



Talking about decisions

6.1 An industry history

Demand was high.
 Companies increased production.
 Quality went down ...
 Demand fell.
 Sales increased steadily.

6.2 Cause and effect

because ...
 so ...
 as a result, ...

6.3 Business decisions

I wanted to ...
 I decided to ...
 What was the result of ...?

6.4 Explaining decisions

Listening practice
 Speaking practice

6.5 Franchises

Should we ...?
 What about ...?
 How about ...?
 No, I don't think so.
 No, I'm not really interested in ...

6.6 Culture file

Decision-making styles

VOCABULARY

business practices
 demand
 franchise
 improve
 increase
 market share
 modernize
 production
 profits
 quality control
 sales
 successful

MODULE 6.1

SPEAKING

LISTENING

An industry history

Look at the photo. Describe the situation.

- 1 22 Listen to a brief history of the American motorcycle industry. Number these events in the correct order:

- a Some companies decided to modernize operations.
- b Production increased in the early 1970s.
- c Sales of American motorcycles increased steadily.
- d The quality of American motorcycles fell.

- 2 22 Listen again and fill in the blanks.

- a In the early 1970s demand for American motorcycles was high, _____ the companies increased production.
- b Quality went down and demand fell, _____ production increased too quickly.
- c In the 1980s Japanese motorcycles became very popular in the USA, _____ American companies lost some of their market share.
- d Some companies modernized operations, and _____, quality improved.

MODULE 6.2

Cause and effect

READING

Look at these two statements about the American motorcycle company, Harley-Davidson. One is a cause, and one is an effect.

Cause

The company modernized operations.

Effect

Quality improved.

We can connect these two statements like this:

Cause

The company modernized operations, so / and / as a result quality improved.

Effect

Effect

Cause

Quality improved because the company modernized operations.

SPEAKING

- 1** Work with a partner. Take turns connecting these statements about MaxiModems in the same way.

The grid contains the following statements:

1 The C1 model was very successful.	2 Profits rose.	3 Maxi moved into a bigger factory.	4 Production increased.
10 All the employees received a bonus.			5 Maxi had problems with quality control.
9 Maxi earned record profits.			8 Sales increased sharply.

- 2** Now ask and answer questions about MaxiModems. Start like this:
- A** Why did profits rise?
 - B** Because the C1 model was very successful.
 - A** Why did Maxi move ...?

LISTENING

23 Look at the information below and listen to the interview with Peter Rossini, the founder of Pete's Pizza talking about the growth of the business.



Peter Rossini, Pete's Pizza

- » expand the business
- » sell franchises
- » 3,200 outlets in the USA and abroad

- A** What was your objective?
B I wanted to expand the business.
A So what did you decide to do?
B I decided to sell franchises.
A And what was the result of your decision?
B The company now has over 3,200 outlets in the USA and abroad.

SPEAKING

- 1 Practice the conversation with a partner.
- 2 Read this information about two British businesses. James Dyson developed a revolutionary new vacuum cleaner. Levi Roots created Reggae Reggae Sauce from his grandmother's secret recipe. Work with a partner. Take turns talking about these decisions. Use the conversation in Exercise 1 as a model.



James Dyson, Dyson Ltd.

- » cut costs
- » move production to Malaysia
- » increased profits and production



Levi Roots, Reggae Reggae Sauce

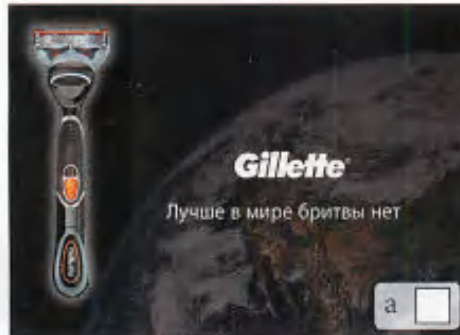
- » sell Reggae Reggae Sauce nationally
- » appear on a TV show about starting a business
- » won contracts with some major supermarket chains

- 3 Think of a decision you have made in your work or private life. If you prefer, use your imagination. Write notes about the objective, decision, and result. Then ask two or three other students about their decisions, and answer their questions about your decision. Use the questions in the Listening section.

LISTENING

Four people are talking about corporate decisions.

- 1 **24** Listen. What kind of product or service are they talking about? Number the pictures (a–d) in the correct order (1–4).



- 2 **24** Listen again and match the company with the correct information. The first one has been done for you.

Company	Objective	Decision	Result
Honda	improve brand recognition in Russia	use hydrogen to power the engine	published Harry Potter and sold millions of copies
TAM	protect the environment	offer new schedules and luxury service	brand recognition and market share increased
Bloomsbury	attract business customers	carry out a big advertising campaign	profits rose sharply
Gillette	develop a list of children's books	look for new authors	launched the first commercially produced hydrogen car

SPEAKING

Work with a partner. Take turns talking about the four companies like this:

Honda wanted to protect the environment, so it decided to use hydrogen to power the engine. As a result, the company launched the first commercially produced hydrogen car.

SPEAKING

- 1 You want to start your own small business in your neighborhood or town. Which one would you choose and why?



- 2 Work with a partner. Talk about the franchises. Try to find a franchise you and your partner would like to try. When you answer, give a reason.

A Should we buy a Brenda's Beans franchise?

B No, I don't think so. There are too many coffee shops in this area. What about buying a Looking Glass franchise?

A No, I'm not really interested in looking after children. How about ... ?

Useful language:

Should we buy ... ?

What about ... ?

How about ... ?

What do you think of ...

I'm interested in ...

I'm not really interested in ...

People don't want ... People don't need ...

There aren't any ... in my town.

There are already some ... in my town.

There are too many ... in my town.

I think it would be very successful.

When you have finished, find out what franchise the other students in the class chose and why.

READING

Read the article below about decision-making in business.

Decisions, decisions

Who makes decisions at work? How do they make them? We asked four employees for their opinions.



Annette Craft

DEPARTMENT STORE MANAGER

In my opinion, it's a manager's job to make decisions, so it's not important to reach a consensus about everything. Meetings and discussions just slow things down.



Ray Valdez

SOFTWARE COMPANY PROJECT MANAGER

I think it's very important to reach an agreement before a decision is made. I make the decisions, but I listen to other people's opinions first. It slows things down, but it's worth it.



Terry Connors

AUTO PLANT WORKER

I work on the Saturn assembly line. We have weekly meetings, and everyone is involved in making decisions about production. I think it's much better than the old way of just following orders.



Jay Foster

TIRE FACTORY WORKER

I operate a molding machine. I just want to do my job, get paid, and get out of here. Why should working guys like me make decisions? That's what the manager gets paid to do.

SPEAKING

- 1 Which person do you agree with? Why? Discuss in groups of three or four.
- 2 Work in groups and discuss these questions:
 - a Which people would work well together?
 - b Which decision-making styles are used in your department or company?
 - c Which decision-making style would you prefer if you were ...
 - company CEO?
 - a junior office employee?
 - a mid-level manager?
 - a factory worker?