

Give and take

In this unit you are going to

- speak about ethics in business (*Speaking B2*)
- discuss the impact and goals of CSR activities (*Speaking B2*)
- present and evaluate CSR activities of different companies (*Speaking B2*)
- give a presentation about the benefits of CSR for a company (*Speaking B2*)
- write a corporate blog entry (*Writing B2*)
- write a blog entry about greenwashing (*Writing B2*)
- read an article about the importance and influence of CSR on marketing (*Reading B2*)
- listen to a talk about ethical business culture (*Listening B2*)
- listen to people talking about CSR and sustainability (*Listening B2*)
- review gerund and infinitive (*Language in use B1/B2*)
- boost your vocabulary: ethics in business; social responsibility.

Warm-up

Ethics in business

- 1 Have a look at the VocabBooster and complete the following explanation about ethical business by writing a word into each gap. Then get into pairs and compare your results.

VocabBooster

social ■ profits ■ honest ■ ethics ■ ethically ■ community

_____ ¹ is about doing the right thing. Working _____ ² means acting in ways that are both fair and _____ ³. Businesses can choose to work in a way that _____ ⁴ only the owners or in ways that benefit the _____ ⁵ as well. We call these _____ ⁶ enterprises.



- 2 Have a look at the quotes about ethics in business. Then get into pairs and discuss the questions below.

Ethics is knowing the difference between what you have a right to do and what is right to do.
(Potter Stewart, US lawyer)

The primary aim of business is not to earn profit but to serve people – the customers and society at large – to fulfil their needs!
(Dr Vivencio Ballano, Phillipine sociologist)

- 1 What is the key message of each of the quotes?
- 2 Which of them do you find most appropriate? Give reasons.
- 3 Do you feel that businesses these days care about ethics? Explain.



- 3 Get into pairs and discuss the following questions.

- 1 Which words do you associate with the terms *corporation*, *social* and *responsibility*? Give examples and reasons.
- 2 What are the most influential companies/brands across the globe? Give examples.
- 3 Which of these companies/brands do you like/dislike? Explain.
- 4 Which companies have a positive/negative public reputation? Give reasons.
- 5 Are there any products that you do not buy/consume for ethical reasons? Which ones? Give reasons.

Listening

Ethical issues in business today



1

Track 15

Listen to Simon Webley, a professor of business ethics, talking about his field of research. While listening, complete the sentences (1–4).

- 1 Business ethics is the ¹ of ² to business behaviour.
- 2 The most important example for business ethics is ³, which basically refers to ⁴.
- 3 Further values, among others, include ⁵ and ⁶.
- 4 If the values are neglected by a company, it may lead to a damage of its ⁷.



2

Have a look at the VocabBooster. Match the words in A with the appropriate definitions in B. Use an online dictionary if necessary. Then get into pairs and compare your results.

VocabBooster

	A	B
fraud	1	<input type="checkbox"/> the activity of making illegal copies of things such as bank notes, DVDs, or official documents
corruption	2	<input type="checkbox"/> an action that breaks or acts against sth., especially a law, agreement, principle, or sth. that should be treated with respect
blackmail	3	<input type="checkbox"/> the crime of giving so. money or sth. else of value, often illegally, to persuade that person to do sth. you want
counterfeiting	4	<input type="checkbox"/> the act of getting money from people or forcing them to do sth. by threatening to tell a secret of theirs or to harm them
exploitation	5	<input type="checkbox"/> illegal, bad, or dishonest behaviour, especially by people in positions of power
bribery	6	<input type="checkbox"/> a situation in which a business or a person becomes unable to pay their debts, and is officially bankrupt
violation	7	<input type="checkbox"/> the crime of getting money by deceiving people
bankruptcy	8	<input type="checkbox"/> the act of using so. unfairly for your own advantage



3

Get into groups of three. Many of the world's top companies and organisations have been criticised due to unethical business practices. Each of you picks a company of your choice. Do some online research and prepare a talk in which you should

- say which company you have chosen and why
- highlight why the company was criticised
- point out what the company did to gain positive recognition again.

Speak for about four minutes. Take turns.

(► Presentation phrases, p. 16)



4

Track 16

Go on listening to Simon Webley, talking about ethical issues businesses need to face. While listening, answer the questions (1–3) in the grid on page 106 and provide examples whenever possible.

UNETHICAL
UNETHICAL
UNETHICAL
ETHICAL ►

1 What is ethics?	
2 What do organisations need to do?	
3 What are the results of the survey?	<ul style="list-style-type: none"> ■ ■ ■

Reading

CSR – marketing or real change?

- 1 Have a look at the VocabBooster and complete the definition of corporate social responsibility (CSR). Get into pairs and compare your results. Then summarise the main idea of CSR in your own words. Take turns.



VocabBooster

change ■ to integrate ■ charity ■ human ■ economic

Corporate social responsibility (CSR) is an ethical management concept where companies aim to ¹ social, ² and environmental concerns, along with the consideration of ³ rights, into their business operations. It's not just about partnering with an NPO or sponsoring a local ⁴. It's about creating tangible ⁵ – socially, economically, and environmentally.

- 2 Get into pairs. Have a look at the words in the VocabBooster and explain their meaning. Use an online dictionary if necessary. Then write the words in the appropriate category (1–3) on page 107.

VocabBooster

resources ■ to share ■ education ■ shareholder ■ employee ■ sustainable ■ philanthropy ■ poverty ■ social equity ■ to engage in ■ to implement ■ corporate ■ profit ■ conservation ■ transparency ■ pollution ■ human rights ■ to benefit ■ market ■ renewable ■ welfare ■ humankind ■ biodiversity ■ to incorporate ■ to protect ■ brand equity ■ stakeholder

- 1 social:
- 2 economy:
- 3 environment:



Read the article about the importance of CSR for businesses. Parts of the text have been removed (1–6). Choose the correct part (A–I) on page 108 for each gap. There are two extra parts that you should not use. Write your answers in the spaces provided. The first one (0) has been done for you.

1 The role of CSR in marketing and branding

What do you think about when you hear the term *corporate social responsibility (CSR)*? There's a lot of noise around this business opportunity, but a lot of business owners either view it as _____⁰ or an unnecessary external pressure. However, the truth is that it's very important to the overall health of your organization – especially from a marketing and branding perspective.

10 The link between CSR and brand equity

While the underlying purpose of CSR is to advance a specific cause that benefits society, don't be fooled into thinking that it can't also have a _____¹ on your own company. A strategically developed, properly implemented CSR program can directly enhance a brand's ability to create and maintain a positive image in the consumer marketplace. "One of the main reasons companies engage in socially responsible behavior is the possible financial gain that can come from it," management expert Timothy Creel explains. "Recent studies show that companies engaging in socially responsible behavior tend to show long-term financial gains and increases in value." CSR is very much a long-term play, however. Companies tend to show financial losses in the first three years. It isn't until 36 or 48 months down the road that benefits begin to kick in. But when they do, the impact can be instrumental in terms of marketing and branding. The reason why CSR builds brand equity is largely psychological. As Creel notes, "Positive

feelings are related to social approval and self-respect. Brands that evoke _____² make customers feel better about themselves." Remember that most purchases aren't about satisfying a need. Sure, there are instances where customers need products to survive, but most purchases are rooted in *wants*. When a company is able to tie a purchase that is otherwise seen as non-essential to something larger than the product, customers have an easier time validating the purchase in their minds. Another branding-related benefit of CSR is the _____³ it creates. Creel points to how *Lowe's*, the well-known US retailer, donates materials and provides volunteer hours to *Habitat for Humanity*, which allows the company to form connections in local communities. These connections fuel the company's sales and result in better connectivity.

Ultimately, a commitment to serving others has an impact on sales. According to a survey from *Better Business Journey*, 88 percent of customers say they're more likely to buy from a company that supports and engages in activities that improve society.

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Two companies getting CSR right

Lowe's was already mentioned, but what other companies are getting CSR right?



65 **1. Kitchen Cabinet Kings**

Environmental sustainability is a big focus right now and *Kitchen Cabinet Kings* is doing a phenomenal job of positioning its brand for the future by aligning the _____⁴ with the *Plant a Tree*
70 *Campaign*. For every full kitchen purchased, the company plants a tree in one of the 155 national forests in the United States. It might seem like a small thing, but when it comes to choosing between *Kitchen Cabinet Kings* and a competitor,
75 something as simple as supporting sustainability can make a big difference.

2. Kroger

The popular supermarket chain *Kroger* has long

been involved with CSR programs. Specifically, *Kroger* partners with companies and groups that
80 fight world hunger, support women's health, and provide for military members and their families. They also have _____⁵ that relate to the environment, supply chain, and local economies.

Give your brand a boost with CSR

85

The benefits of CSR are plentiful. While a CSR program should have a positive influence on the people, groups, or communities that are directly affected by the actions, it's also becoming abundantly clear that CSR is a strong _____⁶. If your
90 brand is looking for a boost, CSR may be the answer.

- A initiatives in place
- B positive impact
- C decreases in earnings
- D a passing fad
- E positive feelings
- F marketing and branding play
- G sense of community
- H improved sustainability
- I brand's image

0

1

2

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4

5

6

D



4

Get into pairs and discuss the following questions. Summarise your findings on two posters (A3). Then split up and find two other colleagues and present your findings.

- 1 What does CSR stand for and what is its basic idea?
- 2 What are the benefits of applying a CSR strategy in a company? Give examples.
- 3 Which possible drawbacks are involved with CSR? Give examples.
- 4 Are you aware of CSR activities by international or local companies? Explain.
- 5 To what extent is CSR a marketing tool? Explain.
- 6 Can CSR activities bring a change to corporate culture? Explain.

Language in use

Reviewing gerund and infinitive

- 1 Decide whether the verbs in bold are followed by a gerund (e.g. *going*) or an infinitive (e.g. *to go*). In one case, both are possible. Then get into pairs and compare your results.
- 69 per cent of customers can **imagine** *spending/to spend* more on a product if the business acts sustainably.
 - Despite high costs, the company **started** *altering/to alter* their supply chain.
 - In the last meeting, the management board **agreed** *putting/to put* the proposed CSR measures into practice.
 - The CEO **consented** *donating/to donate* money for the local youth centre.
 - The supplier had **offered** *reducing/to reduce* emissions too.
 - After the unethical behaviour towards the farmers, we **stopped** *ordering/to order* from this supplier.
 - Generally, businesses **aim** *making/to make* as much profit as possible.

- 2 Write a gerund or an infinitive form of the verb in brackets () into each gap. Sometimes both forms are possible. Then get into pairs and compare your results.

- After three years of working together with the supplier, the CEO suggested _____ (find) a new business partner.
- As an initial measure, the corporation stopped _____ (use) diesel cars.
- How should we proceed? I propose _____ (donate) a significant amount of money for the local nursing home.
- If you need further advice, I recommend _____ (consult) Steve Fisher, who is an expert in this field.
- Don't get me wrong. No one enjoys _____ (be) pushed out of one's comfort zone, but we really must make a change.
- The company cannot afford _____ (continue) like that. Their reputation is as bad as it could be.
- Have you tried _____ (conduct) a workshop for the employees to get them on board?
- What does the CFO intend _____ (do) about the high costs for CSR activities?
- Nowadays, Millennials expect their employers _____ (be) engaged in sustainable business.



- 3 Get into pairs. Have a look at the boxes on page 110 and use the verbs in A with the phrases in B to form meaningful sentences on ethical company practices. Sometimes there is more than one possibility. Use the gerund or infinitive for the phrases in B. An example has been given.

e.g.:

Companies are advised to / should / could start supporting the local community.



A

to start ■ to stop ■
 to avoid ■ to choose ■
 to give up ■ to refuse ■
 to try ■ to consent ■
 to decide

B

to exploit child labour ■ to support the local community ■
 to invest in sustainable practices ■ to switch to green energy
 sources ■ to use excessive packaging ■ to buy from local suppliers ■
 to pay men and women unequally ■ to offer fringe benefits ■ to
 produce under unfair conditions

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Listening

Sustainable businesses



Have a look at the VocabBooster. Match the words in A with the appropriate definitions in B. Use an online dictionary if necessary. Then get into pairs and compare your results.



VocabBooster

	A	B	
palaeontology	1	<input type="checkbox"/>	to control sth., usually in order to use its power
to reconcile	2	<input type="checkbox"/>	to understand sth., especially sth. difficult
to harness	3	<input type="checkbox"/>	the study of fossils as a way of getting information about the history of life on Earth and the structure of rocks
to galvanise	4	<input type="checkbox"/>	to encourage so.
tipping point	5	<input type="checkbox"/>	the time at which a change or an effect cannot be stopped
to spur so. on	6	<input type="checkbox"/>	to find a way in which two situations or beliefs that are opposed to each other can agree and exist together
credibly	7	<input type="checkbox"/>	to cause so. to suddenly take action, especially by shocking or exciting them in some way
regard	8	<input type="checkbox"/>	an effort to bring services or information to people where they live or spend time
to grasp	9	<input type="checkbox"/>	respect or admiration for so. or sth.
outreach	10	<input type="checkbox"/>	able to be believed or trusted



Track 17

You are going to listen to four people talking about sustainability in their business. While listening, match the speakers (1–4) with their statements (A–J). Some letters can be used more than once. There are two extra statements that you should not use. Write your answers in the spaces provided. An example has been given.

Speaker ...

- A** believes that sustainable business practices must be a central issue.
- B** was convinced by a friend to act sustainably.
- C** is convinced that customers play an important role in how businesses act.
- D** feels that every person on the planet should act sustainably.
- E** finds it hard to combine both goals, making profits in the immediate future and being sustainable in the long run.
- F** works at a company that cares about marine pollution.
- G** mentions that the employees are involved significantly to reach sustainability goals.
- H** points out that the company's boss needs to comprehend the connection between sustainability and the future success of the company.
- I** started to think about environmental issues while studying.
- J** thinks that sustainable practices must be obligatory by law.

Speaker 1

Speaker 3

Speaker 2

Speaker 4

Please note: The acronym *EMEA* describes the economic zone of Europe, the Middle East, Africa and India.

Speaking

CSR best practices

Every year, the *Reputation Institute*, a Boston based reputation-management consulting firm, releases a study about the social responsibility of companies as seen by consumers. The companies in the box have repeatedly made it to the top 10 list.

Lego ■ *Microsoft* ■ *Google* ■ *Walt Disney Company* ■ *BMW Group* ■ *Intel* ■ *Bosch* ■ *Cisco* ■
Rolls-Royce Aerospace ■ *Colgate Palmolive*



1

Get into groups of three. Discuss the following questions. Use gerund constructions whenever possible.

- 1 Which area of business is each of the companies in?
- 2 What are the most popular products of each of the companies?
- 3 How could these companies contribute to conducting sustainable business?



2

Get into groups of four. Each of you chooses one of the companies from activity 1 and prepares a presentation. In your presentations you should

- give a brief description of the company (*history, statistics, products, etc.*)
- exemplify which CSR activities the company practises
- evaluate the CSR activities from your perspective.

Talk for about five minutes.

▶ Presentation phrases, p. 16) ▶



3

After your presentation, you engage in a discussion with the other presenters about what you have just heard. In your conversation you should

- review and evaluate the concept of CSR
- discuss which of the CSR activities presented are the most effective ones
- suggest activities that businesses in your area could implement.

Talk for about six minutes.

(▶ Discussion phrases, p. 15)

Please note:

- Make sure that the speaking time is balanced.
- Everybody is responsible for keeping the conversation going.
- Use proper phrases to express your opinion.

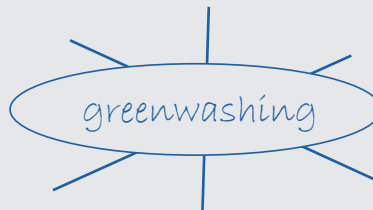
Follow-up activity: Just pretending to be green

1

Despite public announcements, some companies only claim to act responsibly. Especially when it comes to environmental practices, greenwashing is frequently done by corporations.



Step 1: Do some online research on the topic and take notes in the mind map.



Step 2: Get into pairs and exchange your findings.



2

You have decided to share your new knowledge about greenwashing on your blog. In your blog entry you should

- describe the term *greenwashing* and provide examples
- evaluate if greenwashing works
- point out what you personally think about this issue.

Give your blog entry a title. Write about 250 words.



(▶ Writing reference, p. 259)

Writing

Writing a corporate blog entry

Corporate blogs are utilised to promote products, services or expertise in an area that the company specialises in. A corporate blog can also be used to drive public relations and communicate effectively with employees or shareholders.

- 1 Have a look at the VocabBooster. Match the types of corporate blogs in A with the appropriate definitions in B. Then get into pairs and compare your results.

VocabBooster

	A	B
How-to post	1	<input type="checkbox"/> a post about a different point of view on a commonly-held opinion or concept
List post	2	<input type="checkbox"/> a blog aimed to involve customers by asking them to participate in some way in return of a prize
Controversial post	3	<input type="checkbox"/> a post about the future of the industry a company is in or upcoming projects
Interviews	4	<input type="checkbox"/> a post including a <i>Q&A</i> with a high profile person, expert or employee about a subject
Contest or Competition posts	5	<input type="checkbox"/> a post about sth. the readership would likely want to learn to do
Prediction posts	6	<input type="checkbox"/> a post aimed at newcomers to the industry a company is in
Beginner's guides	7	<input type="checkbox"/> a post that provides information about things like resources, tips, etc., usually with a description of each



- 2 Read the corporate blog entry by *Facebook* and complete the text with the words from the box.

to submit ■ scheduling ■ job postings ■ affordably ■ one in four ■ intern ■ applications ■ thrive



Helping people find jobs and local businesses hire

by Alex Himel, *Facebook* VP of Local Marketing
February 28, 10:34 am

- 1 Local businesses strengthen our communities and create more than 60% of new jobs. We want to help people find those jobs and help local businesses hire the right people, so, we're expanding the ability to apply to jobs directly on *Facebook* to more than 40 countries.
- In an online poll of 5,000 adults conducted by *Morning Consult*, ¹ people in the US said they searched for, or ¹⁰ found a job using *Facebook*. Since introducing ² on *Facebook* in the US and Canada in 2017, we've built new features for businesses like the ability to create job posts on smartphones, manage applications, ¹⁵ and schedule interviews. Job-seekers can also set up job alerts for the type of roles they're interested in.
- Here's what we've heard from a few local businesses:
- Ben, operations manager at *Sky Zone*, an 20 indoor trampoline park in Illinois, received more than 200 ³, and filled 11 positions in one week. "We had more of the right type of candidates apply through *Facebook* ... It was also much easier ²⁵ to look through applications on *Facebook*, and I think it was easier for candidates to respond to job postings," he said.
 - Michelle and Eddie, owners of two *Edible Arrangements* stores in North Carolina, re- ³⁰ ceived 97 applications and were able to fill seven open positions in three weeks using *Facebook*, spending only \$ 20 to boost the post in *News Feed*.

35 **How it works****For job-seekers**

Finding a job is quick, easy and free. You can find jobs in the *Jobs Dashboard* at *facebook.com/jobs* and the *Jobs* option in the *Explore* section on your mobile. When you're ready to apply for a role, you can create an application, which will be made up of job history and other information in your *Facebook* profile. You can edit your application before you [redacted] 4

45 it. Once you finish applying, a *Messenger* conversation will open with the *Business' Page* so you can have direct contact with the employer. Businesses will only be able to see information you provide them directly, and what's available 50 publicly on your *Facebook* profile.

For businesses

Businesses can attract the right applicants and hire quickly, easily and [redacted] 5. Page admins can create job posts 55 directly from their page with details like job title, job type (full-time, [redacted] 6,

part-time), salary and more. Job posts will appear in multiple places on *Facebook*, including on a *Business' Page*, in the *Jobs Dashboard*, in *Marketplace*, and in *News Feed*. Businesses can also manage their applications and communicate with applicants, including [redacted] 7 interviews and sending automated reminders, directly through 70 *Messenger*.

We know there is more *Facebook* can do to connect people and businesses. Since 2011, *Facebook* has invested more than \$1 billion to help local businesses grow and help people find jobs. And 75 in the future we plan to invest the same amount in more teams, technology, and new programs. Because when businesses succeed, communities [redacted] 8.



60

65



3

Get into pairs and discuss the following questions on the corporate blog entry in activity 2.

- 1 What type of blog (▶ activity 1) is it and what is its aim?
- 2 How does the writer communicate with the audience?
- 3 How does the author try to highlight the benefits of the application? Give examples.



4

In your practice firm you have decided to build up partnerships with practice firms in other countries. As one step of your strategy, you have decided to start writing a corporate blog entry in English.

Step 1: Decide which type of blog (▶ activity 1) you would like to write.

Step 2: Think about how it relates to your business.

Step 3: Plan your writing and exchange your ideas with a partner.

Step 4: Write your blog entry. Give your blog entry a title. Write about 250 words.

(▶ Writing reference, p. 259)

Follow-up activity: Convincing a CEO

Mini-scenario

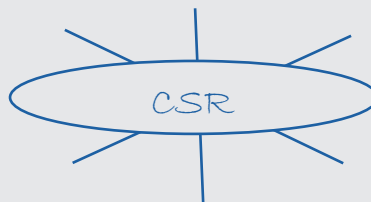
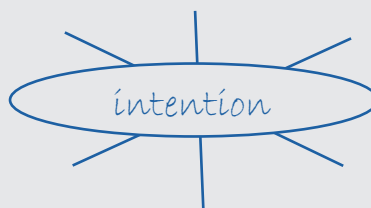
You are currently doing a term abroad in England. Together with some friends you have founded a local organisation called *ComeIn!* to help troubled youths. You can already use some rooms in the unused basement of the local council, but still need some money to buy devices and decor. You have been invited to talk to the CEO of a company that has just settled down in the area.

In your presentation you should

- describe your intention/why you are here
- explain the concept of CSR
- point out the benefits of CSR activities for a company.



Step 1: Get into pairs. Before you try to convince the CEO, you get together with one of your friends to discuss the contents of your presentation. Complete the mind maps with your ideas.



Step 2: Now give your presentations. Talk for about six minutes. Take turns.

(► Presentation phrases, p. 16)