

ANGLAIS

Brochure de 5^{ème} année Industrie UE 77

Année universitaire 2024-2025

Nom :

Prénom :

Groupe :

N.B. : Ce recueil de textes est un support qui va être utilisé pendant les cours d'anglais. La lecture de ces documents ne peut, en aucun cas, remplacer la présence aux cours. D'autre part, la sélection des textes a été effectuée selon des critères linguistiques ; leur contenu scientifique ne doit pas être pris comme une référence

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Course objectives

You are about to start a career in the pharmaceutical industry or in research. As from this year, you will be doing training periods in your chosen fields so it is therefore vital that you should be operational in English. With his course you will be able to:

- engage in a discussion / meeting between professionals
- read, understand and analyze articles from scientific journals / specialist press
- extract information from a short authentic news report (CNN, BBC, etc.)
- write your CV and cover letter in English for international use
- write clear and concise professional emails, letters and reports
- deliver a PowerPoint presentation in front of an audience and handle questions in preparation for your case study

Evaluation

Your ability to carry out these tasks will be assessed in two ways:

- by **continuous assessment** of written and oral work carried out during the year **(60%)**. **This grade will stay with you if you have to sit to the second session of the exams.**
- by **the final oral presentation** during the case study in English at the end of the school year **(40%)**.

If you miss more than 1 class without justification to your teacher, the administration will decide if you are allowed to sit the 1st session of exams. The **second session** is an **oral presentation** of your part of the case study and a 2 hour-written exam with a video summary and a business letter.

Continuous assessment S1-

- **Vocabulary tests** of 20 words, on paper, every 2 lessons, 2 lists of 40/50 words to learn listed on quizlet (if you miss one test, you must catch up- justified or not). One total grade on 20.
- **Oral presentation – “My passion” or “My dream job”** - Individually - 5 minutes – 3 per class
- **Cover Letter** – in reference to a specific job advertisement, must be well formulated, with link words, coherent sentences, correct basic grammar and specific information in each paragraph.

Continuous assessment S2-

- **Vocabulary tests** of 20 words, on paper, every 2 lessons, 2 lists of 40/50 words to learn (if you miss one test you must catch up- justified or not). One total grade on 20
- **Oral presentation – “Pharmaceutical company” 2X2-** You chose and present one pharma company with another student- list provided.
“Tell us how they do business”- Quick history of the company, their revenue, what are their main products, how do they fare compared to their competitors, where are their production plants, what new medicine are they working on, size of workforce, their job opportunities in your field and any other information you feel relevant and interesting for your peers. (2X2= 2/3 per lesson= 4 classes)

Medical Device	Medicine/drug
Fresenius	Gilead
Siemens Healthcare	Eli Lilly
Danaher	Teva Pharmaceuticals
Boston Scientific	Mylan
Stryker	Merck
Medtronic	Novo Nordis
Braun	Roche
Johnson and Johnson	Baxter
Beckton Dickinson	Moderna

- **Video summary** on a medical subject (3 minutes) – 180 words, well formulated, with key points and link words. Not a transcript of what is said. They should be your words.

Course material

To help you attain these objectives, you will have **12 2-hour classes= a 24-hour course + 2 rehearsals per department for the final case study in English**. You will have to have a **printed version of the year's brochure**, available in PDF format on Ecampus, or from the CORPO pharma student association.

You will also be given regular assignments which will help you reach your objectives but it is also important to use the multimedia resources which are at your disposal, such as:

- **Ecampus**, a pedagogical platform where you will find documents and resources to help you improve your English (list and links to internet resources to help improve your oral comprehension, grammar, vocabulary, pronunciation, etc.). On this site you will also find material to train and your regular vocabulary lists along with the class material that was used. This site is also your **primary contact with your teacher**, allowing you to receive messages from your teacher along with assignments and documents used in class.
- **English4YOU** is an open service of the Language Department: a dedicated teacher during one hour and depending on the number of students, preparation methods for the TOEIC with autocorrection, correction of your CV, rehearsal of your presentation, correction of an article you are writing, etc. You can also check your work and ask questions or get advice from the English teacher who is present. English4YOU is available at BPC on **Mondays at lunchtime**. Ask you teacher for more information.
- **TOEIC Pharma Part 5 on Ecampus**- Train yourself on the 5th part of the TOEIC on this platform as many times as you want.
- **Portfolio**- Once your **English CV** has been done, please insert it in your portfolio and on your LinkedIn account. On the portfolio remember to tick all the skills that you have acquired in English in the past few years. You may also want to insert your English presentation for your future employer to see.

Preparing for the future

This faculty is also an **exam center for the TOEIC**. There is the opportunity for you to prepare by using the TOEIC PHARMA part 5 e-campus site open for 4th year and 5th year. You can also take a TOEIC crash course and the exams here in The Language Center in Eiffel Building in anticipation for your M2 courses or business schools, thus having your TOEIC score on your CV. You also have access to Prepmyfuture.com to help you prepare. For more information, contact our assistant Sophie Dhirson (Sophie.dhirson@universite-paris-saclay.fr) or APIEP.

How to increase your English level on your own?

You can increase your English level by looking at **series** that have to deal with the medical world: The Resident, Grey's Anatomy, Good Doctor, Rush, Dr House and many more.

You can also listen to some **podcasts** on the medical world such as : <https://www.medpagetoday.com>
You may also want to sign up for **medical newsletters** and do some reading of the medical/pharma press everyday. This would increment your level. Here is one you may like: <https://www.medpagetoday.com>
There are also some great **Tic Toc videos** such as this one with "[Tales of triage](#)" from a nurse in the emergency room.

[Breaking News English](#) also has some interesting lessons for all English levels.

BUSINESS COMMUNICATION

1-Presentation skills

Better a diamond with a flaw than a pebble without. Confucius




In making a speech one must study three points: first, the means of producing persuasion; second, the language; third the proper arrangement of the various parts of the speech. Aristotle

You cannot not communicate. Every behavior is a kind of communication. Because behavior does not have a counterpart (there is no anti-behavior), it is not possible not to communicate. Paul Watzlawick

Activity 1.A. Discuss in pairs

1. Read the three quotes above. Student A chooses one, student B chooses another one. Explain to your partner how the quote you chose applies to giving a presentation.
2. Think about a boring teacher you had last year. Why was that person boring?
3. List the five most important things you should do to give a successful presentation.

Activity 1.B. Watch and analyse

- Video 1 : [A life lesson from a volunteer firefighter](#), TED video, March 2011, Mark Bezos
- Video 2 : [What's wrong with our food system](#), TED video, August 2010, Birk Baehr
- Video 3 : [How I harnessed the wind](#), TED video, July 2009, William Kamkwamba

1. Organise into three groups of 4 to 6 students. Each group picks a video and watches it.
2. In each group, organise into three sub-groups of 1 to 2 students to focus on a particular item. Watch the video again and note down the strengths and weaknesses of the speaker regarding that item.
 - *sub-group 1* **body language**, gestures, eye contact→
 - *sub-group 2* **elocution** and linguistic effects (rhetorical questions, conditionals, remarks to →audience, markers of time...)
 - *sub-group 3* **content** (balance between message/ examples/ illustrations) and organisation →(structure, length of parts)
3. As a class, gather your findings and make a list of your top tips for each item.

Activity 1.C. The hook

First impressions last! So, it's important that your presentation starts strong. One way to do that is to start with a hook: a short piece of information or theatricality that will captivate your audience. A hook can be:

- an amazing fact
- a personal story
- a tale
- a stunning statistic
- a quote
- an extract from a song...

MICROSCOPE • PRESERVATION • MILLION • NURSE • MOLECULAR • TORTURE
OPERATION • POLITICAL • CURIOUS • NUDE • BULLET • ROSES • ANIMAL
KNOCKOUT • STEROID • SILVER • INTESTINE • CHILD • PEOPLE • WAR • SCIENTIST
SHRUNKEN • ARTIFICIAL • ALCOHOL • BOTTLES • APOTHECARY • VIRUSES • WAR
TATTOO • MALARIA • EUGENICS • APOCALYPSE • BABY • DRUGS • SKELETON
AMPUTATION • VITAMIN • DREAM • SMOKE • HEAD • DOCTOR • BRAIN • TOOTH
INSPIRATION • ACUPUNCTURE • DEAD • TRUTH • MUTATION • PAIN • NURTURE
NATURE • LIFE • ART • RADICAL • LAB • OBESITY • MEDICINE • BLOOD • POWER
POLITICAL • WOMAN • ILLNESS • PRAYER • EXPERIMENT • FEVER • SEX • MEMORY
TONGUE • WONDER • END • PLAGUE • PILL • MASTERPIECE • PLACEBO • BLIND
HEAD • PREGNANT • HAIR • SLEEP • HISTORY • EXECUTION • FUNERAL
RESEARCH • HELP • FREE • BEAUTY • INVISIBLE • WALKING • STUDIO • CROSS
ATTACK • YELLOW • PAPER • UNICORN • THINGS • ANCIENT • CEREMONY
EMBLEMATIC • REVOLUTIONARY • SERENDIPITY • HELIX • MAPS • CONCEPTUAL

1. Pick a subject from the list above and write a hook to present it.
2. In pairs, practice your hook on your partner. Exchange feedback.
3. Present your hook to the class.

Activity 1.D. Signposting

No need to start strong if your presentation just fizzles away. In order to keep everyone interested and focused, you need to guide your audience through your presentation:

- give regular indications of your outline
- say when you are moving on to the next point,
- signal any change of direction or digression,
- direct your audience's attention to visual aids or artefacts.

This is called signposting. To achieve it, you need to learn the vocabulary associated to it.

1. Read the vocabulary below.
2. Choose 5 sentence starters from the ten categories of signposting vocabulary below and write five full sentences that expand on your hook.
3. Practice the sentences with your partner.

Document 1.A. Signposting vocabulary

I-Welcoming the audience

Good morning, everyone/ ladies and gentlemen, and welcome to...

Before I begin, I'd like to thank X for inviting me here today.

It's good to see so many people here today. / I'm very happy to be here.

II-Introducing yourself & your topic

Let me start by introducing myself. My name is... / I'm... and I'm in charge of...

Just a few words about myself...

This morning I'm going to talk about... / tell you about... / show you... / report on

The aim of this presentation is to...

III-Getting attention

Let me ask you a question (+ rhetorical question)

Take a look at this picture. What does it tell you about...?

Somebody once said... (+ quotation)

Did you know that...? (+ surprising statistics)

I hope this presentation will enable you to...

By the end of this talk you will...

IV-Your outline

I've divided my talk into X main parts.

In this presentation I will try to answer 3 questions: Why...? How...? What...?

First, I'd like to... Then I'll talk a little about...

After that I'll move on to... Finally,... / To finish, I'll...

If you have any questions, feel free to interrupt. / I will deal with your questions at the end.

OK, let's begin with the first point/ slide, which is

V-Going back

Earlier I mentioned.../ Remember when we looked at...

Going back to.../ Let's go back for a moment to what I was saying earlier...

It might be useful to give a little background here.

VI-Focusing on something

If we look at this more closely, we can see.../ As you can see...

Basically / To put it simply / In a nutshell...

So, the main issue here is...

I would like to stress/ emphasize that... / I'd like to expand on/ elaborate on that a little.

Let me explain with a concrete example.

VII- Questions-answers

Now what's the reason for that? The reason is...

How much is this going to cost? Well, the figures show...

So, what can we do about all this? I'll tell you. We plan to ...

VIII- Referring to visuals

As you can see on the next slide...

I'd like to highlight two things on this table/chart/ diagram...

What is interesting on this slide is ...

I'd like to draw your attention to ...

IX- Asking for contributions

Are there any questions so far?

Does anyone have any comments?

How does this relate to your own particular situation?

X- Summing up / recapping

To sum up / to conclude/ to recap...

So, what I want you to remember is that

Activity 1.E. Body Language -Quiz

Quiz yourself. Discuss your answers with a partner.


1. How should you stand?	a- Arms crossed on the chest. b- Straight but relaxed. c- Knees unlocked.
2. What should you do with your hands?	a- Put hands on hips. b- Put one hand in a pocket. c- Keep your hands by your side.
3. How can you emphasize something?	a- Point finger at the audience? b- Move or lean forward to show something is important. c- Use a pointer to draw attention to important facts.
4. What should you do when you feel nervous?	a- Hold a pen or cards in your hands. b- Walk back and forth. c- Look at the screen (instead of at the audience).
5. How should you keep eye contact with the audience?	a- Make eye contact with each individual often. b- Chose some individuals and look at them as often as possible. c- Spread attention around the audience.
6. How fast should you speak?	a- About 20% more slowly than usual b- Just as fast as in a normal conversation. c- Faster than in a normal conversation.
7. How should you express enthusiasm?	a- By raising voice level. b- By waving arms. c- By making arm or hand gestures for important points.

Activity 1.F. Discuss-How do you deal with nervousness before or during a presentation?

Here are some tips:

- Prepare well: "Failing to prepare is preparing to fail".
- Learn to relax: use stretching or breathing exercises.
- Check out the room and equipment: arrive early, walk around the room, practice with the equipment.
- Know your audience: greet them or chat to them before your presentation.

- Concentrate on the message: why you are giving this talk and what you want the audience to remember / understand. do not focus on your fears.
- Visualize success: Imagine yourself speaking in a clear and confident voice, and visualize the audience applauding at the end of your talk.

Activity 1.G. Video 4 -Look at this video of [Will Stephen at TEDTalk](#) where he shows you how to use your body language to make a good impression.

Tips & resources!

You may have questions regarding the proper way of giving a presentation, designing a slideshow, or articulating speech and visual aids during a presentation. Remember to:

- Ask questions to your teacher in class;
- consult the UCLA Library website, from the University of California Los Angeles, which is replete with great tips on how to design and give presentations, but not only: there's also advice on writing abstracts, research proposals and research papers!

If you learn by watching, here is a bit of inspiration (and fun) from people who are known to be successful speakers.

- [Life After Death by Powerpoint](#) , Youtube, Don McMillan, 2010
- [The agony of trying to unsubscribe](#), TED, John Veitch, June 2016
- [Success, failure and the drive to keep creating](#) , TED, Elizabeth Gilbert, March 2014
- [The magic washing machine](#) , TED, Hans Rosling, December 2010
- [Global population growth box by box](#), TED, Hans Rosling
- [How to speak so that people want to listen](#), Julian Treasure
- [Do schools kill creativity?.](#) Ken Robinson

When preparing your presentations remember:

Objective- What is the aim of your talk? What do you want to achieve?

Audience- Who are you talking to? What do they need to know?

Content-What is the important information to get across? Are you sure what you are saying is interesting?

Organization- Is the talk clear and logical? Are you using signposting language that makes your talk easy to follow?

Visual information- Can you use the visual display correctly? Are you showing too much information on the screen or slides?

Practice- Have you practiced giving the talk? Have you checked the timing?

Document 1. B. Guidelines for Powerpoint Presentations

If you need to create a PowerPoint presentation and you've decided you want it to be great, check out the 40 tips below and you will be well on your way! (Nicole Nigault-<http://nlegault.ca>)

STRUCTURE

- Decide on your goal – what is it this presentation is going to achieve?
- Select a structure for your presentation
- Divide your content into small sections
- Include an introduction, content and a summary/ending
- Add an agenda or outline slide, to let everyone know what to expect

- End your presentation with a question slide

DESIGN

- Use a template or master slides
- Design a presentation that is basic, simple, and clear
- Choose a theme of 2-3 complimentary colors and stick to it
- Select contrasting colors that go well together
- Don't overdo the corporate branding
- Avoid excessive animations and slide transitions
- Leave plenty of white space on your slides

TEXT CONTENT

- Double-check your spelling and grammar
- Organize your content sequentially
- Use short sentences, not long paragraphs
- Don't use more than 3-4 bullets per slide
- Incorporate key phrases and essential information
- Bring in bullets or points one at a time
- Don't overload the screen with too much information
- Align text either left or right (centered text is harder to read)

FONTS

- Use the same size font on every slide
- Stick to a maximum of two font styles
- Do not use more than one decorative font
- Avoid fonts that are difficult to read
- Use a sans-serif font for body text
- Choose a font color that contrasts strongly against the background
- Use a font size larger enough that everyone can read easily

VISUALS

- Don't overload slides with too many visuals
- Use charts and graphics to convey important data
- Use well-selected photos and graphics
- Include various forms of multimedia (video, audio, etc.)
- Use photos with high quality resolution
- Choose graphics and photos that are consistent in style
- Use animations sparingly

Activity 1.H. Presentation of corporate roles

Research one of the following jobs of the pharma industry. You have 5 minutes to go on internet and find as much information as possible in order to present it to the class: their role, tasks, who they report to, what do they do, what do they earn, responsibilities, studies... Use the presentation techniques given to you.

1- CEO-Chief Executive Officer	11-Head of Clinical Affairs
2- CFO- Chief Financial Officer	12-R&D- Research and development Director
3- EVP- Executive Vice President	13-Market access Director
4- CMO-Chief Medical Officer	14-Regulatory Affairs Director
5- CCO- Chief Commercial Officer (Director of sales and marketing)	15-Pharmacovigilance Director
6- COO- Chief Operation Officer	16-Quality Assurance Manager
7- CHRO- Chief Human Resource Officer (HR)	17-Formulation scientist
8- CLO- Chief Legal Officer (Legal Affairs)	18-Line worker
9- CIO- Chief Information Officer	19- Chairman
10-Clinical Research Associate	

VP- Vice President

SVP- Senior vice president

EVP- Executive Vice President

2. Applying for a position: writing a CV



Activity 2.A. Discuss in pairs

1. Talk with your partner on what the above comic strips mean to you in terms of:

- how to promote yourself with a CV and/or online,
- the fulfilment you should expect from work.

2. Share your findings with the class.

Document 2.A. The Pandemic changed everything about work, except the humble resumé

The New York Times, 22nd January 2022 — Gray Beltran (abridged)

Two years into a pandemic, many aspects of work have changed drastically. In that time, some people have started new jobs, Zoomed their days away and then left companies where they never even met their co-workers in person. But one aspect of work remains remarkably unchanged [:] “Hiring managers and recruiters still rely on the resumé,” said Vicki Salemi, an expert on the job-search process at Monster, the online job-posting site. [...]

In Monster’s recent “Future of Work” report, recruiters in the United States ranked resumé search — the ability to look through uploaded résumés on sites such as Monster or Indeed — as the most effective tool for finding candidates. [...]

Résumé design and formats are relatively static, too. [...] That’s because while the basics of the resumé itself haven’t changed, the audience has. In the era of databases and applicant-tracking technology, software systems sort through job candidates before they make their way to recruiters. [...] Unlike those seeking jobs in the days of faxed and mailed résumés, today’s job candidates might apply for one position through a company’s job portal, have their résumés uploaded and stored in a database, and then be matched with a different role at the same company months or years later. “If companies are experiencing labor shortages in different areas, they may very well go back to their database,” Ms.Salemi said.

That is why keywords matter. Ms. Minshew counsels people to look closely at the job description and highlight keywords and skills the company is looking for in that role. “Make sure that, if it’s relevant and applicable, you’re highlighting similar skills or even some of the same keywords on your résumé,” Ms Minshew said. [...]

A 2019 report from Jobscan found that nearly 99 percent of Fortune 500 companies used an applicant tracking system, which could put job seekers who don’t include the right terms in their résumé at a disadvantage. [...]

But just because the format of the résumé hasn’t changed much, it doesn’t mean job seekers shouldn’t try to make theirs look great, especially in creative fields. Marcos Chin, an illustrator and professor at the School of Visual Arts, said design professionals are often held to a different standard. “My résumé would have to look nice in the sense that it would need to be visually appealing,” he said. “So typography would be considered.”

Mr. Chin also helps his students – many of whom are just starting out in their careers – polish their résumés, giving them feedback about the font size and spacing. “A really important thing is the way in which information is organized, so that it [...] looks beautiful and makes the person who receives it want to sort of dive deeper into what it is that you do,” he said.

Design professionals often have the additional burden of creating a portfolio or personal website that showcases their work. But as the job market places a greater emphasis on personal branding as an element of career success, more professionals have begun to create personal websites and curate a social media presence. [...]

Document 2.B. How to Write a Résumé That Stands Out

Harvard Business Review, 23rd December 2020- Amy Gallo (abridged)

[...] “There’s nothing quick or easy about crafting an effective resume,” says Jane Heifetz, a resume expert and founder of Right Resumes. Don’t think you’re going to sit down and hammer it out in an hour. “You have to think carefully about what to say and how to say it so the hiring manager thinks, ‘*This person can do what I need done,*’” she says. After all, it’s more than a resume; “it’s a marketing document,” [...]

First things first: Don’t send the same resume to every job. “You can have a foundational resume that compellingly articulates the most important information,” says Heifetz, but you have to alter it for each opportunity. Of course, you may need to write the first version in a vacuum but for each subsequent one, you need context. Heifetz recommends, as a first step, you carefully read the job description and highlight the five or six most important responsibilities, as well as a few keywords that you can then use in your resume. This exercise should then inform what you write in your summary, and the experiences and accomplishments you include. [...]

Yes, you do need a summary up top.

The first 15-20 words of your resume are critically important “because that’s how long you usually have a hiring manager’s attention,” says Lees. Start with a brief summary of your expertise. You’ll have the opportunity to expand on your experience further down in your resume and in your cover letter. For now, keep it short. “It’s a very rich, very brief elevator pitch, that says who you are, why you’re qualified for the job, and why you’re the right person to hire,” says Heifetz. “You need to make it exquisitely clear in the summary that you have what it takes to get the job done.” It should consist of a descriptor or job title like, “Information security specialist who...” “It doesn’t matter if this is the exact job title you’ve held before or not,” says Lees. It should match what they’re looking for. Here are two examples:

-Healthcare executive with over 25 years of experience leading providers of superior patient care.

-Strategy and business development executive with substantial experience designing, leading, and implementing a broad range of corporate growth and realignment initiatives.

And be sure to avoid clichés like “highly motivated professional.” Using platitudes in your summary or anywhere else in the document is “basically like saying, ‘I’m not more valuable than anyone else,’” explains Lees. They are meaningless, obvious, and boring to read. [...]

Get the order right.

[...] list your employment history and related experience. [...]Then add any relevant education. Some people want to put their education up top. That might be appropriate in academia but for a business resume, you should highlight your work experience first and save your degrees and certifications for the end.

And that ever-popular “skills” section? Heifetz recommends skipping it all together. “If you haven’t convinced me that you have those skills by the end of the resume, I’m not going to believe it now,” she explains. If you have expertise with a specific type of software, for example, include it in the experience section. And if it’s a drop-dead requirement for the job, also include it in the summary at the very top. [...]

Be selective.

It’s tempting to list every job, accomplishment, volunteer assignment, skill, and degree you’ve ever had, but don’t. “A resume is a very selective body of content. It’s not meant to be comprehensive. If it doesn’t contribute to convincing the hiring manager to talk to you, then take it out,” says Heifetz. This applies to volunteer work as well. Only include it as part of your experience — right along with your paid jobs — if it’s relevant. [...]

Share accomplishments, not responsibilities.

“My rule of thumb is that 95% of what you talk about should be framed as accomplishments,” suggests Heifetz. “I managed a team of 10” doesn’t say much. You need to dig a level deeper. Did everyone on your team earn promotions? Did they exceed their targets? Lees agrees: “Give tangible, concrete examples.” [...]

Make it readable.

Lees says the days of needing a one-page resume are over: “It used to be that you used a tiny font size, fiddled with the margins, and crammed in the information to make it fit.” Nowadays, two or three pages is fine, but that’s the limit: “Any more than three and it shows that you can’t edit.” Heifetz agrees: “If you’re going to tell a compelling story, you’ll need more space.” [...]

Stick to the most common fonts and avoid fancy layouts that may not be recognized by online application systems. “It’s not how fancy it is. It’s how clear, clean, and elegant it is in its simplicity,” says Heifetz. Vary the line length and avoid crammed text or paragraphs that look identical. [...] “It just needs to be easy to read,” says Heifetz.

Ask for help.

It can be hard to be objective about your own experience and accomplishments. Many people overstate — or understate — their achievements or struggle to find the right words. Consider working with a resume writer, mentor, or a friend who can help you steer away from questions like, “Am I good enough for this position?” and focus on “Am I the right person for the job?” [...]

Activity 2.B. Discuss -Expert tips for a killer CV

1. As a pair, read the two articles above and pick up all the useful advice (student 1=Doc 2.A, student 2=Doc 2.B)
2. Share your findings and write a list of Dos and Don’ts for successful CV writing today.
3. Add 1 or 2 personal tips from you or your partner to your list.
4. Share your list with the class and augment it with contributions from other students.

Activity 2.C. Grammar for CV writing

Choose the right preposition for each sentence: *in, to, of with or at.*

Soft Skills

- Able ____ work effectively as part of a team.
- Excellent ____ communicating.
- Quite good ____ organizing and planning.
- Comfortable ____ taking decisions autonomously.

Computer skills

- Proficient ____ Excel
- Expert user ____ Photoshop

Achievements -Recently managed ____ complete an expedition in South America.
 -Ran ____ a semi-marathon ____ raise funds against cancer this year.

Languages -Fluent ____ English.
 -Have working knowledge ____ Spanish.

Experience -Interested ____ biotechnology and have experience ____ this field.

Activity 2.D. Verbs...

Have you noticed in activity 2.C. that the text has no subject and that verbs are always in the past perfect (“ed” or irregular form)? When you give information about work experience and achievements in a CV we use verbs in the past simple without the personal pronoun: ‘chaired weekly meetings’ (and not ‘I chaired weekly meetings’). **That is how you need to present your skills, duties and achievements in a CV.** The verbs below are useful action verbs. Select 5 and write 5 sentences that are suitable for your CV and true for you.

achieved	compiled	edited	improved	operated	researched
anticipated	consulted	established	increased	organized	resolved
approved	convinced	evaluated	interpreted	persuaded	scheduled
arranged	coordinated	examined	investigated	planned	supervised
budgeted	created	facilitated	led	presented	taught
calculated	delegated	formulated	listened	recommended	trained
chaired	demonstrated	identified	motivated	repaired	translated
clarified	designed	implemented	negotiated	represented	wrote
collaborated	developed				

- a-
- b-
- c-
- d-
- e-

Activity 2.E. – Rewrite a CV

Rewrite the CV with the following sentences **using the verbs in the box above so that they are more concise and impressive.**

- a. I made recommendations regarding the most effective allocation of resources.
- b. I was the front office staff representative on the implementation team for our new ICT strategy.
- c. I was responsible for coming up with the training plan.
- d. I looked after the budget for running the office.
- e. I looked for new suppliers.
- f. I gave a presentation of our client feedback questionnaire.
- g. I looked into ways to reduce waste.
- h. I was in charge of the production team.

Document 2.C. Community Pharmacists Typical Work Activities

Community pharmacists work in customer-facing roles and provide an increasing range of services. The verb can end with an -ing (the tasks) or with an -ed (the activity). Typical work activities include:

- dispensing prescription medicines to the public
- ensuring that different treatments are compatible
- checking dosage and ensuring that medicines are correctly and safely supplied and labelled (pharmacists are legally responsible for any dispensing errors)
- supervising the preparation of any medicines (not all are supplied ready made-up by the manufacturer)
- keeping a register of controlled drugs for legal and stock control purposes
- liaising with doctors about prescriptions
- selling over-the-counter medicines
- counselling and advising the public on the treatment of minor ailments
- advising patients of any adverse side-effects of medicines or potential interactions with other medicines/treatments
- preparing dosette and cassette boxes, usually for the elderly but also for those with memory/learning difficulties, where tablets are placed in compartments for specified days of the week
- undertaking Medicine Use Reviews (MUR), an advanced service to help patients understand how their medicines work and why they have to take them
- managing a needle and syringe exchange
- measuring and fitting compression hosiery
- monitoring blood pressure and cholesterol levels
- offering a diabetes screening service
- arranging the delivery of prescription medicines to patients
- managing, supervising and training pharmacy support staff
- budgeting and financial management
- keeping up to date with current pharmacy practice, new drugs and their uses

Document 2.D. Hospital pharmacist Typical work activities

Hospital pharmacists are medicine experts and tasks may include:

- checking prescriptions to ensure that there are no errors and that they are appropriate and safe for the individual patient
- providing advice on the dosage of medicines and the most appropriate form of medication, for example, tablet, injection, ointment or inhaler
- participating in ward rounds, taking patient drug histories and involvement in decision-making on appropriate treatments
- liaising with other medical staff on problems patients may experience when taking their medicines
- discussing treatments with patients' relatives, community pharmacists and GPs
- ensuring medicines are stored appropriately and securely
- supervising the work of less experienced and less qualified staff
- answering questions about medicines from within the hospital, other hospitals and the general public
- keeping up to date with, and contributing to, research and development
- writing guidelines for drug use within the hospital and implementing hospital regulations
- providing information on expenditure on drugs
- preparing and quality-checking sterile medications, for example, intravenous medications
- setting up and supervising clinical trials.

Grammar 2.A. – During or For

We use **during** to say when something happens, if it happens in or over a period of time.

Ex: Worked at Sanofi **during** the winter- You worked at Sanofi at one point in the winter

We use **for** to talk about the length of time something lasts.

Ex: Worked at Sanofi **for** the winter- You worked from the beginning to the end of the winter.

Document 2.E. CV Checklist

The following information is designed as a quick test for you to check your CV. The Checklist is split into the main categories that should be found on your CV.

Heading	YES	NO
<ul style="list-style-type: none"> ▪ Your name (not the words CV) is written in a bold format at the top of the page ▪ Have you given a title to your CV (current position or the position you are applying for)? 		
Personal Details Section	Y	N
<ul style="list-style-type: none"> ▪ Have you included your address and telephone number so that you can be contacted easily? ▪ Is your email address included? Does it look professional? ▪ Do your personal details account for no more than one-third of a page? 		
Personal Profile Section	Y	N
<ul style="list-style-type: none"> ▪ Is it no longer than 3 sentences? ▪ Is it short, punchy, strategic, highlighting your current situation and outlining your future career plans? 		
Education Section	Y	N
<ul style="list-style-type: none"> ▪ Does your current course (or your latest degree) appear first in the list and then work back? ▪ Are the start and end dates given for each institution attended? ▪ Do you include the name of each institution attended? ▪ Do you give the full title of the courses? Have you translated the most useful info? ▪ Do you focus on modules most relevant to the application and highlight your strengths? 		
Work experience Section	Y	N
<ul style="list-style-type: none"> ▪ Do your details start with your most recent experience and work back? ▪ Are the start and end dates always given? ▪ Do you name the company / organization and the nature of the business? ▪ Have you put a clear job title? ▪ Have you given a brief summary of your main duties, responsibilities and achievements? 		
Skills Profile Section	Y	N
<ul style="list-style-type: none"> ▪ Is a skills profile included? ▪ Does the profile demonstrate clearly your 'employable skills'? ▪ Do the skills outlined in your profile reflect the skills required by the employer? 		
Interests Section	Y	N
<ul style="list-style-type: none"> ▪ Have concentrated on a few interests rather than giving a long list? ▪ Do you explain something about them rather than one word? ▪ Have you used this section to demonstrate examples of skills that the employer is looking for? 		
References Section	Y	N
<ul style="list-style-type: none"> ▪ Have you given referees' names and job titles, as well as their contact details? ▪ Have you asked your referees to provide a reference for this application? 		
Final Check	Y	N
<ul style="list-style-type: none"> ▪ The various sections of the CV are arranged in a way that draws attention to the important information. ▪ Your CV is ideally no more than 2 pages long. ▪ Your CV is word processed and contains no typos or mistakes. ▪ The type is big enough (10-12) and the font is easy to read. ▪ You have left a blank line between each category. ▪ You have avoided long paragraphs of text. 		

▪ You have avoided generalization and have supported statements with specific examples.		
▪ You have not used jargon or abbreviations that would confuse the reader.		
▪ Have you checked there are no gaps in your timeline?		
▪ Is it clear which one is your First name or your SURNAME?		
▪ Would you want to read it?		

Now count up how many 'YES' boxes you have ticked.

If your score is :	it suggests ...
25 - 36	Your CV seems to be in pretty good shape
13 - 24	Your CV could benefit from some further work and development
0 - 12	A score in this range suggests that your CV may not be up to the standards expected

Here are the most common errors and some useful tips:

- No need to write Curriculum Vitae as a title. We know it's a CV.
- Differentiate your First Name and your FAMILY NAME (in capital letters). It is not always obvious which one is which.
- Do NOT translate your address, keep the French format and words.
- Use the international phone number format: **00 33** 6 66 66 66 66.
- Do not use abbreviations, a CV is not a text message.
- Use capital letters only when they are necessary (names, places, date, languages, nationalities).
- Limit the use of BLOCK letters to titles and acronyms, not for sentences.
- For languages: add your mother tongue. Give the Common European Framework as reference for the levels.
- In English, there is no space before:
- Proofread for typos, words you forgot to translate. Watch out for false friends:
Service / department / ward and company / firm / establishment / enterprise (never society)
- Translate or explain your French degrees: Baccalaureate, Bachelor's degree, Master's degree in..., specialty/specialized in..., with honors.
- Most countries do not have an article, except: the USA, the UK, the EU, the Netherlands, the Canary Islands.
- Simplify expressions: science of drugs => drug science.
- Experience is uncountable.
- Diploma- with Distinction- Mention très bien
With Honors- bien
With Merits- assez bien
- AFGSU- First Aid Certificate
- Elective classes – UE libre
- Competitive exam for 1st year medical studies- admitted into Pharmacy (x/900)
- First common year of medical studies with competitive exam

Activity 2.F. Writing a CV

You and your team are expert CV writers with extensive experience in head-hunting and talent recruitment. A senior pharmacy executive has commissioned you with a special task, to write their CV for a high-flying position. Unfortunately, there are several caveats:

- You are requested to write a fully-fledged, one-page CV, with all relevant parts.
- The information you've got is what follows. Feel free to find more online.
- You are allowed to invent whatever piece of information is missing.
- You're competing with another team, so your work better be good!

Teams 1 & 2, you work for Nadja Y. West, M.D., who currently sits on the Board of Directors for Johnson & Johnson. She's applying to the position of Vice President, Global Markets – Global Policy and Public Affairs at Pfizer. Recommended information on candidate:

- www.jnj.com/leadership/nadja-y-west
- https://en.wikipedia.org/wiki/Nadja_West

Teams 3 & 4, you've been contacted by Susan Desmond-Hellmann, M.D., M.P.H, who currently sits on the board of directors at Pfizer. She's applying to the position of VP of Clinical Quality Assurance at Abbvie. Recommended information on candidate:

- www.pfizer.com/people/leadership/board_of_directors/susan_desmond-hellmann-md-mph
- https://en.wikipedia.org/wiki/Sue_Desmond-Hellmann

Teams 5 & 6, your expertise has been requested by Stephen Neidle, Emeritus Professor of Chemical Biology at the UCL School of Pharmacy, who is applying to the position of Global Head Of Discovery Pharmacology at Merck. Recommended information on candidate:

- <https://profiles.ucl.ac.uk/34650-stephen-neidle>
- https://en.wikipedia.org/wiki/Stephen_Neidle
- <https://www.sciencedirect.com/science/article/pii/S0968089622002796>

1. Design the best CV you can (using Writer, Word, Publisher, Canva...)
2. Present it to the class in 3 to 5 minutes. Explain the choices you made in terms of information, structure and style.
3. Teams working for other candidates will vote for the best CV. Example: teams 3, 4, 5 & 6 will vote for the best CV from teams 1 & 2.

Document 2.F. Categorized list of action verbs

This list contains only a few of the action verbs you can use to compose concise, persuasive, reader-centered resumés, cover letters, or other types of workplace documents. The examples are illustrations that overview the uses of action verbs in professional writing.

Communication Skills
<ul style="list-style-type: none"> ▪ Negotiated price reductions of up to 30% with key suppliers. ▪ Interpreted financial information from the company's annual report. ▪ Translated all relevant company information into three different languages.
<p><u>Other words:</u> advocated, clarified, corresponded, encouraged, interpreted, negotiated, persuaded, presented, publicized, solicited, spoke, translated, etc.</p>

Creative Skills
<ul style="list-style-type: none"> ▪ Created an interior design layout for a 500 square foot retail venue. ▪ Introduced a new method of navigating through the A Software Program. ▪ Presented a new research project to the managers at the location.
<p><u>Other words:</u> acted, applied, composed, created, established, founded, improvised, introduced, navigated, originated, presented, etc.</p>

Data / Financial Skills
<ul style="list-style-type: none"> ▪ Computed and recorded inventory valuation on a monthly basis. ▪ Documented inventory counts at the end of each working day. ▪ Verified the amount owed to the creditor in the Accounts Payable account.
<p><u>Other words:</u> adjusted, allocated, budgeted, compared, computed, counted, documented, estimated, forecasted, inventoried, invested, predicted, projected, quantified, recorded, retrieved, verified, etc.</p>

Helping Skills
<ul style="list-style-type: none"> ▪ Assisted customers with choosing appropriate products. ▪ Trained new employees in the plant through demonstration techniques. ▪ Volunteered in the nursing home every weekend to serve the community.
<p><u>Other words:</u> aided, assisted, built, demonstrated, facilitated, familiarized, helped, performed, represented, solved, supported, trained, upheld, volunteered, worked, etc.</p>

Management / Leadership Skills
<ul style="list-style-type: none"> ▪ Administered a variety of surveys to collect data about the employees. ▪ Implemented a safety communication program to promote safety awareness.

- Recommended an alternative solution to one of the company's problems.

Other words: achieved, administered, assigned, attained, challenged, coordinated, decided, delegated, established, executed, handled, headed, implemented, incorporated, intervened, launched, led, managed, mediated, motivated, organized, oversaw, planned, prioritized, recommended, scheduled, supervised, united, etc.

Efficiency Skills

- Eliminated unnecessary costs of each unit of production.
- Maximized profits by 15% during the month of June.
- Heightened the level of employee moral through program incentives.

Other words: accelerated, allocated, boosted, centralized, downsized, edited, eliminated, enhanced, expanded, expedited, heightened, lessened, leveraged, maximized, merged, optimized, outlined, outsourced, prevented, prioritized, reorganized, reduced, revised, simplified, standardized, stream-lined, synthesized, systematized, upgraded, etc.

Research Skills

- Examined a new mechanism that may reduce sickness on the campus.
- Identified a major defect in a microscopic organism last month.
- Surveyed a group of Purdue students with regard to product A.

Other words: analyzed, collected, compared, controlled, detected, diagnosed, evaluated, examined, gathered, identified, investigated, located, measured, organized, reported, replicated, researched, reviewed, searched, surveyed, wrote, etc.

Teaching Skills

- Defined a new product strategy and discussed how it would be implemented.
- Instructed Department B on how to reduce inventory and raise net sales.
- Prepared a tutorial manual for an English class last semester.

Other words: aided, advised, clarified, communicated, defined, developed, encouraged, evaluated, facilitated, fostered, guided, helped, incorporated, informed, initiated, instructed, lectured, prepared, prepared, supported, supervised, stimulated, taught, etc.

Technical Skills

- Assembled an entire computer programming simulation for my CPT course.
- Designed a new form of Widget C for a manufacturing facility.
- Programmed three new computer programs tailored for a network system.

Other words: analyzed, assembled, built, calculated, computed, conducted, designed, devised, engineered, maintained, operated, programmed, reengineered, remodeled, transmitted, etc.

Grammar 2.B.- Gerund (V-ing)

For the action or activity itself, or an action taking place before the action of the first word

The verb in -ing can be **replaced by a noun** when it is a gerund.

Ex: Smoking is bad. Smoke is bad.

Some Verbs are **always** followed by gerund:

Appreciate/ admit/ anticipate / avoid/ burst out (laugh-cry)/ can't help/ consider/ contemplate/ continue/ delay/ deny/ detest/ discuss/ dislike/ endure/ escape/ excuse/ enjoy/feel like/ face/ fancy/ finish/forgive/ give up/ go (when followed by active verb-to go shopping- to go sailing-to go skiing)/ give up/ imagine/ involve/ justify / keep(on)/ leave off/ mention/ don't mind/ miss/ practice/ postpone/ put off/ quit/ recall/ remember/ resume/ risk/ resent/ resist/ spend (time)/ stop /suggest/ tolerate/understand

Prepositions are followed by gerund-

Prepositions-After, before, to, about, by, on, instead of, without, ...

All 2/3 word verbs (phrasal verbs) are followed by gerund because the last word is a preposition.

Gerund is used following these expressions - look forward to/ object to/ devote to/ be opposed to/ can't stand / don't mind/ to be used to/ can't bear/ would love / would prefer / would hate /would like/ the idea of/ the thought of/ tired of/ good at/ something (machine/thing) for/ interested in / ...

3. Applying for a position: writing a cover letter

Out of your vulnerabilities will come your strength. Sigmund Freud

Find out what you like doing best, and get someone to pay you for doing it. Katharine Whitehorn

Start by doing what is necessary, then do what is possible, and suddenly you are doing the impossible.

St. Francis of Assisi

Don't wait for the right opportunity: create it. George Bernard Shaw

Activity 3.A . Discuss in pairs

1. Read the four quotes above. Student A chooses one, student B chooses another one.
2. Explain to your partner how the quote you chose applies to your own professional project.
3. Share your thoughts with the class.

Document 3.A. Guardian Jobs advice on how to write a cover letter

The Guardian, 17th December 2015 – Kristie Brewer

Cover letters offer jobseekers a great chance to signpost their strengths and connect with the person reading their CV. It is more than just a polite introduction or dust jacket for your CV so it is important to get it right. Here is a step-by-step guide to writing a successful cover letter.

[...]Before you begin writing...

[...]“Use your cover letter to show that you’ve done some research into the company and the market it operates in,” says Gill Buchanan, director of Pure Resourcing Solutions. Ask yourself: what does the company do? Who are its competitors? Who is their current CEO? You might not use all this information in your cover letter, but the more you know about the company’s causes and goals, the more believable your enthusiasm will seem.

You should write a cover letter from the point of view of the reader, says Neville Rose, Director at CV Writers. “Read the person specification carefully. This is the criteria the employer is selecting against. By aligning the content of your letter to the person specification you should create a focused letter that clearly demonstrates the expertise they are looking for. [...]

Get the basics right

[...]“It would be seen as impolite or even careless to use a generic greeting like Dear Sir/Madam.” If the job specification does not explicitly tell you who to address your cover letter to, use your initiative and find out through internet research or calling HR. It is a good chance to show how resourceful you are and will hopefully impress your reader.

Don’t slip-up on your grammar, punctuation and spelling. “Any guffs in this department will probably land your application in the bin,” warns Gregory. [...]

The general consensus is your cover letter should be no longer than 1 side of A4 paper. “Three to four short paragraphs is generally enough to pique your reader's interest,” advises Clare Whitmell, founder of JobMarketSuccess.com.

Give a compelling reason why you're interested in the company and position and don't just copy and paste from all your other cover letters or from your CV, she says. “Demonstrate briefly why you'd be a good fit for the role by including one or two career highlights that show you have the skills and experience necessary.”

Tone

“Your tone all depends on the company and its culture,” says Dasha Amron, founder of Career Coaching Ventures. If your target company is a bank, for instance, then the letter should be written in a style the financial industry requires, she explains. [...]“The right tone can be sourced through talking to the relevant people in the company, including a mix of more junior and senior people,” Amron says. “I can’t emphasise

the importance of understanding the company's culture more." If in doubt, a "professional neutral" tone is generally ideal, adds Whitmell.

Pay close attention to the job description

The job description will contain keywords which you should reflect back in your cover letter to ensure it survives the initial sift, advises McGuire.

Imagine the recruiter sitting with their headline checklist of requirements in one hand and your cover letter in the other, she adds. "Your letter should make it easy for them to tick off their list." Keywords can relate to the job title (sales executive, key account manager, project manager, chief information officer), the industry (financial services, retail, hospitality), and describe elements of the role (event management, customer service, data analysis).

"Locate these in the job description, make a list, and ensure they are integrated verbatim into your cover letter," says McGuire. But avoid repeating the exact terminology in every instance and be aware the job adverts and descriptions can contain an element of fluff. "Demonstrate your intelligence by sorting the wheat from the chaff," she adds. [...]

The sign-off

Make sure you firmly state your interest in the role before you sign-off, says Gregory. Express that you'd welcome meeting to talk further about your suitability, if they feel that you're of a sufficient match to the role. "Being short, sharp, to the point, positive but not too pushy is always the way forward," he adds.

Once you've written your cover letter, read it aloud and edit it ruthlessly, advises McGuire. "Hearing your words aloud will help you to identify any clumsy phrasing, and ensure your first communication with your target company is concise and eloquent."

Activity 3.B. Identify advice -Expert tips for a great cover letter

1. In pairs, read the article above and identify the pieces of advice on how to write a successful cover letter. Then organise them under the following rubrics:

- a. preliminary research on role and company
- b. format and language,
- c. content,
- d. signing-off.

2. Add 1 to 2 extra tips to each rubric, from you and your partner.

3. Present your findings to the class.

Activity 3.C. Exercises-Cover letter language

1. Think about a job or position of responsibility you have held. Use the guidelines below to talk about the position.

What was your job?	As the (job title) ... I (verb)...
What were your duties?	My role was to .../ I was tasked to ...
What did you do?	As the ... I acted as ...
How did you do it?	The nature of ... meant that I had to ...
What were the positive results of ...	Within this role I was responsible for ...
Actions you took?	To do this effectively I had to ...

2. Complete the sentences with prepositions: *at / in / into / of / on / to / with / from*.

I am writing _____ you with regard _____ the junior biochemist position you posted _____ your website. I am planning _____ enroll _____ post-graduate studies to specialize _____ hematology _____ the university

_____ Amsterdam. I have always shown an interest _____ working _____ scientists _____ English-speaking backgrounds _____ pathologies related _____ human blood.

3. Complete the sentences with the correct form of the word in brackets.

- There are several _____ online for a variety of work placements. (*advertise*)
- She's always known that she wants to work as a _____. (*science*)
- He has an _____ offer from Bayer, which means he's definitely got a job, whatever his exam results. (*condition*)
- Playing music is interesting, but it's _____ to what I want to do after university. (*relevant*)
- At the animal sanctuary I had sole _____ for looking after the birds. (*responsible*)
- She _____ spends time helping out at her uncle's pharmacy. (*regular*)
- Helping out at the pet store _____ my decision to become a pharmacist. (*reinforcement*)
- Hands-on experience provides an _____ insight into any profession. (*value*)
- It was a unique opportunity to acquire new skills and _____. (*expert*)
- My previous employers would be willing to provide _____ to support my application. (*refer*)

4. Use examples from your work, studies or private life to rewrite 5 of these sentences. Remember to use positive adverbs and adjectives to make your sentences more impressive.

-
-
-
-
-

5. Complete the sentences using the correct form of the verbs in the box. You will need some verbs more than once.

award – complete – graduate – hold – obtain – read

- I _____ with a BA in sociology from the University of Los Angeles in 2007.
- I _____ Economics at the London School of Economics and Political Science. I then _____ a Master's in Security Studies at the University of Birmingham, which included a semester at New York University at the Center of European Studies.
- I _____ with a BA in Hotel and Catering Management from Hong Kong Polytechnic University. I also _____ an MBA in Marketing which I _____ last year.
- After _____ from the School of Oriental Languages and Communication with a BA Hons in Mandarin Chinese, I was _____ a scholarship to _____ International Relations at the College of Europe, Warsaw.

6. Complete the sentences using the prepositions *at*, *from*, *in* or *with*.

- I started my career _____ Johnson Group after graduating _____ Hanyang University _____ a BA and MA _____ Chemical Engineering.
- I graduated _____ 2008 _____ an MSc in Criminology and Criminal Justice _____ Tokyo University.
- I also obtained a BSc _____ Computer Science _____ Moscow University _____ 2005.
- I read Modern Languages _____ The National University of Singapore.

Activity 3.D. Exercise-Skills and personal characteristics

1- Match the skills and personal characteristics in the box to the interests.

analytical skills – creativity – determination – intelligence – intercultural awareness – interpersonal skills – language skills – leadership skills – resourcefulness – self-motivation

- Team sports (football, volleyball, etc.)
- Individual competitive sports (cycling, climbing, etc.)
- Travelling (backpacking, expeditions, etc.)
- Mind sports / activities (chess, sudoku, etc.)
- Artistic interests (painting, photography, etc.)

2- Match the personal characteristics with their definition.

Creative	You always do what you say you'll do.
Decisive	You are good at getting other people to agree with you.
Organized	You are good at making your mind up quickly.
Flexible	You are able to plan ahead successfully.
Persuasive	You are able to cope with last minute changes.
Reliable	You are good at coming up with imaginative solutions

3-In groups of 4 students- Pick a word from the envelope and ask the other students: would you say you are Students answer and then next students picks a word from envelope.

Activity 3.E. Letter writing format

1. In pairs, take a look at the standard template underneath (inspired from uk.indeed.com).

[Sender's name- On left in US/ on right in UK]

[Sender's address]

[Sender's city]

[Sender's country]

[Date – NO city / USA-Month/day/year. UK-Day/month/Year]

[First + Last name + professional title if applicable]

[Recipient's Company name]

[Company address]

[Location]

[Subject- short with job ad number]

Dear [hiring manager's Mr. Ms. Mrs. + last name],

[Where did you see the ad? Express excitement for the position including the role title and the company name].

[Introduce yourself by explaining why you're applying for the job, how the job aligns with your career goals and/or studies and what specifically draws you to the company].

[Explain why you'd be a good fit for the company].

[Address the important requirements in the job description by matching them with your skills, experience and achievements. Remember to use key words. Avoid repeating your CV but highlight relevant experience using facts and stats].

[Express gratitude].

[Summarise very briefly why you'd be a great fit for the role now and (if relevant) in the long term].

[Call to action (interview) + availability + contact method]

[Complimentary closure],

[Signature]

[Typed Name and title]

[Enclosures]

2. You recently designed a CV for a top executive or scientist. Gathered in the same teams, and in response to the same job offer, you are now tasked to write a cover letter for this same person.
OR, write a cover letter for a position you plan on applying to.

Document 3.B. Phrases you may need

Date- USA Format- MM/DD/YYYY - September 20, 2019 - Usually aligned to the left (2 lines below heading). Sometimes on the right-hand side.

UK Format- DD/MM/YYYY - 20th September, 2019 - Usually placed directly (or 1 blank line) below the heading

Subject line: This should be short and give some specific information about the contents of your message.

Good: Marketing meeting agenda

Bad: A copy of the marketing meeting agenda for next Tuesday. Can you take a look?

Salutation: In letter-writing and emails the salutation can be formal or informal, depending on how well you know the person you are writing to:

Dear Mr/Mrs/Ms Smith, Dear John,	A formal form of address, also used when first contacting a person Less formal. Either you have already had. Contact with this person, or they have already addressed you by your first name.
Hi/Hello (Mary), (No salutation)	Informal, usually used with colleagues you often work with.
To whom it may concern	Very informal, usually used in a longer email exchange. Only for Reference letter

Opening sentence: This is used to explain why you are writing and should always start with a capital letter.

Friendly opening	<i>I hope you had a nice weekend. I hope this email finds you well. Just a quick note to say ...</i>
Previous contact	<i>Thanks for your email of ... Further to your last email ... In reply to your last letter ...</i>
Reason for writing	<i>In reply to your email, here are ... I am writing in connecting with ... I am writing with regard to the job advertised on ... I am writing to apply for the position of...</i>
Giving information	<i>I am writing to let you know that ... I am pleased/delighted to inform you ... We are able to confirm that ... We regret to inform you that ...</i>

Body:

This is where you explain what you want, need, request, explain, etc. The length depends on how much information you want to include.

- ◆ Use clear simple sentences organised in short and logical paragraphs to make your message easy to read.
- ◆ Mention early and clearly what you expect (question, key message, etc). Do not hide it in the middle of long paragraphs. If need be, repeat it in the conclusion.
- ◆ Write in a professional tone. Be careful when making jokes or funny comments, as some jokes may not translate to different cultures.
- ◆ KISS: Keep It Short and Simple: the shorter the email, the more likely it is your recipient will read it and answer.

Asking for information	<i>Could you give me some information about ...? I would like to know ... I am interested in receiving ...</i>
Request	<i>Please send / call / confirm ... I would be grateful if you could ...</i>
Promising action	<i>I will get back to you ASAP I will contact you shortly</i>

Offer help	<i>Let me know if you need ... Would you like me to ...?</i>
Apologise	<i>Sorry about ... I apologise for ... I am sorry to inform you that...</i>

Final comments/ conclusion (what you expect from them)	<i>Looking forward to hearing from you (friendly) Hope you hear from you soon (informal) Thank you for your help. Feel free to contact me directly if you have any questions. Do not hesitate to contact us again if you require more information.</i>
Attachments (emails)	<i>Please find attached / in attachment...</i>
Enclosures (letters)	<i>Please find enclosed ... I enclose a copy of ...</i>
Friendly close/ Conclusion	<i>I am looking forward to seeing you again soon.</i>
Last line/Closing	<i>Regards, Best wishes / regards Kind regards,</i>

Closing: Like the salutation, this can vary from formal to very informal.

<i>Yours sincerely, Regards/Best regards/Best wishes, Bye/All the best/Best, James/Mary, Many thanks,</i>	Very formal, rarely used in email correspondence. Most commonly used close, can be used in formal and informal emails. Friendly, informal close. Name only (or initials) is also common when writing to close colleagues For someone who is within your company or that you have a comfortable business relationship with.
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Activity 3.F. Exercises- Vocabulary

1. Match the English words or expressions on the left with the French ones on the right.

1. Enclosures		A. Dans un délai de 10 jours
2. Following our telephone conversation of		B. Pièces jointes
3. I look forward to hearing from you		C. Si cet article ne vous convient pas
4. I am sorry to inform you that		D. Dans l'attente de vous lire
5. Within ten days		E. Nous vous remercions pour
6. Please let us know by return		F. J'ai le regret de vous informer que
7. Please confirm in writing		G. Suite à notre entretien téléphonique du
8. Thank you for		H. Dans un avenir proche
9. If this article doesn't suit you		I. Votre lettre en date du
10. In the near future		J. Veuillez confirmer par écrit
11. To the above address		K. Veuillez répondre par retour de courrier
12. Error or omission excepted		L. Prendre rendez-vous
13. Your letter of		M. Sauf erreur ou omission
14. An up-to-date price list		N. A l'adresse ci-dessus
15. To make an appointment		O. Nos tarifs mis à jour

2. Match the French words or expressions on the left with the English ones on the right.

1. Je joins		A. Please send me the invoice in duplicate
2. Envoyez-moi la facture en double exemplaire		B. I would be grateful if you would kindly
3. J'ai pris bonne note de		C. The goods will be dispatched to you by
4. Je vous serais reconnaissant de bien vouloir		D. It seems to me
5. Il me semble		E. We very much regret that
6. Je ferai en sorte que		F. I am pleased to inform you that
7. TVA comprise		G. I enclose
8. Nous attirons votre attention sur		H. I shall see that
9. Les marchandises vous seront acheminées par		I. Under separate cover
10. Veuillez excuser le retard		J. We draw your attention to
11. Nous regrettons vivement que		K. I have duly noted
12. Je joins des échantillons		L. I hope this has been useful
13. J'ai le plaisir de vous annoncer que		M. Please accept my/our apologies for
14. Sous pli séparé		N. I enclose some samples
15. J'espère que cela vous a été utile		O. VAT included / Including VAT

3. Match the English words or expressions on the left with the French ones on the right.

1. Thank you for your help		A. Une partie de la commande manquait
2. Promptly		B. Je suis obligé de remettre à plus tard le rendez-vous
3. We shall not fail to		C. Merci de votre aide
4. I am obliged to postpone the appointment		D. Rapidement
5. Some parts of the order were missing		E. Nous vous tiendrons au courant
6. Further to		F. Nous ne manquerons pas de
7. We shall keep you informed		G. En réponse à votre demande
8. To make sure that		H. Suite à
9. In reply to your enquiry		I. J'ai commandé récemment
10. We shall take the necessary action		J. S'assurer que
11. Please send me		K. Un formulaire d'abonnement
12. I recently ordered		L. Nous ferons le nécessaire
13. Unless we hear from you to the contrary		M. A mon avis
14. A subscription form		N. Sauf avis contraire de votre part
15. In my opinion		O. Veuillez m'envoyer

4. Find an expression in English for:

Veillez trouver ci-joint ...	
Je serais reconnaissant(e) si ...	
Après avoir examiné la situation ...	
J'ai l'honneur de vous informer que ...	
Le prix de l'assurance est inclus.	
Un devis	
Veillez confirmer le rendez-vous.	
Des informations complémentaires	

Je vous écris au sujet de ...	
P.J.(2 possibilités)	
Un stage de deux mois	
Malheureusement, ...	
Un travail à mi-temps	
Cordialement,	
Madame	
Merci de bien vouloir répondre ...	

Activity 3.G. WRITING EXERCISE- COVER LETTER

Choose from one of the following job descriptions to write your cover letter

Urology Business Account Manager - Janssen Biotechnology, Inc

Janssen Biotech, Inc., a member of Johnson & Johnson's Family of Companies, is recruiting for a Urology Business Account Manager to support the West territory which includes Washington, Oregon, California, Nevada, Utah, Arizona, New Mexico and Colorado. At the Janssen Pharmaceutical Companies of Johnson & Johnson, we are working to create a world without disease. Transforming lives by finding new and better ways to prevent, intercept, treat and cure disease inspires us.

Responsibilities include: * Serve as the strategic leader for key Urology accounts. * Analyze accounts to gain deep understanding of customer objectives, market forces, patient flow and stakeholder mapping to develop strategic plans that empower a local market team to deliver positive business results. * Educate and influence key decision makers in top Urology accounts including administrators

Skillsets and Competencies* Leading collaboration across teams with dynamic strengths and reporting structures* Demonstrated ability to derive insights and think strategically about the future* Excellent social, communication, facilitation and presentation skills required

Qualifications: * A minimum of a bachelor's degree. * A minimum of five (5) years of experience in Pharmaceuticals, Medical Devices, Healthcare Provider, or related fields (i.e. Specialty). * Account management or leadership experience with D-Suite and C-Suite Engagement* A valid driver's license issued in one of the 50 United States, and the ability for moderate to significant travel within the territory (including overnights and weekends) and to meetings and training.

Preferred Qualifications: * Urology experience * Understanding of integrating operational or clinical protocols into practices * Experience and certifications in process excellence

Senior Clinical Marketing Product Manager - Diabetes

Medtronic- Northridge, California, USA

We are seeking a dynamic, competitive and clinically savvy marketing professional to join the clinical marketing team within Diabetes Therapy. This role will lead efforts to develop our evidence strategy in early product development to guide portfolio, program and marketing strategies. The clinical marketing manager will also lead efforts to communicate new data synthesize data that supports the market, shape publication & congress strategies, and engage with key internal and external stakeholders. The role reports into the Director, Upstream Marketing & Product Planning and is based in Northridge, CA.

A Day in the Life • Lead the Clinical and Economic Marketing strategy across for the diabetes portfolio, which will drive product development, claims development, and messaging. • Develop clinical/marketing evidence, perspective, and market impact inputs to product and business development activities, launch plans, and strategies for multiple major product launches, programs, and initiatives • Develop marketing messages, supported by evidence, based on regional strategies, knowledge of current literature, current competitive environment, and regulatory/legal requirements for multiple major product launches, programs, and initiatives in partnership with stakeholders (e.g., Marketing) • Champion data that supports our products, features, new indications and market penetration. • Synthesize new data into compelling and simple concepts to make it concise and consumable. • Travel approximately 15%

To be considered, these minimum qualifications must be evident on your resume: • Bachelor's degree required • Minimum of 7 years of relevant experience in marketing, clinical or strategy consulting, or advanced degree with a minimum of 5 years' • Experience working in healthcare industry required

Nice to Have • MBA • Working knowledge of diabetes therapy, clinical data, business plans and competitive products • Medical device experience • Experience developing and implementing clinical marketing plans • Excellent documentation and communication skills and interpersonal relationship

skills including negotiating and relationship management skills with ability to drive achievement of objectives • Previous Medtronic experience • Experience interfacing and presenting to all levels of the organization including external customers • Project management experience

Doc 3.C. Some useful expressions for writing your cover letter



➤ **Why you are writing**

Further to our telephone conversation last Monday ...
I read with great interest the job advertisement published in ...
With regard to our advertisement ...
Having attended your conference on ...
In reply to your letter of November 24th ...
Mr. X suggested that I should write to you ...
I am writing to you with regard to ...

➤ **Who you are**

I am a fifth-year student in pharmacology ...
Currently in my fifth year of pharmacy studies ...
This year I am following an M1 course entitled ...
I am currently studying for my degree in ...
I am a research student and have been working on ...
I took some elective classes such as ...

➤ **Your academic results**

I successfully completed the 4th year program in ...
I am a graduate in ...
I ranked 5th in the competitive exam to enter 2nd year of pharmacy studies

➤ **Your university**

Having studied for 5 years at the Pharmacy Faculty ...
My studies at Paris-Saclay University ...
I have now completed my studies at the School of Pharmacy ...

➤ **What you are looking for**

As part of my study program I must carry out a training period / an internship / a placement in ...
To validate my course, I have to do a two-month internship in industry ...

➤ **Your enthusiasm**

I am keen to gain industrial experience ...
I would like to put my theoretical knowledge into practice ...
I would like to widen my experience by ...v-ing ...
I am eager to find a training period in the field of ...

➤ **Your previous experience useful to the company**

Use the **simple past** for any experience which is finished and dated (This summer I worked for 2 months with ...)
Use the **present perfect** continuous for ongoing activities (Since Sept 11th I have been working for ...)

➤ **Your achievements** (after a preposition you must put a verb with -ing ending)

During this training period I was responsible for ...
My duties included ...v-ing ...
I gained experience in ... / ...v-ing ...
I was in charge of ...v-ing ... / I was responsible for. ...v-ing ...
I successfully completed my mission as a ...

➤ **What your employer thought of you**

Mr. X, Head of research at ..., will supply a reference.

Mr. X has kindly offered to give me a reference.
Letters of reference will be supplied on request / should you need them.
Mr. X of YYY can be contacted should you require a reference.

➤ **Your career objectives**

My long-term aim is to .../ I would like to become a .../ I intend to ...

My professional objectives are to ...

I think I have the right profile for the position ...

➤ **Maybe they want to meet you or have more information/ask for an interview**

I hope that my application will be of interest to you.

Should you require any further information please call me on 0123 456 7890.

I will be available for an interview at your convenience.

I will be in London between November 10th and 15th should you wish to meet me.

➤ **What other documents you are enclosing / attaching**

Please find enclosed / attached a copy of ...

I have enclosed / attached a copy of my CV for your information.

As you can see from my enclosed / attached CV ...

Grammar Point 3.A Infinitives (to + BV)

Infinitive verbs, like the gerund verbs, can also be replaced by a noun, but they never follow a preposition. Infinitives are used to show purpose “why” something happens or “why” something is going to happen.

Ex: She took lessons *to learn* how to sing.

Some verbs are **always** followed by the infinitive (to + BV)

Afford/agree/ aim/ arrange/ ask/ appear/ attempt/ beg/ care/ consent/ continue/ dare/ choose/ decide/ deserve/ expect/ fail/ forget/ happen/ hesitate/ guarantee/ hope/ hurry/ intend/ know (how) / learn (how)/ long/ manage/ mean/ neglect/ offer /prepare/ pretend/ plan/ promise/ refuse/remember (not forget) / seem /strive/ swear/ tend/ threaten /vote/ want/ wish/ would like/

Infinitives are used **after certain adjectives**: *Able, afraid, anxious, careful, certain, common, due, difficult, easy, enough, fit, good, happy, hard, important, impossible, lucky, likely, nice, pleased, right, ready, strange, surprised, shocked, stupid, wrong, welcome, ...*

Example- They are *afraid to get* sick/ They are not *able to pay*.

Infinitives are used after nouns- That's not a common sight *to see*.

4. Applying for a position: interview techniques



"My greatest asset is my ability to tell you exactly what you want to hear."



Activity 4.A. Discuss in pairs

1. In pairs, talk about the above cartoons and the questions they raise. For instance...

- Is it relevant for employers to ask candidates who have no experience of working for their company how long they'd like to commit to it?
- Should you always tell the truth during an interview?

2. Share your thoughts with the rest of the class.

Activity 4.B. Two truths, one lie

Make 3 statements about your hobbies / interests / strengths / weaknesses. Two of the statements should be true but one must be false. Tell them to your partner, who has to guess which one is false. Switch roles.

Activity 4.C Video 5 - The hardest job

Video of a job interview- What job can this be? Note all the vocabulary pertaining to jobs.

Activity 4.D. The STAR method

STAR is a method of answering requests or questions that uses real-life examples of how candidates dealt with a specific work-related situation. STAR stands for:

- **situation**: An event, project, or challenge you faced at work.
- **task**: The tasks and responsibilities you had in the situation.
- **action**: Steps you took to fix or complete the task.
- **results**: Results of the actions you'd taken.

Here is an example:

Request: *Tell me about a time when you performed well under enormous pressure.*

Answer:

One time, at my last job, my coworker had a family emergency and needed to miss work for some time, and their super-important project was left unfinished and without a manager. My supervisor instructed me to take on the project, and with no leniency on the deadline, I had days to complete a project that originally should have taken several weeks. I requested and was granted a reduction in my weekly goals, allotting me more time to attack the special project. As far as my weekly goals, I was able to delegate them out evenly to some of my teammates. With the reduction in my daily goals, I could dedicate more time to the special project. This allowed me to finish it on time and with complete accuracy. My supervisor appreciated my attitude and drive, and I was given several more projects after that, along with an eventual promotion and pay raise.

Top 10 behavioral interview questions:

1-Tell me about how you worked effectively under pressure.

- 2-How do you handle a challenge? Give an example.
- 3-Have you ever made a mistake? How did you handle it?
- 4-Give an example of how you set goals.
- 5-Give me an example of a goal you reached and tell me how you achieved it.
- 6-Describe a decision you made that wasn't popular and how you handled implementing it.
- 7-Give an example of how you work on a team.
- 8-What do you do if you disagree with someone at work?
- 9-Share an example of how you were able to motivate employees or coworkers.
- 10-Have you handled a difficult situation? How?

Formula for answering behavioral interview questions STAR technique

(Prepare)- Listen to the questions and think of an event

SITUATION- Describe the event or situation you were in.

TASK- Explain the task you had to complete.

ACTION- Describe the specific actions you took to complete the task

RESULT- Close with the result of the effort

1. In pairs, read the questions above. Pick 2. Your partner picks another 2.
2. Share your choices and write answers to the questions using the STAR method.
3. Ask and answer the questions. Then switch roles.

Activity 4.E. Video 6 - The elevator pitch

You enter the elevator of your company and so does the International Marketing/ Research/ Product Development Director. You are the only two people in the elevator. You have 1 minute to introduce yourself and tell the director about a new project you are working on.

1. In teams of 3 to 4 students, select the department you work in and imagine a new project you are working on.
2. You have 10 minutes to develop a 1-minute speech.
3. Send your best speaker to meet the Director in the elevator. Other teams listen and mark the pitch out of 10.

Document 4.A. Worst-ever job interviews: 'We had to crawl and moo'

BBC News, 3rd May 2024 – Michel Labiak

Lae arrived on time for her job interview at a lawyer's office in Bristol. But after 20 minutes, it had been cancelled and she was asked to come back the next day. She left upset, only to receive a message later saying the "cancellation" had actually been a test, which she had failed. She did not get the job. She says the experience was "totally bizarre" and that it spurred her to start her own business, where she makes sure to stick to a much more straightforward hiring style.

Lae is not alone. According to recruitment agency Hays, over half of people have had a negative experience during the interview process for a new job. The BBC has heard stories from dozens of people who went through odd, offensive, and off-putting interviews. They got in touch following the news that John Lewis is changing its recruitment process by allowing applicants to see interview questions in advance, in an attempt to make the process fairer.

So what can bad interviews teach us? And what can interviewees and interviewers do to make the experience less questionable?

Aixin Fu also had a bizarre experience when she applied for a student ambassador job for minimum wage at a university. During a group interview, everyone was asked to crawl around on their hands and knees and "moo like a cow".

"We did that for about three to four minutes," she recalls. "At the time, I was quite annoyed. It was highly inappropriate. "But there was a bit of peer pressure because everyone else was doing it." The interviewer said they were trying to see if the candidates were "fun", though Ms Fu suspects that "maybe someone just had a bit of a power trip".

'So how many years do you think you've got left?' Julie from Missouri in the US says she learnt that interviewers can sometimes be "really isolated" from what it's like to be an interviewee. This was her takeaway from a video interview she did in 2022 to be a part-time copywriter. At first, she felt it was going well. "I was ticking all the boxes," she says. But towards the end, the interviewer asked: "So how many years do you think you've got left in you?" "I'm in my early 60s," Julie says. "I'm not going to retire for quite a while.

"Ageism is not the only prejudice people may experience during interviews. Pearl Kasirye, a content marketing manager, says she was asked about her heritage during a second interview for a partially remote PR role at a fashion brand in Milan. Ms Kasirye lives in London and left Uganda to live and study in Europe as a child. She says the employer was insistent on paying her a Ugandan wage rather than a London wage for the remote work because of her background. She chose to withdraw her application. "Where you're from, you have no control over," she says, adding that she has interviewed people herself since and is "so much more mindful" about her questions.

Sometimes prejudice can be accidental — or at least less explicit — but still just as difficult for the interviewee. Tom (not his real name) is an IT engineer who was once asked to film answers to questions for a warehouse assistant job, rather than talking to someone in a formal interview. Tom describes himself as on the autistic spectrum, though it is not something he likes to share with people. He says he needs clear instructions during an interview process and much prefers talking face-to-face, describing the filming process as "detached - like you're talking to a computer".

'Do you have children?'

Many people also told the BBC they had been discriminated against during hiring based on their gender. According to data from hiring platform Applied, nearly one in five women have been asked whether they have children, or plan to have children, during hiring processes.

One of those is Applied's chief executive Khyati Sundaram, who says she has been asked "more times than I can count".

It is illegal for employers to ask candidates about their marital status, whether they have children, or whether they plan to have children. Despite this, Applied found the problem is even worse for women applying for senior roles, where two-fifths of women had been asked the same question. Ms Sundaram says one of the reasons for this is the perceived "economic lability" of pregnancy. "The higher the pay, the more maternity you have to pay while finding a cover, and they don't want the hassle."

Sometimes the hiring process is bad not because of prejudice but because, as Ms Sundaram puts it: "There is no benchmark for what good looks like on the interviewer side." Her top tips for interviewers are to ask the same questions to every candidate and to design those questions with "marginalised groups" in mind.

As for Aixin Fu, she says her experience taught her to assert herself more in future interviews, especially if asked to do something "bizarre, unreasonable, or not a requirement for the job" — such as moo like a cow.

Document 4.B. 50 most common job interview questions

1. Why did you choose to study your degree subject?
2. What did you most/least enjoy about your time at university?
3. What skills did you develop at university?
4. What was the most challenging aspect of your degree course?
5. How will your degree help you in this position?
6. Tell us something about yourself.
7. What do you like doing in your spare time?
8. Why do you want this job?
9. Why should we hire you?
10. What can you bring to this position?
11. What do you consider to be the key skills necessary for this position?
12. What will you do if you don't get this job?

13. What are your strengths/weaknesses?
14. What is your biggest achievement?
15. What do you know about our company?
16. What attracted you to our company?
17. What do you think of our website?
18. Who would you consider to be our main competitors?
19. What trends are likely to affect our industry over the next few years?
20. How do you typically approach new projects?
21. Describe your management style.
22. What sort of things do you like to delegate?
23. What qualities do you look for in a manager?
24. How do you handle stress?
25. Tell me about your ability to work under pressure.
26. In what environment do you work best?
27. What motivates you in terms of work?
28. What interests you most/least in your current work?
29. What would you change about your current job if you could?
30. Why are you considering leaving your current job?
31. Why did you leave your last job?
32. What are you looking for in a job?
33. What do you think will be the most challenging aspect of this role?
34. What kinds of decisions do you find difficult to make?
35. Tell us about a time when you demonstrated good leadership skills / customer service, etc.
36. Tell us about a time when you have been innovative at work.
37. Tell us about a time when you encountered a problem and how you resolved it.
38. Tell us about a time when you had to make a difficult decision.
39. Tell us about a time when you successfully managed a difficult situation at work.
40. Describe a situation in which you took a risk. What were the results?
41. How do you work in a team?
42. How would your colleagues describe you?
43. How would your manager describe your work?
44. When were you happiest at work?
45. You seem not to have too much experience in X. Do you think this would be a problem?
46. Do you think you are overqualified for this position?
47. How have you changed over the last five years?
48. Where do you see yourself in five years' time?
49. How do you hope to develop your career further?
50. Do you have any questions you would like to ask us?

You may want to get some help with this [video](#)

Interesting [information on careers](#) from a US perspective

Document 4.C. Essential things an HR Executive looks for when interviewing a candidate:

- Can the candidate summarize their background in 3 minutes?
- Why did they choose this company? Not all the candidates have researched the company!
- Candidates memorized the text on the opening page of the website ... but nothing else! It is very clear when someone is just repeating text.
- Generally speaking, when a candidate takes notes and asks many questions about the job, it shows their interest.
- The candidates must stay in their place. No jokes. the company may have a relaxed atmosphere, but it is a job interview. However, showing a good sense of humor may prove to be useful.
- HR is looking for candidates that show their vitality and interests.

5- Selling a product- The Internet of Things (IoT)

Document 5.A- What is IoT in healthcare?

Adapted from [Article](#) by Magda Dąbrowska, editor at WeKnow Media

IoT in healthcare is the network of connected medical devices and apps that collect, send and receive data. This includes devices that are worn, such as fitness trackers, and others that are complex in-hospital machines collecting data on patients' vital signs. IoT enables these devices to communicate with one another and share this data, improving the ability of doctors, nurses or family members to deliver effective care in a timely manner.

Benefits of IoT in medical equipment

The integration of IoT in medical equipment presents numerous benefits that significantly enhance healthcare delivery and patient outcomes:

- Better patient monitoring: IoT devices provide continuous real-time monitoring of patients both in the hospital and from home. Patients can have wearable or implantable devices to measure important health markers such as blood glucose and heart rate. Alarms can be sounded to both the patient and caregivers or hospital personnel if key vital signs reach critical ranges to enable quick response and intervention.
- Better treatment results: Physicians with real-time data make better decisions. IoT devices are collecting and analysing enough health information to allow treatment to be tailored to individual patients. This can result in better outcomes.
- Improved operational efficiencies: IoT helps administrators to operate a hospital more effectively for economic and time-saving gains, for instance. Tracking of medical instruments with IoT sensors used in monitoring will reduce waste by making sure the medicine is not spoiled and reducing the chance of it being misplaced or unavailable where needed.
- Remote patient management: IoT helps to enable telehealth services, whereby patients can be taken care of in their own home, which is valuable for patients with chronic disease and for those residing in remote areas.

Challenges and considerations

While IoT in healthcare offers significant benefits, there are also challenges to consider:

- Data security and privacy
- Interoperability
- Regulatory compliance
- Cost

Cost and data privacy are among the first things that come to mind with regard to IoT in healthcare. Data security is a major concern, as healthcare devices collect and transmit sensitive patient data that makes them prime targets for attack if the right protective measures are not taken and data protocols are not respected.

Another major issue is related to the interoperability of healthcare devices. If the devices used by healthcare providers are not built to speak the same language, they will not come together so easily. The data simply won't flow freely, impacting not only patient care but also operational efficiency and profitability.

Then, there is regulatory compliance to think about, as healthcare IoT needs to adhere to standards to meet life-threatening situations safely and effectively. We should also consider another significant technological hurdle – not all patients are capable of using the latest technology, which potentially increases the healthcare gap.

Future prospects

The future of IoT in healthcare looks promising. Advancements in AI and machine learning are set to further enhance the capabilities of IoT devices. Research from 2023 by Juniper Research predicts that 115 million patients will use remote patient monitoring by 2027. That's 67% more than the 75 million in early 2023.

Document 5.B. Artificial intelligence-powered decentralized framework for Internet of Things in Healthcare 4.0

Excerpt from article by Vikram Puri, Aman Kataria, Vishal Sharma- March 2021

Internet of Things (IoT) and other related technologies such as artificial intelligence (AI), mixed augmented reality (MAR), and blockchain have revolutionized the concept of a smart ecosystem, where all life forms include the living and non-living, are linked to each other for the mutual sharing of information. With the rapid development of these technologies, IoT became a serviceable part of daily life.

Technologies such as bluetooth low energy (BLE), Li-Fi, wireless sensor network, and 5G are serving as a transformer that metamorphoses traditional technologies into “Smarter” systems. These advancements are widely spreading in every sector, including education, agriculture, healthcare, financial, and logistics.

The increasing number of IoT devices invites undiscovered vulnerability and unauthorized authentication, which becomes a significant concern and creates security issues such as botnet attacks, device registration, and device integrity risks. IoT plays a vital role in the healthcare industry that proactively connects the patients with the healthcare professionals via remote monitoring.

IoT-based wearable healthcare devices are capable enough to capture and accumulate the patient's healthcare data, but due to a lack of security standards for IoT, these devices can easily be hacked. Moreover, it raises two major concerns of transparency and security of patient's information, including the medical records and personal details. Conspicuously in healthcare systems, there is a lack of secure infrastructure, which leads to data breaches with enormous repercussions. In 2018, there were 13,020,821 data breaches as recorded by the department of health and human services Office for Civil Rights (OCR).

Another paramount concern in the healthcare system is transparency in the patient health record (PHR). These are the significant issues that can cause severe consequences and must be resolved. Usually, the information is exchanged between the medical sensors and healthcare providers via a third party or centralized server, which also leads to transparency issues.

Blockchain technology can address these concerns in the traditional healthcare system due to its immutable nature. Basically, blockchain technology is a fusion of two traditional technologies like peer-to-peer communication and cryptography and was proposed by Satoshi Nakamoto. The operative principle behind blockchain technology is to accumulate the information in a ledger that is distributed all across the numerous nodes, and every node can see and verify the information without any third party or central authority verification.

Moreover, blockchain technology provides a secure and reliable storage capacity due to the consensus mechanism and digital signatures. As a result of these features, blockchain technology facilitates several services that include security, traceability, trust, and transparency that store information in the decentralized public network securely. It also get rid of the central database requirement that acts as an intermediate among all the nodes. In the central server, a single point of failure is one of the acute problems because if the server faces insignificant issues or failures, the entire network is influenced.

Besides, these servers consume more network bandwidth toward managing network traffic in high volume. Blockchain technology overcome these issues through its decentralized architecture and also addresses the security and privacy concerns as it can store every sensitive information of nodes across the entire network. Security and transparency regarding the patient data form the most significant element in the healthcare industry.

Activity 5.A. Discuss with partner

List the major hurdles to the deployment of IoT in the healthcare industry. Discuss what can be done to solve this problem.

Activity 5.B. Speed-dating and selling an IoT

Here is a list of Healthcare IoT- Each student follows the link to 1 IoT and finds as much information on the device as possible. You will be the “sales representative” of the device and you will have to sell it to the “purchaser of a hospital”. You will have 5 minutes to sell your product. Be ready for questions on price, size, usage, material, security

1-Pulmonary pressure monitor- Cardio MEMS HF System by Abbott

<https://www.cardiovascular.abbott/us/en/hcp/products/heart-failure/pulmonary-pressure-monitors/cardiomems/about.html>

2- Insertable cardiac monitor -Assert-IQ ICM by Abbott -

<https://www.cardiovascular.abbott/us/en/hcp/products/cardiac-rhythm-management/insertable-cardiac-monitors/assert-iq-icm.html>

3-Continuous Glucose monitoring system – Guardian Sensor 3 by Medtronic -

<https://www.medtronic.com/us-en/healthcare-professionals/products/diabetes/continuous-glucose-monitoring-systems/guardian-sensor-3.html>

4-Glucose monitoring system- Freestyle by Abbott

<https://www.freestyle.abbott/uk-en/products/freestyle-libre-2.html>

5-Electronic Hand Hygiene reminder system – by Cleanhands-Safehands

<https://cleanhands-safehands.com/technology/>

6-Infant safety- by Borda-

<https://www.bordatech.com/infant-safety>

7-Patient tracking- by Borda

<https://www.bordatech.com/patient-wandering-safety>

8-Gas-sensing capsule- by Atmos Biosciences

<https://www.atmobiosciences.com/the-capsule/>

9-Football helmet sensor- by Gridiron Tech

<https://gridiron-tech.com/product/football-helmet-sensors/>

10-Mimo baby monitor - by Rest Devices Inc

<https://smartclothinglab.com/brands/mimo-wearable-baby-monitor/>

11-Elderly monitors- by SMPL Alerts

<https://smpltec.com/alerts/>

12-Epilepsy monitor- by Empatica

<https://www.empatica.com/en-eu/epimonitor/>

13-Sensor equipped shirt – Nuubo Smart shirt -nECG minder

<https://pdf.medicaexpo.com/pdf/nuubo/necg-minder/83949-96239.html>

14-Elderly monitoring – by Envoy

<https://www.envoyathome.com/>

15-Cardiac monitoring – Vitalpatch-by Vitalconnect

<https://vitalconnect.com/cardiac-monitoring/>

16-Lively personal emergency response system – Greatcall


<https://www.seniorliving.org/medical-alert-systems/greatcall/reviews/>

INTERCULTURAL AWARENESS

6 - Intercultural awareness

Activity 6.A. The Cultural Iceberg- Brainstorming

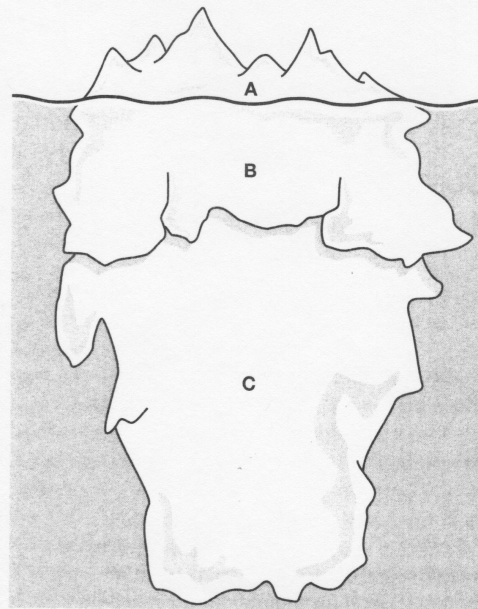
Intercultural communication fosters tolerance, openness and acceptance.

Video 7  - HSBC Intercultural adds- brainstorm- What cultural aspect do they highlight? Brainstorm- What are the characteristics of icebergs? How can culture be compared to an iceberg? What are the most important elements of a culture? Where should we put them on the iceberg? When we talk of culture, what are we talking about? What are stereotypes?

1.3 The culture iceberg

When you observe people from a certain culture, some characteristics – such as dress and the way people greet each other – are easy to see. Others are not so easy.

Culture is sometimes compared to an iceberg, some of which is visible, but much of which is difficult to see, or invisible.



1 Look at the list of components of national culture, and place each one in one of the three categories:

A things which you can recognise quite easily

B things which take some time to recognise

C things which you recognise only when you are very familiar with a culture.

Artefacts: art and architecture	<input type="checkbox"/>	Humour	<input type="checkbox"/>
Balance between work and home	<input type="checkbox"/>	Organisation of companies	<input type="checkbox"/>
Corruption	<input type="checkbox"/>	Personal friendship	<input type="checkbox"/>
Democracy	<input type="checkbox"/>	Physical gestures	<input type="checkbox"/>
Directness of speech in business	<input type="checkbox"/>	Press and other media	<input type="checkbox"/>
Driving habits	<input type="checkbox"/>	Punctuality in business	<input type="checkbox"/>
Emotion shown in public	<input type="checkbox"/>	Social life: public and private	<input type="checkbox"/>
Family life	<input type="checkbox"/>	Social organisation and class	<input type="checkbox"/>
Gender – roles of males and females	<input type="checkbox"/>	Treatment of outsiders/foreigners	<input type="checkbox"/>
Greetings	<input type="checkbox"/>	Values and beliefs	<input type="checkbox"/>

2 Are any of these more important than others in understanding a particular national culture with which you are familiar?

3 Add any other elements which you think are important in defining a national culture you know.

Activity 6.B.-Video 8 : The Cultural Iceberg

1) Watch the video (till 3'') and compare your findings. Answer the questions:

- Why is culture compared to an iceberg?
- What aspects of culture appear on the surface?
- Write down what the narrator says about each.

(till 5'55'')

- What can people express through language?

- Write down notes about :

- Beliefs
- Ideals
- Norms
- Roles
- Concepts

- What are myths ?
- What lays in the deepest part of the iceberg?

(till 9'35'')

- What things cannot be controlled by culture? Discuss.

(till 11'25'')

- Work in pairs and sum up what was mentioned about culture. Compare with the end of the video.

A- [7 Unusual Business Etiquettes Around the World that Might Surprise You](#), 2017

B- [Business Speaker Erin Meyer: How Cultural Differences Affect Business](#), 2014

C- [Gestures Around the World](#), 2017-

D- [Iceberg model of culture](#), Vanderbergdev, Nov 2017

E- [Cultural diversity: tips for communicating with cultural awareness](#), Speak First, July 2009

F- [How do we understand our own culture](#), Tom Verghese, Jan 2016

G- Ted Talks:

- Cultural difference in business, by Valerie Hoeks
- How culture drives behaviours, by Julien S. Bourrelle
- Learn a new culture, by Julien S. Bourrelle
- Cultural intelligence: the competitive edge for leaders, by Julia Middleton
- Cultural Awareness in Globalized World, by Ralph Strozza

Discuss- What is culture? What are the skills and the human qualities which would help the interaction of people from different walks of life?

Activity 6.C. Why it is Important to Understand Culture when doing Business

Read the article and place the headings listed below above each paragraph:

- Assimilate to the cultural voice of your host country
- Employ diversity training
- Be aware of how others may perceive your culture
- Create space for other cultural requirements
- Focus on local integration
- Do your homework
- Ensure clear and polite communication

How to overcome cultural barriers in international business

Airswift, Leanna Seah, Content Marketing Coordinator, July 2, 2021

Be accommodating to the various cultural requirements of your employees and co-workers in your host country. Take note of factors such as religious or cultural holidays, prayer times, dietary needs and work them into your workplace policies so that everyone feels included.

Cultural awareness in the workplace is about establishing common ground so that everyone is able to understand and respect one another's differences.

A- _____

In scenarios where language differences come into play such as addressing employees who speak a foreign or multiple languages other than your own, use concise and simple communication to reduce any miscommunication. Also be sure to apply to any internal and external communication material you draft. Using visual accompaniments and avoiding slang words and complex jargon can help ensure that communication remains as clear as possible.

B- _____

Making sure that people with different cultural backgrounds feel included and safe is an important step in overcoming cultural barriers in the workplace.

Diversity training can be a useful tool in helping employees become more aware of any unconscious biases and other barriers may get in the way fully embracing diversity and inclusion. Creating an environment that fosters teamwork, creates new opportunities and motivates positive interdepartmental attitudes - all of which are essential towards creating and maintaining a healthy work environment.

Global diversity programs should be able to adapt its program content, language and approach to account for variations in cultural, political, legal and social contexts of employees.

C- _____

Prior to entering your host country, be sure to take the time to do your research about its customs, practices, history and political landscape. Even learning a few key phrases and using them in conversation can go a long way to make them feel comfortable.

While there are plenty of resources available online, don't underestimate your partners and clients as helpful sources of information. In most cases, your interest in their culture will be warmly welcome and they will be more than happy to help you along the way.

In fact, them seeing your effort in educating yourself about their culture will be appreciated and increase the likelihood of a continued business relationship.

D- _____

When entering into foreign ground, we often get caught up in figuring out how to best make sense of all that is new to us and forget to consider how and why people respond to us in the way that we do.

Try to take a step back and think about how your own belief systems, norms and values come across to your foreign employees and partners. This can put a lot of things into perspective and can help you identify what to adjust and how to best adapt to the situation at hand.

E- _____

Instead of getting caught up in inciting "positive change" and revolutionizing business processes and practices in a new market, focus on understanding the foundations that make up local business practices and consumer behaviors first.

Start out by adopting a more localized approach as you gain more insight into how and why things work the way they do, then can you incrementally implement changes down the line.

F- _____

As important as it is to establish your brand's voice and message, make sure that you do so in a language that won't end up alienating your new audience.

Working with local branding and language experts who are familiar with the local dialects and communication styles can help you find the balance between showcasing your own unique voice and localizing your marketing efforts to your targeted customer segments.

As you communicate your brand, make sure you speak to your target audience in their own language accurately and effectively. Work with language experts, preferably native speakers, who are familiar with local dialects and slang in order to properly localize your brand's marketing efforts to the target audience.

Activity 6.D. Discuss- What went wrong?

Sometimes products don't sell well in a new market. 2X2 brainstorm and suggest what went wrong in these cases:

- 1- Western companies had problems selling refrigerators in Japan until they changed the design to make them quieter.
- 2- In Hyderabad, India, a Pepsi television commercial showed a happy young boy (about 10 years old) carrying a tray of drinks along a dangerous route. At the end, he delivered the drinks to the Indian cricket team. Pepsi had to take the commercial off the air.
- 3- An airline company called itself Emu, after the Australian bird. But Australians didn't want to use the airline.
- 4- A TV commercial for a cleaning product showed a little girl cleaning up the mess her brother made. The commercial caused problems in Canada.
- 5- Several European and American firms couldn't sell their products in Dubai when they ran their advertising campaign in Arabic.
- 6- A laundry detergent ad had a picture of dirty clothes on the left, a box of detergent in the middle and clean clothes on the right. The detergent didn't sell well in the Middle East.
- 7- A company had problems when it tried to introduce instant coffee to the French market.
- 8- The Hong Kong Tourist Board ran an advertising campaign in 2003. Ads appeared on billboards and magazines with the slogan "Hong Kong: It will take your breath away." The Tourist Board wanted to change the slogan, but it was too late.
- 9- An American golf ball manufacturer launched its products in Japan packed in boxes of four. It had to change the pack size.
- 10- Nike shot an American television commercial for hiking shoes in Kenya. It showed someone speaking in the African language Maa and the Nike slogan "Just do it" appeared on the screen. People in America laughed when they heard about the ad.
- 11- A toothpaste company launched their product on the French market but they had to pull out. The toothpaste was called "Pute".

Here are the reasons for the problems, but they are in the wrong order. Number them from 1 to 11. How many did you get right?

- ___ In Japanese, the word for four sounds like the word for *death*. Things don't sell packed in fours.
- ___ People thought the commercial was too sexist and reinforced old male/female stereotypes.
- ___ Some viewers were angry because the child was too young to work and the commercial showed a positive image of child labor.
- ___ 90% of the population came from Pakistan, India, Iran and elsewhere, so Arabic was the wrong language.
- ___ An American anthropologist at the University of Cincinnati translated what the Kenyan said. He said, "I don't want these. Give me big shoes."
- ___ The advertisers forgot that in that part of the world people usually read from right to left.
- ___ The SARS epidemic filled the news in April 2003. Shortness of breath is one of the key symptoms of the SARS.
- ___ Japanese homes are small and sometimes rooms are separated by paper doors. It was important for the refrigerators to be quiet.
- ___ Making "real" coffee is an important part of the French way of life. Instant coffee was too casual.
- ___ The emu can't fly.
- ___ "Pute" in French means *whore*.

Activity 6.E. Present 3 cultural differences

2X2 pick a country and find 3 things that are culturally different from France. Make an informal presentation of your findings. Each student should talk at least one minute.

DRUGS- CLINICAL TRIALS

7- Drugs- Clinical trials

Activity 7.A. Drugs : Dosage form and routes of administration

The effects of a medicine or drug are influenced by the method used for the drug to enter the body.

They may be:

- Taken by mouth (**orally**).
- Given by injection into a vein (**intravenously**), into a muscle (**intramuscularly**), into the space around the spinal cord (**intrathecally**), or beneath the skin (**subcutaneously**).
- Placed under the tongue (**sublingually**).
- Inserted in the rectum (**rectally**) or the vagina (**vaginally**).
- Sprayed into the nose and absorbed through the nasal membranes (**nasally**).
- Breathed into the lungs, usually through the mouth (by **inhalation**).
- Applied to the skin (**cutaneously**) for a local (**topical**) or body-wide (**systemic**) effect.
- Delivered through the skin by a patch (**transdermally**) for a systemic effect.

Match the dosage forms and routes of administration in the box with the definitions below and name the possible administration routes.

syrup – eye drops – lozenges – inhaler – capsule – elixir – emulsion – pill/tablet – cream – patch – liniment – pessary – lotion – nasal drops/spray – injection/shot/jab – ointment

Transdermal – Inhalation – vaginal – rectal – ocular – cutaneous – oral – injection – nasal - sublingual -

Dosage form	Definition	Route(s)
	a – A drug compressed into a solid form, often round in shape.	
	b – A non-greasy preparation used to apply drugs on the area of the body, or to cool and moisten the skin.	
	c – The act of putting a liquid, especially a drug, into a person's body using a needle and a syringe.	
	d – A solid medicine which melts slowly in the vagina.	
	e – A solution of a drug, usually in water, for introduction in the nose.	
	f – A concentrated, thick solution of sugar and flavoring containing the active drug.	
	g – A greasy preparation used to apply drugs to an area of the body, acts as a protective or lubricant layer.	
	h – A sterile drug solution or suspension dropped on the eye's surface.	
	i – A medication on material or cloth placed on the skin.	
	j – An oily liquid to rub on aching or sore body parts to reduce pain.	
	k – A device used for inhaling medicinal aerosols, often used for respiratory conditions.	
	l – A cylindrical-shaped gelatin shell containing the drug, which breaks open after swallowing.	
	m – A drug dispersed in oil and water	
	n – A drug solution in a sweetened mixture of alcohol and water	
	o – A solution or suspension applied to unbroken skin to cool and dry the affected area.	
	p – A small, medicated candy intended to be dissolved slowly in the mouth to lubricate and soothe irritated tissues of the throat.	

Activity 7.B. Video 9 - How a drug becomes a drug

Vocabulary: “How a drug becomes a drug” The US National Institute of Health (3m 48s)

Drug research and development aims to _____ or _____ disease, while the end result, a small pill or capsule, seems so simple, the process for developing a _____ and _____ new drug is anything but.

Development can take as long as twenty years and cost more than one _____ dollars. Like a relay race, drug development has several stages and requires a team effort, often involving the government, universities and pharmaceutical companies to reach the finish line.

The process begins with basic research. US government agencies such as the National Institutes of Health _____ and fund research at laboratories around the world to uncover fundamental knowledge about diseases. This research helps identify potential drug _____, usually genes and proteins whose functions are _____ to the survival or spread of a disease-causing organism. Scientists then investigate how they can interfere with these targets to either control or eliminate disease. They may test tens of thousands of chemical or biological _____ to see if they either _____ or _____ a given target, usually only a very small percentage of these compounds will have an effect on the target. These _____ are then re-screened multiple times to confirm the results and further trend the list of potential drug _____.

Researchers look for compounds that _____ only with the desired target. If a compound reacts to unrelated targets, there is a greater chance of adverse side effects. To further minimize this risk, researchers conduct experiments to _____ a compound’s absorption, distribution and metabolism inside the body. These studies help _____ which compounds are safe and effective enough for further testing.

With the results from these pre-clinical studies, drug developers seek permission from the US Food and Drug Administration to begin testing the compounds in people. If granted, scientists embark on a _____ that will determine whether a drug will be approved for public use. Because clinical testing requires a substantial investment, it is common for pharmaceutical companies to play a larger role during this stage.

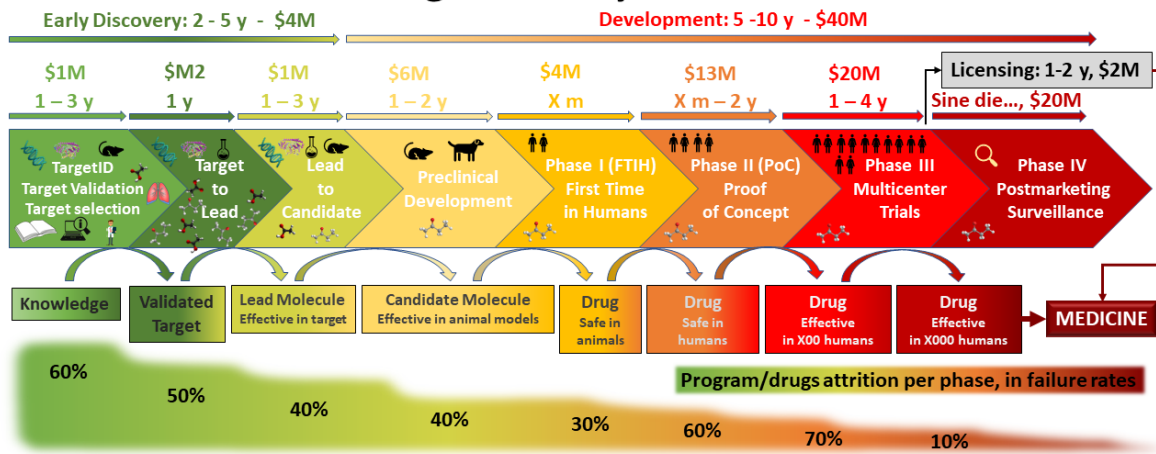
Phase one clinical trials test an experimental drug in about twenty to eighty healthy adults to evaluate its safety, determine a _____ and identify side effects.

In phase two, the drug is given to approximately one hundred to three hundred people including those with the _____ disease, to get an early indication of how the drug is _____ and to further evaluate its safety.

Phase three trials evaluate the drug in a group of one thousand to three thousand people who have the disease, these trials aim to confirm the drug’s _____ and _____ side effects. They may also compare the drug to commonly used treatments or to no treatment at all. The larger size of phase three trials allows for results that are more statistically _____ or less likely to have occurred by chance.

If a drug successfully completes phase three testing, a company will _____ permission from the FDA to market the compound. Its _____ contains data from all the pre-clinical studies and clinical trials along with information that the FDA will need to make its decision on the drug’s safety, _____ and quality. If approved, the drug can be manufactured and sold to prevent or treat the disease in question. But the process doesn’t stop there, the FDA will continue to monitor the drug’s safety and effectiveness for as long as it remains on the market.

The Drug Discovery Process



- Each stage output is the input of the next one.
- The system works like a pipeline, each phase feeding the following one with backups in prevention of program failures.
- Individual pipelines represent therapeutic concepts. Failed stages are not replaced by backups when there are no more appropriate molecules available, on target liabilities appear, compound does not prove therapeutic efficacy, or strategic decisions are applied.
- Costs and timelines represent the values for unique iterations of the respective phases.

Activity 7.C. Clinical Trial

I- Clinical trial: definition

Any investigation in human subjects intended to discover or verify the clinical, pharmacological and / or other pharmacodynamic effects of (an) investigational product(s) and / or to identify any adverse reactions to (an) investigational product(s), and / or to study absorption, distribution, metabolism, and excretion of one or more investigational medicinal product(s) with the object of ascertaining its / their safety and / or efficacy.

II- Exercise: fill in the gaps using the appropriate words from the list below

conducting – data – standard – involve - detailed – compliance – weighed – recorded – qualified – justify – ethical – foreseeable – well-being – assurance

Good Clinical Practice is an international _____ and scientific quality _____ for designing, conducting, recording and reporting trials that _____ the participation of human subjects. _____ with this standard provides public _____ that the rights, safety, and _____ of trial subjects are protected, consistent with the principles that have their origin in the Declaration of Helsinki, and that the clinical trial _____ are credible.

Before a trial is initiated, _____ risks and inconveniences should be _____ against the anticipated benefits for the individual trial subject and society. A trial should be initiated and continued only if the anticipated benefits _____ the risks.

Clinical trials should be scientifically sound, and described in a clear, _____ protocol. All clinical trial information should be _____, handled, and stored in a way that allows its accurate reporting, interpretation and verification.

Each individual involved in _____ a trial should be _____ by education, training, and experience, to perform his or her respected tasks.

Activity 7.D. - Debate

Is it a good idea to participate in clinical trial?

Would you agree to take part in a clinical trial?

Why don't people participate more in clinical trials?

Should you be compensated for participating? Free or remunerated?

Are minorities (women, children, elderly, Indians, Africans, American Indians...) represented in clinical trial?

What could be done to make clinical trials more ethical?

You may need to use the conditional to give your opinion. Here is a quick review of this grammar point

Grammar Point 7.A. Conditional

Conditional sentences Conditional sentences have two clauses: a condition (if...) and a result. The verb tenses used in each clause depends on whether the speaker thinks the result is probable (real) or only exists in the imagination (unreal).

0 cond-*If I drink coffee at night, I don't sleep well*- used for **present real/factual** situations

1st cond-*If I drink coffee tonight, I won't sleep well*- used for **future real/factual** situations

2nd cond-*If I drank coffee tonight, I wouldn't sleep well tonight*- used for **future unreal** situations

3rd cond-*If I had drunk coffee last night, I wouldn't have slept well*. In **past unreal/imaginary** situation.

You can also do the conditional with other forms of language: Should you be interested, we would welcome doing business with you. Had we known earlier, we would have waited. Can be replaced by "If you are interested" and "If we had known"

Activity 7.E. Video 10 – An Introduction to Clinical Research

1. When was the first clinical trial carried out?
2. Against what sickness?
3. Treatment/remedy found?
4. What may researchers have when they draw up their own clinical trial?
5. Who draws up the tests?
6. Do patients in the control group receive the medicine tested?
7. When patients are divided into groups, this is called _____
8. When you do not know if you are taking the medicine of the placebo, this is called _____
9. When doctors do not know what they are administering to you, it is called _____
10. Who studies the results?
11. What must be evaluated?

Additional video support-

 [A history of clinical research](#)

 [Introduction to how drugs are developed](#)

 [The drug discovery process](#)

Activity 7.F. Role play - FDA Meeting

1-All students read-

Oversight Faulted in U.S. Clinical Trial
International Herald Tribune – Sep 2007

The Food and Drug Administration does very little to ensure the safety of the millions of people who participate in clinical trial, a federal investigator has found.

In a report to be released Friday, the inspector general of the U.S Department of Health and Human Services, Daniel Levinson, said federal health officials did not know how many clinical trials were being conducted, audited less than one percent of the nation's testing sites and, on the rare occasions when inspectors did appear, generally showed up long after the tests were completed.

The FDA has only 200 inspectors, some of whom audit clinical trials part time, to police an estimated 350,000 testing sites. Even when those inspectors found serious problems in human trials, top drug officials in Washington downgraded their findings 68 percent of the time, the report found. Among the remaining cases the agency almost never followed up with an inspection to determine if the corrective action that the agency demanded had actually taken place, the report found.

"In many ways, rats and mice get greater protection as research subjects in the United States than do humans," said Arthur Caplan, chairman of the department of medical ethics at the University of Pennsylvania. Animal research facilities must register with the federal government, keep track of subject numbers, get unannounced spot inspections and address problems speedily or risk closure, none of which is true in human research, Caplan said.

Since no one collects the data systematically there is no way to tell how safe the nation's clinical research in or ever has been.

The FDA only oversees the safety of trial done by companies seeking approval to sell or devices. Using entirely different rules, the Office for Human Research Protections oversees trials financed by the federal government. Privately financed non-commercial trials have no federal oversight.

"It's crazy that we have all these different sets of rules," said Ezekiel Emanuel, chairman of the department of bioethics at the National Institutes of Health. "It would facilitate things a lot if we had one agency overseeing things."

2- True or False

T/F 1. The FDA does not do much to ensure the safety of people who participate in clinical trials.

T/F 2. The report was published on Friday.

T/F 3. Federal Health officials do not audit many testing sites.

T/F 4. Federal health officials know exactly how many trials are being conducted.

T/F 5. The FDA has 200 full time inspectors.

T/F 6. The FDA knows exactly how many testing sites there are.

T/F 7. Humans are as well protected as animals during drug trials.

T/F 8. Animal research facilities must respect legislation.

T/F 9. The FDA oversees the safety of all drug trials.

T/F 10. There should be only one agency to monitor clinical trials.

3- FDA Meeting- Role Play

One week after the publication of the report mentioned in the article, the secretary of the Department of Health and Human Services **called a meeting** to improve the situation concerning clinical trials on humans in the USA. You have been invited to this meeting in order to discuss the current situation, give your opinion on it, and find solutions to improve it.

Student A-You are Brad Pitt / Angelina Jolie the Department of Health and Human Services Secretary, and chairperson of the meeting. **You start!**

Student B-You are Daniel Levinson (Inspector General of Dpt. of Health and Human Services)

Student C-You are Arthur Caplan (Chairman of Dpt. of Medical Ethics)

Student D-You are Ezekiel Emanuel (Chair of Bioethics)

Student E-You are John Doe the President of the FDA

Activity 7.G. Press Conference Role Play-Clinical Trial- Sky News-

Prepare a press conference following a clinical trial gone wrong

1-Watch Video 11  -"Sky News -Drug trial becomes living hell"

-Watch Video 12  -clip [BBC reenactment of the clinical trial](#)-Full video [the drug trial-emergency at the hospital](#)

2- Read

Drug Trial Q&A By David Batty –The Guardian Unlimited– Aug 2, 2006

What has happened?

Six men became seriously ill in March after taking part in a medical trial for an experimental drug at a private research unit based at Northwick Park Hospital in Harrow, north London. The volunteers, all previously healthy and aged between 18 and 40, were rushed into intensive care at the hospital about an hour after being given the drug, called TGN1412. The men suffered multiple organ failure; two were in a

critical condition and the other four were in a serious condition. The worst affected volunteer left hospital in June. Two other men given placebos in the trial were unaffected. The Medicines and Healthcare Products Regulatory Agency (MHRA), responsible for ensuring medicines and medical devices are safe, suspended the drug trial and set up a police investigation into what happened.

What sort of drug is it?

TGN1412 is in a class of drugs known as monoclonal antibodies - genetically engineered versions of antibodies, the body's natural immune defences against infections. Monoclonal antibodies were hailed as miracle cures in the 1980s and 1990s for their potential to attack disease without harming healthy cells. There are 19 monoclonal antibody drugs currently in use in the UK, including the breast cancer treatment Herceptin, and another 150 are currently in clinical trials, according to the Medical Research Council (MRC).

How was it intended to work?

The drug was being developed by **German biotech company, TeGenero**, for the treatment of chronic inflammatory conditions, including rheumatoid arthritis, leukaemia and multiple sclerosis. These conditions are caused by the body's immune system attacking itself. TGN1412's target was the CD28 protein on a subset of immune system cells called T cells. The antibodies in the drug get into the bloodstream, seek out the immune cells and latch on to them. Most antibody treatments work by shutting down biological reactions, but TGN1412 is designed to do the opposite - activate the T cells. It was thought the drug would over-stimulate the rogue T cells, making them burn out and die.

What went wrong?

The MHRA's investigation concluded that the terrible effects suffered by the trial volunteers were caused by an unexpected biological reaction, which did not affect the animals the drug had been tested on. The agency found no evidence that the men were given the wrong doses or contaminated medicines. The consent forms the men were asked to sign showed that [TeGenero was aware](#) the drug might seriously damage the immune system. The form warned them that a possible side effect of the drug was 'cytokine release' - a massive immune reaction to a chemical as it triggers an uncontrollable response from antibodies. Cytokine release or cytokine storm, as it is also known, can be life threatening - but the form did not spell that out.

Problems with the tests

The investigation criticised **Parexel, the company that ran the drug trial**. It found several significant flaws in the administration of the trial. **Parexel staff** failed to complete in writing the full medical background of the volunteers. The **physician employed by the firm** to screen the subjects lacked sufficient training and experience - and was not under contract. The firm also failed to ensure that TeGenero had a robust insurance policy, and allowed the two volunteers who had taken the placebo to leave the trial premises early.

Roberto Solari, chief executive of MRC Technology, which develops commercial products from research funded by the MRC, said the six volunteers should not have been given the same dose of the drug at the same time. He said: "Not only had this drug never been tested in humans before, but no drug has ever been introduced into man that targets the CD28 protein on the surface of T Cells. I would personally have been cautious and dosed one person then waited a bit for any adverse reactions." The MHRA said it had no problem with the men being given their doses simultaneously.

Anne Alexander, a solicitor acting for two of the volunteers, said it was unclear whether successful experiments had been carried out on animals before the human tests took place. She claimed that the drug company had said there was "an oversensitivity in monkeys" to the drug, and "a dog and some animals had died ... so they reduced the amount to humans". The solicitor has described the MHRA investigation as a "whitewash" and has called for an independent inquiry into the trial.

The nature of the drug

Experts say that animals involved in the trial may not have suffered adverse reactions because TGN1412's man-made antibodies are specifically aimed at a specific human protein. The **chief scientific officer of TeGenero, Thomas Hanke**, said the drug had been tested on rabbits and monkeys with no "drug-related adverse events". The MHRA said the original pre-clinical data submitted by the biotech firm showed the drug appeared to have been properly tested on animals. The watchdog added that the dose given to the six

men was 500 times lower than that administered in the animal tests. **Dr Solari** said: "There isn't an intrinsic problem with monoclonal antibodies. The issue is the target of this drug, what the antibody attacks rather than the antibody itself." He said there could have been some "exquisitely human effect not picked up in animals" because the artificial antibodies were designed to latch on to human protein only. However, the MHRA said data provided by TeGenero appeared to show that only animals responsive to the drug's monoclonal antibodies were used in the tests prior to the human trial.

What is the men's prognosis?

It is difficult to predict but the signs are not promising. The men are said to have suffered damage to their immune systems, which has increased their risk of developing serious illnesses. Two of the volunteers have early signs they might develop cancer while one of the men has the early stages of the autoimmune disorder lupus.

What compensation could they get?

The four more seriously affected volunteers have received unconditional interim payments of £10,000 from TeGenero's insurers. However, the company insured the trial for only £2m, which solicitors for the volunteers fear will be insufficient to compensate the men in full for the lifetime effects on their health. TeGenero filed for insolvency in July. It said the adverse reactions suffered by the six men had "made it impossible to attract the investment necessary for the company to continue operations".

How might the case affect drug trials?

The expert committee charged with reviewing what lessons could be learned from the trial has recommended changing the rules that govern initial drug safety trials on humans. The Expert Scientific Group, set up by the health secretary, Patricia Hewitt, put forward three recommendations in July. These are that doctors should consider using ill patients as test subjects rather than healthy volunteers; subjects should be given the experimental drug sequentially, rather than all at once; and doctors should be more conservative about the dose given to the first human subjects.

There are also fears that the disastrous trial could deter people from volunteering to test new drugs, even though scientists and the pharmaceutical industry stress that terrible side effects are rare. Brian Iddon, a member of the Commons science and technology select committee, said that clinical trials in the UK were strictly regulated. Simon Festing, director of the Research Defence Society, which advocates animal research in medicine, noted there had been only one death in a clinical trial in this country in the past 25 years.

How might it affect animal testing?

Dr Festing said that if the MHRA found the problem lay with the intrinsic nature of TGN1412, there might be a case for new guidelines to govern clinical trials of biological drugs. It might even be the case that animal testing would not be appropriate for some drugs designed to specifically target human proteins. He said: "If they were shown not to work then we wouldn't want to use them." But Dr. Festing added that it might be possible to modify animals genetically to respond to such drugs in the same way as humans. **Dr Solari** added that without animal testing a lot of humans would be killed in clinical trials.

ROLEPLAY - PRESS CONFERENCE

- ½ of class represents the **press**. (New Scientist-The Lancet- Times Magazine -The Sun...) along with Roberto Solari, CEO of MRC and Anne Alexander a solicitor for the family and doctors-prepare questions to ask the company
- ½ of class represents the **company** (Parexel CEO- PR director-Clinical trial manager- doctor and nurse who administered drug- TeGenero CEO- Thomas Hanke, Chief Scientific Officer TeGenero)-Prepare 6 slides for the conference and what each is going to say

Activity 7.H. Reading – Paxil case

Read - [Did GSK Trial Data Mask PAXIL Suicide Risk?](#)

New scientist- 6 February 2008 - By [Jim Giles](#)

An inappropriate analysis of clinical trial data by researchers at GlaxoSmithKline obscured suicide risks associated with paroxetine, a profitable antidepressant, for 15 years, suggest court documents released

last month. Not until 2006 did GSK alert people to raised suicide risks associated with the drug, marketed as Paxil and Seroxat.

An analysis of internal GSK memos and reports, which were released to US lawyers seeking damages, suggests that the company had trial data demonstrating an eightfold increase in suicide risk as early as 1989. Harvard University psychiatrist Joseph Glenmullen, who studied the papers for the lawyers, says it's "virtually impossible" that GSK simply misunderstood the data- a claim the company describes as "absolutely false".

Glenmullen's report rests on documents obtained by lawyers in Los Angeles, who are bringing around 30 cases against GSK linking suicides and suicide attempts to the use of Paxil. The report was under seal at a district court in Sacramento, California, until 18 January, when the judge agreed to make parts of it public.

Several pages from the report were withheld by the judge, but Chuck Grassely, a Republican senator for Iowa, wrote to GSK on 6 February asking that the missing sections be made public.

"With new questions about when GlaxoSmithKline knew about risks for suicidal behaviour compared to when it let the public know about those risks, it seems like it'd be in the drug maker's best interest to provide every bit of information about this issue," said Grassely. "At this point, any sense that more information is being withheld only leads to more suspicion about what went on and what still might be going on. The public has a right to know what there is to know about this and other drugs."

The analysis focuses on the "washout" phase preceding a trial, when subjects stop taking most or all medications to avoid confusion with results from the trial itself. Because the washout occurs before patients randomly receive either the drug or the placebo control, adverse events during this time can't be attributable to the trial and so are seldom if ever included in final results.

However, GSK researchers submitting data on Paxil to the US Food and Drug Administration in the late 1980s and early 1990s included suicides and suicide attempts from the washout period in the results for the placebo arms of trials, but not from the Paxil arms. Glenmullen alleges that those extra "placebo" suicides negated suicides attributed to Paxil in the trials, making the drug appear safer than it really was. He says that if the washout results had been excluded, the data would have showed that Paxil increased eightfold the risk of suicidal behaviour in adults.

GSK spokeswoman Mary Anne Rhyne says inclusion of the washout data "was intended to present the full picture of events that occurred in all phases of the clinical trials - starting from the time patients were enrolled, before they were randomised". She says that even without the washout data, Paxil still came out as safe as the placebo in this trial. She accused Glenmullen of incorrectly analysing the data to reach the opposite conclusion, but didn't respond to a request for numerical proof that Glenmullen's verdict was wrong.

Glenmullen suggests that the FDA would have acted differently had the use of the washout data been made more explicit. Rhyne says that material still under seal shows the FDA to be fully aware of how the washout data was being used. But Glenmullen quotes Martin Brecher, the FDA official who reviewed Paxil's safety, as agreeing during a pre-trial hearing that the use of the washout data was "scientifically illegitimate".

Independent researchers say it was wrong to use washout data as GSK did. "I can't imagine circumstances in which it would be appropriate," says Bruce Psaty of the University of Washington in Seattle.

Read the article and answer the questions:

- 1- What is paroxetine?
- 2- When did GSK alert people to the raised suicide risk with the drug?
- 3- How long were the suicide risks ignored?
- 4- By how much does the drug increase the risk of suicide?
- 5- How long has the company had data suggesting there is a risk?
- 6- How many people are suing GSK in Los Angeles?

7- What is the 'washout' phase in a clinical trial?

8- Explain in your own words the 3 different approaches to 'washout' data in the article: GSK/ Psychiatrist J. Glenmullen/ Independent researchers

Grammar Point 7.B. Neither ... Nor

Neither physicians nor patients know who is receiving the trial drug.
Neither drug A nor Drug B proved to be effective

Now practice- Rephrase the following using the pattern shown above:

1. Group A and B did not receive the drug. It was only given to Group C.
2. Physicians and overseers did not suspect any potential risk.
3. The DSMB and the IRB were not informed of the anomaly.

Remember to use "either" with "or"

Grammar Point 7.C. Subordinate Clauses

A. No trial may begin until the IRB has given its consent.

This idea may be stated differently:

B. Before any trial may begin, the IRB must give its consent.

C. Only when/. Not until the IRB has given its consent, can a trial begin.

Note the inversion of auxiliary (can) and subject (a trial) in the third example.

Now practice- Rephrase using the pattern A, B and C shown above:

1. A patient must give his consent in writing to be enrolled in a trial.
2. The new treatment must be approved by the FDA before it can be sold in the US.
3. A report is issued following detailed investigation by the committee.
4. A new drug will not be tested in humans until it has been thoroughly tested on animals

Activity 7.1. Write a clinical trial informed consent form

Look at video 13  -Video on Informed Consent

In groups of 4 students, write a **clinical trial informed consent form in English** (in PPT format) for the clinical trials of your Case Study. Then each team presents their form to the class. What important clauses must you include?

MARKETING

8. MARKETING



Activity 8.A. Discuss in pairs

1. In pairs, talk about the above cartoons and the questions they raise. For instance...

- Should big pharma concentrate only on chronic diseases in order to make more money?
- Should manufacturers be allowed to market on TV, in magazines and direct to consumers as in the USA?
- Should pharmacies sell only medicine or also other goods such as water, beauty products... ?

2. Share your thoughts with the rest of the class.

Activity 8.B.- Marketing Exercises

Each of 3 students takes one exercise, completes it and then shares their findings and answers with their group.

Student A- Marketing- Read and complete the text using the correct form of these verbs:

anticipate divide fill influence involve modify offer share sell understand

A market can be defined as all the potential customers (1) _____ a particular need or want. Marketing is the process of developing, pricing, distributing, and promoting the goods or services that satisfy such needs. Marketing therefore combines market research new product development, distribution, advertising, promotion, product improvement, and so on. According to this definition, marketing begins and ends with the customer. Truly successful marketing (2) _____ the customer so well that the product or service satisfies a need so perfectly that the customer is desperate to buy it. The product almost (3) _____ itself. Of course, this will only happen if the product or service is better than those of competitors.

Companies are always looking for marketing opportunities – possibilities of (4) _____ unsatisfied needs in areas in which they are likely to enjoy a differential advantage, due to their particular competencies. Marketing opportunities are generally isolated by market segmentation- (5) _____ a market into submarkets or segments according to customer's requirement or buying habits. Once a target market has been identified, a company has to decide what goods or services to (6) _____, always remembering the existence of competitors.

Marketers do not only identify customer needs: they can (7) _____ them by developing new products. They will then have to design marketing strategies and plan marketing programs, and then organize, implement, and control the marketing effort. Once the basic offer, for example a product concept, has been established, the company has to think about the marketing mix- the set of all the various elements of a marketing program, their integration, and the amount of effort that a company can expend on them in order

to (8) _____ the target market. The best -known classification of these elements is the 4 P's: Product, Price, Promotion and Place.

Aspects to be considered in marketing a **product** include its quality, its features, style, brand name, size, packaging, services and guarantee, while **price** includes consideration of things like the basic list price, discounts, the length of the payment period, and possible credit terms. **Place** in a marketing mix includes such factors as distribution channels, coverage of the market, locations of points of sale, inventory size, and so on. **Promotion** groups together advertising, publicity, sales promotion, and personal selling.

The next stage is to create long-term demand, perhaps by (9) _____ particular features of the product to satisfy changes in customer needs or market conditions.

Marketing can also involve the attempt to influence or changed consumer's needs and wants. Companies try to do this in order to sell their products; government and health authorities sometimes try to change people's habits for their own good or for the general good. In other words, marketing also (10) _____ by regulating the level, timing, and character of demand.

Student B- The 'Marketing Mix'

Definition: The marketing mix refers to the set of actions, or tactics, that a company uses to promote its brand or product in the market. The 4Ps make up a typical marketing mix - Price, Product, Promotion and Place. However, nowadays, the marketing mix increasingly includes several other Ps like Packaging, Positioning, People and even Politics as vital mix elements.

1- Fill in the gaps in the sentences below with words from this list:

commercials / competes / design / distribution / end-users / hire purchase / image / labels / mail order materials / newspaper advertisements / opportunities / outlets / place / posters / price / product / promotion / public relations / radio spots / rival / satisfy / strengths / threats / weaknesses

1. What is 'the marketing mix'?

The marketing mix consists of 'the four P's': providing customers with the right P _____
At the rights P _____, presented in the most attractive way (P _____) and available in the easiest way (P _____).

2. What is 'a product'?

A product is not just an assembled set of components: it is something customers buy to s _____ a need they feel they have. The i _____ and the d _____ of the product are as important as its specification.

3. What is 'price'?

The product must be priced so that it c _____ effectively with r _____ products in the same market.

4. What is 'promotion'?

The product is presented to customers through advertising (e.g. TV c _____, r _____, n _____, p _____), packaging (e.g. design , l _____, m _____), P.R., (_____) and personal selling.

5. What is 'place'?

Your product must be available to customers through the most cost-effective channels of d _____. A consumer product must be offered to e _____ in suitable retail o _____, or available on h _____ or m _____.

6. What is meant by 'S.W.O.T'?

A firm must be aware of its S _____ and W _____ and the O _____ and T _____ it faces in the market place.

7. What is UPS?

A unique selling proposition (**USP**, also seen as **unique selling point**) is a factor that differentiates a product from its competitors, such as the lowest cost, the highest quality or the first-ever product of its kind. A USP could be thought of as “what you have that competitors don’t.”

Student C-What Is A Brand

Unique design, sign, symbol, words (Just do it!) or a combination of these, employed in creating an image that identifies a product and differentiates it from its competitors. Over time, this image becomes associated with a level of credibility, quality, and satisfaction in the consumer’s mind. Thus brands help harried consumers in crowded and complex market place, by standing for certain benefits and value. Legal name for a brand is trademark and, when it identifies a firm, it is called a brand name.

1. How many expressions with brand do you know? Match the terms in the box with their definition:

brand awareness / brand equity / brand extension / brand identity / brand image / brand loyalty
brand name / branding / derived brand / off-brand

- 1-What is a brand called?
- 2-How much people are aware of a brand.
- 3-What a company wants people to think about a brand.
- 4-What people think about a brand.
- 5-When a product doesn’t fit the company’s brand.
- 6-The value (either monetary or not) that a brand adds to a product or service.
- 7-When people like a brand and buy it again and again.
- 8-When a product or service is associated with a brand.
- 9-When an existing brand is used to support a new range of products.
- 10-When a component or a product becomes a brand in its own right (e.g. Intel in PCs)

Defining Your Brand

Defining your brand is like a journey of business self-discovery. It can be difficult, time-consuming and uncomfortable. It requires, at the very least, that you answer the questions below:

- What is your company's mission?
- What are the benefits and features of your products or services?
- What do your customers and prospects already think of your company?
- What qualities do you want them to associate with your company?

Do your research. Learn the needs, habits and desires of your current and prospective customers. And don't rely on what you think they think. *Know* what they think.

Once you've defined your brand, how do you get the word out? Here are a few simple, time-tested tips:

- *Get a great logo.* Place it everywhere.
- *Write down your brand messaging.* What are the key messages you want to communicate about your brand? Every employee should be aware of your brand attributes.
- *Integrate your brand.* Branding extends to every aspect of your business--how you answer your phones, what you or your salespeople wear on sales calls, your e-mail signature, everything.
- *Create a "voice" for your company that reflects your brand.* This voice should be applied to all written communication and incorporated in the visual imagery of all materials, online and off. Is your brand friendly? Be conversational. Is it ritzy? Be more formal. You get the gist.
- *Develop a tagline.* Write a memorable, meaningful and concise statement that captures the essence of your brand.
- *Design templates and create brand standards for your marketing materials.* Use the same color scheme, logo placement, look and feel throughout. You don't need to be fancy, just consistent.
- *Be true to your brand.* Customers won't return to you--or refer you to someone else--if you don't deliver on your brand promise.
- *Be consistent.* I placed this point last only because it involves all of the above and is the most important tip I can give you. If you can't do this, your attempts at establishing a brand will fail.

Quick Activity- Make a list of brands you like or dislike. Explain your feelings. Did you have a bad feeling with the brand? Was it advertised with an amusing or a horrible commercial?

Quick Activity- Describe a pharmaceutical brand to another student without giving its name and the other student has to discover the name of the brand.

Activity 8.C. Video 14 - What is marketing? A pharm D in the pharmaceutical industry

Find answer to following questions

Student A from beginning to 4:05 minutes-

- 1- What is marketing?
- 2- Who are you marketing to?
- 3- Why is it important to have the right people?
- 4- Who can work in marketing?

Student B from 4:05 till end 9:53

- 5- Why would you want to go into marketing?
- 6- How can a PharmD help a marketing team?
- 7- What are the types of positions you will see?
- 8- Other thoughts?


Activity 8.D. Most Valuable Pharma Brands Worldwide In 2022

The [pharmaceutical industry continues to grow rapidly](#) and was valued at a remarkable US\$1.48 trillion in 2022. Despite disruptions caused by the Covid-19 pandemic in recent years, pharmaceutical companies have remained agile. New medications are constantly being developed, approved and marketed, powering market growth.

In 2022, [37 new molecular entities were approved](#), a slowdown from 2021 when 42 drugs were given the green light, this was largely down to a more stringent criteria on approvals. However, non-NME and biosimilar approvals were up in 2022.

A number of drug patents expired in 2022, including Bristol Myers Squibb's Revlimid, Roche's Lucentis, and AbbVie's Restasis. The pharma industry in 2023 is set to face further shake-ups, [many more blockbuster drugs from Johnson & Johnson, AbbVie, Roche and other companies are set to face their first generic or biosimilar competitors](#) in the largest global pharma market, the US. As always, the patent expirations should create quite a disturbance for many of the top players.

Mergers and acquisitions (M&A) are also gradually changing the marketplace and some of the largest pharma companies have been strengthened through joining forces with or being bought out by other businesses. Heading into 2022, [top pharma companies had \\$1.7 trillion of deals](#) in the pipeline, but many of those didn't materialise, 2023 so far has also been [lacklustre in terms of M&A activity](#) too.

--Video 15  The below list of [top 10 biggest pharma companies](#) in the world in 2023 (ranked by 2022 revenue for pharmaceutical sales only). According to you, which are the biggest and what revenue did they have. Speculate and then [listen to the video](#):

Rank	Company	Revenue 2022
	GSK	
	Johnson & Johnson	
	Bristol Myers Squibb	
	Sanofi	
	Abbvie	
	Novartis	
	Astra Zeneca	
	Merck	
	Roche	
	Pfizer	

<https://www.proclinical.com/blogs/2023-7/the-top-10-pharmaceutical-companies-in-the-world-2023>

Activity 8.E. Naming diseases and medical devices

Read and then share your findings

Student A- How Do You Name A Disease ? – WHO 2015- <https://www.who.int/news>

Scope of disease naming by WHO

The present best practices apply to a new disease:

- That is an infection, syndrome, or disease of humans;
- That has never been recognized before in humans;
- That has potential public health impact; and
- Where no disease name is yet established in common usage

Best practices for disease naming

A disease name should consist of a combination of terms based on the below principles. Other terms should be avoided.

General principles of use of terms include:

1. Generic descriptive terms can be used in any name. Generic terms will be most useful when available information on the disease or syndrome is not sufficiently robust, because these basic characteristics are unlikely to change as additional information become available.

e.g. respiratory disease, hepatitis, neurologic syndrome, watery diarrhoea, gastro enteritis

2. Specific descriptive terms should be used whenever the available information is considered sufficiently robust that the vast changes to the epidemiology or clinical picture are unlikely to occur. Plain terms are preferred to highly technical terms.

e.g. progressive, juvenile, severe, winter

3. If the causative pathogen is known, it should be used as part of the disease name with additional descriptors. The pathogen should not be directly equated with the disease as a pathogen may cause more than one disease.

e.g. novel coronavirus respiratory syndrome

4. Names should be short (minimum number of characters) and easy to pronounce.

e.g. H7N9, rabies, malaria, polio

5. Given that long names are likely to be shortened into an acronym, potential acronyms should be evaluated to ensure they also comply with these best practices.

6. Names should be as consistent as possible with guidance from the International Classification of Diseases (ICD) Content Model Reference Guide

Should not include: geographic location- cities, countries, regions, continents/ people's name/ species or class of animals of food/ cultural, population, industry or occupational references/ terms that incite undue fear

Student B -How To Name A Medical Device- <https://www.medicaldesignandoutsourcing.com>

May 15, 2020 By [Nancy Crotti](#)

What's in a name? Quite a bit, when it comes to medical devices. A brand-naming professional shares her insights into medtech naming do's and don't's. by [Margaret Wolfson](#) from *River and Wolf*

All naming has its challenges, but medical device naming especially so. Not only is the medical field a crowded one when it comes to trademarks, but marks must accomplish multiple things in a somewhat restricted playing field. To assist marketers and others confronted with this task, here are some basic tips.

Consider sound and sense

Healthcare — from surgical equipment to pharmaceutical products — is rife with invented names that mash together Greek and Latinate morphemes — Adcetris, Sylatron, Duexis, to mention a few. The medical device sector is no different. And while these morphemic marriages more easily vault the high hurdles of trademark clearance, they can also sound unnatural.

The best invented names are pleasing to the ear. Sense (what the name means) is important, but sound no less so. Altrua (a pacemaker manufactured by [Boston Scientific](#)) is bookended with vowels, and, as such, sounds calm and welcoming. On the other hand, the Vitatron pacemaker made by [Medtronic](#) sounds more

mechanical. There is nothing wrong with a mechanical tonality per se but be sure it's appropriate for the device's target market.

Who's the audience?

If it isn't possible to appeal to everyone, at the very least avoid a name that appeals to one group but turns others off. For example, a name that appeals to the high-performance needs of surgeons may be less inviting to patients or administrators. That said, it's crucial to consider the broad audience of medical professionals because there is often an entire care team involved in the selection and use of medical devices. A physician may prescribe the use of a device, but a nurse may administer it, or even choose it from amongst similar options. [...]

Anchor abstractions in reality

A name like Airis, [Hitachi's](#) open MRI scanner, is a superior lexical blend because it is grounded in two meaningful words: air and iris. The name suggests a non-claustrophobic or "airy" experience plus vision, as the iris is the thin, annular structure of the eye that regulates the amount of light passing through.

So, if you do decide to use an abstract or fanciful naming construction, try to use recognizable words or word parts as road signs. A name with meaning can lead to a better story than an abstract collection of sounds.

Don't overlook the FDA

The agency regulates device names, so medtech companies must be careful when developing names not to suggest a benefit claim that is untrue or hovers on the border of untruth. A device can be rejected if its name leads to false impressions or overstates its effectiveness. And as with every naming project, an IP attorney must carefully vet the name to be sure it doesn't sound too similar to existing trademarks.

Don't be too scary

When considering device naming, especially for patient-facing names, it's crucial to avoid scary or unappealing imagery even if it is brilliantly suggestive. Kraken, a fearsome mythological creature with twisting tentacles, may be a marvelous name for an alcoholic beverage, but it's too threatening for a surgical device. This doesn't mean you should avoid unusual names. A good example of this is the Octopus, Medtronic's whimsically named tissue stabilizing device.

At the same time, don't let personal fears guide your naming. For example, you may not like references to sharp needle points. But, to a diabetic, a sharp point is a positive as it allows the needle to pierce the skin more easily. This is why Everpoint, a cardiovascular needle manufactured by [Johnson & Johnson's](#) Ethicon division, is a fine name. [...]

In closing, standing out from the pack is important. But don't attempt to do so with a name that is painful to say, doesn't consider everyone who will be exposed to the device — from health administrators and medical professionals to patients and their families — or overly promises or falsely positions the offering. Equally important, be sure your name doesn't compound the fears people already have around surgery.

Activity 8. F. Brainstorming -Now you come up with a name!

- 2X2 You have 10 minutes to put on your thinking cap to find a name to for medicine and then present it to the class.

The type of medicine will be:

Acne cream / anti lice lotion (antipoux) / laxative suppository / antihistaminic tablet / laxative suppository / contraceptive pill / erectile pill / anti hemorrhoid cream

Now present your new name and product to the class and tell us how you came up with this name.

CORPORATE SOCIAL RESPONSIBILITY

9- CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility (CSR) is a set of practices a business undertakes in order to contribute to society in a positive way. A business may set environmental goals, follow ethical practices and internal governance, or set social objectives - these are all forms of CSR that are integrated into a businesses' operations and interactions with its stakeholders.

Activity 9.A Video 16 [What is CSR?](#)

What is CSR? What could it be for the pharmaceutical companies? Look at video and summarize 2X2 What CSR is in the pharma industry. Be ready to tell the class. Think of other things it could be.

Activity 9.B. Discuss 2X2

Does your Case Study include a CSR department? Should it?

If so, what measures have you included or could you include?

How can you transform your business with long lasting benefits to the people and industry (not only window dressing)? What does greenwashing mean?

Activity 9.C. Article- Carbon Footprint of health industry

Read and 2X2 answer questions below

From CT scans to anaesthesia, healthcare has a bigger carbon footprint than aviation. Will Cop28, with its aim to curb the sector's global emissions, accelerate change?

Paid for by Philips corporation by [David Cox](#) on Mon 22 Jan 2024

A pledge to do no harm is often central to oaths taken by medical students on their way to becoming doctors. It's a tenet that dates back to Hippocrates and the Ancient Greeks – but is it still being followed?

As the climate crisis intensifies and new information comes to light, it seems that the global healthcare industry, with its vast carbon footprint, needs to take action now to protect those it serves.

Climate change is described by a [recent report](#) in the Lancet medical journal as the biggest worldwide health threat of the 21st century. Growing rates of long-term illnesses are being triggered by [air pollution](#) and more [communities find themselves living in disaster zones](#) as a result of global warming.

The contribution of the world's health systems is significant. In 2019, a [now landmark report](#) calculated that healthcare's total carbon footprint is equivalent to 4.4% of global net greenhouse gas emissions, almost [twice that of the aviation industry](#). To put this into perspective, if the healthcare sector were a country, [it would be the fifth largest emitter on the planet](#).

Four years on, there is increasing international awareness among health and climate leaders. Cop28 recently released the first ever [declaration to place health at the heart of climate action](#) and accelerate the development of climate-resilient and sustainable health systems, with significant emissions reduction across the sector. [...]

“A huge number of care providers are realising the need to tackle their impact on the environment. Whether it is using less energy and materials or producing less waste. Or adopting a circular approach by choosing products with eco design at their core and extending the lifetime of a piece of equipment.” says [Robert Metzke from Philips](#). [...]

He adds: “Ultimately, it's about moving away from a single-use mindset and embracing circularity. To make a lasting change, procuring with sustainability criteria in mind is critical. Only then can we look after the patient and the planet in equal measure.”

At a glance, healthcare might not seem an obvious contributor to emissions, but there are many energy-intensive aspects to it. These include the energy required to power and heat hospitals, and run the machinery within them.

Research also shows that [around 25%](#) of total healthcare emissions originate from energy consumed in manufacturing supply chains, such as those producing drugs and vaccines. But there are other less obvious

sources too. NHS England's annual carbon footprint has been placed at [25m tonnes](#), with contributing factors including gases such as nitrous oxide, used as anaesthetics, emissions relating to waste disposal, and patients using inhalers that rely on carbon-based propellants.

So how can we go about decarbonising healthcare while still ensuring patient safety, and without drastically increasing costs? [A paper](#) in the New England Journal of Medicine in April drew attention to the "cost myth" around reducing healthcare emissions.

The authors reported suggestions that initiatives such as installing solar power, waste reduction schemes and the long-term purchase of renewable energy could ultimately yield a positive return on investment, and would reduce greenhouse gases. In the medium term, this might mean more stable energy prices. In the long term, investing in climate solutions now would save money by reducing the need to treat patients for climate-related illnesses such as chronic lung diseases caused by air pollution.

There are plenty of other areas where improvements are possible. [Research conducted by Philips Healthcare](#), in partnership with Vanderbilt University Medical Centre, in Nashville, investigated the carbon emissions of 13 diagnostic imaging devices, including MRI, CT, ultrasound and X-ray, which together account for about 12,000 patient scans a month. The research found that over a decade they emit as much CO2 as 1,000 petrol cars being driven for a year. The project suggested that implementing sustainable initiatives could help address this problem. Initial results indicated that rather than replacing imaging devices, upgrading or refurbishing them offered the twin benefits of reducing carbon emissions and the cost of ownership.

In future, AI may help hospitals to reduce emissions by, for example, accurately reading minute details on scans and [identifying when repeats are unnecessary](#). Next generation devices [...] are [more energy efficient](#) than their predecessors and embed AI within the system to improve precision in the radiation dose and enhance image quality, reducing the need for repeat scans. [...]

...while NHS England has outlined [a plan for reaching net zero](#) by 2040 for emissions it controls directly, and 2045 for wider emissions. This will involve increasing the use of solar panels and ultra-low emission vehicles, including hydrogen-electric zero-emission ambulances. There are also plans to [decommission desflurane](#) – an anaesthetic with a global warming potential 2,500 times greater than that of CO2. The [Greener NHS programme](#), meanwhile, is working with catering leads and suppliers to increase the provision of locally sourced food for patients and staff to cut transport-related emissions.

There are still significant challenges afoot, but positive signs are also emerging from the pharmaceutical industry. The [Sustainable Markets Initiative Health Systems Task Force](#) reports being [in advanced discussions](#) with energy providers in China and India to scale renewable power across many of the supply chains used to procure vital raw materials for medicines. The task force, a public-private partnership of CEOs and healthcare leaders, also says it has set minimum environmental targets for 100 of the world's largest pharmaceutical suppliers. These targets, it adds, have the potential to address 3.5m tonnes of CO2 emissions each year.

The Cop28 UAE Climate and Health Declaration, signed by 123 countries, can be seen as a breakthrough in the fight to decrease healthcare emissions. The problem is urgent, but if healthcare professionals worldwide act quickly, globally, and collectively, it is one that can be addressed. Then the international healthcare industry can feel it is walking in the footsteps of Hippocrates – for the good of the planet and every person on it.

Questions:

1-Which is the biggest worldwide health threat of the 21st century?

2-What is the healthcare's total carbon footprint equivalent to?

-
-
-

3- What initiatives can be promoted?

-
-
-
-

Activity 9.D. Video 17 - Greener NHS Program

Listen to video and draw up a list of the things the NHS wants to do in it's pledge to a greener NHS.

List:

Activity 9.E. Article 'We turned down a client to uphold gay rights'

6 April 2023 By Suzanne Bearne



Adrian Ma says that being a B Corp certified business makes it easier to attract good new employees

It was during the pandemic that Adrian Ma had an epiphany that persuaded him to make his company more environmentally and socially responsible.

"We were all celebrating people doing great work," he says, looking back on the time when people across the UK would go out into the street to clap to show their appreciation of NHS staff and other key workers. "And I thought; 'Wouldn't it be good to build a better world ourselves, and start to reposition the company to be more purposeful?'" Mr Ma is the boss of London-based PR firm Fanclub. Rather than creating his own framework for the business to adhere to, Mr Ma decided to apply for a global certification called "B Corporation" or "B Corp" for short.

To gain accreditation, companies have to show that they meet certain thresholds when it comes to their social and environmental performance. And they have to make a commitment to change their corporate governance structure to be accountable to not only their shareholders, but to all their stakeholders - staff, customers and suppliers. The ethical scheme was first launched in 2007 in the US, and there are now 6,543 companies around the world which have obtained B Corp status. These range from small firms to larger names such as Ben & Jerry's ice cream and outdoor clothing firm Patagonia.

The not-for-profit organisation behind B Corp is Philadelphia-based B Lab. It says it wants to "make business a force for good". Each firm pays a fee when it applies, and then - if successful - an annual subscription determined by the size of its revenues. In the UK this is an initial £250, and then between £1,000 and £50,000 a year, before value-added tax.



The B Corp certifications were first awarded in 2007

For Mr Ma, becoming part of the B Corp community meant his company went through several changes, including reintroducing paid volunteer days, and giving guidance on recycling in a staff handbook.

However, he admits that getting the certification has affected the business' turnover. "We have had to make tough choices, and turn down 70% of clients who have since approached to work with us," says Mr Ma. "In one case, there was a great tech company with lots of money, but they were founded by a sovereign wealth fund in Saudi Arabia where homosexuality is criminalised. It didn't feel right when we have gay people working for us."

However, on the upside, he says, it has increased staff engagement: "Everyone is much more motivated, as they're focused on purposeful businesses." He adds that the B Corp status has given the firm "a massive edge when it comes to recruitment, especially among younger employees, and with clients".

Chris Turner, executive director of B Lab's UK arm, says the pandemic led to a huge swell in applications. "Firms had time on their hands and used it as an opportunity to finish off their B Corp assessment," he says. "Then there was more attention on sustainability - a continuation of trends we saw before the pandemic. "And the climate conversation had been picking up pace... there was also the explosion of the Black Lives Matter movement, which got businesses thinking more profoundly around issues. There was just more time for deep thinking about purpose and why we're here."

Due to high demand, Mr Turner says the verification process can currently take anywhere from six to nine months. As part of the process, B Lab asks for documentary evidence, and can do site visits and spot checks, particularly with larger businesses. Member firms then have to re-certify every three years, and each time they have to reach a higher standard.

Companies can lose their certification, such as happened [to Scottish brewer Brewdog at the end of last year](#). The withdrawal of its B Corp status came after a BBC documentary - Disclosure: The Truth About Brewdog - revealed accusations of bullying at the firm.

Despite that move, B Corp still has its distractors and controversies. Critics point, in particular, to coffee brand Nespresso securing the certification last year. Nespresso, part of Swiss food giant Nestle, has long been attacked by environmentalists who criticise both its business practices, and its single-use coffee capsules. Nespresso hailed gaining B Corp status as an indication of its "commitment to sustainability, transparency and responsible business".

This resulted in an angry response from a group of smaller coffee firms, all B Corp members, who warned in an open letter that giving the status to Nespresso [put the B Corp standard "at risk", and they called for stricter admission standards](#). Presently, firms applying for B Corp membership only have to score 80 points out of 200, based on a list of criteria. Nespresso received 84.3 points.

Mr. Turner defends the Swiss brand's admission: "The first thing to say is that the standards Nespresso certified against are transparent, their assessment is 500 pages long and is public. You can [download it directly](#) from our website.

"On the other side, there's ongoing improvement, businesses aren't perfect... B Corp businesses join not just because they want to be recognised for what work they have done, but because they want to improve." But what about the outrage from fellow B Corps over Nespresso? "We rely on the B Corp community to be constantly pushing... we absolutely welcome that. Our standards are always updated."

Laura Harnett, co-founder of Seep, a plastic-free cleaning supplies company that gained B Corp status in 2021, says the application process is not easy. "It's a really big commitment, and takes you away from focusing on sales, for instance, as you're spending about 100 hours on the assessment." Ms Harnett adds that becoming a B Corp firm has led to tangible results so far, including the London-based firm's products now being stocked across 60 Oxfam stores.



Laura Harnett says firms have to work hard to get their B Corp status

Catherine Wang, professor of entrepreneurship and strategy at Brunel Business School, points out that there are a number of other schemes which firms can join if they want to add a social mission to their business. These include Fair Trade, Community Interest Companies, Employee Ownership Association, Social Enterprise World Forum and the International Cooperative Alliance.

She says that firms need to embrace a scheme such as B Corp "and fundamentally transform their business models". Ms Wang adds that "simply a window-dressing approach will not transform the business nor bring about long-lasting benefits to the people and planet".

Activity 9.F CSR Scheme Company Presentations

1-Divide class into 6 groups- Imagine you want to promote CSR in the company of your Case Study. With your team you have 20 minutes go on internet and find information on the following companies. Then you will have 5 minutes to present them to the class with a PPT. You can then vote for the one which you could use in your case study. Each person must talk.

List of companies:

- Fair trade
- Community Interest Company
- Employee ownership association
- Social Enterprise world forum
- International Cooperative Alliance
- B Corp

2- Present your scheme company to the class

Extra video on CSR:

[video on CSR marketing](#)

ONG=NGO in English

DRUG MANUFACTURING

10-Pharma wars and Drug Manufacturing

Activity 10.A. Video 18 - How our obsession with being thin is driving pharma profits

1-Student A- watches from beginning to 3:19 and take notes

Student B- watches from 3:19 till end and take notes

2- Explain to partner what you have understood of the video. Debrief as class.

Activity 10.B. Article- Major Antitrust cases

Divide class into 6 groups and each group reads one part. They then explain to the class what the problem was.

Big pharma monopolies: major antitrust cases over the past decade

By Roohi Mariam Peter on October 27, 2023

Antitrust laws are put in place to prevent unlawful activities like price fixing, as well as monopolies from forming, typically tied to big pharma. If these powerful companies were to swallow smaller biotechs in an attempt to fix prices, it would stifle competition, result in limited options for consumers, thereby leading to a rise in prices, and a slump in innovation, according to antitrust regulators.

While you may have heard of tech giants like Microsoft, Apple and Meta getting caught up in antitrust scandals, big pharma is no less involved in antitrust litigations. Tactics like '[pay for delays](#),' that puts off generic drugs from entering the market can collide with antitrust laws. For instance, Gilead Sciences thwarted the entry of generic versions of its HIV drugs, that would've been sold at lower rates to consumers. Although Gilead, along with Israeli company Teva Pharmaceutical, avoided having to shell out billions in damages to drug purchasers, they now have to pay a \$246.8 million settlement over the delay.

Here are five instances where pharma giants came head-to-head with antitrust regulators, including over concerns of monopoly.

1- Boehringer Ingelheim among others in price fixing scandal

In a price fixing conspiracy, a €13.4 million (\$14.1 million) fine has been slammed against five pharmaceutical companies, one of them being German multinational biopharma Boehringer Ingelheim, by the European Commission (EC), last week. Price fixing deters competition as those involved tend to control the supply and demand of the product, and deprives consumers of options.

The companies were reportedly [running a cartel](#) to dominate the market for a pharmaceutical ingredient called N-butylbromide scopolamine/hyoscyne (SNBB), which is a key compound in antispasmodic drugs that can relieve stomach cramps. This case is a first for the EC sanctioning a pharmaceutical cartel over a drug ingredient.

Six companies, Alkaloids of Australia, Alkaloids Corporation, Boehringer Ingelheim, Linnea Transo-Pharm and C2 Pharma, participated in fixing the minimum sales price of SNBB, in a move to restrict competition, spanning from 2005 to 2019 – although Boehringer and C2 Pharma ended their involvement in 2014 and 2016 respectively.

It all came to light when whistleblower C2 Pharma snitched on its fellow cartel controllers, after which it was awarded immunity, with not even a slap on the wrist, owing to the Commission's leniency programme.

However, the investigation continues, as a seventh company, Alchem, chose not to settle.

2-FTC vs. Actavis: a landmark case of big pharma monopoly

The [case](#) that set the precedent for more than 30 cases, which brought the intersection between antitrust law and patent infringement to the spotlight, FTC vs. Actavis was an antitrust case that took place a decade ago.

It all began when multinational drug company Solvay Pharmaceuticals, whose steroid hormone Androgel used to treat hypogonadism – when the gonads produce little to no testosterone – in men, and gender dysphoria, obtained the patent for the drug twenty years ago.

Two companies, one of which was global pharmaceutical Actavis, had created generic versions of Androgel, which they wanted to bring to market. For this to happen, Actavis filed a patent for its generic drug. This led to Solvay suing Actavis under patent infringement laws. However, the U.S. Food and Drug Administration (FDA) gave the green light for Actavis to commercialize its generic Androgel drug, after a three-year battle over patency.

But, in a turn of events, Actavis instead joined hands with Solvay in a reverse payment settlement agreement. A reverse payment settlement agreement, also known as pay-for-delay agreements, is when a company that sues another company over patent infringement rights – in this case, Solvay – pays the latter, to hold up the generic version's entry into the market. This is used to settle pharmaceutical patent infringement cases without having to involve the courts.

According to the multi-million dollar settlement, Actavis would hold up the arrival of its generic steroid drug for nine years – a duration that was shorter than Solvay's Androgel patent.

Following this, the U.S. Federal Trade Commission (FTC) – an independent agency that enforces antitrust laws – sued all the parties involved in the deal, claiming that it violated antitrust laws. Actavis and Solvay countered the claims, stating that these kinds of patent-related settlements are immune from antitrust challenges, especially since the period until when the generic versions are held back from being commercialized, ends before the Androgel patent expires. This claim was in accordance with a patent law clause in the U.S. that said that a patent owner has the right to exclude other players from the market, from selling its products.

While this led to the District Court, as well as the U.S. Court of Appeals for the Eleventh Circuit, dismissing the case, the Supreme Court (SC) held that the FTC could make an antitrust challenge under the [rule of reason](#) – which argues that in the case of possession of a monopoly, only if anti-competitiveness outweighs pro-competitive effects, will it be regarded as an unlawful restraint of trade.

Although in the end, it was a 5-3 majority at the court, with the SC rejecting the 'rule of presumptive illegality' backed by the FTC, it turned the tide on reverse payments that strolled into antitrust territory.

Joe Simons, chairman of the FTC said in a [press release](#): “After the Supreme Court recognized the harmful effects that reverse-payment agreements can have on competition and ultimately on consumers, we have seen fewer of these types of agreements.”

3-Big pharma Amgen completes Horizon takeover after FTC brawl

A more recent case that has to do with big pharma monopolies, is one involving biotech giant Amgen, and its recent multi-billion dollar acquisition of Irish healthcare company Horizon Therapeutics.

Horizon's two blockbuster drugs, Tepezza, for the treatment of thyroid eye disease – a disorder that causes inflammation and damage to the tissues around the eyes – and Krystexxa, a therapy for chronic refractory gout – a rare form of arthritis that is caused by the buildup of uric acid in the blood – set foot into the market in 2020 and 2010.

Earlier this year, when the FTC sought to block Amgen from gaining control over Horizon, it claimed that the acquisition would enable the multinational to use rebates on its existing drugs to “pressure insurance companies and pharmacy benefit managers” into favoring the two Horizon drugs.

According to the FTC, this meant that it would make it difficult for Tepezza and Krystexxa competitors to match the level of rebates that Amgen would be able to offer, silencing budding rivals.

“Rampant consolidation in the pharmaceutical industry has given powerful companies a pass to exorbitantly hike prescription drug prices, deny patients access to more affordable generics, and hamstring innovation in life-saving markets,” said Holly Vedova, former director of the Bureau of Competition. “The FTC won't hesitate

to challenge mergers that enable pharmaceutical conglomerates to entrench their monopolies at the expense of consumers and fair competition.”

To assuage the FTC’s concerns, Amgen signed a [consent order agreement](#) with the antitrust watchdog, which prohibits the biotech from bundling its products with Horizon’s blockbuster drugs.

The move thereby helped clear the path for Amgen to purchase Horizon for \$27.8 billion.

4-Pfizer and the EpiPen controversy

Pfizer, whose life saving medicine against anaphylaxis is popularly known as the EpiPen, came under antitrust investigation with American lawmakers, and will now pay \$50 million to settle the claims.

The lawsuit, dating back to 2020, was brought to a federal court in Kansas in the U.S., when allegations that the American multinational company, and Mylan – the company that commercializes EpiPens – were in cahoots with Teva Pharmaceuticals to stall the generic version of the medicine from making its way into the market.

According to the lawsuit, Mylan and Teva agreed to delay the entry of their respective drugs, where Mylan held up the generic version of Teva’s wakefulness drug Nuvigil and, in turn, Teva delayed its generic EpiPen from hitting the market. This enraged customers, particularly as the price of EpiPens shot from \$100 in 2008 to \$600 in 2016, further highlighting the issue of a pharma monopoly. This meant that customers who could’ve paid less for the generic version, had to continue purchasing EpiPens at the cost of \$600.

And, as a result, this \$50 million [settlement](#) was following a \$345 million payment to consumers and insurers, who claimed that they overpaid for EpiPens – a case that the federal court had initially dismissed.

5-Double whammy for Illumina

While Illumina has been [making headlines lately](#), with investor Carl Icahn suing the DNA giant following a proxy battle, it traces back to an acquisition deal that misfired not too long ago.

When the multinational biotech had spun out cancer test maker Grail, based in California in the U.S., in 2016, the company went on to develop a technology that would allow the early detection of a range of cancers. Then, three years ago, Illumina announced that it would buy the company back for \$7.1 billion. But this was not welcomed by the FTC who claimed that the acquisition would halt innovation in the multi-cancer early detection space in the U.S..

The European Union (EU) antitrust regulators also aimed to throw a wrench into the deal by leading a full-scale probe, citing that the buyout would stifle competition. They were worried that Illumina might raise prices or refuse to offer its famed DNA sequencing services to Grail’s rivals.

But that didn’t stop Illumina from making the purchase in August 2021.

This angered the antitrust watchdogs on both sides of the Atlantic, with the FTC calling for Illumina to undo the merger, and the EU resuming its investigation after a two-month hiatus.

Illumina criticized EU regulators for intervening, claiming that they did not have jurisdiction over the Grail deal since the cancer detection company did not have operations in Europe.

After about a year-long back and forth with antitrust law enforcers, the EU ordered Illumina to divest Grail.

Earlier this year, Illumina challenged the divestiture, and then in June, it appealed against the FTC’s order as well.

The biotech was then slapped with a €432 million ((\$476 million) fine by the EU, for jumping the gun and acquiring Grail before the probe was completed. This month, the European Commission demanded for the divestiture to happen in 12 months, with the company retaining up to 14.5% stake in Grail.

However, Illumina, which has challenged the EU’s decision at the European Court of Justice, [looks to wait out the court case](#) before it bids farewell to Grail. The whole ordeal was followed by American activist investor Icahn’s class-action suit, which was compounded by clashes within the company.

While this is Illumina's most contentious deal yet, which saw a drop in stocks, it had failed another acquisition in 2019, owing to similar claims over competition by the FTC, when it had tried to buy American sequencing company PacBio.

6-Other noteworthy antitrust cases of big pharma monopolies

The pharma industry has [gained a reputation](#) for being run by monopolies that tend to claim market control. Only this year, American biopharma Merck, was under the watchful eye of regulators in the U.S., when it announced that it would purchase precision medicine company Prometheus Biosciences. While Merck inked the \$10.8 billion takeover, since the government's waiting period for the acquisition had expired, in a separate case, it reached a \$70 million settlement along with Indian company Glenmark Pharmaceuticals. This was over claims that the two companies plotted to detain the generic version of Merck's anti-cholesterol drug Zetia from being launched.

Apart from Merck, Swiss pharma giants, Novartis and Roche were also under antitrust scrutiny for several years, with concerns related to potential monopoly practices. French competition regulator Autorité de la Concurrence, hit the companies with €444 million (\$475 million), after it claimed that the biotechs abused their power to push the expensive drug Lucentis – which is distributed by the two companies in the U.S. and Europe – for slowing vision loss, over a cheaper alternative.

What would have been the highest fine imposed by French antitrust authorities, the two companies were let off the hook after an appeals court in Paris ruled that they did not take advantage of their market dominance to drive Lucentis sales, earlier this year.

While calls for antitrust reforms get louder, a coalition of more than 30 life science companies that include Amgen, Gilead and Merck, are arguing that mergers and acquisitions can promote innovation. While the alliance Partnership for the US Life Science Ecosystem (PULSE) seeks to counter certain antitrust laws, it doesn't seem like the regulators will back down, and the interplay might be something to keep an eye on.

Document 10.A. Drug Manufacturing Principles

Industry Description and Practices

The pharmaceutical industry includes the manufacture, extraction, processing, purification, and packaging of chemical materials to be used as medications for humans or animals. Pharmaceutical manufacturing is divided into two major stages: the production of the active ingredient or drug (primary processing, or manufacture) and secondary processing, the conversion of the active drugs into products suitable for administration. Formulation is also referred to as Galenical production.

Warmer- What are the characteristics of a pharmaceutical plant? What must it have? What principles apply?

Pharmaceutical Plant Layout

- Pharmaceutical facilities must be positioned, planned, built and maintained to accommodate the procedures to be performed.
- To reduce the possibility of mistakes and enable efficient cleaning, they must be laid out and designed in a way that prevents cross-contamination.
- Manufacturing facilities should be built in a way that makes it possible to maintain hygienic conditions at all times.
- For cleaning, maintenance, disinfection and sanitation SOP's (Standard Operating Procedure) and records should be kept
- Plants should be kept in order Power supply lighting, temperature, humidity, and HVAC (Heating Ventilating and Air Conditioning system) are all important factors.

There are a number of Principles in Plant layout:

- Principle of minimum movement
- Principle of flow
- Principle of space
- Principle of safety
- Principle of flexibility

- Principle of interdependence
- Principle of overall integration
- Principle of minimum investment

Here is a **typical plant layout** for an aseptic area but there are many more:

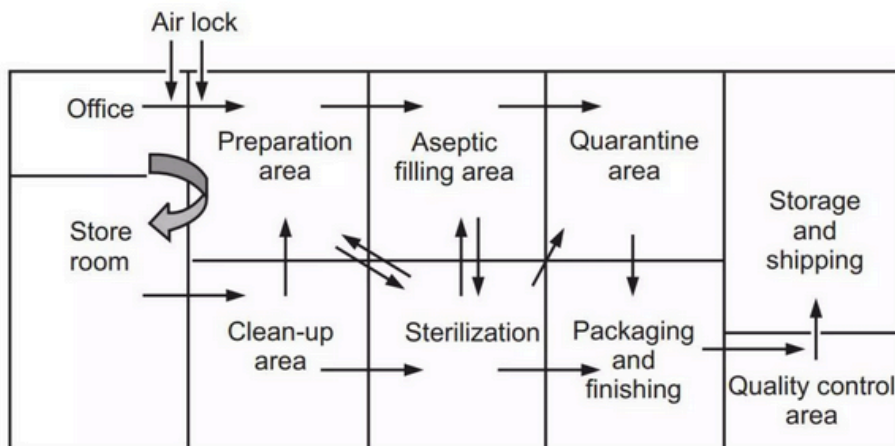


Fig. Pharmaceutical Plant Layout For Aseptic Area

Advantages of good Pharmaceutical plant layout

- Maximum use of the floor area available for production activities
- Decreased risk of cross-contamination leads to higher product quality
- Efficient planning for raw materials and completed goods receipt, transportation, storage and delivery
- Low material handling costs
- Increased output with a lower chance of human error

From <https://www.slideshare.net/AkshataBairagi/pharmaceutical-plant-layout-252084440>

Document 10.B. Features of a Manufacturing Flow

All manufacturing flows, whether making cars, pies, medical devices, or pharmaceuticals, take raw materials, and through a series of manufacturing processes, transform them into a final product. In pharmaceutical production the constituent parts include the active pharmaceutical ingredient (API), excipients, and packaging and labelling materials. Pharmaceuticals in tablet form may have coating agents added to make them easier to swallow and coloring to differentiate them. Tablets are often packaged in blister packs of 20 or so with a cardboard carton on which key consumer information is printed. As with cars or ice-cream each constituent part from the API to the foil of the blister pack must be traceable back to the originating batch of each originating supplier. If multiple batches of the same material are used this must become part of the production record. The key is traceability; traceability of everything that went into the batch of a product.

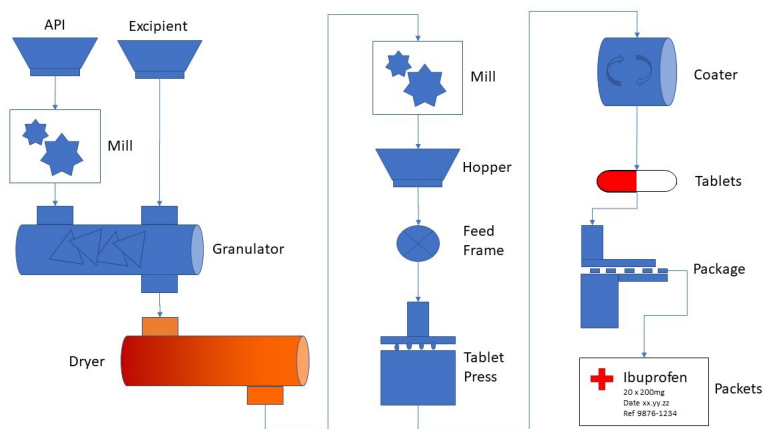


Figure 1: Typical pharmaceutical tablet production line

From <https://www.autoscribeinformatics.com/resources/blog/pharmaceutical-manufacturing-flows-making-the-complex-easy>

Activity- 10.C. Tablet manufacturing process

Match the description to the name of the manufacturing stage and put them in the appropriate order of the process:

quality check	Process of changing powder into granules
packaging	Removing the excess moisture and solvents
granulation	API and excipients are added and mixed
drying	Removes sharp edges, makes it smooth and shiny
weighing	Any printed information on tablet
coating	Granules are compressed into tablets
compression	Applying the outmost smooth layer of a tablet
branding	Physical tests, assays, dissolution, disintegration and content uniformity
polishing	To determine the exact amount of API and excipient
blending	Batches put in blisters then boxes

Video 19  [Pharma production site of Gien](#)

Now look at what a production plant looks like – Pierre Fabre in Gien

Activity 10.D. Activity - Design Your Production /Manufacturing Plant and Present

Now in teams of 3 or 4 prepare a design of your Dream Production Plant. You have 20 minutes. Speak only in English. Everyone must speak when presenting their plant. 5 minutes to present to class.

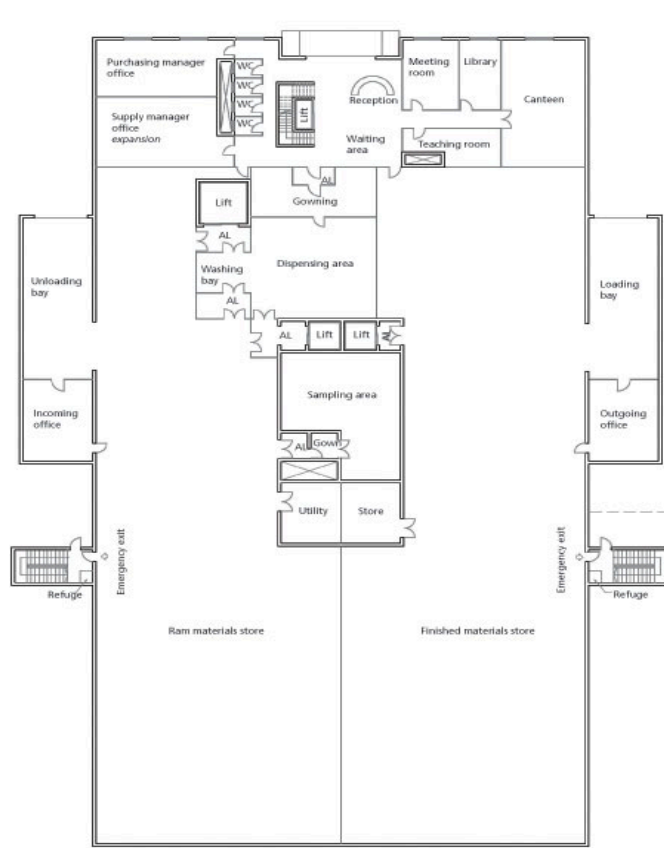
Go over the vocabulary below from the internet. Do you have all of these? Where do you put them to flow the principles of plan layout?

Manufacturing vocabulary		
Gray zone area	Quarantine area	Ancillary area
Clean room area	Sterilization area	Disposal of waste
Aseptic corridors	Loading dock	Female/male changing rooms
Airlock	Packaging area	Janitor room
Offices	Warehouse area	Blister line
Storeroom	Production area	Preparation area
	Quality control area	Clean up area

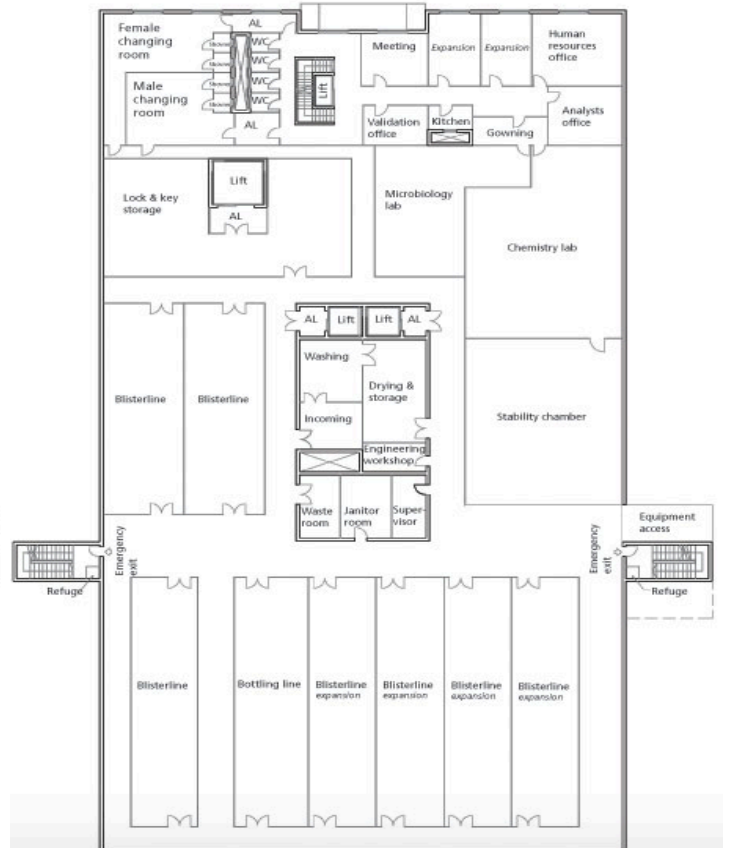
Examples of floor design on next page. Remember your air flow along with the pressure.

Document 10.C. Example of a Production Plant Layout

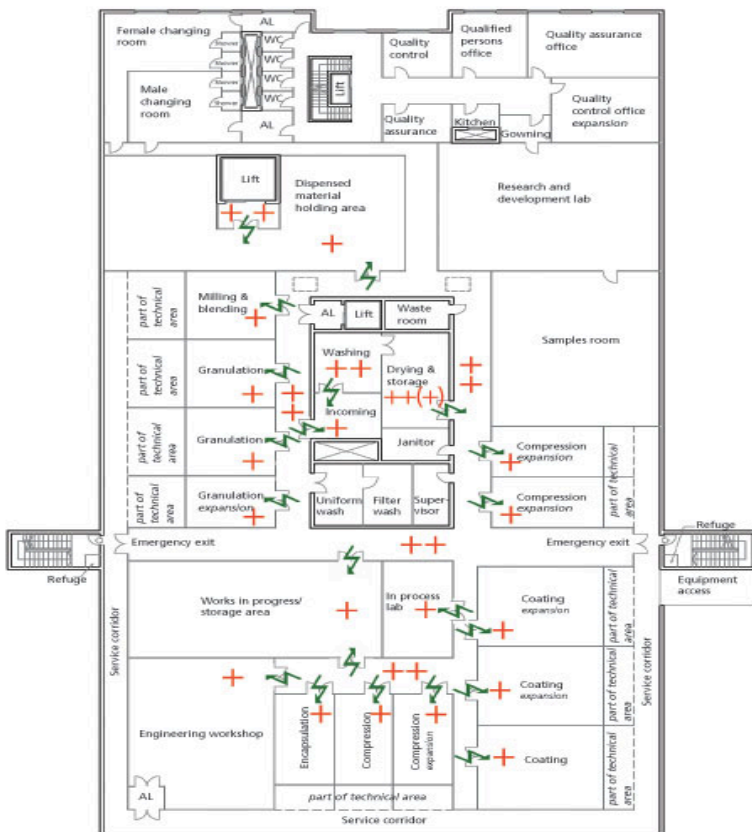
Ground floor



First floor



Second floor with pressure cascade



“+” depicts representative pressure
 ⚡ flow of pressure

DRUG RECALLS

11. Drug Recall

Activity 11.A. Video 20 Video on Drug Recall

What is the name of the drug that has been recalled? _____
What does it treat? _____
What does it cause? _____
What prompted the recall? _____
How many doses does she have left? _____
What can she get without the help of the drug? _____
A decade ago, how many pill did she take per day? _____
Where did 30 of her friends end up after the recall? _____

Activity 11.B. FDA Drug And Devices Recalls- How does it work

Each student is given one part (10+ 4 next article) which he/she has to read and present to the rest of the class:

1-Introduction

On average, about 4,500 drugs and devices are pulled from U.S. shelves each year. The recalled products have U.S. Food and Drug Administration (FDA) approval and in many cases, are widely ingested, injected or implanted before being recalled. Although the FDA may identify concerns regarding the safety of a drug, it is the responsibility of the manufacturer to initiate and execute a recall. On the other hand, the FDA can mandate the recall of a device.

As a consumer, it is important to be aware of devices or drugs that may affect your health. In 2017 alone, manufacturers recalled 4,402 drug and device products, according to the Center for Devices and Radiological Health and the Center for Drug Evaluation and Research. Of those recalls, the FDA classified 139 as Class I. Class I recalled products have the potential to cause serious harm or death.

“The long list of drug recalls on FDA website is evidence that still industries are not following the standard guidelines issued by FDA,” doctors Upendra Nagaich and Divya Sadhna wrote in a study published in 2015 in the International Journal of Pharmaceutical Investigation.

2-What Is a Recall?

When a product is either defective or potentially harmful, a recall is considered the most effective way to protect the public. The FDA defines a recall as “a method of removing or correcting products that are in violation of laws administered by the U.S. Food and Drug Administration.”

FDA-Regulated Products Subject to Recall Include:

- Human and animal drugs
- Medical devices
- Vaccines
- Blood and blood products
- Radiation-emitting products
- Transplantable human tissue
- Animal feed
- Cosmetics
- Food

Reasons for a recall can range from issues with the packaging to reports of life-threatening and even fatal injuries. For consumers, a recall may mean something as minor as returning a damaged pill bottle to a pharmacist or as major as undergoing surgery to remove a defective implant.

3-Who Can Initiate a Recall?

Contrary to what most people may think, the FDA can't recall a drug nor can it force a company to do it. The agency can only recommend a drug recall. The manufacturer must initiate it.

FACT

Although the FDA can order manufacturers to recall medical devices, vaccines and nicotine products, the agency cannot force a company to recall defective or potentially harmful drugs.

In January 2020, U.S. Rep. Rosa DeLauro (D-CT) reintroduced a bill called the Recall Unsafe Drugs Act, which would grant the FDA the ability to issue a mandatory recall on a drug. However, it was unclear whether the bill would become law as pharmaceutical industries reported that they largely comply with FDA recall requests.

Although the FDA cannot currently force a mandatory recall of drugs, it can order a manufacturer to recall a medical device by statute if it finds there is reasonable probability that a device may cause serious injuries or death.

The FDA may also compel a mandatory recall if it finds a product made of human cells or tissue poses a serious risk of infection to humans or does not protect against communicable diseases. Vaccines and blood products fall into this category.

4-How Does a Recall Work?

Often, a company recalls a product only after the FDA raises concerns. The FDA may learn about a problem product by inspecting a manufacturing facility, receiving reports of health problems or hearing about it from the Centers for Disease Control and Prevention (CDC). Sometimes, a company discovers a problem on its own and contacts the FDA. But, before the FDA can recommend or conduct a recall, it must review the drug or device. There are several criteria and steps in the recall process.

5-Health Hazard Evaluation

When the FDA identifies a product for possible recall — usually, through adverse event reports — it will conduct a health hazard evaluation. The agency assembles a special committee of scientists to review the drug or device.

The Committee takes into account the following factors:

- Diseases or injuries that may have already been caused by the product
- Existing conditions that could be a contributing factor (documented with scientific evidence)
- The level of hazard to special segments of the population, such as children or the elderly, and those who could be at greatest risk
- The seriousness of the health hazard and level of risk to exposed populations
- Consequences of long-term or immediate health hazards

6-Recall Classification

The FDA classifies each recall based on the severity of injury that the product may cause. In addition, manufacturers may conduct market withdrawals or medical devices safety alerts.

Class 1 Recall

This is the most serious type of recall. There is a reasonable probability that the product will cause serious adverse events or death. Products such as pacemakers, heart devices and lifesaving drugs fall into this category.

Class 2 Recall

The majority of recalls fall in this category. Products under a Class II recall can cause temporary or reversible adverse events. Many medical implants, such as hips or knees, fall in this category. Injuries from Class II devices can still be serious, but are not typically life-threatening.

Class 3 Recall

These products are not as likely to cause injuries.

Market Withdrawal is defined as the firm's removal or correction of products that have minor or no violations. The manufacturer will pull the product from the market or correct the violation. These products don't typically show evidence of manufacturing problems.

Medical Device Safety Alert: Manufacturers or the FDA — usually both — will issue an alert when a medical device may cause risk of serious harm. Sometimes, these are also classified as recalls.

7-FDA Requested Recalls

For some products, the FDA may request a manufacturer initiate a recall after it determines the products pose risks of illness, injury or consumer deception. This typically happens when a manufacturer has not already taken action to initiate a recall of a possibly dangerous product.

The FDA will notify the manufacturer by phone or in person of the intent to request a recall. It will also send a letter notifying the company that they must immediately recall a product. A formal letter provides the manufacturer with all the information the FDA garnered from its health hazard evaluation and recall classification.

8-Recall Strategy

After the FDA classifies a recall, it works with the manufacturer of the recalled device or drug to develop a recall strategy. The strategy takes into account all the information learned from the FDA committee. It addresses the depth of the recall, public warning and effectiveness checks.

The recall strategy will specify the level in the distribution chain to which the recall applies. In other words, it will indicate whether the recall is at the consumer level, the retail level or the wholesale level. The manufacturer and the FDA determine the depth of recall based on the degree of hazard the product poses and the extent to which it's been distributed.

The manufacturer is typically responsible for conducting effectiveness checks to verify that the right people have been notified about the recall and that they have taken appropriate action.

The recall strategy will also indicate whether a public warning is needed. The FDA and the manufacturer may issue a warning using the general news media or specialized news media, depending on the audience.

The manufacturer works with the FDA to conduct the recall, but the manufacturer is responsible for notifying its customers, such as doctors and hospitals. Recall communications should be brief and should identify the product and the reason for the recall.

Other Information Included in Recall Notifications Include:

- The recall classification
- Possible health hazards posed by the product
- Number of products being recalled
- The lot numbers or other identification numbers
- Instructions on how to contact the manufacturer
- Instructions for returning recalled products to the manufacturer

The FDA also announces the recall, withdrawal or safety alert on its website. A weekly FDA Enforcement Report includes all new recalls and their classifications.

9-Status Reports and Recall Termination

The FDA requests manufacturers submit periodic recall status reports, so the appropriate FDA district office can assess the progress of the recalls. In many cases, a manufacturer must submit a report every two to four weeks, but the frequency may vary depending on the urgency of the recall. These reports continue until the FDA terminates the recall.

Using these status reports, the FDA will evaluate whether "all reasonable efforts have been made to remove or correct a product." The agency will terminate a recall after it reviews the manufacturer's actions and determines they meet the criteria laid out in the recall strategy. Sometimes the problem cannot be corrected, but in other cases, a manufacturer will return the drug or device back to the market.

10-Recalled Drugs and Devices

FDA approval or clearance does not guarantee a drug or device is safe. Each year, there are a number of recalls on medical devices and drugs. Some products are recalled for serious side effects or manufacturing defects that can cause injury. Manufacturers may spend millions on a product recall or lawsuits filed against them because of recalled products. The most expensive drug recall to date occurred when Johnson & Johnson recalled 31 million bottles of Tylenol tainted with cyanide in 1982. It cost the company \$100 million. Consumers can get information on current recalls by checking the FDA's Enforcement Report.

Activity 11.C. 5 Significant Drug Recalls in US History & Why They Happened

From HHR Law-Monday, October 7, 2019-

Pharmaceutical commercials have earned a reputation for listing more hazards than benefits. While it may seem excessive, this is an important requirement from the FDA. The logic for this regulation is simple: drug companies who extol the benefits of a drug produces should also warn users of the hazardous—and

sometimes deadly—side effects of their product. These warning requirements help ensure that drug companies do not make lofty promises without being honest about the risks of their products.

When a pharmaceutical company fails to advertise the risks of its drugs, the people who trusted it with their wellbeing pay the highest costs. Often, the drug companies which sell dangerous or defective products have some level of awareness of the danger of their products but fail to notify the public. When this happens, thousands of people suffer because of a pharmaceutical company's prioritization of profits over responsibility. These are some of the most significant and impactful drug recalls in American history.

11-Thalidomide

Thalidomide was a drug prescribed to help pregnant women suffering from morning sickness. Sold under the name Immunoprin, the drug caused the FDA to transform how it regulated drugs in the United States. Thalidomide was sold throughout the world as an over-the-counter drug throughout the late 1950s. By 1961, the drug was found to be the cause of about 10,000 to 20,000 severe birth defects. According to the National Institutes of Health, this crisis was the "biggest man-made medical disaster ever." In the United States, the drug was never approved for sale. However, about 1,000 physicians prescribed the drug to approximately 20,000 women during a clinical testing program. After the crisis, Congress added the Kefauver-Harris Drug Amendments to the law, providing the FDA with the power to oversee drugs and required manufacturers to prove the safety of their products. Grünenthal, the manufacturer of the drug, later received criminal charges for negligent homicide and injury.

12-Diethylstilbestrol (DES)

Physicians prescribed diethylstilbestrol for over three decades to pregnant women to help prevent miscarriages and other complications during pregnancy. At the time, the medical community believed that some women did not produce enough estrogen for safe delivery, and DES would help compensate for this problem. Even though research revealed that DES was not effective in 1953, doctors continued to prescribe the drug. Then, in 1971 the FDA issued a Drug Bulletin warning physicians that DES caused a rare form of vaginal cancer to girls and women exposed to DES while in the womb. Those suffering from complications caused by DES were able to secure a landmark product liability case in 1980. During this settlement, the Supreme Court of California ordered all DES manufacturers to pay a settlement proportionate to their share of the drug's market while it was being sold.

13-Bextra

Pfizer produced Bextra as an anti-inflammatory drug. Physicians prescribed the drug to treat inflammatory disorders and arthritis until the FDA blocked its sale in 2005. Researchers found that the drug was to blame for heart and stomach problems and could cause severe skin conditions. One of these skin conditions is Stevens-Johnson syndrome, a reaction that causes blistering on the skin and internal organs.

Vioxx

Also known as Rofecoxib, this drug was recalled in what many consider to be the largest in history. Like Bextra, Vioxx is an anti-inflammatory drug that was prescribed to treat pain caused by arthritis. More than 20 million people used the drug before researchers determined it increased the chance of heart attack and stroke. One report about Vioxx estimated that up to 140,000 people suffered from coronary heart disease because of the drug. Merck, the producer of Vioxx, settled for \$4.8 billion. The Vioxx recall caused the FDA and Merck to receive criticism for how they approached evidence of the drug's dangers. Both bodies were accused of ignoring evidence of the drug's dangers years before its eventual recall. In 2006, Merck sponsored a report on Vioxx and its recall which many criticized for being self-serving. The company spent \$21 million for legal help to publish the report, which determined that Merck acted in good faith.

14-Fen-Phen

Fenfluramine/phentermine, stylized for sale as Fen-Phen, was one of the many "miracle" weight-loss pills of the 90s. Though it was sold modestly since the 1970s, an aggressive advertising campaign made the drug's popularity soar in the 1990s. An estimated 6.5 million turned to this drug between 1970 and the late 1990s to help them lose weight before the FDA called for it to be taken off shelves. The FDA's recall was in response to a slew of reports of pulmonary hypertension with those who took the drug. To date, over 50,000 victims have filed suit against Wyeth, Fen-Phen's producer. Wyeth has lost an estimated \$21 billion to legal defenses and damages for Fen-Phen.

<https://www.hhrilaw.com/blog/2019/october/5-significant-drug-recalls-in-us-history-why-the/>

Activity 11.D. Video 21  Video Comprehension on VIOXX (July 2015)

- How many hospitalizations did Gilbert Tietz have and what type of surgery did he undergo? _____
- What is Mr. Tietz confident of? _____
- What does the deal include? _____
- What did Merck do in 2004? _____
- What did research show about Vioxx? _____
- Merck agreed to the huge _____ to end _____ of state and federal _____ in one of the largest drug _____ ever.
- According to the lawyer, approximately how many cases against Vioxx have been resolved?
- What does Merck hope this settlement will do?
- Merck payouts will _____ depending on the _____ and could start as early as _____.

Activity 11.E. Merck & CO. Vioxx Lawsuit (August 2005) <https://breakingnewsenglish.com/>

1 – Complete the blanks using the words from the box

double – payment – painkiller – sue – widow – factors – giant – market

US drug _____ Merck & Co. has lost the first over 4,000 lawsuits brought against it because of its _____ Vioxx. A Texas jury awarded \$253 million to the _____ of a man who died from cardiac arrest after taking the drug. The _____ to Carol Ernst included \$229 million in damages for negligence and other _____. Merck took its best-selling drug off the _____ last September. Laboratory tests showed it could _____ the risk of heart attacks. Thousands of people around the world will now _____ Merck for wrongful death and injury.

trial – link – uncertain – weak – concerning – questions – prove – omen

This court case raises serious _____ for Merck, whose future is now _____. It could have to pay up to \$18 billion in damages. Losing the Ernst case is a bad _____ for the company. The _____ between Mr. Ernst's death and the painkiller was reportedly quite _____. A Merck lawyer, Jonathan Skidmore, said: "We believe that the plaintiff did not meet the standard set by Texas law to _____ Vioxx caused Ernst's death." A second _____ is scheduled to start next month in New Jersey _____ a man who had a heart attack in 2001.

2 – Synonym match: Match the following synonyms from the article

1. drug		as much as
2. lawsuits		carelessness
3. cardiac arrest		defendant
4. negligence		poses
5. wrongful		court cases
6. raises		connection
7. up to		pharmaceutical
8. link		regarding
9. plaintiff		unjust
10. concerning		heart attack

3 – Discussion: In pairs answer each other's questions:

STUDENT A's Questions

1. What do you think of Merck losing this trial?
2. Do you think drug companies often escape in court cases?
3. Is \$253 million the right amount of damages?
4. Has Merck accepted its drug is dangerous by withdrawing it from the market last year?
5. Should there be stricter safety controls on drug companies?
6. Do you think drug companies care more about profits than people?
7. Do you think Mrs. Ernst is satisfied with the jury's decision?
8. Have you suffered any side effects from taking drugs?

STUDENT B's Questions

1. The payment included damages for negligence. What do you think this means?
2. Do you think Merck will survive the lawsuits around the world?
3. Is there a message for other drug companies?
4. Do you think drug companies will now start testing their products more carefully?
5. Do you think drug companies should do more to help the developing world?
6. Would you take drugs made by Merck?
7. Do you worry about the safety of medicines you take?
8. Did you like this discussion?

4 – Opinions: Talk about these opinions with your partner(s). Do you agree or disagree with them?

1. Drug companies are more interested in profits than people.
2. Drug companies are dangerous – they hide many secrets about their drugs.
3. Drug companies save millions of lives.
4. The pharmaceutical industry is the most important in the world.
5. Drug companies should do more to help the developing world.
6. Drugs and medicines are too expensive.
7. Many drugs do not work.
8. Drug companies help to increase world overpopulation.
9. Governments should give money to help drug companies find new medicines.
10. Drug companies have too much political power.

5 – Quick Debate: Students A think the pharmaceutical industry is the most important industry in the world. Students B think not.

6 – Letter writing: Search the Internet and find more information on the pharmaceutical giant Merck. Write a letter to the boss of Merck. Tell him / her what you think of the court decision and the future obligations of the company. (180 words +/- 10%)

Activity 11.F. Role play - VIOXX case

This 4-student role-play is to discuss whether or not Merck should come clean and pay compensation to everyone filing a lawsuit against it. Team up with classmates who have been assigned the same role as you. Develop your roles and discuss ideas and “strategies” before the role play begins. Remember to introduce yourself to the other role players.

ROLE A- Merck BOSS- You do not accept the links between your painkiller and heart attacks. Your researchers found no link. Other studies may have faults. Vioxx is a wonderful and safe drug.
THINK OF MORE REASONS WHY MERCK SHOULD NOT PAY.

ROLE B- Heart attack victim- You have never been ill in your life. You regularly run marathons. You took Vioxx to relieve pain in your hands. A month later you had a heart attack. You are sure it is because Vioxx. You want compensation. You can no longer run and now have many heart problems.
THINK OF MORE REASONS WHY MERCK SHOULD COMPENSATE YOU.

ROLE C- Watchdog- You have information that many drug companies lie and cover up the truth to protect their image. They are more interested in profits. They pay political parties lots of money to protect their industry. You suspect Merck knew of the risk of Vioxx but never expected to be sued. You think Merck should go bankrupt as an example to other companies.
THINK OF MORE REASONS WHY MERCK IS BAD.

ROLE C- Patient- Merck has greatly improved your life. The product Vioxx has totally made the pain you suffered for many years completely disappear. You have never suffered and heart problems. You think many people have decided to jump on the bandwagon and try to get money from Merck unfairly.
THINK OF MORE REASONS WHY MERCK IS A GOOD COMPANY

Activity 11.G. Overdose Deaths Have Surged During the Pandemic, C.D.C. Data Shows.

By [Abby Goodnough](#)- April 2021

The latest numbers surpass even the yearly tolls during the height of the opioid epidemic and mark a reversal of progress against addiction in recent years.

WASHINGTON — More than 87,000 Americans died of drug overdoses over the 12-month period that ended in September, according to preliminary federal data, eclipsing the toll from any year since the opioid epidemic began in the 1990s.

The surge represents an increasingly urgent public health crisis, one that has drawn less attention and fewer resources while the nation has battled the coronavirus pandemic.

Deaths from overdoses started rising again in the months leading up to the coronavirus pandemic — after dropping slightly in 2018 for the first time in decades — and it is hard to gauge just how closely the two phenomena are linked. But the pandemic unquestionably exacerbated the trend, which grew much worse last spring: The biggest jump in overdose deaths took place in April and May, when fear and stress were rampant, job losses were multiplying and the strictest lockdown measures were in effect.

Many treatment programs closed during that time, at least temporarily, and “drop-in centers” that provide support, clean syringes and naloxone, the lifesaving medication that reverses overdoses, cut back services that in many cases have yet to be fully restored.

The preliminary data released Wednesday by the Centers for Disease Control and Prevention show a 29 percent rise in overdose deaths from October 2019 through September 2020 — the most recent data available — compared with the previous 12-month period. Illicitly manufactured fentanyl and other synthetic opioids were the primary drivers, although many fatal overdoses have also involved stimulant drugs, particularly methamphetamine.

And unlike in the early years of the opioid epidemic, when deaths were largely among white Americans in rural and suburban areas, the current crisis is affecting Black Americans disproportionately.

“The highest increase in mortality from opioids, predominantly driven by fentanyl, is now among Black Americans,” Dr. Nora Volkow, the director of the National Institute on Drug Abuse, said at a national addiction conference last week. “And when you look at mortality from methamphetamine, it’s chilling to realize that the risk of dying from methamphetamine overdose is 12-fold higher among American Indians and Alaskan Natives than other groups.”

Dr. Volkow added that more deaths than ever involved drug combinations, typically of fentanyl or heroin with stimulants.

“Dealers are lacing these non-opioid drugs with cheaper, yet potent, opioids to make a larger profit,” she said. “Someone who’s addicted to a stimulant drug like cocaine or methamphetamine is not tolerant to opioids, which means they are going to be at high risk of overdose if they get a stimulant drug that’s laced with an opioid like fentanyl.”

The surging death rate eclipses modest gains made during President Trump’s term against the nation’s entrenched addiction epidemic. During his administration, several billion dollars in grants to states allowed more drug users to get access to the three F.D.A.-approved medications for opioid addiction — methadone, buprenorphine and naltrexone — that work by suppressing cravings and symptoms of withdrawal. Naloxone, the overdose-reversing drug that has saved thousands of lives, also became widely distributed.

Brendan Saloner, an associate professor at the Johns Hopkins School of Public Health who studies access to addiction treatment, said surveys that he and a colleague, Susan Sherman, conducted of drug users and people in treatment in 11 states during the pandemic found that many had used drugs more often during that time — and used them alone more often, likely because of lockdowns and social distancing. Well over half the participants also said the drugs they used had been cut or mixed more than usual, another red flag.

“The data points corroborate something I believe, which is that people who were already using drugs started using in ways that were higher risk — especially using alone and from a less reliable supply,” Dr. Saloner said.

Although President Biden has yet to appoint a permanent “drug czar,” his Office of National Drug Control Policy released an outline last week of its priorities for addressing the addiction and overdose epidemic. They include measures the Trump administration also embraced, like expanding access to medication treatment

for opioid addiction, but diverged from the Trump agenda by pledging to address “systemic inequities” in prevention, treatment and recovery.

And although the Biden plan embraced medications for addiction, shortly after his inauguration, Mr. Biden reversed a move by the Trump administration that would have made it easier for doctors to prescribe buprenorphine, a lifesaving anti-craving medication, for opioid addiction.

Members of the new administration said at the time that the plan was not legally sound, but one of the priorities listed in the new document is to “remove unnecessary barriers to prescribing buprenorphine.”

On Tuesday, several dozen organizations that work on addiction and other health issues asked Mr. Biden’s health and human services secretary, Xavier Becerra, to “act with urgency” and eliminate the rule that doctors go through a day of training before getting federal permission to prescribe buprenorphine. Many addiction experts are also calling for abolishing rules that had already been relaxed during the pandemic so that patients don’t have to come to clinics or doctors’ offices for addiction medications.

Although many programs offering treatment, naloxone and other services for drug users have reopened at least partly as the pandemic has dragged on, many others remain closed or severely curtailed, particularly if they operated on a shoestring budget to begin with.

Sara Glick, an assistant professor of medicine at the University of Washington, said a survey of about 30 syringe exchange programs that she conducted last spring found that many closed temporarily early in the pandemic. After reopening, she said, many programs cut back services or the number of people they could help.

“With health departments spending so much on Covid, some programs have really had to cut their budgets,” she said. “That can mean seeing fewer participants, or pausing their H.I.V. and hepatitis C testing.”

At the same time, increases in H.I.V. cases have been reported in several areas of the country with heavy injection drug use, including two cities in West Virginia, Charleston and Huntington, and Boston. West Virginia’s legislature passed a law last week placing new restrictions on syringe exchange programs, which advocates of the programs said would force many to close.

Mr. Biden’s American Rescue Plan Act includes \$1.5 billion for the prevention and treatment of substance use disorders, as well as \$30 million in funding for local services that benefit people with addiction, including syringe exchange programs. The latter is significant because while federal funds still largely cannot be spent on syringes for people who use drugs, the restriction does not apply to money from the stimulus package, according to the Office of Drug Control Policy. Last week, the administration announced that federal funding could now be used to buy rapid fentanyl test strips, which can be used to check whether drugs have been mixed or cut with fentanyl.

Fentanyl or its analogues have increasingly been detected in counterfeit pills being sold illegally as prescription opioids or benzodiazepines — sedatives like Xanax that are used as anti-anxiety medications — and particularly in meth.

Northeastern states that had been hit hardest by opioid deaths in recent years saw some of the smallest increases in deaths in the first half of the pandemic year, with the exception of Maine. The hardest-hit states included West Virginia and Kentucky, which have long ranked at the top in overdose deaths, but also western states like California and Arizona and southern ones like Louisiana, South Carolina and Tennessee.

<https://www.nytimes.com/2021/04/14/health/overdose-deaths-fentanyl-opioids-coronaviurs-pandemic.html>

1-DISCUSSION-

- -How could this have been avoided?
- -Is this crisis coming to France?
- -What can the pharmacist do to avoid an opioid crisis?
-

2- -VIDEO- Look at “Drug companies turn to lobbying amid state opioid lawsuit”

3-Role Play Jury Case

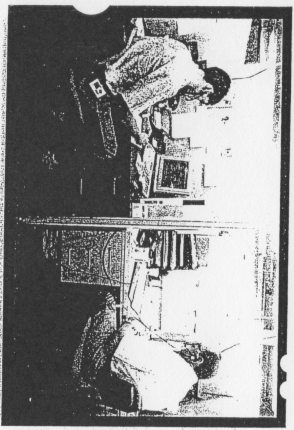
- 1 old lady who got run over by a driver under the influence of drugs
- 1 policeman under oath who came to the accident scene
- 1 driver under the influence of Fentanyl/Oxycodone

MINI TOEIC TESTS

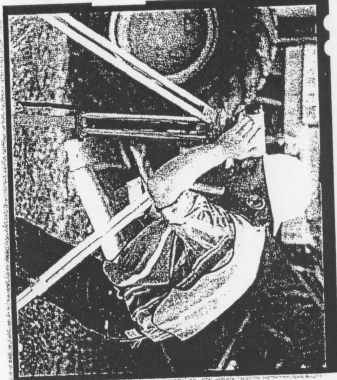
Listening Test

Part 1

Directions: Listen to the four recorded statements for each picture. Choose the statement that best describes what you see in the picture.



3



4



2



Part 2

Directions: You will hear nine recorded questions each followed by three responses. Choose the best response for each question.

- | | | | |
|----|---|---|---|
| 5 | A | B | C |
| 6 | A | B | C |
| 7 | A | B | C |
| 8 | A | B | C |
| 9 | A | B | C |
| 10 | A | B | C |
| 11 | A | B | C |
| 12 | A | B | C |
| 13 | A | B | C |

Part 3

Directions: Listen to the two conversations and answer the three questions that are asked about each conversation.

14 What do the speakers usually do on Fridays?

- A Visit clients
- B Organize training events
- C Work from home
- D Make presentations

17 Who is collecting the money for the gift?

- A Steve
- B Dr. Camara
- C Anita
- D The research team

15 How do the man and woman feel?

- A Excited
- B Disappointed
- C Tired
- D Bored

18 What is Dr. Camara going to do?

- A Make a donation
- B Retire
- C Transfer to a new job
- D Present an award

16 What will the workshop be about?

- A Customer relations
- B Personnel management
- C Presentations
- D Time management

19 In which department does the woman work?

- A In accounting
- B In human resources
- C In finance
- D In research

Part 4

Directions: Listen to the two short talks and answer three questions on each.

20 Who does Ms. Jackson probably work for?

- A The postal service
- B The phone company
- C A business news publisher
- D A clothing store

23 What is the purpose of the event?

- A To congratulate the new homeowners
- B To promote a new parking facility
- C To inaugurate a new real estate development
- D To break ground for the construction of a new park

21 Why is Ms. Jackson leaving a message?

- A To check a subscriber's address
- B To apologize to a subscriber for overcharging his account
- C To sell a new subscription
- D To inform a subscriber of a special offer

24 Where does the event take place?

- A Downtown
- B At a performing arts center
- C At a state park
- D At an office complex

22 Which of the following is NOT true?

- A The subscription department does not have the full address
- B The subscriber has not paid his bill
- C The customer has not received *Business News*
- D The postal service cannot deliver the magazines

25 What facilities are provided to tenants?

- A Convenient warehouse storage
- B Full-service campus housing
- C The latest communications technology
- D Full insurance coverage

Reading Test

Part 5

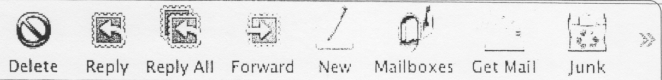
Directions: Choose the one word or phrase that best completes the sentence.

- 26 The overseas reporter the editor yesterday.
 A is calling
 B has called
 C calls
 D called
- 27 The largest e-commerce company has just held a major press
 A conference
 B pass
 C release
 D office
- 28 The price lists are kept in the filing cabinet the photocopier.
 A along
 B beside
 C through
 D toward
- 29 The personnel director has department managers of the new hiring policies.
 A reformed
 B informed
 C performed
 D transformed
- 30 The offices are located the fourth floor of the Piazza building.
 A on
 B over
 C in
 D at
- 31 Currently Ms. Alonso the performance assessment plan for middle managers.
 A revise
 B is revising
 C has revised
 D revised
- 32 We need to purchase new office furniture.
 A a
 B many
 C several
 D some
- 33 Mr. Kim worked as an before launching his own company.
 A account
 B accountable
 C accountant
 D accounting
- 34 The top candidate will be offered exciting and lucrative career position.
 A a
 B an
 C each
 D other
- 35 Ms. Lee is going to the office to pick up a registered letter.
 A mail
 B package
 C post
 D stamp
- 36 Janet Foster, who was the president of the Riverside Corporation, has agreed to make the opening speech at the annual conference.
 A former
 B formal
 C formerly
 D formally
- 37 According to the latest news on KBCD radio, all traffic on the Pacoma Straits Bridge has been suspended due to gale-force winds.
 A agent
 B publication
 C bulletin
 D letter

Part 6

Directions: Four words or phrases are missing in the text. Choose the best answer to complete each empty space in the text.

Questions 38–41 refer to the following email.



Dear Colleagues,

I regret to inform you that, from November 1st, Pedro Esposito will be leaving his current

- 38 A retirement
 B condition
 C location
 D position

as Area Marketing manager for Northern Europe.

I know that this has not been an easy decision for him but he that this is the right moment

- 39 A has believed
 B believe
 C is believing
 D believes

for him to accept a new challenge in another field of activity. The two years that he has spent working with us have been extremely rewarding ones and we can all be very proud of the way our company has in an increasingly competitive marketplace.

- 40 A conformed
 B reformed
 C performed
 D informed

Winning the health industry marketing award for the second time is a fitting tribute to both his leadership and to the quality of the team that worked with him.

- 41 A tasks
 B skills
 C assignments
 D schedules

David Haskoff will be taking over from Pedro at the end of this month and I would be very grateful if you could attend the informal meeting that I have organized on Wednesday October 20th which will give me the opportunity to introduce him to you all.

Yours sincerely,
 Cameron Carson, CEO.

Directions: Read the following texts and choose the one best answer to each question.

Questions 42–44 refer to the following advertisement.

TOP ASSETS Personnel Services

The right time, the right place, the right people.

For temporary or full-time banking personnel, count on Top Assets to provide highly-qualified, expertly trained people for a wide variety of positions. Tellers, customer service representatives, accounting clerks, loan processors, e-banking reps – we ensure the right people for the right places in your work environment. Top Assets personnel pass a comprehensive 18-step evaluation process and come with all the necessary credentials and experience. Call us today for a complimentary assessment of your bank's personnel needs.

Top Assets Personnel Services

Proud to provide the best people for the best businesses.

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www.top.assets.personnel.com

Questions 45–46 refer to the following advertisement.

International cellphone calls to all your friends for only one euro a week!

HOW FRIENDS.TEL WORKS

You call your friend overseas from your cellphone using a local Friends.Tel number and Friends.Tel connects you over the Internet.

First Create a Friends.Tel account.

Sign up online and you'll receive a Friends.Tel phone number by email (and by SMS text message) to set up your account.

Second Create your account.

Pay the weekly one euro user fee by credit card online.

Third Create a Friends List.

Enter the phone numbers of your friends who live abroad into the Friends List page. Each international number will be given a local Friends.Tel number that you dial when calling your friends.

Fourth Start calling!

Dial the number for your friend on your cellphone using the local Friends.Tel number and you're connected. You are only making and paying for a local call but you will be connected internationally to your friend over the Internet.

- 42 What kind of business is Top Assets?
 A An investment bank
 B A loan collection agency
 C An Internet service provider
 D An employment agency
- 43 What must a person have in order to work for Top Assets?
 A Insurance and references
 B A flexible schedule
 C Training and experience
 D The right work environment
- 44 What is Top Assets offering prospective clients?
 A A free evaluation
 B Eighteen days of free service
 C Financial insurance
 D A compliment
- 45 What is offered by this service?
 A Inexpensive local calls
 B Inexpensive cell phones
 C Inexpensive international calls
 D Faster Internet connections

- 46 How does Friends.Tel communicate phone numbers to users?
 A By phone
 B By email and letter
 C By phone and fax
 D By email and text message

Questions 47–50 refer to the following article from a business magazine.

Is the energy flowing in your work space?

According to Lily Wong-Taylor, the director of the East / West Design Group, people don't think enough about the design dynamics of their work environment.

Her company develops office plans based on *feng shui*, an ancient Chinese earth science and ecological art form.

"Our primary goal is to produce a space that gathers, generates, and focuses natural energies that enable people to perform at their best," says Wong-Taylor. The group has worked with both small businesses and major architectural firms on large-scale commercial buildings and projects.

The group's design consultants first conduct an on-site

assessment of the kind of energy that a company wants for the kinds of activities and work that need to be done.

The work activities are then divided according to *feng shui* energy categories: fire, earth, water, wood, and metal.

These elements determine the building materials and architectural features needed for an effective, harmonious workplace. The *feng shui* designer may also recommend landscaping, gardens, plant arrangements, and water elements. "You'd be surprised," says Wong-Taylor, "how the smallest water feature in an office space can generate a tremendous flow of productive energies."

- 47 What is the main activity of the East / West Design Group?
 A Producing fashion items
 B Selling office supplies
 C Environmental protection
 D Designing offices
- 48 How does the author of the article define *feng shui*?
 A As an ancient architectural site in China
 B As a commercial building project
 C As a traditional Asian practice of spatial arrangement
 D As a new type of design firm
- 49 According to the article, why would a company hire a *feng shui* consultant?
 A To improve cash flow
 B To increase productivity
 C To produce building materials
 D To reduce energy costs
- 50 When working with a new client, what does the East / West Design Group do first?
 A Conducts an online survey
 B Visits the company to evaluate its needs
 C Assesses the company's financial records
 D Recommends specific water features

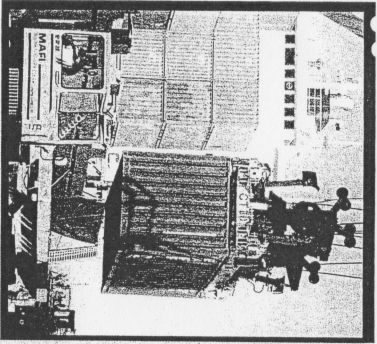
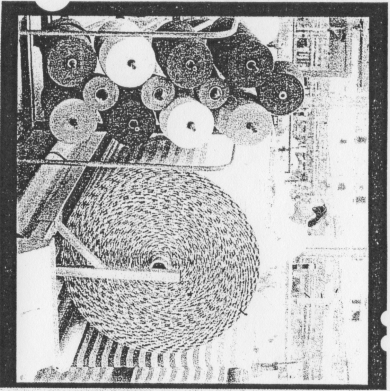
MINI TEST 2

Units 4-6

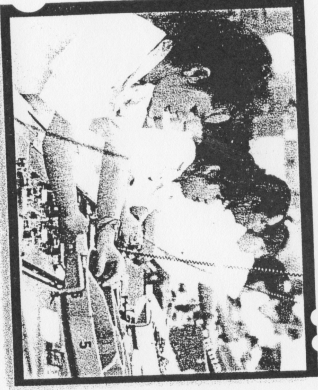
Listening Test

Part 1

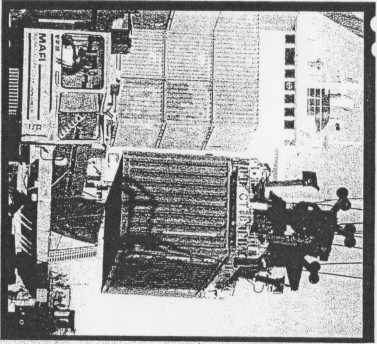
Directions: Listen to the four recorded statements for each picture. Choose the statement that best describes what you see in the picture.



3



4



Part 2

Directions: You will hear nine recorded questions each followed by three responses. Choose the best response for each question.

- | | | | |
|----|---|---|---|
| 5 | A | B | C |
| 6 | A | B | C |
| 7 | A | B | C |
| 8 | A | B | C |
| 9 | A | B | C |
| 10 | A | B | C |
| 11 | A | B | C |
| 12 | A | B | C |
| 13 | A | B | C |

Part 3

Directions: Listen to the two conversations and answer the three questions that are asked about each conversation.

- 14 Where does this conversation take place?
 A In an interview
 B In a meeting
 C At an auction
 D At customs
- 15 What does the man say they need to do?
 A Create a new committee
 B Replace some furniture
 C Cancel an appointment
 D Choose a new chairperson
- 16 When will the nominations probably be discussed?
 A Next week
 B In two weeks
 C Next month
 D Next year
- 17 What's the problem?
 A The man does not like the fabrics
 B The material will have to be copied
 C The factory was not insured
 D The shipment arrived damaged
- 18 Where does the woman most likely work?
 A A shipping company
 B An insurance company
 C A fashion store
 D A recording studio
- 19 What does the man want to know?
 A When payment will be made
 B Where to send the documents
 C Who to contact
 D How much money he will receive

Part 4

Directions: Listen to the two short talks and answer three questions on each.

- 20 Who is the speaker?
 A The facilities manager
 B A researcher
 C A lab technician
 D A construction worker
- 21 When will construction be complete?
 A In a year
 B In six months
 C By Monday
 D As of next week
- 22 What must authorized personnel do in order to enter the site?
 A Inform their colleagues
 B Put on special clothes
 C Read the safety memo
 D Sign a release form
- 23 Which of the following is NOT a reason for the crisis in the industry?
 A Low prices
 B Quotas
 C Overproduction
 D Falling demand
- 24 What was the role of the International Coffee Federation?
 A To finance farmers
 B To promote new farming methods
 C To limit coffee production
 D To market coffee products
- 25 According to the news report, what have mechanized production techniques led to?
 A Higher prices
 B Larger quantities
 C Better quality
 D More regulation

Reading Test

Part 5

Directions: Choose the one word or phrase that best completes the sentence.

- 26 The crates were by freight train.
 A transport
 B transports
 C transported
 D be transported
- 27 Food retailers who do not to the new regulations on food storage and handling will be liable to fines.
 A inform
 B perform
 C conform
 D reform
- 28 An international team is going the new facilities.
 A visit
 B to visit
 C visiting
 D visitors
- 29 We should make of meeting more regularly.
 A an appointment
 B an agenda
 C an item
 D a point
- 30 We'll begin reviewing the proposals as soon as the bidding period
 A be closed
 B will close
 C closes
 D close
- 31 The study shows that retired people often shopping as more of a leisure activity.
 A preview
 B interview
 C review
 D view
- 32 Customers who return goods within 14 days will be entitled to a full on the purchase price.
 A refund
 B renewal
 C replacement
 D restoration
- 33 Consumer protection laws prohibit advertisers from making claims.
 A unfulfilled
 B insufficient
 C misleading
 D distrustful
- 34 Earnings from exports have fallen sharply fluctuations on the international currency markets.
 A since
 B due to
 C consequently
 D because
- 35 Any further reduction in prices will inevitably that suppliers will see their profits reduced.
 A lead
 B result
 C mean
 D cause
- 36 We've asked three freight companies to give us quotes for the job and we'll take whichever one is the
 A cheaper
 B cheapest
 C cheaply
 D cheap
- 37 If we are unable to supply any item that you have ordered, you by email.
 A will be notified
 B will notify
 C are notifying
 D notify

Part 6

Directions: Four words or phrases are missing in the text. Choose the best answer to complete each empty space in the text.

Questions 38–41 refer to the following email.

Delete
Reply
Reply All
Forward
New
Mailboxes
Get Mail
Junk

To: Regional Store Managers
From: Anna Stanton, Quality Control Manager
Subject: Recall of Blue Canyon cheese

My department has been alerted
 38 A with
 B by
 C from
 D to

the food and health authority. They have identified production irregularities in some batches of Blue Canyon cheese. Although this does not represent a severe health hazard, Blue Canyon has decided to recall all products from distribution centers and retail outlets across the country.

Initial reports suggest that the
 39 A cause
 B effect
 C reason
 D outcome

of the problem may have been the use of improperly treated water at the production plant. Production of Blue Canyon products will not resume until the health inspection authorities
 40 A is going to complete
 B is completing
 C will complete
 D complete

their investigation.

Please
 41 A ask
 B have
 C let
 D make

your staff to remove all Blue Canyon products immediately and to post copies of the enclosed warning notice where the products were displayed in your store.

If you have any questions, please call my office directly.

Yours sincerely,
 Anna Stanton
 Quality Control Manager

Part 7

Directions: Read the following texts and choose the one best answer to each question.

Questions 42–44 refer to the following notice.

When you transport your goods internationally, several precautions must be taken to ensure proper shipment. Export shipments require greater handling than domestic transport and should be properly packaged and correctly documented so that they arrive safely and on time. You also need to make sure that breakable items are protected, and that other fragile goods will not be damaged by the stresses of air and ocean shipment, such as vibration and moisture.

You must first decide what mode of transport is best. When shipping within a continent, you may prefer land transportation. When shipping to another continent, the preferred method may be by sea or air. Although maritime shipping is generally less expensive than air, it can be much slower and thus less cost-effective. You should consider the additional costs of sea freight, such as surface transportation to and from the docks and port charges. Ocean freight can take longer than air freight and you may have to wait until the ship reaches its destination to receive payment.

Questions 45–47 refer to the following newspaper article.

European retailers are busy preparing the supermarkets of the future for shoppers from the past. The average age of European shoppers has already started its spectacular rise: from 38 today to 52 by 2050. This demographic shift is the direct result of the combination of increased longevity and lower birthrates. In some European Union countries, as much as one third of the population will be over 50 by the year 2015. So how will supermarkets cater to their ageing clientele? In Vienna, the German company Adeg Aktiv thinks it may have found the answer. Their new superstores, like the one the company is currently piloting, will feature some intriguing innovations; products will be labeled in larger print, shelves will be lower to provide easy access and shopping carts will have fold down seats to give tired shoppers an instant break.

The employees will also be selected from an older age group, the over-fifties. That fits nicely with the store's new 50+ trademark. Just how successful the new concept will be remains to be seen but there are some very positive signs: more than half of the customers in the pilot store are actually under the age of fifty. They were simply attracted by the shopper-friendly design of the stores and by the high standard of customer service.

- 42 What is the purpose of this notice?
 A To inform freight forwarders about weight limitations
 B To advise importers about insurance policies
 C To provide general information about shipping
 D To notify exporters about new safety measures
- 43 According to the document, shipping by sea usually:
 A is best
 B costs more
 C is faster
 D costs less
- 44 What additional cost can arise when using maritime freight?
 A More expensive packaging
 B Land transportation to and from the port
 C More documentation
 D Higher insurance premiums
- 45 Why is Adeg introducing a new supermarket concept?
 A To target older shoppers
 B To compete with rival stores
 C To lower recruitment costs
 D To attract a younger clientele
- 46 How old are the majority of customers in the pilot store?
 A Between fifty and sixty years old
 B At least fifty years old
 C Less than fifty years old
 D Under thirty years old
- 47 Which of the following is NOT a feature of the new stores?
 A Specially designed shopping carts
 B Personal shopping assistants
 C Easy to read labels
 D Easy to reach products

Questions 48–50 refer to the following notice.

Safety Notice

All employees should familiarize themselves with the following revisions to our "Safe Workplace" guidelines.

Footwear
 As part of our policy to reduce the risk of injury and to promote safe work practices, WoodTech has revised its guidelines on appropriate footwear for the workplace.

- All employees working in designated "risk zones" (production, warehousing, and loading facilities) must wear protective shoes at all times. Protective footwear refers to shoes that have reinforced steel toe caps and that conform to the specifications of the National Work Safety Code (NWSC 202).
- Employees who do not work in designated "risk zones" or whose work does not require the lifting of heavy objects are required to wear appropriate safe footwear. Safe footwear includes only shoes that have low heels, non-slip soles, and leather uppers. Sandals, trainers, and slip-on shoes do not qualify as safe footwear.

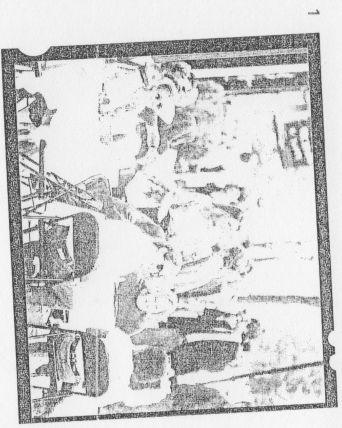
All employees are reminded that they may be exposed to the risk of serious foot injury.

- 48 To whom does this notice apply?
 A To WoodTech suppliers
 B Only to sales personnel and trainers
 C To clients visiting WoodTech facilities
 D To everyone who works at WoodTech
- 49 According to the notice, why must someone wear appropriate footwear?
 A To increase production
 B To qualify for a promotion
 C To decrease the risk of accidents
 D To give a good impression to clients
- 50 When do employees have to put on protective shoes?
 A When working anywhere in the company
 B When the floors are wet and slippery
 C When working outside "risk zones"
 D When working within "risk zones"

Listening Test

Part 1

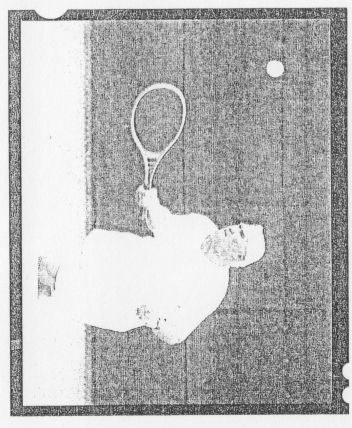
Directions: Listen to the four recorded statements for each picture. Choose the statement that best describes what you see in the picture.



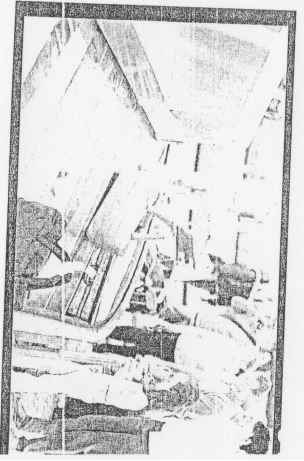
1



2



3



4

Part 2

Directions: You will hear nine recorded questions each followed by three responses. Choose the best response for each question.

- 5 A A B C
- 6 A A B C
- 7 A A B C
- 8 A A B C
- 9 A A B C
- 10 A A B C
- 11 A A B C
- 12 A A B C
- 13 A A B C

Part 3

Directions: Listen to the two conversations and answer the three questions that are asked about each conversation.

- 14 What is the woman asking about?
 - A Ground transportation
 - B Hotel rates
 - C Flight arrival times
 - D Customs procedures
- 15 Who does the man probably work for?
 - A An airline
 - B A taxi company
 - C A hotel
 - D A travel agency
- 16 How often does the service operate?
 - A Every two hours
 - B Every hour
 - C Every twenty minutes
 - D Every ten minutes
- 17 Where does this conversation take place?
 - A In a bank
 - B In a retail store
 - C In a library
 - D In a real-estate agency
- 18 Why can't the woman pay by credit card?
 - A Her card is damaged
 - B The nearest ATM is out of order
 - C The store is not able to process the transaction
 - D Her card has expired
- 19 What is the woman going to do?
 - A Return some items
 - B Pay by check
 - C Withdraw some cash
 - D Check her bank account

Part 4

Directions: Listen to the two short talks and answer three questions on each.

- 20 Where is this announcement being made?
 - A In the train station
 - B At the baggage claim
 - C In the departure lounge
 - D On board a plane
- 21 Which gate should passengers report to?
 - A Gate 44
 - B Gate 32
 - C Gate 3
 - D Gate 17
- 22 What are passengers NOT allowed to do?
 - A Carry photo ID
 - B Board from the rear
 - C Present boarding passes
 - D Bring more than one bag aboard
- 23 Who is this recorded message intended for?
 - A Tour guides
 - B Museum visitors
 - C Security staff
 - D Gallery owners
- 24 What are the commentaries about?
 - A Historical monuments
 - B A company visit
 - C Temporary exhibits
 - D Artwork in the permanent collection
- 25 How can the volume be adjusted?
 - A By pushing the red button
 - B By pressing the arrow keys
 - C By locating a white sticker
 - D By entering a number

Reading Test

Part 5

Directions: Choose the one word or phrase that best completes the sentence.

- 26 If you're thinking of remodeling your home, why not consider a home improvement loan with City Mutual Bank.
A taking over
B taking up
C taking off
D taking out
- 27 Customers should read the small print before signing a contract.
A care
B caring
C carefully
D careless
- 28 The shareholders were by the company's poor financial performance.
A surprise
B surprising
C surprised
D surprises
- 29 The new e-ticketing system, was installed last month, is working well.
A what
B whom
C where
D which
- 30 If we more free time, we would take the river cruise.
A has
B have
C having
D had
- 31 All passengers are to present hand baggage for inspection prior to departure.
A required
B requiring
C requirement
D requires
- 32 Inflation has risen almost 3% since last year.
A at
B by
C from
D with
- 33 The stadium was very at last week's game.
A crowding
B crowd
C crowded
D crowds
- 34 you need any assistance, please contact your personal banker.
A Would
B Could
C Should
D May
- 35 Participants to bring any special equipment as everything will be provided.
A mustn't
B don't need
C need
D needn't
- 36 Your personal banker can your loan application within one week of receiving the completed form.
A to process
B process
C will process
D processes
- 37 Does anybody happen to know whose squash racket?
A is that
B is this
C that's
D this is

Part 6

Directions: Four words or phrases are missing in the text. Choose the best answer to complete each empty space in the text.

Questions 38–41 refer to the following letter:

Dear Madam,

In reference to our telephone conversation this morning, I would like to confirm in writing our reservation for two rooms in your hotel for four nights. We'll arrive on July 2nd and plan on leaving in the morning on July 6th.

We would be very in attending the town concert on July 3rd. Would you

- 38 A interest
B interesting
C interested
D interestingly
- 39 A occur
B take place
C manage
D happen

to know if tickets are still available?

Your website mentions that guests need to by 11 a.m.

- 40 A check up
B check over
C check out
D check with

Can we arrange to leave our bags at reception and then collect them mid-afternoon before we go out to the airport?

We are also considering extending our by one night.

- 41 A stay
B period
C rest
D travel

If we decided to do so, would we have to make a formal reservation now?

Thank you in advance.

Kind regards,

Kitaru Fukuyama

Part 7

Directions: Read the following texts and choose the one best answer to each question.

Questions 42–43 refer to the letter.

- 42 What is the purpose of this letter?
A To replace a lost bank card
B To introduce a new customer to the bank
C To communicate a PIN (Personal Identification Number)
D To issue a new bank card
- 43 What transaction can NOT be carried out with this bank card?
A Transferring funds from several accounts
B Taking out money at bank machines
C Paying for merchandise
D Checking the account balance

Questions 44–47 refer to the following article from a newspaper.

Incheon International airport is the latest symbol of South Korea's economic ambitions. The \$5.6 billion dollar project includes a passenger terminal, which is the largest building in the country. The airport is part of a long-term strategy to place the country at the hub of South East Asia's transportation and travel businesses. Economists are already forecasting that by 2025 Pacific Asia will have overtaken North America as the world's busiest region for air passenger transport. The spectacular architecture of the airport buildings is just one of the attractions that it has to offer; equally important is the fact that the whole project has been located on what used to be part of the Pacific Ocean. As a result the airport is far enough away from residential areas to be able to operate twenty-four hours a day, without the burden of noise complaints from sleepless neighbors. Incheon is also ideally situated, lying midway between the capitals of two of the world's major economies: China and Japan. Construction is scheduled to continue until at least 2020 with the addition of two new runways and a high-speed train connection to the capital Seoul, all of which will almost double the total cost. Incheon airport has certainly already made an impressive debut by winning two consecutive annual awards from the Airports Council International for the Best Airport Worldwide. The awards are based on more than 100,000 questionnaires completed by travelers at 66 international airports.

Northern Bank
9854 Tower 5
Sheffield Plaza
Ontario K1B 2B3
Canada

Tel: 735-3587 February 19th

Dear Customer:

Please find enclosed your new credit card. This new card will replace your current card, which will soon expire. Your personal identification number will remain unchanged. You can use this card to:

- withdraw cash from all ATMs displaying the SwiftTrans logo
- obtain detailed account information
- guarantee your personal checks
- pay for purchases at most major retailers

Please be sure that you sign your new card and destroy your expired card. You are responsible for the safekeeping of your card and you should not communicate your PIN to other people. You should also take all reasonable precautions when withdrawing money from ATMs in order to make sure that your number remains confidential. You should report a lost or stolen card immediately by calling the following toll free number 777-9989. On behalf of the staff at Northern Bank I'd like to thank you for your continued customer support. We look forward to being of service to you in the near future.

Sincerely,
James R. Stevenson
Customer Relations Manager

- 44 Which part of the world is most likely to have the highest number of air travelers in 2025?
A North America
B South Korea
C Pacific Asia
D Japan
- 45 Where is the airport located?
A In the capital city
B Inland
C On the coast
D In the suburbs
- 46 What can be inferred about Incheon airport?
A Passengers prefer it to other airports.
B Local residents are unhappy about the noise it generates.
C Passengers prefer high speed trains.
D It can only be used during daytime.
- 47 The word "burden" in line 3 of paragraph 4 is closest in meaning to:
A support
B allowance
C income
D problem

Questions 48–50 refer to the following competition rules.

Essay Contest Rules and Regulations

- 1 Essay contest applicants must be 18 years old or older.
- 2 Applicants must submit a completed and signed application form along with two copies of one original essay, not exceeding 1,000 words in length. Only one entry per applicant is permitted. Submitted essays cannot be returned.
- 3 Submissions will only be accepted by mail and must be the original work of the applicant. Submissions may not be based, in whole or in part, on any previously published work or on the work of any third party liable to copyright infringement.
- 4 Submissions must be received by June 1. Submitted manuscripts should be typed, in at least 12-point font, and simply bound or stapled in the upper-left corner of the manuscript.
- 5 The "Grand Prize Winner" of the essay contest will be announced on October 15.
- 6 The "Grand Prize Winner" has one year from October 15 to redeem the €500 cash prize.

- 48 Who can participate in the contest?
A Anyone
B Only eighteen-year-olds
C Anyone eighteen and above
D Anyone under eighteen
- 49 How long can the essays be?
A Longer than one thousand words
B Not longer than one thousand words
C Not longer than five hundred words
D Any length
- 50 Which of the following do applicants NOT have to do?
A Submit their essay typed
B Complete a form
C Pay an entry fee
D Turn in their entry by a certain date