

ELEMENTARY BUSINESS

NEW EDITION

MARKET LEADER

ENGLISH COURSE BOOK



David Cotton David Falvey Simon Kent



Pearson Education Limited

Edinburgh Gate, Harlow,
Essex, CM20 2JE, England
and Associated Companies throughout the world
www.market-leader.net

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First published 2004

New edition 2007

Second impression 2008

ISBNs

Coursebook/Class CD Multi-Rom Pack: 978 1 4058 1335 8

Coursebook/Multi-Rom Pack: 978 1 4058 8132 6

CD: 978 1 4058 1283 2

Set in MetaPlus 10.5/12.5pt

Printed in Slovakia by Neografia

Acknowledgements

Special thanks from the authors to Chris Hartley, Stephen Nicholl and Catriona Watson-Brown for their contributions to the course, above and beyond editorial guidance.

The authors would like to thank the following for their invaluable help during the project: Melanie Bryant, Paul Cousins, Ian Lebeau, Peter Falvey, Sarah Falvey, Gisele Cotton, Lynne Rustecki, Jeremy Keeley, Liz Moore, Gareth Rees, Richard Falvey, Andy Levy and all the staff and students of the English Language Centre, London Metropolitan University.

Also Peter Strutt for his invaluable help with the Grammar reference section and Irene Barrall for the Teacher's Resource Book.

The authors would like to thank Kate Goldrick, Venita Kidwai, Jonathan Barnard, Eddi Edwards, Andrew Thorpe and the Longman team for their invaluable support.

The authors and publishers are very grateful to the following people who agreed to be interviewed for the recorded material in this book: David Bowen, Bob Hazell, Sunit Jilla and John Neill. To ensure good sound quality, some interviews have been rerecorded under studio conditions with actors speaking from the original interview transcripts.

The publishers and authors are very grateful to the following advisers and teachers who commented on earlier versions of this material and contributed to the initial research: John Rogers, Nancy Pietragalla, James Schofield, Irene Barrall, Ian Duncan, Colin MacKenzie, Rebecca Chapman, Carola Schroetke, Aukjen Bosma, Martha Fontana, Marianne Harries, Jodette Ceratto and Maité Padros.

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Photo Research: Suzanne Williams / Pictureresearch.co.uk.

The cover photograph has been supplied by Photonica and Pearson Education/Trevor Clifford.

Project managed by Chris Hartley

Edited by Catriona Watson-Brown

Layouts by Venita Kidwai

Produced for Pearson Education by Phoenix Publishing Services

NEW EDITION

MARKET LEADER

ELEMENTARY BUSINESS
ENGLISH COURSE BOOK



David Cotton David Falvey Simon Kent

with John Rogers



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Introduction

What is *Market Leader* and who is it for?

Market Leader is an elementary level business English course for businesspeople and students of business English. It has been developed in association with the *Financial Times*, one of the leading sources of business information in the world. It consists of 12 units based on topics of great interest to everyone involved in international business. The new edition features new authentic texts and listenings throughout, reflecting the latest trends in the business world.

If you are in business, the course will greatly improve your ability to communicate in English in a wide range of business situations. If you are a student of business, the course will develop the communication skills you need to succeed in business and will enlarge your knowledge of the business world. Everybody studying this course will become more fluent and confident in using the language of business and should increase their career prospects.

The authors



David Falvey (*left*) has over 20 years' teaching and managerial experience in the UK, Japan and Hong Kong. He has also worked as a teacher trainer at the British Council in Tokyo, and is now Head of the English Language Centre and a Principal Lecturer at London Metropolitan University.

Simon Kent (*right*) has over 15 years' teaching experience, including three years as an in-company trainer in Berlin at the time of German reunification. He is currently a Senior Lecturer in business and general English, as well as having special responsibility for designing new courses at London Metropolitan University.

David Cotton (*centre*) has over 35 years' experience teaching and training in EFL, ESP and English for Business and is the author of numerous business English titles, including *Agenda*, *World of Business*, *International Business Topics*, and *Keys to Management*. He is also one of the authors of the best-selling *Business Class*. He is currently a Senior Lecturer at London Metropolitan University.

John Rogers, who contributed new material to this edition, is also the author of the Practice Files at each level of the series.

What is in the units?

Starting up

You are offered a variety of interesting activities in which you discuss the topic of the unit and exchange ideas about it.

Vocabulary

You will learn important new words and phrases which you can use when you carry out the tasks in the unit. A good dictionary, such as the *Longman Basic English Dictionary*, will also help you to increase your vocabulary.

Discussion

You will build up your confidence in using English and will improve your fluency through interesting discussion activities.

Reading

You will read adapted articles on a variety of topics from the *Financial Times* and other newspapers. You will develop your reading skills and learn essential business vocabulary. You will also be able to discuss the ideas and issues in the articles.

Listening

You will hear interviews with businesspeople. You will develop listening skills such as listening for information and note-taking.

Language review

This section focuses on common problem areas at elementary level. You will become more accurate in your use of language. Each unit contains two Language review boxes which provide a review of key grammar items.

Skills

You will develop essential business communication skills such as making presentations, taking part in meetings, negotiating, telephoning, and using English in social situations. Each Skills section contains a Useful language box which provides you with the language you need to carry out the realistic business tasks in the book.

Case study

The Case studies are linked to the business topics of each unit. They are based on realistic business problems or situations and allow you to use the language and communication skills you have developed while working through the unit. They give you opportunities to practise your speaking skills in realistic business situations. Each Case study ends with a writing task. A full writing syllabus is provided in the Market Leader Practice File.

Revision units

Market Leader Elementary also contains four revision units, based on material covered in the preceding three Course Book units. Each revision unit is designed so that it can be done in one go or on a unit-by-unit basis.

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Introductions

OVERVIEW ▼

- Vocabulary**
Nationalities
- Reading**
Describing people
- Language focus 1**
to be
- Language focus 2**
a / an with jobs, *wh-* questions with *to be*
- Listening**
Talking about yourself
- Skills**
Introducing yourself and others
- Case study**
Aloha in Hawaii



“The name’s Bond. James Bond.”
Daniel Craig, English actor, in *Casino Royale*

Starting up

A Work in pairs. Complete the sentences with words from the box. There are two you do not need.

from I’m my name’s she you

- 1 Emma. Emma Schneider, from Habermos in Hamburg.
- 2 Good morning. name’s Shi Jiabao.
- 3 My Akim, by the way. Akim Anyukov.
- 4 How do you do. I’m Nuria Sosa, RTA Seguros.

B 1.1 Now listen to these four business people introducing themselves. Check your answers to Exercise A. Then match the speakers (1–4) below to their business cards (A–D) on page 7.



A

ASTENA Consulting Group

Akim Anyukov
Accountant

PO Box 103, Tel: (812) 275-5626
St. Petersburg, Tel/fax: (812) 101-4046
193015 RUSSIA E-mail: akim@accounts.ru

B

Habermos GmbH

Emma Schneider Steintwiete 47
Product Manager 20459 Hamburg
Germany
Tel: +49 (0) 40-56 91 65 56
Fax: +49 (0) 40-56 91 65 66
Mobile: +49 (0) 177-7 46 94 36
E-mail: eschneider@habermos.de

C

RTA Seguros S.A.

Nuria Sosa
Senior Manager

Ayacucho 3813
(B1765ETL) Recoleta + (5411) 4625-1796
Buenos Aires, Argentina E-mail: sosa@rtas.com.ar

D

Shi Jiabao

88 Xue Yuan Road, Hangzhou,
Zhejiang Province, P.R. China 310012

Tel: (0086-571) 2152433
E-mail: jia@mail.zjzs.edu.cn 

C Talk about yourself.

Hello. My name's I'm from

D  **1.2 Listen to these letters and practise saying them.**

A H J K O
B C D E G P T V Q U W
F L M N S X Z R
I Y

E  **1.3 Listen and write the words that are spelled.**

1 2 3 4

F Work in pairs. Spell the names of some people.

Student A: See below.

Student B: Turn to page 138.

Student A

Spell the first names and surnames of these people for your partner.

- 1 Our Accounts Manager is Li Hai. That's L-I and then H-A-I.
- 2 Our new Sales Assistant is Ana Torres. That's A-N-A, and then Torres T-O-double R-E-S.
- 3 The Human Resources Manager is Tom Sims. That's T-O-M, and then Sims S-I-M-S.

Now listen to your partner and write down the first names and surnames of three other people.

1 2 3

Vocabulary
Nationalities

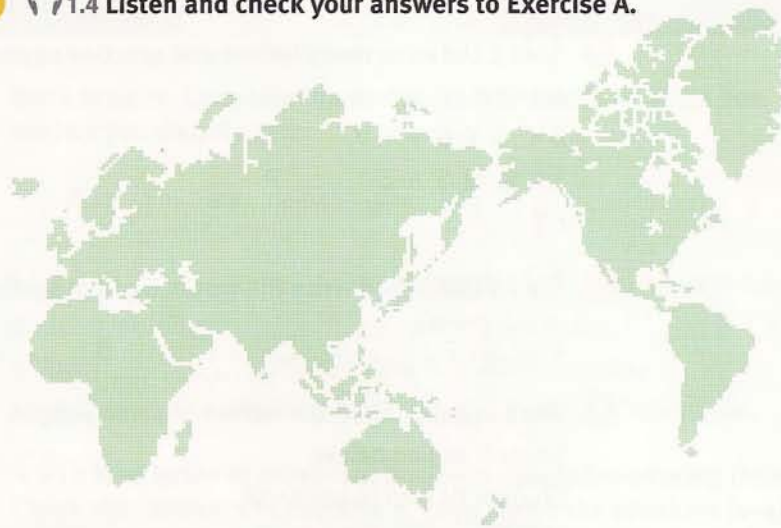
A Complete the chart of countries and nationalities. Use the words from the box. Add other countries and nationalities.

Brazilian Polish Germany Kuwaiti French Oman
Italian Spain Russia Turkey Japanese Swedish
China Greece British American

Country	Nationality	Country	Nationality
	-an		-ish
Brazil	<i>Brazilian</i>	Poland
<i>Germany</i>	German	Spanish
Italy	Sweden
.....	Russian	Turkish
	-ese		others
Japan	France
.....	Chinese	Greek
	-i	the UK
Kuwait	the USA
.....	Omani		

Vocabulary file page 154

B 1.4 Listen and check your answers to Exercise A.



C Work in pairs. Ask and answer questions about the nationality of the companies.

Student A: Turn to page 134.

Student B: Turn to page 138.

A *Is Sony Japanese?* B *Yes, it is.*

B *Is Givenchy Swedish?* A *No, it isn't. It's French.*

Sony Givenchy Volvo Zara Gucci Aeroflot Michelin
Siemens McDonald's Olympic Airways

D Think of three companies you know. Give their nationalities.

Reading

Describing people

A Read this article. Then complete the chart below.

Meet Jeffrey Immelt

Jeffrey Immelt is Chairman and CEO of General Electric Co. GE is a 128-year-old company in Connecticut, USA. It operates in more than 100 countries and employs more than 320,000 people worldwide.

Immelt is 51 and is a very rich man. He is married, and his wife's name is Andrea. They have one daughter. Her name is Sarah, she is 20 years old. 'My wife and my daughter are great,' Immelt says. 'It's a pity we're not together more often.' He is away on business more than 50% of his time, and he tries to meet customers about a week a month. 'Life is never boring,' he says. 'No two days are the same.'

He usually gets up at 5.30 in the morning and works out for about an



hour. 'Exercise is important, but my real hobby is golf,' he says. 'I'm not great at golf, but I enjoy it. And I like to read, especially when I'm on the move.' He likes biographies, business books and fiction, and reads about 50 books a year. He also likes 1970s rock music.

Jeffrey Immelt	
Age	51
Family	
Job	
Hobbies and interests	

B Decide whether these statements are true or false.

- 1 Jeffrey Immelt is President of General Electric.
- 2 General Electric is a global company.
- 3 Immelt is married with two children.
- 4 All days are different for Immelt.
- 5 He is away more than half of the time.
- 6 He is not very good at golf.
- 7 Immelt is not interested in exercise.
- 8 All his books are about business.

false

C Work in pairs. Write five questions about Jeffrey Immelt and General Electric. For example:

Is Immelt rich?

Where is GE?

Now work with a different partner, close your books and ask each other your questions. See who can remember the most answers!

Language focus 1

to be

- We often use the verb *to be* to describe people.
Jeffrey Immelt is Chairman of GE. He is American. He is married.

I	am	(I'm)	Spanish.
You	are	(You're)	
We		(We're)	
They		(They're)	
He	is	(He's)	
She		(She's)	
It		(It's)	

I	am not	(I'm not)	Italian.
You	are not	(You aren't)	
We		(We aren't)	
They		(They aren't)	
He	is not	(He isn't)	
She		(She isn't)	
It		(It isn't)	



A Complete the information about Ingrid with short forms of the verb *to be*.

My name...¹ Ingrid. I....² a graphic designer. I....³ German and I....⁴ from Munich.

I....⁵ married with two children. They....⁶ both in high school. Their school....⁷ near my office.

My husband....⁸ an engineer. We....⁹ interested in travel and the cinema. My sister....¹⁰ an accountant.

B 1.5 Listen and check your answers.

C Complete this chart about yourself. Then introduce yourself to a partner.

1 Name	4 Nationality
2 Job	<i>I'm a(n) ...</i>	5 Interests
3 City	<i>I'm from ...</i>	6 Favourite sports

D Now write a paragraph about your partner. Use the text of Exercise A as a model.

My partner's name is ...

E Complete these sentences with negative forms of *to be*.

- I'm Russian, but *I'm not* from Moscow.
- They're Japanese, but from Tokyo.
- He's German, but from Munich.
- I'm in sales, but the manager.
- You're in Poland, but in Warsaw.
- Her name is Sophia, but Italian.

F Match the questions and answers about Sergio.


- | | |
|----------------------------|--|
| 1 Are you Spanish? | a) No, I'm a Financial Analyst. |
| 2 Are you a Sales Manager? | b) No, she's Polish. |
| 3 Are you married? | c) No, I'm Italian. |
| 4 Is your wife a manager? | d) No, she's a lawyer. |
| 5 Is she Italian? | e) Yes, I am. That's a picture of my wife. |

G Work in pairs. Ask and answer questions from Exercise A about Ingrid.

A *Is Ingrid French?* B *No, she isn't. She's German.*

Language focus 2**a/an with jobs;
wh- questions**


- We use *a* before words beginning with a consonant sound (e.g. *b, c*, etc.):
a receptionist
- We use *an* before words beginning with a vowel sound (e.g. *a, e*, etc.):
an astronaut
- We do not use *a* or *an* with plural nouns: *They are architects.*
- We use question words such as *what, who* and *where* to ask for information:
What's your job? I'm a lawyer. (NOT I'm lawyer.)
What's your wife's job? She's an engineer.
Who's your boss? Julio Cerdón.
Where are you from? I'm Russian. / Where's he from? He's Spanish.

 page 118
A Write the correct article (a/an) for each job.

trainee accountant executive optician lawyer
analyst director architect manager consultant
engineer doctor pilot office worker cashier
receptionist technician telephone operator
sales assistant personal assistant (PA)

B Work in pairs. Talk about your job and the jobs of your family and friends.

*I'm a sales manager. My husband / wife / partner is a doctor.
My brother is an engineer. My sister is a housewife. My friend is
an architect.*

 Vocabulary file page 156
Listening**Talking about
yourself****1.6 Three people talk about their jobs. Listen and complete this chart.**

	Pierre	Olga	Anna
1 What is his / her job?	<i>an architect</i>	an engineer	
2 Where is he / she from?	Switzerland		
3 Where is his / her office?	Zurich		Poznan
4 Who is his / her boss?		Eugenia	

Skills

Introducing yourself and others



- A** 1.7 Listen to three conversations. Decide whether these statements are true or false.

Conversation 1

- 1 Patrick Keller is a Sales Assistant. *true*
2 Diana Vincent is a Sales Manager.

Conversation 2

- 3 Hiroshi Ito is Mayumi Nitta's assistant.
4 Dan Marshall is in Finance.

Conversation 3

- 5 Jimmy is pleased to meet Dave.
6 Business is good.

- B** 1.7 Listen again and complete these conversations. Use words from the Useful language box below.

From conversation 1

A Hello. *I'm*¹ Patrick Keller.² the new Sales Assistant.

B Oh, hello.³ to meet you. I'm Diana Vincent.

From conversation 2

A Good morning. My⁴ Hiroshi Ito.⁵ is Mayumi Nitta, my assistant.

B Nice to⁶ you both. I'm Dan Marshall from Marketing.

From conversation 3

A Hello, Jimmy.

B Hi, Dave.

A⁷ to see you again.

B You, too.⁸ ?

A Not too good.

B Oh, really? Sorry to hear that. What's the problem?

- C** Work in pairs. Practise conversations like those in Exercise B. Use phrases from the Useful language box.

Useful language

Introducing people

I'm ...
My name's ...
This is ...
He's / She's in sales.
He's / She's with Nokia.

Asking about business

How's business?

Offering a drink

Would you like a drink?
How about a coffee?
Another drink?

Saying goodbye

See you later.
Nice talking to you.

Greetings

Pleased to meet you.
Nice to meet you.
Good to see you again.
You, too.

Replying

Not bad, thanks.
Fine. / OK. / Not too good.

Thanks very much. I'd love one.
Yes, please. / No, thanks.

Goodbye. See you soon.

Background

You are at an international conference in Hawaii. Your company has a new office in a foreign country. You want a manager for the office. Find out information about people at the conference.

COMPANY NAME: *CBT Systems GmbH*
 NAME: *Barbara Grunewald*
 JOB TITLE: *Sales Manager*
 ADDRESS: *Hamburg, Germany*

COMPANY NAME:
 NAME:
 JOB TITLE:
 ADDRESS:

Task

- 1 Complete the card with information about yourself. Use your imagination if you wish.
- 2 Introduce yourself to the other people at the conference. Use these words to make questions.
 - What / name? *What's your name?*
 - Where / from?
 - What / job?
 - Where / office?
 - How / business?
- 3 Make notes about the people you meet.
- 4 Talk in pairs about the people you met at the conference.

Barbara Grunewald is from Germany. She's a Sales Manager. Her office is in Hamburg. Business is good at the moment.

Writing

Choose two interesting people from the conference. Write a short e-mail about them to your boss.

 Writing file page 130

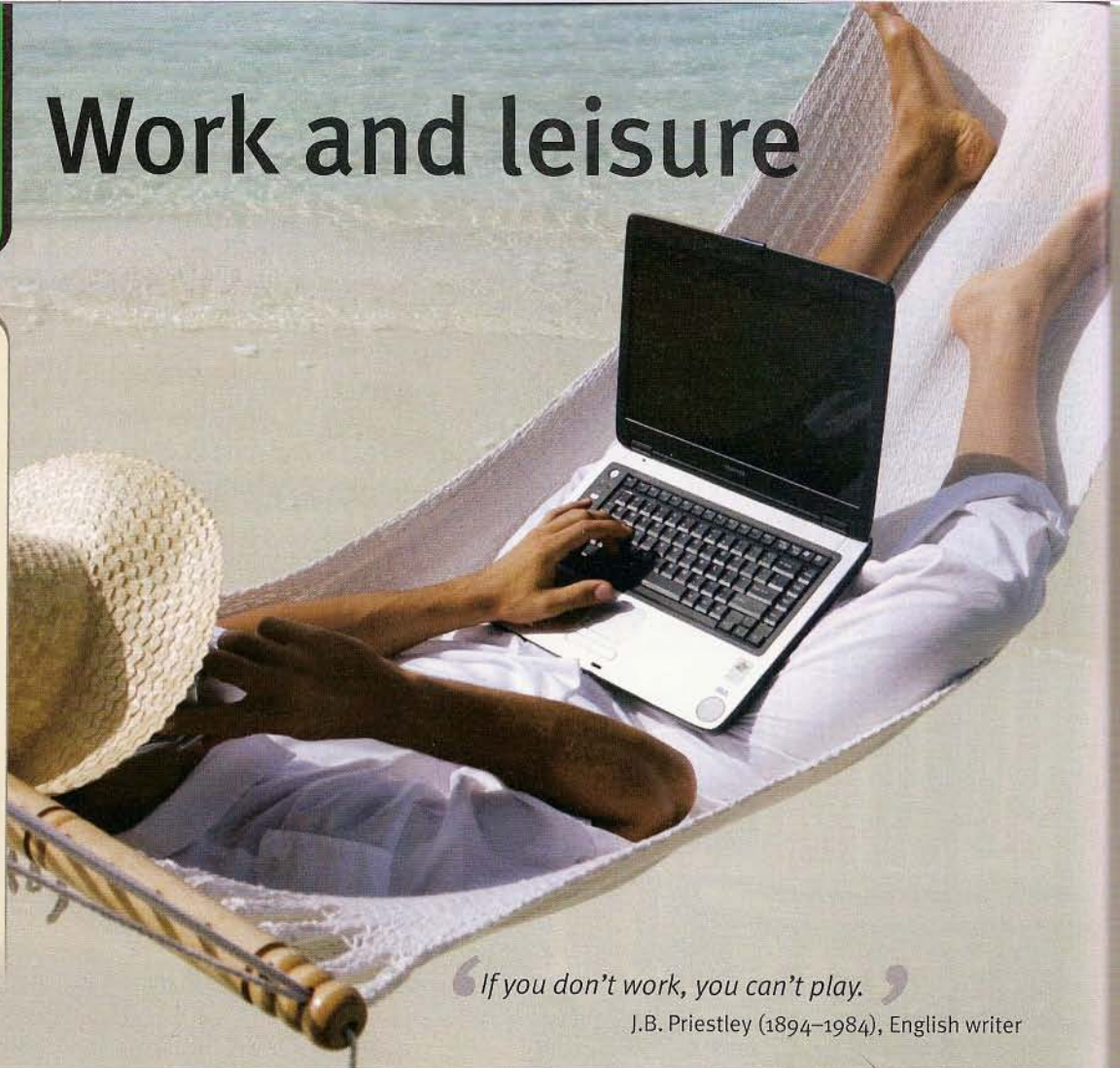
Hi, Dave
 I met two interesting people at the conference.
 Barbara Grunewald is from ...

UNIT 2

Work and leisure

OVERVIEW ▼

- Vocabulary 1**
Days, months, dates
- Reading**
Describing your routine
- Language focus 1**
Present simple
- Vocabulary 2**
Leisure activities
- Language focus 2**
Adverbs and expressions of frequency
- Skills**
Talking about work and leisure
- Case study**
Independent Film Company



“If you don't work, you can't play.”

J.B. Priestley (1894–1984), English writer

Starting up

A Work in pairs. Discuss the things people might want from work. For example, *a large office nice colleagues*

B Work in pairs. Make three word partnerships in each box to find out what four people want from work.

1 high long helpful	colleagues salary holidays	2 friendly travel job	security opportunities boss
3 company mobile parking	phone facilities car	4 fast flexible sports	facilities promotion hours

2.1 Now listen and check the word partnerships they use.

C Match some word partnerships from Exercise B to their meanings 1 to 6.

- 1 a lot of money *high salary*
- 2 a lot of time away from work
- 3 good people to work with
- 4 the chance to go to different places on business
- 5 move quickly to a higher position at work
- 6 you can change the times when you start and finish work

D What do *you* want from work? Use the word partnerships from Exercise B and make a list. Work in pairs. Compare your lists and choose the five most important things.

Vocabulary 2

Leisure activities

A Put the days of the week in order. Which days are 'the weekend'?

Friday Monday Saturday Tuesday
 Sunday Thursday Wednesday

B Write the months of the year under the correct seasons.

June	April	January	August	December	February
May	October	March	September	November	July

Spring	Summer	Autumn	Winter

➔ Vocabulary file page 160

C Complete these time phrases with *in*, *at* or *on*. Then write the phrases under the correct preposition.

- 1 ...*at*... night 4 Thursday 7 June
 2 the autumn 5 the afternoon 8 New Year
 3 15th May 6 Tuesday evening 9 the weekend

<i>in</i> (x3)	<i>at</i> (x3)	<i>on</i> (x3)
	<i>at night</i>	

D Complete these sentences with *in*, *at* or *on*.

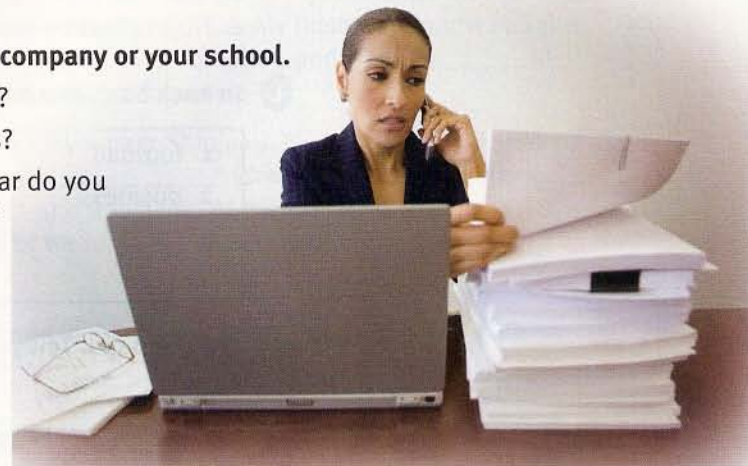
- We have a lot of big orders ...*in*... March.
- The office closes for three days New Year.
- There is an important meeting 15th June.
- The CEO visits our branch the summer.
- We deliver large goods Monday afternoons.

E Work in pairs. When are you busy during the day, week and year? What are the quiet times? Ask your partner.

- A *When are you busy during the day?* B *I'm very busy in the morning.*
 B *What are the quiet times for you?* A *Business is quiet in the summer.*
 A *Which days are you busy during the week?* B *I'm always busy on Mondays.*

F Write about yourself, your company or your school.

- What are the busy times?
- What are the quiet times?
- What moments in the year do you particularly enjoy? Why?



Reading

Describing your routine

A Before you read the article, discuss these questions.

- 1 What is a typical day in the life of the CEO of a big company?
- 2 What do CEOs do at weekends?

B Look through the article. Can you find any of the ideas you discussed in Exercise A?

Carlos Ghosn, Superstar



Many people in Japan think Carlos Ghosn is a superstar. But Ghosn is not a rock star or a football player, he is the CEO and President of two of the world's biggest car makers: Renault and Nissan. He is also on the board of Alcoa, Sony and IBM. He is one of the world's great business leaders.

He was born in Brazil, but his parents are Lebanese. He speaks five languages fluently and he knows some Japanese, too. He travels all the time because he works in Paris and in Tokyo. His schedule is very tight: he attends meetings, visits plants and dealerships, and meets international customers. When he has time, he also goes to car shows. Some people call him '7/11' because he often arrives at the office at 7 o'clock in the morning and sometimes finishes at 11 p.m. He gets up early every day and works over 70 hours a week.

But it is not all business for Ghosn. He does not work at weekends. He makes time for his wife, Rita, and their four children. They spend time together and enjoy their hobbies. They live in France, but his elder daughter, Caroline, studies at Stanford University.

Adapted from CNN

C Answer these questions.

- 1 Why do some people call Ghosn '7/11'?
- 2 Why is Ghosn's schedule busy?

D Decide whether these statements are true or false.

- 1 Many people think Ghosn is Japanese. *false*
- 2 Ghosn speaks three foreign languages.
- 3 He lives in Europe.
- 4 He often travels between Europe and Asia.
- 5 He meets international customers at weekends.
- 6 He has four children.

E In each box, match the words that go together.

1 football	a) leader
2 business	b) maker
3 car	c) player

4 attend	a) customers
5 meet	b) languages
6 spend	c) meetings
7 speak	d) time


F Work in pairs. Tell your partner about your day and about your weekend.

I get up ...
I arrive at work/school at ...
At weekends, I ...

Language focus 1

Present simple

- We use the present simple to talk about habits and work routines.
I *travel* overseas.
He *attends* meetings.
Does he meet international customers? Yes, he *does*. / No, he *doesn't*.
We *don't drive* to work.


 page 119

- A** Complete the article below about Giorgio Armani's working day. Use the verbs from the box.

works sleeps has spends wakes stops
walks travels goes

ARMANI

Giorgio Armani *wakes*¹ up at 7 a.m. He² to the gym and³ an hour there. He⁴ breakfast and then⁵ to the office with his bodyguard. He has pasta and a salad for lunch and then he⁶ for ten minutes. He⁷ until 8 p.m. on design and administration. He⁸ every two months – to the USA, Russia or other parts of Europe. On his way home from the office, he often⁹ for a drink at Nobu. At weekends, he goes to his villa.



- B** Complete this information about Masami Kimura. Use the correct form of the verbs in brackets.

I'm Masami Kimura and I'm married with two children, Aiko and Katsuei. They*go*.....¹ (go) to an international school. My husband's name is Seito. He² (work) for a shipping company, and I³ (work) for an international securities company.

We⁴ (live) in Tokyo, near Shinjuku. I⁵ (travel) to work by subway, but Seito⁶ (drive) to work. We both⁷ (like) sports and travelling. At the weekend, we⁸ (play) golf or we⁹ (go) car camping.

- C** Write a paragraph like the one in Exercise B about yourself.

A Write the words in brackets in the correct place in these sentences.

- usually*
- 1 She gets up early. (usually)
 - 2 They start their first meeting at 9 o'clock. (always)
 - 3 We are late for meetings. (never)
 - 4 I am busy in the afternoon. (often)
 - 5 The office closes at 3 p.m. (sometimes)

B Complete the expressions of frequency below. Use words from the box.

three	then	twice	Sunday	week	time
-------	------	-------	--------	------	------

- 1 from ...*time*... to time
- 2 now and
- 3 once a
- 4 a month
- 5 every
- 6 times a week

C Read these pairs of sentences. Cross out the incorrect words.

- 1 a) He reads the papers every day.
b) He *always / sometimes* reads the papers.
- 2 a) We eat in the company cafeteria four times a week.
b) We *usually / sometimes* eat in the company cafeteria.
- 3 a) I work late once a month.
b) I *usually / sometimes* work late.
- 4 a) The managers don't go to business dinners at the weekend.
b) The managers *never / sometimes* go to business dinners at the weekend.
- 5 a) The company director travels on business twice a week.
b) The company director *always / often* travels on business.

D 2.2 An interviewer asks people from different countries about their typical day. Listen and complete this chart.

	Rodolfo (Mexican)	Isabel (Swiss)	Sigrid (Austrian)
1 What do you do when you get to work?	<i>check e-mail</i>		
2 Where do you have lunch?			
3 How often do you travel on business?			

E Work in pairs. Ask and answer the questions in Exercise D.

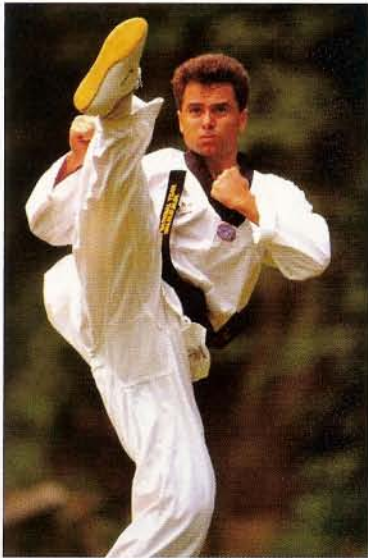
F Work in pairs. Ask and answer these questions. Add similar ones of your own.

How often do you ...

- | | |
|---|-------------------------------|
| 1 play sports? | 5 entertain at home? |
| 2 use a mobile phone? | 6 go on business trips? |
| 3 drive to work / college / university? | 7 go abroad on holiday? |
| 4 go to a gym / fitness centre? | 8 buy a newspaper / magazine? |

Skills

Talking about work and leisure



A Match the questions (1–5) with the answers (a–e).

- | | |
|--|---|
| 1 What do you like best about your job? | a) Usually about 6 o'clock. |
| 2 How many hours a week do you work / study? | b) From time to time. We sometimes go for a meal. |
| 3 When do you finish work? | c) I play golf. |
| 4 Do you meet your colleagues after work? | d) I work flexible hours, which is great. |
| 5 What do you do in your free time? | e) Between 30 and 35 hours. |

B Work in pairs. Ask and answer the questions in Exercise A about yourself.

C **2.3 Complete the conversation below. Use words from the box. Then listen and check.**

keen enjoy really interested love

Pat What do you do at the weekend?
 Tim I'm *keen*¹ on sport. I² like karate and I³ playing football. But I'm not really⁴ in watching sport on TV. I don't⁵ professional football matches, for example.

D Work in pairs. Tell your partner how you feel about your work or studies. Use phrases from the Useful language box below.

I enjoy having flexible hours. *I don't enjoy doing overtime.*
I really like my boss / colleagues. *I don't like long meetings.*

E Work in pairs. Ask and answer questions about what you do in your free time. Use phrases from the Useful language box.

What do you do at the weekend? *I usually visit friends.*

Useful language

Asking questions

What do you do | in your free time?
 at the weekend?
 after work?
 in the evening?

How often do you ...?

Do you like ...? Yes, I do. / No, I don't.

Expressing feelings

I like / love ...	I don't like ...
I'm keen on ...	He isn't really keen on ...
I really enjoy ...	She doesn't enjoy ...
I'm interested in ...	We aren't interested in ...

Independent Film Company

Background

Business is good at the Independent Film Company (IFC) in Vancouver, Canada, but the employees are unhappy. They don't have flexible hours, many people don't have breaks and they often don't enjoy their jobs. The managers are worried that some of the employees will leave. A team from Human Resources is interviewing people in different departments: a receptionist, a production assistant, a camera operator and a producer.

Writing

Imagine that you work for IFC. Write an e-mail to the Human Resources team. Tell them:

- what you like about your job
- what you don't like
- what you want.

➔ *Writing file page 130*

Task

- 1 Work in pairs.
Student A: See below.
Student B: Turn to page 139 and choose a role.

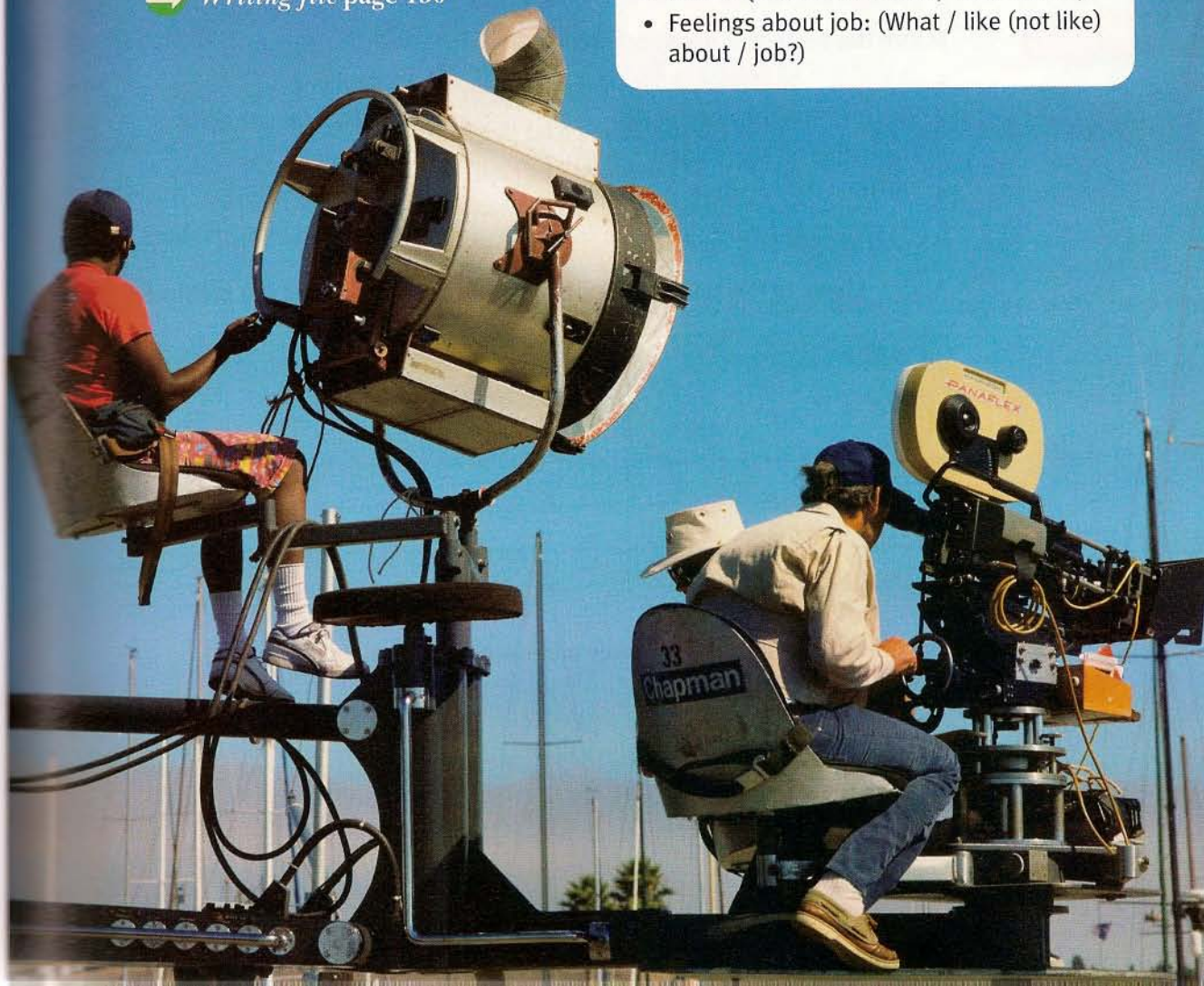
Read your role card and prepare for the interview.
- 2 Do the interview.
- 3 Meet as two groups, interviewers and employees. Make a list of problems and decide which ones are important.
- 4 Meet as one group and choose three working conditions to change at the Independent Film Company.

Student A Interviewer (Human Resources)

Interview a staff member and ask questions. Note down the answers.

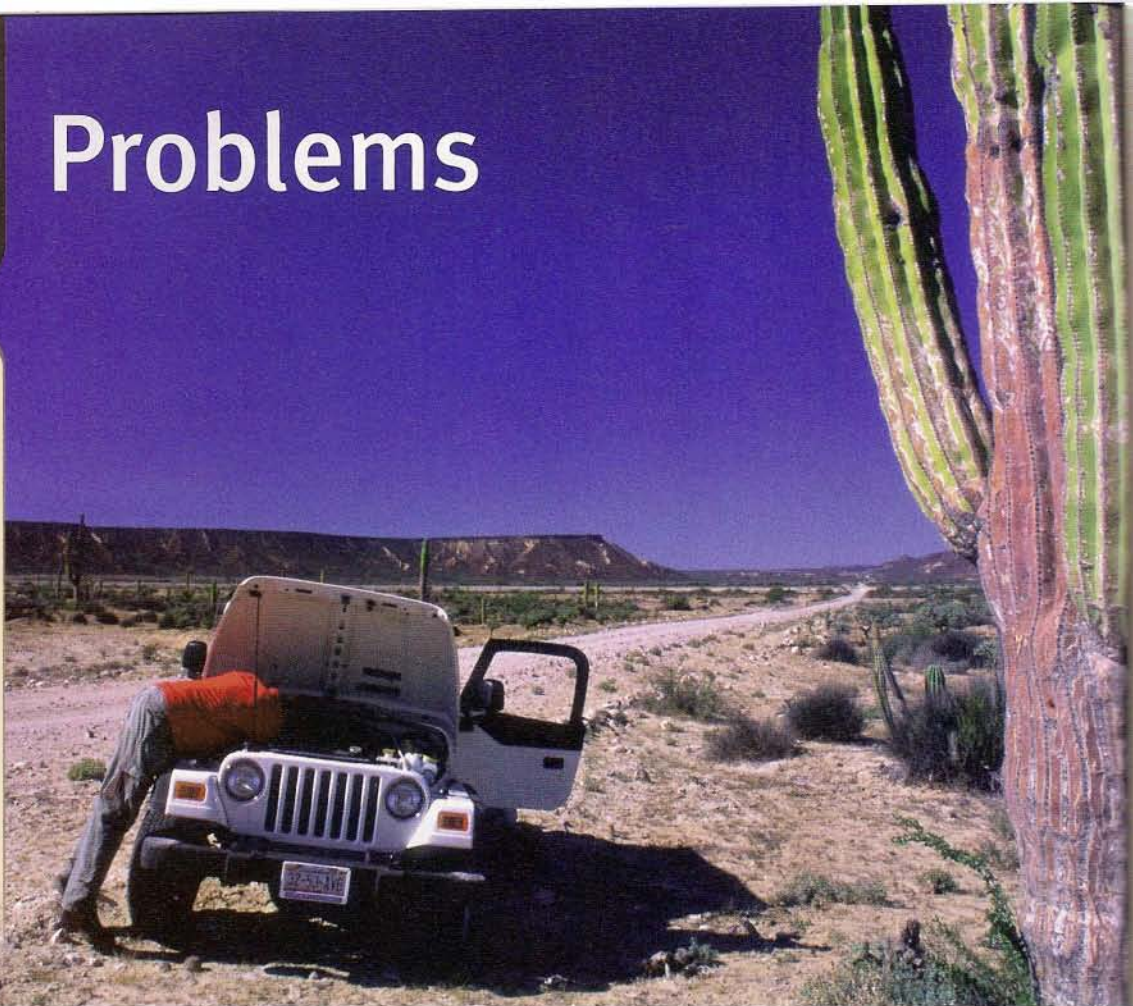
- Position: (What / job?)
- Daily routine: (What / do / in / job?)
- Hours: (What / hours / work?)
- Breaks: (How often / breaks?)
- Lunch: (When and where / have lunch?)
- Feelings about job: (What / like (not like) about / job?)

CASE STUDY



OVERVIEW ▼

- Vocabulary**
Adjectives
- Reading**
Workplace problems
- Language focus 1**
Present simple:
negatives and questions
- Language focus 2**
have got
- Skills**
Telephoning: solving
problems
- Case study**
Blue Horizon



“Other people bring me problems, but he brings me solutions.”

Margaret Thatcher, British Prime Minister 1979–1990

Starting up

A Match the sentences about problems.

- | | |
|--|--------------------------------|
| 1 There isn't an invoice in the package. | a) It's broken. |
| 2 We can't find the documents. | b) I'll be ten minutes late. |
| 3 The coffee machine doesn't work. | c) It's missing. |
| 4 The train isn't on time. | d) I think they're lost. |
| 5 I'm not ready for the meeting. | e) It's delayed by 15 minutes. |

B 3.1 Listen to five telephone calls. Identify the product and the problem.

Product	Problem
1 TV	<i>instructions missing</i>
2	
3	
4	
5	

C Work in pairs. Make a list of three other problems businesspeople sometimes have.

Vocabulary

Adjectives

A Complete the sentences below. Use the adjectives from the box.

beautiful broken clean fast flexible
helpful high incorrect

- 1 Our employees enjoy having *flexible* hours.
- 2 The new sales assistant got a(n) promotion.
- 3 Marketing executives earn a(n) salary at that company.
- 4 My colleagues are usually very
- 5 We want a(n) and well-furnished apartment.
- 6 Your office has got a(n) view.
- 7 Their old printer is, so they want a new one.
- 8 This invoice is ; please can you send a new one?

B Work in pairs. Ask and answer questions about adjectives and their opposites.

Student A: Turn to page 134.

Student B: Turn to page 138.

C Look at these sentences.

The bed is too hard. It isn't soft enough.

The seats aren't wide enough. They're too narrow.

Make sentences. Use *too* or *enough* and adjectives from Exercise B.

- 1 The report doesn't give much information. (too / enough)
It's too short. / It isn't long enough.
- 2 I can't carry these suitcases. (too)
- 3 I can't meet you at 6 o'clock in the morning. (too)
- 4 I don't want this car. Its top speed is only 100 kilometres per hour.
(too / enough)
- 5 Don't take any visitors to those areas late at night. (too / enough)
- 6 That camera doesn't fit in my pocket. (too / enough)
- 7 I can't get this car into the garage. (too)
- 8 Our trucks can't go under that bridge. (too / enough)

D Work in pairs. Tell each other about some of the problems you have where you work or study

My office is too small.

My office isn't big enough.

Reading

Workplace problems

A Four people answered the question 'What is the biggest problem at your workplace?' Read their replies.

1 "In my company, junior employees often work more than 60 hours a week. If the boss is in the office, we feel we have to stay until he leaves. Very often, we are not paid for working overtime, we work for free. And for many of us, the summer holiday is only a one-week vacation. We work a lot of overtime, but we aren't more productive. We just have more health problems."

2 "There is so much waste in our company! The air conditioning is on, and people open the windows. The cafeteria is empty, but all the lights are on. People photocopy everything, and the wastepaper baskets are full of copies nobody wants. It's a waste of money for the company, and it's bad for the environment. We all need to try and do our bit to protect our environment."

3 "Our company changes all the time, and every month some employees lose their jobs. We are very worried about losing our jobs. It's very stressful. We love our company, but sometimes we lose our motivation. We don't come to work on time, or we leave early. We are not very happy at work, and not very happy at home. It's a difficult situation for our families, too."

4 "Things are better now than in the past, but many of my female colleagues aren't happy. They often get less money than men for the same work, and it's more difficult for us women to get a promotion. In addition, working in teams is very difficult. We women can express our opinions, of course, but it's almost always the manager who has the final word and makes the decisions."

B Match the replies in Exercise A with an appropriate heading.

- a) Wasting energy
- b) Overwork
- c) Sex discrimination
- d) Job insecurity

C Find words in the replies which mean the following.

- 1 hours that you work after your normal working hours (reply 1) *overtime*
- 2 using more of something than you need to (reply 2)
- 3 to keep someone or something safe (reply 2)
- 4 afraid; unhappy about something (reply 3)
- 5 a feeling of interest or enthusiasm for doing something (reply 3)
- 6 people you work with (reply 4)
- 7 when you move to a higher level in a company (reply 4)

D Work in pairs. Put the problems from Exercise B in order, starting with the biggest.

1..... 2..... 3..... 4.....

E Which of those problems are problems in your company or in your country? What other problems are there?

Language focus 1

Present simple:
negatives and
questions

- The present simple negative of full verbs is *don't/doesn't + verb*.
- In present simple questions, we use *do/does*.

Negatives

They **don't** come to work on time.

He **doesn't** go to meetings.

Questions

Does he work well with colleagues?

Where do you work?

➔ page 120



A Work in pairs. Match the questions (1–8) to the answers (a–h).

- | | |
|---|--|
| 1 What do you think about the new boss? | a) Peter. He's your line manager. |
| 2 What time does the meeting start? | b) Because he has to pay for the office party. |
| 3 Where does she live? | c) You can leave at 5 o'clock. |
| 4 Why does he need the money? | d) 20 euros. |
| 5 Who do I report to? | e) She's very efficient. |
| 6 How does this work? | f) You need to enter your password. |
| 7 How much does it cost? | g) In the city centre. |
| 8 When do I finish work? | h) It starts at 2 o'clock. |

B Put these words in the correct order to make questions.

- weekend work they Do at the? *Do they work at the weekend?*
- Pierre in sales Does work?
- you do travel abroad How often?
- you spell How *business* do?
- finish does the meeting When?

C Make negative sentences. Use *don't (do not)* or *doesn't (does not)*.

- I like meetings. (presentations)
I like meetings, but I don't like presentations.
- We waste a lot of paper. (electricity)
- We agree about most things. (budgets)
- Susan sends a lot of e-mails. (faxes)
- Our managers discuss a lot of issues. (employees' problems)

D Work in pairs. Ask and answer these questions.

Student A: Turn to page 134. Student B: Turn to page 140.

- What time / start work? *What time do you start work?*
- When / finish work?
- Where / work?
- Who / report to?
- How often / work at the weekend?

E Tick the sentences that are true for you. Change the other ones to make them true. Then compare and discuss your sentences in pairs.

- I agree with my manager about everything.
- I don't work well with my colleagues.
- I always come to work on time.
- I go to all staff meetings.
- I don't like working overtime.

Language focus 2

have got

- We use *have got* to talk about possession.
We've **got** a new printer, but it doesn't work very well.
The office **hasn't got** a lift.
Have you got a problem with cash flow? Yes, we **have**. / No, we **haven't**.
- We use *some* with plurals in positive sentences.
I've got **some** problems with cash flow.
- We use *any* with plurals in questions and negative sentences.
Have you got **any** meetings today?

➔ page 120

A Make sentences about what Marco has and hasn't got.

1 Marco's got a company car. He hasn't got a fax machine.

- | | | | | |
|---|----------------------|---|--------------------------------|---|
| 1 | a company car | ✓ | a fax machine | ✗ |
| 2 | a high salary | ✗ | a great boss | ✓ |
| 3 | a personal assistant | ✗ | a lot of free time | ✗ |
| 4 | two telephones | ✓ | free broadband Internet access | ✓ |

B Work in pairs. Look at the list in Exercise A. Tell each other what you've got and what you haven't got.

➔ Vocabulary file page 157

Skills

Telephoning:
solving problems


A 3.2 Listen to four phone calls. Write the number of the call after the problem. Some calls have two problems.

- | | | |
|---|------------------------------------|-------------------------------------|
| 1 | There are no instructions. | <input type="checkbox"/> |
| 2 | A piece is missing. | <input type="checkbox"/> |
| 3 | The printer doesn't work. | <input checked="" type="checkbox"/> |
| 4 | The invoice is incorrect. | <input type="checkbox"/> |
| 5 | The air conditioning doesn't work. | <input type="checkbox"/> |
| 6 | The line is engaged. | <input type="checkbox"/> |



B 3.2 Listen again and complete these sentences.

- How ... *can* ... I ... *help* ... you?
Please it, and we can at it for you.
- A** Hold, I'll you through. I'm
....., the 's engaged. Would you like to
.....?
B No. Can he me back, please?
- A** I'm sorry to that. Which model is it?
B on, I'll check. Here it is. It's the PX2054.
A Sorry, could you that, please?
- Right. Let me down the

- C**  3.3 Look at the Useful language box. Listen and tick the expressions you hear.

Useful language

Answering

Hello. This is [Carl Fisher].
Good morning. [Marta Gómez] speaking.

Apologising

I'm very sorry about that.
I'm sorry to hear that.

Getting details

Can you give me some more information?
Which model is it?

Finding solutions

We can give you a refund.
I can talk to the manager.
We can send you a new one.

Getting through

Can I speak to [Janet Porter], please?
Can he call me back, please?

Stating the problem

I've got a problem with ...
There are some problems with ...

Giving details

The invoice is incorrect.
There's a piece missing.
It's the wrong part / model / item.

Finishing a conversation

Thank you.
Thanks for your help.

- D** Work in pairs. Use the role cards below to role-play the conversation. Use some of the expressions from the Useful language box.

Student A

Sales Representative

Answer the phone.
Ask for details.
Apologise for first problem.
Apologise again and offer solutions.
Say goodbye.

Student B

Customer

Introduce yourself. Say you have some problems with order.
Give details of first problem (shirts are wrong colour and size).
Give details of second problem (want 2,000 not 200, as soon as possible).
Thank the Sales Representative.
Say goodbye.



Blue Horizon

Background

Sunrise Holidays provides holiday apartments by the sea in southern Europe. The guests want sunshine, beaches and a relaxing holiday. Blue Horizon is a new Sunrise Holidays building.

The brochure



SUNRISE HOLIDAYS

A Sunrise Holiday is a 'holiday of a lifetime'. Our buildings are close to the sea, and all apartments have large balconies and air conditioning.

The apartments are:

- large, modern, spacious, comfortable and clean
- colourful
- well-furnished and decorated

Each apartment has:

- a shower / bathroom
- a satellite TV, telephone, hairdryer and safe
- all kitchen equipment

The apartment buildings have:

- lovely views of the sea
- beautiful gardens
- a large swimming pool
- a gym
- two tennis courts
- shops and a small supermarket



What Blue Horizon is really like

Read the notes made by Blue Horizon guests.

Comments from our guests

- sea - 10 kilometres away
- old building - no view of the sea
- no balconies
- garden? - no trees, no flowers
- swimming pool not finished
- rooms - no air conditioning, grey paint on walls
- no supermarket, only one shop



Task

Work in pairs. You are guests at Blue Horizon.

- 1 Compare what the brochure promises with the guests' notes. Say what is different.

*Blue Horizon hasn't got a lovely view of the sea.
There aren't any flowers.*

- 2 Student A: See right.
Student B: Turn to page 140.
Read your role cards. Then make the telephone call.

Student A Sunrise Holidays Representative


You receive a telephone call from an unhappy guest.

- Listen to the guest.
- Say you are sorry about the problems.
- Offer to talk to the manager.
- Do not offer to give back their money.

Writing

- 1 You are Carla Davis, the Manager of Blue Horizon. Write an e-mail to Mike Park, from Head Office.


- Explain the problems you have with Blue Horizon guests.
- Say you want a meeting with the Head of Customer Relations.
- Say you want to discuss Blue Horizon's future advertising policy.

- 2  3.4 Listen to the voice mail and make notes.

- 3 You are an employee of Sunrise Holidays. Use your notes to write a message for the Manager of Blue Horizon, Carla Davis.

Include:

- the name of the Head of Customer Relations
- arrival date/time
- flight number.

 Writing file pages 130 and 131

TELEPHONE MESSAGE

To: _____

Name of caller: _____

Time of call: _____

Message: _____

Action: _____

Signed _____

Date



1 Introductions

Vocabulary

A Circle the 15 words that are hidden in the grid horizontally and vertically.

P	O	L	I	S	H	E	O	M	A	N
A	N	A	L	Y	S	T	A	R	T	A
C	F	W	E	F	R	E	N	C	H	R
C	H	Y	E	M	F	R	O	O	G	R
O	U	E	N	G	I	N	E	E	R	O
U	N	R	G	A	N	N	T	R	E	A
N	G	R	L	C	A	S	H	I	E	R
T	A	A	I	O	N	A	U	N	K	I
A	R	T	S	A	C	N	M	O	R	P
N	Y	A	H	S	E	S	A	L	E	S
T	U	R	K	E	Y	E	N	A	L	O

B Choose the correct words from Exercise A to complete these sentences.

- Anastasios is *Greek* He lives in Thessaloniki.
- Boris is an electrical from Omsk. He is Russian.
- Jim is 19 years old. He is a assistant in a department store.
- Linda Moore is She is from Birmingham.
- I'm in Finance, but my partner works in Resources.
- I work in a bank. I'm a I pay out money to customers.
- Tony lives in Paris, but he can't speak
- I work with money and numbers. I'm the company's Chief
- Sureyya is from She lives and works in Istanbul.
- Aziza is from She speaks Arabic.

C What are the corresponding nationalities for these countries?

- Pakistan *Pakistani*
- Sweden
- Japan
- Spain
- Germany
- Brazil

to be

A Complete these sentences with *am, am not, is, is not, are, are not.*

- 1 Jeffrey Immelt *is* the CEO of GE.
- 2 Buenos Aires in Argentina.
- 3 Siemens and BMW German companies.
- 4 I English.
- 5 Isabel and Juan two technicians from Mexico. They speak Spanish, but they from Spain!
- 6 Nissan an American company, it Japanese.
- 7 I interested in Business English.

B Complete the information about Dorota with short forms of the verb *to be*.

My name *is* ¹ Dorota. I ² Polish, and I ³ from Łódź. I ⁴ an account manager. My husband ⁵ an architect. He ⁶ Polish, too. His name ⁷ Jan. We ⁸ interested in music and in travel. We have two children, a boy and a girl. Our son ⁹ 12 and our daughter ¹⁰ eight years old. They ¹¹ both in primary school. The school ¹² in the same street as my husband's office. That ¹³ very good for us!

C Put these words in the correct order to make questions.

- 1 their / are / what / names / ? *What are their names?*
- 2 you / consultant / are / a / ?
- 3 is / job / what / her / ?
- 4 sales / wife / is / a / your / manager / ?
- 5 from / and Sergio / where / Tony / are / ?
- 6 new / is / where / office / your / ?

2 Work and leisure

Vocabulary

A Complete these sentences with *in, at or on*.

- 1 The office is always very busy *in* the morning.
- 2 Our sales conference is usually the autumn.
- 3 Max sometimes works the weekend.
- 4 The meeting is Friday afternoon.
- 5 Their office is closed the afternoon.
- 6 The fair begins 20th April.
- 7 Some shops are open night.
- 8 Many of our employees go on holiday July.

B Use each item from the box twice to complete the leisure activities below.

going listening playing watching

- | | |
|------------------------|------------------------------|
| 1 <i>watching</i> TV | 5 to the swimming pool |
| 2 to the theatre | 6 films |
| 3 basketball | 7 to the radio |
| 4 to music | 8 golf |

Adverbs and expressions of frequency

Put the words in the correct order to make sentences.

- 1 Andrea / 9.00 / at work / before / is / usually
Andrea is usually at work before 9.00...
- 2 how / business / do / often / on / travel / you / ?
- 3 Sandra / a / from / home / month / once / works
- 4 I / for / late / am / meetings / never
- 5 Marco / a / Chief Accountant / times / helps / the / three / week
- 6 each / the / makes / Company / South America / four / Director / to / trips / year

Skills

Complete these questions (1–6) about work and leisure with the words from the box. Then match the questions with the answers (a–f).

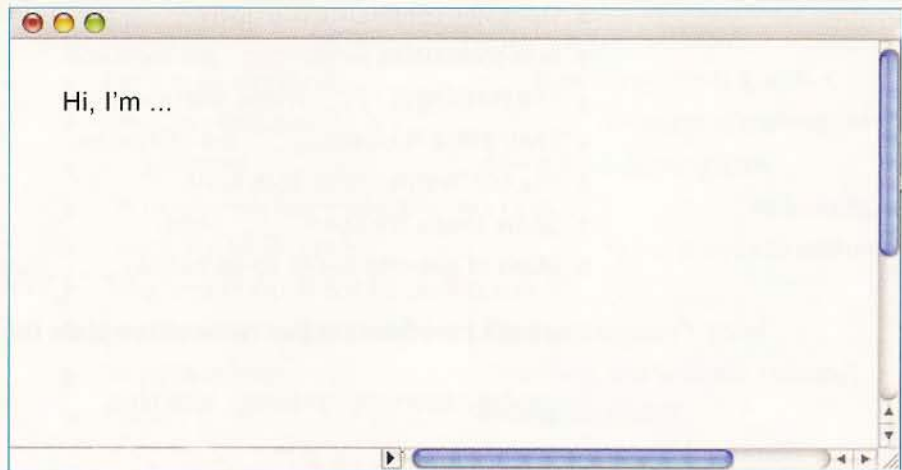
about after free hours week work

- | | |
|---|---|
| <ol style="list-style-type: none"> 1 How many <i>hours</i> a week do you work? 2 Which days are you very busy during the ? 3 When do you finish ? 4 What do you like best your job? 5 What do you usually do work? 6 What do you do in your time? | <ol style="list-style-type: none"> a) I go home to be with my children. b) Usually about 5:30. c) Between 35 and 45 hours. d) Well, I do a lot of sport. e) I'm always very busy on Wednesdays. f) The salary is good, and my colleagues are fantastic. |
|---|---|

Writing

Write an e-mail (40 to 60 words) to a new colleague telling them about yourself. Use the topics in the box to help you.

name job married/single company/college
nationality live work hobbies enjoy/don't enjoy



3 Problems

Vocabulary

Complete the opposites of the adjectives given.

- | | |
|----------------------|-----------------|
| 1 soft <i>hard</i> | 4 late ___ _ y |
| 2 safe ___ _ g ___ _ | 5 light _ e ___ |
| 3 wide _ a ___ _ | 6 slow ___ s _ |

Present simple

A Write complete sentences, using a negative form in the second part.

- 1 We write a lot of e-mails, but ... (reports)
We write a lot of e-mails, but we don't write a lot of reports.
- 2 I like presentations, but ... (meetings)
- 3 Pamela needs more flexible hours, but ... (lunch breaks)
- 4 Rob and Ann spend a lot on travel, but ... (food)
- 5 That camera fits in my handbag, but ... (pocket)
- 6 Tim talks about most things, but ... (problems)

B Complete these questions. Then match the questions and answers.

- | | |
|---|-------------------------------------|
| 1 Who ... <i>do</i> ... we report to? | a) Well, he's very efficient. |
| 2 How much this laptop cost? | b) I think he needs more money. |
| 3 How often you work overtime? | c) €350. |
| 4 Why Tariq always work weekends? | d) Ms Lee. She's your line manager. |
| 5 What you think about our new manager? | e) Before October. |
| 6 When they need the money? | f) About three times a month. |

have got

Complete these sentences with *has got*, *have got*, *hasn't got* or *haven't got*.

- 1 I'm sorry to hear that they ... *haven't got* ... enough money for their project.
- 2 Our new office a lift, and it a balcony, too.
- 3 We a new printer. It's very fast.
- 4 They like their office. It small windows, but it a great view of the mountains.
- 5 Sorry, we can't give him a refund. He the right invoice!
- 6 Our meeting rooms are very nice, but they air conditioning.

Skills

Complete this telephone conversation with the words from the box.

details help package ~~please~~ post sorry speaking thanks

- A Good morning. Kati Steiner here. Could I speak to Ron White, ... *please* ...¹?
- B² How can I³ you?
- A We've got a small problem with our new fax machine.
- B Could you give me some⁴, please?
- A Well, the operating instructions are not in the⁵.
- B I'm⁶ to hear that. Which model is it?
- A It's the Faxlux 2050.
- B Faxlux 2050. Right. I've got that. I'll put an instructions manual in the⁷ for you, Ms Steiner.
- A⁸ for your help. Goodbye.

Writing

Write a description (40 to 50 words) of your office or classroom. Write about the things that it has and hasn't got.

OVERVIEW ▼

- Vocabulary**
Travel details
- Listening**
Listening for information
- Language focus 1**
can / can't
- Reading**
Business hotels
- Language focus 2**
there is / there are
- Skills**
Making bookings and checking arrangements
- Case study**
Pacific Hotel

*A journey of a thousand miles
must begin with a single step.*

Chinese proverb

Starting up

A How often do you travel? Where do you like to go? Do you ever travel on business?

B When you travel, which of the following do you like or not like? Make sentences as in the examples.

I love meeting new people.


I don't like flying.

I like eating new food.

I hate checking in.

I don't mind packing.

- checking in
- waiting for luggage
- going through security checks
- speaking a foreign language
- packing suitcases
- being away from home
- travelling to the airport / station
- meeting new people
- flying
- eating new food


C  4.1 Listen to extracts 1–8. Where (a–e) can travellers hear or say these things?

- a) in a taxi c) at a railway station e) on a plane
b) at an airport d) at a hotel

1 *b* 2 3 4 5 6 7 8

Vocabulary

Travel details

A  4.2 Say these flight details. Then listen and check.

- | | |
|----------------------------------|---|
| 1 Flight BA 427 | 5 You fly from terminal 3. |
| 2 Flight LH 265 | 6 The 4.40 flight to Frankfurt is now boarding. |
| 3 Flight UA 491 | 7 You are in row 35, seat E. |
| 4 The plane leaves from gate 38. | 8 The plane arrives at 12.10. |

B Work in pairs. Ask each other information about some business travellers' flight details.

Student A: See below. Student B: Turn to page 140.

Student A

1 Ask your partner for the missing flight details, for example,
What are Mr Asafiev's flight details?

2 Give your partner the flight details he or she needs.

Mr Asafiev	Mr Bendhiba	TAY616
Ms Salgado	Ms Ayhan	TK940
Ms Ho Way Choo	Mr Mehmood	PK758
Mr Soong	Mr Ashida	JL984

3 Now check the flight details with your partner.

C People often do these things when they travel. Match the verbs (1–10) with the correct phrases (a–e).

1 buy	a) security	6 watch	a) a hotel room
2 confirm	b) a ticket	7 take	b) some shopping
3 collect	c) at the check-in	8 book	c) at the hotel
4 go through	d) their flight	9 do	d) an in-flight movie
5 queue	e) their luggage	10 check in	e) a bus or taxi

D Work in pairs. Put actions 1 to 10 from Exercise C into order.

- 1 *buy a ticket* 2 *book a hotel room*



E Complete the sentences below. Use the nouns from the box.

bill reservation ~~booking~~ receipt centre
fax call luggage flight seat

At the ticket office

- I need to change my *booking*
- Is there a direct ?

At the check-in desk

- Can I take this as hand ?
- Can I have an aisle ?

In a taxi

- Please take me to the city
- Can I have a , please?

At the hotel

- I have a for two nights. My name's Burkhard.
- Can I send a from here?
- Can I have an alarm at 6.45, please?
- I'm checking out today. Can I have the , please?

Vocabulary file page 157

Listening

Listening for information

4.3 Listen to each part of the recording. Then answer these questions.

Part 1

- What time is the next train to Manchester?

Part 2

- Which flight is boarding at gate 23?

Part 3

- What time does the train leave?
- Which platform does it leave from?

Part 4

- The passenger chooses a flight. What time does it leave?
- When does the flight arrive?
- What is the flight number?
- Which terminal does it leave from?

Language focus 1

can / can't

- We use *can* to say we are able to do something.
He can program a computer.
- We use *can I* or *can we* to ask permission.
Can I use the phone, please?
Yes, of course. / Sorry. I'm afraid it's for staff only.
- We also use *can* to talk about what is possible.
Can I fly direct from Moscow to Sydney?
No, you can't. You need to change.

page 121



- A Put this dialogue into the correct order.**
- Paolo Hi, Judith.
- Judith Well, I can't do Thursday, but Friday is OK.
- Paolo Paolo Ranieri speaking.
- Judith Oh, hello, Paolo. This is Judith Preiss here.
- Paolo I'm sorry, Judith. I can't. But I can make Thursday or Friday.
- Judith Paolo, I'm calling about that meeting. Can you make next Wednesday?
- Paolo Of course. I can pick you up from the station if you like.
- Judith 10 o'clock's fine. Oh, and can I bring my colleague, Sabrina? You met her at the conference.
- Paolo OK. Friday it is. Can we meet in the morning – say 10 o'clock?
- Judith Great. See you on Friday. Bye.

- B** 4.4 Listen and check your answers.

- C** Look at the dialogue in Exercise A. Write questions beginning with *can*.
Can Judith and Paolo meet on Friday?

Work in pairs. Ask each other your questions. How much can you remember?

A *Can Paolo meet Judith on Wednesday?* B *No, he can't.*

- D** 4.4 Listen to the dialogue again. Then practise it with a partner.

- E** Complete the e-mail Judith writes to Sabrina about the arrangements.

Sabrina

I called Paolo Ranieri about the meeting. He¹ make it on Wednesday, but he² do³ at 10 o'clock. He says of course you⁴ come with me! And he⁵ pick us up from the⁶.

See you soon,

Judith

- F** Ask people in your class about the languages they can speak.

A *Can you speak Japanese?* B *No, I can't.*

Work in pairs. Try to remember the languages people can and can't speak.
John can speak English and German, but he can't speak Chinese.

- G** Work in pairs. Role-play this situation.

Student A: Turn to page 135. Student B: See below.

Student B

Ask Student A for the following information:

- take a taxi from the airport to the office?
Can I take a taxi from the airport to the office?
- smoke in the building?
- get lunch in the cafeteria?
- get secretarial help?
- use a computer?

Reading


Business hotels

A Tick the facilities you expect to find in a business hotel.

- | | | | |
|----------------|--------------------------|----------------------|--------------------------|
| fitness centre | <input type="checkbox"/> | secretarial services | <input type="checkbox"/> |
| reception desk | <input type="checkbox"/> | meeting rooms | <input type="checkbox"/> |
| gift shop | <input type="checkbox"/> | childcare service | <input type="checkbox"/> |
| restaurant | <input type="checkbox"/> | Internet connections | <input type="checkbox"/> |

B Read this brochure. Underline the words from Exercise A which are in the brochure.

Welcome to the **ST REGIS**



The St Regis is a five-star hotel in Shanghai, just 35 minutes from the city's new international airport (distance: less than 20km). It is in the Pudong area, one of the most dynamic financial and commercial centres in the world. But for the business traveller interested in culture and history, there are also many attractions, such as the Jade Buddha Temple and traditional Chinese gardens.



St Regis has 328 luxurious rooms. Each room offers voicemail, free access to high-speed broadband and wireless Internet connection, as well as in-room movies, a CD and video library and flat-screen TV.

A unique feature of the hotel is that each guest can enjoy the services of a personal assistant called the St Regis Butler. The butler takes full responsibility for your comfort from check-in till check-out and can also help you with the organisation of your business meetings.

There is also a sauna, a fitness centre, a tennis court, an indoor swimming pool and a spa where you can relax.

On the top floor, the award-winning Italian restaurant offers fantastic panoramic views of the city. There are two other restaurants: one is authentic Chinese and the other offers a wide variety of international dishes.

St Regis has a round-the-clock business centre and 13 meeting rooms with multimedia equipment and space for up to 880 people.

C Ask and answer questions about the St Regis.

A *Can you watch films and videos?* B *Yes, you can.*

- 1 watch films and videos?
- 2 use your computer in your room?
- 3 swim at the hotel?
- 4 work at night?
- 5 eat in the hotel?
- 6 play tennis at the hotel?
- 7 hold a meeting?

D Answer these questions.

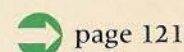
- 1 How far is it from the airport to the hotel?
- 2 How long does it take to travel from the airport to the hotel?

E Match the words on the left (1–8) with the words on the right (a–h) to make word partnerships from the text.

- | | |
|-------------|------------------|
| 1 voice | a) centre |
| 2 meeting | b) library |
| 3 fitness | c) swimming pool |
| 4 Internet | d) views |
| 5 personal | e) mail |
| 6 indoor | f) assistant |
| 7 panoramic | g) room |
| 8 video | h) connection |

Language focus 2**there is / there are**

- We often use *there is / there are* before *a / an* or *some / any*.
There is an indoor swimming pool.
There are three restaurants.
There aren't any shops in the area.
Are there any meeting rooms in the hotel?
Yes, there are. / No, there aren't.

**A Complete these sentences with the correct form of *there is* or *there are*.**

- 1 It's a very small airport. *There aren't* any shops in the terminal.
- 2 a problem with my ticket?
- 3 any aisle seats available.
- 4 a stopover in Frankfurt.
- 5 any flights to Zurich tonight?
- 6 I'm afraid a flight to Warsaw this afternoon.
- 7 two cafés in the terminal.
- 8 any buses from the airport to the city centre?

B Work in pairs. Role-play this situation.

Student A: See below.

Student B: Turn to page 140.

Student A

You have a new job in a city abroad. Ask Student B about these items.


Is there an international school?

- | | | |
|------------------------|-------------------------|------------------|
| • international school | • cinemas and museums | • swimming pools |
| • golf courses | • good transport system | • universities |
| • luxury hotels | • good health service | • nightclubs |

C Ask and answer questions about a place that you know well.

Skills

Making bookings
and checking
arrangements

A  4.5 Read these questions. Then listen to the dialogue and underline the correct answers.

- | | |
|---|----------------------------|
| 1 When is Simon arriving? | <u>Monday</u> / Wednesday |
| 2 When is he leaving? | Tuesday / <u>Wednesday</u> |
| 3 What kind of room does he want? | single / <u>double</u> |
| 4 How much does the room cost per night? | €120 / €150 |
| 5 How many nights is he staying at the hotel? | 1 night / 2 nights |
| 6 What time will he arrive? | 7 o'clock / 6 o'clock |

B Work in pairs. Student A is a receptionist at the Delta Hotel in Greece. Student B is a business traveller. Book rooms for yourself and a colleague. Study the Useful language box. Then role-play the telephone call.

A Answer phone. Give name of hotel.

B Give your name. Ask for two single rooms with baths from 16 to 20 July.

A Check booking is for four nights from 16 to 20 July.

B Price?

A €150 per night per single room.

B Restaurant? Car park?

A Restaurant: yes

Car park: no

Ask for credit card details.

B Visa number: 4921 4456 3714 1009

Expiry date: 12/11

 Vocabulary file pages 158–160

Useful language

Receptionist

Hello. Capri Hotel. How can I help you?

I can give you a single / double on the first floor.

Would you like smoking or non-smoking?

So, that's a single room for two nights, the 4th and 5th.

Can I have your credit card details, please?

What time do you expect to arrive?

Could you repeat that, please?

Caller

I'd like to book a room from Tuesday 4th to Thursday 6th.

How much is it per night?

Is there a restaurant in the hotel?

Is there a car park?

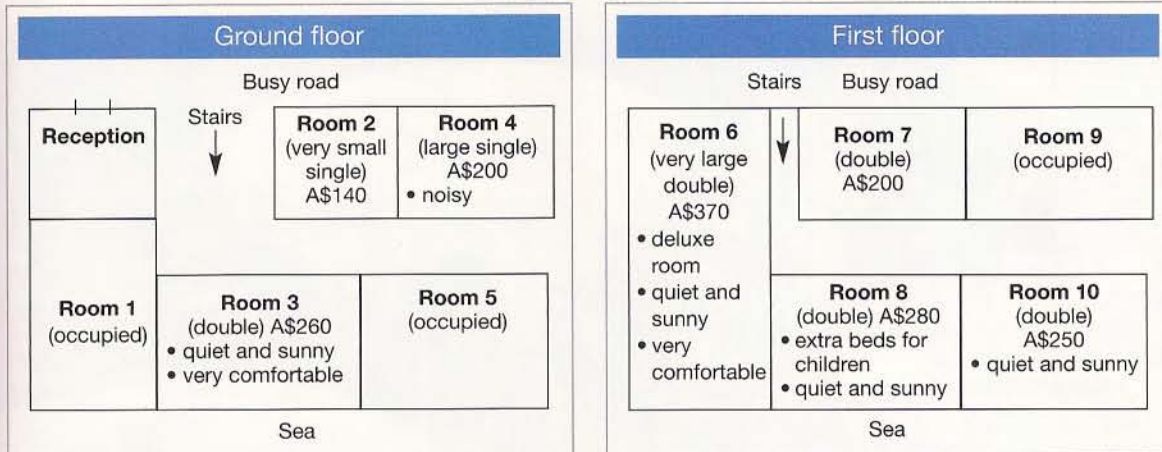
Can I pay with American Express / MasterCard / Visa?

It's a Visa card. The number is

The expiry date is

Background

The Pacific Hotel is in Sydney, Australia. Twelve people want to book rooms for next week.



Guests and room requirements


- Anna and three friends aged 50–70. They want two double rooms. They can pay A\$240 for each room.
- Mr and Mrs Schmidt. They are just married. They can pay A\$280.
- Mr Jensen and his son. The son is in a wheelchair. They can pay A\$280.
- Mr Wang is a writer and wants a quiet room. He can pay A\$180.
- Madame Berger and her rich friend. They want a sunny room with a lovely view. Price is not important.
- Ms Steele, a businesswoman, wants a large, quiet room. Price is not important.

Writing

You are a receptionist at the hotel. Choose a guest and write an e-mail to confirm the details of their stay. Include the date of arrival, date of leaving, type of room and the price.

Dear ...

I am happy to confirm the following details of your stay ...

 Writing file page 130

Task

- 1 Work in pairs. You are the Hotel Manager and the Assistant Manager. Decide which room(s) you can offer each guest.
*We can offer Anna rooms 1 and 7.
We can't use room 1, it's occupied.*
- 2 Now work in groups of four. Compare your ideas.
- 3 Look at this extract from a telephone conversation between the hotel receptionist and one of the guests.

A Pacific Hotel. Good morning. How can I help you?

B Hello. This is Li Wang here. I'd like to book a room from Tuesday till Saturday next week.

A Do you want a single or a double?

B Single, please. And if possible, I'd like a quiet room.

A Right. Let me check. Yes, we have a single room on the ground floor then, but I'm afraid it's very small.

B Is that all you have?

A Well, there's a larger single on the same floor, but that room is very noisy, I'm afraid.

B OK, then. How much is the small single per night?

A It's A\$140.

B Fine.

A All right. Can I take your details, please?

Work in pairs. Choose another guest and role-play a similar telephone conversation.

OVERVIEW ▼

- Vocabulary**
Eating out
- Reading**
Dining etiquette
- Language focus 1**
some / any
- Listening**
Ordering a meal
- Language focus 2**
Countable and uncountable nouns
- Skills**
Entertaining
- Case study**
Which restaurant?

“Good food ends with good talk.”

Geoffrey Neighor, American TV writer
in *Northern Exposure*

Starting up

A What kind of food do you like? Make adjectives.

China	Japan	Thailand	India	Turkey	Greece	Italy
France	Germany	Russia	Sweden	the UK		

I like Chinese food. I love Italian food.

B Match the typical dishes (1–8) to the adjectives (a–h). Then make sentences.

Curry is an Indian dish.

- | | |
|--------------------------|--------------|
| 1 curry | a) American |
| 2 snails | b) Italian |
| 3 sushi | c) Indian |
| 4 spaghetti | d) French |
| 5 goulash | e) Hungarian |
| 6 hamburger | f) Chinese |
| 7 paella | g) Japanese |
| 8 sweet-and-sour chicken | h) Spanish |

What other typical dishes do you know?

C In your country, do businesspeople usually:

- 1 have business breakfasts?
- 2 entertain businesspeople at home?
- 3 entertain businesspeople at the weekend?

Vocabulary

Eating out

- A** Choose the odd one out in each group of food words below. Use the words from the box to explain your answer.

fish meat vegetable fruit

- 1 salmon tuna cod onion *Onion – It's a kind of vegetable.*
- 2 beef apple lamb chicken
- 3 carrots peas trout broccoli
- 4 veal grapes cherries peach
- 5 cabbage eel cauliflower aubergine

- B** Look at these words for parts of a menu.


Starter	Main course	Dessert
<i>SOUP</i>		

Write the dishes from the box under the headings on the menu.

~~soup~~ apple pie steak pâté salad ice cream
 grilled fish fruit chocolate mousse moussaka
 spring rolls cheesecake roast duck tiramisu
 prawn cocktail beef stew stuffed mushrooms

- C** Underline the correct word to complete each of these sentences.

- 1 You ask for the *receipt* / *menu* at the start of a meal.
- 2 You ask for the *check* / *bill* at the end of a meal in London.
- 3 You ask for the *check* / *bill* at the end of a meal in New York.
- 4 You ask for the *tip* / *receipt* after you pay.

 Vocabulary file page 155

Reading

Dining etiquette

- A** Discuss these questions.

- 1 Do foreigners eat your national food in the same way as you do?
- 2 What changes do people in your country make to foreign dishes?

- B** Look through the article on page 44 and complete this fact file.

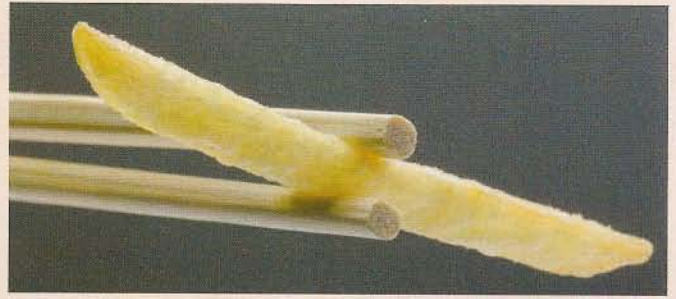
Founder / Manager	Name of restaurant	Location	Type of food served
Alan Yau ¹ ² ³
..... ⁴	Brasserie Roux ⁵ ⁶
Noboyuki Matsuhisa ⁷	USA ⁸
	Chop Stick ⁹ ¹⁰

Learning chopsticks

By Gwen Robinson

In the West, as well as in Asia, tastes and dining etiquette are changing. 'There is more understanding of different cuisines and cultures,' says Alan Yau, the innovative and successful founder of the Wagamama chain of Asian noodle restaurants in the UK. 'But people still don't understand etiquette very well. For example, in one of my Thai restaurants, Western diners insist on using chopsticks. They don't want to eat the Thai way, just with fork and spoon,' says Yau, 'so we give them chopsticks. Then Thai people say we are not a "real" Thai restaurant because we provide chopsticks.'

Hugues Jaquier, general manager of London's exclusive Hotel Sofitel St



James and Brasserie Roux, believes people are only beginning to understand other cultures. He is shocked when customers put ketchup on a traditional French dish, or when US guests insist on drinking coffee with their meals.

The Japanese are leading other Asian cultures in adapting their own traditions. 'When Nobuyuki Matsuhisa launched the Nobu restaurants in the USA, he quickly learned what Americans like,' says Laura Holland, translator of the successful Nobu cookbook. For example, at the beginning, Nobu disliked

seeing diners pour lots of sauce on their rice and sushi, but then he accepted it and he even developed a special mix for customers to pour.

'On the other hand, in Japan, the more sophisticated, restaurant-going crowd are very open to different styles and trends,' says Holland. The 'Japanisation' of Western food and etiquette began many years ago. In Tokyo's chic Ginza district, for example, an Italo-Japanese restaurant called Chop Stick serves innovative Italian food that people can eat with chopsticks.

FINANCIAL TIMES

C Match these words (1–6) to their meanings (a–f). Use a good dictionary to help you.

- | | |
|-------------------------------|---|
| 1 etiquette | a) change something to make it suitable for a new situation |
| 2 innovative | b) the way a situation is developing or changing |
| 3 insist (on doing something) | c) knowing a lot about fashion and culture |
| 4 adapt | d) new, original |
| 5 sophisticated | e) the rules of polite behaviour |
| 6 trend | f) keep doing something that other people don't like |

D Decide whether each statement is true or false.

- 1 Alan Yau says that tastes in food are changing in Asia only. *false*
- 2 Thai people don't understand etiquette very well, according to Yau.
- 3 Hugues Jaquier finds it strange that some people drink coffee with their meals.
- 4 Nobu adapts his dishes for American customers.
- 5 Japanese restaurant goers don't like to try different cuisines.
- 6 In Japan, adapting Western food and etiquette is not something new.

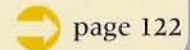
E Work in pairs.

- a) Discuss how business people can learn about foreign cultures. Make a list of three practical ideas.
- b) Imagine some foreign business people ask you about the main rules of dining etiquette in your country. What do you tell them? Make a list of three points.

Language focus 1

some / any

- We use *some* in positive statements.
*There are **some** very good restaurants in the city centre.*
- We also use *some* when we offer things and ask for things.
*Would you like **some** more coffee? Can I have **some** tea, please?*
- We use *any* in most questions.
*Do you have **any** beef?*
- We also use *any* in negative statements.
*We haven't got **any** beef today.*



A Tick the correct sentences. Correct the mistakes in the other sentences.

- 1 I'd like any water. *I'd like some water.*
- 2 Could I have any more coffee, please?
- 3 Are there any restaurants near here?
- 4 There isn't some wine left.
- 5 I'd like some cheese, please.
- 6 Do you have any soft drinks?

B Read this dialogue about choosing a restaurant. Underline the correct words to complete it.

Mina There are some / any¹ good restaurants in the centre.

Ivan Yes, but there isn't some / any² parking. We could go to the Texas Steakhouse near the airport.

Mina Do they serve some / any³ vegetarian dishes?

Ivan I don't think so. How about the Marina? They do some / any⁴ great fish dishes, and they have some / any⁵ vegetarian starters, too.

Mina Good idea. I'll see if they've got a table for 9 o'clock.

A 5.1 A man and a woman are ordering a meal in a restaurant. Listen and write *M* for man and *W* for woman.

- | | | | | | | |
|---------------|-----------|--------------------------|--------|--------------------------|-----------|-------------------------------------|
| 1 Starter | salad | <input type="checkbox"/> | snails | <input type="checkbox"/> | soup | <input checked="" type="checkbox"/> |
| 2 Main course | spaghetti | <input type="checkbox"/> | paella | <input type="checkbox"/> | sushi | <input type="checkbox"/> |
| 3 Dessert | ice cream | <input type="checkbox"/> | fruit | <input type="checkbox"/> | apple pie | <input type="checkbox"/> |

B Work in pairs. Look at audio script 5.1 (page 147). Order and recommend things that *you* like.

C Put this dialogue into the correct order.

- a) You should try the roast duck. It's delicious.
- b) No, thanks. I'm full.
- c) Would you like a starter?
- d) Right. I'll get the bill.
- e) I'd like the soup, please.
- f) Would you like a dessert?
- g) What do you recommend for the main course?
- h) Thanks very much. That was a lovely meal. I really enjoyed it.


D 5.2 Listen and check your answers.

Listening
Ordering a meal

Language focus 2

Countable and uncountable nouns

- Most nouns in English are countable. We can put *a / an* before them, and they have a plural form.
tables, meals, restaurants, women
- Some nouns are usually uncountable and so are usually singular.
water, tea, sugar, milk, bread
- *A lot of, many* and *much* mean 'a large quantity or number of something'.
- We use *a lot of* in all types of sentences.
There aren't a lot of flights at the weekend.
- We use *many* with countable nouns.
How many people are coming to the conference?
- We use *much* with uncountable nouns.
Can you pay? I haven't got much money.

 page 122

A Tick the countable nouns.

- | | | |
|--------------------|---------------|--------------|
| 1 reservation ✓ | 9 information | 17 table |
| 2 fax | 10 seat | 18 tip |
| 3 air conditioning | 11 luggage | 19 transport |
| 4 bathroom | 12 flight | 20 soup |
| 5 bill | 13 menu | 21 work |
| 6 employee | 14 money | 22 shopping |
| 7 equipment | 15 overtime | 23 suitcase |
| 8 hotel | 16 receipt | 24 leisure |

B Correct the mistakes in these sentences. Use *a lot of, many* or *much*.

- They don't have ~~much~~ vegetarian dishes here. *a lot of / many*
- How many does it cost?
- The restaurant hasn't got much tables left.
- I don't have many time at the moment.
- I drink much coffee.
- There aren't much hotels in the city centre.
- It costs much money.
- I don't want many spaghetti. There's ice cream for dessert.

C Work in pairs. Complete these questions with *many* or *much*. Then ask and answer the questions with a partner.

- A How *much* cash do you have in your wallet?
B *About 20 euros.*
- How keys do you have in your bag / pocket?
- How people are there in your company?
- How time do you have for lunch?
- How days' holiday a year do you have?
- How languages do you speak?
- How do you usually tip in a restaurant?
- How fast-food restaurants are there where you live?
- How do you eat for breakfast?
- How water do you drink a day?


Skills

Entertaining

- A** Two managers are discussing how to entertain a group of important foreign visitors. Complete the dialogue below with words from the box.

right recommend book entertain invite call about

- Lee How can we¹ *entertain* our visitors next week?
 Cary Why don't we² them for dinner?
 Lee Good idea. Which restaurant do you³?
 Cary The food is always good at Pierre's.
 Lee That's⁴, but it's usually very busy.
 Cary How⁵ a restaurant by the river?
 Lee Yes. There's a good Italian restaurant there. Shall I⁶
 a table for Wednesday night?
 Cary Yes, please. Can you⁷ the restaurant as soon as
 possible, please?

 **5.3 Listen and check your answers.**

- B** You are in a restaurant. Match what you think (1-7) to what you should say (a-g).

You think

- 1 I want a steak.
- 2 The fish is good.
- 3 What is the best dish?
- 4 I need to pay.
- 5 I don't eat meat.
- 6 I want to choose some wine.
- 7 I'm not ready to order yet.

You say

- a) Can I have the bill, please?
- b) Are there any vegetarian dishes?
- c) I'd like the steak, please.
- d) I need a few more minutes.
- e) Can I have the wine list, please?
- f) What do you recommend?
- g) I recommend the fish.



- C**  **5.4 Listen to a waiter in a restaurant. Use responses from the 'You say' column in Exercise B to reply.**

You hear: Are you ready to order?

You say: *I need a few more minutes.*

- D** Work in pairs. Student A, play the role of the waiter (see audio script 5.4, page 148). Student B, see how many of the responses you can remember. Then change roles.

Useful language

Suggesting

Why don't we ...?
 Shall I ...?
 How about ...?

Giving opinions

I think ... is the best restaurant. The food is delicious.
 We need to go to ... restaurant. It's close to the office.

Agreeing

Yes, because ...
 I agree, because ...
 That's right.

Disagreeing

I see what you mean, but ...
 I don't know about that. I think ...
 That's right, but ...

Which restaurant?

CASE STUDY

Background

You work for a computer software company in San Francisco. You and your colleagues want to entertain three very important customers at a good restaurant. Each customer prefers a different type of food. You have three restaurants to choose from.

Task

- 1 Work in groups of three. Choose role card A (see below), B (page 141) or C (page 143). Each colleague knows one of the customers well.
- 2 Study the information on the opposite page and decide which restaurant is the best for your customer.
- 3 Discuss your ideas with your colleagues. Say why you prefer your restaurant.
- 4 As a group, decide which restaurant is best for your customers.

Role card A

You do not want to pay too much for the meal.

Your customer, Mr Haynes ...

- does not like hot and spicy food or fish very much.
- is staying downtown.
- prefers quiet restaurants.

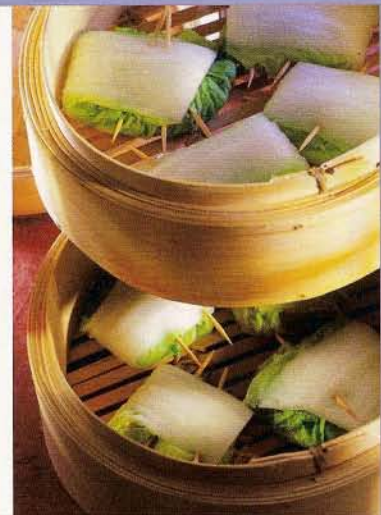
The Bamboo Garden (Chinese food)

A very popular place. The food is always high quality and good value. You sometimes have to wait for a table.

Location	Downtown; close to offices and many hotels
Access	By public transport or car. No parking
Atmosphere	Usually noisy, with a lot of people
Average cost	\$35 per person

On the menu

A variety of good Chinese soups (hot and sour, wonton)
 Typical main courses such as sweet-and-sour chicken, beef with chilli, vegetables and fried rice
 Not many fish or vegetarian dishes



L'Esprit de Mer (seafood)

First-class food. The fish is always excellent. It isn't near downtown and is quite expensive, but it's worth a visit!

Location	In Sausalito, across the Golden Gate Bridge
Access	About half an hour by ferry or an hour by car. Parking
Atmosphere	Quiet and calm
Average cost	\$50 per person

On the menu

High-quality French cuisine
 The best fish from the local markets
 A few meat dishes, but no vegetarian
 Very good choice of desserts and cheese



The Place in the Park (vegetarian dishes)

This is the place to bring visitors. The vegetarian dishes are wonderful. Prices are high, but the food and service are always excellent.

Location	In Golden Gate Park, 2 miles from downtown
Access	By car. Parking
Atmosphere	Relaxing. Live jazz music
Average cost	\$75 per person

On the menu

A wide variety of international vegetarian dishes
 No meat is served



Writing

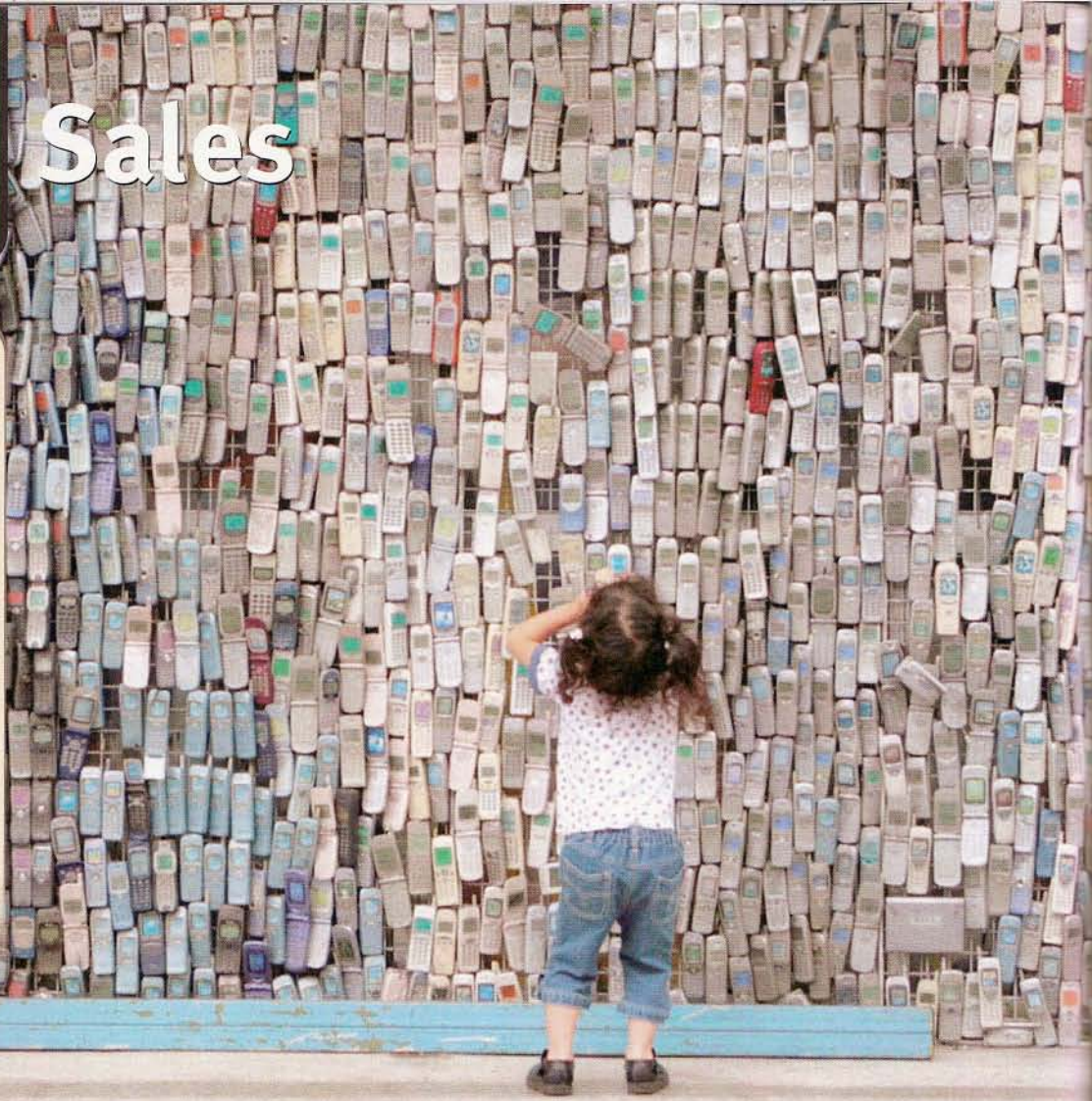
Write an e-mail to your customer. Invite him or her to dinner and give details of the restaurant. Include the date and time and the name, location and type of restaurant.

Dear ...

I would like to invite you for a meal on ...

OVERVIEW ▼

- Vocabulary 1**
Choosing a product
- Reading**
A success story
- Language focus 1**
Past simple
- Vocabulary 2**
Choosing a service
- Listening**
How to sell
- Language focus 2**
Past time references
- Skills**
Presenting a product
- Case study**
Link-up Ltd



“Buy one, get one free.”

Sign in a London shoe shop

Starting up

A 6.1 Listen to three people talking about the products they buy and when they buy them. Complete this chart.

Speaker	Product	Place	How often
1	clothes	mail order	
2		online	
3			once a year

B Where do you buy the products in Exercise A? How often do you buy them? Use the words from the box.

I buy clothes in high street stores. I usually buy them every month.

usually once a week at the weekend sometimes every day

C Work in pairs. Choose two other products you buy. Talk about where and how often you buy them.

Vocabulary file page 157

Vocabulary 1

Choosing a product

A Read the Delfos sales leaflet. Find expressions which mean the following:

- 1 There are some good offers. *great deals*
- 2 The buyer pays only a small amount of money at the beginning.
- 3 The buyer pays some money every four weeks for a year.
- 4 There is no cost for transporting the goods to the buyer.
- 5 It doesn't cost extra to pay over 12 months.



DELFO'S COMPUTERS

- ⇒ GREAT DEALS ON ALL COMPUTERS, PHOTOCOPIERS AND DATA PROJECTORS
- ⇒ 3-YEAR GUARANTEE
- ⇒ LOW DEPOSIT
- ⇒ PAY €100 NOW FOLLOWED BY 12 MONTHLY PAYMENTS
- ⇒ INTEREST-FREE CREDIT

FREE DELIVERY


DELFO'S COMPUTERS LTD
MANCHESTER
ENGLAND

B Read these sentences. Does a buyer or a seller say them? Write **B** or **S** in each box.

- | | | | |
|-------------------------------|-------------------------------------|--------------------------------|--------------------------|
| 1 We offer great deals. | <input checked="" type="checkbox"/> | 5 Are the goods in stock? | <input type="checkbox"/> |
| 2 I'd like to place an order. | <input type="checkbox"/> | 6 Can you pay a deposit? | <input type="checkbox"/> |
| 3 Do you give a guarantee? | <input type="checkbox"/> | 7 We always deliver on time. | <input type="checkbox"/> |
| 4 I'd like to compare prices. | <input type="checkbox"/> | 8 Can I make monthly payments? | <input type="checkbox"/> |

C  6.2 Listen to a conversation between a buyer and a seller. Underline the correct answers.

- | | |
|--|--------------------------------------|
| 1 Which model does Karl want? | PS7 / <u>TX7</u> |
| 2 How long is the guarantee? | three years / <u>two years</u> |
| 3 How much deposit is needed for large orders? | 15% / <u>10%</u> |
| 4 What does the seller say is a large order? | Over 50 units / <u>Over 25 units</u> |
| 5 Does the seller always have goods in stock? | Yes / <u>No</u> |

 Vocabulary file page 153

D What is important for you when you buy a product like a computer or a TV? Put these items in order of importance (1–6).

- a three-year guarantee
- interest-free credit
- a low deposit
- free delivery
- a big discount
- great after-sales service

Reading

A success story

A Before you read the article, discuss these questions.

- 1 Some businesses start very small, then become global companies. What examples can you give?
- 2 What do you know about IKEA, the global furniture retailer?

B Match these words (1-4) to their meanings (a-d).

- | | |
|--------------|---|
| 1 distribute | a) sell only or mainly one type of goods |
| 2 specialise | b) attractive and fashionable |
| 3 stylish | c) a set of similar products made by a particular company |
| 4 range | d) supply goods from one place to shops or customers |

C Look through the article to find out what these numbers refer to.

- 1 17 2 150 3 2005 4 6,000 5 17.3

IKEA: lower prices, higher sales

By Päivi Munter

Ingvar Kamprad started IKEA in his small farming village in Sweden over 60 years ago. He was only 17 years old and sold his products from his bicycle. When his business grew, he distributed them from a milk van.

He first introduced furniture into the IKEA product range in 1947. Demand for his furniture increased rapidly, so he decided to specialise in this line.

In the mid 1950s, IKEA began designing its own furniture. It wanted to make innovative, stylish products and to keep prices down. This made it possible for a large number of customers to buy IKEA home furnishings.

IKEA opened its first store in Sweden in 1958. In the next 40 years, the number of stores went up to over 150 in 29 countries. In 2005, there were a record 18 new stores – 15 in Europe and three in North



America, and then IKEA entered the Japanese market with two stores in 2006.

That year in February, it also opened a new store in London. Six thousand customers arrived for the midnight opening. There were not enough security staff and police to manage the crowd, and some people hurt themselves in the rush to get into the store!

Sales for the IKEA Group rose steadily, year after year. At the end of the financial year 2002, sales were at 11 billion euros. At the end of 2006, they totalled 17.3 billion euros.

The success story continues, and the group expects to add more stores to its existing network.

FINANCIAL TIMES

D Decide whether these statements are true or false.

- 1 Kamprad started IKEA over 60 years ago. *true*
- 2 IKEA began designing its own furniture in 1947.
- 3 IKEA's strategy was to make original furniture at low prices.
- 4 IKEA entered the Japanese market 20 years ago.
- 5 IKEA opened a new store in London in 2005.
- 6 Sales increased by over 6 billion euros in four years.

E Look through the article to find the missing word(s) in these sentences.

- 1 When his business, Kamprad distributed his products from a milk van.
- 2 Demand for his furniture rapidly.
- 3 In the next 40 years, the number of stores to over 150 in 29 countries.
- 4 Sales for the IKEA Group steadily, year after year.

What do these three verbs have in common?

F Work in pairs. Discuss what makes success in business possible and add to this list.


- intelligence
- money
- hard work
- luck
- personal contacts
-
-

Put the points above in order of importance.

Language focus 1**Past simple**


- We use the past simple to talk about completed actions in the past.
*Last year, we **increased** our sales by 15 per cent.*
- We usually form the past simple by adding *-d* or *-ed* to the verb.
save – saved launch – launched export – exported
- About 150 irregular verbs form the past simple differently.
cost – cost be – was – were grow – grew
spend – spent give – gave go – went

For a list of the most common irregular verbs, see the inside back cover.


 page 123

A  6.3 Listen to how the *-ed* endings of these verbs are pronounced.

- 1 saved; delivered /d/ 2 launched; worked /t/ 3 decided; visited /ɪd/

B  6.4 Listen and put these verbs into the correct group (1, 2 or 3).

started finished advised lived decided opened missed booked invited

 6.4 Listen again and practise saying the verbs.

C Complete this sales report. Use the past simple of the verbs in brackets.**Report on sales trip – South Korea**

Last December, I¹ *visited* (visit) our major customers from big department stores in South Korea.

On 5th December, I² (meet) Mrs Kyoung Ai Lee in Seoul. We³ (send) her 200 brochures in June.

On 6th December, I⁴ (make) a presentation to Mrs Lee's sales staff on our products and⁵ (advise) them how to display them.

The following day I⁶ (go) to Seoul, and our agent⁷ (introduce) me to Mrs Ha, the chief buyer of a new department store in the capital. She⁸ (ask) me to send her 500 brochures. I⁹ (give) her some samples of our products.

I¹⁰ (fly) back to head office in Paris on the 9th.

Vocabulary 2

Choosing a service

A Use the words from the box to complete the Dart leaflet below.

discount free period price -save-



Dart Car Hire
Special Summer Promotion

Join our **Dart Car Hire Gold Club** today

- *Save*¹ up to 50% on selected models
- Three days for the² of two
-³ insurance and unlimited mileage
- Extra 10%⁴ until the end of July
- For a limited⁵ only

As a Gold Club member ...

- you get free hire days or airline miles as your reward
- you can use our express service, available at all international airports in the country
- you don't wait for a piece of paper when you return the car – we e-mail you a detailed receipt

Dart Car Hire
Gold Club
The best the business traveller can get



B Decide whether these sentences about the Dart leaflet are true or false.

- 1 The customer can get some deals for half price. *true*
- 2 There is an extra cost for insurance.
- 3 The price is cheaper if the customer is quick.
- 4 The offer is for the whole year.
- 5 Gold Club members have a choice of reward.
- 6 Gold Club members get their receipt by express post.

C Rewrite the false statements in Exercise B to make them true, for example,


- 2 *There is no extra cost for insurance.*

Listening

How to sell



▲ Bob Hazell

A  6.5 Bob Hazell is the director of Advanced Training, a sales training company in the UK. He is giving some advice to salespeople. Listen to the first part and complete these summary notes.

- 1 The first thing is *to be prepared* – make sure that you've got everything that you need for your interview.
- 2 Secondly, your customers well before you go.
- 3 Thirdly, make sure that you're talking to the Remember 'MAN': M is the person who has the ; A is the person who has the ; N is the person who has the We need to talk to the person who has all three.
- 4 Fourthly, the important thing to do is to know well.

B  6.6 Listen to the second part and answer the questions below.


When training people to be good at selling, two things are very important: motivation and simple tools that they can take away and use.

- 1 What are the three basic points that make up motivation?
- 2 What are the four steps to follow when doing an interview?

Language focus 2

Past time references

- Some time references refer only to the past.
The special deals ended two months ago.
Last week we sold 500 units – a record!
- The prepositions *on, from, for, in, to* and *during* often refer to periods of time in the past.
He lived in France for five years. He moved to Germany in 1999.
The goods left the warehouse on 31 March.
They worked hard on the sales campaign from February to November.
During October, we reached our sales target for the year.

 page 123

A Underline the correct words to complete this article.

1999–2002: business at the University of Santiago de Compostela (Spain)

holiday work: part-time salesman for Levi's

July 2002: graduation

July 2002 – September 2003: sales department of family company

September 2003: London – Diploma in Business with English + part-time work for the Students' Union

July 2004: looking for a sales job

January 2005: permanent position in shipping company

a year ago: new job with Futura Financial Services

now in sales department (voted salesperson of the year a month ago!)

Profile



Miguel Perez studied business at Santiago de Compostela University in Spain *in / on / from*¹ 1999 to 2002. *Since / During / At*² the summer holidays, he worked part-time as a salesman for Levi's.

After graduating *in / at / on*³ July 2002, he wanted to continue in sales, so he worked *in / for / at*⁴ a year in the sales department of his family's company. He decided to improve his business English. *In / At / Since*⁵ September 2003, he went to London to study for a Diploma in Business with English. *During / At / For*⁶ that year, he worked part-time for the Students' Union.


*Next / In / For*⁷ July 2004, he began looking for a sales job. Six months later, he got a permanent position in a shipping company. However, a year *since / last / ago*⁸, he changed his job and joined Futura Financial Services. He now works in the sales department. *Next / Last / For*⁹ month he was voted salesperson of the year.

B Write five or six bullet points like the notes in Exercise A, but about your own career (or the career of someone you know). Then give your notes to a partner.

Write an article about your partner's career. Before you write, look carefully at Exercise A and study how you can write an article from notes.

Skills

Presenting a product

- A**  6.7 At a trade fair, a department store buyer talks to a salesperson about microwave ovens. Listen and complete this chart.

Model: *R215*...¹

Target market: people with² kitchens


Colours: black,³, blue,⁴

Features:⁵ design, easy to⁶

Price:⁷

Delivery:⁸ days



- B**  6.7 Look at the Useful language box below. Listen to the conversation again. Tick the expressions you hear.

Useful language

BUYER

Asking for information

Can you tell me about ...?
I'd like some information
about ...

Target market

Who is it for?
What's the target market?

Colours

What about colours?

Features

Does it have any special
features?

Price

How much is it / are they?

Delivery

What about delivery?

SELLER

→ Of course. What would you
like to know?
Our most popular model is ...

→ It's for people with / who ...

→ It comes in four colours.
It's available in four colours.

→ It has an unusual design.
It's easy to use.
It's very reliable.

→ The trade price is ...

→ We can deliver within three days.
We offer free delivery within ten days.

- C** Work in pairs. Role-play this situation. You are at a trade fair.

Student A: See below.

Student B: Turn to page 141.

Student A Store manager

You are the Manager of a diving equipment store and you want to buy some divers' watches. Ask the manufacturer about:

- the most popular model
- the features
- the colours
- the price
- the delivery
- the guarantee



Background

Link-up Ltd sells most well-known brands of mobile phones. It has many high-street stores. Staff help customers choose the right phone and advise them on the various service packages.

Mobile phones

Phone name	Price	Screen display	Special features
Kim 4500	€65	No colour 8 lines of text	Calculator, alarm, changeable covers
Peterson 320	€180	Colour 8 lines of text	Works in all countries Choice of 40 ring tones, camera, e-mail
Sakano	€225	Colour 10 lines of text	Works in all countries e-mail, voice-dialling, camera

Service packages

Package name	Monthly fee	Call rates per minute	Free call minutes	Free text messages
Leisure	€25	€0.75	50	10
Standard	€50	€0.35	200	30
Business	€130	€0.18	800	50

Task

Work in pairs.

Student A: Turn to page 135.

Student B: Turn to page 141 and choose a role.

- 1 Read your role cards. The salesperson talks to the customer and helps him or her choose a phone.
- 2 Salespeople meet in pairs and discuss which packages they sold. Customers meet in pairs and discuss which packages they bought.

Writing

You work for Link-up. You are on holiday tomorrow. Write an e-mail to a colleague about which phone and service package a customer wants. Ask your colleague to order the phone because it is not in stock. The customer wants the phone by Friday.

➔ Writing file page 130

Kelly, I took an order from a customer yesterday.
They want ...

4 Travel

Vocabulary

Choose the correct words from the box to complete the sentences below.

aisle alarm bill ~~centre~~ control direct luggage
receipt row terminal ticket

- 1 Our hotel is in the city ... *centre*, but it's very quiet.
- 2 Would you like an or a window seat?
- 3 Excuse me. Can I take this small suitcase as hand ?
- 4 Can I have an call at 6.15 a.m. tomorrow, please?
- 5 Is there a flight to Seville in the morning?
- 6 Go to the check-in desk first, and then through passport
- 7 Your plane leaves from 2.

there is/there are

Complete these conversations with the correct form (positive, negative or interrogative) of *there is* or *there are*.

- 1 A *Is there*... an Internet café in the city centre?
B Yes. *There are*... two, in fact.
- 2 A any direct flights to Geneva on Friday, I'm afraid.
B Oh dear. any on Thursday or Wednesday?
- 3 A a CD and video library in each room?
B Yes, And also a flat-screen TV.
- 4 A anything you don't like about travelling?
B Well, I hate it when long queues at check-in or security.
- 5 A What sport facilities at the Floris Hotel?
B three tennis courts. And a gym, too.
- 6 A any restaurants near the conference centre?
B Yes, , don't worry! an excellent Thai restaurant next door.
- 7 A How can we get to the airport? a bus or a train?
B no trains, I'm afraid. But an excellent bus service.
- 8 A The meeting room is large, but space for 200 people.
B That's a pity. another hotel near the airport?
- 9 A a morning flight to Ljubljana on Tuesdays?
B Yes. two, in fact.
- 10 A an international school near where you live?
B Yes, And also a very good health service.

Vocabulary
and reading

A Complete the e-mail below with the words from the box.

airport book coffee multimedia pool room single table

Dear Max

Can you please¹ me a hotel in Brussels for two nights, Sun. 23rd – Mon. 24th June? I want a large² room with an Internet connection – that's very important. If possible, I would like to be near the³ because my return flight is at 7 a.m. on Tuesday.

Please check that there is a fitness centre or a swimming⁴ in the hotel.

Monday is very busy. The first meeting is at 9.30 a.m., so we need a meeting⁵ for that. Then there is our big workshop in the afternoon. Can you arrange a large room for a⁶ presentation at 3 p.m.? I expect to finish at about 4.30 p.m., so we need⁷ then.

Finally, can you book a⁸ for 20 people in the hotel restaurant for 7.30 p.m.?

Many thanks

Rob

B Read about three Brussels hotels from biztravel.com. Which hotel does Max book for Rob in Exercise A?

Hotel Devriendt Small, friendly, family-run hotel. Only five minutes' drive from Brussels international airport.
Excellent Italian and Chinese restaurants nearby.
Internet café next door, with free access for hotel guests from 13.00 till 18.00. Public swimming pool ten minutes' walk. Meeting room with space for up to 15 people, and fax, video and photocopying facilities. Tea, coffee and room service available.

Concorde Hotel This modern hotel is in the city centre and only 20 minutes from the airport. All rooms offer free access Internet connections and cable TV. There is a gym and a large swimming pool. There are three meeting rooms, one large conference room with multimedia facilities. Tea, coffee, refreshments and snacks available throughout the day. Concorde Hotel has got two excellent restaurants.

Europa Hotel Just ten minutes from the airport, this hotel is ideal for the business traveller. There are five meeting rooms and two conference rooms with multimedia facilities. Most rooms have got personal computers and Internet access. Tea and coffee available. Very good restaurant. There are two tennis courts, and there is also a sauna and a spa where you can relax after a hard day's work.

Writing

Write Max's e-mail to Rob. Tell him about his hotel and confirm the dates.

5 Food and entertaining

Vocabulary

A Write these words under the correct heading.

apple pie beef carrots chicken cod fruit goulash ice cream
lamb onions paella peas salmon sushi tuna

National dishes	Fish	Meat	Vegetable	Desserts
<i>goulash</i>				

B Complete the key words in these definitions.

- 1 If you invite someone, you ask them for lunch or dinner.
- 2 A bill is a small piece of paper that shows you how much to pay.
- 3 If you commend something, you say that it is very good.
- 4 A starter is food that you have at the beginning of a meal.
- 5 A receipt is a piece of paper that you get to show you have paid.
- 6 If you entertain guests, you give them food and drink.

some/any

A Underline the correct word to complete each of these sentences.

- 1 They have some /any interesting Mexican food.
- 2 There isn't some /any beef left.
- 3 I'm so thirsty! Can I have some /any more fruit juice, please?
- 4 I'd like some /any milk, please.
- 5 Get some /any vegetables, but don't get some /any fruit.

B Complete these sentences with *some* or *any*.

- 1 Do you have ...any... lamb?
- 2 There aren't good hotels near the airport.
- 3 Could I have more soup, please?
- 4 They haven't got vegetarian dishes.
- 5 Is there paella?
- 6 There are good Italian restaurants near here, but there aren't Chinese ones.

much/many

A Underline the correct word to complete each of these sentences.

- 1 There aren't much /many flights on Sunday.
- 2 How much /many people are there at the conference?
- 3 How much /many does the main course cost?
- 4 There isn't much /many time left, so let's get the bill.
- 5 Are there much /many national dishes on the menu?

B Complete these sentences with *much* or *many*.

- 1 We don't eat ...much... meat, but we eat a lot of fruit.
- 2 How guests are there? How food do we need?
- 3 They don't do meat dishes, but they do a lot of seafood dishes.
- 4 There isn't bread left, I'm afraid.
- 5 It's a small restaurant. There aren't tables.

Skills

Put the lines of this restaurant dialogue in the correct order.

- a) And to drink?
- b) Are you ready to order?
- c) I'd like to try your freshly made fruit juice, orange and lemon.
- d) Mmm. That sounds nice. I'll have that, and a Greek salad, please.
- e) No, thank you.
- f) Orange and lemon. OK. And would you like to order a dessert now?
- g) Well, all our food is very fresh, but our roast lamb is particularly delicious.
- h) Yes, I think so. I'll have the tomato soup to start with. And then ... what do you recommend for the main course?

6 Sales

Vocabulary

Complete the key words in these definitions.

- 1 A good deal is the same as cheap or a fair price.
- 2 A c is an amount of money taken away from the price of something.
- 3 If a shop or a company has certain goods in k, it means that the goods are available.
- 4 If a shop offers interest-free d , customers don't have to pay extra if they pay over 12 months.
- 5 A p is a small amount of money that customers pay at the beginning.

Past simple

Complete the text. Use the past tense of the verbs from the box.

be begin go have like offer study want work (x2)

Renate Langer studied¹ economics and marketing in Stuttgart from 2001 to 2005. During the summer holidays, she ² in the sales department of a pharmaceutical company. After graduating, she ³ to improve her English, so she ⁴ to Canada. She ⁵ Vancouver a lot and ⁶ looking for a part-time job. She ⁷ an interview with the Marketing Manager of a large company where they needed a German speaker with good qualifications. Renate got the job immediately. It ⁸ very interesting, and she ⁹ very hard. Three months ago, the Manager ¹⁰ her a full-time job. Now she doesn't know what to do: she loves Canada, but she wants to be with her family and friends in Stuttgart, too.

Writing

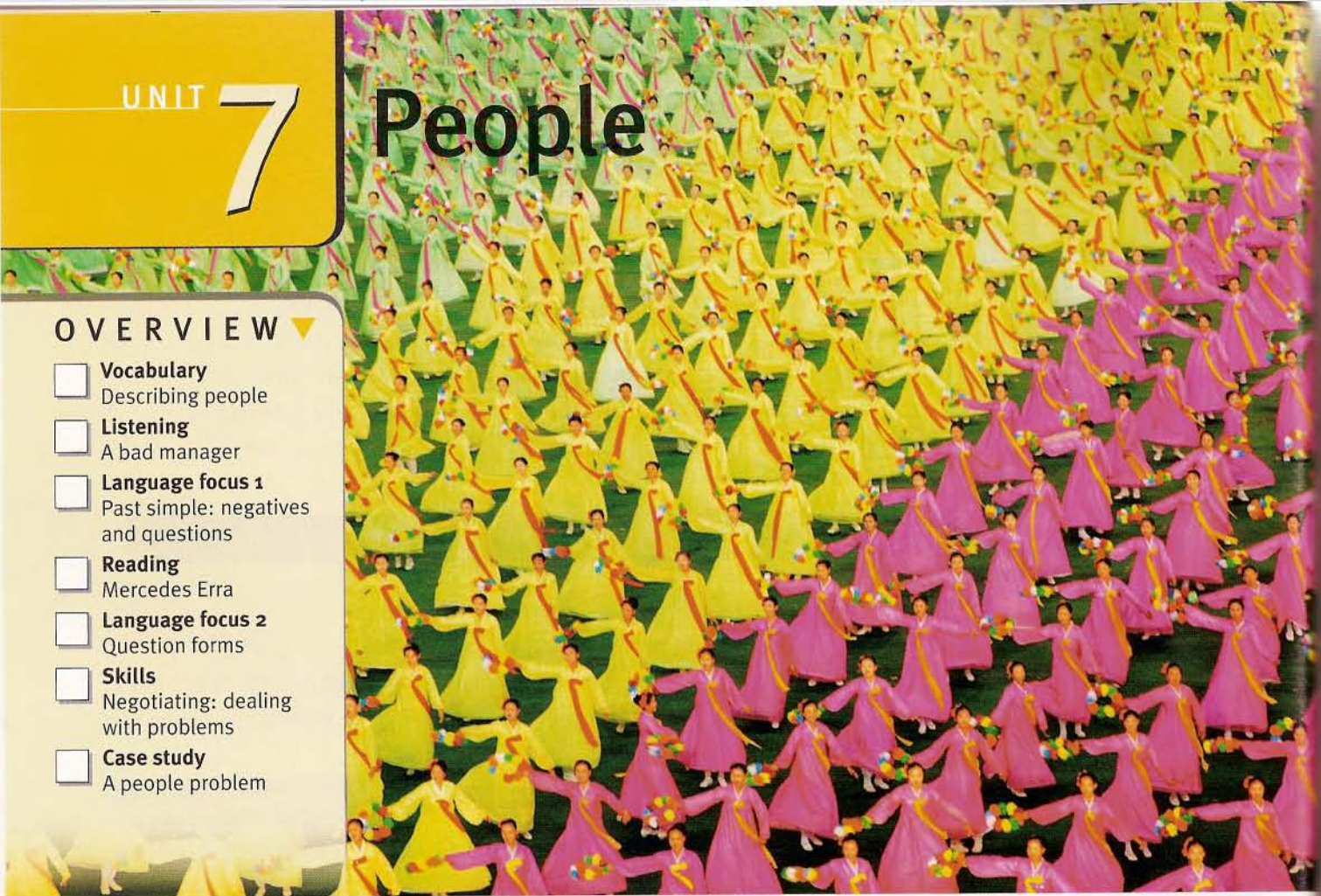
Write an article (75 to 100 words) about Vicky Karra. Use the information below and the past simple.

- 1987–1990 studies English and business at Athens University
- 1990 goes to Dublin, studies for MBA
- 1991 starts work at Connors' Electronics in media sales
- 1993 leaves Connors' and joins Emerald Productions
- 1998 becomes Marketing Director at Emerald
- 2002 starts own company, Karra Productions
- 2006 the Dublin Financial Echo votes her Business Woman of the Year

Vicky Karra studied English and business at Athens University from 1987 to 1990. In 1990, she ...

OVERVIEW ▼

- Vocabulary**
Describing people
- Listening**
A bad manager
- Language focus 1**
Past simple: negatives and questions
- Reading**
Mercedes Erra
- Language focus 2**
Question forms
- Skills**
Negotiating: dealing with problems
- Case study**
A people problem



“Always be nice to people on the way up; because you’ll meet the same people on the way down.”

Wilson Mizner (1876–1933), American playwright and entrepreneur

Starting up

A Work in pairs. Take it in turns to ask each other these questions, and write the answers in the table.

Me	My partner
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8

- 1 Do you like to work ...
 - a) alone? b) in a team? c) with a partner?
- 2 For appointments, do you like to be ...
 - a) early? b) on time? c) five minutes late?
- 3 Do you prefer to work ...
 - a) at home? b) in an office? c) outside?
- 4 Do you like to travel ...
 - a) to new places? b) to places you know well? c) only when you need to?
- 5 In meetings, do you prefer ...
 - a) not to speak much? b) to speak a lot? c) to be the Chairperson?
- 6 When do you work best?
 - a) In the morning. b) In the afternoon. c) In the evening or at night.
- 7 Do you think a lot about ...
 - a) the future? b) the past? c) the present?
- 8 Do you like your friends or colleagues to be ...
 - a) intelligent? b) good-looking? c) funny?

B Work in new pairs. Tell each other about your own and your partner’s answers.

*I like to work in a team. Selim likes to work in a team, too.
Selim likes to be on time for appointments, but I like to be early.*

Vocabulary

Describing people

A Match the statements (1–10) to the adjectives (a–j).

They ...

- 1 like to spend time with other people.
- 2 want to reach the top in their career.
- 3 have a lot of new ideas.
- 4 do what they promise to do.
- 5 are usually calm.
- 6 spend a lot of time doing a good job.
- 7 like to be on time.
- 8 encourage other people to work well.
- 9 are good at making things work.
- 10 like to do things for other people.

They are...

- a) ambitious
- b) creative
- c) hard-working
- d) motivating
- e) helpful
- f) punctual
- g) relaxed
- h) sociable
- i) practical
- j) reliable

B Use adjectives from Exercise A to complete this Human Resources report.



MARIA KARLSSON

Maria is good in a team and she gets on well with her colleagues.

She is extremely *sociable*¹. She is never late for meetings – she is always². She is very³; she always meets deadlines. She is in the office at 8.00 a.m. every day and often stays late – she is very⁴.

She is also a very⁵ person with a lot of ideas for the future of the company.

C Look again at the adjectives in Exercise A. Which types of colleague do you like to work with? Discuss your answers with a partner.

I like to work with ambitious people. They give me energy.

➔ Vocabulary file page 154

Listening

A bad manager

A 7.1 Costas Siris is a Director of Margetis Bank. He is talking about one of the bank's previous office managers. Listen to the first part of the conversation. Decide whether these statements are true or false.

- 1 Joe was too ambitious. *false*
- 2 He didn't often say 'Thank you' to his employees.
- 3 He didn't stay at Margetis Bank for five years.
- 4 He left because international companies had many problems.

B 7.2 Listen to the second part of the conversation and complete these notes.


- 1 there anything good about Joe?
- 2 He didn't often promises, but when he to do something, he did it.
- 3 He a bad manager, but he a bad person.

C Work in pairs. Tell each other about an ex-colleague or ex-manager who was not easy to work with.

Language focus 1

Past simple:
negatives and
questions

- For negatives and questions in the past simple, we use the auxiliary *did* (*didn't*) and the infinitive form of the verb.
*You **didn't** like your colleague.*
***Did** he leave the company?*
*Why **did** he leave the company?*
- Note the form with the verb *to be*.
*Was he a good colleague? No, he **wasn't**.*

 page 124

A Put these words in the right order to make sentences from the conversation with Costas Siris on page 63.
Negatives

- 1 Many / like / didn't / the Office Manager / employees / .
Many employees didn't like the Office Manager.
- 2 didn't / staff / motivate / He / his / .
- 3 solve / how / to / know / problems / didn't / He / .
- 4 He / a / wasn't / person / bad / .

Questions

- 5 What kind / with / did / him / have / of problems / employees / ?
What kind of problems did employees have with him?
- 6 Margetis Bank / he / How long / at / was / ?
- 7 he / did / Why / leave / ?
- 8 Joe / Was / good / there / about / anything / ?

B  7.3 Listen and check your answers.
C Correct one mistake in each line of this message.

Maris, I'm sorry. I'm having a bad day. I didn't sent the report 1 *...send...*
out, and I not check the figures. I didn't get to the bank 2 *.....*
on time, and I didn't phoned the suppliers. I tried to call you 3 *.....*
this morning, but you not answer. I think I need to go home. 4 *.....*

D Read the extract below. Then write questions with each of the following words.

Why How long What When -Where

Monica grew up in France. She studied Italian at university in Paris. Then she worked in Italy for four years from 1999 until 2003. She left Italy because she wanted to study English. She went to London in 2003.

Where did Monica grow up?

E Work in pairs. Ask your partner questions about his/her past studies and/or jobs.


Reading

Mercedes Erra

A Before you read the article, discuss these questions.

- 1 What famous businesswomen do you know?
- 2 What qualities do you need to be a successful business executive?

B As you read the article, make quick notes to complete Mercedes Erra's profile.**PROFILE:** Mercedes Erra

Education:

Appearance and personality:

Family:

Professional achievements:

Mercedes Erra

By Andrew Hill

Mercedes Erra is a great businesswoman, and 2004 was a great year for her. First, she became a Chevalier de la Légion d'honneur for her contribution to the French economy, and also because she improved the role of women in French society. Then, a few months later, the Financial Times ranked her one of Europe's top 25 women in business.

She was born in Spain and went to France at the age of six. She was educated at the Sorbonne and became Managing Director of Saatchi & Saatchi France in 1990.

Known for her platinum-blonde hair and great energy, she is one of the most remarkable and respected executives in France. In 1994, she co-founded Euro RSCG, one of the main advertising

agencies in France. She is also President of RSCG France.

Many people like her energetic approach. David Jones, Global Chief Executive of RSCG Worldwide, describes her as 'an amazing woman; the person in the media I admire most'. Erra has four children and often appears in the French media. She believes men and women need to have the same rights and opportunities. She says that women need to be more confident, to believe more in themselves. In 2002, she was elected president of the French Advertising Agencies Association, the first woman to hold the post.

Her agency, the fifth-largest in the world, created campaigns for global brands including Volvo, Louis Vuitton, Danone, Pfizer, Orange and Disney.

**FINANCIAL TIMES****C Decide whether these statements are true or false.**

- 1 Mercedes became a *Chevalier de la Légion d'honneur* only because of her role in the French economy.
- 2 She became president of the French Advertising Agencies Association before the *Financial Times* ranked her one of Europe's top 25 women in business.
- 3 Mercedes founded Euro RSCG alone over ten years ago.
- 4 David Jones is not the CEO of RSCG France.
- 5 Only three agencies in the world are bigger than RSCG France.

D Work in pairs. Imagine you are going to interview Mercedes Erra. Write three questions that you would like to ask her.

Language focus 2

Question forms

- We form questions which can be answered with *yes* or *no* in two ways.

With <i>be</i> , a modal verb (e.g. <i>can</i>) or an auxiliary	<i>be</i> / modal verb / auxiliary	Subject	
<i>He is ambitious.</i>	<i>Is</i>	<i>he</i>	<i>ambitious?</i>
<i>She can see us now.</i>	<i>Can</i>	<i>she</i>	<i>see us now?</i>
<i>They've got a lot of work.</i>	<i>Have</i>	<i>they</i>	<i>got a lot of work?</i>

With all other verbs	Form of <i>do</i> (or other auxiliary)	Subject	
<i>Ana likes Madrid.</i>	<i>Does</i>	<i>Ana</i>	<i>like Madrid?</i>
<i>Joe left the company.</i>	<i>Did</i>	<i>Joe</i>	<i>leave the company?</i>

- We begin other types of questions with a question word such as *why*, *where*, *when*, *how*, etc.

	Question word	Form of <i>do</i> , <i>be</i> , modal or auxiliary	Subject	
<i>She works hard.</i>	<i>Why</i>	<i>does</i>	<i>she</i>	<i>work hard?</i>
<i>He went away.</i>	<i>When</i>	<i>did</i>	<i>he</i>	<i>go away?</i>
<i>They were stressed.</i>	<i>Why</i>	<i>were</i>	<i>they</i>	<i>stressed?</i>

A How much do you know about Bill Gates?

B Work in pairs. Read this article, then write questions to complete the quiz on page 67.

William (Bill) H. Gates was born on October 28, 1955,¹. He grew up there with his two sisters. Their father is a lawyer, and their mother was a².

Gates discovered his interest in software when he was at school. He began programming computers when he was³ years old.

In 1973, Gates entered⁴ University, where he lived near Steve Ballmer, now Microsoft's Chief Executive Officer. While he was at university, Gates developed a programming language for the first microcomputer.

In 1975, Gates and⁵ started a company, and they called it



Microsoft. They both believed that every office desktop and every home needed a computer, so they developed⁶. Gates's vision for personal computing was the key to the success of Microsoft

and the software industry. Today, Microsoft employs more than⁷ people in 103 countries.

Gates got married on January 1, 1994. His wife's name is Melinda. They have⁸ children.


In⁹, Gates wrote *Business @ the Speed of Thought*, a book that shows how computer technology can solve business problems in new ways. The book was published in 25 languages and is available in more than 60 countries.

In 2000, he and his wife founded the Bill and Melinda Gates Foundation and gave \$.....¹⁰ to help global health and learning.

- 1 ... *Where was Bill Gates born* ?
 a) In New York. b) In San Francisco. c) In Seattle.
- 2 ? She was ...
 a) a schoolteacher. b) a computer specialist. c) an actress.
- 3 ?
 a) 11 b) 13 c) 15
- 4 ?
 a) Harvard b) Cambridge c) Johns Hopkins
- 5 ?
 a) His father b) His elder sister c) A childhood friend
- 6 ?
 a) A new type of mouse b) The Internet c) Software for PCs
- 7 ? More than ...
 a) 70,000. b) 170,000. c) 270,000.
- 8 ?
 a) Two b) Three c) Four
- 9 ? In ...
 a) 1995. b) 1997. c) 1999.
- 10 ?
 a) \$29,000 b) \$29 billion c) \$29 million

C  7.4 Listen and check the questions you wrote.

D Work in pairs. Answer the questions in the quiz above and use your answers to complete the article.

 7.5 Now listen and check your answers.

E Work in pairs. Take it in turns to choose five questions and 'test' your partner. Help with the answers if necessary.

F Complete these sentences. Give true information about yourself.

- 1 Last year, I bought ... *a digital camera*
- 2 Yesterday, I was
- 3 Last summer, I
- 4 When I was a child,

G Work in pairs. Tell each other your true sentences. Ask as many follow-up questions as you can.

- A *Last year I bought a digital camera.*
- B *Really! What make is it? / Where did you buy it? / How much did it cost? / etc.*

Skills

**Negotiating:
dealing with
problems**



A Work in pairs. Discuss which of these suggestions you agree with.

When two people negotiate a solution to a problem, it is a good idea for them to:

- 1 describe the problem in detail.
- 2 smile all the time.
- 3 give reasons if they have to say 'no'.
- 4 speak quietly.
- 5 find a solution immediately.

B 7.6 Sophie Bond is a Warehouse Manager. She is talking to Jacques Martin, a Director of the company. Listen and answer these questions.

- 1 What time do Sophie's staff leave work?
- 2 What does Sophie suggest?
- 3 When will Jacques get back to Sophie?

C 7.6 Listen again and complete these extracts.

Jacques I understand...¹ what you're saying, Sophie, but it's just not possible. We² hire any more staff at the moment. We don't have the money.

Sophie I can't accept³. I told you months ago that my staff work⁴ hard.

Jacques I don't know. It's not⁵ to get the right kind of staff.

Sophie I⁶ train them. Even⁷ part-time worker would make life easier for us.

D Which of the suggestions in Exercise A do Jacques and Sophie follow?

E Work in pairs. A sales representative wants a new car, but the manager refuses to give him/her one. Make a list of possible reasons.

The sales rep wants a new car because ...	The manager doesn't want to give him/her a new car because ...
•	•
•	•
•	•

F Work in pairs. Role-play the situation in Exercise E.

Student A: turn to page 135. Student B: turn to page 141.

Sales Manager *I understand you want a different car.*

Sales Representative *That's right. Last year ...*

Useful language

EMPLOYEE

Describing the problem

There's too much ...
There isn't enough ...

Emphasising the problem

It's really important ...
We need to ...

Making suggestions

Why don't you ...?
We could ...

MANAGER

Responding

I'm sorry but ...
I understand but ...

Explaining the reasons

The problem is ...
The reason is ...

Responding

OK, I'll think about it.
All right. I'll get back to you.

Background

Buffet Inc. is a US food company with a restaurant chain in Germany. There is a big problem at their Stuttgart office: the head of the office, Sam Benetti, and the Business Manager, Max Davis, do not get on with each other.



What the staff say about Sam and Max

Sam Benetti		Max Davis	
+	-	+	-
<ul style="list-style-type: none"> ambitious hard-working 'He's very popular with all of us.' 	<ul style="list-style-type: none"> 'He wants to control everything.' 'He doesn't help Max a lot.' 	<ul style="list-style-type: none"> ambitious hard-working 'Customers like him a lot.' 	<ul style="list-style-type: none"> 'He's sometimes rude to us.' 'If he stays, I leave.'

Listening

7.7 Last week, Max had a meeting with Sam. Listen to this extract from their conversation. Make notes for a report.

Task

Work in pairs. You are directors from head office, visiting Stuttgart.

Student A: Turn to page 135.

Student B: Turn to page 142.

- 1 Read your role cards and prepare for your meeting.
- 2 Get together, discuss the problem and agree on one of the following solutions:
 - Try to get Sam and Max to work together successfully.
 - Move Sam or Max to another part of the company.
 - Ask Max to leave the company.

Following a meeting on ..., we decided ... because ...

Writing

You are a director of Buffet Inc. Write an e-mail to the Head of Human Resources about the results of your meeting.

➔ Writing file page 130

OVERVIEW ▼

- Vocabulary**
Types of market
- Reading**
The car market in Russia
- Language focus 1**
Comparatives and superlatives
- Listening**
Doing business in India
- Language focus 2**
much / a lot, a little / a bit
- Skills**
Participating in discussions
- Case study**
Cara Cosmetics



Sell when you can: you are not for all markets.
William Shakespeare (1564–1616),
English playwright

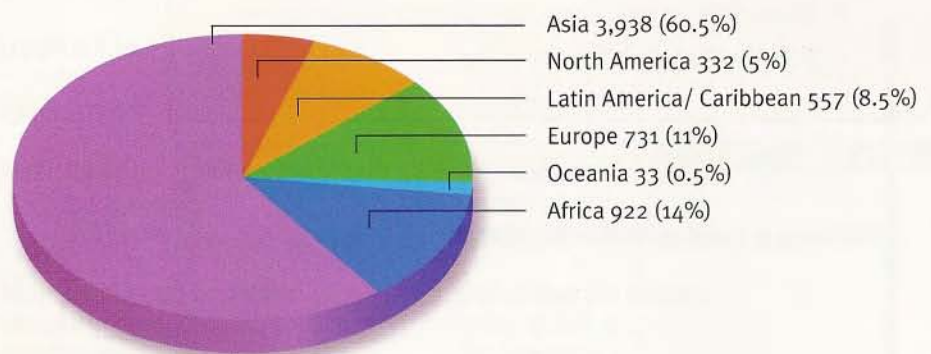
Starting up

A Look at the pie chart below and answer these questions.

- 1 What is the population of North America?
The population of North America is three hundred and thirty-two million.
- 2 What percentage of the world's population lives in Europe?

B Now ask and answer other questions about the chart.


Population by region (in millions)



Vocabulary

Types of market

→ Vocabulary file
pages 159–160

A  8.1 Listen and repeat these numbers.

6,300	six thousand, three hundred
75,807	seventy-five thousand, eight hundred and seven
823,120	eight hundred and twenty-three thousand, one hundred and twenty
1,255,500	one million two hundred and fifty-five thousand five hundred
10.5%	ten point five per cent

B  8.2 Listen and underline the correct number.

- Last year, the company had a market share of 10.3 / 103 per cent.
- Last year, sales of the main brand increased by 30 / 13 per cent.
- Last year, the company sold more than 850,000 / 815,000 units of Sparkle.
- The company wants to increase its market share to 11.5 / 11.9 per cent.
- Next year, the company wants to sell 1,100 / 1,100,000 units of Sparkle.

C Match the beginnings of the sentences (1–5) with their endings (a–e).

- | | |
|---|--|
| 1 Coca-Cola is a mass market product; it | a) is a small but often profitable market. |
| 2 Selling special-interest holidays is a niche market; it | b) is outside the producer's country. |
| 3 Rolex watches sell in a luxury market; they are | c) is in the producer's country. |
| 4 An export market | d) high-quality and expensive goods. |
| 5 A home market | e) sells to large numbers of people. |

D Now think of products which match the types of market in Exercise C.

Nike shoes sell in a mass market.
Ferrari sports cars are a luxury-market product.

E Match the beginnings of the sentences (1–5) with their endings (a–e).

- | | |
|-------------------------------|------------------------------------|
| 1 A <i>new</i> market | a) is large. |
| 2 A <i>growing</i> market | b) allows companies to make money. |
| 3 A <i>profitable</i> market | c) is good to enter. |
| 4 A <i>big</i> market | d) is getting larger. |
| 5 An <i>attractive</i> market | e) is at an early stage. |

F Match the adjectives in italics in Exercise E with their opposite meanings (a–e).

- | | |
|-----------------|--------------|
| a) unattractive | d) declining |
| b) unprofitable | e) small |
| c) mature | |

G Now choose adjectives from Exercise E to describe the markets in your country for these products.

laptop computers	holidays abroad	video phones
self-help books	bicycles	beauty products

The market for laptop computers is a mature market.
Selling holidays abroad is a growing market.

→ Vocabulary file
page 157

Reading

The car market
in Russia

A In small groups, discuss these questions.

- 1 What do you know about the Russian economy?
- 2 In your country, what do the richest people like to spend their money on?

B Before you read the article, match these words (1–6) to their meanings (a–f).

- | | |
|----------------|---|
| 1 to stand out | a) standard; not designed for one particular person |
| 2 flashy | b) covered with something on its surface |
| 3 encrusted | c) designed for one particular person |
| 4 emerging | d) to be easy to notice because of being different or special |
| 5 custom-made | e) expensive-looking; made to impress other people |
| 6 off-the-peg | f) beginning to have a lot of power in trade and finance |

C Look through the article to find at least two reasons why rich businesspeople want the most expensive cars.

Welcome to Moscow, city of the gold Rolls-Royce

By Isabel Gorst

There are more and more super-rich people in Russia, and they have expensive tastes. Last year, they spent \$2.5bn on imported, 25 new luxury cars. They want the most exclusive cars – models that stand out in a traffic jam.

One foreign vehicle salesman says: 'Russia is a place where the 30 rich find it quite normal to buy two or three cars at once, even if they are just flashy, summer toys.'

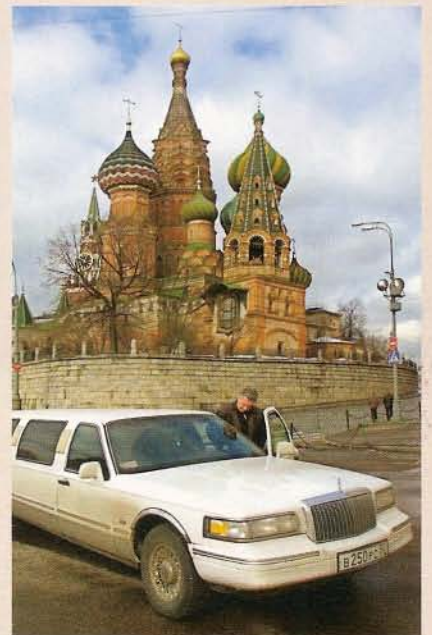
DaimlerChrysler has a lot of rivals in that niche market, but its 35 Russian prospects still look extremely bright. Last year, the company celebrated a record 92-per-cent increase in Russian sales. It put a new Mercedes model 40 encrusted with Swarovski crystals on display in its Moscow

showroom. The ice-blue crystals add €300,000 to the price of the Mercedes SL500, one of the fastest sports cars in the world.

In Russia, the most expensive cars sell best, and Russian big spenders do not ask for credit!

Alexandra Melnikova, an 30 automobile analyst, says Russians' love of flashy cars is no different from that in other emerging economies such as China, where the way you look is very important. 35 Spending is in, and saving is out. A luxury car has become absolutely necessary for Russian businessmen in a market where, she says: 'It is important to compete on the same 40 level.'

If you drive an off-the-peg luxury car, not enough people will look at



you. Nearly all of Rolls-Royce's Russian clients insist on something 45 custom-made. The first gold Rolls-Royce is already in Moscow!

FINANCIAL TIMES


D Read the article again and choose the correct answers to complete these sentences.

- 1 The number of very rich people in Russia is ...
 - a) going down.
 - b) increasing.
 - c) stable.
- 2 Last year, DaimlerChrysler's sales in Russia were the year before.
 - a) the same as
 - b) lower than
 - c) higher than
- 3 According to Alexandra Melnikova, the situation in Russia is that in China.
 - a) similar to
 - b) different from
 - c) better than
- 4 Many Russian businesspeople want a custom-made car because ...
 - a) they all dream of a gold Rolls-Royce.
 - b) they want to compete on the same level as the Chinese.
 - c) standard luxury cars are not impressive enough.

Language focus 1

Comparatives and superlatives

- We compare two people or things with comparative forms of adjectives.
*Sales of luxury cars are **higher** this year than last year.*
*The Mercedes SL500 is **more expensive** than a Volkswagen.*
- We compare three or more people or things with superlative forms of adjectives.
*The country is now **the biggest** market for some car manufacturers.*
*What is **the most expensive** make of car?*

 page 125

A Correct the mistakes in these sentences.

- 1 It is ~~more harder~~ to break into export markets than home markets. *harder*
- 2 China is a more big market than Japan.
- 3 Our market share is more low than it was last year.
- 4 The rate of inflation is more bad this month than it was last month.
- 5 This month's sales are more high than last month's.
- 6 The Asian market is more good than the European market for rice.

B Complete these conversations using the superlative form of the adjectives.

- 1 This is a good product.
Yes, it's product on the market. *the best*
- 2 This is an expensive hotel.
Yes, it's place in the city.
- 3 She is a very popular manager.
Yes, she's head of department in the company.
- 4 This is a cheap product.
Yes, it's product in the catalogue.
- 5 This is a very competitive market.
Yes, it's market in Asia.
- 6 This is a bad year.
Yes, it's year in the last ten years.

C Complete this article with the appropriate form of the words in brackets.

PROFILE

I opened a hairdressing salon last year. The *most important*.¹ (important) thing is to think about your target customers. My hairdressing salon is located in my parents' hotel. My customers are² (old) and³ (rich) than my main competitor's. They like excellent service and a cup of coffee. My main competitor's customers are⁴ (young) than mine. She offers a⁵ (cheap) service than I do. However, my salon is⁶ (comfortable) than hers. My⁷ (exciting) customer is a famous model.



Listening

Doing business
in India


▲ Sunit Jilla

- A** Work in small groups. Tell each other what facts you know about India. Make a list.
- B** 8.3 Listen to Sunit Jilla, a cross-cultural expert, giving advice to people who want to do business in India. Number these features of India in the order in which he mentions them.
- Things can be much slower than in your own country.
 - There are strong regional differences.
 - It is important to have an open mind. ...!
 - There is a need for harmony.
 - There are many sub-cultures.
- C** 8.3 Listen again and complete these summary notes about two of the points Sunit makes.
- Secondly, there is a ...*modern*...¹ India, which you will meet when you arrive; then you will see the² India, which is the foundation of modern India.
You should try to understand how these two are part of the same country. This will really³ you to be⁴ and⁵ in India.
 - In summary: before going to India, you need to 'do your⁶'. You need to learn about several aspects of Indian life, both⁷ and⁸.
- D** 8.4 Listen to the second part of the interview. Then choose the best answers for these questions.
- The first mistake foreigners make when doing business in India is that they ...
 - come for a very short time.
 - don't spend enough time socialising with Indian people.
 - don't think that there are big cultural differences.
 - Secondly, foreigners do not always understand that ...
 - Indian people see time in a flexible way.
 - they may shock people if they are not punctual for meetings.
 - they mustn't work during national holidays.
 - Thirdly, foreigners sometimes ...
 - think that Indians are aggressive, which is not true.
 - complain that Indians do not respect people from other countries.
 - forget that Indians like to keep their self-respect.
 - Fourth, foreigners are often surprised that Indians ...
 - are very good negotiators.
 - have no negotiating skills.
 - use forceful negotiating language.
 - Finally, another cultural difference is that ...
 - foreigners usually think that they should start by building a personal relationship.
 - Indians are less task-focused than many foreigners.
 - Indians have more respect for traditional values.

Language focus 2

***much / a lot,
a little / a bit***

- We use *much* or *a lot* with comparative adjectives to talk about large differences. *Much* is more formal than *a lot*.
*Fruit snacks are **much** healthier than sugary snacks.*
*New Zealand is a good market, but Australia is **a lot** more attractive.*
- We use *a little* or *a bit* with comparative adjectives to talk about small differences. *A little* is more formal than *a bit*.
*The PDX100 is **a little** more expensive than the PDX200.*
*This month's sales are **a bit** higher than last month's.*

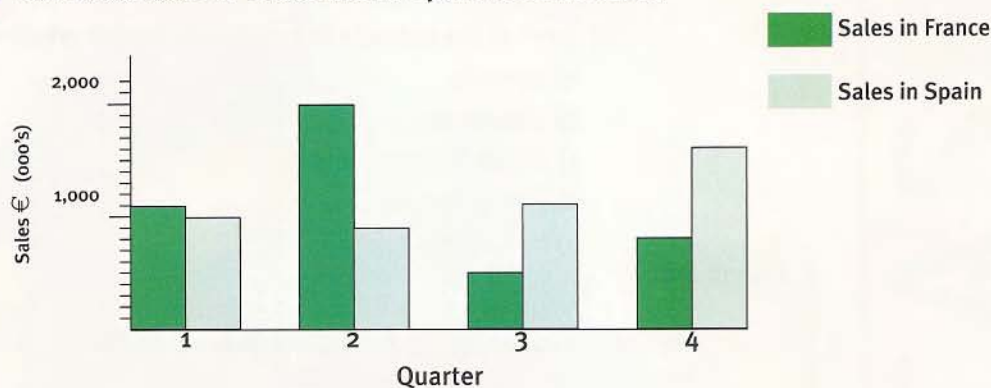
 page 125

A Complete these sentences about the cars.

- 1 The Rolls-Royce is bigger than the Ferrari.
- 2 The Ferrari is bigger than the Smart Car.
- 3 I think the is faster than the
- 4 In my opinion, the is comfortable than the



B Talk about sales in France and in Spain. Use this chart.




*In the first quarter, sales in France were a little higher than in Spain.
In France, sales in the second quarter were much higher than in the first quarter.*

C Compare these two pool tables using *much*, *a lot*, *a little* and *much*.

The Classic pool table is a bit wider than the Trainer pool table.


	Trainer pool table	Classic pool table
Width	93 cm	95 cm
Length	176 cm	180 cm
Height	78 cm	80 cm
Weight	25 kg	50 kg
Price	€144	€280

 Vocabulary file page 160



Skills

Participating in discussions

A  8.5 Three marketing executives, Jacek, Paul and Anna, talk about a new morning snack called Krakel. Listen to their conversation and underline the correct answers.

- 1 Who does Jacek want to target with the new bar?
a) children b) rich women c) young workers
- 2 Jacek says more people these days ...
a) do not have breakfast. b) have breakfast on the way to work.
c) eat breakfast at home.
- 3 Krakel contains ...
a) no sugar. b) a bit of sugar. c) a lot of sugar.
- 4 Krakel contains ...
a) no fruit. b) a bit of fruit. c) a lot of fruit.

B  8.5 Listen to the conversation again. Complete these extracts.

- 1 Sorry, Paul, I don't ... agree ... with you.
- 2 I we need to target young working people.
- 3 You're There is a big market for morning snacks.
- 4 How do you about this, Anna?
- 5 I really the idea.
- 6 OK. call a meeting and talk to the rest of the department.

C Look at the extracts in Exercise B. Decide whether the speaker is:

- a) agreeing.
- b) disagreeing. /
- c) asking for an opinion.
- d) giving an opinion.
- e) making a suggestion.

D Work in groups of three. Role-play this situation. You are taking part in a marketing meeting. You are discussing the name and price of a new cereal bar and how to promote it.

Student A: Turn to page 138.

Student B: Turn to page 142.

Student C: Turn to page 143.

Useful language

Agreeing

You're right.
I really like the idea.

Disagreeing

(Sorry,) I don't agree with you.
I'm afraid I don't agree.

Asking for an opinion

What do you think?
How do you feel about this?

Giving an opinion

I think ...
In my opinion ...

Making a suggestion

Let's ...
How about ...?

Background

Cara Cosmetics is an international company based in Italy. It sells body-care products. Its target market is usually women who buy the products for the whole family. Cara Cosmetics is launching a new shampoo.

Competitors' products

Name	Price	Size	Outlets
HairGlow	€8	300 ml	supermarkets
	€4	100 ml	pharmacies
Shinesoft	€10	300 ml	supermarkets
	€7	200 ml	pharmacies
	€5	100 ml	hairdressers
Sheen	€14	250 ml	hairdressers
	€10	150 ml	hairdressers

The new shampoo

The biggest competitor is HairGlow. Look at the options below for the new shampoo.

Names

Finesse
Radiance
Silk

Selling prices (for 300ml)

Less than €8
€8
More than €8

Bottle sizes

300 ml only
300 ml and 100 ml
500 ml, 300 ml and 200 ml

Target markets

Women who buy the product for the family
Women who buy the product for themselves
Men who buy the product for themselves

Age groups

18–25
26–50
51+

Income groups

Low
Middle
High

Main outlets

Supermarkets
Pharmacies
Hairdressers



CASE STUDY


Task

Work in small groups. Look at the information and discuss how Cara Cosmetics needs to launch its shampoo.

Decide on the name, price, age group, size, income group, target market and main outlet.

Writing

Write a short description of the new shampoo for Cara's catalogue.

 Writing file page 133

OVERVIEW ▼

- Listening**
Unipart
- Language focus 1**
Present continuous
- Vocabulary**
Describing companies
- Reading**
Natura
- Language focus 2**
Present simple or present continuous
- Skills**
Starting a presentation
- Case study**
You and your company



“Customers make markets, and markets make businesses.”

Brian Babcock, Canadian trainer and business speaker

Starting up

- A** Do the companies quiz. Discuss your answers with a partner. Then turn to page 144 to check your answers.

QUIZ

Which company:

- 1 began in 1865 as a forestry and power business?
a) Ericsson b) Nokia c) Motorola
- 2 produces the most successful toy in history?
a) Disney b) Fisher-Price c) Mattel
- 3 has its head office in San Francisco?
a) Levi-Strauss b) Nike c) Calvin Klein
- 4 buys more sugar than any other company in the world?
a) Nestlé b) Coca-Cola c) Suchard
- 5 employs more people than any other company?
a) Wal-Mart b) Siemens c) General Motors
- 6 has the largest factory in the world?
a) Boeing b) Ford c) Sony
- 7 was started by Ray A. Kroc in 1955?
a) Burger King b) Kentucky Fried Chicken c) McDonald's

- B** What famous companies come from your country? What do they do or make?

Listening

Unipart



▲ John Neill

The Unipart Group of Companies (UGC) is a service provider for clients like Vodafone, Jaguar, Airbus and HP. It is one of the largest private companies in the UK.

A 9.1 John M. Neill CBE is Group Chief Executive of UGC. Listen to the first part of the interview and complete these notes about the company's values.

The company's values are:

- a clear guiding philosophy: to *understand*¹ the real and perceived² of our customers better than anyone else, and³ them better than anyone else;
- a corporate⁴ that requires us to deliver outstanding personal customer⁵ to all of our customers;
- a very strong⁶ which demands that we, as individuals at every level in the company, work very hard to inspire all of our stakeholders to want to have a lifetime⁷ with our company.

B 9.2 Now listen to the second part of the interview and answer these questions.

- 1 What was Peter Drucker's warning?
- 2 When did UGC build its own company university?
- 3 What is the university's mission?
- 4 Why does UGC help employees reskill themselves?

Language focus 1

Present continuous

- We use the present continuous to talk about temporary actions and situations that are happening now.
*The factory **is working** seven days a week.*
*We **are selling** in 72 different countries.*
*What **is Jackie doing**? She **is talking** to a customer.*
- The present continuous is formed with *be* and the *-ing* form of the main verb.

page 126

A Complete these sentences with the present continuous form of the verbs in brackets.

- 1 BMW *is selling* (sell) Minis in China now.
- 2 People (work) in the factory 51 weeks a year.
- 3 I (call) about a problem.
- 4 Many Chinese people (learn) English.
- 5 She (attend) a course on presentations.
- 6 He (not work) in the office today.
- 7 They (entertain) some foreign guests.

B Complete the article below about the food group Pret A Manger. Use the present continuous form of the words from the box.

increase export plan expand translate

The number of Pret A Manger (PAM) shops *is increasing*¹ not only in London, but also in other parts of the UK. At present, PAM² its overseas business, particularly in China. Currently it³ its advertising material into Chinese. PAM⁴ its winning formula to Hong Kong and Japan. PAM⁵ to open new shops in New York.



Vocabulary

Describing companies

A These sentences describe two companies, Autotech and Green Fingers. Choose pairs of sentences which describe similar things and match them with the correct company.

AUTOTECH A large car-parts company	GREEN FINGERS A small garden-products company
<i>John Smith started Autotech in 1960.</i>	<i>George and James Hawkins began Green Fingers in the 1920s.</i>

- 1 John Smith started Autotech in 1960.
- 2 It has a workforce of 2,500.
- 3 Autotech exports to over 12 countries.
- 4 It manufactures car parts.
- 5 It introduces one or two new components each year.
- 6 It employs about 35 people.
- 7 Green Fingers sells some of its products abroad.
- 8 It makes garden products.
- 9 George and James Hawkins began Green Fingers in the 1920s.
- 10 Green Fingers supplies the gardening industry.
- 11 It launches 12 new products a year.
- 12 Autotech provides components for the car industry.

B Now underline the verbs which mean the same thing in each pair of sentences in the table in Exercise A.

John Smith started Autotech in 1960.

George and James Hawkins began Green Fingers in the 1920s.

C Use verbs from Exercise A which you underlined to complete this company profile.



GKS Services *began*¹ in 1989 when Dieter Norland left his job as an engineer in the computer industry. The company² high-tech security alarms and³ its products all over the world. It⁴ 150 people at its factory near Rotterdam, although the company's head office is in Amsterdam and⁵ a staff of 20. The company⁶ a number of new products each year. GKS Services⁷ products to the security industry and⁸ domestic alarms for the general public.



D Now write a similar profile for your company or a company you know well.

Reading

Natura

A In small groups, discuss these questions.

- 1 What kind of products are often advertised as 'natural'?
- 2 In your country, what is important for people when they buy cosmetics and things like soap, shampoo or toothpaste?
- 3 Nowadays, many companies want to be 'ethical', i.e. to behave in a morally right way. What do you think that means in practice?

B Before you read the article, match the words (1–6) to their meanings (a–f).

- | | |
|-----------------|--|
| 1 toiletries | a) a group of products of the same type that a company makes |
| 2 sophisticated | b) the money a company has after paying tax and other costs |
| 3 revenues | c) who knows a lot about fashion and the modern world |
| 4 a range | d) that you can destroy without making the environment dirty |
| 5 biodegradable | e) things like toothpaste, soap, shampoo, etc. |
| 6 net income | f) money that a business gets from selling goods over a period of time |

C Look through the article below and complete this fact file.

Name: <i>Natura</i>	Type of products:
Location:	Number of products:
Chief Executive:	Revenues:

Natura aims to expand internationally

By Peter Marsh

Natura is a fast-growing Brazilian cosmetics and toiletries company which started as a small laboratory in a garage in São Paulo 37 years ago. Today, it is

5 trying to go international.

Natura picked France as the first country outside Latin America to try out its ideas.

10 'We wanted to choose a sophisticated market where people want things to be very good,' says Alessandro Carlucci, Natura's Chief Executive. 'We wanted a test that was tough.'

15 Mr Carlucci says the experiment was successful. Within five years, he says, Natura wants to have 'at least' 10 per cent of its revenues coming from outside Brazil, compared with 3 per cent now. Apart from Brazil and its

20 small operation in France, Natura

currently sells its cosmetics in a few other South American countries.

25 It sells a range of 600 soaps, shampoos, skin-care lotions and similar products. All of them are based on about 900 natural ingredients, sourced mostly from farmers in the Amazon rainforest.

30 The company promotes itself as an 'ethical' company that works with growers who harvest their products in an environmentally sensitive way. It also uses biodegradable packaging.

35 'What makes them different from other companies is their corporate values. They really want to make the world a better place,' says Mauro Cunha, Chief Investment Officer at Franklin Templeton Investimentos

40 Brasil.



Results are good. In the first nine months, revenues were up 21 per cent to R\$2.7bn (US\$1.3bn). Net income rose 33 per cent to R\$344m.

FINANCIAL TIMES

D Answer these questions.

- 1 Where does Natura sell its products?
- 2 What is the company's target for the next five years?
- 3 Where does the company get the ingredients for its products?
- 4 What makes Natura an 'ethical' company?
- 5 Why did Natura choose France to find out how successfully it could expand abroad?

E Match the words (1–5) to the nouns (a–e) to make word partnerships used in the article.

- | | |
|------------------|----------------|
| 1 a fast-growing | a) values |
| 2 chief | b) ingredients |
| 3 corporate | c) lotion |
| 4 skin-care | d) executive |
| 5 natural | e) company |

F Make a note of two facts about Natura that you find particularly interesting. Then compare and discuss your ideas in pairs.

Language focus 2

Present simple or present continuous

Complete the rules with *present simple* or *present continuous*.

- We use the to describe permanent situations, ones which won't change.

I work in Paris.

- We use the to describe temporary situations, ones which happen for a short time.

I'm working in Paris.

➔ page 126

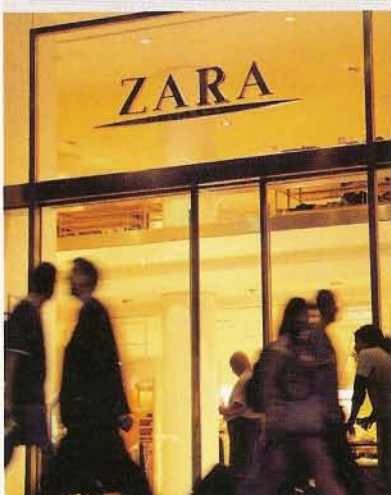
A Underline the present simple or the present continuous form of the verb to complete these sentences.

- 1 I stay / *am staying* at the Ritz every time I'm in New York. I *stay* / am staying at the Ritz at the moment.
- 2 She *works* / is working at home today. She *works* / is working at home every day.
- 3 She often *calls* / is calling Russia. At the moment, she *calls* / is calling a customer in Moscow.
- 4 I don't usually *deal* / am dealing with the paperwork. I *deal* / am dealing with all the paperwork while Susan is away.
- 5 It normally *takes* / is taking about two months. But this delivery *takes* / is taking longer than usual.
- 6 We normally *use* / are using a London firm. This time, we *use* / are using a different company.

B Complete this article with the present simple or the present continuous form of the verbs in brackets.

Profile

The Inditex group



The Inditex group *owns*.....¹ (own) six fashion chains including Zara. It² (have) around 1,500 stores worldwide. It³ (operate) in 44 countries. Inditex⁴ (employ) 27,000 people and⁵ (have) more than 200 fashion designers.

Currently, the fashion designers⁶ (work) on next year's designs. The Inditex group⁷ (do) very well at the moment, and it⁸ (try) to become a global fashion leader.

Amancio Ortega, the founder of Inditex, also⁹ (invest) in property and hotels. Most of this year's investment¹⁰ (stay) in Spain.

- C** Work in pairs. Role-play this situation. Student A works at the EBB Bank. Student B works at the Goldcrest Hotel. Take it in turns to show each other around your company. Say what happens in each area and what is happening now.

Student A

EBB Bank

Area	What happens	What is happening now
Main hall	serve customers	cashier / talk / to a customer
Currency section	exchange foreign currency	customer / change / dollars into euros
Loans section	Assistant Manager arranges loans for customers	Assistant Manager / talk / to a customer on the phone
Manager's office	Manager works	Manager / meet / an important client
Reception desk	staff answer questions from customers	receptionist / listen / to a customer's complaint



This is the main hall. We serve customers here. At the moment, a cashier is talking to a customer.

Student B

Goldcrest Hotel

Area	What happens	What is happening now
Kitchen	prepare and cook meals	chefs / prepare / today's lunch
Restaurant	serve breakfast, lunch and dinner	waiter / clear / the tables
Reception	welcome guests, answer calls	receptionist / talk / to a guest
Gift shop	sell souvenirs	sales assistant / help / a customer
A bedroom	guests stay	maid / clean / the room




This is the kitchen. We prepare and cook meals here. At the moment, the chefs are preparing today's lunch.

Skills
Starting a presentation

A  **9.3 Listen to the start of a presentation. Number these items (a–e) in the order you hear them.**

- a) There are three parts to my presentation. Firstly, ...
- b) By the end of my presentation you will understand clearly our future plans.
- c) Good afternoon, everyone. My name's Ricardo Valdes.
- d) I'd like to talk about our new marketing strategy.
- e) Finally, the details of the costs ...

B  **9.3 Listen again. Match the headings (1–4) to the items (a–e) in Exercise A.**

- 1 Topic of the talk 3 Greeting the audience
2 Aim 4 Plan of the talk

C **Work in pairs. Prepare an introduction to a presentation. Then introduce the presentation to each other. Choose role A or role B, and use the notes to introduce your presentation. Add any information you wish.**

Role A

Topic The launch of your company's new product
Plan 1 The background to the launch
2 The features of the new product
3 The advertising and marketing plans
Aim To give a clear idea of the sales potential of the product

Role B

Topic Your company's new e-mail system
Plan 1 The background
2 Why the company needed to change the system
3 How to use it and to report faults
Aim To give a clear idea of how the new e-mail system improves communication in the company

Useful language

Greeting

Good morning / afternoon. I'm ...
Hello, everyone. Nice to see you again.
Hi, I'm Good to see you all.

Topic

My subject today is ...
I'd like to talk to you about ...
I'm going to talk about ...
The subject of my presentation is ...

Plan

There are three parts to my presentation.
My presentation is in three sections.
Firstly, ...
Secondly, ... Finally, ...

Aims

By the end of my presentation, you will have a clear idea of ...
By the end of my talk, you will understand how / why ...



Background

You are beginning a training course on giving presentations. The trainer has provided a structure for an introduction. She asks you to introduce yourself and the company you work for. You are all from different parts of the world and different industries.

Task


- 1 Work in small groups. Turn to page 137, choose role card A, B or C and read your company profile.
- 2 Prepare an introduction for a presentation about yourself and the company you work for. It should last approximately one minute.
- 3 Make your presentation to the other members of your group. Try to answer any questions they ask.
- 4 As a group, decide what you like about each presentation. Why was it interesting?

Structure for introduction

- A** Greeting
 - Your name
 - Your nationality
 - Your position
- B** Topic
 - Your company
- C** Plan
 - Company products or services
 - Important figures: number of employees, turnover, profits
 - Your duties

Writing

You are a representative of your company. Write a short profile of the company. Include some of the information from the introduction to your presentation.

 *Writing file* page 133

**Past simple:
question forms**

Read this text about Peter Drucker. Then complete the questions below.

Peter Drucker is one of the greatest management gurus of all times. He was born in Vienna in 1909. After finishing school, he started working in banking and then in journalism in Germany. In 1937, he moved to the United States. There, he became a freelance writer and a professor of management. He taught at New York University for over 20 years and at Claremont Graduate University in California for over 30 years. He died in 2005.

Drucker spent a lot of time looking at how managers do their work. Then, in his books, he explained how managers could be more efficient. He wrote more than 30 books, which were translated in about 20 languages. He also worked as a consultant to many famous companies and also to governments. He believed that the greatest responsibility of a company is to serve its customers.

Questions

- 1 ... *Where was* ... Drucker born?
- 2 working in banking?
- 3 to the United States?
- 4 he ?
- 5 at New York University?
- 6 he ?
- 7 books ?

Answers

- In Vienna.
After finishing school.
In 1937.
At New York University and in California.
For over 20 years.
In 2005.
More than 30.

8 Markets
Vocabulary
A Write these numbers in full.

- 1 260 *two hundred and sixty*
- 2 6.8
- 3 14.5%
- 4 1,040
- 5 4,080
- 6 18,000,000

B Complete the sentences below with the words from the box.

-export mass mature niche profitable share unattractive

- 1 ... *Export* ... markets are usually harder to enter than home markets.
- 2 A market does not have many buyers, but it can make good profits for companies.
- 3 Last year, our company increased its market to 18%.
- 4 Levi's jeans sell in a market.
- 5 Qatar is a market – it allows companies to make a lot of money.
- 6 The market for mobile phones is a market. It isn't growing as fast as before.
- 7 If a market is, companies don't think it's good to enter.

Comparatives and superlatives

A Correct each of these sentences by adding one word in the right place.

- 1 India ^{is} a bigger market than Saudi Arabia.
- 2 The Assistant Sales Manager is the popular person in the company.
- 3 The rate of inflation is better now two years ago.
- 4 What is most expensive PC?
- 5 Brazil is a competitive market than Chile.

B Look at the sales and profit figures for three clothing retailers. Then complete the article below with the correct words and phrases from the box.

	Sales €m	% change	Profit €m	% change
Tara (founded 1991)	24	+ 11	2	+ 2
Orb (founded 2005)	12	+ 38	1.2	+ 9
Zileti (founded 1999)	14	+ 23	2.1	+ 14

a little faster lower more interesting ~~much~~ slowest the best
the most the oldest

The three biggest clothing retailers performed relatively well last year. If we look at the sales figures, we can see that Tara's sales were¹ higher than its competitors', while Orb's sales were just² lower than Zileti's. But the percentage change in sales is³ than the sales figures. Tara,⁴ company, shows a much⁵ growth than its competitors. It is, in fact, the youngest company, Orb, which shows⁶ impressive growth in sales.

Let's now turn to profit figures. Here, Zileti shows⁷ performance. Its profit grew much⁸ than Orb's or Tara's, Tara showing the⁹ profit growth at 2%, compared with 9% for Orb and 14% for Zileti.

Writing

Use the information in this table to write a short report comparing two soft drinks, Solo and Fizz!

	Can size	Selling price	Sugar content	Target market	Main outlet	Sales volume (in million hectolitres)
Solo	330ml	€1.05	10g	All people who are keen on sport	Select supermarkets Health-food shops	1st quarter: 1,375 2nd quarter: 2,215
Fizz!	330ml	85 cents	34g	Teenagers	All supermarkets	1st quarter: 1,950 2nd quarter: 1,600

9 Companies

Vocabulary

For each item (1–5), complete the second sentence so that it has a similar meaning to the first sentence. Use one word from the box each time.

~~export~~ launches manufactures supplies workforce

- We sell some of our products abroad.
We export some of our products.
- Our company provides products for the energy industry.
Our company the energy industry.
- Florite makes air conditioners.
..... air conditioners.
- We employ over 300 people.
..... of over 300.
- It introduces five new products each year.
..... five new products a year.

Present simple or present continuous

Complete these sentences with the best form of the verbs in brackets: present simple or present continuous.

- We *manufacture* computer parts. We are a very successful company. We *export* to more than 25 countries. (manufacture / export)
- We always on time, and we with this special delivery as fast as we can. (deliver / deal)
- This time, we an agent based in Shanghai, but we normally our Glasgow agent. (use / use)
- Jeff is from Sales, but this week he in Customer Service. Today, he with complaints. (work / deal)
- This summer, we 20 extra staff because it's so busy. Normally, we 75 people altogether. (employ / employ)
- Our company about five new products every year. At the moment, we a new range of soft drinks. (develop / plan)

Starting a presentation

Complete these sentences from presentations with the correct prepositions.

- I'm going to talk *about* Geotel's investment strategy.
- There are four parts my presentation.
- My talk is three sections.
- the end my presentation, you will have a clear idea our strategy.
- I'd like to talk you our new marketing strategy.
- The subject my presentation is our new e-mail system.
- First, I'll say a few words the background the launch our new product.
- Then I'll describe the features the product.

OVERVIEW ▼

- Vocabulary 1**
e-commerce
- Listening**
Effective websites
- Language focus 1**
Talking about
future plans
- Reading**
Net-a-Porter
- Vocabulary 2**
Time expressions
- Language focus 2**
will
- Skills**
Making arrangements
- Case study**
Isis Books plc

“I designed it for a social effect – to help people work together.”

Tim Berners-Lee, inventor of the World Wide Web

Starting up

- A** What do people use the Internet for? Complete the activities below with words from the box. Add some other activities to the list.

keeping researching shopping booking getting
buying doing using

- 1 *booking* airline tickets
- 2 books and CDs
- 3 for food
- 4 chat rooms
- 5 in touch with family and friends
- 6 news and sports results
- 7 a project
- 8 a course

- B** What do you use the Internet for? How often do you use it? What sites do you recommend?

- C** What do you think the following people use the Internet for? Talk about your ideas in pairs.



Mathilda
19-year-old Swedish
psychology student in
London



Brad
34-year-old American
Sales Manager for a drug
company in Paris



Derek
70-year-old retired
British architect

I think Mathilda uses it for studying.

- D** 10.1 Now listen to the three people talking about the Internet. Note down what they use it for.

Mathilda	Brad	Derek
<i>researching a project</i>		

Vocabulary 1

e-commerce

- A** Read this paragraph about e-commerce. Match the words in blue (1–12) with their explanations or synonyms (a–l) below.

A typical e-commerce **transaction**¹ begins when you **browse**² through a **website**³ and select an item you want to buy. You place an order for that item by clicking a button that puts it in your shopping **cart**⁴. The software then takes you to a new screen. This screen **displays**⁵ the total amount you have to pay and asks you to **key**⁶ your credit card details. Your computer then sends this information to the seller's server, which **verifies**⁷ all the details. The transaction can be **'approved'**⁸ or **'denied'**⁹. If it is approved, the shopping-cart program sends an e-mail to the seller telling them to **fulfil**¹⁰ the order, and an e-mail confirmation of the sale to you. Finally, the bank **credits**¹¹ the seller's account and **debits**¹² yours.

- | | | | |
|-------------------------|--------------------------|--|--------------------------|
| a) takes money out of | <input type="checkbox"/> | h) carry out | <input type="checkbox"/> |
| b) shows | <input type="checkbox"/> | i) accepted | <input type="checkbox"/> |
| c) rejected | <input type="checkbox"/> | j) trolley | <input type="checkbox"/> |
| d) pays money into | <input type="checkbox"/> | k) a place on the Internet
containing information | <input type="checkbox"/> |
| e) look for information | <input type="checkbox"/> | l) business deal | <input type="checkbox"/> |
| f) enter | <input type="checkbox"/> | | |
| g) checks | <input type="checkbox"/> | | |

- B** What do you buy on the Internet? What problems do you have when shopping on the Internet? What are your favourite websites?

Vocabulary file page 154

Listening

Effective websites



▲ David Bowen

- A** You are going to hear an interview with David Bowen, a website consultant. Before you listen, complete the definitions below with the words from the box.

break down deliver draw up fulfil

- 1 If you a list, a plan, etc., you think about it carefully and then write it down.
- 2 When cars, machines, etc. , they stop working properly.
- 3 If you a role, a task, an obligation, etc., you complete it.
- 4 If you something, you do what you promised to do or what people expect you to do.

- B** Complete these sentences about what people need to do for a business website to be effective using the verbs from Exercise A.

- a) They must make sure that the website is easy to use, and it doesn't over time.
- b) They need to build a site that can the necessary tasks, looking from the different viewpoints of a number of different users.
- c) They need to a list of tasks that they want their site to produce.
- d) They need to understand what a website can – what it's good at, and what it's not so good at.

- C** 10.2 Now listen to the first part of the interview and list the points (a–d) in Exercise B in the order that David mentions them.

1 2 3 4

- D** Work in small groups. Tell each other about a good business website that you know, and what you like about it.

- E** 10.3 Listen to the second part of the interview and complete this extract.

The Otis elevator or lift company has a very interesting website because it actually helps people decide¹ lifts they want,² they should be, and what capacity they need to be. So it's using the³ strengths of the Web to actually help people⁴.

- F** 10.4 Listen carefully to the last part of the interview. Decide whether these statements are true or false.

- 1 Television commercials and print media don't have an advantage over business websites.
- 2 If the message you want to communicate is complicated, use a website.
- 3 Television is much better than websites at getting across short messages.
- 4 The print media aren't very good at displaying high-quality images.
- 5 It's more difficult to make an image look beautiful on a computer screen than in a quality magazine.

Language focus 1

Talking about future plans

- We often use the present continuous to talk about appointments and meetings.
What are you doing on Friday?
She is visiting the suppliers next week.
- We also use *going to* for future arrangements and plans (when we have already decided to do something).
We're going to launch a new website.
I'm not going to study computing next year.

→ page 127

A Complete these sentences using *going to*.

- 1 What you do?
- 2 Well, I not sell the company.

B Complete these sentences using the present continuous form of the verb in brackets.

- 1 What they next week? (do)
- 2 They not They're on holiday. (work)

C Complete these sentences using the present continuous form of the verb in brackets.

I *'m meeting*¹ (meet) Mr Yamashiro next week. He² (arrive) on Tuesday night. On Wednesday, I³ (take) him to the factory. I⁴ (not see) him on Thursday. But I⁵ (drive) him to the airport on Friday.

**D 10.5 Listen to Kazumi and David talking about their plans for next year. Decide whether these sentences about their plans are true or false.**

- 1 Kazumi is going to change her job. *true*
- 2 Kazumi is going to stay in the city.
- 3 She is going to save some money.
- 4 David is going to change his job.
- 5 He is going to take a computer course.
- 6 He is going to go abroad.

E Tick the plans below which are true for you. Add four more plans to each list.**Next week**

- Go on a business trip
 Have a meeting
 Do my homework
 Phone my parents

Next year

- Go abroad
 Design my own web page
 Give up smoking
 Change my job

F Work in pairs. Tell your partner about your plans for the future.

Reading

Net-a-Porter

A In small groups, discuss these questions.

- 1 Why would you (or wouldn't you) buy clothes on the Internet?
- 2 A large number of people worldwide visit fashion retailers' websites. Why do you think that is? Make a list of three reasons.

B Look through the article about Net-a-Porter and complete this fact file.

Name of web store: Net-a-Porter
 Workforce:
 Founded in:
 Annual turnover:
 Location of distribution centres: and

Online business model dressed to kill

By Vanessa Friedman

When Natalie Massenet was trying to raise money for her Internet start-up, Net-a-Porter, a luxury online fashion boutique, no one was interested. 'People were throwing millions of pounds at almost any web company then. But they heard "women" and "fashion" and "Internet" and said those words didn't go together,' says Ms Massenet.

But Net-a-Porter, founded in 2000, can now claim to be 'the world's first truly global luxury fashion retailer'. It doubles its revenues every year, and sales are now at £37m. It has a distribution centre in London and one in New York, and employs almost 300 people. The web store attracts an average of 90 new customers a day from 101 countries (including Fiji and Greenland), who each spend an average of £400.

According to Forrester Research,

25 luxury brands 'won't survive without an online sales channel'. Over 40m Europeans buy clothes online, and this number will continue to increase. Experts predict it will grow to over 70m by 2009.

The website combines content with commerce: it is designed as a magazine, and everything is for sale and delivered worldwide within 48 hours.

Net-a-Porter is expanding very fast. Ms Massenet says: 'Because we have no physical limit to the amount of designers we stock, we can offer a very wide range. But everything we offer has to be trend-setting fashion.' We e-mail information about new products to customers regularly, according to their favourite designers. 'You couldn't do that in an offline store,' she points out. 'That's the beauty of



this business. And customers spend a lot of money in that kind of environment. Seven or eight years ago, nobody believed that.'

FINANCIAL TIMES

C Read the article again and choose the best answers to these questions.

- 1 It was difficult for Natalie Massenet to raise money for her Internet start-up because people ...
 - a) had no money for web companies.
 - b) did not think she had a good business idea.
- 2 Net-a-Porter can say it is a truly global fashion retailer because ...
 - a) its revenues double every year.
 - b) its customers are from over 100 different countries.
- 3 Forrester Research suggests luxury brands need an online sales channel ...
 - a) because the number of people who buy clothes online will grow rapidly.
 - b) if they want to compete successfully with Net-a-Porter.
- 4 Net-a-Porter offers a very wide range because ...
 - a) customers e-mail information about all the designers they like.
 - b) it can stock as many designers as it wants.

Vocabulary 2

Time expressions

Complete the future time expressions below with words from the box.


tomorrow end after weeks' near ~~next~~ now weekend

- Sales of luxury cars will double by ... *next* ... year.
- In two time, we'll review the budget.
- We're entertaining the suppliers evening.
- They will introduce the new marketing strategy in the future.
- She wants us to increase exports before the of June.
- Our launch deadline is the week next.
- He's going to rebuild the website at the
- Your flight will board a couple of hours from

Language focus 2

will

- We use *will* + infinitive to talk about future events and predictions.
Sales will continue to grow.
- We also use *will* + infinitive for offers.
You're busy. I'll finish the report for you.
- The negative is *will not* or *won't*.
Our company will not (won't) survive without an online sales channel.

 page 127

A Read these sentences from a chairperson's IT plan. Put *will* in the correct position in each line.

- All our catalogues *will* be online by next year.
- In ten years, 80% of our sales be online.
- Most of our customers order their products at their computers.
- Customers open one account to make all their purchases.
- Security not be a problem.
- As a result, efficiency improve.

B Match the statements (1–5) to the offers (a–e).

Statements

- I haven't got a hard copy of the report.
- I can't find Susan's address.
- I think it's time to go home.
- These boxes are so heavy.
- I'm very thirsty.

Offers

- I'll carry one for you.
- I'll print it out for you.
- I'll get you a drink from the machine.
- I'll give you a lift to the station.
- I'll e-mail it to you.

C Work in groups. You have been asked to organise the launch of your new website. The launch will be in your office, and you have only a small budget. Offer to do as many things as possible.


Here is a list of things to think about. Can you add any more?

- inform the local media
- design the invitations
- send out the invitations
- order snacks and drinks
- make a welcome speech
- give a presentation about the website


OK. I'll inform the local media. I know a lot of people in town, I'm sure they'll help.

Skills

Making arrangements

A  10.6 Listen to four people making arrangements by phone. Match the call (1–4) to the situation (a–d).

- | | |
|---------------------------------------|---|
| 1 <input checked="" type="checkbox"/> | a) changing an existing appointment |
| 2 <input type="checkbox"/> | b) apologising for missing an appointment |
| 3 <input type="checkbox"/> | c) making an appointment |
| 4 <input type="checkbox"/> | d) suggesting an alternative day |

B  10.6 Listen again and complete these extracts.

Call 1

Manfred What's a good day for you?

Jane I can ...*make*.....¹ Wednesday. How about ten o'clock?

Call 2

Manfred How about² in the week? Is Friday OK?

Ian Yes, I can do Friday morning after 11.

Manfred Yes, that's³ for me. Friday at 11.30.⁴⁵ then.

Call 3

Nadia Sorry, but I need to⁶ the time of our meeting.


I⁷ make it on Monday now.

Call 4

Bob I'm very sorry I⁸ our meeting this afternoon. My flight was delayed. I'll⁹ you again later.

C Work in pairs. Role-play these situations.

- The Managing Director of Alpha Printing calls a customer to arrange a meeting next week. The MD suggests a time and date. The customer agrees.
- The MD calls a supplier and suggests a meeting on Friday 20 March. The date and time are not suitable for the supplier. The supplier suggests another date and time. The MD agrees.
- A customer leaves a message for the MD. The customer was ill and missed a meeting at 11 a.m. The customer will call the MD later in the day.

 Vocabulary file pages 158–159

Useful language

Asking

What time is good for you?

What's a good day for you?

What time / day suits you?

Agreeing

I can make (time / day).

I can do (time / date).

(Day / Time) is fine for me.

Suggesting a different time / day

How about (time / day)?

Is (date / time) OK for you?

Declining

I'm afraid I can't make (time / day).

I'm sorry I can't do (time / date).

Apologising

I'm sorry I missed our meeting at / on (time / date).

Sorry I didn't make it on time.

Giving an excuse

My flight was late.

The traffic was very bad.

I was ill.

Background

Isis Books plc sells business books on the Internet. On 3 June at its head office, Isis Book's Marketing Director and two overseas sales representatives are planning a sales trip to Poland and Russia. Their plan is shown on the right.

Customer information

These are the important customers they want to meet.

- Leave London: Sunday 15th June.
- Attend exhibition in Moscow: Wednesday 18th June - Friday 20th June
- Return to London: Tuesday 24th June
- Allow half a day to travel from one city to another.

Warsaw, Poland

- Visit two bookshops (lunch?). One bookshop places only small orders.
- Anna Maslyk, Head, Institute of Economics (half day + dinner?).
- Jerzy Kapka, Head, School of Foreign Trade (half day + lunch?).



Moscow, Russia

- Visit three bookshops (lunch?). One bookshop is a new customer for Isis Books.
- Svetlana Klimova, very important Russian publisher (1 day + dinner).



St Petersburg, Russia

- Boris Shishkin, Director, Institute of Economics (half day + lunch?).



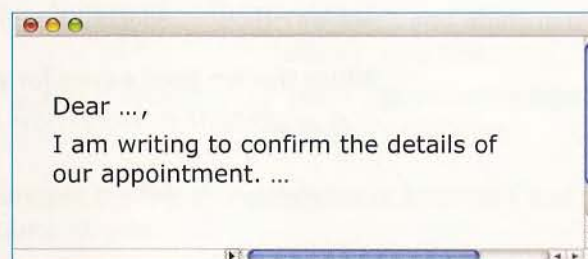
Task

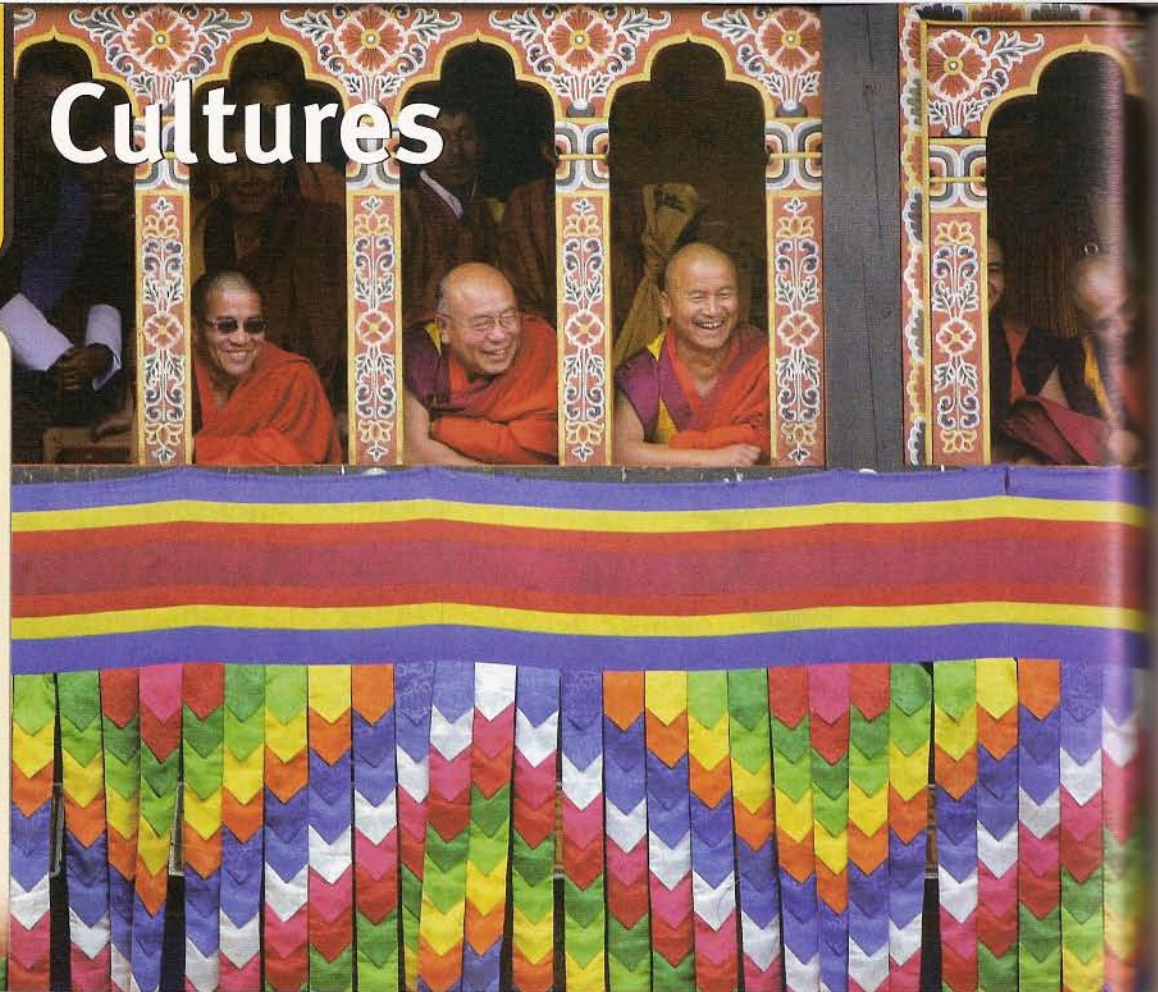
- 1 Work in groups of three. Choose a role.
 - Marketing Director: Turn to page 136.
 - Sales Representative for Russia: Turn to page 142.
 - Sales Representative for Poland: Turn to page 144.
- 2 Read your role card and note down the information.
- 3 Share the information with your group.
- 4 Plan the schedule for the visits.

Writing

Write an e-mail to one of the customers to confirm the date and time of their appointment.

➔ Writing file page 130





OVERVIEW ▼

- Vocabulary**
Company cultures
- Listening**
Cultural mistakes
- Language focus 1**
should / shouldn't
- Reading**
Wal-Mart in Germany
- Language focus 2**
could / would
- Skills**
Identifying problems and agreeing action
- Case study**
A change of culture

“We don't see things as they are, we see things as we are.”

Attributed to Anais Nin (1903–1977), French-born American writer

Starting up

A Look at the tips below for visiting a different country or doing business there. Use the words from the box to complete the tips.

date clothes hours book customs
money cards food sport language

- 1 Find out about the most popular ...*sport*..... in the country.
- 2 Always take in US dollars.
- 3 Find out about the normal working
- 4 Be careful how you write the
- 5 Find out about the most important and festivals.
- 6 Learn how to speak a little of the local
- 7 Read a about the history of the country.
- 8 Eat some of the before you go.
- 9 Wear formal
- 10 Translate your business into the local language.

B Which of the tips in Exercise A do you think are:

- a) very useful? b) useful? c) not useful?

C Which tips are good advice for your country? Add some others.

It is important to learn how to greet people in their language.

Vocabulary

Company cultures

A Different companies have different cultures and ways of working. Complete these sentences with the items in brackets. One of the items cannot be used.

Dress (uniforms / casual-Fridays / weekend clothes)

- 1 We don't have to wear business suits at the end of the week. My company has a system of *casual Fridays*.....
- 2 In many banks, staff can't wear what they like. They have to wear

Timekeeping (flexible hours / part-time / shift work)

- 3 For two weeks each month, I work at night. I can't sleep during the day. I hate
- 4 We have a system in our office. Some people work from 9 a.m. to 5 p.m.; others work from 10 a.m. to 6 p.m.

Time off (childcare / annual leave / public holiday)

- 5 I am so busy at the moment that I worked on New Year's Day, which is a(n)
- 6 How many days' do you get in your company?

Reporting procedures (written report / face to face / e-mail)

- 7 We often speak on the phone, but never
- 8 He sends us a(n) in the post each month.

Types of meeting (informal / formal / social)

- 9 Our department starts everyday with a(n) meeting. It is very relaxed.
- 10 Companies have an Annual General Meeting (AGM) once a year. It is a very meeting, with a lot of people.

Names (job title / first name / family names)

- 11 In some countries, the company culture is formal. Staff use when they speak to each other.
- 12 What's your now? Are you 'Chief Executive'?

B Would you like to work for an organisation which has:

- uniforms? • a lot of formal meetings?
- casual Fridays? • flexible hours?

C Match each phrase (1–5) with its explanation (a–e).

A positive company culture ...

- | | |
|-----------------------------------|--|
| 1 empowers employees. | a) New ideas and change are welcome. |
| 2 supports innovation. | b) Relationships between employees and managers are open and honest. |
| 3 is customer focused. | c) Staff have a lot of control over their work. |
| 4 rewards good performance. | d) The needs and wants of the customers always come first. |
| 5 encourages trust at all levels. | e) There is an incentive scheme for efficient employees. |

D Work in pairs. Discuss the five characteristics in Exercise C and put them in order of importance for you.

Listening

Cultural mistakes

Four people talk about cultural mistakes.

A  11.1 Listen to John's story and answer these questions.


- 1 What meal was he invited to? *dinner*
- 2 What did John look at?
- 3 What was his mistake?
 - a) John talked during an important silence.
 - b) John talked about his host's table.
 - c) John didn't want a gift.

B  11.2 Listen to Cameron's story and answer these questions.

- 4 Where was Peter's new job?
- 5 What was his mistake?
 - a) He did not use first names.
 - b) He did not speak French.
 - c) He did not use family names.
- 6 How did the staff feel when Peter used first names?

C  11.3 Listen to Susan's story and answer these questions.

- 7 Where did Susan make her mistake?
- 8 Who did she go out for a meal with?
- 9 What was her mistake?
 - a) Susan poured her own drink.
 - b) Susan did not laugh.
 - c) Susan poured too many drinks.
- 10 What did she forget to do?

D  11.4 Listen to Rob's story and answer these questions.

- 11 Where did Rob make his mistake?
- 12 Who did he go out for a meal with?
- 13 What was his mistake?
 - a) He said he was not hungry.
 - b) He did not leave anything on his plate.
 - c) He asked for some more food.
- 14 How did his host react?


E It is easy to make mistakes in other cultures. What other examples do you know?



Language focus 1

should / shouldn't

- We use *should* and *shouldn't* to give advice and make suggestions.
We should wear formal clothes to the dinner.
He shouldn't be late for meetings.
- We often use *I think* or *I don't think* with *should* to say something is or isn't a good idea.
I think you should go on a training course.
I don't think you should interrupt her.
Do you think I should learn to speak the local language?
Yes, I do. / No, I don't.

 page 128

A Complete the sentences below using *should* or *shouldn't* and a phrase from the box.

speak to our boss buy an expensive computer be late
 develop a better website stay three days

- 1 Our online business is bad. We ... *should develop a better website* ...
- 2 Our team is working too many hours.
We
- 3 The meeting is very important.
We
- 4 She wants to visit a lot of customers in Spain.
She
- 5 We have to cut costs. You

B Give the opposite advice by using *should*, *shouldn't* or *I don't think*.

- 1 I think he should go to Paris next week.
I don't think he should go to Paris next week.
- 2 You should buy a franchise.
- 3 She shouldn't take the customers to an expensive restaurant.
- 4 I think we should launch the new product now.
- 5 My boss thinks it is too late to send the report now.
- 6 We should order online.

C Use the notes to write suggestions to a colleague going on a business trip for the first time.

<i>write on business cards</i> ✗	<i>shake hands</i> ✓
<i>use surnames</i> ✓	<i>be late</i> ✗
<i>give an expensive gift</i> ✓	

You shouldn't write on business cards.

Reading

Wal-Mart
in Germany**A** In small groups, discuss these questions.

- 1 What are the most successful supermarkets in your country? What makes them so successful?
- 2 What kind of cultural differences could make it difficult for a foreign retailer to be successful in your country?

B Look through the article. Does it mention any of the cultural differences you discussed?

Wal-Mart finds its formula doesn't fit every culture

BY MARK LANDLER AND MICHAEL BARBARO

Wal-Mart is probably the most successful US-based general goods retailer in the world. Yet, after nearly a decade of trying, it pulled out of Germany. It realised that its formula for success – low prices and a wide choice of goods – did not work in markets with their own discount chains and shoppers with different habits.

'It is a good, important lesson,' says Beth Keck, a spokeswoman for Wal-Mart. Among other things, Wal-Mart has learned to deal with different corporate cultures with more sensitivity.

In Germany, it stopped requiring sales clerks to smile at customers, because some male shoppers interpreted this as flirting. It also stopped requiring staff members to sing the Wal-Mart chant every morning.

'People found these things strange. Germans just don't behave that way,' says Hans-Martin Porschmann, the secretary of the Verdi union, which represents 5,000 Wal-Mart employees. In addition, Wal-Mart 'didn't want to have anything to



do with unions,' he says. 'They didn't understand that in Germany, companies and unions are closely connected.'

Wal-Mart's German experience also taught it to use local management. The company initially installed American executives, who had little feel for what German consumers wanted. 'They tried to sell packaged meat, when Germans like to buy meat from the butcher,' says Mr Porschmann. A customer, Roland Kögel, 54, says he never bought groceries at Wal-Mart because

food is cheaper at German discount chains. He also did not visit the store often because it was on the edge of town and he does not own a car.

Finally, Wal-Mart also learned to care less whether its foreign stores carry the name derived from its founder, Sam Walton, as the German Wal-Marts did. Seventy per cent of Wal-Mart's international sales come from outlets with names like Asda in Britain, Seiyu in Japan or Bompreço in Brazil.

Adapted from the *New York Times***C** Read the article again. Decide whether these statements are true or false.


- 1 Wal-Mart tried to establish itself in Germany for over ten years. *false*
- 2 The fact that Germany has its own discount chains was one of Wal-Mart's problems.
- 3 According to Wal-Mart's spokeswoman, the company can learn very little from the difficulties it experienced in Germany.
- 4 The unions refused to co-operate with Wal-Mart.
- 5 The American executives were unable to understand local needs.
- 6 Some customers found that the Wal-Mart store was too far away from the town centre.
- 7 More than half of Wal-Mart's international sales come from outlets which are not called Wal-Mart.

- D** What three 'lessons' can be useful for Wal-Mart when it works in different cultures in future?
- E** Work in pairs. What practical advice would you give a foreign retailer wishing to establish themselves in your country? Make a list of three points.

Language focus 2

could / would

- We often use *could* or *would* to make a request.
Could I use your mobile phone, please?
Would you open the window, please?
- We often use *would you like* to make an offer.
Would you like a brochure?

 page 128

- A** These questions were asked on a plane journey. Which does a flight attendant ask, and which does a passenger ask?

- 1 Could I have another drink, please? *passenger*
- 2 Would you put your seat up, please?
- 3 Would you like a newspaper?
- 4 Could you show me how to turn on the light, please?
- 5 Would you like another drink?
- 6 Could I have some mineral water, please?
- 7 Would you like coffee or tea?
- 8 Could you fasten your seat belt, please?
- 9 Could you help me find the movie channel, please?
- 10 Would you like any duty-free goods?

- B** Which of the questions in Exercise A are offers and which are requests?


- C** You are at a hotel reception desk. Use the verbs in brackets to make polite requests.

- 1 You want to make a phone call. (use)
Could I use the phone, please?
- 2 You didn't hear that. (say)
- 3 You want a taxi. (call)
- 4 You don't know the way to the station. (tell)
- 5 You want to pay by credit card. (pay)
- 6 You want to go to a good restaurant. (recommend)
- 7 You need a map of the city. (have)



Skills

Identifying
problems and
agreeing action

- A**  11.5 A Project Manager is in a meeting with one of her project team leaders, Francis. They are talking about Rick Hermand, a foreign consultant hired by Head Office to work on the project.

Listen to the conversation. Decide whether these statements are true or false.

- 1 Francis is not happy with the progress his team is making.
- 2 Francis thinks that the consultant should work harder.
- 3 Francis sends e-mails to Head Office every day as well.
- 4 Francis doesn't think the consultant likes working in a team.
- 5 The consultant is going to have a meeting with all the team members first.

- B** Work in pairs. Look at audio script 11.5 (page 152). Imagine you are the project manager. What advice are you going to give Rick? Make a list of three points.

- C** Complete these sentences (1–4) with suitable endings (a–d).

- | | |
|------------------------|--------------------------------------|
| 1 The problem is, | a) to have a meeting with him first. |
| 2 I think you should | b) he doesn't communicate a lot. |
| 3 The best thing to do | c) talk to him first. |
| 4 OK. So you're going | d) is to explain things clearly. |

- D** Role-play this situation. Two managers meet to discuss some problems they have with an employee, Jim Long.

Student A: Turn to page 136.

Student B: Turn to page 142.

Useful language

Opening

There's something I'd like to talk to you about.

I need to talk to you about something.

Could I have a word with you?

Suggesting action

We could ...

One thing we could do is ...

We should / shouldn't ...

I think / don't think we should ...

The best thing to do is ...

Stating the topic

There's a problem with ...

The problem is ...

Responding to suggestions

I agree. We'll ...

Fine. Let's ...

Yes. I think that would be very helpful.

I'm not sure that's a good idea.

Well, I'm not sure about that.

Mmm. I don't think that's a good idea.

A change of culture

Background


Alice Baumann is the new General Manager in an overseas branch of Kelly's, an international bank. She wants to bring the best new ideas from head office to the overseas branch.

Alice wants:

- all staff to use first names.
- all staff to dress casually on Fridays.
- to introduce a system of flexible working hours.
- smaller, more informal meetings.
- more face-to-face reports.
- an open-door policy so staff can see her at any time.

Bank company culture now

Staff use family names.
Staff wear uniforms at all times.
Working hours are fixed (9.00 a.m. to 5.00 p.m.).
Many big, formal meetings.
Staff write a lot of reports.
Staff need an appointment to see the manager.

 **11.6** Listen to Alice as she talks to Jeremy Owen, her manager at head office, about the problems.

Task

Alice and Jeremy meet some of the senior staff to discuss the ideas for a new company culture.

- 1 Work in groups of three or four and choose a role.
Alice Baumann: Turn to page 136.
Jeremy Owen: Turn to page 142.
Office Manager and Senior Cashier: Turn to page 144.
- 2 Look at your role cards and prepare for the meeting.
- 3 Meet and discuss Alice's ideas. Decide what you will change and what you will keep the same.

KELLY'S BANK

Subject: *New ideas from head office*


Date:

Participants:

Agenda item	Decision	Reason	Action
1 Staff to use first names			
2 Staff to dress casually on Fridays			

Writing

Write some action minutes of the meeting.

 Writing file page 132



OVERVIEW ▼

- Vocabulary**
Skills and abilities
- Language focus 1**
Present perfect
- Reading**
A curriculum vitae
- Listening**
Interviewing for a job
- Language focus 2**
Past simple and present perfect
- Skills**
Interview skills
- Case study**
High Profile Inc.



“No-one should do a job he could do in his sleep.”

Cory Doctorow, Canadian journalist and author

Starting up

- A** Look at these jobs. Who do you think should get the highest salary? Put the jobs in order, highest salary first.
- lawyer
 - nurse
 - football star
 - accountant
 - fashion model
 - postal worker
 - firefighter
 - teacher
 - advertising executive
 - air traffic controller
- B** Are the real salaries in the same order in your country?
- C** Which of the following would you like (✓) or not like (x) in a job?
- 1 a lot of telephone work
 - 2 writing lots of reports
 - 3 working with the same people
 - 4 working with a lot of different people
 - 5 working on your own
 - 6 sharing an office
 - 7 using English at work
 - 8 working flexible hours (including weekends)
 - 9 casual dress
 - 10 uniforms
- D** Which is more important to you, a high salary or a job you enjoy?

Vocabulary

Skills and abilities

- A** Complete the first part of the advertisement below with the verbs from the box. Use the words in brackets to help you.

improve lead increase set up train develop

EUROPEAN MANAGER
€75K + CAR

KARADA
MODE PLC

Are you the person we are looking for?

THE ROLE

We are looking for a talented person for this position. In this exciting job, you will need to:

- *lead* ¹ a team of 25 (be in charge of)
 ² a new branch in Amsterdam (start)
 ³ new staff (teach)
 ⁴ sales in all markets (make more)
 ⁵ new products (create)
 ⁶ communication between our head office
 and local branches (make better)

- B** Complete the second part of the advertisement with the verbs from the box.

deal with organise plan manage

THE PERSON

In your present job, you:

- ¹ a large department in the clothing industry (control)
 ² budgets (think about the future)
 ³ sales conferences and trade exhibitions (arrange)
 ⁴ customers, suppliers and their problems (take action)

- C** What skills and abilities do/did you need in your present or past jobs? Use the verbs from Exercises A and B.


In my present job, I lead a team of three.

In my past job, I increased sales.


Language focus 1


Present perfect

- We use the present perfect to talk about actions that continue from the past to the present.
*I **have worked** here for five years. (And I'm still working here now.)*
*He **has lived** in Barcelona for two years. (And he's still living there now.)*
- We often use the present perfect to talk about life experiences.
*She **has had** three jobs since she left university.*
*He **hasn't had** any experience in marketing.*
*Have you ever **worked** abroad? Yes, I **have**. / No, I **haven't**.*
- The present perfect is formed with *have / has* + the past participle of the main verb.

 page 129

A Match the job interview questions (1–5) with their answers (a–e).

- 
- 1 How many jobs have you had since leaving university?
 - 2 Why have you changed jobs so often?
 - 3 What have you done that shows leadership?
 - 4 In what ways has your job changed since you joined the company?
 - 5 Have you ever worked with a difficult person?
- a) I now have more responsibility and work longer hours.
 - b) Well, I lead the sales team. I'm also chairperson of a local business association.
 - c) I wanted to earn more money.
 - d) Well, the boss in my last company wasn't easy to work with.
 - e) I've worked for six companies.

B  12.1 Now listen and check your answers.

C Complete these interview questions using the present perfect form of the verbs in brackets.

- 1 How *have you changed* (you change) over the last five years?
- 2 What other jobs (you apply for) recently?
- 3 What (you read) recently?
- 4 What kind of people (you work) with?
- 5 What sort of bosses (you have)?
- 6 What (you learn) from your other jobs?
- 7 What sort of problems (you have) to deal with?
- 8 What (you do) that shows leadership?

D Work in pairs. Ask and answer the questions in Exercise C.
A Look at Svetlana Vlasova's CV (curriculum vitae) on the next page. Put the headings from the box in the correct place in the CV.

Education	Interests	Key skills	References	Work experience
-----------	-----------	------------	------------	-----------------

Reading
A curriculum vitae

CURRICULUM VITAE

Name: Svetlana Vlasova
 Nationality: Russian
 Address: 17 Lime Grove, Harborne
 Birmingham B17 5T
 Telephone: 0121 272 0064
 E-mail: Svetlana.Vlasova@mail.uk



Education ¹

2006–2007 **Business Administration Graduate Diploma, University of Birmingham**
 1998–2001 **Degree in Business and Commerce, Faculty of Economics and Management, St Petersburg, Russia**
 1994–1997 **Secondary School: School N1, St Petersburg, Russia**

..... ²

2004–2005 **Regional Branch Manager, LMO Instruments, St Petersburg, Russia**

- set up a new sales office in St Petersburg
- trained a team of sales staff
- developed new selling methods to increase sales

2002–2003 **Technical Sales Specialist, Dertov Instruments, Omsk, Russia**

- sold a wide range of instruments, including software
- organised and presented customer seminars

..... ³

Fluent in Russian, English and German

Computer skills: Microsoft Word, PowerPoint, Java, Linux systems

..... ⁴

Cinema, travel, skiing, aerobics

..... ⁵

Professional and personal references available on request

B Decide whether these statements are true or false.

- 1 Svetlana Vlasova studied in Russia.
- 2 She has worked for three different companies.
- 3 She gave seminars when she worked for LMO Instruments.
- 4 She was a manager when she worked in St Petersburg.
- 5 She has been responsible for staff training.
- 6 She can speak more than two languages fluently.

C Answer these questions in pairs.

- 1 How many pages is a typical CV in your country?
- 2 Do you include a photo? Do you think it is a good idea?
- 3 Does it have the same headings as Svetlana Vlasova's CV?
- 4 Do you include any other information in CVs in your country?

Listening

Interviewing for a job

A 12.2 Svetlana Vlasova is applying for a job as an overseas team leader in Germany. Listen to part of her interview. Complete her answers.


Reasons for applying	First of all, I like ... <i>meeting</i> ... ¹ people and getting people to work together as a ² . And then, I like ³ and ⁴ my languages.
Strengths	I'm ⁵ in German and English. I get on well with people. I'm also good at ⁶ people and at getting them to achieve ⁷ together. I love organising events for ⁸ .
Weaknesses	I'm not really ⁹ when people don't meet deadlines.
People you work well with	The people I like best are those who work ¹⁰ and who are ¹¹ .
Interests	I like travelling, and I like discovering new ¹¹ .
Questions	If I get the job, when would you like me to ¹³ ?

B What are your strengths and interests? What kinds of people do you work well with?

Language focus 2

Past simple and present perfect

- We use the past simple to talk about completed actions that happened in the past.
I worked in Tokyo in 1990. (I now work in another place.)
- We use the present perfect to talk about actions that continue from the past to the present.
He has worked in Berlin since 2001. (He still works there.)

 page 129

A Underline the past simple or the present perfect form of the verbs to complete this extract.

I think I had / have had¹ an interesting career. I studied / have studied² at Oxford University from 1997 to 2000. Then I applied / have applied³ for jobs abroad. I worked / have worked⁴ in Hong Kong for a year, and then I went / have been⁵ to Japan in 2002.

I did / have done⁶ a number of different jobs. I sold / have sold⁷ computer software in Hong Kong. I taught / have taught⁸ English in Japan. I wrote / have written⁹ a book, and I ran / have run¹⁰ my own business.

B Tick the expressions you can use to complete this sentence.


The manager has been here ...*before*...

before	<input checked="" type="checkbox"/>	often	<input type="checkbox"/>
twice	<input type="checkbox"/>	for two hours	<input type="checkbox"/>
last year	<input type="checkbox"/>	this afternoon	<input type="checkbox"/>
since 2 o'clock	<input type="checkbox"/>	at 2 o'clock	<input type="checkbox"/>
two weeks ago	<input type="checkbox"/>	recently	<input type="checkbox"/>

Skills

Interview skills



- A** Work in pairs. Decide which of these interview tips are more for interviewers and which are more for candidates.
- Be completely honest at all times.
 - Try to help the candidate to relax.
 - Always wear your best clothes.
 - Do not ask a lot of questions to which people can answer 'yes' or 'no'.
 - Listen carefully and make a lot of notes.
 - Arrive half an hour early for the interview.
 - Ask a difficult question at the beginning of the interview.
 - Get an expensive haircut.
- B** Work in pairs. Which tips do you agree with? Choose your top three tips and write your own list. Compare your choices with other pairs.
- C**  12.3 Look at the Useful language box below. Listen to an interview. Tick the expressions you hear.

Useful language

	Interviewer	Candidate
Experience	What did you learn from your last job? What didn't you like about your last job?	I learned to ... Well, I had a problem with ...
Skills	What are you good at? Do you have any special skills?	People say that I am good at ... My main strengths are ...
Future plans	What do you want to do in the future? Where do you want to be in ten years' time?	My main aim is to ... I plan to be ... I hope to have ...
Interests	What do you do in your free time? What are your main interests?	I really enjoy ... I spend a lot of time ...

- D** Role-play this situation. The manager of a hotel is interviewing a candidate for the job of receptionist.

Hotel Manager: See below.

Candidate: Turn to page 143.

Hotel Manager

Find out this information about the candidate.

- | | |
|------------------------------|-------------------------------------|
| 1 Did / find / hotel easily? | 5 What / learn from / last job? |
| 2 Why / want job? | 6 What / not like about / last job? |
| 3 What strengths / have? | 7 What / main interests? |
| 4 Can / work under pressure? | 8 Do / have any questions? |

High Profile Inc.

Background

High Profile Inc. (HPI) is one of the biggest sports agencies in the world. It works with famous sportspeople. It helps them to earn money from advertising and special promotions for big companies. HPI charges the sportspeople a commission based on the money they earn. The agency's head office is in Chicago, and it has offices in London, Frankfurt and Tokyo.

At present, HPI is interviewing two candidates for the job of Marketing Manager in its London office. Read the Marketing Director's notes at the top of page 113.




Skills required	Duties	Reasons
Communication skills	Meeting agents; persuading sportspeople to work with HPI	A lot of face-to-face contact with famous sportspeople
Teamwork skills	Organising and leading the team	There are ten people in the office (four in sales, six in administration).
Negotiating skills	Negotiating contracts with clients	To increase profits at HPI
Speak two European languages	Presenting the work of HPI to agents and sportspeople	Most of HPI's clients are European sportspeople.
Interested in travel	Travelling to many European countries, meeting agents and clients, and going to sports events	The Marketing Manager will spend 50% of his/her time travelling.

Task

- 1 Work in groups of four and choose a role. Marketing Director and Human Resources Director: Turn to page 136.
Candidate 1: Turn to page 143.
Candidate 2: Turn to page 144.
- 2 Read your role card and prepare for the interview.
- 3 Hold the interview.
- 4 The interviewers decide which candidate is best for the job and say why.

Writing

Write a letter to the successful candidate. Give the name of the position, the starting date, the salary and number of days of annual leave. Add any other information that will be useful.

 Writing file page 132

High Profile Inc.

Dear ... ,

Thank you for coming for an interview last week We are pleased to offer you ...

10 The Web

Vocabulary

A Complete the synonyms of these words and phrases.

- | | |
|--------------------------------|------------------------|
| 1 carry out an order | <i>fulfil</i> an order |
| 2 take money out of an account | __ b __ an account |
| 3 show | d _ s _ _ _ |
| 4 look for information | _ _ _ w _ _ |
| 5 check | v _ _ _ f _ |
| 6 pay money into an account | _ _ _ d _ _ |
| 7 enter | k _ _ |

B Use the words from the box to complete the time expressions in the sentences below.

after end near next now tomorrow ~~weekend~~ weeks'

- She wants to check the accounts at the *weekend*
- Our visitors are arriving afternoon.
- The product launch is in three time.
- There will be another computer course for staff members in the future.
- They hope the report will be ready a couple of hours from
They need it today.
- We have to find a new supplier before the of April.
- We're expecting the new computers the week next.
- We're going to redesign our website year.

The future

Correct each sentence by putting *to*, *will ('ll)* or a form of *to be* in the correct position.

- What you doing on Friday afternoon?
What are you doing on Friday afternoon?
- We're not going launch a new website.
- In a few years' time, Internet security not be a problem.
- OK, then. I call Mr Berger later this afternoon.
- Two of my colleagues going to study computing next year.
- I meeting Ms Lang on Wednesday.
- I can see you're very busy, so don't worry about the invitations. I send them out for you.

Making arrangements

Put the lines of these telephone conversations in the right order.

Conversation 1

- a) Great. See you on Thursday at 9.30, then.
- b) Hello, Jan. Next week is very busy. But I can make Thursday. How about 9.30 a.m.?
- c) Hi, Agnes. It's Jan here. We need to meet next week. What's a good day for you? ..!
- d) Yes, that's fine for me.

Conversation 2

- a) Sorry, I'm away all day Wednesday, and I can't make Friday afternoon. How about the week after next? Is Tuesday OK?
- b) Yes, that's fine for me. Tuesday at 3 o'clock. See you then.
- c) Well, I can do Wednesday or Friday afternoon.
- d) Yes, I can do Tuesday afternoon after 2.30.
- e) Right. Let's meet one day next week. What day is good for you?

11 Cultures

Vocabulary

Choose the correct words from the box to complete the text. You will not need all the words.

casual childcare face-to-face family first flexible formal
~~informal~~ leave part-time shift telephone

Eraline is a modern, dynamic, middle-sized company with an *informal*¹ business culture. For example, staff use² names when they speak to each other, and we do not have to wear smart clothes every day, as there is a system of³ Fridays. Reporting procedures, too, are informal: we do not write a lot of reports or e-mails to each other, because we think it is better to speak⁴.

We have⁵ hours, which means we can start at 8.30, 9.30 or 10.30 a.m. In some companies, people have to work at night one or two weeks a month, but not at Eraline. I am happy about that, because I do not like⁶ work at all! Finally, as regards time off, most of us get 20 days' annual⁷.

Reading

Read this article about Turkish business etiquette. Then use the notes on page 116 to give advice about doing business in Turkey, using *should* or *shouldn't*.

Doing business in Turkey

It is a good idea to schedule business appointments about two weeks in advance and not to suggest meeting on a Turkish public holiday. Never be late for business or social appointments – punctuality is very important to Turkish people. If you think you are going to be delayed, phone your hosts immediately to let them know.

People have a lot of respect for age in Turkey, so always address the most senior person in the room first.

Turks are generally informal with names, but if someone has a professional title (doctor, lawyer, professor, etc.), it is a good idea to address them using just their title.

If you plan to have long business relationships in Turkey, have a Turkish translation of your business card printed on the back and present it to everyone you meet. Meetings often start with handshakes, so shake hands with all your Turkish counterparts, but remember

that men wait for women to extend their hand first.

Because trust and mutual friendship are important in business relationships, it is important to get to know your Turkish counterpart on a personal level. If possible, learn a few greetings in Turkish – people will like it – and when you have a conversation, it is a good idea to make eye contact with your counterpart. Finally, do not dress too casually.

- 1 Appointments and punctuality:
 - *You should schedule business appointments*, about two weeks in advance.
 - on a Turkish public holiday.
 - if you are going to be late for an appointment.
- 2 Meetings:
 - the most junior person first.
 - your business card translated into Turkish.
 - your business card to everyone you meet.
 - Men women to extend their hand first.
- 3 Conversation and appearance:
 - get to know people on a personal level.
 - when you have a conversation.
 - too casually.

could / would

Write **O** next to sentences that are offers. Write **R** next to sentences that are requests.

- 1 Could I have a copy of the report, please? **R**
- 2 Would you like a drink?
- 3 Could you say the phone number again?
- 4 Would you like to have dinner with us?
- 5 Could I see the manager?
- 6 Would you like a copy of our catalogue?
- 7 Could you close the door, please?
- 8 Would you open the window, please?

Writing

You are a manager at the head office of a company. One of your overseas branches has many problems.

Write an e-mail to Carla Santori, the Branch Manager. Say what you think are the **three** biggest problems in the list below and suggest a solution to each of the three problems.

Problems identified

- many long, formal meetings
- staff don't like the new office manager
- difficult for employees who have children to start at 8.30 a.m. and finish at 5.00 p.m. every day
- many people spend a lot of time writing reports
- staff say it's difficult to talk to the manager - they have to phone or write e-mails
- people don't like to have to dress very smartly

12 Jobs

Vocabulary

Rewrite the text, replacing each phrase in *italics* with the correct form of a verb from the box.

deal with develop improve increase lead
organise plan set up train

Piers Kohl has a very exciting job at Inventa. Last year, he *started* a new branch in Barcelona. He had to *make more* sales in the Spanish market and *create* new products. He *was in charge of* a team of 12. This year, his role is mainly to *teach* new staff and to *make* communication *better* between the various branches of Inventa in the region. He also has to *do something about* customers' problems and *think about future* budgets. Sometimes, he also *arranges* sales conferences. Piers is never bored!

Piers Kohl has a very exciting job at Inventa. Last year, he set up a new branch in Barcelona. ...

Past simple and present perfect

Underline the correct form of the verbs to complete this text.

Eleni Bimis *had / has had*¹ an exciting career. She *studied / has studied*² at the Thessaloniki School of Business and Management from 1998 to 2001. Then she *applied / has applied*³ for jobs in Australia and America. She *worked / has worked*⁴ as a Deputy Project Manager in Melbourne until June 2002, and then she *found / has found*⁵ a job with an aid agency in Mexico.

Eleni is fluent in Greek and English, and she *learned / has learned*⁶ Spanish and Chinese for more than ten years.

Her career *was always / has always been*⁷ very varied. She *met / has met*⁸ people from all over the world, and she *had / has had*⁹ meetings with senior executives from global companies. 'Once when I *was / have been*¹⁰ in Australia, I *even talked / have even talked*¹¹ to the president of Sony Corporation!' she says. She *came / has come back*¹² from Mexico in 2006, but she is already planning her next move. She says 'I *always wanted / have always wanted*¹³ to travel. I'm very happy about my first jobs. I *learned / have learned*¹⁴ so much about other cultures.'

Skills

Complete these interview questions with the correct prepositions.

- 1 What did you learn ... *from* ... your last job?
- 2 What didn't you like your last job?
- 3 What are you good ?
- 4 Could you tell us any special skills you have?
- 5 What kind people do you work well ?
- 6 What do you want to do the future?
- 7 What do you do your free time?

Writing

Look at the seven questions in the exercise above. Answer the questions in writing to prepare for an interview. Invent the answers if necessary.

I learned to work under pressure and how to deal with complaints from customers. I ...

Grammar reference

1 to be; a/an; wh- questions

to be

Form

+	I'm (= am) He's / She's / It's (= is) You're / We're / They're (= are)	a student. from Poland. at work.
-	I'm not (= am not) He / She / It isn't (= is not) or He's / She's / It's not You / We / They aren't (= are not) or You're / We're / They're not	American. here. Chinese. lawyers.
?	Am I Is he / she / it Are you / we / they	late? at the office? tired?

Questions with to be

- We put the form of the verb *to be* at the beginning.

Am I early?

Is it here?

Is he a manager?

Are you Spanish?

- We do not use the short form of the verb in answers.

Are you a consultant?

Yes, **I am**. (NOT *Yes, I'm.)

Is she married?

Yes, **she is**. (NOT *Yes, she's.)

Are they OK?

Yes, **they are**. (NOT *Yes, they're.)

a/an

1 a/an with singular nouns

- We use *a* before words beginning with a consonant sound (for example *c, p, y, j*).

a city **a European** **a picture** **a problem** **a university**

- We use *an* before words beginning with a vowel sound (for example *a, e*).

an address **an answer** **an hour** **an interest** **an office**

2 a/an with jobs

- We use *a/an* with jobs.

He's **a** designer.

(NOT *He's designer.)

She's **an** architect.

(NOT *She's architect.)

- 3 We don't use *a/an* with plural nouns.

wh- questions

What	's are	your job? their names?
Who	's are	your boss? they?
Where	's are	my case? the files?

2 Present simple; adverbs and expressions of frequency

Present simple

Form

+	I / You / We / They work . He / She / It works .
-	I / You / We / They don't work . He / She / It doesn't work .
?	Do I / you / we / they work ? Does he / she / it work ?

Uses

We use the present simple:

- to talk about habits and work routines.
*I **get up** early in the morning.*
*She **works** from home.*
*They **go** to work by train.*
- to talk about facts and things that are generally true.
*They **have** offices in Seoul.*
*It **rains** a lot in Manchester.*
*She **earns** a high salary.*
- with verbs that describe permanent states.
*I **like** meeting people.*
*She **has** three children.*
*I think he **lives** in a flat.*
*I **know** his boss very well.*
- with adverbs and expressions of frequency.
*She **always wears** blue.*
*He **usually / generally takes** work home at the weekend.*
*They **often go** home early on Fridays.*
*I **sometimes play** tennis with a colleague.*
*Do you **ever go** to the theatre?*
*I **never go** to the theatre.*

Adverbs and expressions of frequency

- 1 Adverbs of frequency usually go before the main verb, but after the verb *to be*.
*I **sometimes** make phone calls to the USA.*
*My boss is **usually** friendly.*
*We don't **generally** stay up late.*
- 2 For emphasis, *usually*, *generally*, *often* and *sometimes* can go at the beginning of a sentence.
***Sometimes**, I don't like my job.*
***Generally**, we take clients out to a good restaurant.*
- 3 Expressions of frequency can go at the beginning or the end of a sentence but not in the middle.
***Once a year**, we have a sales conference.*
*We have a sales conference **once a year**.*
(NOT *We have once a year a sales conference.)
*Does he play golf **every Saturday**?*
(NOT *Does he every Saturday play golf?)

3 Present simple (negatives and questions); *have got*

Present simple: negatives and questions

Points to remember

1 In questions, the *-s* is on the auxiliary verb, not the main verb.

Does he drink coffee? (NOT *Does he drinks coffee?)

2 We do not use the full verb in a short answer.

Do you like meeting customers? Yes, I do. (NOT *Yes, I like.)

3 Spelling rules

• For *he, she* and *it*, we add *-s* with most verbs.

She comes from Brazil.

The job pays a good salary.

• When the verb ends with a consonant + *y*, the ending becomes *-ies*.

He often flies to Amsterdam.

• When the verb ends in *-ch, -sh, -s, -x* or *-z*, the ending becomes *-es*.

He finishes every day at six.

She faxes the invoice to us.

wh- questions

Form

Question word	<i>do</i> or <i>does</i>	subject	verb phrase
What	<i>do</i> <i>does</i>	<i>you</i> <i>he / she</i>	<i>do?</i>
When	<i>do</i> <i>does</i>	<i>I</i> <i>the train</i>	<i>go?</i> <i>leave?</i>
Where	<i>do</i> <i>does</i>	<i>they</i> <i>Malika</i>	<i>come from?</i>
Why	<i>do</i> <i>does</i>	<i>you</i> <i>he / she</i>	<i>need two invoices?</i> <i>want a new printer?</i>
How	<i>do</i> <i>does</i>	<i>you</i> <i>it</i>	<i>spell enough?</i> <i>work?</i>
How often	<i>do</i> <i>does</i>	<i>they</i> <i>it</i>	<i>travel abroad?</i> <i>rain?</i>

have got

Form

+	<i>I / You / We / They have got</i> <i>He / She / It has got</i>	<i>a German car.</i> <i>a CD player.</i>
-	<i>I / You / We / They haven't (= have not) got</i> <i>He / She / It hasn't (= has not) got</i>	<i>the time.</i> <i>a good printer.</i>
?	<i>Have I / you / we / they got</i> <i>Has he / she / it got</i>	<i>a ticket?</i> <i>a reference number?</i>

Uses

• We use *have / has got* to indicate possession.

She's got a fast car.

• We also use *have / has got* to talk about plans.

I've got a meeting this Tuesday, but I'm free on Wednesday.

4 **can / can't; there is / there are****can / can't****Form**

+	I / You / He / She / It / We / They can	go.
-	I / You / He / She / It / We / They can't (= cannot)	go.
?	Can I / you / he / she / it / we / they	go?

Remember: *can* stays the same with *he*, *she* and *it*. (NOT *He cans go.)

Short answers

Yes, you **can**.

No, I **can't**.

Uses

- We use *can* to talk about ability.
He can write computer programs.
She can fly a helicopter.
- We use *can* to ask for permission.
Can I make a phone call, please? Yes, go ahead.
Can we park in this space? Sorry, you can't park here. It's reserved.
- We use *can* to talk about what is possible.
Can you come next Thursday? Sorry, I'm afraid I have another appointment.
Can we put another desk in here? No, the room's too small.
- We do not use *to* after *can*. (NOT *She can to ride a motorbike.)

there is / there are**Uses**

- We use *there is a* + singular noun to say that something exists or doesn't exist.
There's a coffee machine on the second floor.
There isn't a swimming pool in this hotel.
- With plural nouns, we use *there are* with *some* in positive statements, and *there are* with *any* in negative sentences.
There are some people in the room.
There aren't any flights on Sundays.
- We use *is there / are there + a / any* to ask a question.
Is there a message for me?
Is there any baggage?
Are there any good nightclubs in the city?

5 **some / any; countable and uncountable nouns**

some/any

Form

	plural countable nouns	uncountable nouns
+	We need some machines.	We need some equipment.
-	There aren't any restaurants. There are no cinemas.	There isn't any food. There is no entertainment.
?	Would you like some carrots? Do you have any coins?	Would you like some spaghetti? Do you have any money?

Uses

We use *some* to make an offer when we think the answer will be 'yes'.

*Would you like **some** tea?* *Yes, I would.*

*Can I offer you **some** coffee?* *Yes, please.*

We use *any* to make an offer when we don't know the answer.

*Do you want **any** coffee?* *No, thank you.*

Countable and uncountable nouns

1 Countable nouns include individual things, people and places and have a plural.

a computer some computers a secretary two secretaries
a restaurant good restaurants

2 We do not use *a/an* with uncountable nouns. They do not have a plural.

*It's difficult to find **good staff**.* (NOT *a good staff)

*I don't often use **public transport**.* (NOT *public transports)

a lot of, many and much

1 We use *a lot of* in positive and negative sentences and questions with both plural countable and uncountable nouns.

*I have **a lot of** baggage.* *I have **a lot of** bags.*

*We don't have **a lot of** time.* *We don't have **a lot of** books.*

*Do you have **a lot of** money?*

*Do you have **a lot of** American clients?*

2 We can use *many* or *a lot of* in positive statements.

*I have **many** English customers.*

*I've got **a lot of** English customers.*

Many is more formal than *a lot of*.

3 We do not normally use *much* in positive statements.

*They've got **a lot of** money.* (NOT *much money)

4 We use *many* with plural countable nouns in questions and negative sentences.

*Do you have **many** visitors?*

*There aren't **many** vegetarian restaurants.*

5 We use *much* with uncountable nouns in questions and negative sentences.

*Do you do **much** advertising?*

*I don't have **much** time.*

6 Past simple and past time references

Past simple

Form

1 Regular verbs

Verb	Ending	Example
Ends in a consonant (e.g. <i>work</i>)	+ <i>-ed</i>	<i>I worked at home yesterday.</i>
Ends in <i>-e</i> (e.g. <i>decide</i>)	+ <i>-d</i>	<i>He decided to take a taxi.</i>
Ends in a consonant + <i>y</i> (e.g. <i>study</i>)	change <i>-y</i> to <i>-ied</i>	<i>She studied law at university.</i>
Ends with a consonant + vowel + consonant (e.g. <i>stop</i>)	double the final consonant + <i>-ed</i>	<i>They stopped smoking two years ago.</i>

But if the final consonant is in an unstressed syllable, we do not double it (e.g. *develop* → *developed*; *mention* → *mentioned*).

2 Irregular verbs

Many frequently used verbs are irregular.

buy – bought cost – cost know – knew make – made
meet – met put – put send – sent write – wrote

(See the list of irregular verbs, inside back cover.)

Uses

We use the past simple to talk about:

- a completed single action in the past.
*He **met** her at the sales conference.*
*We **gave** them a lot of money.*
- a past state that is now finished.
*I **lived** in Italy in 1999.*
*We **had** an agent in Asia at that time.*
- a repeated action in the past.
*We **went** to the beach every day.*
*I always **wrote** to him in English.*

Past time references

1 We use the past simple with expressions that refer to a definite moment or period in the past.

	+ month	in April
in	+ year	in 2002
	+ decade	in the 1990s
	+ century	in the 20th century
on	+ day / date	on Monday 2nd February

*He first set up in business **in 1999**.*

*The **1960s** were relatively prosperous.*

*We signed the contract **on 3 April 2003**.*

2 Other expressions:

*We had a meeting **last** Friday.*

*I visited the factory **yesterday**.*

*He left the firm **five years ago**. (= five years between now and the moment he left)*

7 Past simple: negatives and questions; question forms

Past simple: negative statements

We use *did not / didn't* + infinitive without *to* to make negative statements about the past.

Form

+	-
<i>I went by train.</i>	<i>I didn't go by train.</i>
<i>She saw you.</i>	<i>She didn't see you.</i>
<i>They had a very good time.</i>	<i>They didn't have a very good time.</i>

Past simple: questions

We make questions about the past with *did / didn't* + subject + infinitive without *to*.

Did you check the figures? **Did** they have a good time? **Didn't** Paul tell you?

Question forms

Questions with *to be*

To make questions with the verb *to be*, we put the subject after the verb.

Was he at the meeting? **Were** there any messages for me? **Were** they pleased?

Questions with a modal verb

To make questions with a modal verb, we put the subject after the verb.

Can I see you now? **Would** you like a coffee?

Question words: *what, where, when, why* and *how*

We put question words at the beginning of the sentence before a form of *do, be*, a modal or an auxiliary.

	question word	form of <i>do, be, modal or auxiliary</i>	subject	
I prepared some invoices.	What	did	<i>you</i>	do yesterday?
She went to Beijing.	Where	did	<i>she</i>	go?
They learned about it on Friday.	When	did	<i>they</i>	learn about it?
She needs a holiday.	Why	does	<i>she</i>	need a holiday?
She gets on very well with her colleagues.	How	does	<i>she</i>	get on with her colleagues?
It cost a lot of money.	How much	did	<i>the machine</i>	cost?
I see my suppliers once a month.	How often	do	<i>you</i>	see your suppliers?
I can do it next week.	When	can	<i>you</i>	do it?
He was happy.	Why	was	<i>he</i>	happy?

Be careful not to use two past forms in the same sentence.

Where did you stay? (NOT *Where did you stayed?)

Be careful with the word order. (NOT *Where did stay you?)

8 Comparatives and superlatives; large and small differences

Comparatives and superlatives

Form

Comparative adjectives are forms like *older*, *more expensive*.

Superlative adjectives are forms like *the oldest*, *the most expensive*.

- For the majority of one-syllable adjectives, add *-er*, *-st*.
cheap → *cheaper* → *the cheapest*
- For one-syllable adjectives ending in *-e*, add *-r*, *-st*.
late → *later* → *the latest*
- For short adjectives ending in one vowel + one consonant, double the consonant.
big → *bigger* → *the biggest* *hot* → *hotter* → *the hottest*
BUT don't double *w*: *new* → *newer* → *the newest*
- For adjectives ending in consonant + *-y*, change *y* to *i*.
easy → *easier* → *the easiest* *healthy* → *healthier* → *the healthiest*
- Some adjectives are irregular.
good → *better* → *the best* *bad* → *worse* → *the worst*
far → *further* → *the furthest* (or *far* → *farther* → *the farthest*)

Uses

- 1 When we compare two things, we use the comparative + *than*.
*France is **bigger than** Belgium.*
*I think a Porsche is **less expensive than** a Rolls Royce. (NOT *that)*
- 2 When we compare three or more things, we use the superlative.
*December is **the busiest** month in all our stores.*
*Our products are not just good – they're **the best** in the world.*

Large and small differences

We can use *a lot* / *a bit* (especially in conversation) or *much* / *a little* (more formal) before comparatives.

- For large differences, we use *much* / *a lot*.
*We have a **much lower** margin on computers than on software.*
*Our new range is **a lot more successful** than the previous one.*
- For small differences, we use *a little* / *a bit*.
*This time he seemed **a little more interested** than last time.*
*Our prices are **a bit higher** than theirs.*

9 Present continuous

Form

+	I'm He's / She's / It's You're / We're / They're	waiting.
-	I'm not He / She / It isn't You / We / They aren't	working. working.
?	Am I Is he / she / it Are you / we / they	coming?

Short answers

Yes, I **am**.

Yes, he / she / it **is**.

Yes, you / we / they **are**.

No, I'm **not**.

No, he / she / it **isn't**.

No, you / we / they **aren't**.

Spelling rules

Most verbs add *-ing*.

*She's **talking** to a client.*

For verbs ending in *e*, take away *e* and add *-ing*.

*He's **making** some coffee.*

For verbs ending in consonant + vowel + consonant, double the final consonant and add *-ing*.

*Is anyone **sitting** here?*

But we do not double the final consonant if it is in an unstressed syllable (e.g. *developing, marketing*).

Uses

We use the present continuous:

- to talk about actions in progress at the time of speaking.
*I'm **using** the photocopier at the moment.*
*Not now, I'm **talking** to a customer.*
- for actions that are not necessarily in progress at the time of speaking, but have not finished.
*I'm **still writing** that report.*
*We're **trying** to enter new markets.*
- for temporary situations.
*We're **staying** at the Hilton for the next few days.*

Present simple or present continuous?

- We use the present simple to describe permanent – situations which will not change.
*I **work** in Paris.*
- We also use the present simple to talk about habits.
*I normally **drive** to work.*
- We use the present continuous to describe temporary situations – situations which happen for a short time.
*I'm **walking** to work this week.*

10 Talking about future plans: present continuous; *going to*; *will*

Form

+	I'm He's / She's / It's You / We / They're	going to	be	there tomorrow.
-	I'm not He / She / It isn't You / We / They aren't	going to	do	that tomorrow.
?	Am I Is he / she / it Are you / we / they	going to	leave	tomorrow?

+	I / You / He / She / It / We / They	will	try.
-	I / You / He / She / It / We / They	won't (= will not)	work.
?	Will	I / you / he / she / it / we / they	go?

Uses

- 1 We use the present continuous to talk about things we have already arranged for the future.

I'm meeting Mr Righetti next Thursday.

We're having a staff party on Friday evening.

- 2 Sometimes we can use either the present continuous or *going to*.

We're having a staff party on Friday evening.

We're going to have a staff party on Friday evening.

- 3 *going to* is more suitable for strong intentions and predictions.

I'm going to go to that meeting even if she doesn't want me to.

We're certain the situation is going to get better.

It's going to rain.

Compare: *It's raining.* (now)

- 4 We use *will*

- to make predictions about things we think are inevitable and will happen without any arrangement or individual intention.

I think there will be an economic crisis soon.

In the next few years, everyone will be able to access the Internet with their mobile phone.

- to make promises.

I'll give her your regards if I see her.

I'll have the report on your desk before Friday.

- 5 The opposite of *will* is *will not* or *won't*.

Don't worry, I won't forget.

11 should / shouldn't; could / would**should / shouldn't****Form**

+	I / You / He / She / It / We / They should	go.
-	I / You / He / She / It / We / They shouldn't (= should not)	go.
?	Should I / you / he / she / it / we / they	go?

Short answers

Yes, I / you / he / she / it / we / they **should**.

No, I / you / he / she / it / we / they **shouldn't**.

Uses

- 1 We use *should* to say that we think something is the right thing to do.
*We **should** do more to protect the environment.*
*You **should** always prepare a presentation in advance.*
- 2 We use *shouldn't* to say something is not the right thing to do or to criticise.
*She **shouldn't** drive if she's broken her glasses.*
*He **shouldn't** interrupt people all the time; it's rude.*
- 3 We use *should* to ask for or give advice.
*'**Should** I apologise to him?'*
*'Yes, I think you **should**.'*

could / would

- 1 We use *could* and *would* to make requests.
***Could** / **Would** you open the door for me, please?*
- 2 We use *would you like* to make offers.
***Would you like** some coffee?*

12 Present perfect

Form

We form the present perfect with *have / has* + the past participle of the verb.

We form the past participle of regular verbs by adding *-ed* (e.g. *finished, tried, lived*).

Many frequently used verbs are irregular (e.g. *been, gone, made, seen*).

(See list of irregular verbs, inside back cover.)

+	I've / You've / We've / They've He's / She's / It's	been there before. moved.
-	I / You / We / They haven't He / She / It hasn't	made an effort. gone away.
?	Have I / you / we / they Has he / she / it	had enough time? made a mistake?

Short answers

Yes, I / you / we / they **have**.

No, I / you / we / they **haven't**.

Yes, he / she / it **has**.

No, he / she / it **hasn't**.

Uses

We use the present perfect when we think about the past and present together. In particular, we use this tense

- to talk about actions that began in the past and continue in the present.
*She's **worked** here for years.* (She still works here.)
- to talk about life experiences.
*He's **had** a number of jobs. He's **been** a project manager, a financial analyst, and he's **started** his own Internet business.*
- to talk about the present result of a past action.

Past action

completed the report
yesterday

*I've **put** it on her desk.*

Present result

*She's **reading** it now.*

advertising campaign
last month

*Sales **have gone up**.*

*We're **making more**
money.*

Past simple or present perfect?

- 1 When we first give news, we often use the present perfect. When we give or ask for more details, we often change to the past simple.
*'I've **found** your file.'* 'Oh great. Where **did** you **find** it?'
*John **has gone** to Tokyo. He **left** last night.*
- 2 We use the past simple with expressions of finished time.
*I **met** her last November.*
*I **came** here in 2001.*
- 3 We use the present perfect with expressions of time that take us up to the present.
*He's **been** CEO since the beginning of last year.* (He is still CEO.)
*So far, we **haven't had** any news.*
- 4 We do not use the present perfect with expressions of finished time.
NOT *I have received a reply yesterday.

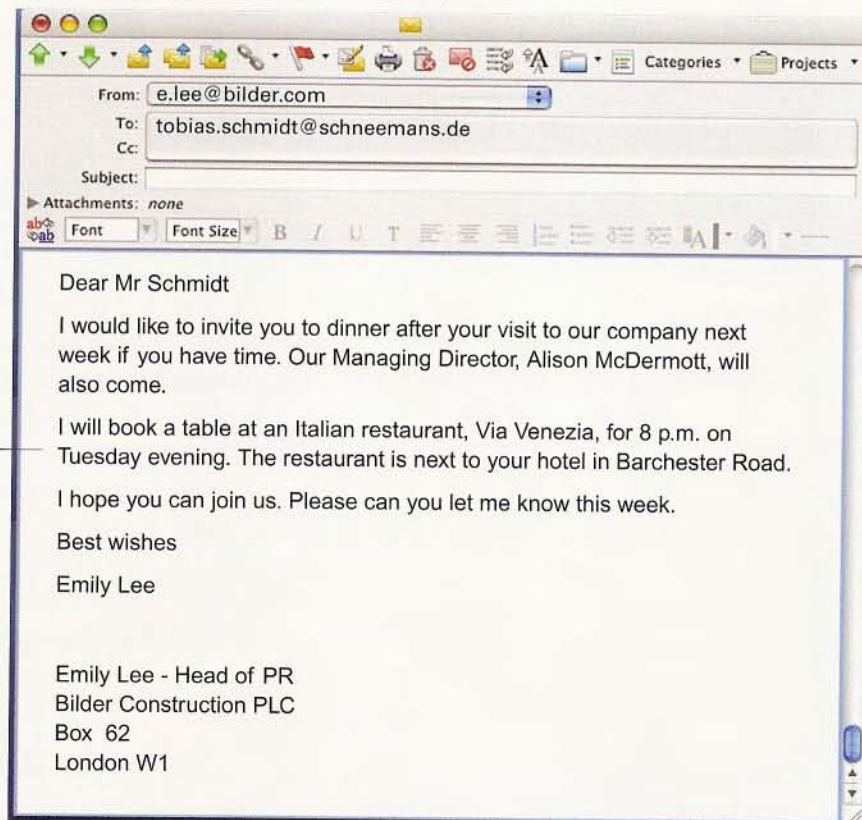
Writing file

E-mails

E-mails can have a formal business style or a very informal style, similar to spoken English.

This formal e-mail is similar to a standard business letter, but usually it is shorter. The e-mail should begin with *Dear ...* and finish with *Best wishes* or *Best regards*.

You use this style if you are writing to somebody outside the company or somebody you do not know well.



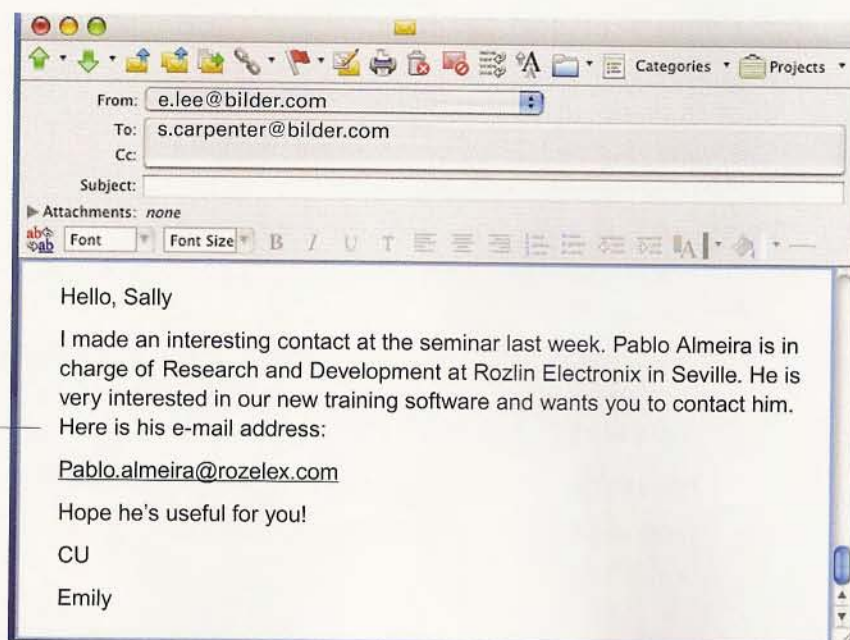
This informal e-mail is for people you know well inside or outside the company. The e-mail often begins with *Hi* or *Hello* and finishes with *Regards* or *CU*. *CU* means *See you*.

Other short forms are:

TX = thanks

RUOK = Are you OK?

FYI = for your information



Telephone messages

Telephone Message

To: *Danny Randall* **Name of caller:** *Brett Sinclair*

Date: *7th April* **Time:** *10.15 a.m.*

Message: *Meeting place with Adriana changed from Grappa's to Café Continental. Be there at 9.00 p.m.*

Action: *Call back if problems 01699 720 7143.*

Signed: *Frank Churchill*

For a telephone message, write down only the important information. Use note form. Make sure you write the correct telephone number of the caller. Include your name as well.

Lists

Team building activities for new project

	By	Done
1 Organise kick-off meeting and dinner in hotel	3/3	✓
2 Weekend skiing trip	15/3	✓
3 Two-day team building seminar	2-3/4	
4 Move team members to same office away from headquarters	7/4	
5 Every team member should have a project team partner	7/4	

Make sure your list has a clear title.

Give the points a number and a deadline if possible.

Write your list with short notes, not sentences.

Memos

MEMO

To: Carlos Divietro
Vice President, HR

From: Francesca Stein
Manager, HR

Date: July 15th 200-

Subject: Overtime

Following a meeting yesterday afternoon with the Workers' Council, we have come to an agreement about employee overtime.

- 1 Employees can work a maximum of 30 hours overtime per month.
- 2 Employees can work a maximum of ten hours per day.
- 3 Employees can choose to be paid for overtime or be given holiday.

FS

Memos are only used inside the company. The style is formal.

The headings should look like this.

Memos should be short.

Points should be in a logical order and are usually numbered.

You can finish with your initials (like here) or your signature.

Action minutes

Subject: New office equipment
 Date: 19 April 200-
 Participants: JS, KG, EdeG, CBM, DG

Agenda Item	Decision	Reason	Action
1 Change computer supplier	Agreed	Present supplier too expensive	CBM to check companies by 15/5
2 New chairs	Agreed	Staff have back problems	JS to buy by 15/5
3 Take out walls	Not agreed	Difficult to work; too much noise from colleagues	None
4 Install coffee bar on 6th floor	Agreed	Improve communication and atmosphere	DG to check costs by 15/5

The headings should look like this. Make sure you note who was present.

Note each item, the decision, the reason and who has to take the next step.

It is a good idea to give a deadline for each action item.

Letters

Tilly's Trinkets Ltd
 62 Wardour Street
 London WC1

Ms Jing Peng
 36 Hershams Rd
 Alton-on-Thames
 Surrey
 KT13 JR

3 May 200-

Dear Ms Peng

Re: Job application

We are pleased to inform you that you have been successful in your application for the position of Secretary to the Managing Director at Tilly's Trinkets.

As agreed in the interview, we would like you to start on 1 October in our Wardour Street office. Your starting salary will be £20,000 per annum. You can take 20 days' annual leave.

Please sign and return a copy of the contract enclosed to confirm acceptance of this offer. We look forward to hearing from you soon.

Yours sincerely

Karen Gilbert

Karen Gilbert
 HR Manager

Enc. Contract
 Cc: Elaine de Groove
 Managing Director

Start
 When you know the name of the reader:
Dear Mr/Mrs/Ms Peng
 When you don't know the name of the reader:
Dear Sir/Madam

For a formal letter, it is a good idea to put the topic of the letter as a heading.

Use the pronoun *we* when writing for your company. This is more formal than *I*.

End
 When you know the name of the reader:
Yours sincerely
 When you don't know the name of the reader:
Yours faithfully

Sign the letter with your first and second names above your typed name and position.

Common abbreviations
 Re: regarding (about)
 Enc. documents are enclosed with the letter
 Cc: copies (the names of the people who receive a copy of the letter)

Short product descriptions

Short product descriptions are often found in catalogues.

Technical product descriptions are normally written in bullet points.

The text focuses on technical details that are important for the reader.

GVC home movie system

- Digital MiniDV Camcorder with Nylon Carrier and 60-minute cassette
- 6.4 cm LCD colour monitor
- 700x digital zoom and digital colour night scope for colour pictures in the dark
- Long-play function and digital picture stabiliser

Product descriptions for cosmetic products focus more on colour, smell or taste, and how you will feel when you use the product.

Bianca Toothpaste

Wake up with Bianca! Bianca Toothpaste is made of a refreshing mixture of peppermint and eucalyptus, leaving your mouth clean, fresh and ready to start the day.

Short company profiles

Short company profiles are often found in publicity material.

They tell the customer what your company does.

They should be short, easy to read and interesting.

Make sure the customer can see why your company is the best for him/her.

Use bullet points to highlight the main points.

BASLE BANKING SERVICES

Our Mission

Basle Banking Services (BBS) is the main provider of solutions in the market for business-to-business financial services. We want to be the number-one partner for your business.

Our Services

BBS offers a wide range of services, including sales and investment financing, fund management and insurance.

Benefits for our Customers

With our customers, we want to create growth. To do this, we:

- connect industry and technology know-how with the financial markets.
- offer new financial products and solutions, which we develop together with our customers.
- give fast and friendly support.

Activity file

1 Introductions, Vocabulary, Exercise C, page 8

Student A

Ask about

- 1 Sony
- 3 Volvo
- 5 Gucci
- 7 Michelin
- 9 McDonald's

Answers to Student B's questions

- 2 Givenchy – French
- 4 Zara – Spanish
- 6 Aeroflot – Russian
- 8 Siemens – German
- 10 Olympic Airways – Greek

3 Problems, Vocabulary, Exercise B, page 23

Student A

- 1 Match the adjectives with their opposites.

- | | | |
|---------|----|-----------|
| 1 long | a) | fast |
| 2 heavy | b) | late |
| 3 early | c) | short |
| 4 slow | d) | dangerous |
| 5 safe | e) | light |

- 2 Your partner has the answers. Ask him/her questions to check your answers.

For example,

What's the opposite of 'long'?

- 3 Now answer your partner's questions.

The opposite of	big	is	small
	hot		cold
	narrow		wide
	high		low
	soft		hard

3 Problems, Language focus 1, Exercise D, page 25

Student A

- 1 You start work at 9.00 a.m.
- 2 You finish work at 7.00 p.m.
- 3 You work in Frankfurt.
- 4 You report to the Finance Director.
- 5 You never work at the weekend.

4 Travel, Language focus 1, Exercise G, page 37

Student A

You work at an overseas subsidiary. Student B works at head office; he/she contacts you about his/her visit next week. Use the notes to answer Student B's questions.

- take a taxi from the airport to the office? Yes, but expensive.
Use airport bus.

B *Can I take a taxi from the airport to the office?*

A *Yes, but it's expensive. You can use the airport bus.*

- smoke in the building? No
- get lunch in the cafeteria? Yes, but long queues
- get secretarial help? No
- use a computer? Yes, in the afternoons

6 Sales, Case study: Link-up Ltd, page 57

Student A Salesperson

- 1 Find out the customer's needs.
- 2 Help the customer to choose a phone and a service package.

These questions will help you.

- How often do you use your phone?
- How many text messages do you send?
- Do you use your phone abroad?

Note:

Your commission on the Kim phone is 5% of the sales price.

Your commission on the Peterson and Sakano phones is 10%.

7 People, Skills, Exercise F, page 68

Student A Sales Representative

You are a Sales Representative for a computer company. You want an expensive new car. Try to persuade your manager to let you have the car.

- You were the top salesperson last year.
- You travel thousands of miles each year.
- An expensive car makes the company look good.

Your competitors often call you to offer you a job at a higher salary, but you always refuse.

7 People, Case study: A people problem, page 69

Student A Director

You are an old friend of Sam Benetti's. You know that he is very unhappy because of Max, so you want Max to leave the company.

Use the comments from staff and the report notes to explain your point of view to Director B.

10 The Web, Case study, Isis Books plc, page 97

Student A Marketing Director

You receive an e-mail from Svetlana Klimova in Moscow.

I can meet you all on 16th or 19th June, but I'm not available at any other time. I hope this doesn't cause you any problems. Let me know if you can make it on these days.

11 Cultures, Skills, Exercise D, page 104

Student A Manager 1

You think Jim doesn't like working in your country. You think he doesn't understand your culture. He is often late for work and for meetings. He uses first names with everyone – with managers, too. Nobody else does that. You think it's good if he moves to a different department, but you think it's better if he leaves the company. Try to agree on a solution with Manager 2.

11 Cultures, Case study: A change of culture, page 105

Alice Baumann

You want to introduce all the new ideas.

You think the image of the bank is not good.

You think the bank will lose customers if it doesn't change.

You think staff will enjoy a more relaxed culture.

You know some good staff members had to leave because the working hours were difficult for them.

You want the bank to do well because it will be good for your career.

12 Jobs, Case study: High Profile Inc., page 113

Marketing Director and Human Resources Director

- 1 One of you interviews J. Walter (age 34, married, two children) first. The other interviews P. Madison (age 42, single). Then you interview the other candidate.
- 2 Check the candidate's personal details.
- 3 Ask questions about the candidate.
 - Why he/she wants the job
 - Qualifications
 - Work experience
 - Skills
 - Interests
- 4 Ask any other questions you want to.
- 5 Ask the candidate if he/she has any questions.

Preparing for the interview

You can offer:

- a salary of €80,000
- three weeks' annual leave
- a company car
- flexitime

You can invent any details you want.

9 Companies, Case study: You and your company, page 85

Role card A

Position:	Technical Director, Mata Shoe Company
Duties:	<ul style="list-style-type: none"> • in charge of a department of 12 staff • work with design department to create new products • responsible for quality control of products
Company profile:	<ul style="list-style-type: none"> • one of the biggest shoe manufacturers in Brazil • manufactures shoes under the brand name 'Daniela' • sells in over 20 countries
Employees:	20,000
Turnover last year:	US\$ 550 million
Profit last year:	US\$ 42.5 million
Plans:	<ul style="list-style-type: none"> • to enter new markets next year • will target Russia and China

Role card B

Position:	Sales Representative, Mei Cosmetics
Duties:	<ul style="list-style-type: none"> • visit stores and supermarkets selling a range of beauty products • help to train new sales staff
Company profile:	<ul style="list-style-type: none"> • manufactures beauty and skin-care products • manufactures equipment for beauty salons • has several shops in Taiwan
Employees:	750 at its factory and 80 at its head office
Turnover last year:	US\$ 120 million
Profit last year:	US\$ 25 million
Plans:	<ul style="list-style-type: none"> • about to enter the US market • will launch a new perfume next year in Japan

Role card C

Position:	Representative, Medi-Care
Duties:	<ul style="list-style-type: none"> • organise campaigns to promote the work of Medi-Care • try to get doctors and other medical staff to work in developing countries • place advertisements in newspapers • give talks about the organisation to young people and often appear on radio and television programmes
Company profile:	<ul style="list-style-type: none"> • international reputation • non-profit-making organisation • have several campaigns each year in different countries • governments and big companies give money to your organisation
Employees:	10 full-time employees in your office
Income last year:	US\$ 10.8 million
Plans:	<ul style="list-style-type: none"> • to contact famous people (e.g. actors and music stars) to be in a new advertising campaign for Medi-Care

8 Markets, Skills, Exercise D, page 76

Student A

You start the meeting with a suggested name for the bar.

Name Good Taste

Price €1.25

Promotion Advertise in magazines and papers for young professionals

1 Introductions, Starting up, Exercise F, page 7

Student B

Listen to your partner and write down the first names and surnames of three people.

1 2 3

Now spell the first names and surnames of these people for your partner.

1 The Production Manager is Olga Karpyn. That's O-L-G-A for Olga, and then Karpyn K-A-R-P-Y-N.

2 Our Marketing Manager is Kaori Monchi. That's K-A-O-R-I, and then Monchi M-O-N-C-H-I.

3 The new Customer Service Manager is Leila Mehrzad. That's Leila L-E-I-L-A, and Mehrzad M-E-H-R-Z-A-D.

1 Introductions, Vocabulary, Exercise C, page 8

Student B

Ask about

- 2 Givenchy
- 4 Zara
- 6 Aeroflot
- 8 Siemens
- 10 Olympic Airways

Answers to Student A's questions

- 1 Sony – Japanese
- 3 Volvo – Swedish
- 5 Gucci – Italian
- 7 Michelin – French
- 9 McDonald's – American

3 Problems, Vocabulary, Exercise B, page 23

Student B

1 Match the adjectives with their opposites.

- | | |
|----------|----------|
| 1 big | a) wide |
| 2 hot | b) low |
| 3 narrow | c) hard |
| 4 high | d) small |
| 5 soft | e) cold |

2 Now answer your partner's questions.

The opposite of	long	is	short
	heavy		light
	early		late
	slow		fast
	safe		dangerous

3 Your partner has the answers to Exercise 1. Ask him/her questions to check your answers. For example,

What's the opposite of 'big'?

2 Work and leisure, Case study: Independent Film Company, page 21

Student B Employee

Choose one of the role cards.

Use the information to answer the interviewer's questions.

Role card 1

Receptionist

Daily routine (what you do in your job): You receive visitors, answer phone calls and book meeting rooms.

Hours: 8 a.m. – 5 p.m. Monday to Friday

Breaks: one 15-minute break in the morning

Lunch: 1 p.m. – 2 p.m. You usually bring your own food.

Feelings about job: You aren't happy. The reception desk is always busy.

You work hard, and the salary is low. You need more breaks. You want more flexible hours.

Role card 2

Production Assistant

Daily routine (what you do in your job): You book the studios, assist during filming and help to move equipment.

Hours: 9 a.m. – 6 p.m. Monday to Friday. You sometimes work later. You sometimes work at weekends.

Breaks: no regular breaks

Lunch: no definite time. You usually get takeaway fast food.

Feelings about job: You enjoy the job. You are very good at your job, and you like your helpful colleagues. The salary is OK, but you do a lot of overtime.

Your office is very small. You want a fast promotion to be a producer.

Role card 3

Camera Operator

Daily routine (what you do in your job): You film in the studios and outside on location.

Hours: 9 a.m. – 6 p.m. Monday to Friday. You often work much later. You sometimes work at weekends.

Breaks: no regular breaks

Lunch: no definite time. You often miss lunch when you are busy.

Feelings about job: The work is interesting and always different. You like the travel opportunities, but you are not keen on the weekend work. Your boss is not very friendly.

Role card 4

TV Producer

Daily routine (what you do in your job): You create ideas for television, produce films and promote films.

Hours: no definite hours – Monday to Friday and often at weekends

Breaks: no regular breaks

Lunch: no definite time. You usually eat in restaurants.

Feelings about job: You love the job because it's interesting. You earn a high salary and travel a lot. You want a laptop computer and a new company car.

3 Problems, Language focus 1, Exercise D, page 25

Student B

- 1 You start work at 5.00 a.m.
- 2 You finish work at 3.00 p.m.
- 3 You work in London.
- 4 You report to the Head of Systems.
- 5 You work every Saturday morning.

3 Problems, Case study: Blue Horizon, page 29

Student B Guest at Blue Horizon

Telephone the company's representative. You are very unhappy with your two-week holiday at Blue Horizon. It cost a lot of money.

- Tell the representative why you are unhappy with the building, apartment and facilities.
- You want to move to a different Sunrise Holidays apartment building or to get your money back.

4 Travel, Vocabulary, Exercise B, page 35

Student B

- 1 Give your partner the flight details he or she needs.
- 2 Ask your partner for the missing flight details, for example, *What are Mr Bendhiba's flight details?*

Mr Bendhiba	Mr Asafiev	SU231
Ms Ayhan	Ms Salgado	IB3208
Ms Mehmood	Mr Ho Way Choo	SQ321
Mr Ashida	Mr Soong	CA938

- 3 Now check the flight details with your partner.

4 Travel, Language focus 2, Exercise B, page 39

Student B

You live in the city. Student A has a new job there. Use the notes to answer Student A's questions.

- international school? Yes, a good one
- A *Is there an international school?*
B *Yes, there's a good one.*
- golf courses? Yes, but very expensive
 - luxury hotels? No
 - cinemas and museums? Yes, a good choice
 - good transport system? Yes
 - good health service? No, not enough hospitals
 - swimming pools? Yes
 - universities? No
 - nightclubs? Yes

5 Food and entertaining, Case study: Which restaurant?, page 49

Role card B

You really want to take your customer somewhere special.

Your customer, Ms Powell ...

- is vegetarian and likes high-quality food.
- likes a busy, lively atmosphere.
- is staying downtown.

6 Sales, Skills, Exercise C, page 56

Student B Watch manufacturer

Read the description of a divers' watch. Answer the Store Manager's questions. Add any other details you wish.

Your most popular model:	Quartz watch, Model P1005
Features:	waterproof to 600 feet; very reliable; smart design
Colours:	silver with black dial and black strap
Price:	\$450
Delivery:	usually ten days
Guarantee:	five years

6 Sales, Case study: Link-up Ltd, page 57

Student B

Customer 1 (Student)

Your needs are:

- Phone use: not very often (200–300 minutes a month)
- Text messages: a lot (about 150 messages a month)
- Do you use the phone abroad? No

Customer 2 (Area Sales Manager)

Your needs are:

- Phone use: very often (about 1,800 minutes a month)
- Text messages: not a lot (about 25 messages a month)
- Do you use the phone abroad? Once or twice a month

7 People, Skills, Exercise F, page 68

Student B Sales Manager

You do not want to give the salesperson a new car at the moment. Try to persuade him or her to wait until next year.

- No other salesperson in the team has a new car this year.
- The company needs to save money this year.
- You want to spend any extra money on bonuses.
- You don't want this salesperson to leave the company.

7 People, Case study: A people problem, page 69

Student B Director

You like Max Davis. You know that because he works hard, business is very good at the Stuttgart restaurant, so you want him to stay in his job.

You think there is a problem with Sam.

Use the comments from staff and the report notes to explain your point of view to Director A.

8 Markets, Skills, Exercise D, page 76

Student B

You disagree with Student A's suggestions.

Name Healthy bite

Price €0.95

Promotion Advertise on radio and TV

10 The Web, Case study, Isis Books plc, page 97

Student B Sales Representative (Russia)

You receive an e-mail from Boris Shishkin in St Petersburg.

I'm looking forward to seeing you all. I'm not available during the early part of your visit, but I could see you at the end of the week. Friday or Saturday (20th or 21st June) are free. OK with you?

11 Cultures, Skills, Exercise D, page 104

Student B Manager 2

You think Jim has a problem, but you don't know what kind of problem.

You like Jim. He is efficient and also helpful to colleagues. He often does overtime. But he doesn't socialise with colleagues or attend social events organised by the company.

You want to keep Jim in the company and you are happy if he stays in your department. Try to agree on a solution with Manager 1.

11 Cultures, Case study: A change of culture, page 105

Jeremy Owen

You want all the overseas branches to have the same culture as head office.

The new culture is working very well at head office.

You know that meetings with fewer people are more efficient.

You want the bank to make more profit.

You know there is a lot of competition from other international banks.

Some of the other banks are changing their cultures.

12 Jobs, Skills, Exercise D, page 111

Candidate for the job of Receptionist

Answer the Hotel Manager's questions. Use this information.

- 1 yes / came by taxi
- 2 like working with people / want to work in the city
- 3 good with numbers / fluent in English
- 4 stay very calm at all times
- 5 how to deal with people / work well in a team
- 6 long hours / difficult journey to work
- 7 cycling, watching sports
- 8 how long / holidays?

12 Jobs, Case study: High Profile Inc., page 113

Candidate 1

J. Walter: age 34; married, two children

Qualifications: A university degree and a diploma in marketing

CV summary

- Travelled round the world for a year
- Worked in a department store for eight years
- Present job: chief buyer for a clothing manufacturer (five years)
- Present salary: €64,000
- Reason for moving: you want a new challenge
- Interests: family and managing a youth football team

Preparing for the interview

Think about:

- why you want the job.
- what questions you want to ask at the interview.

You can invent any details you want.

5 Food and entertaining, Case study: Which restaurant?, page 49

Role card C

You do not want to pay too much for the meal.

Your customer, Mr Tong ...

- likes seafood.
- likes live music.
- is staying in Sausalito.

8 Markets, Skills, Exercise D, page 76

Student C

You like Student A's suggested name and you agree with Student B's price, but you disagree with their promotion ideas.

Name Good Taste

Price €0.95

Promotion Advertise on posters and on websites popular with target market

10 The Web, Case study, Isis Books plc, page 97

Student C Sales Representative (Poland)

You receive a fax from Jerzy Kapka in Warsaw.

*I am pleased to hear that you are visiting us at the end of the month.
I can meet you either at the beginning or end of your visit. 16th to 18th
June are OK, but I prefer 23rd or 24th if that's all right with you.*

11 Cultures, Case study: A change of culture, page 105

Senior Cashier

You are against the changes.

You have worked in the bank for a long time. There have been a lot of new managers from head office.

You don't think the people from head office understand local culture.

You know customers wouldn't like using staff's first names.

You know customers expect staff to wear smart bank uniforms.

You think it is important to write reports.

Office Manager

You are against the changes.

You have worked in the bank for a long time.

There have been a lot of new managers from head office.

You don't think the people from head office understand local culture.

You think it will be difficult to organise a flexitime system.

You don't want junior staff to be able to see you without an appointment.

12 Jobs, Case study: High Profile Inc., page 113

Candidate 2

P. Madison: age 42, single

Qualifications: A degree in business studies

CV summary

- Left school at 16
- Worked for five years in a large company
- Went to university at 21
- Worked for several companies in sales
- Present job: manager for a sports goods store
- Present salary: €60,000
- Reason for moving: you want a more interesting job with travel
- Interests: art and sports

Preparing for the interview

Think about:

- why you want the job.
- what questions you want to ask at the interview.

You can invent any details you want.

9 Companies, Starting up, Exercise A, page 78

1 b 2 c 3 a 4 b 5 c 6 a 7 c

Audio scripts

1 Introductions

- 🔊 1.1 (ES = Emma Schneider, CP = Costas Philippousis, R = Receptionist, SJ = Shi Jiabao, AA = Akim Anyukov, HB = Hans Borg, NS = Nuria Sosa, AO = Ana Oreiro)

Introduction 1

- ES Hi! You must be Costas.
CP That's right, yes.
ES I'm Emma. Emma Schneider, from Habermos in Hamburg.
CP Oh! Emma ... Nice to meet you at last! I've heard so much about you ...

Introduction 2

- R Payton Electronics. Good morning. How can I help you?
SJ Good morning. My name's Shi Jiabao. I'd like to speak to the Marketing Manager, please.
R I'm sorry I didn't catch your name. Could you say it again?
SJ Mr Shi Jiabao.
R Just one moment, please, Mr Shi. I'll connect you.

Introduction 3

- AA Excuse me, I'm looking for Room 205.
HB That's for the talk about investing in China, isn't it? I'm going there myself, so let's go together.
AA Great. My name's Akim, by the way. Akim Anyukov. From Astena Consulting.
HB Nice to meet you. I'm Hans.

Introduction 4

- NS Good afternoon. Are you Mrs Oreiro?
AO Yes, that's right.
NS How do you do. I'm Nuria Sosa, from RTA Seguros.
AO Pleased to meet you, Nuria. Did you have a nice trip?

🔊 1.2

A H J K
B C D E G P T V
F L M N S X Z
I Y
O
Q U W
R

🔊 1.3

- 1 Ms Schneider's first name is Emma. That's E-double M-A.
- 2 Shi Jiabao is visiting Payton Electronics. Payton is spelt P-A-Y-T-O-N.
- 3 I'm Akim, and my surname's Anyukov. I'll spell it for you: A-N-Y-U-K-O-V.
- 4 Nuria Sosa is talking to Mrs Oreiro. That's O-R-E-I-R-O.

🔊 1.4

Brazil; Brazilian
Germany; German
Italy; Italian
Russia; Russian
Japan; Japanese

China; Chinese
Kuwait; Kuwaiti
Oman; Omani
Poland; Polish
Spain; Spanish
Sweden; Swedish
Turkey; Turkish
France; French
Greece; Greek
the UK; British
the USA; American

🔊 1.5

My name's Ingrid. I'm a graphic designer. I'm German and I'm from Munich. I'm married with two children. They're both in high school. Their school's near my office. My husband's an engineer. We're interested in travel and the cinema. My sister's an accountant.

🔊 1.6

Extract 1

Hi. I'm Pierre. I'm an architect. I'm from Switzerland. My office is in Zurich. My boss is Irene.

Extract 2

I'm Olga. I'm an engineer. I'm from Russia. My office is in Moscow. My boss is Eugenia.

Extract 3

I'm Anna. I'm a lawyer. I'm Polish. My office is in Poznan. My boss is Alex.

🔊 1.7

Conversation 1

- A Hello. I'm Patrick Keller. I'm the new Sales Assistant.
B Oh, hello. Pleased to meet you. I'm Diana Vincent, Advertising Manager. Would you like a coffee?
A Thanks very much. I'd love one.

Conversation 2

- A Good morning. My name's Hiroshi Ito. This is Mayumi Nitta, my assistant.
B Nice to meet you both. I'm Dan Marshall from Marketing. Let's go into my office.

Conversation 3

- A Hello, Jimmy.
B Hi, Dave.
A Good to see you again.
B You, too. How's business?
A Not too good.
B Oh, really? Sorry to hear that. What's the problem?

2 Work and leisure

🔊 2.1

Person 1

Well, what's important for me is a high salary, long holidays and helpful colleagues. I only have two of these in my present job!

Person 2

What's important for me is a friendly boss, travel opportunities ... oh, and job security.

Person 3

I want to be a salesman, so what's important for me is a company car, parking facilities and a mobile phone.

Person 4

Fast promotion, flexible hours and some sports facilities are what's important for me.

🔊 2.2 (I = Interviewer, R = Rodolfo, Is = Isabel, S = Sigrid)

Interview 1

- I What do you do when you get to work?
 R I always check my e-mail.
 I Where do you have lunch?
 R I usually have lunch at home because it's close to my work.
 I How often do you travel on business?
 R I go to Italy once a month to meet customers.

Interview 2

- I What do you do when you get to work?
 Is I usually look in my diary. Then I have a coffee.
 I Where do you have lunch?
 Is I often have a sandwich at my desk.
 I How often do you travel on business?
 Is I never travel on business.

Interview 3

- I What do you do when you get to work?
 S I always say hi to my colleagues. Then I check my e-mails.
 I Where do you have lunch?
 S I usually have lunch in the cafeteria with my colleagues.
 I How often do you travel on business?
 S Twice a year I go to sales conferences in Europe and the US.

🔊 2.3 (P = Pat, T = Tim)

- P What do you do at the weekend?
 T I'm keen on sport. I really like karate and I love playing football. But I'm not really interested in watching sport on TV. I don't enjoy professional football matches, for example.

3 Problems

🔊 3.1

Call 1

- A Hello. I'm calling about my new television. The instructions are missing.
 B Sorry. The line's very bad. Did you say the instructions for your new video are missing?
 A No, no. For our new television.

Call 2

- A We can't find the remote control for our projector. Can you send us a new one, please?
 B So you want us to send you a new projector?
 A No, not a projector. Just the remote control.

Call 3

- A Our coffee machine is broken. Can we order a new one? It's the new model, the Silva 542.

B I'll write that down ... So, a coffee machine ... model Silva 942 ...

A Sorry, no. It's 542.

Call 4

- A Thank you for calling Online Books. We can't deliver any books this week. We are sorry for the delay.

Call 5

- A I'm phoning about our order for drinking water.
 B Yes. Is there a problem?
 A I'm afraid so. Your delivery is late again.
 B Oh. I'm sorry to hear that. Could you tell me when you placed the order?

🔊 3.2

Call 1

- A Hello. This is Carl Fisher. Can I speak to Janet Porter, please?
 B Speaking. How can I help you?
 A I've got a problem with my printer. It doesn't work.
 B I'm very sorry about that. Please return it, and we can look at it for you.

Call 2

- A Hello. Barbara Keller here. Can I speak to Rodolfo Hernández, please?
 B Hold on. I'll put you through. ... Hello. I'm sorry, the line's engaged. Would you like to hold?
 A No. Can he call me back, please? My number's 02049 487934. It's urgent. We have a problem with the air conditioning. It's broken down again!

Call 3

- A Good morning. PK Electronics. Marta Gómez speaking.
 B Oh, hello. I'm phoning about my microwave. There are no instructions in the package.
 A I'm sorry to hear that. Which model is it?
 B Hold on, I'll check. ... Here it is. It's the PX2054.
 A Sorry, could you repeat that, please?
 B PX2054.
 A PX2054. I'll send you some new instructions in the post today.

Call 4

- A Good morning. Denise Roberts here. Could I speak to Mike Wang, please?
 B Speaking.
 A Hello. I've got a few problems with the table you delivered last week.
 B Can you give me some more information, please?
 A There's a piece missing and the invoice is incorrect.
 B Right. Let me note down the details.

🔊 3.3 (C = Cindy, R = Richard)

- C Hello. Cindy Dekker speaking.
 R Hello. This is Richard Marsh. I've got a problem with the parts you sent me.
 C Oh dear. I'm sorry to hear that. Can you give me the details?
 R Yes, well, I want part number PV202, not PB204. It's the wrong part.
 C OK. Please return them as soon as possible. We can give you a refund or we can send you some new ones.
 R That's fine. Please send me some new ones right away.
 C OK. Thanks for calling. Goodbye.
 R Thanks for your help. Goodbye.

📞 3.4 (VM = voice mail, MP = Mike Park)

- VM Message received today at 3.47 p.m.
 MP Hi. This is Mike Park from head office. This is a message for Carla Davis. Just to let you know Mr Cortes, that's C-O-R-T-E-S, Head of Customer Relations, arrives on Tuesday at 2.30, flight BA 502. Can you meet him at the airport, please? Thanks.

4 Travel

📞 4.1 (C = Customs officer, P = Pilot, A = Announcer, T = Traveller, F = Flight attendant, G = Guest)

- 1
 C Have you got any duty-free goods? Please open your suitcase.
 2
 P This is your pilot speaking. We are now flying at 30,000 feet.
 3
 A Passengers for flight GA 642 to Rome, please go to gate 26.
 4
 T The Hotel Excelsior, please.
 5
 T A single ticket to the city centre, please.
 6
 F Please fasten your seatbelts and switch off any electronic devices.
 7
 A The next train leaves from platform 8.
 8
 G Can I have an alarm call at 6 a.m. tomorrow, please?

📞 4.2

- 1 Flight BA 427
 2 Flight LH 265
 3 Flight UA 491
 4 The plane leaves from gate 38.
 5 You fly from terminal 3.
 6 The 4.40 flight to Frankfurt is now boarding.
 7 You are in row 35, seat E.
 8 The plane arrives at 12.10.

📞 4.3

Part 1

The next train to Manchester leaves at 4.40.

Part 2

Flight BA 125 is now boarding at gate 17. Please go to the gate now. Flight JA 327 is now boarding at gate 23. Please go to the gate now.

Part 3

- A Can I check the time of tonight's train to Marseilles?
 B Yes, it leaves at 8.25 from platform 7.

Part 4

- A Hello. Neptune Travel.
 B Hello. I'd like to book a flight from London to Hamburg on Sunday.
 A Certainly, let's see. There are flights at 9.30 and 3.30 p.m.
 B The 9.30 is best. What time does it arrive?
 A 11.45.
 B That's fine.
 A So that's BA 341 from Heathrow, terminal 1.

📞 4.4 (P = Paolo, J = Judith)

- P Paolo Ranieri speaking.
 J Oh, hello, Paolo. This is Judith Preiss here.
 P Hi, Judith.
 J Paolo, I'm calling about that meeting. Can you make next Wednesday?
 P I'm sorry, Judith, I can't. But I can make Thursday or Friday.
 J Well, I can't do Thursday, but Friday is OK.
 P OK. Friday it is. Can we meet in the morning – say 10 o'clock?
 J 10 o'clock's fine. Oh, and can I bring my colleague, Sabrina? You met her at the conference.
 P Of course. I can pick you up from the station if you like.
 J Great. See you on Friday. Bye.

📞 4.5 (R = Receptionist, S = Simon)

- R Hello. Capri Hotel. How can I help you?
 S Hello. I'd like to book a room from Monday the 10th to Wednesday the 12th of this month.
 R Right. Let me check. Yes, we have some rooms then. Do you want a single room or a double room?
 S Single, please.
 R With a bath or a shower?
 S A bath, please.
 R Fine.
 S How much is it per night?
 R 120 euros.
 S OK.
 R So that's a single room with a bath for two nights. And you're arriving on the 10th and leaving on the 12th.
 S Yes, that's right.
 R What time do you think you'll arrive?
 S About 6 p.m.
 R That's fine. Can I take your details, please ...

5 Food and entertaining

📞 5.1 (M = Man, W = Woman)

- M Would you like a starter?
 W Yes, please. What would you recommend?
 M Well, the escargots, the snails in garlic butter, are very tasty. And the tomato soup is very good here.
 W I'd like the tomato soup.
 M Great. And I think I'll have the snails. What would you like for your main course?
 W Can you help me with the menu? What's paella?
 M It's Spanish. It's a kind of rice dish. It's made with seafood.
 W That sounds nice. I'll have that.
 M Right. I think I'll have the spaghetti. Shall we order dessert later? ...
 M Well, how about some dessert?
 W Actually, I've eaten too much. I'm full. I think I'll just have some fruit.
 M OK. And I'll have the apple pie.

📞 5.2

- A Would you like a starter?
 B I'd like the soup, please.
 B What do you recommend for the main course?
 A You should try the roast duck. It's delicious.

- A Would you like a dessert?
- B No, thanks. I'm full.
- A Right. I'll get the bill.
- B Thanks very much. That was a lovely meal. I really enjoyed it.

🔊 5.3 (L = Lee, C = Cary)

- L How can we entertain our visitors next week?
- C Why don't we invite them for dinner?
- L Good idea. Which restaurant do you recommend?
- C The food is always good at Pierre's.
- L That's right, but it's usually very busy.
- C How about a restaurant by the river?
- L Yes. There's a good Italian restaurant there. Shall I book a table for Wednesday night?
- C Yes, please. Can you call the restaurant as soon as possible, please?

🔊 5.4

- 1 Are you ready to order?
- 2 What would you like?
- 3 The main courses today are prawn curry and sweet-and-sour chicken.
- 4 Would you like to order drinks?
- 5 Would you like another coffee? Or dessert?

6 Sales

🔊 6.1

Speaker 1

I buy a lot of clothes by mail order. I order by phone and the mail-order company posts the goods to me. I spend a lot, but I only order once every three months.

Speaker 2

I do my food shopping on the Internet. It's very convenient and only costs 6 euros for delivery. I do everything – order, pay and arrange delivery. Once a week I go online.

Speaker 3

I love the January sales. I buy things like electrical goods because the discounts are so good. You can get some real bargains, especially in the high-street department stores. I go every year.

🔊 6.2 (KS = Karl Svensson, AD = Alex Dodd)

- KS Hello. Can I speak to Alex Dodd, please?
- AD Speaking.
- KS This is Karl Svensson.
- AD Hello, Mr Svensson. You asked us for a price for some TX7s.
- KS Yes, that's right. Before I place an order, I have some questions.
- AD Sure. Go ahead.
- KS Well, firstly, do you give a guarantee?
- AD Yes. It's two years on all our models.
- KS OK. And what about a deposit?
- AD Well, we ask for a 15% deposit on large orders – that's more than 50 units.
- KS Yes, that's no problem. And do you have the goods in stock?
- AD Yes, we always have goods in stock, and we always deliver on time.
- KS OK, I think that's everything. I'd like to compare prices with Emmerson's, but I'll contact you again this afternoon.

🔊 6.3

- 1 saved; delivered
- 2 launched; worked
- 3 decided; visited

🔊 6.4

started, finished, advised, lived, decided, opened, missed, booked, invited

🔊 6.5 (I = Interviewer, BH = Bob Hazell)

- I What makes a successful sale?
- BH The first thing is to be prepared – er, make sure that you've got everything that you need for your interview. Secondly, you should have researched your customers well before you go. That doesn't mean knowing everything about them, but it does mean knowing the basics, so that you don't have to ask silly questions. The third thing to do is to make sure that you're talking to the right people. To help to do this, there's a very simple process based upon the idea of 'MAN' – M, A, N. M is the person who has the money; A is the person who has the authority; and N is the person who has the need. And nearly always we end up talking to the person who has the need. If we don't talk to the person who also has the authority and the money, then we may not get what we're looking for. Fourthly, the important thing to do is to know your product or service well. Knowing that will firstly build confidence in you, and secondly it will build credibility with your customer.

🔊 6.6 (I = Interviewer, BH = Bob Hazell)

- I How do you train people to be good at selling?
- BH There are two things that we feel are very important here. Firstly, people who sell need to have the motivation to do it; and secondly, they need to have simple tools that they can take away to use. So let's look at the motivation side of that first. Motivation is down to three basic points: firstly, there's our drive – that's our get-up-and-go; in other words, it's what makes us want to go and sell in the first place. Secondly, our attitude – towards the company we work for, the people that we are selling to, their company, our products and our services. Our attitude needs to be right in all those things. And thirdly, we need to have the confidence to give us the ability, when we're in front of that customer, to come across credibly. So it's very important to do that. The second thing that we need out there is the process. Now, that means knowing how to conduct an interview, and basically there are four steps to that. Firstly, we probe – that means, we ask questions. That's designed to get the customer talking. Secondly, we confirm – that is, we say what they have just said back to them, but in our own words, and get them to nod across the table. Thirdly, we match what we have got to what they need, so that, in benefit terms, we tell them what our product or service can do for them. And fourthly, and most importantly of all, of course, is that we close, we move the process forward in some way: we get them to agree to another meeting, or, best of all, we get the business there and then.

🔊 6.7 (B = Buyer, S = Salesperson)

- B I'd like some information about your microwave ovens.
- S Of course. What would you like to know?
- B What's your most popular model?
- S Well, our most popular model is the R215. Let me show it to you. As you can see, it looks good, and the price is low.

- B What's the target market?
 S It's for people with small kitchens.
 B I see. What about colours?
 S It's available in four colours – black, white, blue and silver.
 B Does it have any special features?
 S Well, it has an unusual design. It looks different from other microwaves, as you can see, and it's easy to use.
 B And how much is it?
 S The trade price is €85.
 B That's not bad. One final question, what about delivery?
 S There's no problem with this model; we have plenty in stock. We can deliver within three days.
 B OK. Thanks very much. I'll get back to you.

7 People

7.1 (M = Max, C = Costas)

- M Costas, many employees didn't like Joe, the previous Office Manager. What kind of problems did they have with him?
 C There was one key problem, I think: he didn't motivate his staff. We have a lot of hard-working, ambitious employees here, but Joe never said 'Well done' or even 'Thank you'.
 M So he didn't encourage people.
 C That's right. In fact, some people became completely demotivated.
 M How long was he at Margetis Bank?
 C He stayed almost three years.
 M Why did he leave?
 C He said he wanted to work for a big international company. But in my opinion, that wasn't the real reason. He didn't know how to solve the problems he created. So he decided to go.

7.2 (M = Max, C = Costas)

- M Was there anything good about Joe?
 C Oh yes, sure. For example, he liked people to be on time, and he himself was never late for a meeting. And something else. He didn't often make promises, but when he promised to do something, he did it.
 M So, punctual and very reliable.
 C Exactly. You know, he was a bad manager, but he wasn't a bad person. He was rather sociable, and sometimes we went out for a drink after work together with a couple of colleagues.

7.3

- 1 Many employees didn't like the Office Manager.
- 2 He didn't motivate his staff.
- 3 He didn't know how to solve problems.
- 4 He wasn't a bad person.
- 5 What kind of problems did employees have with him?
- 6 How long was he at Margetis Bank?
- 7 Why did he leave?
- 8 Was there anything good about Joe?

7.4

- 1 Where was Bill Gates born?
- 2 What was his mother's job?
- 3 How old was Bill Gates when he began programming computers?
- 4 Which university did he enter in 1973?
- 5 Who did he start Microsoft with?
- 6 What did they develop?
- 7 How many people does Microsoft employ?
- 8 How many children do Bill and Melinda have?

- 9 When did Gates write *Business @ the Speed of Thought*?
- 10 How much money did they give to help global health and learning?

7.5

- 1 Where was Bill Gates born?
In Seattle.
- 2 What was his mother's job?
She was a schoolteacher.
- 3 How old was Bill Gates when he began programming computers?
Thirteen.
- 4 Which university did he enter in 1973?
Harvard.
- 5 Who did he start Microsoft with?
A childhood friend.
- 6 What did they develop?
Software for PCs.
- 7 How many people does Microsoft employ?
More than 70,000.
- 8 How many children do Bill and Melinda have?
Three.
- 9 When did Gates write *Business @ the Speed of Thought*?
In 1999.
- 10 How much money did they give to help global health and learning?
\$29 billion.

7.6 (JM = Jacques Martin, SB = Sophie Bond)

- JM I understand what you're saying, Sophie, but it's just not possible. We can't hire any more staff at the moment. We don't have the money.
 SB I can't accept that. I told you months ago that my staff work too hard. Some of them don't leave the warehouse until seven or eight o'clock. That's why they're off sick all the time.
 JM I'm sorry, I can't help you, Sophie. The problem is, business is bad. How can we employ more staff?
 SB Can I make a suggestion? Why don't we hire some part-time staff? It would help us a lot.
 JM I don't know. It's not easy to get the right kind of staff.
 SB I can train them. Even one part-time worker would make life easier for us.
 JM OK, Sophie, I'll think about it. I'll get back to you by the end of the week.

7.7 (SB = Sam Benetti, MD = Max Davis)

- MD Sam, we need to talk. I'm not happy here any more, everybody knows that.
 SB I'm sorry to hear that. But what is the problem?
 MD There's too much work, and there isn't enough help. I work long hours every day and often at weekends. But the staff don't want to help me. And you don't want to help me.
 SB I understand what you're saying, but you can't always ask people to stop their work to help you, and then be rude to them if they're too busy to help.
 MD But I get results, Sam. We have a lot of new customers. I get results without your help!
 SB Well, Max, we can't have two Business Managers. The problem is, you spend too much time and money entertaining customers. And another thing: you don't come to a lot of meetings. How can people help you if you don't talk to them at meetings?
 MD Why don't you look at the results I get? That's more important than meetings! And why did you criticise me in front of the office staff? Look, if you refuse to understand, I'm leaving the company.

8 Markets

8.1

six thousand, three hundred
seventy-five thousand, eight hundred and seven
eight hundred and twenty-three thousand, one hundred
and twenty
one million two hundred and fifty-five thousand, five
hundred
ten point five per cent

8.2

Last year, we had a market share of 10.3 per cent. We
increased sales of our main brand by 13 per cent. We sold
over 850,000 units of Sparkle, our most popular product.
Next year, we want to increase our market share to 11.5
per cent and sell over 1,100,000 units of Sparkle.

8.3 (I = Interviewer, SJ = Sunit Jilla)

- I What advice do you give to companies wanting to do
business in India?
- SJ Firstly, India can be a land of surprises. So if you want
to do business there, be patient and have an open
mind. Do not make quick judgements on what you see
or hear because there isn't only one culture, there are
many sub-cultures, and there are strong regional
differences.
Secondly, there are two Indias. I mean, there is a
modern India, which you will meet when you arrive;
and then, soon after that, you will probably see the
traditional India, which is the foundation of modern
India. You should try to understand how these two are
part of the same country. This will really help you to
be effective and successful in India.
Thirdly, in some large Indian businesses, things can be
much slower than in your own country, because of
cultural issues such as status, respect, a sense of
community and the need for harmony. Depending on
the type of your business, be prepared for bureaucratic
delays. You should also remember that religion and
gender differences play an important role in India.
So, in summary, you need to do your homework before
going to India. I mean, before you start your business
journey, you need to learn about several aspects of
Indian life, both social and business.

8.4 (I = Interviewer, SJ = Sunit Jilla)

- I What mistakes do foreigners sometimes make when
doing business in India?
- SJ Firstly, foreigners can have unrealistic expectations.
They don't think about the possible problems, for
example all the cultural challenges. They do not make
time to learn from their mistakes. They don't have
enough time to learn the right skills to communicate
with Indian people.
Secondly, people in India can be very flexible about
time, and that is another shock to many foreigners.
Meetings, for example, do not always start or end on
time. There are many different regional holidays, and if
you don't know about these, there can be delays.
Thirdly, Indians don't like aggressive people, so you
should not force them to make a decision quickly.
Foreigners sometimes forget that it is very important
for Indians to keep their dignity and self-respect.
Fourth, foreign businesspeople are often surprised by
the strong negotiating skills of their Indian colleagues.
And finally, foreigners focus very much on the task,
while Indians prefer to build the relationships first.
So, in summary, you should be sensitive to the values

which are important to Indians. This can help to
minimise many of the common mistakes made by
foreigners.

8.5 (J = Jacek, P = Paul, A = Anna)

- J Sorry, Paul, I don't agree with you. Krakel isn't the
right product for children. I think we need to target
young working people. That's the best segment of the
market for Krakel.
- P Really? Why do you say that?
- J Well, a lot of people these days have breakfast on the
way to work. They don't have time to eat at home. And
young workers have money to spend on a product like
Krakel.
- P Mmm. You're right. There is a big market for morning
snacks. And Krakel is a healthy bar. It doesn't have
much sugar in it and it's full of fruit. How do you feel
about this, Anna? Should we target mainly young,
working people?
- A I really like the idea. I think it's good to target people
who think about their health.
- J OK. Let's call a meeting and talk to the rest of the
department.

9 Companies

9.1 (I = Interviewer, JN = John Neill)

- I What are the company's values now?
- JN The company's values have stayed the same from when
we first established them in 1974 – firstly, a clear
guiding philosophy, which is to understand the real
and perceived needs of our customers better than
anyone else, and serve them better than anyone else; a
corporate goal that requires us to deliver outstanding
personal customer service to all of our customers; and
a very strong mission which demands that we, as
individuals at every level in the company, work very
hard to inspire all of our stakeholders to want to have
a lifetime relationship with our company, because it
represents a good experience for all of them.

9.2 (I = Interviewer, JN = John Neill)

- I How does Unipart help its staff to meet new
challenges?
- JN In 1993, we realised that the world was changing at an
ever-increasing pace. And Peter Drucker, one of the
best management thinkers of all time, said you need to
renew your skills every three years or you will become
obsolete. So the question was, how to achieve that in
Unipart? And we built our own company university in
1993, with the mission to develop, train and inspire
people to achieve world-class performance. And we
put a huge amount of time and effort and investment
into helping every single person at every level in the
company continuously reskill themselves to be able to
meet the needs of the markets of tomorrow.

9.3 (RV = Ricardo Valdes)

- RV Good afternoon, everyone. My name's Ricardo Valdes.
I'd like to talk about our new marketing strategy.
There are three parts to my presentation. Firstly, the
background to the strategy. Secondly, how we want to
change our current operations. Finally, the details of
the costs and the effect of the change on staff. By the
end of my presentation you will understand clearly our
future plans.

10 The Web

10.1 (M = Mathilda, B = Brad, D = Derek)

- M I use the Internet a lot as I'm a student. For example, if I'm researching a project it's much easier than going to the library. I also use it to keep in touch with my family and friends back in Sweden. Oh yes, and I use it for finding cheap holidays. Last September, my boyfriend and I went to Greece and we found and booked everything online.
- B I travel a lot in my job – you know, flying around Europe – and so I find it very convenient to use the Web for booking airline tickets. Another thing I use the Web for is to check the football and baseball scores from back home. I like to follow my teams! I sometimes use the Internet for buying books and CDs. It's much cheaper. Also I'm doing an MBA course over the Internet, by distance learning.
- D I love the Internet. I use it to do all my banking. It's excellent; I can do everything I want day or night. I also do most of my food shopping over the Internet. As I'm retired, I spend a lot of time going to concerts, the cinema, that kind of thing. I always book my tickets online. Oh yes – my daughter and her family are in Australia, so I keep in touch with her and my grandchildren by e-mail.

10.2 (I = Interviewer, DB = David Bowen)

- I What does a business website need in order to be effective?
- DB I think four things. First of all, its owners need to understand what a website can deliver – what it's good at, and what it's not so good at. Secondly, they need to draw up a set of tasks that they want their site to produce. Um, and then, thirdly, they need to build the site that can fulfil those tasks, looking from the different viewpoints of a number of different users. Um, and finally, they must make sure that the website is easy to use, and it doesn't break down over time.

10.3 (I = Interviewer, DB = David Bowen)

- I Can you give us some examples of really good business websites?
- DB The Otis elevator, or lift, company has a very interesting website because it actually helps people decide how many lifts they want, what size they should be, what capacity they need to be, so it's using the interactive strengths of the Web to actually help people do their jobs.

10.4 (I = Interviewer, DB = David Bowen)

- I What should business websites *not* try to do?
- DB Business websites shouldn't try and compete with television commercials, for example, or with print media, where they don't have an advantage. So, for example, websites are very poor at getting short messages across. They're very good at complicated messages, but very poor at short messages. Television is much better at that. They're also not very good at displaying very high-quality images. Um, an expensive magazine, with good paper, can make an image look very beautiful. That's much more difficult to do on a computer screen.

10.5 (D = David, K = Kazumi)

- D Kazumi, what are you going to do next year?
- K I'm going to change my job. I'm going to move out of the city, and I'm going to work from home. I'm not going to go abroad. I'm going to save some money.

What about you, David? What are your plans?

- D Well, I'm not going to change my job, but I'm going to take a computer course and I'm going to design my own web page. I'm going to save money as well, so I'm not going to go abroad next year either.

10.6 (M = Manfred, J = Jane, I = Ian, N = Nadia, S = Sam, B = Bob)

Call 1

- M Hello. It's Manfred here. We need to meet next week ... What's a good day for you?
- J I can make Wednesday. How about ten o'clock?
- M That's OK for me.
- J Great. See you on Wednesday at ten o'clock, then.

Call 2

- M OK. Let's meet one day next week. What day is good for you?
- I I can do Monday or Tuesday afternoon.
- M Sorry, I can't make Monday or Tuesday. How about later in the week? Is Friday OK?
- I Yes, I can do Friday morning after 11.
- M Yes, that's fine for me. Friday at 11.30. See you then.

Call 3

- N Hello, it's Nadia here. Sorry, but I need to change the time of our meeting. I can't make it on Monday now.
- S Oh ... How about Tuesday at the same time?
- N Yes, that's fine for me. See you on Tuesday at ten o'clock.

Call 4

- B Hello, this is a message for Jean. I'm very sorry I missed our meeting this afternoon. My flight was delayed. I'll call you again later. By the way, it's Bob here, from Chicago.

11 Cultures

11.1 (J = John)

- J I was in Yemen, in the Middle East, and I was invited to a colleague's house for dinner. There was a long silence during the meal. I felt uncomfortable. I saw a beautiful table and said, 'What a lovely table.' My host laughed and said, 'Oh, then please take it.' I said, 'Oh no, I can't take it.' My host offered it to me three times. It was very embarrassing for us both.

11.2 (C = Cameron)

- C My good friend Peter joined a French company recently. He made a mistake and used first names rather than family names. The staff were not happy about this. It is always best to be formal at first in France, especially when you start a new job. Peter's last company was an American company. People were more relaxed there, and they always used first names.

11.3 (S = Susan)

- S I was in Osaka in Japan, and we went out for a meal with our Japanese sales staff. There were lots of bottles on the table and, after a while, I poured my own drink. I didn't wait for somebody to pour my drink, and I forgot to pour drinks for the others. The Japanese staff looked a bit embarrassed and started laughing.

11.4 (R = Rob)

R I was in Guangzhou for the first time, having dinner with a group of Chinese business associates. The food was delicious, and soon there was nothing left on my plate. Our host called the waiter, who then filled up my plate again. I ate everything to show everyone that I really liked the food, but the waiter came to fill up my plate once again. I was really full! Fortunately, my host had worked with foreigners before, and finally he kindly explained to me that in China, if you don't leave anything on your plate, it means you are still hungry!

11.5 (PM = Project Manager; TL = Team Leader)

PM So, Francis, how's it going?
 TL We're not making a lot of progress, I'm afraid. The team have some problems with Rick.
 PM Really? What sort of problems?
 TL Well, we can see that he works a lot. That's good. But we don't know what he does. We don't even know exactly why Head Office sent him.
 PM But didn't Rick explain that?
 TL You see, the problem is, he doesn't communicate a lot.
 PM Mm, I'm not sure I agree with that. He writes e-mails to Head Office every day.
 TL Yes, he e-mails me, too. I don't think he realises that in this country, we don't write so much. We prefer to talk, it's quicker and more direct. And why is he so formal? We like team players, people who enjoy working with colleagues and sharing ideas with them. Maybe it's different in his culture, I don't know.
 PM All right. So, what's the solution?
 TL Well, I think you should talk to him first. I'm sure he knows there's a problem.
 PM Good idea. And afterwards, we should have a meeting with all the team members. The best thing to do is to explain things clearly. Everyone should know why Rick is here.
 TL OK. So you're going to have a meeting with him first and then we're going to get together with the whole team in a few days.

11.6 (AB = Alice Baumann, JO = Jeremy Owen)

AB I want to change things at the bank. I want our style to be more relaxed and friendly. We should show that image to our customers. Then we'll get more customers.
 JO I agree, the new culture is working well at Head Office. So, what's the problem?
 AB The problem is the staff don't want to change. They've been at the bank for years. They like things the way they are.
 JO But you do need to change things. The best thing to do is to talk to them.
 AB Yes, you're right. I should organise a meeting with some of the senior staff.
 JO Good idea! How about next week? I have to visit your office then. I can come to the meeting, too.
 AB That would be very helpful. You can tell them how the ideas are doing at Head Office.

12 Jobs

12.1 (I = Interviewer, C = Candidate)

I How many jobs have you had since leaving university?
 C I've worked for six companies.
 I Why have you changed jobs so often?
 C I wanted to earn more money.
 I What have you done that shows leadership?
 C Well, I lead the sales team. I'm also chairperson of a local business association.
 I In what ways has your job changed since you joined the company?
 C I now have more responsibility and work longer hours.
 I Have you ever worked with a difficult person?
 C Well, the boss in my last company wasn't easy to work with.

12.2 (I = Interviewer, SV = Svetlana Vlasova)

I Why do you want this job?
 SV First of all, I like meeting people and getting people to work together as a team. And then, I like travelling and using my languages. I really want to work for this organisation. It has an excellent reputation. I think with my experience in sales and in team-building, I can contribute to its success in western Europe.
 I What are your strengths?
 SV I'm fluent in German and English. I get on well with people. I'm also good at managing people and at getting them to achieve results together. I love organising events for clients, and I think I'm very good at that.
 I What mistakes have you made?
 SV Well, I'm not really patient when people don't meet deadlines.
 I What kind of people do you work well with?
 SV As a team leader, I have to work with all kinds of people. But the people I like best are those who work hard and who are reliable.
 I What are your interests?
 SV I have a lot of different interests. As I said before, I like travelling, and I like discovering new cultures. I also like aerobics and skiing.
 I Do you have any questions to ask us?
 SV If I get the job, when would you like me to start?

12.3 (I = Interviewer, C = Candidate)

I I'd like to ask you about your work experience. What did you learn from your last job?
 C I learned to sell machines, and I improved my computer skills.
 I Do you have any special skills?
 C I'm good at languages. I speak Japanese very well. Also I find selling very easy.
 I What do you want to do in the future ... in ten years' time?
 C Well, I plan to be head of a large marketing department.
 I Finally, about your interests – what do you do in your free time?
 C Well, I spend a lot of time playing golf at the weekend, and I'm keen on fitness, so I go to the gym a lot.

Vocabulary file

Numbers following words indicate which unit the word first appeared in. Words without numbers are extra words for discussion activities.

Business meetings

a conference 1	a negotiation	a trade exhibition 12	a training course 7
a meeting 1	a presentation 4	a trade fair 6	a video conference

Our company has **formal** and informal meetings.

Buying and selling

advertising 1	a discount 6	to introduce (new products) 6	a product 6
a brand 6	features 6	to launch (a product) 6	to promote (a product) 6
a buyer 6	free 6	a limited period 6	a (special) promotion 6
a catalogue 6	to fulfil/carry out an order 10	mail order 6	a sample 6
a client	a guarantee 6	a model 6	to save (money) 6
a competitor 8	half price 6	offers 6	a seller 6
a customer 2	to increase profits/sales 6	to place an order 6	a service 8
to deal 6	an increase in sales 8	a payment 6	a supplier
to deliver 2	in/out of stock 6	a price 6	a target market 6
a delivery 6	interest-free credit 6		a transaction 10
a deposit 6			

Our company has a **market share** of 22%.

Clothes

Informal

casual Friday 11
weekend clothes 11

Informal or Formal

a coat
a dress
a jacket 1
shoes

Formal

a suit 1
a tie
a uniform 11

Companies, work, people

Places to work

a boutique 10
a department 12
a department store 5
an office 1
a company/firm 1
a factory 9
a hotel 4
a health centre 5
a restaurant 5
reception 5
a salon 5
a shop 2

Types of company

a branch 12
a chain 9
a corporation 2
an Internet start-up 11
a shop 11
a store 9
an outlet
a mail-order company
a retailer 6

Perks

a coffee/lunch break 2
public holidays 11
annual leave 11
childcare 11
a company car 2
flexible hours 2
an incentive/ a pension scheme 6
a promotion 2
travel opportunities 2

People

an agent 6
a colleague 2
an employee 2
a guest 4
a host 11
personnel 2
a representative
retired 6
a sales force 6
staff
a team 6
workers
workforce

Types of work

full time
overtime 2
part-time 6
a permanent position 6
shift work
to work in teams 3

I work **in** an office / a factory.

I work **for** ICI. I'm in finance. He works **in** the computer **industry**.

Our **headquarters** are in Oregon. The company's **head office** is in Beaverton.

They **started/founded/set up** the company in 1989. It **shut down/closed** down in 2004.

We need to **hire** more staff.

We **fired** him because he was rude to customers.

We **train** new employees to do the job.

The **position** offers a **good/high salary**.

My **schedule** is usually **very tight**.

He **earns** a high **salary**.

Computers and the Internet

a broadband Internet connection 4	a printer 3	to browse 10
a chatroom 10	a screen	to build (a website) 10
a computer 4	a search engine	to crash
dot.com retailers 10	a shopping cart (AmE)	to download
e-commerce 10	a shopping trolley (BrE)	to log on
a keyword	software 5	to navigate 10
a hard copy 10	a surfer	to plug in
a hard disk	a virus	to print 10
the Internet 10	a website/a site 10	to rebuild 10
a mouse	a plug	to surf
online 6		to switch on

Countries and nationalities

<i>Country</i>	<i>Nationality</i>	<i>Country</i>	<i>Nationality</i>
Argentina 1	Argentinian	the Netherlands 5	Dutch
Australia 4	Australian 4	Norway 5	Norwegian
Austria 1	Austrian 1	Oman 1	Omani 1
Brazil 1	Brazilian 1	Poland 1	Polish 1
Canada 1	Canadian	Russia 1	Russian 1
China 1	Chinese 1	Scotland	Scottish 1
Egypt 5	Egyptian	Spain 1	Spanish 1
France 1	French 1	Sweden 1	Swedish 1
Germany 1	German 1	Switzerland 1	Swiss 1
Greece 1	Greek 1	Thailand 5	Thai
Hungary	Hungarian 5	Turkey 1	Turkish 1
Iceland 5	Icelandic	the UK (Britain) 1	British 1
India 5	Indian 5	the US (America) 1	American 2
Italy 1	Italian 1		
Japan 1	Japanese 1		
Kuwait 1	Kuwaiti 1		
Mexico 5	Mexican 2		

Continents

Antarctica	Where are you from ? I'm from China. / I'm Chinese.
Asia 2	How often do you go abroad ?
Africa 8	Each year he makes three trips to Europe.
Europe 2	She often travels overseas .
North America 8	The company director sometimes travels on business .
Oceania/Australia 8	They have international customers.
South America	The company has offices all around the world .

Describing people

Personality

ambitious 7	funny 7
calm 7	hard-working 7
creative 7	helpful 7
efficient 3	intelligent 7
energetic 7	motivating/motivate 7
enthusiastic	popular 6
friendly 2	practical 7

What's he **like**? He's ambitious and hard working.
 What does he **look like**? He's tall and **he's got** black hair.
 She's a **team player**. She works well with her **colleagues**.

Looks

(blue, brown, green, black) eyes
 good-looking 7
 (black, blonde, brown, grey) hair
 short
 smart
 tall

Documents

an agenda	instructions 3	a memo 7
a bill 5	an invoice 3	minutes 11
budgets 3	a letter 12	notes 3
a curriculum vitae (CV) 12	a list 2	paperwork 9
an e-mail 3	a (telephone) message 3	a receipt 5
a fax 3		a report 3
a guarantee 3		

I **receive** 30 e-mails a week and I **send** 15 letters. I don't **get** many faxes.
The **agenda** lists all the things we'll discuss at the meeting.

Family

<i>Male</i>	<i>Female</i>
a husband 1	a wife 1
a father	a mother
a son 1	a daughter 1
a brother 1	a sister 1
a grandfather	a grandmother
an uncle	an aunt
a nephew	a niece

Are you **married**? No, I'm **single**.
Have you got any children / brothers and sisters?
Do you have any children / brothers and sisters?
My **partner** is an engineer.

Food and drink

<i>Food types</i>	<i>Drink</i>	<i>Meals</i>	<i>Menu</i>
fish 5	tea 5	breakfast 2	a starter 5
meat 5	coffee 5	lunch 2	a main course 5
vegetables 5	water 5	dinner 5	a dessert 5
fruit 5	wine 5	tea	international dishes 4
pasta 2	milk 5	supper	French / Japanese /
salad 2		a snack 8	Spanish cuisine
<i>Vegetables</i>	<i>Fruit</i>	<i>Dairy products</i>	<i>Sea food</i>
a lettuce	an apple	milk	oysters
an aubergine (AmE eggplant)	strawberries	cheese	prawns (AmE shrimps)
a cabbage	an orange	yoghurt	a lobster
peas	a lemon	cream	a crab
beans	plums	butter	squid
a pumpkin	a banana		mussels
a cauliflower	a grapefruit		a scallop
peppers	a pear		
mushrooms	grapes		
courgettes (AmE zucchini)	a melon		

Can I have the menu/the bill / some water / a dessert, please?
Are there any **vegetarian dishes** on the menu?
We often go for a **meal** in a restaurant.
Would you like **still** or **sparkling** water?
How much do you **tip** the waiter or waitress?
Do you like **Italian/Japanese/Indian** food?
I usually eat in the **cafeteria** at work.
What time do you usually have **breakfast/lunch/dinner**?

Jobs and departments

Jobs

an accountant 1	a housewife 1
an analyst 1	a lawyer 1
an air traffic controller 12	a maid 5
an architect 1	a manager 1
an astronaut 1	a nurse 12
a buyer 5	an office worker 1
a camera operator 2	an optician 1
a cashier 1	a personal assistant (PA) 1
a cab/taxi driver 5	a police officer
a CEO 1	a pilot 1
a chairperson / chairman 2	a photographer 2
a consultant 1	a porter 5
a dentist 5	a postal worker 12
a designer 1	a production assistant 2
a director 1	a producer 2
a doctor 1	a publisher
an electrician	a receptionist 1
an engineer 1	a sales assistant 1
an executive 1	a sales representative 6
a fashion designer 9	a salesperson 6
a financial analyst 1	a teacher 12
a fire fighter 12	a technician 1
a graphic designer 1	a telephone operator 1
a hairdresser 5	a trainee 1
	a translator 5
	a waiter/waitress 5

Departments

administration
advertising 1
customer service 5
design
finance 1
human resources (HR) 1
marketing 1
payroll
production 1
public relations (PR)
research and development (R&D) 9
sales 3
securities 2
shipping (AmE)
transport (BrE)

Rob **deals with** suppliers

Liz **leads / is in charge of** a large team.

Max **trains** new staff.

Last year, he **set up** a new branch in Italy.

Jill **is responsible for** the budget.

Li **supervises** all new projects.

What's your job?/ **What** do you do? I'm a manager/ an accountant.

Who do you **report** to? The financial director.

She's my **boss**. (informal) She's my **manager**. (formal)

Do you go to **meetings** and **presentations** in your job?

Leisure

to **play** golf 1, tennis 2, football 2

to **do** exercise 1, aerobics 12

to **go to the** cinema 2, gym/fitness centre 2

to **go** walking 2, skiing, swimming 2, running 2, biking 2, car camping 2

to **watch** TV

to **listen to** CDs 2, the radio

a golf course 4

a spa 4

a swimming pool 3

a tennis court 3

What do you do in your **free time**?

I'm **interested in** the cinema.

I'm **keen on** walking.

I **like / enjoy** travelling.

My friend **does** a lot of sport.

I **work out** every day.

Places to live, rooms

Places to live

a home

a house

an apartment 3

a flat

Rooms

a hall

a kitchen 3

a lounge

a dining room

a bathroom 3

a bedroom

Where do you **live**?

How many **rooms** does the apartment have?

It's 6 o'clock; I'm going **home**.

Markets

Types of market

a mass market 8
a niche market 8
a luxury market 8
an export market 8
a home market 8

Describing a market

+
a new market 8
a mature market 8
a growing market 8
a profitable market 8
a big market 8
an attractive market 8

-
a declining market 8
an unprofitable market 8
an unattractive market 8

to enter a market 6
China and India are **emerging** markets.

The office

air conditioning 3
a briefcase
a chair
a coffee machine 3
a cupboard
a desk

a door
a fax machine 3
a filing cabinet
a laptop 2
a lift 3

a personal computer (PC) 2
a phone/a mobile phone 2
a printer 3
walls 3
a wastepaper basket 3
windows 3

Problems

missing instructions 3
an incorrect invoice 3
cash flow 3
high rent 3

no car parks 3
not enough money
dangerous areas
noisy streets

a complaint 9
to complain about something/someone
to be broken 3
to be delayed 3
to be lost 3
to have health problems 3
to hurt oneself 6
to solve a problem 7

We pay a lot of **rent** for an office in the city centre.
Our office is too **crowded**. We need a more spacious office.
We **waste** a lot of paper.

Products

beauty products 8
bicycles 8
CDs 8
a camera 8
clothes 8
cosmetics 8
designer goods 8

electrical goods 7
fashion accessories 7
food 7
furniture 7
groceries 11
holidays abroad 7
kitchen equipment

luggage 8
perfume 8
laptop computers 8
self-help books 8
sporting goods
sports cars 8
toiletries 9
toys
video phones 8
watches 8

to distribute 6
to produce 2
to promote 2
custom-made products 8
off-the-peg products 8

Our company **makes / manufactures** furniture.
We **introduce / launch** five new products each year.
Autotech **provides** components for the car industry.
Green Fingers **supplies** products to the gardening industry.

Travel

an aisle / a window seat 4
an alarm call 4
a bill 4

a check-in desk 4
check out 4
a gate 4
a reservation 4

a single/a double room 4
a stopover
a ticket office 4

to check in 4
to collect one's luggage 4
to fly 4
to go through customs / security / passport control
to pack (one's suitcase) 4

by plane, train, bus, car, taxi **on** foot
at the airport, railway station, hotel **in** a taxi **on** a plane
Can I have an **economy class / a business class** ticket to Melbourne?
Single or **return**?

Are there any **direct flights** to Zurich tonight?
What time does the train **arrive / leave**?
What **terminal** does the flight leave from?
What **platform** does the train leave from?
Can I help you with your **suitcases / hand luggage**?
I can **pick you up** from the station.
I'll **give you a lift** to the airport.

Telephoning

to call somebody	to dial a number
to telephone somebody	to dial the wrong number
to phone somebody	to make a phone call
to give somebody a call	to answer the phone

Saying numbers

International dialling code	Country code	Area code	Local number
00	55	61	3403 2271
double oh ↗	double five ↗	six one ↗	three four oh three ↗, double two seven one

Some useful tips

- The arrows show that your voice goes up for each group, except for the last one, when your voice goes down to signal that it is the end of the number.
- 'o' is usually spoken as *oh* in BrE, but as *zero* in AmE.
- 11, 22, etc. are usually spoken as *double one*, *double two* in BrE, but *one one*, *two two* in AmE.

Making calls	Receiving calls
Hello, this is (Anita López), from (RTA International).	Payton Electronics, good (morning). How can I help you?
Could I speak to (Mr Hiromi Nakata), please?	Speaking.
I'd like to speak to (Mr Hiromi Nakata), please.	Who's calling, please?
Could you put me through to (extension 123), please?	Can I ask who's calling?
I'm calling about (the June conference).	Which company are you calling from?
I'm calling to enquire about (your new product).	One moment, please.
I'm calling to confirm that (the meeting is at 9.30).	I'll put you through. / I'll connect you.
Could you just tell (her/him) that I called?	I'm sorry but (her/his) extension's busy.
Could you ask (her/him) to call me back?	I'm afraid (she/he)'s in a meeting.
Could I leave a message?	I'm afraid (she/he)'s not in the office.
Thank you. / Thanks for (your help).	I'm afraid (she/he)'s engaged right now.
Goodbye.	Would you like to call back later?
	Can I take a message?
	Would you like to leave a message?
	Thank you for calling.
	Goodbye.

Checking information

- Sorry, I didn't **catch** (the street name).
- Could you **spell** it, please?
- Sorry, **did you say** (R-E-double T-A or double D-A)?
- Could you **repeat** that, please?
- Could I just **read that back** to you?

Numbers (1 – 1,000,000,000)

1 one	15 fifteen	100 a hundred
2 two	16 sixteen	101 a hundred and one
3 three	17 seventeen	110 a hundred and ten
4 four	18 eighteen	115 a hundred and fifteen
5 five	19 nineteen	225 two hundred and twenty-five
6 six	20 twenty	1,000 a thousand
7 seven	21 twenty-one	3,500 three thousand five hundred
8 eight	30 thirty	10,000 ten thousand
9 nine	40 forty	125,000 a hundred and twenty-five thousand
10 ten	50 fifty	250,000 two hundred and fifty thousand
11 eleven	60 sixty	500,000 five hundred thousand (half a million)
12 twelve	70 seventy	1,430,000 one million, four hundred and thirty thousand
13 thirteen	80 eighty	500,000,000 five hundred million (half a billion)
14 fourteen	90 ninety	1,380,000,000 one billion, three hundred and eighty million

Numbers (1st, 2nd, etc.)

1st first	11th eleventh	20th twentieth
2nd second	12th twelfth	21st twenty-first
3rd third	13th thirteenth	30th thirtieth
4th fourth	14th fourteenth	40th fortieth
5th fifth	15th fifteenth	50th fiftieth
6th sixth	16th sixteenth	60th sixtieth
7th seventh	17th seventeenth	70th seventieth
8th eighth	18th eighteenth	80th eightieth
9th ninth	19th nineteenth	90th ninetieth
10th tenth		

Times

10.00	ten o'clock
10.05	five past ten (<i>AmE</i> five after ten)
10.15	quarter past ten / ten fifteen
10.20	twenty past ten / ten twenty
10.30	half past ten / ten thirty
10.40	twenty to eleven / ten forty
10.45	quarter to eleven / ten forty-five
10.55	five to eleven (<i>AmE</i> five of eleven) / ten fifty-five
12 a.m.	= midnight
3 a.m.	= 3 in the morning
12 p.m.	= noon / midday
6 p.m.	= 6 in the evening

What time is it, please? **It's** half past two. / **It's** two thirty.

When is the meeting? / **What time** is the meeting?

It's **at** nine thirty in the morning. → 9.15 = **early** 9.30 = **on time** 9.45 = **late**

When do you **start** / **finish** work? What time does the bank **open** / **close**?

Could you please **confirm** the date and time of our appointment?

Days, months, seasons, dates*Days*

Monday 2
 Tuesday 2
 Wednesday 2
 Thursday 2
 Friday 2
 Saturday 2
 Sunday 2

Months

January 2
 February 2
 March 2
 April 2
 May 2
 June 2
 July 2
 August 2
 September 2
 October 2
 November 2
 December 2

Seasons

Spring 2
 Summer 2
 Autumn 2
 Winter 2

Note: days and months are always written with a capital letter.

16/3/2004 = the sixteenth of March, two thousand and four (BrE)

3/16/2004 = March sixteenth, two thousand four (AmE)

in spring, **in** January, **on** Monday, **on** Tuesday 18th August
at the weekend (BrE) / **on** the weekend (AmE)

Prices and percentages

How much is it? / How much **does it cost**?

dollars, cents: \$230 = two hundred and thirty dollars

95¢ = ninety-five cents

\$12.50 = twelve dollars and fifty cents / two dollars fifty

euros, cents: €120 = a hundred and twenty euros

€9.20 = nine euros twenty / nine euros and twenty cents

pounds, pence: £31.40 = thirty-one forty / thirty-one pounds and forty pence

What **percentage** of businesses use the Internet?

75% = seventy-five per cent

2.5% = two point five per cent

Weight, volume, dimension*Weight*

92g = ninety-two grams
 25kg = twenty-five kilos

Volume

50ml = fifty millilitres
 3l = three litres

Dimension

80mm = eighty millimetres
 10cm = ten centimetres
 5m = five metres

How **heavy** is it? How **big** is it? How **big** is it?

How much does it **weigh**? What's the **volume**? What are the **dimensions**?

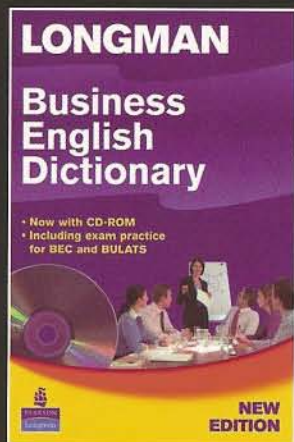
15m x 10m x 8m = fifteen metres by ten metres by eight metres

It is 15m **long** / 10m **wide** / 8m **high**.

length = 15m; **width** = 10m; **height** = 8m

Irregular verbs

verb	present participle	past tense	past participle
be	being	was	been
become	becoming	became	become
begin	beginning	began	begun
break	breaking	broke	broken
bring	bringing	brought	brought
build	building	built	built
buy	buying	bought	bought
catch	catching	caught	caught
choose	choosing	chose	chosen
come	coming	came	come
cost	costing	cost	cost
cut	cutting	cut	cut
deal	dealing	dealt	dealt
do	doing	did	done
draw	drawing	drew	drawn
drink	drinking	drank	drunk
drive	driving	drove	driven
eat	eating	ate	eaten
fall	falling	fell	fallen
find	finding	found	found
fly	flying	flew	flown
forget	forgetting	forgot	forgotten
get	getting	got	got
give	giving	gave	given
go	going	went	gone
grow	growing	grew	grown
have	having	had	had
hear	hearing	heard	heard
hold	holding	held	held
know	knowing	knew	known
learn	learning	learned <i>or</i> learnt	learned <i>or</i> learnt
leave	leaving	left	left
lose	losing	lost	lost
make	making	made	made
mean	meaning	meant	meant
meet	meeting	met	met
pay	paying	paid	paid
put	putting	put	put
quit	quitting	quit	quit
read	reading	read	read
run	running	ran	run
say	saying	said	said
see	seeing	saw	seen
sell	selling	sold	sold
send	sending	sent	sent
set	setting	set	set
shake	shaking	shook	shaken
show	showing	showed	shown
shut	shutting	shut	shut
sleep	sleeping	slept	slept
speak	speaking	spoke	spoken
spell	spelling	spelled <i>or</i> spelt	spelled <i>or</i> spelt
spend	spending	spent	spent
steal	stealing	stole	stolen
swim	swimming	swam	swum
take	taking	took	taken
teach	teaching	taught	taught
tell	telling	told	told
think	thinking	thought	thought
understand	understanding	understood	understood
wake	waking	waked <i>or</i> woke	woken
wear	wearing	wore	worn
win	winning	won	won
write	writing	wrote	written



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ISBN 978-1-4058-8132-6



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