

# Business Sense

Andrew E. Bennett



NAN'UN-DO

## **Business Sense**

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## Preface

In *Business Sense*, units are organized around a 400-word article on a high-interest business topic. These articles, as well as the book's exercises, are set at an intermediate level. The vocabulary and grammar levels are carefully maintained to maximize comprehension while gradually building language abilities. At its core, the goal of *Business Sense* is to facilitate English improvement while generating student enthusiasm.

Units open with a warm-up page. First there is a short introductory paragraph. This passage is designed to get students thinking about the topic so they can begin to scaffold their own prior knowledge. Next is a warm-up exercise containing three questions which students can discuss in pairs, small groups, or together as a class.

Finally on the first page, there is a vocabulary warm-up exercise testing students' knowledge of the unit's target vocabulary items. To provide variety, units alternate between two types of exercises. One asks students to match vocabulary items with definitions. The other is a multiple choice exercise for which students choose the correct synonym for each item.

There are eight target vocabulary items per unit. They were chosen for their frequency of use and suitability when talking or reading about the topic. These items may be single words or phrases such as common expressions, phrasal verbs, and colloquialisms.

The second and third pages of each unit contain an article which is about 400 words long. The exact length is listed at the end of each article, and lines are provided so students can write their reading speed. By recording their times, students can track their progress from unit to unit.

Alongside each article is a visual aid containing additional information about one of the article's key points. Several types of graphic organizers are used: tables, charts, graphs, and so on. Such aids are common in books, magazines, company reports, and other business materials, yet they don't always receive sufficient attention in English learning materials. Students should be encouraged to read these aids and consider how the material relates to the article.

At the top of the article is a CD icon along with the audio recording's track number. To the left of each page of the article, there are line numbers making it easier to refer to a specific section. Also, the unit's target vocabulary items are in bold. Finally, every article is followed by a glossary. Here, definitions of challenging words and phrases are given in simplified English.

On the fourth page of each unit is a reading comprehension exercise containing five multiple choice questions. These items comprise a set of question types which frequently appear on standardized tests such as TOEIC and TOEFL. Every unit follows the same sequence:

**Main Idea:** Students are asked to choose the article's main idea.

**Detail:** This question asks about specific details, such as dates, places, and names.

**Analysis:** Critical thinking skills are tested with this item.

**Vocabulary:** This question tests students' ability to identify the meaning of words in context.

**Visual Aid:** Here, students answer a question based on the article's visual aid.

The fifth page of each unit starts with a pair of vocabulary exercises. Between them, all eight of the unit's target vocabulary items are tested. The first exercise is always a set of a four cloze sentences. Students fill in the sentence blanks with an item from the box. Please note that each item should be used only once, and students should write the correct word form.

For the second vocabulary exercise, units alternate between two types of activities. For the first type, students choose the correct sentence endings for four statements or questions. For the other type, students must decide if a statement is true or false. This exercise tests students' ability to apply their knowledge of the vocabulary items in context.

Next on the page is a grammar exercise which covers a language structure found in the article. Each structure is labeled for clarity - for instance: "Adjective Clauses," "Modals," etc. After the instructions, there is a sample item and its answer. That is followed by three items testing students' understanding of the structure.

The final page of each unit contains three exercises. First, there is a grammar plus writing section. Here, the exercise types alternate from unit to unit. With the first type, students read two sentences and combine them into one sentence, writing the answer on the line provided. Or they rewrite a set of sentences according to the instructions. In the second type of exercise, students rearrange a group of words into the correct sentence order.

The second activity on this page is a listening dictation exercise featuring a dialogue related to the unit's topic. The dialogue is recorded on the enclosed audio CD, and the track number is indicated next to the CD icon. There are 10 numbered blanks which students should fill in as they listen to the conversation. Each blank represents a single word.

Finally, there is a discussion exercise with two questions about the topic. This is an opportunity for students to use the language tools (such as the target vocabulary items) learned in the unit. It's also a chance for students to provide their own perspectives and opinions. Some questions ask students how they would respond given the choices faced by the people and companies in the article. Other questions ask for students' opinions about relevant issues and ideas.

As one possible classroom activity, if this exercise is done in pairs or in small groups, one student can take notes, and after a few minutes, the pairs or groups can share their results with the whole class. Or the class might prefer to answer the questions together. The exercise can even be turned into a short writing assignment, with students asked to use some of the unit's target vocabulary items and/or the target grammar structure while answering one of the questions.

The Teacher's Manual for this book includes helpful resources including the answer key, listening transcript, and Japanese translations of the articles.

Thank you very much for choosing *Business Sense*. I hope it helps make your classes interesting, stimulating, and successful!

Andrew E. Bennett

## Contents

1. FedEx – An Express Courier Legend	1
2. The Students Who Started Google	7
3. Emotional Intelligence in the Workplace	13
4. Toyota – R&D Powerhouse	19
5. Michael E. Porter – Management Guru	25
6. Harley-Davidson – A Legend Rolls On	31
7. Sporting Troubles – The Financial Fall of Leeds United	37
8. Women in Business – Challenges and Triumphs	43
9. Fighting African Poverty with Cell Phones	49
10. The Creative Vision of Walt Disney	55
11. Tata – India’s Mega Group	61
12. Big Banks, Big Problems	67
13. The Spending Habits of the Super Rich	73
14. The Story of Marvel Comics	79
15. Ben and Jerry’s – Ice Cream and Social Activism	85

# 1 FedEx – An Express Courier Legend



In the business world, speed and reliability are of top importance. When it comes to the fast delivery of goods and documents, the express courier industry plays a major role. Worldwide, it employs some 1.3 million people and is worth around \$190 billion. There are four leaders in the field: DHL, UPS, FedEx, and TNT. FedEx has been an industry heavyweight from the very beginning.

## ● Topic Warm-Up

Consider these questions about the topic.

1. What kinds of things do companies send via express courier?
2. Have you ever sent anything that way? If so, what was it?
3. In business, why is it important for documents and packages to arrive as quickly as possible?

## ● Vocabulary Warm-Up

Next to each word or phrase, write down the letter of the correct definition.

- |                        |  |
|------------------------|--|
| 1. ___ acquisition     | A. since the beginning                 |
| 2. ___ aggressive      | B. cooperation; joint project          |
| 3. ___ at the vanguard | C. creative; fresh; based on new ideas |
| 4. ___ collaboration   | D. position                            |
| 5. ___ consistently    | E. in a leadership/forward position    |
| 6. ___ foothold        | F. forceful; very active               |
| 7. ___ from the outset | G. purchase; taking possession of      |
| 8. ___ innovative      | H. steadily; without fail              |

The rapid delivery of goods and documents is critical to modern business operations. **At the vanguard** of the field is the express courier industry. FedEx is a major courier, with one of the world's most recognized brands. The firm stands out as an **innovative**, respected, and highly profitable market leader.

Based in Memphis, Tennessee, FedEx has **from the outset** been about big ideas and smart solutions. In the 1960s, the firm's founder, Frederick W. Smith, noted that existing courier systems were inefficient. Smith responded by starting Federal Express (whose name was later shortened to "FedEx") in 1971. Within two years, the firm's aircraft were delivering packages overnight across the USA.

Smith's innovations ushered in the growth of the express courier industry. That helped lead to major changes in the way business was done. Companies could now offer customers extremely fast shipping options. Parts, documents, and time-sensitive materials (such as

pharmaceutical items) could reliably travel from point to point. And new business **collaborations** could move forward more efficiently.

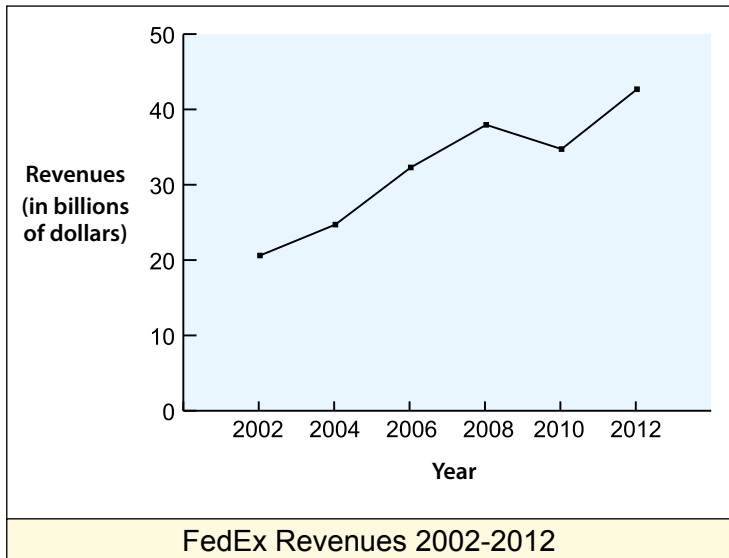
FedEx's hard work paid off, with domestic revenues reaching \$1 billion in 1983. That same decade, the firm went international, starting with shipments to Canada in 1981. Through **aggressive** expansion efforts, FedEx was soon shipping to Europe (1984) and Japan (1988). A series of **acquisitions** helped the company expand into the UK, India, and other markets. Then in 1995, FedEx acquired air routes to China. That provided a **foothold** in one of the world's fastest-growing markets.

During the firm's expansion, its spirit of innovation has stayed strong. For instance, as e-commerce has taken off, FedEx has been a big believer in the Internet. FedEx was the first to provide online package tracking, starting in





1994. Later, in 2003 the courier legend formed a partnership with online powerhouse Amazon. It was at the height of Harry Potter mania. FedEx delivered an incredible 400,000 copies of *Harry Potter and the Order of the Phoenix* in just one day!



By 2012, as FedEx entered its third decade in business, the company's numbers were terrific. A fleet of 600 aircraft and thousands of ground vehicles delivered more than nine million packages daily. Altogether, fiscal year revenues that year reached \$42.7 billion. Beyond the numbers, FedEx has maintained a great reputation. It has **consistently** placed high on *Fortune's* list of the world's most admired companies. As the express courier field continues to grow, it's clear that for this industry leader, the sky's the limit.



406 words: \_\_\_ minutes \_\_\_ seconds

### Glossary

- 1 **rapid** – fast
- 1 **critical** – very important
- 3 **recognized** – well known
- 12 **usher in** – push forward; introduce
- 18 **time-sensitive** – something that must be handled by a certain time
- 19 **pharmaceutical** – having to do with medicine
- 21 **pay off** – have a positive result
- 30 **tracking** – following something's movements
- 32 **legend** – person or company that has been famous for a long time
- 44 **fleet** – group of planes
- 45 **fiscal year** – a company's financial year
- 47 **Fortune** – famous business magazine and website
- 49 **the sky's the limit** – anything is possible; one can go very high

## ● Comprehension Check

Choose the best answer to each question.

### Main Idea

1. What is the main idea?
  - (A) FedEx is one of many firms delivering goods worldwide.
  - (B) For decades, FedEx has been an innovative, leading courier.
  - (C) Shipping packages internationally is very expensive.
  - (D) In the future, China will be even more important to FedEx.

### Detail

2. In what year did FedEx start delivering packages outside the USA?
  - (A) 1971
  - (B) 1981
  - (C) 1988
  - (D) 1995

### Analysis

3. What impact has FedEx had on the business world?
  - (A) It has increased the speed at which business is done.
  - (B) It has made some companies more inefficient.
  - (C) It has led to increases in shipping budgets.
  - (D) It has improved the quality of time-sensitive materials.

### Vocabulary

4. What does “taken off” in line 29 mean?
  - (A) quickly grown
  - (B) changed directions
  - (C) stepped down
  - (D) gone online

### Visual Aid

5. Which of the following is true about the graph?
  - (A) FedEx’s revenues rose every year from 2002 to 2012.
  - (B) Revenues reached their highest point in 2002.
  - (C) At their lowest point, revenues were \$20 million.
  - (D) The only period of revenue decline was 2008 to 2010.

## ● Vocabulary Check

A. Choose the best word or phrase to complete each sentence. Remember to use the correct word form.

collaboration      acquisition      innovative      at the vanguard

1. Letting guests bring their own food to cook was the restaurant's most \_\_\_\_\_ idea.
2. The publisher's \_\_\_\_\_ of a paper supplier has allowed it to lower production costs.
3. The well-known university is \_\_\_\_\_ of solar energy research.
4. Our building's design is a(n) \_\_\_\_\_ between two famous architects.

B. Write the letter of the correct ending to each sentence.

- |  |  |
|--|--|
| 1. ___ To get a foothold in Brazil,                        | (A) consistently been rated a top employee.        |
| 2. ___ Thanks to her hard work, Denise has                 | (B) have made the devices more affordable.         |
| 3. ___ Several rounds of aggressive price cuts             | (C) companies should set up a branch office there. |
| 4. ___ From the outset, we have made customer satisfaction | (D) a top priority for our firm.                   |

## ● Grammar Practice – Adjective Clauses

Choose the correct word to complete each sentence.

**Ex:** This is the site (where/which) we plan to build a new factory.

**Ans:** This is the site where we plan to build a new factory.

1. I'd like to introduce you to someone (which/who) is a top expert.
2. Is this the material (that/where) the wallets are made from?
3. The room (where/which) we keep the extra lab coats is on the third floor.

## ● Grammar + Writing

Combine the two sentences into one sentence, using the word in parentheses.

1. It's a great book. Everyone should read it. (which)

---

2. Central Park is a famous place. Many movies are filmed there. (where)

---

3. My oldest friend works at a car dealership. He lives in this area. (who)

---

## ● Listening Practice Track 3

Listen to the conversation and fill in the blanks.

A: What (1) (2) are you using for the sample cameras?

B: Probably a (3) - either UPS or FedEx.

A: Excellent. I've had good (4) with both those companies. We'll definitely want something with online (5).

B: Plus we need to get the samples into reviewers' hands as (6) as (7).

A: Good point. Will they be delivered in time for next month's issue of *Camera World*? That's going to be a very (8) (9).

B: I think so. I'll make sure (10) goes out with the first batch.

## ● Discussion

Discuss these questions with your classmates.

1. In your opinion, is the pace of modern business too fast? Do you prefer to live your life slowly, quickly, or at a medium pace?
2. For many companies, a greater and greater share of profits is coming from overseas. If you were a CEO, which countries would you focus on?