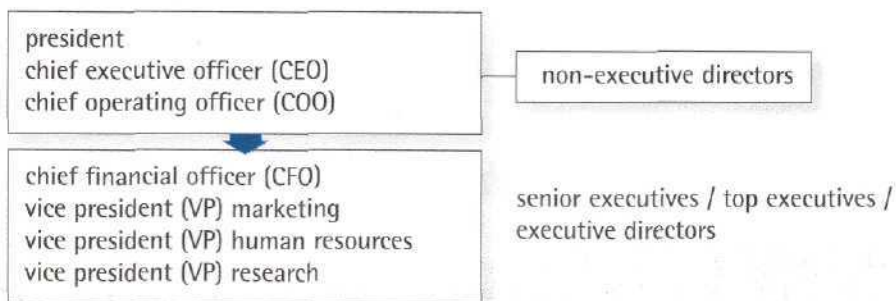
All the **directors** together are the **board**. They meet in the **boardroom**.

**Non-executive directors** are not managers of the company; they are outsiders, often directors of other companies who have particular knowledge of the industry or of particular areas.

The marketing director is the **head of marketing**, the IT director is the **head of IT**, etc. These people **head** or **head up** their departments. Informally, the head of an activity, a department or an organization is its **boss**.

An **executive** or, informally, an **exec**, is usually a manager at quite a high level (for example, a **senior executive**). But 'executive' can be used in other contexts to suggest luxury, as in 'executive coach' and 'executive home', even for things that are not actually used by executives.

### B Managers and executives: US



In the US, the top position may be that of chairman, chairwoman or **president**. This job is often combined with the position of **chief executive officer** or **CEO**. Some companies have a **chief operating officer** to take care of the day-to-day running of the company. The finance director may be called the **chief financial officer**.

In the US, senior managers in charge of particular areas are often called **vice presidents** (VPs).

9.1 Look at the managers listed in A opposite. Match each task (1–6) to the manager most likely to be responsible for doing it.

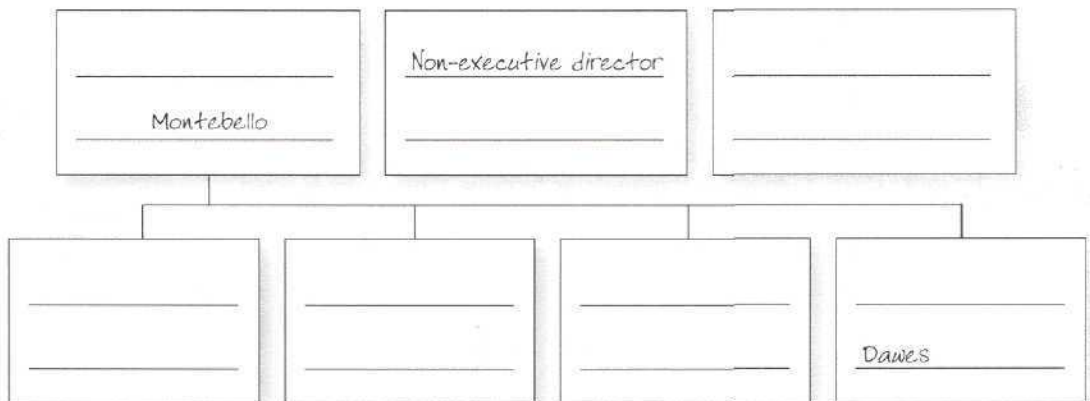
- 1 Meet with advertising agency to discuss new advertisements for the company's holidays.
- 2 Study possible new holiday destinations in detail.
- 3 See the research director to discuss new holiday destinations.
- 4 Contact newspapers to advertise new jobs.
- 5 Deal with complaints from customers.
- 6 Discuss sales figures with sales team.

9.2 Who's who on this company board? Look at B opposite and complete the diagram.

My name's Montebello and I'm president and CEO. We have some excellent people on our board, including two who are not involved in the day-to-day running of the company: Gomi and Jones.

My name's Smith and it's my job to look after the accounts and balance the books. I work closely with Chang and Roberts, as they tell me what their departments need for marketing and research, and I allocate them an annual budget.

My name's Dawes and I head up personnel, on the same level in the company as Chang and Roberts.



**Over to you**



If you work ...  
Draw an organigram of your organization.

If you don't work ...  
Who are the most famous bosses in your country? Which companies do they head?

## A

## Businesspeople and entrepreneurs

A **businessman**, **businesswoman** or **businessperson** is someone who works in their own business or as a manager in an organization.

Note: The plural of **businessperson** is **businesspeople**. **Businessperson** and **businesspeople** can also be spelled as two words: **business person**, **business people**.

An **entrepreneur** is someone who starts or **founds** or **establishes** their own company. Someone who starts a company is its **founder**. An entrepreneur may found a series of companies or **start-ups**. **Entrepreneurial** is used in a positive way to describe the risk-taking people who do this, and their activities. Some entrepreneurs leave the companies they found, perhaps going on to found more companies. Others may stay to develop and **grow** their businesses.

Note: **Found** is a regular verb. Past tense and past participle: **founded**.

**Establishment** can also describe an action (e.g. the establishment of a successful business was his main aim in life).



Some English speakers believe it is not correct to use **grow** as a transitive verb in this context.

## B

## Leaders and leadership

A large company mainly owned by one person or family is a **business empire**. Successful businesspeople, especially heads of large organizations, are **business leaders** or, in journalistic terms, **captains of industry**.

There is a lot of discussion about whether people like this are born with **leadership skills**, or whether such skills can be learned.

## C

## Magnates, moguls and tycoons

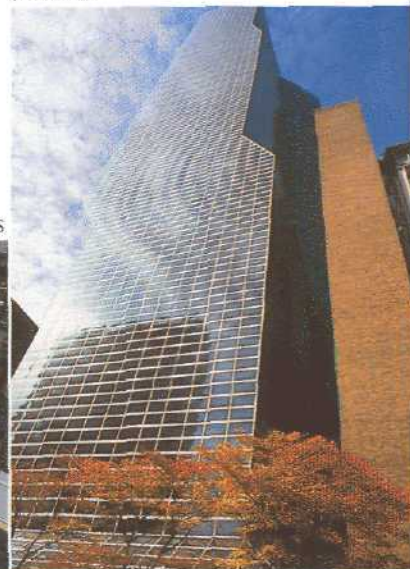
People in charge of big business empires may be referred to, especially by journalists, as **magnates**, **moguls** or **tycoons**. These words often occur in combinations such as these:

media press shipping oil	} magnate
movie media shipping	} mogul
property software	} tycoon



shipping

property



press



**10.1** Use words from A and B opposite to complete this text.

The big place at the moment for (1) \_\_\_\_\_ is, of course, the Internet. Take John Pace. 'After an engineering degree at Stanford and an MBA at Harvard, I worked for a while in a computer games company. But I always felt I was an (2) \_\_\_\_\_ kind of guy. In 1997, I (3) \_\_\_\_\_ an Internet site for cheap travel: flights, hotels, renting cars and so on. I obtained money for investment in the (4) \_\_\_\_\_ from friends.' Now the site has 300,000 customers, and Pace is very rich, with a big apartment in Manhattan and a house in the Bahamas. 'I don't want to sell the company,' he says. 'I've had offers from some big companies, but I want to stay independent. I want to (5) \_\_\_\_\_ the business and do things my way. Unlike many entrepreneurs, I think I have the (6) \_\_\_\_\_ skills to lead and inspire a large organization. I can see the day when I'm in charge of a large business (7) \_\_\_\_\_.'

**10.2** Who are (or were) these famous businesspeople? Use the expressions in C opposite to describe them.



**a** Randolph Hearst  
(1863-1951)



**b** Masayoshi Son  
(b. 1957)



**c** Rupert Murdoch  
(b. 1931)



**d** Aristotle Onassis  
(1906-1975)



**e** J. Paul Getty  
(1892-1976)



**f** Donald Trump  
(b. 1946)

*Over to you*



Who are your country's most famous entrepreneurs? What are they famous for?  
In your opinion, are business leaders born or made?

## A

## Business and businesses

**Business** is the activity of producing, buying and selling goods and services. A **business**, **company**, **firm** or more formally, a **concern**, sells goods or services. Large companies considered together are referred to as **big business**.

A company may be called an **enterprise**, especially to emphasize its risk-taking nature.

Businesses vary in size, from the **self-employed** person working alone, through the **small** or **medium enterprise (SME)** to the large **multinational** with activities in several countries.

A large company, especially in the US, is a **corporation**. The adjective, **corporate**, is often used in these combinations:

- corporate culture
- corporate headquarters
- corporate image
- corporate ladder
- corporate logo
- corporate profits

## B

## Commerce

**Commerce** is used to refer to business:

- in relation to other fields: 'literature, politics and commerce'.
- in relation to government departments that deal with business: the US **Department of Commerce**.
- in the names of organizations which help business: **chambers of commerce**.
- on the Internet: **electronic commerce** or **e-commerce**.

The adjective **commercial** describes money-making business activities:

- commercial airline
- commercial artist
- commercial television
- commercial disaster
- commercial land



You can't say ~~a-commerce~~.

## C

## Enterprise

In 1970s Britain, there were **state-owned** or **government-owned** companies in many different industries such as car manufacturing and air travel. Some industries had been **nationalized** and were entirely state-owned, such as coal, electricity and telephone services. In the 1980s, the government believed that **nationalized companies** were **bureaucratic** and inefficient, and many of them were **privatized** and sold to investors.

**Enterprise** is used in a positive way to talk about business, emphasizing the use of money to take risks.

## D

## Word combinations with 'enterprise'


free private	}	enterprise	business activity owned by individuals, rather than the state
enterprise	{	culture	an atmosphere which encourages people to make money through their own activities and not rely on the government
		economy	an economy where there is an enterprise culture
		zone	part of a country where business is encouraged because there are fewer laws, lower taxes, etc.

- 11.1** Correct the mistakes using words and expressions from A opposite.
- 1 Before we employ people, we like to put them in job situations to see how they do the work and fit into the corporate ladder.
  - 2 The company has built a grand corporate logo as a permanent symbol of its power.
  - 3 Our stylish new corporate culture shows our wish to be seen as a more international airline.
  - 4 The economy is growing and corporate headquarters are rising.
  - 5 The rules were introduced to protect women working in factories, but today they make it harder for women to climb the corporate image.
  - 6 Companies hit by computer crime are not talking about it because they fear the publicity will harm their corporate profits.

- 11.2** Someone is talking about the word combinations in B opposite. Which are they referring to each time?
- 1 It carries passengers and goods, it's not military.
  - 2 It's going to be used for offices and factories, not houses.
  - 3 It receives no money from the state to make its programmes.
  - 4 He does advertisements: you can't find his work in art galleries.
  - 5 It was an artistic success, but unfortunately it lost a lot of money.

- 11.3** Use expressions from D opposite to complete this text.
- Margaret Thatcher often talked about the benefits of (1) .....  
 or (2) ..... She said that her achievement was to establish an  
 (3) ..... in Britain, an economy where people were  
 encouraged to start their own companies and where it was acceptable to get rich through  
 business: an (4) .....

In some areas, the government reduced the number of laws and regulations to encourage businesses to move there. Businesses were encouraged to set up in the London Docklands, for example. The Docklands were an (5) .....  
 .....

**Over to you** 

Is the public sector in your country very big? Do people who work in it have good working conditions compared to those in the private sector?

In your country, which of these industries are in the public sector, and which are in the private sector? Which have been privatized?

- bus transport
- electricity supply
- postal services
- rail transport
- telephone services
- water supply



# 12 Organizations 2

## A Self-employed people and partnerships

I'm a **freelance** graphic designer, a **freelancer**. That means I work for myself – I'm **self-employed**. To use the official term, I'm a **sole trader**.

Note: You usually describe people such as designers and journalists as **freelancers**, and people such as builders and plumbers as **self-employed**. (See Unit 7)

We have set up our own architecture <sup>obch. spol.</sup> **partnership**. There are no shareholders in the organization apart from us, the partners. A lot of professional people like lawyers, accountants and so on, work in partnerships.

**Sole owner and sole proprietor are also used both in BrE and AmE. Sole trader is not used in the US.**

## B Limited liability

I'm the managing director and main shareholder of a small electronics company in Scotland called Advanced Components Ltd. 'Ltd' means **limited company**. The other shareholders and I have **limited liability**: we do not have to use our personal property, such as a house or car, to pay the company's debts.

I'm the chief executive of a British company called Megaco PLC. 'PLC' means **public limited company**, so anybody can buy and sell shares in Megaco on the stock market. (See Unit 36)

I'm CEO of Bigbucks Inc. 'Inc' stands for **Incorporated**. This shows that we are a **corporation**, a term used especially in the US for companies with limited liability.

## C Mutuals

Some companies, like certain **life insurance companies**, are **mutuals**. When you buy insurance with the company you become a **member**. Profits are theoretically owned by the members, so there are no shareholders.

In Britain, another kind of mutual is **building societies**, which lend money to people who want to buy a house. But a lot of building societies have **demutualized**: they have become public limited companies with shareholders. This process is **demutualization**.

## D Non-profit organizations

Organizations with 'social' aims such as helping those who are sick or poor, or encouraging artistic activity, are **non-profit organizations** (BrE) or **not-for-profit organizations** (AmE). They are also called **charities**, and form the **voluntary sector**, as they rely heavily on **volunteers** (unpaid workers). They are usually managed by paid professionals, and they put a lot of effort into **fund-raising**, getting people to **donate** money to the organization in the form of **donations**.

12.1 Look at the words in A and B opposite. What type of organization is each of these?

- 1 A group of engineers who work together to provide consultancy and design services. There are no outside shareholders.
- 2 A large British engineering company with 30,000 employees. Its shares are bought and sold on the stock market.
- 3 An American engineering company with outside shareholders.
- 4 An engineer who works by herself providing consultancy. She works from home and visits clients in their offices.
- 5 An independent British engineering company with 20 employees. It was founded by three engineers, who are shareholders and directors of the company. There are five other shareholders who do not work for the company.

12.2 Complete this newspaper article with the correct form of the words from C opposite. One expression is used twice.

## ANGRY SCENES AS MEMBERS REJECT

(1) .....

There were angry scenes at the Suffolk (2) ..... 's annual meeting as the society's (3) ..... rejected by two to one a recommendation from its board

that the society be (4) ..... Members had travelled from all over the country to attend the meeting in London. The Suffolk's chief executive, Mr Andrew Davies, said 'This is a sad day

for the Suffolk. We need to (5) ..... to bring the society forward into the 21st century. Our own resources are not enough and we need capital from outside shareholders.'

Gwen Armstrong, who has saved with the Suffolk for 32 years said, 'Keeping (6) ..... status is a great victory. Profits should stay with us, and not go to outside shareholders.' ■

12.3 Match the sentence beginnings (1-5) to the correct endings (a-e). The sentences all contain expressions from D opposite.

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1 British companies donate around £500 million a year to charities</li> <li>2 She organized fund-raising</li> <li>3 Voluntary sector employees earn five to ten per cent</li> <li>4 Non-profit organizations are not to be confused</li> <li>5 Research shows that volunteers give the best service</li> </ol> | <ol style="list-style-type: none"> <li>a with loss-making companies!</li> <li>b in cash and, increasingly, as goods, services and time.</li> <li>c parties for the charity.</li> <li>d when they are helping people in their own social class.</li> <li>e less than they would in the private sector.</li> </ol> |
|---|--|

Over to you



Is self-employment common in your country? Does the government encourage it?  
Name some mutual companies. What sort of reputation do they have?  
Are charities important? Which are the most active in your country?

# 13 Manufacturing and services

## A Industry

**Industry** (uncountable) is the production of materials and goods. The related adjective is **industrial**. An **industry** (countable) is a particular type of business activity, not necessarily production.

## B Manufacturing ...

Here are some of the **manufacturing industries** that make up the **manufacturing sector**:

aerospace	planes and space vehicles
cars (BrE) automobiles (AmE)	cars
computer hardware	computers, printers, etc.
construction	buildings
defence (BrE) defense (AmE)	arms, weapons
food processing	canned, frozen foods, etc.
household goods	washing machines, refrigerators, etc.
pharmaceuticals	medicines
steel	a stronger, more useful metal than iron
textiles	cloth and clothes

## ... and services

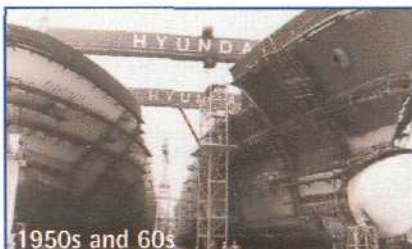

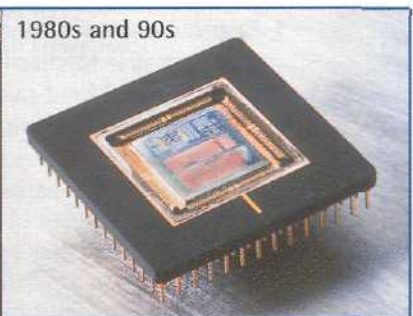
Here are some of the **services or service industries** that make up the **service sector**:

catering	restaurants, bars, etc.
computer software	programs for computers
financial services	banking, insurance, etc.
healthcare	medical care
leisure	sport, theme parks, etc.
media	books, newspapers, film, television
property (BrE) real estate (AmE)	buying, selling and managing buildings
retail	shops
telecommunications	phone, Internet services
tourism	travel and holidays

Note: You use all these words in front of 'industry' to talk about particular industries, but you usually drop the 's' from 'cars', 'automobiles', 'pharmaceuticals' and 'textiles': 'the automobile industry'.

## C Countries and their industries

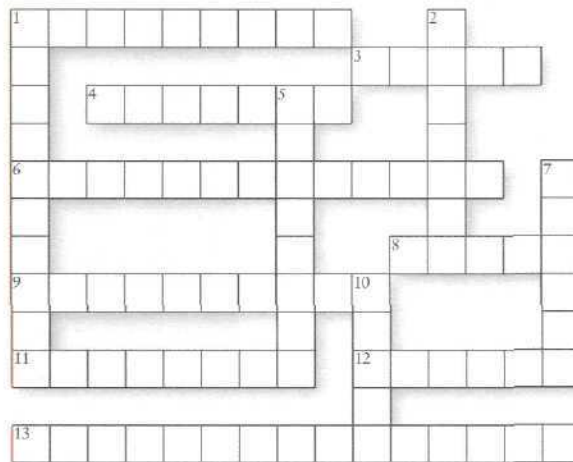
Here is how industry has developed in South Korea:

 <p>1950s and 60s</p>	 <p>1970s</p>	 <p>1980s and 90s</p>
<p>In 1950, South Korea was a poor country, with most people living and working on the land. The government decided to <b>industrialize</b>, and the new <b>emerging industries</b> were textiles, and <b>heavy industries</b> like steel and shipbuilding.</p>	<p>Then South Korea turned more and more to <b>light industries</b> like electronics, making electrical goods such as televisions cheaply. It also started producing cars.</p>	<p>South Korea moved into specialized electronics in the 80s. This was the one of the <b>growth industries</b> of the 1990s: making specialized parts for computers and telecommunications equipment.</p>

**13.1** Companies in particular industries need to avoid particular problems. Match each problem to one of the industries in B opposite.

- 1 Buying a new building and being unable to find people to rent it.
- 2 Causing public anger by building mobile phone masts in beautiful countryside.
- 3 Making vehicles whose tyres burst at high speed.
- 4 Holidaymakers arriving to find that their hotel is not finished.
- 5 Lending to someone who cannot repay the loan.
- 6 Selling weapons to governments that people do not approve of.
- 7 Buying players who do not score goals.
- 8 Making drugs that poor countries cannot afford.
- 9 Rejecting a book that is then brought out by another publisher and sells 30 million copies.
- 10 Removing the wrong leg in an operation.

**13.2** Use words from A, B and C opposite to complete the crossword.



**Across**

- 1 Plane and rocket industry. (9)
- 3 Metal industry. (5)
- 4 Any industry that doesn't sell goods. (7)
- 6 Making things. (13)
- 8 Television, music, the Internet. (5)
- 9 Related to industry or industries. (10)
- 11 Describing a new industry. (8)
- 12 Describing an industry that is getting bigger. (6)
- 13 Making drugs. (15)

**Down**

- 1 Making cars in the US: the ..... industry. (10)
- 2 Making arms (BrE). (7)
- 5 Serving food and drink, rather than making them. (8)
- 7 Keeping people well: ..... care. (6)
- 10 Making televisions rather than steel: ..... industry. (5)

**Over to you**



Is your organization, or one you would like to work for, in manufacturing or services or a combination of both?

Where are industries in your country based? Are companies in different industries grouped in different areas?