

6.1 About business Crisis management Discussion (page 74, Exercise 1)

1c Tylenol, a Johnson & Johnson® company, was praised for recalling 31 million bottles when this happened in 1982. After falling to 8%, the product subsequently recovered its 35% market share when it was relaunched in a tamper-proof package.

2c Wendy's™ restaurants lost millions of dollars in sales and had to make redundancies when a woman claimed she had found a finger in her chilli in 2005. The company contested the woman's story, and she was eventually sentenced to nine years in prison for filing a fraudulent insurance claim.

3b In 2007, CBS cancelled a show and terminated a contract worth \$40 million with Don Imus, a TV and radio talk show host who had made racist remarks about a female basketball team.

4b Eric Dezenhall, the co-author of *Damage Control*, says that his company refuses this type of PR contract.

3.6 Case study WEF Audio Simulation (page 47, Exercise 6)

Group C

You are in favour of relocating the company's production unit to North Africa, eastern Europe or even Asia. In your view, quality is still your key USP, so although cutting costs is critical if the company is to survive, it is essential to retain control over production, and to keep the company's competitive advantages secret. Relocating key production staff (including Karl Hoffmann) to the new site would guarantee quality whilst cutting costs. You feel strongly that as General Manager, Eva should be allowed to run the company in the way she wishes, without interference from her husband or her father.

1.6 Case study The glass ceiling Discussion (page 21, Exercise 7)

Student D

Argue the case for taking up the headhunter's offer and moving to Sweden. Gemma's career prospects will be infinitely better in a country which takes equal opportunities seriously.

7.6 Case study Lesage Automobile Discussion (page 99, Exercise 6)

Student C

You are not against a no-frills project, provided that the workforce in the French factories is protected. Resist any proposals which could mean that jobs might be lost in the short, medium or long term.

7.3 Grammar Inversion and emphasis Negotiation (page 93, Exercise 8)

Group A

You manage a medium-sized investment portfolio in real estate. You want to grow your business and attract a significant body of new clients in a different investment area. By far the quickest and most effective way of doing this is to enter into an alliance with an investment management company which specializes in a different area. You have narrowed the field down to two companies: B, which specializes in stocks and shares, and C, which deals in commodities. In the current investment climate, you have good reason to believe that each of these groups also wants to diversify and form an alliance. Antitrust laws forbid alliances between more than two groups. Use the information below to prepare your arguments to persuade the other two groups that you are the best company to form an alliance with.

Consider:

- how long the company has been established
- its corporate structure and ownership
- how large its client base is
- where in the world the company mainly operates
- any strategic plans for the future regarding geographical expansion; number of employees
- recent operating profits
- proportion of the company's budget spent on research.

3.5 Writing Emails

Output (page 45, Exercise 7)

Student B

Situation 1

- 1 You assemble smartphones in China for your European customer, Student A. You have recently had to agree to salary increases for your workers to avoid a strike. This will mean a 4% increase in the price you invoice Student A. Write an email explaining the situation.
- 2 You have received an email from Student A concerning delivery times. Write an appropriate reply.
- 3 You have received a second email from Student A in reply to your email about the price increase. Write an appropriate answer.

Situation 2

- 1 You manufacture cars in Japan. Student A provides electrical sub-components from their factory in eastern Europe. You have identified a quality problem in the latest batch you have received. Write an email to Student A asking for an explanation and compensation for the inconvenience you have suffered.
- 2 You have received an email from Student A concerning invoices. Write an appropriate reply.
- 3 You have received a second email from Student A in reply to your email about the quality problem. Write an appropriate answer.