# 12 Information and communication technology

*Web users ultimately want to get at data quickly and easily. They don't care as much about attractive sites and pretty design.*
**Sir Tim Berners-Lee (1955–) British inventor of the World Wide Web**

## Management issues

The basic issues in information technology (IT) management are:

a) increasing the stability of the system to reduce down-time

b) ensuring that information is secure and backed-up (use of encryption, firewalls to keep out hackers, viruses, spyware, etc)

Beyond that, the following may be important issues at different times:

- Tension between the IT department and other business units. How are business requirements translated into an IT solution? How is the efficiency of IT spending measured? Do the business people understand the technology?
- Should the software be a commercial off-the-shelf (COTS) package or a tailor-made solution? If the latter, then what degree of customization is needed?
- How well does the new IT integrate with the old (= legacy) systems?
- How good is the documentation? Is training necessary?
- What level of integration is appropriate? Should the organization use just one standard of software (eg SAP/Oracle) and/or hardware (eg IBM/HP)?

## Trends

Predicting the future of information and communication technology (ICT) is notoriously difficult, but several trends appear to be happening:

- Computing power is moving away from the local PC to the network (delivered where and when it is needed).
- Software is also moving to the network: companies are leasing it online for a monthly fee instead of buying it.
- Wireless connectivity is becoming possible between more and more devices.
- Bandwidth is increasing.
- Processing power and storage capacity keep increasing, while prices keep going down.
- Open-source platforms (designed and improved by users, owned by no-one) are becoming more common.
- Profitability is becoming an issue for vendors as IT becomes widespread and standardized.
- Integrating and managing IT systems is becoming more important than selling new products.
- Back-office functions (eg payroll) and software development are being outsourced to low-cost countries.

- There is the development of an 'Internet of things' – pervasive computing – where everyday objects have embedded processing power with a connection to the Net.
- There is a convergence between traditionally separate media.

## E-business

A business with no online presence is a 'bricks-and-mortar' organization. At the opposite extreme, a few 'virtual' businesses exist only online. But most businesses are 'clicks-and-mortar' – they have some part of their business on the web, but also physical premises.

The phrase 'e-commerce' refers to the part of e-business related to buying and selling. Retailers set up an electronic storefront (BrE shop front) and shoppers place items they want to buy in an electronic cart (BrE trolley). When the shopper is ready, they go to the 'checkout' where their payment is processed.

For customers, key issues include:

- Fraud (the safety of online payment systems).
- Merchandise delivery and returns.
- The difficulty of speaking directly to a customer services representative rather than getting an automated response.

For companies, key issues include:

- The protection of intellectual property (piracy).
- Website costs and maintenance.
- Measuring the effectiveness of the website (click-through rates for ads, traffic counts, conversion rates to show percentage of visitors who make a purchase).

In terms of the technology involved, e-commerce is a good example of the role of dedicated (reserved for a specific use) servers:

1 A database server stores customer data and product information in tables. ↓

2 An application server is responsible for calculations and program logic; it retrieves data from the database server and feeds it to the web server. ↓

3 A web server is responsible for the interface and graphics; it presents the web page to the user. ↓

4 A browser on the user's computer allows the customer to interact with the company's web server.

# INFORMATION TECHNOLOGY

## Business software

Transaction processing: constant updating of mission-critical data such as orders, invoices, payments, payrolls, inventory, etc

Marketing: CRM (customer relationship management)

Production / Operations: MRP (material requirements planning), CIM (computer integrated manufacturing)

Finance: financial planning and budgeting

Human resources: payroll and employees' records

ERP (enterprise resource planning): manages all stages in the supply chain

## Data and knowledge management

1. Raw operational data is kept in databases, eg sales info, inventory info, customer info

2. All the databases and documents from across the organization are collected together in a 'data warehouse'

3. Information from the data warehouse is retrieved by 'management information system' (MIS) software using 'datamining'. MIS software supports decision making, identifies patterns and trends, etc
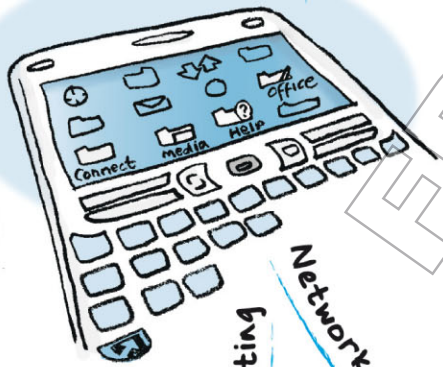
## Network computing

LAN (local area network) allows single-user workstations to share data, eg inside a company building

WAN (wide area network): a geographically dispersed LAN

Intranet (company network)

Extranet (part of intranet with limited access for certain people outside the company)

Collaboration tools (= groupware) that allow users at different workstations to work on the same project (screen sharing, webconferencing, etc)

Teleworking (employee can work at home, from a customer's premises, from a hotel, from the beach)

## Mobile and wireless computing

### Technology

Wireless LAN provides service within a hotspot

GPS (global positioning system) to determine location of device

Bluetooth to enable short-range connection between wireless devices

### Applications

Personal services (content including news and entertainment is aggregated in a mobile portal)

M-commerce (= mobile-commerce): shopping and payments from your phone, person-to-person payments, advertising based on your location

Intrabusiness (support for mobile workers, job dispatch, access to intranet for sales staff to get customer / product info, etc)

## E-business

### B2B

'Electronic exchange': a marketplace for a specific industry

Supply chain management

Extranet to work more closely with suppliers and partners

### B2C

Online marketing

Virtual store with online transaction processing and electronic funds transfer

Online customer service

Major areas include financial services, reservations for travel and holidays, sale of real estate, etc

## 12.1 Fill in the missing letters.

1 Old IT systems (hardware or software) which are still in use are called 'l_ _ _cy systems'.

2 The written instructions for using IT software / hardware are called 'doc_ _ _ _ _ _ion'.

3 A piece of equipment intended for a particular purpose is called a 'de_ _ _e'. The word usually suggests something portable and electronic.

4 The rate at which data can pass through a communication channel is called its 'ba_ _ _ _ _th'.

5 A type of hardware and / or software on which application programs run is called a 'pl_ _ _ _rm'.

6 If a chip or wireless device is incorporated physically into an object it is described as being 'em_ _ dded'.

7 A software application used to locate and display web pages is called a 'br_ _ _er'.

8 In knowledge management, a key function is the 'data wa_ _ _ouse' – the place where all the company's data is collected together.

## 12.2 Complete the sentences using the pairs of words in the box.

| |
|---|
| accessibility / intranet     aggregate / portal     enable / devices ensure / secure     measure / efficiency     retrieve / trends stability / downtime     translate / solution |

1 Perhaps the most important task for an IT manager is to increase the _____ of the system to reduce _____.

2 IT managers also have to _____ that information is _____ and backed-up.

3 It can be difficult to _____ business requirements into an IT _____.

4 It can also be difficult to _____ the _____ of IT spending.

5 Managers across the company use 'datamining' to _____ data from the data warehouse, and turn it into useful information by identifying patterns and _____.

6 An extranet provides outsiders with various levels of _____ to the company's own _____.

7 Bluetooth is a way to _____ short-range connection between wireless _____.

8 Mobile phone companies charge for downloading content which they _____ on their own _____.

## 12.3 Look at the completed sentences in exercise 12.2 and find a word that means:

1 make certain that something happens _____

2 copied (in case the original is lost) _____

3 needs _____

4 find something that is stored in order to use it again _____

5 make possible; often used as a past participle (an Internet-_____ed device is one that can use the Internet)

6 ask someone to pay an amount of money for a service _____

7 taking information from a network and putting it onto your own computer (or other device) _____

8 put together _____

9 a website that gives access to a wide range of services such as news and information, email, online shopping, links to other sites _____

## 12.4 Complete the text with the words in the box.

| |
|---|
| encryption     firewall     intranet     LAN servers     stand-alone PC     WAN     workstations |

It used to be common to see a ¹ _____ sitting on a desk. No more. Now, individual ² _____ inside a company are connected via a ³ _____ (= data communication system inside a building) to the company's ⁴ _____ (= high-capacity computers that store data and manage all the network resources). Large, multi-site organizations (eg a national health service) will require a ⁵ _____ (= computer network that covers a large geographical area).

How is all the internal company information accessed by users? Easily, via an ⁶ _____. This is an internal network that acts just like a website, but is accessible only with a password and is protected by a ⁷ _____. Further levels of security are provided by ⁸ _____ (= transforming data into a code to protect its confidentiality) and, for large organizations, housing the servers inside a bunker to provide physical security in case of fire, etc.

## 12.5 Make collocations by matching a word from each column.

1 off-the-shelf       capacity
2 wireless            connectivity
3 processing          functions
4 storage             package
5 back-office         page
6 intellectual        power
7 click-through       property
8 web                 rate

**12.6** **Use the words in the box to make pairs of collocations with a similar meaning.**

> ~~application~~   customized   defective   ~~design~~
> ~~develop~~   environment   faulty   the latest
> ~~old-fashioned~~   out-of-date   package   platform
> provide   run   supplier   supply   tailor-made
> up-to-date   use   vendor

**Verb + noun collocation**

1 to _____design_____ / _____develop_____ software
2 to _____ / _____ software
3 to _____ / _____ software

**Noun + noun collocation**

4 software _____application_____ / _____
5 software _____ / _____
6 software _____ / _____

**Adjective + noun collocation**

7 _____old-fashioned_____ / _____ software
8 _____ / _____ software
9 _____ / _____ software
10 _____ / _____ software

**12.7** **Underline the correct (or best) words.**

1 We have IBM machines *running / running on* SAP.
2 We have SAP *running / running on* IBM machines.
3 All your *software / softwares* can run on our servers.
4 Sometimes we have to write *a / some* special software.
5 We need a more powerful and effective system. It needs to be *updated / upgraded*.
6 We need the latest version of the system. It needs to be *updated / upgraded*.
7 The database *updates / upgrades* automatically when new information is entered.

**12.8** **Read the text about ERP then answer the questions below.**

Small companies tend to use separate off-the-shelf software packages to do specific tasks, such as preparing accounts. But larger companies need a solution that provides software on a modular basis – with the possibility of customization – and then integrates all the parts. This solution is called ERP (enterprise resource planning), and the main vendors are SAP and Oracle.

ERP has its origins in manufacturing, where it is used to manage all the stages in the company's internal supply chain. So, using sales data the software can forecast demand, order materials, schedule production, project financial results, etc.

But to this basic package it is possible to add many further modules. For example, to include the upstream end of the supply chain (= suppliers of components and raw materials) the company can add a procurement module. And to include the downstream end of the chain (= customers) there is a customer relations management module (CRM).

CRM – which other vendors sell as a stand-alone package – includes:

- for sales staff: contact management, quote management, customer preferences and buying habits, etc.
- for customer services staff: order fulfilment, complaints, returns, etc.

By keeping all the information on individual customers in one place, a company aims (i) to make cost savings through efficiency and (ii) to present a unified face to the customer, regardless of the communication channel that they use.

Another common ERP application is a management information system (MIS). This is a decision-making tool that allows managers to extract useful knowledge (specific details, key indicators, trends) and present it as graphs, reports, alerts, forecasts, etc.

**Find a word from the text that means:**

1 available in a standard form, not designed for a particular customer
2 personalization
3 predict (word #1)
4 predict (word #2)
5 the combined activities of sourcing (= finding what you want) + purchasing (= buying it)
6 able to be used on its own (ie without buying other components)
7 the price that a supplier says they will charge
8 delivering goods in the way that is promised and expected
9 on-screen warnings

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**Discussion topics**

1 Business people don't understand IT, and IT people don't understand business.
   ○ Agree   ○ Disagree

2 E-commerce is a wonderful thing … until you want to speak to anyone about anything.

3 In five years' time, the biggest change in our lives from ICT will be …

4 Teleworking is the way to go. Who needs an office when everyone is networked?
   ○ Agree   ○ Disagree

# 16 Discussions

## Managing a discussion

Read this dialogue in a real estate agency and then study the points below.

A: Can you help me? **I'd be interested to know something about** property prices in this area.

B: Yes, of course. But first, **could you tell me a little more about** your present situation?

5 A: I've been living in rented accommodation for several years. Now I'm wondering whether it's a good time to buy somewhere for myself.

B: Okay. **What sort of price were you thinking of?**

A: Oh, you know, nothing too expensive.

B: **Could you be a little more specific?** We have some small one-
10 bedroom apartments that start at around € 120,000. **Was that the kind of thing you had in mind?**

A: Possibly. But I'm not ready to think about individual properties just yet. I wanted to know more about the market in general. There are a lot of stories in the newspapers about house prices, and they worry me.

15 B: Okay. **If I understand you correctly,** your worries are probably these: you don't want to buy at the top of the market and see your house fall in value, but equally you don't want to miss the chance if prices are going to continue to rise.

A: **Yes, exactly.**

20 B: This is of course a concern for all our clients, but you know it's very difficult to time the housing market. Newspaper stories can make forecasts, but no-one really knows.

A: **I see what you're saying, but** you must have some idea. I read one article that said that house prices are going to crash.

25 B: **I don't think that's true.** Prices have stabilized recently, but they're not going to crash.

A: **Really? Do you think so?** My friend bought an apartment near here last year for €165,000, and now other apartments in the same block are going for less than €150,000.

30 B: **Well, of course, it all depends.** There are many factors that can cause these short-term changes. But **there is another way of looking at this**. If prices have dropped temporarily, then now is a good time to buy.

A: But **going back to what you said earlier**, have prices stabilized,
35 or are they actually falling? I **disagree with you about** now being a good time to buy if they are still falling.

B: In certain areas they are still falling. But **I think we're losing sight of the main point**. You're living in rented accommodation, and the rent you pay could be going to repay a mortgage. And you would
40 have your own home.

A: **That makes sense.** But **it's a difficult issue**.

B: **You're absolutely right.** But while you're here, **why don't I give you an idea of** what's available in your price range?

A: Okay.

45 B: Right. **I'd like to start by** writing down one or two personal details, and **then we can move on to** looking at some of the properties we have on the market.

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- Look at the words in bold above. Underline:
  - five phrases asking for more information.
  - one phrase showing the speaker is going to check using their own words.
  - three phrases for full agreement.
  - one phrase using *Yes, but …* for half agreement.
  - one phrase using two open questions to show polite disagreement.
  - two phrases for simple disagreement.

How many of these can you find in the mind map opposite?

- At lines 7 and 10 you will see the phrases: *What sort of price were you thinking of?* and *Was that the kind of thing you had in mind?*

These questions are interesting for two reasons:
  - first, they use 'vague' language: *sort of, kind of.*
  - second, they use past tenses (*were / was / had*), even though the time reference is present.

The past forms create an indirect, distant feeling. They combine with the vague language so that the client feels that he / she is under no pressure.

- Look back at lines 30–42. There is a battle for control of the topic:
  - at line 31 B tries to change the focus: … *there is another way of looking at this.*
  - but at line 34 A resists: … *going back to what you said earlier, …*
  - at line 37 B deals briefly with this resistance: *In certain areas …* but then tries to block further discussion with: *I think we're losing sight of the main point.*
  - at line 42 B manages the conversation so that they move on from the opening to begin a sales conversation about specific properties. For B, this is the main topic.

Now look at the 'Topic management' branch of the mind map.

## Other language for discussions

In discussions you are likely to use a lot of linking words and phrases. (See units 20–22.)

## Full agreement

That makes sense.
You're absolutely right.
Yes, I would agree with that.

## Half agreement

I see what you're saying, but ...
I agree with you up to a point, but ...

## Polite disagreement

Well, of course, it all depends.
I'm not sure I agree with that.
I've got mixed feelings about that.
Really? Do you think so?
Don't you think that ...?

## Simple disagreement

I don't think that's true.
I disagree with you about ...
That's not how I see it.

## Beginning the main topic

Right, let's get down to business.
Why don't I give you an idea of ...?
I'd like to start by ... (-ing)

## Moving from point to point

So that's decided, then. Shall we move on?
Okay, let's go on to the next point.

## Changing the focus

There is another way of looking at this.
Perhaps we should also consider ...

## Returning

Going back to what I / you said earlier ...
Let me back up. (AmE).

## Interrupting

Could I just interrupt for a moment?

## Blocking

I think we're losing sight of the main point.
Sorry, if I can just finish, I was saying that ...

## Buying time

It's a difficult issue.
I'll have to think about it.
Could I get back to you on that?
Why don't we come back to that later

*Topic management*

*Agreeing and disagreeing*

*Clarification*

## DISCUSSIONS

## Asking for more information

I'd be interested to know something about ...
Could you tell me a little more about ...?
Could you be a little more specific?
What (exactly) do you mean by ...?
What sort of price were you thinking of?
Was that the kind of thing you had in mind?

## Asking for repetition

Could you go over that again, please?

## Checking by using your own words

So, if I understand you correctly, ...
So basically what you're saying is ...

## Checking the other person's understanding

Does that answer your question?
Does that make sense?

## Responding

Yes, exactly.
Yes, that's right.
Not exactly.
Well, let me put it another way.
No, that's not what I meant.
No, what I'm trying to say is ...

# 16 Discussions: Exercises

**16.1 Without looking back at the mind map, think of just <u>one</u> word to fill each gap.**

a) There is another _____ of _____ at this.

b) Right, let's get down to _____.

c) _____ back to what you said earlier.

d) I think we're losing _____ of the main _____.

e) Could I _____ interrupt for a _____ ?

f) Could you be a little more _____ ?

g) What exactly do you mean _____ 'more expensive'?

h) Sorry, if I can _____ finish, I was saying that …

i) Could I _____ back to you _____ that?

j) Was that the _____ of thing you had in _____ ?

k) Does that make _____ ?

l) Well, let me _____ it another way.

**16.2 Match each phrase in exercise 16.1 with one of the uses 1–12.**

1 You want to change the focus. `a`

2 You want to block the other person's change of focus and return to the main issue. ☐

3 You want to interrupt. ☐

4 You want to block an interruption and continue. ☐

5 You want to begin the discussion. ☐

6 You want to return to an earlier point. ☐

7 You want to buy time after a question. ☐

8 You want more detailed information because the other person is being vague and general. ☐

9 You want to clarify one particular word or concept. ☐

10 You want to clarify what you just said by saying it again more simply and clearly. ☐

11 You want to clarify what the other person wants, using vague language to avoid putting them under pressure. ☐

12 You want to check the information you gave was clear. ☐

**16.3 Cover exercise 16.1 with a piece of paper. Then fill in the gaps using the prepositions in the box.**

| about | at | back | back | down | in | of | of |
| of | of | on | on | over | to | to | to | to |

1 Right, let's get _____ business.

2 Okay, let's move _____ the next point.

3 There is another way _____ looking _____ this.

4 Going _____ what you said earlier.

5 I think we're losing sight _____ the main point.

6 Could I get _____ you _____ that?

7 Could you tell me a little more _____ it?

8 What sort _____ price were you thinking _____ ?

9 What exactly did you have _____ mind?

10 Could you go _____ that again please?

**16.4 Find a phrasal verb (eg *take off* or *look forward to*) in exercise 16.3 that means:**

1 start doing something seriously _*get down to*_

2 stop doing one thing and begin doing another _____

3 return to a subject _____

4 speak to someone at a later time _____

5 repeat something in order to understand it _____

**16.5 Match the beginning with the end of each phrase.**

a) You're absolutely          a point, but …

b) Yes, I'm in favour          I see it.

c) That might be worth          right.

d) I agree with you up to          agree to that.

e) I can see one or two          so?

f) I'm sorry, I can't          of that.

g) Really? Do you think          problems with that.

h) That's not how          trying.

**16.6 Write each phrase letter from exercise 16.5 in the grid below.**

|  | with someone | about something |
|---|---|---|
| Agreement | 1 _a_ | 5 _____ |
| Half agreement | 2 _____ | 6 _____ |
| Polite disagreement | 3 _____ | 7 _____ |
| Disagreement | 4 _____ | 8 _____ |

**16.7 Complete each mini-dialogue using the phrases in the box.**

> *Can I get back to you on that?     Yes, exactly.*
> *I think we're losing sight of the main point.*
> *Shall we move on?     Let me put it another way.*

1 A: Yes, I think that would work very well.
   B: So that's decided, then. _____

2 A: Are we going to have a hot buffet at the product launch or just finger food?
   B: _____ Some major issues are still unresolved – like the advertising campaign.

3 A: The price is okay, but what about shipping times? Can you deliver by the end of April?
   B: I don't know right now. _____

4 A: So are you saying you want me to transfer to the Madrid office?
   B: _____ It would be a great opportunity for you.

5 A: So are you saying I have to transfer to the Madrid office?
   B: Well. _____ You don't have to, but it would be a great opportunity for you.

**16.8** The words *offer, suggestion* and *proposal* are often misused. Match each with an explanation:

1 _____ – an idea or plan, perhaps quite tentative and vague

2 _____ – an idea or plan, more formal and definite, and usually one that a group has to consider

3 _____ – a statement saying you will give something to someone (used mainly in negotiations)

**16.9** Match each item on the left with one on the right that has a similar meaning.

| | | |
|---|---|---|
| 1 | put forward | take up (a suggestion) |
| 2 | accept | think of (a suggestion) |
| 3 | reject | make (a suggestion) |
| 4 | come up with | dismiss (a suggestion) |

| | | |
|---|---|---|
| 5 | take part in | tackle (an issue) |
| 6 | come to | bring up (an issue) |
| 7 | raise | be involved in (a discussion) |
| 8 | deal with | open it up for (discussion) |
| 9 | reconsider | reach (a decision) |
| 10 | throw it open for | reassess (a decision) |

| | | |
|---|---|---|
| 11 | a sensible | feasible (suggestion) |
| 12 | a sensitive | reasonable (suggestion) |
| 13 | a realistic | ridiculous (suggestion) |
| 14 | a minor | difficult (issue) |
| 15 | an absurd | side (issue) |

| | | |
|---|---|---|
| 16 | a constructive | in-depth (discussion) |
| 17 | a hard | fruitful (discussion) |
| 18 | a detailed | initial (discussion) |
| 19 | an easy | tough (decision) |
| 20 | an exploratory | straightforward (decision) |

**16.10** Cover exercise 16.9 with a piece of paper. Then fill in the missing letters.

1 She was the only person to c_ _ _ u_ w_ _ _ a fea_ _ _le suggestion.

2 I think we should ta_ _ u_ his suggestion – it sounds very rea_ _ _ _ _le to me.

3 He p_ _ fo_ _ _ _d a ri_ _ _ _ _ous suggestion about going to the CFO and asking for a bigger budget.

4 I need to b_ _ _g u_ a rather sen_ _ _ _ _e issue.

5 It's a difficult issue, but we'll have to t_ _ _le it one day.

6 I've been inv_ _ved i_ the expl_ _ _ _ _ _ry discussions, and now we're ready to call a formal meeting.

7 I thought the conference was going to be a waste of time, but in fact I t_ _k p_ _ _ i_ some very fr_ _ _ _ _l discussions.

8 You've all read my summary, so now I think we can o_ _ _ it u_ f_ _ a more in-d_ _ _h discussion.

9 We finally r_ _ _ _ed a decision, but it was a t_ _gh one to make.

10 It should be a relatively str_ _ _ _ _ _ _ _ _ _rd decision.

**16.11** Put a tick (✓) if the sentence is grammatically correct. Put a cross (✗) if it is not.

1 I suggested a different idea. ☐

2 I suggested him a different idea. ☐

3 I suggested a different idea to him. ☐

4 I suggested using another approach. ☐

5 I suggested to use another approach. ☐

6 I suggested we should look at alternatives. ☐

7 I suggested it we should look at alternatives. ☐

**(Note: *propose* and *recommend* have the same patterns)**

**16.12** One item in each group does not collocate with the verb. Cross it out.

1 hold     a meeting / all the cards / an opinion / a proposal / sb responsible for sth

2 take     part in a discussion / an effort to do sth / a decision / up a suggestion / another approach

3 reach     an agreement / a compromise / a dead-end / a decision / a demand

4 raise     awareness of the issue / a difficult challenge / the matter later / an important objection / an interesting question

5 meet     a challenge / a deadline / an issue / a need / an objective

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**Speaking / Writing practice**

● Work in small groups. Have a discussion on one of the topics below.

  – Computer games and children
  – Fast food
  – Genetic engineering
  – Clean energy
  – Working from home
  – The future of Russia (or China)
  – Euthanasia
  – Transport issues in my city
  – My favourite leisure technology
  – UFOs
  – Destruction of the environment
  – Immigration
  – Global warming
  – Emotional intelligence
  – The uses of location-based (satellite) technology
  – Save the tiger! Save the panda! Why? We manage OK without the dinosaur.

*Or* Any current general / business news item

● When you finish, write the script for a part of the discussion that was interesting. Feel free to add other points – it is a language exercise, not a memory exercise.

## 9 Interview with an HR director

### Exercises

**1** **Line managers and HR managers both play a role in the recruitment and appraisal processes. Write 'LM' or 'HR' next to the responsibilities.**

Recruitment

1 Prepare a job description _____

2 Make sure legal and ethical requirements are met _____

3 Look at the general personal qualities of the individual _____

4 Look at the functional skills of the individual _____

Appraisal

5 Develop the appraisal tools _____

6 Make sure that the process is identifying future leaders _____

7 Rate functional performance _____

8 Monitor that appraisals are carried out _____

**2** 🔘 **Now listen to an interview with Jurgen, an HR director, and check your answers.**

**3** 🔘 **Listen again. What does Jurgen say about the following topics? Complete his sentences.**

1 *Internal candidates* '… opportunities for promotion are an important _____ inside the company and it's important to _____ within the organization.'

2 *The interview* 'In the HR interview we are looking for a positive personality, a flexible attitude, good team-working skills, and other qualities like _____ and the ability to _____ .'

3 *Performance-related pay* 'HR is here to help the business _____ . Bonuses are acceptable if they're seen to be _____ .'

4 *Motivation* 'Apart from the tangible _____ there are what I would call _____ motivators.'

**4** **Read the listening script (page 118) and make notes on what Jurgen says about the following topics (maximum ten words each). When you finish, discuss the general issues with some colleagues.**

- assessing personal qualities in an interview
- performance-related pay
- the appraisal process

### Glossary

*appraisal* formally assessing an employee's job performance
*demoralizing* making you feel less confident and hopeful
*fast-tracking* accelerating the progress of a person's career
*fit in* integrate successfully
*job rotation* movement through a variety of roles in the organization
*matrix organization* where people work in a variety of cross-functional teams rather than under one line manager
*mindset* attitude and way of thinking
*rounds* similar stages
*track record* things you have done in your career
*underperforming* less successful than expected

## 10 Interview with an IT consultant

### Exercises

**1** **What do these acronyms stand for? How much do you know about them? Make notes.**

1 ERP

2 CRM

3 VPN

**2** 🔘 **Now listen to an interview with Jana, an IT consultant, and check your answers.**

**3** 🔘 **Listen again. What does Jana say about the following topics? Complete her sentences.**

1 *IT consultancy* 'We offer IT solutions – software, hardware, system _____ , maintenance and _____ , consulting – everything.'

2 *The paperless office* 'A document – like an email or a letter or a legal contract or a report – is purely in _____ form and with document management you can _____ and store it.'

3 *Industry trends* '… everything is moving to the network – all kinds of data and all kinds of software. At the end of the day all _____ are the same – just a screen, a _____ of input like a keyboard, and a connection to the network.'

**4** **Read the listening script (page 119) and make notes on what Jana says about the following topics (maximum ten words each). When you finish, discuss the general issues with some colleagues.**

- the benefits and risks of CRM
- using a document management system
- the difference between information and knowledge
- 'The Matrix'

### Glossary

*applications software* computer programmes designed for a specific task, eg word processing, accounting
*cold call* a telephone call to a potential customer that they were not expecting
*downside* disadvantage
*encryption* protecting information by putting it into a special code that only some people can read
*flagged up* highlighted
*IP (address)* the IP (Internet Protocol) address is the address of every machine connected to the Internet – it takes the form of numbers separated by dots
*log* make a record of something
*operating system* programme that controls all the components of a computer system
*print-outs* printed information from a computer
*stand-alone (package)* package that works well on its own
*template* pre-defined model
*track* follow the progress of something