

Learning objectives for this lesson

Reading for gist, reading for detailed comprehension, focusing on key vocabulary from the text, using vocabulary from the text, and discussing points related to the topic of the text.

- 1 Get students to work in pairs to discuss the questions then take whole class feedback.

Suggested answers

Answers will clearly depend on the kind of business students are in. Any manufacturing business will spend a lot of time trying to achieve zero faults. Most manufacturing firms set themselves a standard, e.g. one defective part per 10,000, etc. Obviously if you are making artificial heart valves for patients then zero defects is the only acceptable target.

- 2 Give students three or four minutes to read the first paragraph as it quite dense. Allow them to discuss the answers for two minutes in pairs before eliciting the correct ones.

Answers

- 1 TQM: Total Quality Management in the American quality movement. The Japanese borrowed these ideas and took them to a new height with Kaizen.
- 2 It means that the student had become the master. The Americans could now learn important lessons from the Japanese.

- 3 Students draw the circle and fill in the key points on its circumference.

Suggested answer

Step 1: 1946-50 American experts visit Japan to teach them about TQM
Step 2: Japanese develop Kaizen
Step 3: Japanese overtake Americans and Europeans
Step 4: American managers visit Japan

- 4 Ask students to discuss their answers in pairs before taking whole class feedback.

Answers

- 1 Benchmarking is choosing a company as an industry standard and example of best business / manufacturing practice. Afterwards other companies copy them or adapt these working practices.
- 2 Competitors can improve on the original benchmark and can gain a competitive advantage.
- 3 The owner of the chocolate company realized that he 'gave away the crown jewels', i.e. he had given away their trade secrets.

- 4 It can be used to identify best working practice in different branches and then apply them in branches that perform less well / are underperforming.
- 5 They need to invest a lot of time and money in setting up sophisticated data banks and then analyzing the results.

- 5 Get students to work together in pairs to find the collocations in the text.

Answers

1 e 2 g 3 d 4 a 5 c 6 b 7 h 8 f

- 6 Students work together to work out the meanings of the collocations from their context.

Answers

- 1 customer complaint = as it sounds, complaints about the company or product from a customer
- 2 league table = a table of performance data comparing different items within a category
- 3 guiding principle = a shared idea or convention
- 4 working practice = the typical way a company functions
- 5 enormous strides = big steps
- 6 task force = a group of people tasked with dealing with a specific issue
- 7 statistical criteria = the standards used for statistical analysis
- 8 data gathering = the collection of information

- 7 Get students to scan the text for the words if they don't know the answer immediately.

Answers

- 1 outperforming
- 2 upmarket
- 3 overtaken
- 4 outstanding
- 5 turnover

- 8 Ask students to look at the text again and find three words that would be useful in their line of work. Get them to discuss their answers with their partner giving reasons why.

- 9 Lead a whole class discussion on the topic. Start by asking if students understand what the quote means, then elicit opinions on it.

- 10 Get the students to discuss the question in pairs or small groups and then take whole class feedback. Ask them if their answers have changed because of what they have read.