

The **Business 2.0**

Building the next business generation



Little book of business skills



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www.macmillanenglish.com/TheBusiness2.0

Welcome to The little Book of Business Skills

We've prepared this small snapshot of the business skills which employers look for. We hope you'll enjoy reading it and trying out some of the lessons from **The Business 2.0** which illustrate the skills included. There are full links to downloadable full sample units and their related audio online so that you can show your students first-hand how these skills can be learned.

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Building the next business generation

Your feedback, research into business English studies and the evolving needs of employers have helped us to update our popular business English course for college and university students. **The Business 2.0** builds on the success of the first edition and includes a range of new material which offers students the language, skills and confidence they need to succeed in the competitive international business arena.

All compactly packaged in a format to suit you, the extensive range of resources is available in easy-to-use formats, for teachers and students. See the back of this booklet for the full range of components as well as their ISBNs for easy ordering.



The best professionals are those with emotional intelligence



‘Interpersonal skills’ – ‘Emotional intelligence’ – ‘The vital 5th skill’ – ‘The hidden or secret skills’ ...

Why do we need them in business?

Whatever you choose to call them, they are that extra little bit of something that helps you get along in a professional environment and makes other people say: ‘I really like working with her/him’ and makes employers think: ‘I want them on my team.’

When we’re teaching students English language and business skills, there’s still room to ensure that they also get exposure and practice in these other vital areas relating to interpersonal skills.

What’s your ‘Secret Skill’? competition results

Our competition from a recent BESIG showed that business teachers worldwide are fully aware of these ‘secret skills’, and sent in some fantastic examples of their own.

Here are the winning entries from **Anne-Marie Ross** and **Cristiano Caetano** along with a selection of other great entries (some of which have been annotated). Congratulations to Anne-Marie and Cristiano and thank you and well done to everyone who entered!

“Learn everyone’s name – from the CEO to the cleaner – and use them!”

Anne-Marie Ross

“Listen to everyone from the cleaner to people in top management, because you may get brilliant ideas for the business from anyone in the company.”

Cristiano Caetano

“Always respect people as individuals but make them work as a team.”

Hana Nesutova, Czech Republic

“Showing my students that it’s okay to make mistakes by making mistakes myself and correcting them.”

Carlos Martinez, Germany

“Being ready to learn – always and everywhere. I don’t have all the answers and can learn something from every interaction, from everyone, and every situation. I know a little more each day and am open to new things.”

Cait Kinsella, Germany

1. Communication skills (speaking and writing)

In the world of business, no one can deny that good communication is key. Whether you are speaking or writing, presenting or producing copy for products, there's no escaping the fact that to do business well, you need to communicate well.

So what do we mean when we say that someone has 'excellent communication skills'?

Excellent communicators are confident. They give clear messages when they speak and write. They use the right words for the right occasion, and pronounce them clearly. They understand and use non-verbal communication, such as body language, and they maintain appropriate eye-contact.

Communication is two-way, so good communicators need to be able to listen well, be aware of and sensitive to other people's feelings as well as check with the listener that they have been properly understood.

Some managers may be natural communicators. Others may need to work harder at this in order to consciously develop their skills in this area. It is quite common to find managers who are good at verbal communication, but who are not so good at written communication. Conversely, some people who are strong on paper may dread giving presentations. It is certainly possible for managers to strengthen their skills in this important area through reading about communication skills, training or by practising these skills every day in the workplace.

Articulate verbal language skills and superior written communication abilities are the crucial elements which are transferable across disciplines, but can be particularly relevant in business.

What is covered by communication skills?

Use the table and tick those you think are relevant for speaking or writing, or both. Can you think of any more that are used in a business environment?

	Speaking	Writing
Knowing when to use the right tone or level of formality for the right situation		
Creating PR, marketing plans and promotion for products or services		
Giving presentations and training to improve team-building		
Communicating face-to-face, online, by phone or in writing with colleagues, customers, employees, investors, suppliers and others		
Public speaking to shareholders, clients or customers and sharing your product, business idea or vision		
Effective networking with internal and external partners to build new business relationships and contacts		
Writing formal or informal emails to colleagues, customers and suppliers		
Negotiating with colleagues or clients in order to get the best deal		
Intercultural communication		



Communication skills activities from *The Business 2.0*

Try this activity from *The Business 2.0* new Pre-intermediate level, Unit 1 *Gaining experience* with your students.

Meeting people and making conversation - Lesson 1.4 Speaking

It is not easy to network effectively. Building new business relationships can start at a networking event. In Exercise 4, you can find a list of useful expressions for making conversation, including phrases for changing the subject, keeping the conversation going and finishing a conversation. Download the audio file, and listen to the phrases to help you practise further.

Useful expressions: Making conversation

Meeting people

Is this seat _____?
Are you here for the _____?
Hello. My name's Greg.
I'm _____ (*company*).
Pleased/Nice to _____ you.
Pleased/Nice to _____ you, _____.
Alan, _____ to see you!
Good to see you, _____!
Silke, _____ is Alan Banks.

Keeping the conversation going

London? _____?
Go on.
Do tell me _____!
Uh-huh?
I see.
I love ..., don't you?
I think ..., don't you?

Changing the subject

Listen, _____ of ...
Enough about ... _____ talk about ...
By the _____, ...

Finishing a conversation

Do _____ me. I really must ...
Anyway, ...
(It was) nice _____ to you.
See you _____.
It was nice meeting you.

Extract from *The Business 2.0* Pre-intermediate Student's Book, page 16

Try this activity from *The Business 2.0* Intermediate, Unit 3 *Products and packaging* with your students.

Writing a product description - Lesson 3.5

Writing is sometimes seen as the most difficult of the four language skills, but why is this? One reason is the fact that business writing has to be accurate. In Exercise 6, students practise writing a product description for a tablet PC, using a set of notes.

Using notes means that the content has already been brainstormed, and allows the writer to concentrate on accuracy.

Download sample units and audio for *The Business 2.0* Pre-intermediate and Intermediate levels at www.businessenglishonline.net/business-2/samples

2. Negotiation and persuasion skills

The term 'negotiating' can cover anything from a hard team negotiation for better terms in a contract, to simple everyday situations, such as discussing the best place to have lunch. At some time or another, every manager needs to persuade an employee or a customer to change their mind about something. Some find negotiating and persuading difficult skills to master. But what do these two skills involve?

When negotiating, you must do the following: prepare well; establish mutual trust; listen carefully to the other team; and keep a 'win-win' outcome in mind.

An established technique is to form three positions in your head:

- What you could get away with in an ideal world, which is usually your opening bid
- What you expect to get, based on prior knowledge of your market
- Your 'deal breakers' – something which would make you walk away from the negotiating table

When it comes to persuasion, some people seem to just win you over using their natural charm. But there's far more to persuading people than this. You can:

- Frame your persuasive argument by selecting certain words that bring up particular images in the mind of the listeners
- Mirror the listener's body language, in order to achieve a sense of empathy
- Do something nice for someone first, so they might feel the need to return the favour
- Make something seem more appealing because there is limited availability; this is called 'scarcity' in people marketing

The manager gifted in persuasion may well use their 'special skill' to get others to do what they want them to do. That's a useful business skill for any manager, negotiator or sales rep!

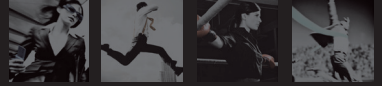
The Business 2.0 can help you with negotiation skills. In every unit there is a focus on language structures, such as conditionals. Good use of conditional forms are vital to successful negotiations. For example, do you know the difference between: "If we give in on this point, we'll have a deal" and "If we gave in on this point, we'd have a deal"?

Try this activity from **The Business 2.0** Advanced, Unit 7 *Investment*.

Grammar: Inversion and emphasis - Lesson 7.3

Exercise 2 on inverted conditionals enables students to use the conditional forms more flexibly at advanced level. It is followed by an exercise on 'reformulating for emphasis', a technique which can help successful negotiating. This unit finishes with a full-blown negotiation so students can practise these techniques.

Download the sample unit and audio for **The Business 2.0** Advanced level at www.businessenglishonline.net/business-2/samples



3. Financial and numeracy skills

Business is about making money, and whether you love or hate maths, financial skills and understanding numbers (i.e. numeracy) are both vital skills to have in order to succeed.

So, what do we mean by financial skills? In terms of the big picture, this could involve:

- Understanding profit and loss
- Reading financial reports
- Budgeting and knowing how to manage cash flow
- Spending – knowing how to spend and invest money wisely
- Tracking the time you spend on a project
- Understanding the ‘cost-benefit’ ratio

Are you someone who is good with numbers? How numerate are you? In business, it’s useful to be able to do the following: quickly work with figures in your head, make rough but fairly accurate estimates, and read sales reports easily. Certainly, at the end of the day you could hire an accountant. But to succeed in the business world, being able to apply accountancy principles to *all* aspects of running a business will be invaluable.

We may love spending money, but there’s a difference between wasting money and knowing how to spend and invest it wisely. Making wise investment decisions is not always easy, even for professionals. Test your investment skills and try this activity from **The Business 2.0** Advanced, Unit 7 *Investment*.

About business: Investment banks - Lesson 7.2

The first discussion exercise provides students with a chance to discuss how they would invest €50,000.

Try this activity from **The Business 2.0** Pre-intermediate, Unit 1 *Gaining experience*.

Vocabulary: Personal details - Lesson 1.2

We tend to count in our first language, and it takes students a lot of practice until they can feel confident using complex numbers in English. **The Business 2.0** contains a series of exercises which help students build up their confidence in using numbers.

Numbers

1 In small groups, practise counting.

- 1 Count to 30 in twos.
2 4 6 8 ...
- 2 Count to 60 in threes.
3 6 9 12 ...
- 3 Count to 105 in sevens.
7 14 21 ...

2  1:09 Say these numbers. Then listen and check.

- | | | | |
|-----------|-------|-------------|-------|
| • 99 | _____ | • 900,999 | _____ |
| • 101 | _____ | • 1,000,000 | _____ |
| • 1,000 | _____ | • 3.5m | _____ |
| • 1,500 | _____ | • 2.5bn | _____ |
| • 7,777 | _____ | • 2,575 | _____ |
| • 88,888 | _____ | • \$110 | _____ |
| • 100,000 | _____ | • €15.99 | _____ |

Extract from **The Business 2.0** Pre-intermediate Student’s Book, page 12

Download sample units and audio for **The Business 2.0** Pre-intermediate and Advanced levels at www.businessenglishonline.net/business-2/samples

4. Technological skills (IT)

No one in business today can afford to ignore the technology revolution going on around them. The whole nature of doing business has changed almost beyond recognition, due to the growth of IT systems, the rise in the use of the computer and the spread of the internet.

ICT or IT lies at the heart of running a business in the 21st century, and has provided us with new ways to communicate with clients and employees.

Doing business is becoming increasingly international, so managers today may find themselves hosting a 'virtual meeting' with members of their team, or with important clients, spread across the globe.

When it comes to IT skills, it's important not to feel left behind. Just what this skill of 'technology' involves is quite broad, but it may involve some or all of the following:

- Knowing something about your own company website, and what makes it an effective shop window for the firm
- Using business software to track your own goods through the supply chain, or generate business plans
- Using spreadsheets
- Using a client database or CRM (Customer Relationship Management) system
- Using PowerPoint or learning Prezi, a new type of tool, to deliver great presentations
- Keeping on top of social media – being able to write a blog, for instance – and knowing how social media can grow your business – or the reverse
- Managing the flood of emails which greet you every morning, and understanding email etiquette
- Understanding cyber-risks – keeping your hardware safe through use of security

There are several different video-conferencing platforms used in today's business environment, although they work in similar ways. Managers who communicate online quickly learn the relevant technology skills, such as sharing their desktop screen, asking participants to turn their video cameras on or off, and chairing an online discussion.

In the age of the Smartphone and the tablet, it's important to keep up with the fast-moving world of technology, and ensure that your business does not get sidelined, or that you don't become a dinosaur!

Technological skills (IT) activities from *The Business 2.0*

Knowing how to use IT is one business skill: knowing the terms and names used about IT and how to use them is another.

Try this activity from *The Business 2.0* Intermediate, Unit 3 *Products and packaging*.

Writing a product description - Lesson 3.5

.pdf; Flash; spreadsheet; 3D chart; open source code; shareware; plug-ins, to name a few – IT is full of technical terms.

In this unit, students read a product description about the benefits of using a program called 'OpenOffice.org3'. The description is rich in IT vocabulary. In the final writing task, students write a product description of a tablet PC based on a set of notes which includes useful terminology.

Using technology

Students have the opportunity to use technology throughout *The Business 2.0*. For example, there are internet research tasks in each unit. When they give presentations (such as the one in Lesson 3.4 Presentations - structure), they can use PowerPoint in class, or even try out a Prezi.

Internet research

Search for the keywords *open source software* to learn about free software, including games. Choose one product, and write a short description; try to 'sell' your software to your classmates.

Internet research

Search for the keywords *pizza box advertising* to find out how companies are using a new way to get their messages into the home.

Internet research

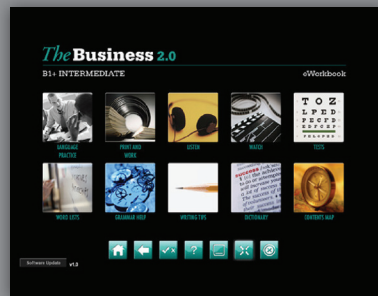
Search for the keywords *personality profile test* and do at least one online test. Compare your results with a classmate and discuss how well they describe your personality.

Extract from *The Business 2.0* Intermediate Student's Book

Download the sample unit and audio for *The Business 2.0* Intermediate level at www.businessenglishonline.net/business-2/samples

Give your students the full digital experience by using the *The Business 2.0 eWorkbook*.

The **eWorkbook** is an integral part of the course which can be used on the student's own computer. Extra language practice, audio and video can also be downloaded to a tablet or mobile phone for on-the-go learning. New videos in the Advanced and Upper Intermediate levels offer good vs bad models, and include commentaries by a communications expert.



5. Organisational skills

Organisational skills are vital to be effective and efficient in the modern workplace. A manager today cannot afford to be disorganised! Imagine you cannot find that important bit of paper for the tax authorities, and your company receives a fine. Imagine missing a vital deadline and losing that all-important contract. If these scenarios sound familiar, then it's time to develop your organisational skills!

Being organised could be simply keeping a tidy desk. It may involve organising every aspect of running a project, or a one-off special event. Or, it could simply mean organising yourself. Organisational skills have been defined as the "skills, strategies and qualities you need to organise your time, deadlines and productivity". So, what do desktop organisation, task organisation and self-organisation involve?

Desktop organisation

How well do you organise your files, emails, reports and important documents? Keeping a tidy desk might be challenging, but it improves efficiency and productivity.

Task organisation

Managing a project involves prioritising and keeping track of all relevant documentation, such as contracts and schedules. People with highly developed organisational skills often sort their tasks into things which are urgent, things which are important, and things that are both urgent **and** important. If you ever get round to doing some tasks that are neither urgent nor important, then you can really start to reap the benefits of being well-organised!

Self-organisation

How is your time management? Keeping yourself organised results in a healthy work-life balance. In today's fast-paced business world, we are all too aware of the downside of becoming snowed under – stress. And stress can be fatal.

Try this activity from **The Business 2.0** Upper Intermediate, Unit 4 *Feedback* with your students.

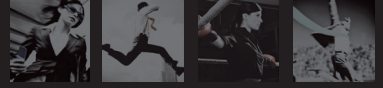
The project team - Lesson 4.1

Managing a long-term project may seem daunting at first. Most project managers will be familiar with a Gantt chart, a type of bar chart (developed by Henry Gantt in the 1910s) that illustrates a project schedule.

Project schedule	
	Year 1 Year 2 Year 3 Year 4
	J F M A M J J A S O N D J F M A M J J A S O N D J F M A M J J A S O N D J F M A M J J A S O N D
Logistics	Feasibility study Project approval (2) _____ Resettlement
Engineering	(1) _____ (3) _____ Excavation (4) _____

Extract from **The Business 2.0** Upper Intermediate Student's Book, page 48

Download the sample unit and audio for **The Business 2.0** Upper Intermediate level at www.businessenglishonline.net/business-2/samples



6. Selling skills

Your company can have the best idea in the world, but it will never survive if there's no one out there selling it and sales is everyone's business – all successful business people sell.

The skill of selling is having a sales-oriented frame of mind. Even if you aren't directly selling a product or service, every day you are selling new business opportunities. The table below shows some examples.

Researches	They study their prospects and find out all about their business.
Plans	It is hard to get a commitment, and good planning helps make that happen.
Creates rapport	The customer needs to like the salesperson. To achieve that 'magic connection' you need to be personable and build those all-important relationships with the client.
Asks questions	Not only do sales people ask questions, they ask the right ones.
Listens	The salesperson doesn't just do all the talking; they listen – and listen actively.
Presents solutions	Sales is about finding the right solution to your individual clients' needs.
Asks for commitment	Sometimes, it's closing the deal that's the hardest part.

See an example of selling skills in use, and try this activity from **The Business 2.0** Advanced, Unit 7 *Investment* with your students.

Vocabulary: Investment choices - Lesson 7.2

Whatever you are selling – car components, windows and doors, financial services or new medicine – product knowledge is important.

In this lesson students listen to an investment product salesman. He is speaking at an investment fair and offers advice on a range of topics such as planning for retirement, currencies and property.

Students then have the chance to establish their partners' investment profile – to what extent are they comfortable with risk, for example. There is plenty of scope here to match the right solution to the clients' needs.

Download the sample unit and audio for **The Business 2.0** Advanced level at www.businessenglishonline.net/business-2/samples

7. Leadership and team skills

Every business needs someone at the top to steer the ship – every business needs a great leader. Not all great leaders are popular. In fact, there is some disagreement about the qualities of a great leader. One recent poll put ‘strategic thinking’ as the number one quality of a successful business leader. But more and more popular is the idea of a successful leader being customer-focused.

Leadership skills

It goes without saying that leaders have the ability to communicate clearly. Great leaders:

- Listen
- Take risks
- Give direction
- Are creative

Team skills

A leader without followers can be said to be an autocrat. A leader needs a team, they show commitment, so when things are bad, they ‘roll up their sleeves’ and join in. Yes, they inspire – but they also lead by example.

A true leader finds value in their team, is inspired by their team, and at the same time inspires them.

To what extent do teams need strong leadership? Do teams need to have a common plan and clear objectives? How important is it to be open and honest in a team?

See an example of team-building skills in use, and try some activities from ***The Business 2.0*** Upper Intermediate, Unit 4 *Feedback* with your students.

About business: The project team - Lesson 4.1

In this unit (Exercises 4 and 5) students read the article ‘*Smells like team spirit*’ which criticises conventional team-building activities of the ‘navigating rope’ course type. It focuses on four essential team-building characteristics, providing plenty of scope for students to discuss what makes a good team.

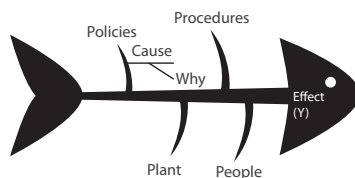
Download the sample unit and audio for ***The Business 2.0*** Upper Intermediate level at www.businessenglishonline.net/business-2/samples

8. Problem-solving and decision-making skills

When everything is running smoothly, it's not difficult being a manager. It's when problems arise that you are called on to display the skills of both problem-solving and decision-making.

Problem-solving

There are many tools to help you solve problems. One of the most popular ones is a 'cause and effect' diagram, also called a 'Fishbone diagram'. First, you need to identify the exact problem; then, work out the major factors involved, such as people, systems, equipment, external forces and so on; then, identify the possible causes. You will need analytical skills to study your diagram, and may need to do more research before being able to come up with solutions. Being able to ask 'Why?' ruthlessly at every stage helps get to the heart of a problem, and can ensure that the solution really does answer all the issues.



Decision-making

We make many minor decisions every day and from time to time, we must make difficult and more important ones. Decision-making can involve:

- Defining and clarifying an issue – thinking about whether the matter is urgent, important or both
- Considering and comparing the pros and cons of each option
- Actually making that decision! It's all too easy to have a 'foot in both camps', and end up being indecisive, or making an unhappy compromise
- Explaining your decision to others and implementing any follow-up

Try this activity from **The Business 2.0** Advanced, Unit 7 *Investment* with your students.

Management skills: Decision-making - Lesson 7.4

There are a number of decision-making tools in the business world, such as the 'grid analysis'. This technique is especially powerful where there a number of good alternatives to choose from, and many different factors to take into account. It involves 'weighing' options as to how important they are, and ensuring that your goal is a SMART one. SMART stands for Specific; Measurable; Achievable; Realistic; and Time-bound. This unit starts with a discussion of different ways of reaching a decision.

Download the sample unit and audio for **The Business 2.0** Advanced level at www.businessenglishonline.net/business-2/samples

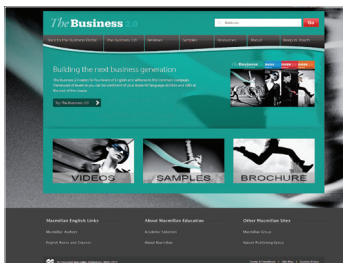
Take a closer look to see all that's new in *The Business 2.0*



"Like the web 2.0, *The Business 2.0* is more interactive and more user-centred. We've listened to what you've said, kept what you liked, added what you felt was missing and generally streamlined the course for an even better user experience."

John Allison, Series Author of *The Business 2.0*

To help students with their communication skills, *The Business 2.0* includes **video clips** and **worksheets** to accompany each unit in the Student's Book. The video clips are episodes of a mini-drama that illustrate these exact interpersonal skills in each unit, along with key unit language. The worksheet exercises allow students to practise the functional language demonstrated in the video.



Resource site

The supporting resource site offers full downloadable sample units for you to try with your class, video life coach exercises and interactive business dilemmas.
www.macmillanenglish.com/TheBusiness2.0

Levels and the CEF

The Business 2.0 caters for four levels of English and adheres to the Common European Framework of levels so you can be confident of your students' language abilities and skills at the end of the course.



B1



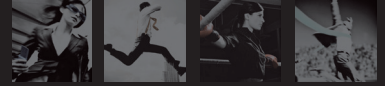
B1+



B2



C1



You can find a host of other resources to complement *The Business 2.0* either online, or as part of our range of Business Grammar and Vocabulary series of books.



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The number one resource and community site for English language teachers. With hundreds of specialised resources related to the world of work, *onestopenglish* has all you need to help you develop your students' business skills.
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Business Skills

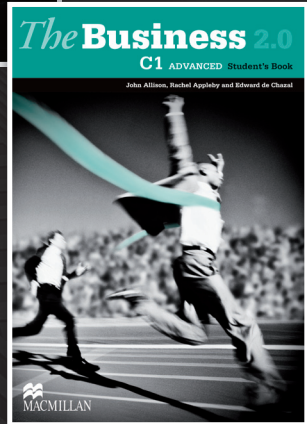
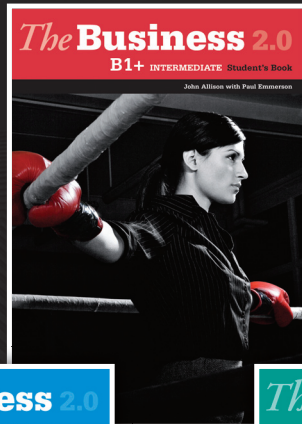
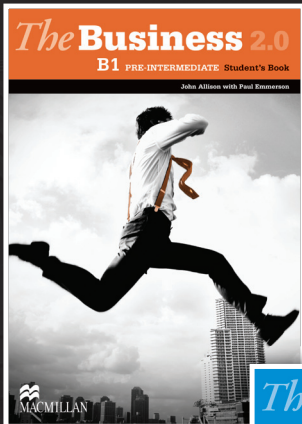
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Fundamental grammar and vocabulary requirements for students studying business English.

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Student's Book + eWorkbook	9780230437814	9780230437890	9780230437975	9780230438057
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