



English Language 1

Lecture 7

ENG 101

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UNIT

7

People

'A company is only as good as the people it keeps.'

Mary Kay Ash (1918–2001), US businesswoman (founder of Mary Kay Cosmetics)

OVERVIEW

VOCABULARY

Describing people

LISTENING

Managing people

LANGUAGE FOCUS 1

Past simple:
negatives and
questions

READING

Andrea Jung

LANGUAGE FOCUS 2

Question forms

SKILLS

Dealing with
problems

CASE STUDY

Tell us about it



VOCABULARY

Describing
people

A

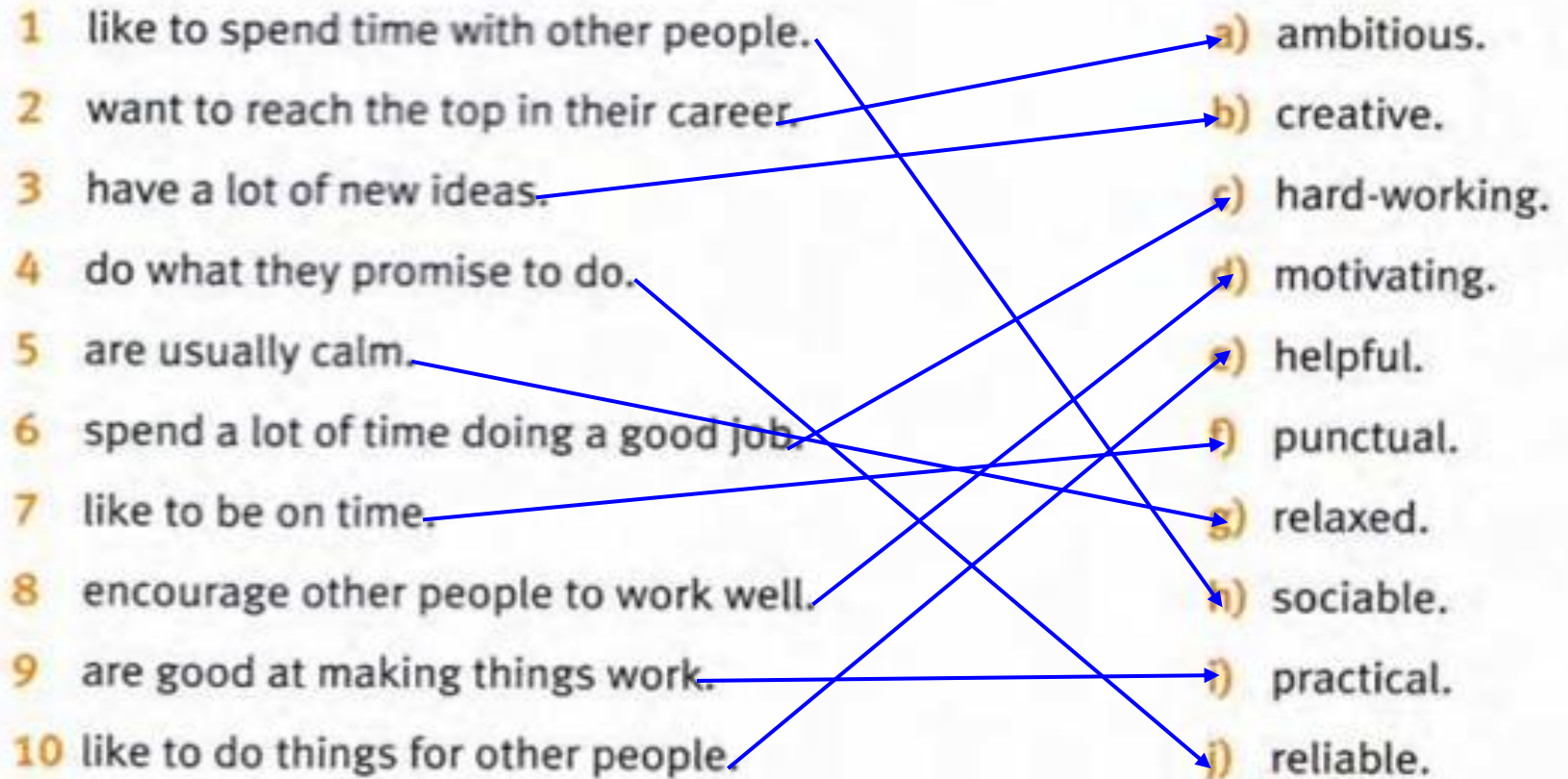
Match the statements (1–10) to the adjectives (a–j).

They ...

- 1 like to spend time with other people.
- 2 want to reach the top in their career.
- 3 have a lot of new ideas.
- 4 do what they promise to do.
- 5 are usually calm.
- 6 spend a lot of time doing a good job.
- 7 like to be on time.
- 8 encourage other people to work well.
- 9 are good at making things work.
- 10 like to do things for other people.

They are ...

- a) ambitious.
- b) creative.
- c) hard-working.
- d) motivating.
- e) helpful.
- f) punctual.
- g) relaxed.
- h) sociable.
- i) practical.
- j) reliable.



B Use adjectives from Exercise A to complete this human-resources report.



Maria Karlsson

Maria is good in a team and she gets on well with her colleagues. She is extremely *sociable*¹.

She is never late for meetings – she is always *punctual*². She is very *reliable*³; she always meets deadlines. She is in the office at 8.00 a.m.

every day and usually stays late, so she is very

*hard-working*⁴. Her boss says this is very *motivating/helpful*⁵.

to others. Her colleagues have a lot of respect for her work and attitude.

She is also a very *creative*⁶ person with a lot of good ideas for the future of the company.



LISTENING

Managing
people

A

CD2.1 Ros Pomeroy, a management consultant, talks about the people she likes to work with. Listen to the first part of the interview. Which adjectives from Vocabulary Exercise A does she mention?

creative

hard-working

reliable



B

 CD2.2 Listen to the second part of the interview and answer these questions.

1 Why did team members hide information from one bad manager?

Because the manager often criticised members of the team in front of others

2 Why were the team members not prepared to take any risks?

Because they know that, if something went wrong, the manager wouldn't support them



CD2.3 Listen and complete the final part of the interview.

Well, luckily, I have met and worked with several good managers, and these are people who are willing to delegate; that is, they will give a **task**¹ to a team member to get on and **complete**². They are less **involved**³ in how a task is done, but they are clear about setting the **objective**⁴ and being clear about what **results**⁵ they expect.

And a good manager will also give **praise**⁶ and **feedback**⁷ to a team member when they do a good job.



Answer these questions in pairs.

- 1** What kind of people do you like working with?
- 2** What kind of people do you not like working with?

LANGUAGE FOCUS 1

Past simple:
negatives and
questions

- For negatives and questions in the past simple, we use the auxiliary *did* (*didn't*) and the infinitive form of the verb.
*You **didn't** like your colleague.*
***Did** he leave the company?*
*Why **did** he leave the company?*
- Note the form with the verb *to be*.
*He **wasn't** good at his job.*
*They **weren't** happy at work.*
***Was** Dan efficient?*
*When **were** they in France?*

7 Past simple: negatives and questions; question forms

Past simple: negative statements

We use *did not / didn't* + infinitive without *to* to make negative statements about the past.

Form

+	-
<i>I went by train.</i>	<i>I didn't go by train.</i>
<i>She saw you.</i>	<i>She didn't see you.</i>
<i>They had a very good time.</i>	<i>They didn't have a very good time.</i>

Past simple: questions

We make questions about the past with *did/didn't* + subject + infinitive without *to*.

Did you check the figures?

Did they have a good time?

Didn't Paul tell you?

Question forms

Questions with *to be*

To make questions with the verb *to be*, we put the subject after the verb.

Was he at the meeting?

Were there any messages for me?

Were they pleased?

A Put these words in the right order to make sentences about problems at work.

1 the deadlines / the projects / weren't / for / realistic
The deadlines for the projects weren't realistic.

2 most people / the office / didn't / leave / until 8 p.m.
Most people didn't leave the office until 8 p.m.

3 a / manager / good / wasn't / she
She wasn't a good manager.

4 on time / start / meetings / didn't
Meetings didn't start on time.

5 didn't / she / to motivate / know / the staff / how
She didn't know how to motivate the staff.

C Correct one mistake in each line of this message.

Maris, I'm sorry. I'm having a bad day. I didn't ~~sent~~ the report
out, and ~~I not~~ check the figures. I didn't get to the bank
on time, and I didn't ~~phoned~~ the suppliers. I tried to call you
this morning, but ~~you not~~ answer. I think I need to go home.

1 ...send...

2 ...didn't...

3 ...phone...

4 you didn't



Complete these questions with *did*, *was* or *were*.

- 1*Was*... he an efficient manager?
- 2 When*were*..... you born?
- 3 When*did*..... Ania start to work for IBM?
- 4 Why*did*..... Marcus change jobs?
- 5 Where*was*..... your next job?



E Read the extract below. Then write questions using each of the words from the box.

Where did Danielle grow up?

Why How long What When Where

Danielle grew up in Geneva. She studied engineering at university in Paris. Then she worked for Renault for four years, from 2004 until 2008. She left Renault because she wanted to do an MBA. She did an MBA at the Harvard Business School in 2009. Her next job was with GE.

Why did she leave Renault?

What did she study at university?

How long was she at Renault? / How long did she stay at Renault?

When did she join Renault?

Where did she grow up?

READING

Andrea Jung

A

Before you read the article below, discuss these questions.

- 1 What famous businesswomen do you know?
- 2 What qualities do you need to be a successful business executive?

Women at the top: Andrea Jung

1 In 2011, Andrea Jung celebrated 12 years as Chief Executive of Avon Products. It is a big job. Avon sells cosmetics door to door in more than 120 countries. It has 6.2m sales representatives and a billion customers. It sells four lipsticks and 190 mascaras every second.

2 Jung was born in Toronto to Chinese immigrant parents. Her parents moved to the US when she was two, to get a better education for their children. She grew up in Massachusetts and graduated from Princeton. She speaks fluent Mandarin.

3 “My parents were important in forming my views about leadership,” she says. Determination is a strong quality in Chinese culture. In her early career, she had a job that wasn’t

interesting. She told her parents she didn’t like the job and wanted to quit. ““Quit?” they said. ‘The Chinese don’t quit. You learn more from bad than good experiences – that’s how you grow.’”

4 Jung joined Avon in 1994. Four years later, she became Avon’s first female CEO. At that time, the company had revenues of \$4bn. Today, its revenues are more than \$10bn.

5 Avon is known as “the company for women”. Most of Avon’s representatives are women. About half the managers and four out of the nine members of Avon’s board are women. Jung says there are good business reasons for management teams with a mix of men and women. “In mixed teams, communication and



decision-making are better.”

6 Famous for her long black hair, pearl necklaces and her passion for Avon, Jung is one of the world’s top business leaders. She is also on the board of GE and Apple.

Andrea Jung

- Born in:
Toronto, Canada

- Grew up in:
Massachusetts, USA

- Education:
Princeton University, USA

- Appearance:
long black hair; always wears a pearl , necklace

- Company:
Avon Products (a global cosmetics company)

- Professional achievements:
Became CEO of Avon in 1.999. More than 12 years as CEO. On the boards of Appte and GE.

As you read the article, make quick notes to complete the profile of Andrea Jung on the left.

- C** Decide whether these statements are true (T) or false (F). Correct the false ones.
- 1 Avon sells cosmetics through shops. F (It is a direct sales company. It sells door to door.)
 - 2 Andrea Jung speaks English and Chinese. T
 - 3 Around 50 per cent of managers at Avon are women. T
 - 4 Avon has an all-female board. F (Of the nine board members, four are women.)
 - 5 Jung thinks all-women management teams make the best decisions.
F (She thinks teams with a mix of men and women make the best decisions.)
 - 6 She is on the boards of two other companies. T

D Find words or phrases in the article with these meanings.

- 1 people who sell a company's products (paragraph 1) sales representative
- 2 when you decide to do something and do not let anything stop you (paragraph 3) determination
- 3 leave a job without finishing it (paragraph 3) quit
- 4 all the money that a company receives regularly (paragraph 4) revenues
- 5 a very strong liking for something (paragraph 6) passion

LANGUAGE FOCUS 2

Question forms

- We form questions which can be answered with *yes* or *no* in two ways.

With <i>be</i> or a modal verb (e.g. <i>can</i>)	Form of <i>be</i> / modal verb	Subject	
<i>He is ambitious.</i>	<i>Is</i>	<i>he</i>	<i>ambitious?</i>
<i>She can see us now.</i>	<i>Can</i>	<i>she</i>	<i>see us now?</i>
With all other verbs	Form of <i>do</i> (or other auxiliary)	Subject	
<i>Ana likes Madrid.</i>	<i>Does</i>	<i>Ana</i>	<i>like Madrid?</i>
<i>Joe left the company.</i>	<i>Did</i>	<i>Joe</i>	<i>leave the company?</i>

- We begin other types of question with a question word such as *why*, *where*, *when*, *how*, etc.

	Question word	Form of <i>do</i> , <i>be</i> , modal or auxiliary	Subject	
<i>She works hard.</i>	<i>Why</i>	<i>does</i>	<i>she</i>	<i>work</i> hard?
<i>He went away.</i>	<i>When</i>	<i>did</i>	<i>he</i>	<i>go</i> away?
<i>They were stressed.</i>	<i>Why</i>	<i>were</i>	<i>they</i>	<i>stressed?</i>

Questions with a modal verb

To make questions with a modal verb, we put the subject after the verb.

Can I see you now?

Would you like a coffee?

Question words: *what, where, when, why* and *how*

We put question words at the beginning of the sentence before a form of *do, be*, a modal or an auxiliary.

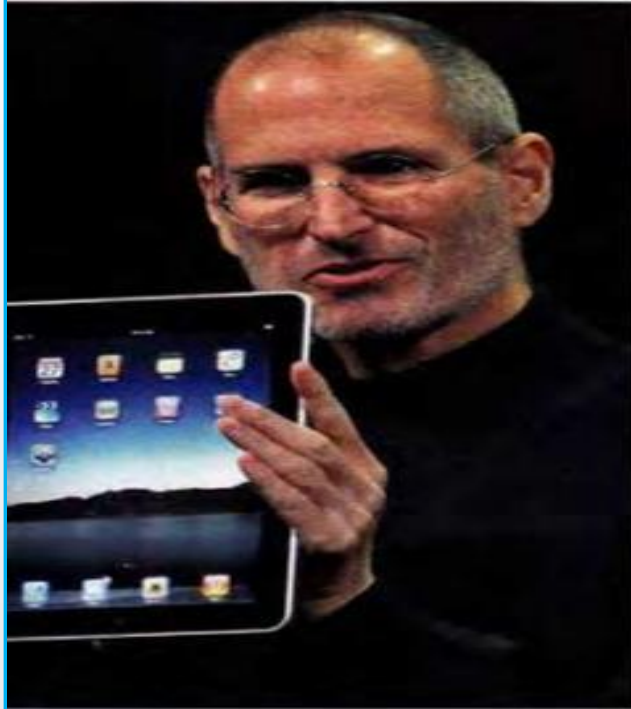
	Question word	Form of <i>do, be</i> , modal or auxiliary	Subject	
I prepared some invoices.	What	did	<i>you</i>	do yesterday?
She went to Beijing.	Where	did	<i>she</i>	go?
They learned about it on Friday.	When	did	<i>they</i>	learn about it?
She needs a holiday.	Why	does	<i>she</i>	need a holiday?
She gets on very well with her colleagues.	How	does	<i>she</i>	get on with her colleagues?
It cost a lot of money.	How much	did	<i>the machine</i>	cost?
I see my suppliers once a month.	How often	do	<i>you</i>	see your suppliers?
I can do it next week.	When	can	<i>you</i>	do it?
He was happy.	Why	was	<i>he</i>	happy?

Be careful not to use two past forms in the same sentence.

Where did you stay? (NOT ~~Where did you stayed?~~)

Be careful with the word order. (NOT ~~Where did stay you?~~)

B Read this article (ignoring the missing information), then write the questions to complete the quiz on page 71. Use the article to help you.



Barack Obama described Steve Jobs as 'one of the greatest American innovators'. This is his story. He was born on February 24, 1955,.....¹. In 1976, after dropping out of college, Jobs started Apple with². The company quickly became successful. In³, Apple introduced the famous Macintosh computer. The following year, in 1985, Jobs left Apple because of.....⁴.

After leaving Apple, Jobs set up a new computer company called NeXT. He also bought a company called Pixar. It specialised in⁵.

Jobs married his wife,.....⁶ at a Zen Buddhist ceremony in 1991. The couple had three children.

The early nineties were difficult years for Apple, and the company soon wanted Jobs back. In December 1996, Apple bought Jobs's company NeXT. Apple paid⁷ for it. Jobs returned to Apple and in 1997 became the CEO. Under his leadership, Jobs turned the company around, with innovative products such as the iMac, iPod, iPhone and iPad. In⁸, after a long period of illness, Steve Jobs resigned as Apple's CEO. He died two months later at the age of⁹.¹⁰ is Apple's new CEO.

In his time at Apple, Steve Jobs created the most valuable technology company in the world. Today, it employs more than¹¹ people worldwide.

- 1 *Where was Steve Jobs born?*
 - a) In California
 - b) In Portland, Oregon
 - c) In Chicago
- 2 *Who did Jobs start Apple with?*
 - a) A manager at Hewlett Packard
 - b) His father
 - c) His friend Steve Wozniak.
- 3 *When did Apple introduce the famous Macintosh computer?*
 - a) In 1980
 - b) In 1982
 - c) In 1984
- 4 *Why did Jobs leave Apple?*

Because of ...

 - a) bad health.
 - b) a great job offer.
 - c) disagreements with the CEO, John Sculley.
- 5 *What did Pixar specialise in?*
 - a) Music
 - b) Computer animation
 - c) Computer software

6 Who did Jobs marry?

- a) Melinda
- b) Patricia
- c) Laurene

7 How much did Apple pay for NeXT?

- a) \$400m b) \$200m c) \$600m

8 When did Steve Jobs resign as CEO of Apple?

- a) March 2011
- b) August 2011
- c) October 2011

9 How old was Steve Jobs when he died?

- a) 50 b) 56 c) 65

10 Who is Apple's new CEO?

- a) Tim Cook
- b) Jonathan Ive
- c) Phil Schiller

11 How many people does Apple employ worldwide?

More than ...

- a) 20,000.
- b) 57,000.
- c) 46,500.



C

 **CD2.5 Listen and check the questions you wrote.**

D

Answer the questions in the quiz above and use your answers to complete the article on page 70.

E

 **CD2.6 Now listen and check your answers.**

1 *Where was Steve Jobs born?*

- ☐ a) In California
- b) In Portland, Oregon
- c) In Chicago

2 *Who did Jobs start Apple with?*

- a) A manager at Hewlett Packard
- b) His father
- ☐ c) His friend Steve Wozniak.

3 *When did Apple introduce the famous Macintosh computer?*

- a) In 1980
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11 How many people does Apple employ worldwide?

- More than ...
- a) 20,000.
- b) 57,000.
- ☐ c) 46,500.

SKILLS

Dealing with
problems

A

Work in pairs. Discuss which of these suggestions you agree with.

When two people try to solve a problem, it is a good idea for them to:

- 1 describe the problem in detail.
- 2 show strong feelings.
- 3 give reasons if they have to say no.
- 4 speak quietly.
- 5 find a solution immediately.



B  **CD2.7 Julian works for a coffee importing company. He is talking to the Office Manager, Hanna Butler. Listen and answer these questions.**

1 What does Julian want the company to do?

He wants the company to pay for his Spanish language lessons.

2 What does Hanna suggest to solve the problem?

She suggests he should buy a self-study course.

3 Does Hanna offer to give Julian any money?

No, but she tells him to bring her the receipt for his course.



 CD2.7 Listen again and complete these extracts.

Hanna: Look, I'm really **sorry**¹, Julian. The **problem**² is, we don't have enough money to pay for language courses.

Hanna: I'm sorry, Julian – it's just not **possible**³. Why don't you buy one of those self-study courses in Spanish? They're **cheap**⁴, and you can improve your Spanish a lot if you study **hard**⁵.

Julian: OK, I'll do that. Will the company **pay**⁶ for a self-study course if I buy one?

Hanna: I can't **promise**⁷ anything, Julian. But bring the **receipt**⁸ to me and I'll see what I can do for you.

Tell us about it

Office workers share their problems and offer solutions

Background

A magazine, *Business Today*, has a message board on its website called Office Life. People who have problems at work can leave messages there, either online or by phone. Readers comment on the problems and give advice about how to solve them. Read the problems and discuss the questions below.

The screenshot shows a web browser window with the address bar containing a search icon and a search input field. The page title is "Office Life Message Board" and the site name "Business Today" is in the top right corner. There are two message boxes, each with a "Comment" button at the bottom right.

Message 1 (Left):

I work in a small office with four other people. One of my colleagues was nice to me when I joined the company, but now she's changed completely. She's never polite to me and she doesn't help me in my job. She often 'forgets' to give me phone messages, so customers get angry with me. She says bad things about me to my colleagues and boss all the time. She shows no interest **when** I suggest ways to improve our website. I don't know what to do. Please help.

Susanna

[Comment](#)

Message 2 (Right):

I work for a property company. One of my colleagues is really lazy. When customers come into the office, he tells me to note down all the details. Then, if the client is looking for a very expensive flat or house, he always takes them to see the property. He never asks me to take them. So his sales are much bigger than mine. Last year, he got a much bigger bonus than me. I wasn't happy about that. It's not fair because I do all the hard work. Our boss really likes him. She thinks he's a really good salesman.

Thomas

[Comment](#)

7

Case study

- 1 How can Susanna deal with the problem?
- 2 Do you agree with Thomas that 'it's not fair'?

 CD2.8 Listen to a voicemail from Matthew, who called with a message for the magazine. What is his problem? Note down the key points and summarise the mistake that the Project Manager made.



Task

- 1 Work in pairs. Discuss the problems and decide what each person should do to solve them.
- 2 Join another pair. Share information about your decisions. Try to agree on the right decision in each case.



Thank You

