

3rd Edition

Elementary

# MARKET LEADER



Business English Course Book

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**FT** Publishing  
FINANCIAL TIMES



DVD-ROM



VOCAB  
TRAINER

ALWAYS LEARNING

PEARSON

	DISCUSSION	TEXTS	LANGUAGE WORK	SKILLS	CASE STUDY
<b>UNIT 7 PEOPLE</b> → page 66	Talk about how you like to work	Listening: Interview with a management consultant Reading: Women at the top: Andrea Jung – <i>Financial Times</i>	Describing people Past simple: negatives and questions Question forms	Dealing with problems	Tell us about it: Give advice on problems at work Writing: reply to a problem message
<b>UNIT 8 ADVERTISING</b> → page 74	Do an advertising quiz	Reading: Volkswagen's Black Beetle ad – <i>Financial Times</i> Listening: An interview with an organisation development consultant	Advertising and markets Comparatives and superlatives <i>much / a lot, a little / a bit</i>	Participating in discussions	Excelsior Chocolate Products: Devise an advertising campaign Writing: product launch plan
<b>UNIT 9 COMPANIES</b> → page 82	Do a companies quiz	Listening: An interview with a specialist in change leadership Reading: New markets for Gamesa	Describing companies Present continuous Present simple or present continuous	Starting a presentation	Presenting your company: Prepare a short presentation Writing: company profile

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<b>UNIT 11 CULTURES</b> → page 104	Look at some tips for doing business in another country	Listening: Three people talk about cultural mistakes Reading: Lessons in cultural difference – <i>Financial Times</i>	Company cultures <i>should/shouldn't could/would</i>	Identifying problems and agreeing action	The wind of change: Assess ideas for changing a company culture Writing: action minutes
<b>UNIT 12 JOBS</b> → page 112	Discuss jobs	Listening: An interview with an organisation development consultant Reading: profile on a professional networking site	Skills and abilities Present perfect Past simple and present perfect	Interview skills	Nelson & Harper Inc.: Interview candidates for a job Writing: letter

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*'There is only one rule for being a good talker – learn to listen.'*

*Christopher Darlington Morley (1890–1957), US writer and journalist*

## OVERVIEW

### VOCABULARY

Internal communication

### LISTENING

Networking online

### LANGUAGE FOCUS 1

Talking about future plans

### READING

Communication technology at work

### LANGUAGE FOCUS 2

will

### SKILLS

Making arrangements

### CASE STUDY

Blakelock Engineering



## STARTING UP

How do you communicate? Do this quiz, then compare your answers with a partner.

- 1 How many mobile phones do you have?
  - a) none
  - b) one
  - c) two or more
- 2 How long do you spend online each day?
  - a) less than two hours
  - b) between two and four hours
  - c) more than four hours
- 3 How many e-mails or text (SMS) messages do you send each day? How many do you receive?
  - a) fewer than 10
  - b) between 10 and 25
  - c) more than 25
- 4 When was the last time you ...
  - a) sent an e-mail?
  - b) sent an SMS message?
  - c) sent a fax?
  - d) wrote a letter (on paper)?
- 5 How often do you check your work e-mails when you are on holiday?
  - a) every day
  - b) every few days
  - c) never
- 6 How often do you use Skype or conference calling?
  - a) every day
  - b) once a week
  - c) more than once a week
  - d) never
- 7 How many people do you speak to face to face each day when you are working/studying?
  - a) fewer than five
  - b) between five and 10
  - c) more than 10
- 8 How important are gestures (hand movements, etc.) for you when communicating?
  - a) not important
  - b) quite important
  - c) very important
- 9 When you communicate, do you prefer to ...
  - a) meet people face to face?
  - b) speak on the phone?
  - c) send e-mails
  - d) send SMS messages?

## VOCABULARY

## Internal communication

**A** How do companies communicate with employees? What methods can you think of?

**B** Complete the text below using the words from the box.

company intranet   electronic   face to face   print   workplace

These days, companies are spending more time and money on improving internal communication. This is the communication which takes place inside an organisation. Communication will be downwards (from managers to junior staff), upwards (from staff to managers) and across (between staff), as well as between individuals and groups of people. There are various **channels** which can be used. These can be divided into five main areas:

- 1 .....: paper-based communication, e.g. magazines, newspapers, newsletters, letters, notes and messages
- 2 .....: direct contact with other people, e.g. one-to-one meetings, team meetings, **forums**, conferences, **briefings**
- 3 .....: physical objects in the working environment or workspace, e.g. notice boards, signs
- 4 .....: communication using computers, phones, televisions, etc., e.g. DVD, e-mail, voicemail, SMS messages, electronic newsletters, conference calls
- 5 .....: using social media to create an internal community, e.g. posting profiles, writing **blogs** and **wikis**, starting discussion forums, etc. Many leaders write internal blogs. Employees may join chat rooms, forums or message boards to **post** ideas and comments or **upload** images and discuss with other employees around the world. They may also be able to **download** information from the intranet.

Improvements in communication lead to better-informed, happier and more motivated employees, who will become more loyal to their company.

**C** Match each of the words in red in Exercise B to one of these definitions.

- 1 move information from a network to a PC
- 2 web page written by an individual
- 3 put information from a PC onto a network (2 words)
- 4 methods of communication
- 5 knowledge-sharing site
- 6 chances for people to discuss subjects
- 7 meetings where information or instructions are given

**D** Work in pairs. How do you prefer to communicate with these people? How do they communicate with you?

## At work

your colleagues/co-workers  
your boss/manager  
your customers/clients

## At college

other students  
lecturers/teachers  
librarians, etc.



**LISTENING**  
**Networking  
online**



Ros Pomeroy

**A** In pairs, discuss which of these social networking sites you use, and why you use them.

Facebook Twitter LinkedIn MySpace Mixi Orkut VKontakte Google+ specialist professional networking sites dating websites

**B** CD2.27 Listen to the first part of an interview with Ros Pomeroy, a management consultant. Which of the social networking sites in Exercise A does she use?

**C** CD2.28 Listen to the second part of the interview. Which two advantages and one disadvantage of social networking does Ros mention?

**D** CD2.29 Listen to the third part of the interview. Who is the best communicator that Ros knows?

**E** CD2.29 Listen again and complete this text.

He always had a real .....<sup>1</sup> for his subject – whatever he was talking about, he was .....<sup>2</sup>. He made sure that he knew his .....<sup>3</sup> very well, and the one thing that made a big .....<sup>4</sup>, I think, is that when he .....<sup>5</sup> to an audience, he made that audience feel as if they were very .....<sup>6</sup>.

**F** CD2.30 Listen to the final part of the interview. Make a note of whether Ros likes (L), does not like (NL) or does not mention (NM) these forms of communication.

- |                     |                        |
|---------------------|------------------------|
| 1 letters           | 5 corporate newsletter |
| 2 face to face      | 6 corporate magazine   |
| 3 e-mail            | 7 telephone calls      |
| 4 handwritten notes |                        |

**G** In pairs, think of a good communicator you know. Describe the person and say why they are good at communicating.

- We often use the present continuous to talk about arrangements that are fixed.  
*What **are you doing** on Friday?*  
*I'm **having** a meeting with my team all morning.* (It's already fixed.)  
*Mario **is meeting** me for lunch.* (It's already fixed.)  
*I'm **not having** any meetings with clients.* (It's already fixed.)
- We also use *going to* to talk about things we intend to do in the future.  
*What **are you going to** do when the course finishes?*  
*We're **going to** start our own company.* (It's an intention.)  
*I'm **not going to** look for a job for a few months.* (It's an intention.)

Watch the interview on the DVD-ROM.

**LANGUAGE FOCUS 1**  
**Talking about  
future plans**

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

- 1 ..... Max..... to the meeting tomorrow? (*come*)
- 2 No, he's not in the office. He ..... on business all week. (*travel*)
- 3 He ..... not ..... back until next Monday. (*come*)

**B Complete this text using the present continuous form of the verbs in brackets.**

I <sup>1</sup> *'m meeting* (meet) Mr Yamashiro next week. He ..... <sup>2</sup> (arrive) on Tuesday night. On Wednesday, I ..... <sup>3</sup> (take) him to the factory. I ..... <sup>4</sup> (not see) him on Thursday, but I ..... <sup>5</sup> (drive) him to the airport on Friday.

**C Look at your diary. Talk about three or four things you are doing next week.**

*I'm attending a seminar on Friday morning.*

*I'm visiting friends at the weekend.*

**D Complete these sentences using *going to*.**

- The computers are very slow. What ..... we ..... do about it?
- We ..... not ..... buy new computers. I think it's too expensive.
- We ..... upgrade the software instead.

**E**  **CD2.31 Listen to Janine and Patrick talking about their plans for next year. Decide whether these sentences about their plans are true (T) or false (F). Correct the false ones.**

- Janine is going to change her job. T
- She is going to do a course.
- She is going to go abroad for her summer holiday.
- Patrick is going to change his job.
- He is going to move to a new house/flat.
- He is going to buy a new car.

**F Tick (✓) the plans below which are true for you. Add four more plans to each list.****Fixed arrangement for next week**

- Go away for the weekend.
- Go on a business trip.
- Attend a meeting.
- Write a report / an essay.
- Entertain business visitors.

**Intentions for next year**

- Change jobs.
- Do a course.
- Go abroad on holiday.
- Move to a new house/flat.
- Do more exercise.

**G Work in pairs. Tell your partner about your plans for the future.****A Work in pairs. Ask and answer these questions.**

- What mobile phone do you have?
- How often do you use it each day?
- What do you mainly use it for?
- Do you use the same mobile for business and private calls?

**B Read the article on page 100 about Vittorio Colao, CEO of the mobile-phone company Vodafone. Do you find anything surprising in his use of communication technology?****READING****Communication technology at work**

# I'm a fan of Facebook, but not of video calls

by Ingrid Lunden

1 Vittorio Colao, the CEO of Vodafone, has four phones and never switches them off. He loves Facebook, too, but only for friends – not for business networking.

2 Mobile technology is making a big difference to how people work. With smartphones and the right mobile applications, companies will be able to organise meetings and team working anywhere.

3 Mr Colao says that he always carries two or three mobile phones with him. "Right now, I have a BlackBerry, an iPhone and a Samsung 360," he says. "I use the BlackBerry for business e-mail and to swap SMS messages with colleagues. I use the Samsung for social contact and to access Facebook."

4 Mr Colao sees differences in the ways other executives use mobile technology. "It depends on the

culture and age. In southern Europe, every executive carries a mobile and uses it all the time. Northern Europeans are more disciplined. They only use mobiles when they need to."

5 He is less enthusiastic about video calling: "I'm not a fan and I don't know many people of my age who are. I don't want to see people when I talk on the phone. Maybe it's because, when I'm on the phone, I like to take notes." He is more positive about conference calling. "Conference calls are useful, especially for keeping up to date on projects."

6 He only uses one social network: Facebook. "I don't have time to use others. I have 98 friends there – but they are real friends." He uses Facebook to send messages and to see what friends are doing.



## C Read the article again and answer these questions.

- 1 How many mobile phones does Mr Colao have?
- 2 What does he use these phones for?
  - a) BlackBerry
  - b) Samsung 360
- 3 According to Mr Colao, do executives use their mobiles more in northern or southern Europe?
- 4 Why doesn't he like video calling?
- 5 How does he use these communication technologies?
  - a) conference calling
  - b) Facebook

## D Find words in the article with these meanings.

- 1 to exchange (paragraph 3)
- 2 to get into (paragraph 3)
- 3 behaving in a controlled way (paragraph 4)
- 4 someone who likes something very much (paragraph 5)

## E Work in pairs. Ask and answer questions about your use of communication technology.

*Do you use ...?*

*What do you use it for?*

*What other equipment would be useful?*

**How similar is Mr Colao's use of this technology to yours?**

- We use **will + infinitive** to talk about future events and predictions.  
*Mobile phones **will** replace desk phones in the next few years.*  
*Our company **will not (won't)** survive without investment in new technology.*
- We also use **will + infinitive** for offers and promises.  
*I can see you're busy. **I'll** finish the report for you.*  
***I'll** have the document ready this afternoon.*
- We often use these time expressions to refer to the future.  
*tomorrow, tomorrow evening, the day after tomorrow, next Friday, next month, at the end of May, in the next two years, in three years' time*

➔ page 154

**A** Work in pairs. Find the sentences with mistakes and correct them.

- Desk phones and desktop computer disappear in the next five years.  
*Desk phones and desktop computers will disappear in the next five years.*
- Most companies will be open for business 24/7.
- As a result, it not be easy for staff to have a good work-life balance.
- I will think most companies use social networking tools for internal communication.
- In many big companies, video conferencing will replace face-to-face meetings.
- As a result, managers no spend as much time travelling for work.
- I no think companies will use e-mail, except for external communication.

**Do you agree with the predictions?**

**B** Work in pairs. Make a list of three or four changes you think will happen in office communication. Share your ideas with another pair.

**C** Complete the sentences below with future time expressions from the box.

end of five years' in the next July ~~next~~ the day after time tomorrow

- Sales of luxury cars will double by next year.
- I'll send you a copy of the report ..... morning.
- We'll finish the work before the ..... June.
- I'll be back in the office ..... tomorrow.
- We'll finish the work on the new building next .....
- In two weeks' ....., we'll review the budget.
- We will need to modernise our factory ..... two years.
- Most people will have a fast broadband connection at home in ..... time.

**D** Match the statements (1–5) to the offers (a–e).

- |   |   |
|---|---|
| 1 I don't have a hard copy of the report. | a) I'll carry one for you.              |
| 2 I can't find Sara's address.            | b) I'll print it out for you.           |
| 3 I think it's time to go home.           | c) I'll get a drink from the machine.   |
| 4 These boxes are so heavy.               | d) I'll give you a lift to the station. |
| 5 I'm very thirsty.                       | e) I'll e-mail it to you.               |

**E** **Work in groups. You have to organise the launch of your new website. Offer to do as many things as possible. Give reasons. Use the list below and your own ideas.**

- 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. A friend of mine is a journalist. I'm sure she can help us.*

**SKILLS**  
**Making arrangements**



**A** **CD2.32–2.35 Listen to four people making arrangements by phone. Match each call (1–4) to the correct situation (a–d).**

- a) changing an existing appointment
- b) apologising for missing an appointment
- c) making an appointment
- d) suggesting an alternative day

**B** **CD2.32–2.35 Listen again and complete these extracts.**

**Call 1**

Jamie: What's a good day for you?

Chris: I can *make*<sup>1</sup> Wednesday. How about 10 o'clock?

**Call 2**

Lesley: How about .....<sup>2</sup> in the week? Is Friday OK?

Sam: Yes, I can do Friday morning after 11.

Lesley: Yes, that's .....<sup>3</sup> for me. Friday at 11.30.....<sup>4</sup>.....<sup>5</sup> then.

**Call 3**

Lesley: Sorry, but I need to .....<sup>6</sup> the time of our meeting. I .....<sup>7</sup> make it on Monday now.

**Call 4**

Dan: I'm very sorry I .....<sup>8</sup> our meeting this afternoon. My flight was delayed. I'll .....<sup>9</sup> you again later.

Watch the phone calls on the DVD-ROM.



**C** **Work in pairs. Role-play these situations.**

- 1 The Managing Director of Cargo Printing calls a customer to arrange a meeting next week. The MD suggests a time and date. The customer agrees.
- 2 The MD calls a supplier and suggests a meeting on Friday 20th March. The date and time are not suitable for the supplier. The supplier suggests another date and time. The MD agrees.
- 3 A customer leaves a message for the MD. The customer was ill and missed a meeting at 9.30 a.m. The customer will call the MD later in the day.

**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 five o'clock on Wednesday.
- I can do next Monday.
- Tuesday the fifth is fine for me.

**SUGGESTING A DIFFERENT TIME/DAY**

- How about 4.15?
- Is July 28th OK for you?

**DECLINING**

- I'm afraid I can't make August 2nd.
- I'm sorry, I can't do Thursday afternoon.

**APOLOGISING**

- I'm sorry I missed our meeting at 9.30 / on Tuesday.
- Sorry I didn't make it on time.

**GIVING AN EXCUSE**

- My flight was late.
- The traffic was very bad.
- I'm afraid I was delayed/unwell, etc.

# Blakelock Engineering

A company has some bad news to communicate

10

Case study

## Background

Blakelock Engineering is losing money. To cut costs and improve profits, it is going to reduce its employees by 100. This represents about 10 per cent of the workforce. There are two important decisions to make:

- 1 who will leave the company;
- 2 how to communicate with two groups: the staff and the company's shareholders.

 CD2.36. Listen to a company director talking to the Head of Human Resources. Note down the three ways they could use to decide who leaves the company. Are there any other ways they could consider?

## Arrangements for a meeting

Helen Dawson joined Blakelock six months ago. She works in the design department. Like many staff, she is very worried about losing her job. She calls the Head of Human Resources to arrange a meeting with him. She wants to find out if the company will ask her to leave. The Head of Human Resources does not want to meet her at this time. The management has not yet decided who will have to leave the company. He makes excuses for not meeting her.

**Work in pairs. Role-play their conversation.**

## Task

**Work in pairs. You are directors of the company.**

- 1 Discuss the various ways of choosing who will leave the company. What are the advantages and disadvantages of each way? Which way is the best?
- 2 Decide on the best way to communicate your decision to a) the staff, and b) the shareholders. Say who should communicate your decision.
- 3 Compare your solutions with another pair.
- 4 Work as one group. Discuss how the company can help the employees who will be leaving Blakelock Engineering.

## Writing

You are the Managing Director of Blakelock Engineering. Write an e-mail to all the staff, announcing a meeting to discuss the present situation of the company. Give the date, time and place of the meeting. Mention that all the directors will attend. Say that you will talk about the company's plans for improving profits.

→ Writing file page 126

# UNIT 11

# Cultures

*'I dislike feeling at home when I am abroad.'*  
George Bernard Shaw (1856–1950), Irish playwright

## OVERVIEW

### VOCABULARY

Company cultures

### LISTENING

Cultural mistakes

### LANGUAGE FOCUS 1

should/shouldn't

### READING

Cultural differences

### LANGUAGE FOCUS 2

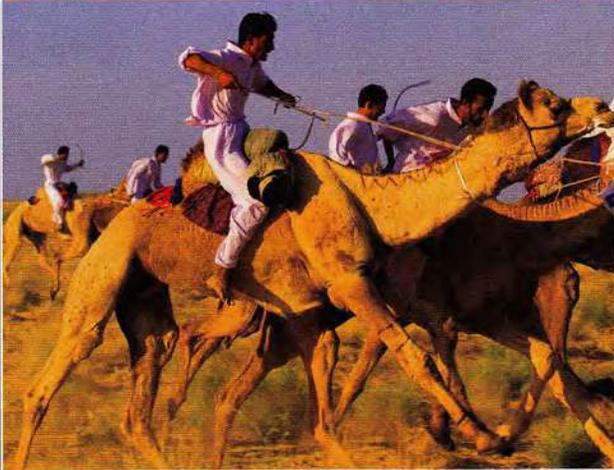
could/would

### SKILLS

Identifying  
problems and  
agreeing action

### CASE STUDY

The wind of change



## STARTING UP

cards clothes date  
customs food gifts  
hours language  
leaders money  
sport

**A** Imagine you are visiting a country for the first time to do business. Complete the tips below using the words from the box on the left.

- 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 to speak a little of the local .....
- 7 Try some of the ..... before you go.
- 8 Wear formal .....
- 9 Translate your business ..... into the local language.
- 10 Take some ..... for your hosts which are typical of your own country.
- 11 Learn something about the most famous business ..... and celebrities.

**B** Which of the tips in Exercise A do you think are: a) very useful? b) useful? c) not useful?

Why? Compare your ideas with a partner.

**C** Add some other tips for visitors to your country.

## 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 in each section 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** (flexitime / 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 choose to 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 uploads a(n) ..... on the company intranet each month.

**Types of meeting** (informal / formal / social)

- 9 Our department starts every day 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) to 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. Put the five characteristics in Exercise C in order of importance for you, and explain why.

**E** What are the beliefs and values of your organisation? Discuss in groups.

See the DVD-ROM  
for the i-Glossary.



LISTENING

Cultural mistakes

Three people talk about cultural mistakes.

**A**  CD2.37 Listen to John's story and answer these questions.

- 1 What meal was John invited to? *dinner*
- 2 What did he look at?
- 3 What was his mistake?
  - a) He talked during an important silence.
  - b) He talked about his host's table.
  - c) He didn't want a gift.

**B**  CD2.38 Listen to Cameron's story and answer these questions.

- 1 Where was Peter's new job?
- 2 What was his mistake?
  - a) He did not use first names.
  - b) He did not speak French.
  - c) He did not use family names.
- 3 How did the staff feel when Peter used first names?

**C**  CD2.39 Listen to Susan's story and answer these questions.

- 1 Where did Susan make her mistake?
- 2 Who did she go out for a meal with?
- 3 What was her mistake?
  - a) She poured her own drink.
  - b) She did not laugh.
  - c) She poured too many drinks.
- 4 What did she forget to do?

**D**  CD2.40–2.42 Listen to Liz, Jeremy and Ros talking about cultural mistakes.

Which speaker ...	Liz	Jeremy	Ros
1 was working in East Africa?			
2 was working with a Dutch colleague?	✓		
3 got straight down to business?			
4 writes long e-mails?			
5 often adds funny comments in e-mails?			
6 thought a colleague was abrupt and rude?			



Liz Créde



Jeremy Keeley



Ros Pomeroy

Watch the interviews on the DVD-ROM.



**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.*  
*You **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 155

**A Complete the sentences below using *should* or *shouldn't* and a phrase from the box.**

speak to our boss   buy an expensive computer system  
 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 control our costs.  
You .....

**B Give the opposite advice by using *should*, *shouldn't* or *I don't think*.**

- 1 I think he should get a salary increase.  
*I don't think he should get a salary increase.*
- 2 I think we should launch the new product now.
- 3 She shouldn't take customers to expensive restaurants.
- 4 We should take every customer complaint seriously.
- 5 I think staff should fly economy on every trip.

**C Work in pairs. Your colleague is going on a business trip. Take turns to ask for and give advice using the notes below.**A: *I'm going on a business trip. Do you have any advice?*B: *You shouldn't stay in an expensive hotel.*

- Stay in an expensive hotel. ✗
- Take plenty of business cards. ✓
- Arrange a lot of appointments on the same day. ✗
- Be late for appointments. ✗
- Write a short report after each meeting. ✓
- Keep all your receipts for travel and restaurants. ✓

## READING

## Cultural differences

**A Do you agree with these statements?**

- 1 All meetings should have fixed start and finishing times.
- 2 Being on time is equally important in all situations.
- 3 It's more important to learn about the culture of the country you do business with than to learn the language.
- 4 There's no point having a detailed plan before you start a project. Things always change, and you need to be very flexible.

**B As you read the article below, think about this question.**

What are two main causes of cultural misunderstanding between Brazil and China?

FT

# Lessons in cultural difference

by Samantha Pearson

- 1 It is 9.05 a.m. and a group of Chinese businessmen are outside a hotel conference room in São Paulo, waiting for their Brazilian hosts. The seminar was scheduled to start five minutes ago, but, like many meetings in Brazil, it did not start on time. The Brazilians arrive, complaining loudly about the morning's traffic and go immediately to breakfast. Cultural differences between the two countries become clear.
- 2 In 2009, China replaced the US as Brazil's biggest trading partner. As

a result, Brazilian companies are keen to understand the Chinese better and find the best way to do business together.

- 3 For companies already working with China, getting to know the culture is a priority. At Chinbra, São Paulo's biggest Chinese language school, students, who mainly work in the import business, take evening classes in Mandarin. About half the lesson is about cultural issues. They ask questions such as "Should I give my business card with two hands?" and "What presents should I give – something Brazilian?"
- 4 Some business deals fail because of small things like a misunderstood e-mail. "In addition to language problems, there is also a lack of cultural understanding between the two countries," says Charles Tang, president of the Brazil-China Chamber of Commerce.
- 5 One big issue is timing. For



successful deals with the Chinese, it is important to be on time for meetings and to meet deadlines. Another issue is planning. In Brazil, because of high inflation during the 1980s and early 1990s and many failed plans, long-term planning was not a priority. Today, many companies still prefer to plan as they go along and fix problems when they happen. The Chinese are completely different. They like to plan everything in advance and in detail.

**C Decide whether these statements about the article are true (T) or false (F). Correct the false ones.**

- 1 Brazil's biggest trading partner today is the US. *F (It's now China.)*
- 2 At Chinbra, students spend most of the time learning Mandarin.
- 3 Charles Tang thinks deals go wrong mainly because of language problems.
- 4 For the Chinese, being on time is very important.
- 5 Brazilians don't give a lot of importance to planning.

**D Work in pairs. Read the situation at the beginning of the article again (paragraph 1) and discuss these questions.**

- 1 What happened?
- 2 How do you think both sides felt about the situation?
- 3 For the next meeting with the Chinese, what could the Brazilians do differently?

**E Find words in the article with these meanings.**

- 1 planned (paragraph 1) *scheduled*
- 2 very important and needing attention (paragraph 3)
- 3 problems (paragraph 3)
- 4 to be unsuccessful (paragraph 4)
- 5 when there is not enough of something (paragraph 4)
- 6 the last possible date for doing something (paragraph 5)

**F Work in pairs. What practical advice would you give about studying or doing business in your country? Discuss two or three of these points.**

- appointments
- meetings/seminars
- giving gifts
- greetings
- planning and deadlines
- making friends

- We often use *could* to make a polite request.  
*Could I use your mobile phone, please?*  
*Could you send me a copy of the report, please?*
- We often use *would you like* to make an offer.  
*Would you like a brochure?*

→ page 155

**LANGUAGE FOCUS 2**  
**could/would****A These questions were asked on a plane journey. Decide whether they were asked by the flight attendant (F) or the passenger (P).**

- 1 Could I have another drink, please?
- 2 Would you like a newspaper?
- 3 Could you show me how to turn on the light, please?
- 4 Would you like another drink?
- 5 Could I have some mineral water, please?
- 6 Would you like coffee or tea?
- 7 Could you fasten your seat belt, please?
- 8 Could you help me find the movie channel, please?

**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 need a map of the city. (*have*) *Could I have a map of the city, please?*
- 2 You want to go to a good restaurant. (*recommend*)
- 3 You didn't hear that. (*say*)
- 4 You want a photocopy of a document. (*copy*)
- 5 You want your bill. (*have*)
- 6 You want a taxi. (*call*)

**D**  CD2.43 Listen to the requests in Exercise C to check.**E**  CD2.43 Listen again. How does the other person reply?

**F** Work in pairs. You are organising a visit to your company's factory. Take turns to make and reply to the requests on page 133.

- A: *Could I have last month's production figures?*  
 B: *Yes, I'll e-mail them to you this afternoon.*

**SKILLS**  
**Identifying problems and agreeing action**



**A** CD2.44 Louise, a project manager, is in a meeting with Tom, one of the project team leaders. They are talking about Paul, a foreign consultant hired by head office to work on the project. Listen to the conversation. Decide whether these statements are true (T) or false (F). Correct the false ones.

- 1 Tom does not have a good relationship with Paul.
- 2 Tom would like Paul to communicate more face to face.
- 3 Paul gets on well with the customers because of his knowledge.
- 4 Paul does not meet his colleagues very often after work.
- 5 Louise is going to have a meeting with all the team members first.

**B** CD2.44 Listen again and complete these extracts.

- L: What .....<sup>1</sup> is the problem?  
 T: You see, Paul's not very good at .....<sup>2</sup>.  
 T: Well, how can I put it? They respect him, he's got a lot of .....<sup>3</sup>.  
 L: Well, I think the .....<sup>4</sup> thing to do is for me to have a talk with him. I'll give him some good .....<sup>5</sup>.

Watch the meeting on the DVD-ROM.



**C** Work in pairs. Look at the audio script on page 166. Imagine you are the project manager. What advice are you going to give Paul? Make a list of three points.

**D** 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's not good at communicating.   |
| 3 The best thing to do | c) talk to him first.                |
| 4 OK. So you're going  | d) is to explain what his role is.   |

**E** Role-play this situation. Two managers in the same department have a problem with an employee, Ken Darby. They meet to discuss what to do.

- Student A: Turn to page 137.  
 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?

**STATING THE TOPIC**

- There's a problem with Paul.
- The problem is, we don't have a good relationship.

**SUGGESTING ACTION**

- We could meet the other members of the team.
- I think / don't think we should meet Paul every week.
- One thing we could do is talk to him.
- We should/shouldn't move him to another department.
- The best thing to do is explain his role to the team.

**RESPONDING TO SUGGESTIONS**

- I agree. We'll meet him as soon as possible.
- Fine. Let's talk to him.
- 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.

# The wind of change

11

## Case study

A manager wants to bring in new ideas and change the company culture

### Background

Kate Maskie is the new General Manager in an overseas branch of Far Eastern Traders, an international clothing company. She wants to bring the best new ideas from head office to the overseas branch.

Kate wants:	Overseas branch culture now
all staff to use first names.	Staff use family names.
all staff to dress casually at work.	Staff dress formally at all times.
to introduce a system of flexible working hours.	Working hours are fixed (9.00 a.m. to 5.00 p.m.).
to keep all meetings to 30 minutes only.	There are many long, formal meetings.
to introduce hot-desking* to the open-plan office.	Most staff have their own space in the open-plan office.
an 'open-door' policy, so staff can see a manager at any time.	Staff need an appointment to see any manager.

\* 'Hot-desking' is a system where you do not have your own desk in the office, but use any desk that is free.

 CD2.45 Listen to Kate Maskie as she talks to Stuart Adams, her manager at head office, about the problems. Discuss these questions.

- 1 Why does Kate want to change the culture in the branch office?
- 2 What problem will she face?
- 3 What will Kate do at the meeting?

### Task

Kate and Stuart meet some of the senior staff to discuss the ideas for a new company culture.

- 1 Work in groups of four and choose a role.

Kate Maskie: Turn to page 139.

Stuart Adams: Turn to page 140.

Director of Human Resources: Turn to page 141.

Finance Director: Turn to page 144.

- 2 Look at your role cards and prepare for the meeting.

- 3 Meet and discuss Kate's ideas. Decide what you will change and what you will keep the same.

### Writing

Write the action minutes of the meeting.

#### FAR EASTERN TRADERS

Subject: New ideas from head office    Date:

Participants:

Agenda item	Decision	Reason	Action	Name
1 Staff to use first names				
2 Staff to dress casually on Fridays only				

 Writing file page 128

# UNIT 12 Jobs

*'All jobs are easy to the person who doesn't have to do them.'*  
Holt's Law

## OVERVIEW

### VOCABULARY

Skills and abilities

### LANGUAGE FOCUS 1

Present perfect

### LISTENING

My ideal job

### READING

Professional networking sites

### LANGUAGE FOCUS 2

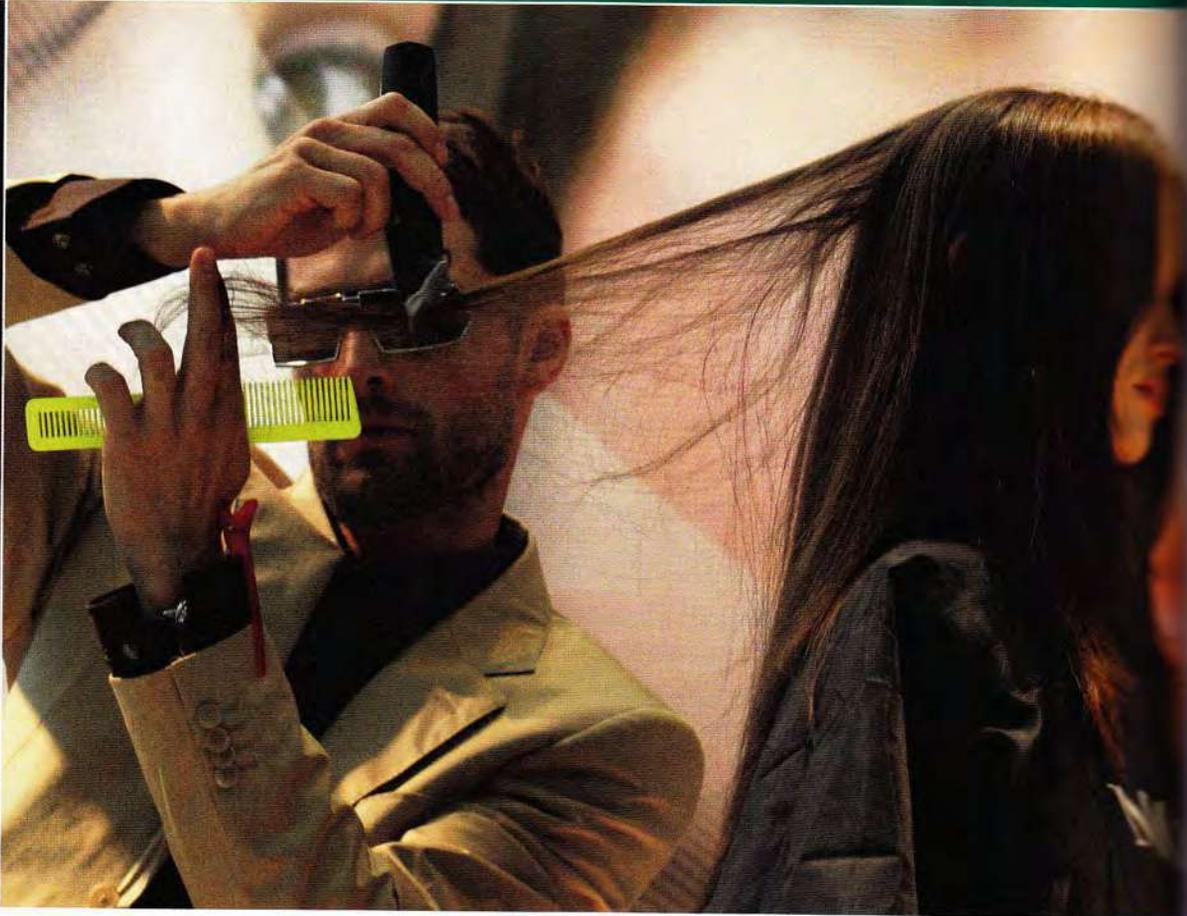
Past simple and present perfect

### SKILLS

Interview skills

### CASE STUDY

Nelson & Harper Inc



## 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
- professional footballer
- accountant
- fashion model
- postal worker
- firefighter
- teacher
- advertising executive
- air-traffic controller
- doctor
- banker
- architect
- sales assistant
- farmer

**B** Which jobs have the highest/lowest salaries in your country? Compare your ideas with a partner.

**C** Which of the following would you like (✓) or not like (X) in a job?

- |   |                                   |
|---|-----------------------------------|
| 1 a lot of telephone work                     | 7 using English at work           |
| 2 writing lots of reports                     | 8 sharing an office               |
| 3 working with the same people                | 9 casual dress                    |
| 4 working with a lot of different people      | 10 a lot of targets and deadlines |
| 5 working on your own                         | 11 travelling to other countries  |
| 6 working flexible hours (including weekends) | 12 a uniform                      |

**D** Which is more important to you, a high salary or a job you enjoy? Why?

## 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.

cope with   develop   improve   increase   lead   set up   train

## KARADA MODE PLC

### EUROPEAN MANAGER €95K + CAR

*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 <sup>1</sup> a team of 25. (*be in charge of*)
- .....<sup>2</sup> a new branch in Amsterdam. (*start*)
- .....<sup>3</sup> new staff. (*teach*)
- .....<sup>4</sup> sales in all markets. (*make more*)
- .....<sup>5</sup> new products. (*create*)
- .....<sup>6</sup> communication between our head office and local branches. (*make better*)
- .....<sup>7</sup> strict deadlines and work well under pressure. (*manage*)

**B** Complete the second part of the advertisement with the verbs from the box.

deal with   manage   motivate   organise   plan

#### THE PERSON

In your present job, you:

- .....<sup>1</sup> a large department in the clothing industry. (*control*)
- .....<sup>2</sup> budgets. (*think about the future*)
- .....<sup>3</sup> sales conferences and trade exhibitions. (*arrange*)
- .....<sup>4</sup> customers, suppliers and their problems. (*take action*)
- .....<sup>5</sup> employees and sales teams to get the best results. (*encourage*)

**C** Describe your role in your present or a past job. Use the verbs from Exercises A and B.

*In my present job, I lead a team of three.*

*In my last job, I trained staff to use the new IT system.*

See the DVD-ROM  
for the i-Glossary.



## LANGUAGE FOCUS 1

## Present perfect

- We use the present perfect to talk about situations that began in the past and continue in the present.  
*I **have worked** for IBM for five years. (And I'm still working here now.)*  
*They **have lived** in Barcelona for two years. (And they are still living there now.)*

- We often use the present perfect to talk about life experiences.  
*I **have had** three jobs since I left university.*  
*She **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.

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

- 1 I have given (*give*) two presentations this month.
- 2 I ..... (*not send*) any e-mails today.
- 3 He ..... (*change*) jobs recently.
- 4 Magda ..... (*be*) away on business all week.
- 5 They ..... (*not have*) any experience in negotiating.



**B** Match the job interview questions (1–5) to their answers (a–e).

- |   |   |
|---|---|
| 1 How many jobs have you had since leaving university?            | a) I now have more responsibility and I plan the sales strategy for the team.         |
| 2 Why have you changed jobs so often?                             | b) Well, I lead the sales team. I'm also chairperson of a local business association. |
| 3 What have you done that shows leadership?                       | c) I wanted to get experience of sales in different industries.                       |
| 4 In what ways has your job changed since you joined the company? | d) Well, the boss in my last company wasn't very easy to work with.                   |
| 5 Have you ever worked with a difficult person?                   | e) I've worked for six companies.   |

**C**  CD2.46 Now listen and check your answers.

**D** 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 software programs ..... (*you use*) recently?
- 3 What ..... (*you learn*) from your other jobs?
- 4 What sort of problems ..... (*you have*) to deal with?
- 5 What part of your job ..... (*you enjoy*) the most?
- 6 Which countries ..... (*you visit*) for work/study?

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

## LISTENING

## My ideal job



Liz Credé

Watch the interview on the DVD-ROM.



**A** CD2.47 Listen to the first part of an interview with Liz Credé, an organisation development consultant. In pairs, take notes on what she says about:

- 1 her current job
- 2 a job she had over 20 years ago.

Then compare your notes with your partner's.

**B** CD2.48 Listen to the second part of the interview and decide whether these statements are true (T) or false (F). Correct the false ones.

- 1 Her strengths come from her work as a CEO over the last 20 years.
- 2 She understands how organisations work by studying them closely.
- 3 She can see a situation from many different sides.
- 4 She finds it easy to make decisions.

**C** CD2.49 Listen to the final part of the interview. Complete these notes on the advice that Liz gives.

- Take the .....<sup>1</sup> that you are given and .....<sup>2</sup> as much as you can from them.
- Really .....<sup>3</sup> to those around you and pay .....<sup>4</sup> to what they are saying.
- Build .....<sup>5</sup> across the organisation.
- Ask a question that demonstrates you're really .....<sup>6</sup> in the company.

**D** In pairs, discuss these questions.

- 1 What are your strengths and weaknesses?
- 2 What kinds of people do you work well with?
- 3 What is your ideal job?

## READING

## Professional networking sites

**A** Ask and answer these questions in small groups.

- 1 Do you have a profile on a professional networking website such as LinkedIn? If so, which one? How do you use it?
- 2 Does your company/university have a profile on a professional networking website? If so, which one?
- 3 Discuss how a professional networking site can help individuals and companies / educational institutions.

*It can be useful for finding a job / getting new business.*

**B** Look at Helen Braoudakis's profile on a professional networking site on page 116. Put these headings in the correct place on the profile.

Recruitment professional Education Specialities  
Interests Work experience Professional summary



Home | Profile | Contacts | Groups | Jobs | Inbox 3 | Companies | News | More



## Helen Braoudakis

Recruitment professional<sup>1</sup>

Sydney, Australia

Current: **Graduate Recruitment Manager, Deloitte, Sydney**  
 Past: Graduate Recruitment Assistant, ADM Consulting, Sydney  
 Education: Macquarie University, Sydney: Master's in Human Resource Management  
 Recommendation: 10 people have recommended Helen  
 Connections: 150  
 Public profile: <http://au.teamplayers.com.helenbraoudakis>

.....<sup>2</sup>

I am a graduate recruitment specialist with a Master's in Human Resource Management. I have over four years' experience of recruiting in the management-consultancy industry. Recently, I have also taken responsibility for our summer internships. I enjoy the challenge of finding the best possible candidate for a position. I am able to communicate effectively at all levels. I also have excellent planning and organisational skills.

.....<sup>3</sup>

graduate recruitment, planning, project management, presenting, interviewing, internship management

.....<sup>4</sup>

### Graduate Recruitment Manager

Deloitte, Sydney  
 June 2010–now

- Developed new graduate recruitment strategy.
- Set up and ran summer internship programme for 60 candidates

### Graduate Recruitment Assistant

ADM Consulting, Sydney  
 March 2007–June 2010 (3 years 3 months)

- Planned and attended university recruitment events in Australia and SE Asia
- Arranged interviews (Skype, phone and face to face)

### Store Manager

Gemini, Melbourne  
 February 2003–January 2005 (1 year 10 months)

- Managed the day-to-day work of 30 staff, in two stores
- Responsible for all purchasing and stock control

.....<sup>5</sup>

- Macquarie University, Sydney, Master's in Human Resource Management 2006–2007
- University of Melbourne, Bachelor of Commerce 1999–2002

.....<sup>6</sup>

other cultures, teaching scuba diving, playing the guitar, cooking

**C** Decide whether these statements are true (T) or false (F). Correct the false ones.

- 1 Helen did her Master's in HRM in Melbourne.
- 2 She has worked for three different companies.
- 3 She has always worked in graduate recruitment.
- 4 She has good communication skills.
- 5 When she was at ADM Consulting, she was responsible for organising summer internships.
- 6 She doesn't have any experience outside Australia.

**D** Write a summary for a professional networking profile. Use the example summary above. Include information about your experience, qualifications, skills and personal qualities.

## LANGUAGE FOCUS 2

Past simple  
and present  
perfect

- We use the past simple to talk about completed actions that happened in the past.  
*In 1990, I **worked** in Mexico City for a year. (I now work in another place.)*  
*I **changed** my job last year.*
- We use the present perfect to talk about actions that began in the past and continue into the present.  
*He **has worked** in Berlin since 2006. (He still works there.)*  
*I've **lived** in Mexico City for the last two years. (I still live there.)*

→ page 156

- A** Read this profile about Martin Reed's career. Choose the past simple or the present perfect form of the verbs to complete it.



I think I *had / have had*<sup>1</sup> an interesting career. I *studied / have studied*<sup>2</sup> at Oxford University from 1997 to 2000. Then I *applied / have applied*<sup>3</sup> for jobs abroad. I *worked / have worked*<sup>4</sup> in Hong Kong for three years, and then I *came / have come*<sup>5</sup> to Japan in January 2004. I *have been / was*<sup>6</sup> here for more than eight years and I still love it. I'll never go back to the UK.

During my career, I *did / have done*<sup>7</sup> a number of different jobs, too. I *sold / have sold*<sup>8</sup> computer software in Hong Kong. I *taught / have taught*<sup>9</sup> English for my first year in Japan. Since then, I *ran / have run*<sup>10</sup> my own training company. It is very successful.

- B** Tick (✓) the expressions below that you can use to complete this sentence.

Mr Kato has been very busy ...

this week

for the last two weeks

last week

yesterday

since Monday

today

last month

recently

two weeks ago

- C** Work in pairs. Take turns to talk about:

- jobs you've had in your career
- projects you've worked on recently
- places you've visited in the last three years.

A: Tell me about the jobs you've had in your career.

B: I've had two jobs. When I was at university, I did a placement in an advertising agency. Then, after my degree, I got a job as a marketing assistant in Paris.

**SKILLS**

**Interview skills**



**A** Work in pairs. Decide which of these interview tips are more for interviewers, and which are more for candidates. Can you think of any other tips? Compare your ideas.

- 1 Be completely honest at all times.
- 2 Try to help the candidate to relax.
- 3 Always wear your best clothes.
- 4 Do not ask a lot of questions to which people can answer just *yes* or *no*.
- 5 Listen carefully and make a lot of notes.
- 6 Arrive half an hour early for the interview.
- 7 Ask a difficult question at the beginning of the interview.
- 8 Get an expensive haircut.

**B** Decide on the best two tips each for interviewers and for candidates.

**C**  CD2.50 Listen to part of an interview. Tiffany Martin is applying for a job as an overseas team leader in Germany. Answer these questions.

- 1 What is her opinion of the company she wants to work for?
- 2 What does she say about her language skills?
- 3 Who does she like to work with?
- 4 Where does she want to be in 10 years' time?

**D**  CD2.50 Look at the Useful language box below. Listen to the interview again and tick (✓) the expressions you hear.

**E** Role-play this situation. A director of a well-known group of travel agents, Go Anywhere, is looking for someone to manage the sales office in Tokyo, Japan.

Student A: See below.

Student B: Turn to page 144.

Watch the phone calls on the DVD-ROM.



**Student A**

**Director of Go Anywhere**

Use these prompts to find out information about the candidate.

- |                               |                                     |
|-------------------------------|-------------------------------------|
| 1 Did / find / office 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?          |

**USEFUL LANGUAGE**

**SKILLS**

What are you good at?

People say that I am good at ...

Do you have any special strengths?

My main skills are ...

**EXPERIENCE**

What did you learn from your last job?

I learned (how) to ...

What didn't you like about your last job?

Well, I had a problem with ...

**INTERESTS**

What do you do in your free time?

I really enjoy ...

What are your main interests?

I spend a lot of time ...

**FUTURE PLANS**

What do you want to do in the future?

My main aim is to ...

Where do you want to be in 10 years' time?

I plan to be ...  
I hope to have ...

# Nelson & Harper Inc.

An international business wants to recruit the best staff for its expansion

## Background

Nelson & Harper Inc. is a multinational company with a head office in Philadelphia, US. It provides consumer products in the areas of beauty, health and household care. It sells its products globally. In the next five years, it plans to increase its factories and sales offices all over the world. To do this, it needs to hire staff and train them for future management positions.

## Job opportunities with Nelson & Harper Inc. at head office and overseas

Nelson & Harper is recruiting candidates internationally in these parts of the company:

- Business administration
- Research and development
- Sales
- Purchasing
- Finance and accounting
- Marketing
- Human resources
- Manufacturing

If you decided to apply for a job at Nelson & Harper, which area(s) would interest you? Discuss your choice(s) with a partner.

 CD2.51 Listen to a director of Nelson & Harper. He is talking to the company's Vice-President of Human Resources. They are discussing the requirements for people who apply for a job with the company. Make notes under these headings:

- Personal qualities
- Experience
- Skills and abilities
- Interests

## Task

- 1 Work in pairs.**  
Student A: Turn to page 133.  
Student B: Turn to page 142.
- 2 Read your role card and prepare for the interview.**
- 3 Hold the interview.**
- 4 Interviewers: discuss the candidates.**  
What were their strengths and weaknesses?  
**Candidates: discuss the interviews.** Which questions were easy or difficult to answer?

## 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 128

# 4 Team working

**A** In small groups, discuss these questions.

- 1 Do you prefer to work on your own or with others?
- 2 Describe a good and bad personal experience of working in a team.

**B** Work in groups. In which of these countries do you think people prefer to usually work a) in groups? b) on their own?

China	Denmark	Finland	Greece
Indonesia	Italy	Japan	Malaysia
Norway	Portugal	Singapore	
South Korea	Spain	Sweden	

**C**  CD2.52 **An expert in cultural communication is talking about attitudes to team working in different cultures. Listen to the first part of her talk and decide whether these statements are true (T) or false (F). Correct the false ones.**

- 1 The speaker mentions Indonesia, Japan, South Korea, Malaysia, China, Denmark, Sweden and Norway.
- 2 Asian cultures usually like working towards individual targets.
- 3 You need to spend a lot of time on team-building activities with Asian teams.
- 4 The individual is not as important as the group in Asian teams.
- 5 Strong disagreement should be avoided.

**D**  CD2.53 **Listen to the second part of the talk and answer these questions.**

- 1 Which two groups does the speaker divide Europe into?
- 2 Which countries does the speaker mention in each group?
- 3 What sort of leaders do southern European teams need?
- 4 In northern Europe, how do team members like to work?
- 5 How is Finland different to other Scandinavian countries?

**E** In pairs, do Exercise B again.

**F** In pairs, write a short summary of the attitudes to team working in Asian, northern European and southern European countries for a colleague who missed the talk.

## Task

A Japanese advertising agency wants to increase its number of international clients. Three months ago, it hired two British staff. However, business is bad, and now the company can only keep one person. Read about the two people on page 121. In groups, discuss the strengths and weaknesses of each person. Decide who the company should keep.



**Name:**  
Martha Saunders

**Age:** 32

**Education:**  
Degree in economics and management, Oxford University

**Experience:**  
10 years in advertising with a Japanese company

**Comments from other team members:**

- Gets on well with everyone and has a good sense of humour.
- Spends a lot of time on building personal relationships with team members.
- Is sometimes not available for evening client entertainment.
- Does not prepare a lot for meetings and does not like writing detailed reports.
- Always patient at meetings and consults with everyone.
- Very popular with all Japanese team members, as she always puts the team first.



**Name:**  
Suzie Rose

**Age:** 36

**Education:**  
Degree in management studies, Cambridge University

**Experience:**  
seven years in advertising with one British and two Japanese companies

**Comments from other team members:**

- Very hard-working – works long hours preparing detailed reports.
- Very good at reporting and informing all team members.
- Likes to get agreement before formal meetings.
- Thinks meetings take too long; is impatient.
- Often tells jokes at formal meetings – some team members do not like this.
- Good at interacting with British clients and was able to win a big contract with a British company.



## VOCABULARY

## 10 Communication

Complete the text below using the words from the box.

blogs and wikis briefings channels download electronic  
face-to-face intranet post print upload workplace

At my company, we use various .....<sup>1</sup> of communication. Sometimes people talk about the 'paperless' office, but at my company, .....<sup>2</sup> communication – letters, notes and messages – are very important. But I think .....<sup>3</sup> communication – direct contact with other people in meetings, team meetings, forums, conferences and .....<sup>4</sup> – is probably the most important.

One form of communication we rarely use is .....<sup>5</sup> communication. We don't have any notice boards or signs around the office. Instead, we use .....<sup>6</sup> communication – mostly computers, for e-mail. And we actively use our company .....<sup>7</sup>, which has really helped to create an internal community. We often post profiles, write .....<sup>8</sup>, and participate in discussion forums. We use electronic message boards to .....<sup>9</sup> ideas and comments and we sometimes .....<sup>10</sup> images from our computers to discuss with other employees around the world. They may also be able to .....<sup>11</sup> information from the intranet to their computers.

TALKING ABOUT  
FUTURE PLANS;  
WILL

Correct each sentence by putting *to*, *will* (*'ll*) or a form of *to be* in the correct position.

- 1 You have a meeting now, so you can't phone Dimitri. But don't worry, I do it.
- 2 What Lance doing on Monday morning?
- 3 We meeting the legal team on Tuesday.
- 4 They're not going attend the conference.
- 5 Mr Shen and Mr Lee going to give a presentation together.
- 6 After we upgrade our network, computer security not be a problem.
- 7 OK, then. I write an e-mail to Jean-Luc.
- 8 We're going redesign our website next month.

## SKILLS

Match the responses (a–f) to the questions/statements (1–6).

- |  |   |
|--|---|
| 1 What time is good for you next Tuesday?                            | a) Yes, that's fine for me.                                     |
| 2 How about 10 o'clock on Tuesday?                                   | b) Sorry I didn't make it on time.<br>The traffic was very bad. |
| 3 I'm sorry I missed the meeting last Monday.<br>My flight was late. | c) I can make six o'clock.<br>We can have dinner together.      |
| 4 What's a good day for you?   | d) I'm sorry, I can't make Monday.                              |
| 5 Is next Monday morning OK for you?                                 | e) Don't worry, I'll tell you about it.                         |
| 6 Oh, you're here. Come in!  | f) Monday.  |

## 11 Cultures

### VOCABULARY

Complete the sentences below using the words from the box.

annual leave casual Fridays childcare flexitime formal informal  
job title part-time public holiday shift work social uniform

- 1 I don't wear business clothes to work at the end of the week, because we have ..... in my office.
- 2 In our factory, all the workers wear the company .....
- 3 The factory runs 24 hours a day. So for two weeks each month, some workers work at night. .... keeps the factory going, but some workers hate it.
- 4 We have ..... in my office, so I can choose to work from nine to five or from 10 to six.
- 5 Pietro's company gives him 14 days' .....
- 6 Raul has a ..... job as an accountant for a small marketing firm. He works 20 hours per week.
- 7 Next Monday is a ....., so the office will be closed.
- 8 When children are ill and off school, it can be difficult to arrange ....., so parents often have to miss a day of work.
- 9 My ..... is Marketing Director.
- 10 My office is ..... Everyone uses first names when they speak to each other.
- 11 When the CEO visits the office, we can't relax. We have ..... meetings, and everyone is very serious.
- 12 I enjoy ..... meetings with my colleagues outside of work. Sometimes we go out for a meal in the evening, or play golf at the weekend.

### COULD/WOULD, SHOULD/ SHOULDN'T

Choose the best words to complete these conversations.

A: *Could / Would*<sup>1</sup> I have a copy of the budget, please?

B: Sorry, Mr Cox said I *should / shouldn't*<sup>2</sup> give it to anyone.

C: *Would / Should*<sup>3</sup> you like some help?

D: Yes, please. *Should / Could*<sup>4</sup> you hold the door for me, please?

E: This report isn't complete. There *would / should*<sup>5</sup> be another section.

F: You *should / would*<sup>6</sup> ask Ping about it. He wrote it.

G: There aren't any taxis. What *should / could*<sup>7</sup> we do?

H: We *could / would*<sup>8</sup> phone Marcus and ask for a lift.

## WRITING

You are a manager at the head office of a company. One of your overseas branches has a lot of problems.

Write an e-mail (about 150 words) to Marcos Flores, the Branch Manager. Say what you think are the *three* biggest problems in the list below and suggest a solution to each of them.

## Problems identified

- People don't like wearing formal clothes to the office all the time.
- There are many long, informal meetings that take a lot of time.
- Employees who have children find the 8.30–5.30 working day very difficult.
- Staff don't like the new office manager.
- People spend a lot of time writing reports.
- Staff say it's difficult to talk to the manager (Marcos Flores) – they always have to phone or send e-mails.

## 12 Jobs

## VOCABULARY

Choose the best word to complete these sentences.

- 1 How can we *motivate / deal with* staff to work harder? What can we offer them?
- 2 Can you *cope with / organise* strict deadlines and a lot of pressure?
- 3 I have to *manage / train* new employees to use our software.
- 4 Jeremy helped to *develop / set up* a new branch office in Lisbon.
- 5 Mr Allegro is on the phone and he isn't happy. Can you *deal with / motivate* his complaint, please?
- 6 I'd like to *train / organise* a conference for early next year.
- 7 Alexi *sets up / manages* a team of about 40 people.
- 8 We have a basic idea in mind, but we really need to *develop / cope with* it.

## PAST SIMPLE AND PRESENT PERFECT

Complete this text with the correct form (past simple or present perfect) of the verb in brackets.

Nouf Al Sudais .....<sup>1</sup> (*study*) at the London School of Economics from 2004 to 2008. Then he .....<sup>2</sup> (*apply*) for jobs in London. He .....<sup>3</sup> (*get*) a job in a bank and has worked there since that time. Since last year, he .....<sup>4</sup> (*take*) several classes in finance at the LSE and he's now considering going back for a Master's degree.

Nouf is fluent in Arabic and English and he .....<sup>5</sup> (*study*) some French, too. He .....<sup>6</sup> (*always enjoy*) language study. He loves working in a job where he can use his languages.

Through his work, Nouf .....<sup>7</sup> (*meet*) people from all over the world. His office works closely with an office in Australia, so he .....<sup>8</sup> (*go*) to Australia about 10 times in the past two years. He .....<sup>9</sup> (*visit*) Japan and China on business, too.

Last year, Nouf's friend Jamal .....<sup>10</sup> (*ask*) Nouf to apply for a job at Jamal's company in Jeddah. But Nouf .....<sup>11</sup> (*not apply*). He likes his job in London, and he isn't ready to leave. He visits his family in Riyadh every year, and last year he .....<sup>12</sup> (*see*) them two or three times.

## SKILLS

## Put the words in the correct order to make questions.

- 1 you / at / What / good / are / ?
- 2 special / any / Do / skills / you / have / ?
- 3 job / What / your / did / last / you / from / learn / ?
- 4 about / like / you / your / didn't / last / What / job / ?
- 5 time / What / free / do / your / you / in / do / ?
- 6 your / What / main / are / interests / ?
- 7 in / want / do / to / What / the / you / future / do / ?
- 8 years' / be / want / do / to / you / Where / in / 10 / time / ?

## WRITING

Answer the questions in the Skills exercise above. Invent the answers if necessary.

## Cultures 4: Team working

## A Choose the best words to complete the text.

Most jobs require people to work in teams. If you do business internationally, it's good to understand basic cultural information about team work.

Research shows that East Asian cultures – Indonesia, Japan, South Korea, Malaysia, Singapore and China – tend to *like / dislike*<sup>1</sup> working in groups. It feels *awkward / natural and comfortable*<sup>2</sup> in these societies. They tend to put the group *after / before*<sup>3</sup> the individual.

But other cultures value *team work / the individual*<sup>4</sup>, too. Scandinavians – Danes, Norwegians and Swedes – are *not good / good*<sup>5</sup> team players. However, teams do not always work closely together in these cultures. Once team members are given a task, they usually want the freedom to complete it without too much control.

Finland, a neighbour of Norway and Sweden, *isn't / is*<sup>6</sup> the same as its neighbours. Finland's attitude to team work is more like some southern European countries, as Finns *rarely / often*<sup>7</sup> prefer to work on their own. In Portugal, Italy and Greece, teams *can often be / aren't usually*<sup>8</sup> individuals working on their own and reporting to a strong leader. They *work / don't work*<sup>9</sup> in close cooperation. In this case, team leaders *need to / don't need to*<sup>10</sup> give a clear focus and direction for each team member.

## B Based on the attitudes to team work described in Exercise A, choose the odd country out in each list.

- |             |       |           |
|-------------|-------|-----------|
| 1 Indonesia | Japan | Portugal  |
| 2 Malaysia  | Spain | Greece    |
| 3 Finland   | Italy | Indonesia |

# 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.

**From:** e.lee@bilder.com  
**To:** tobias.schmidt@schneemans.de  
**Subject:** Dinner invitation

Dear Mr Schmidt

I would like to invite you to dinner after your visit to our company next week if you have time. Our Managing Director, Alison McDermott, will also come.

I will book a table at an Italian restaurant, Via Venezia, for 8 p.m. on Tuesday evening. The restaurant is next to your hotel in Barchester Road.

I hope you can join us. Please can you let me know this week?

Best wishes  
Emily Lee

Emily Lee  
Head of PR  
Bilder Construction PLC  
Box 62  
London W1

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/TNX = thanks  
RUOK = Are you OK?  
FYI = for your information  
BTW = by the way  
ASAP = as soon as possible

**From:** e.lee@bilder.com  
**To:** s.carpenter@bilder.com  
**Subject:** Seminar contact

Hello Sally

I made an interesting contact at the seminar last week. Pablo Almeida is in charge of Research and Development at Rozlin Electronix in Seville. He is very interested in our new training software and wants you to contact him. Here is his e-mail address:

pablo.almeira@rozelex.com

Hope he's useful for you!  
CU  
Emily

## Telephone messages

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.

### 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 p.m.*

Action: *Call back if problems on 01699 720 7743*

Signed: *Frank Churchill*

## Product launch plans

### Product launch – ‘Flashy’ trainers

#### Slogan

- The slogan for the product will be ‘*Your feet will fly*’.

#### Advertising

- We will have 30-second TV ads in prime-time slots, starting on 25th May.
- There will be large posters on city-centre billboards.
- We will book full-page ads in sports/health magazines.

#### Endorsement

- We will offer Matt Hawkins, world-class sprinter and holder of the current world record, sponsorship in return for product endorsement.

#### Special events

- We will hold a champagne launch at the Olympic stadium (with the staff all wearing ‘Flashy’ trainers).
- There will be a ‘Flashy’ tour bus to go round schools.
- We will organise a competition linked to the London Marathon, with pairs of ‘Flashy’ trainers as prizes.

A plan can be written in list form with bullet points to make it easy to follow.

Use headings to group your ideas together.

Use *will* to say what your plans for the future are.

## Lists

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.

### 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 project team partner	7/4	

## Action minutes

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.

Subject: New office equipment  
 Date: 19th April 201–  
 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

## Letters

### 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.

*Tilly's Trinkets Ltd*

62 Wardour Street • London WC1

Ms Jing Peng  
 36 Hershams Road  
 Alton-on-Thames  
 Surrey  
 KT1 3JR

3rd May 201–

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 1st 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 enclosed contract 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

### 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.

Product descriptions for cosmetic products focus more on colour, smell or taste, and how you will feel when you use the product.

## 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

## 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, Starting up, Exercise G, page 7

### Student A

Spell the first names, surnames and e-mail addresses of these people for your partner.

- 1 Our Accounts Manager is Li Hai. That's L-I and then H-A-I. Her e-mail is l.hai2@GHN.cn.
- 2 Our new Sales Assistant is Ana Torres. That's A-N-A, and then Torres, T-O-double R-E-S. Her e-mail address is a.tor6@BTG.es
- 3 The Human Resources Manager is Tom Sims. That's T-O-M, and then Sims, S-I-M-S. His e-mail is t.sims@albets.co.uk

Now listen to your partner and write down the first names, surnames and e-mail addresses of three other people.

- 1 ..... 2 ..... 3 .....

## 3 Problems, Vocabulary, Exercise B, page 23

### Student A

1 Match the adjectives (1–8) to their opposites (a–h).

- |               |              |
|---------------|--------------|
| 1 long        | a) difficult |
| 2 heavy       | b) quiet     |
| 3 early       | c) boring    |
| 4 slow        | d) dangerous |
| 5 safe        | e) light     |
| 6 noisy       | f) late      |
| 7 easy        | g) fast      |
| 8 interesting | h) short     |

2 Your partner has the answers to Exercise 1. Ask him/her questions to check your answers.

*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.      |
|                 | right    |    | wrong.     |
|                 | cheap    |    | expensive. |
|                 | relaxing |    | stressful. |

## 5 Food and entertainment, Vocabulary, Exercise H, page 45

### Student A

You are in a restaurant with a visitor from your overseas office.

- Ask about / offer a starter.
- Recommend the Russian salad or soup.
- Ask about the main course.
- Explain *moussaka* (aubergine, tomato and lamb).
- Order the same.
- Agree to order dessert later.

**4 Travel, Vocabulary, Exercise E, page 37****Student A****1 Ask your partner for the missing information.**

*What is Mr Asafiev's flight number?*

**Visitor**

Name: ..... *Mr Asafiev* ..... Flight number: .....

Airport: ..... Terminal: .....

Gate number: ..... Take-off time: .....

Destination: ..... Arrival time: .....

Hotel: .....

**2 Give your partner the information he/she needs.**

Mrs Bendhiba is booked on flight TAY616, from London Heathrow Terminal 4, gate 23. Take-off is at 08:40. She arrives in Berlin at 11:25. She is staying at the Metropole Hotel.

**3 Check the information with your partner.****6 Buying and selling, Skills, Exercise C, page 58****Student A**

You are the Store Manager of a lighting equipment store. You are at a trade fair and you want to buy some table lamps for your store.

Use these prompts to prepare your questions. Ask the manufacturer about:

- the most popular model (*What / your / most popular model?*)
- the target market (*What / your target market?*)
- the features (*What / special features / have?*)
- its weight and measurements (*How much / weigh? How tall / the lamp?*)
- the colours (*What colours / come in?*)
- the cost (*How much / cost?*)
- the delivery (*When / deliver / the lamp?*)

If you like the product, say how many lamps you want to order.

**7 People, Skills, Exercise E, page 72****Student A****Office worker**

You work for a car-hire company near an airport. You want to come to work at 9.30 a.m. instead of 9.00 a.m. because:

- you have to take your son to school before you begin work. Your partner goes to work early in the morning.
- your new house is further from the airport. You drive to work, but the traffic is bad.
- you are doing an extra part-time job in the evening. You get to bed very late.

**8 Advertising, Starting up, Exercise A, page 74**

1 c   2 a   3 b   4 c   5 b   6 a   7 b   8 b   9 b

**9 Companies, Starting up, Exercise A, page 82**

1 b   2 b (It's Italian.)   3 a   4 b   5 a (over 2 million)

6 a (398,000m<sup>2</sup> in Everett, Washington)   7 b   8 c (It's based in Redmond, Washington.)

9 b (21.5 million units)   10 c (for the 4th year running in 2011)

## 1 Introductions, Vocabulary, Exercise C, page 8

### Student A

Ask about:

- 1 McDonald's
- 3 Ikea
- 5 Prada
- 7 Michelin
- 9 Telcel
- 11 Petrobras

Answer Student B's questions about:

- 2 Samsung – Korean
- 4 Zara – Spanish
- 6 Gazprom – Russian
- 8 Mercedes – German
- 10 Tata Group – Indian
- 12 Tesco – British

## 3 Problems, Language focus 1, Exercise C, page 25

### Student A

- 1 You start work at 7.30 a.m.
- 2 You finish work at 4.30 a.m.
- 3 You work in Frankfurt.
- 4 You report to the Financial Director.
- 5 You never work at the weekend.

## 4 Travel, Skills, Exercise C, page 42

### Student A

You are a business traveller. You phone Big Bird Airways to book tickets for yourself and a colleague.

- Give your name. Ask for two premium economy tickets to New York on 4th June, returning on 9th June.
- Ask the price.
- Ask if there is a pick-up service and car hire.
- Give your credit-card details:  
American Express number: 3871 2239 1026 8892  
Expiry date: 08/15 Security number: 445

## 5 Food and entertaining, Case study, Task, page 51

### Student A

#### Customer: Tiffany (American)

She prefers:

- hot, spicy food
- quiet restaurants, no music
- restaurants in the centre.

She does not like:

- seafood
- travelling a long distance by car.

If there is no spicy food, she sometimes orders a meat dish.

## 6 Buying and selling, Case study, Task, page 59

### Student A

#### RC1 SPACESHIP TOY

*Manufacturer:* Toys Unlimited

*Product description:* a radio-controlled spaceship, made of plastic and steel; goes backwards and forwards; can turn 360 degrees.

*Price:* \$40

*Target market:* children aged 3+

*Colours:* blue and green

*Selling points:* Press a button and the front rises; hand control easy to use.

*Discounts:* 5% for new customer, 3% for early payment

## 8 Advertising, Skills, Exercise D, page 80

### Student A

You start the meeting with a suggested name for the biscuits.

**Name:** Classic Taste

**Price:** €3

**Promotion:** Advertise in top-class magazines and quality newspapers

## 9 Companies, Case study, Task, page 89

### Student A

**Position:** Advertising Manager, Omnia Supermarkets  
Head office: Paris, France

**Duties:**

- plan advertising campaign
- prepare budgets
- lead and motivate staff

**Company profile:** A group of supermarkets and convenience stores in France; sells food, household products and furniture

**Employees:** Approximately 1,500

**Turnover:** €220 million

**Profit:** €18.4 million

**Competitors:** Carrefour, Auchamp, other supermarket chains

**Plans:**

- to build more convenience stores
- to sell more 'own label' products

## 11 Cultures, Language focus 2, Exercise F, page 110

### Requests

You want:

last month's production figures  
a meeting with the Quality Manager  
a copy of the quality report  
a hotel near the company  
the agenda for your visit

### Replies

Yes – e-mail them this p.m.  
No – away on holiday  
No – not ready yet  
Yes – book a room at ...  
Yes – send it later today

## 12 Jobs, Case study, Task, page 119

### Student A

#### Vice-President of Human Resources

It is your task to interview the candidate, then decide if you wish to hire him/her.

#### 1 Ask questions about the candidate:

- What area of the company he/she is interested in
- What position he/she is applying for
- Why he/she wants a job with your company
- What his/her personal qualities are
- What his/her skills and abilities are
- What qualifications he/she has
- What work experience he/she has
- What his/her interests are

#### 2 Ask any other questions you want to.

#### 3 Ask the candidate if he/she has any questions.

#### Benefits

You can offer:

- a competitive salary for all positions
- three weeks' annual leave
- a company car (for management positions)
- health insurance

**1 Introductions, Skills, Exercise D, page 12**

**Student A**

Fill in the missing information. Add any other information you wish. Then develop a conversation with your partner.

Your name: .....

Where you are from: .....

Your position: *Business Manager, JC Electronics.*

Reason for your visit: *to meet important customers of your company*

How your business is doing: *very well – many new customers*

Weather in your country: .....

Where you are staying: *Empire Hotel*

What the hotel is like: *small rooms, but comfortable bed; big television; good service*

Say goodbye.

**5 Food and entertaining, Skills, Exercise E, page 49**

**Manager A**

- You suggest a football match and meal in an expensive international restaurant because everyone likes football and international food.
- You think the Grand Theatre and casino is a bad idea because there is not enough chance to talk. The casino is good for later in the evening.
- You think the local restaurant and cabaret/dancing show is a bad idea; the cabaret/dancing show is OK, but the local restaurant is too cheap.

**9 Companies, Reading, Exercise E, page 86**

**Student A**

Read about Gamesa's progress in Brazil and complete the notes below.

## Gamesa in Brazil



**Progress in 2010**

Following a decision to enter the Brazilian market, Gamesa set up a subsidiary in São Paulo in early 2010. Just six months later, in July 2010, it opened its first manufacturing plant in Brazil. The plant is in Camaçari in the north-east of Bahia and employs 100 people. It took six months to build, at a cost of \$32 million.

**Current developments**

Gamesa plans to buy 60% of the components for the wind turbines locally. Currently, the company is developing its network of local suppliers. With strong orders for the coming year, Gamesa is already expanding the Camaçari plant and plans to recruit more workers. It is planning to use Brazil as a base for developing business in the neighbouring countries of Argentina, Chile and Uruguay.

**Notes**

**Progress in Brazil**

**Key events**

- *early 2010 – set up a subsidiary*
- 

**Current projects**

- *developing a network of local suppliers*
- 
-

## 2 Work and leisure, Case study, Task, page 21

**Student B**

Choose one of these roles.

**Role card 1****Receptionist**

**Your job:** Receive visitors; answer phone calls; book meeting rooms

**Hours:** 8 a.m.–5 p.m. Monday to Friday. You sometimes work on Saturdays.

**Breaks:** One 15-minute break in the morning

**Lunch:** 1 p.m.–2 p.m. You never go out for lunch because the restaurants in the area are very expensive.

**Feelings about job:**

You are *not* happy.

- The reception desk is always very busy, so the work is tiring and stressful.
- You have a two-year-old daughter. You take her to a childminder every morning before you go to work. The childminding is very expensive.
- You want more flexible hours, longer breaks, a restaurant and a free day-care centre in the company.

**Role card 2****Website developer**

**Your job:** Build software programs; design web pages, graphics and images; advise clients how to improve their software

**Hours:** 8 a.m.–5 p.m., but often later and at the weekend

**Breaks:** No regular breaks

**Lunch:** You usually have a sandwich at your desk.

**Feelings about job:**

You enjoy the job. You like your colleagues, but you do not like your boss because he:

- does not give you clear goals
- tries to tell you how to do your job
- asks you to give him reports each day about your work.

**Role card 3****Writer**

**Your job:** Write creative, original content for company websites; research topics on the Internet

**Hours:** 9 a.m.–5 p.m., often later

**Breaks:** No regular breaks

**Lunch:** Flexible times

**Feelings about job:**

You are very unhappy because you:

- are always under pressure and stressed. The company needs more content writers.
- want to spend two days a week working at home. The owners won't let you do this.
- want the company to provide free private health care.

**Role card 4****Graphic designer**

**Your job:** Meet clients to discuss what they want; produce new ideas for clients and help them to improve their website design

**Hours:** No fixed times, but always very long hours

**Breaks:** No fixed times

**Lunch:** You always have lunch at your desk. Usually fast food / a takeaway meal.

**Feelings about job:**

You want to leave the company because:

- the owners do not listen to you when the website developers and designers discuss new projects.
- the owners get angry if you have a hospital or dental appointment, or when you are late because you take the children to school.
- some of the younger designers need training, but the owners do not want to send them on training courses.

**1 Introductions, Starting up, Exercise G, page 7****Student B**

Listen to your partner and write down the first names, surnames and e-mail addresses of three people.

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

Now spell the first names, surnames and e-mail addresses 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. Her e-mail is karpyn@VLK.pl
- 2 Our Marketing Manager is Kaori Monchi. That's K-A-O-R-I, and then Monchi M-O-N-C-H-I. Her e-mail is k.mon23@ILG.jp
- 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. Her e-mail is l.mehrzad@petco.sa

**4 Travel, Skills, Exercise C, page 42****Student B**

You are a reservations executive at Big Bird Airways. A customer phones to buy tickets.

- Answer the phone and give the name of the company.
- Check if booking is for business or economy class.
- Ticket prices: economy £550, premium economy £770, business £999
- Pick-up service: no  
Car hire: yes
- Ask for credit-card details.

**5 Food and entertaining, Skills, Exercise E, page 49****Manager B**

- You suggest a local restaurant and cabaret/dancing show because it is good for visitors to try local food and the cabaret/dancing show is exciting to watch.
- You think the football match is a bad idea because some of the visitors are women. You think the international restaurant is too expensive.
- You think the casino is a bad idea because not everyone likes to gamble. The Grand Theatre is good for early in the evening. The play is interesting.

**6 Buying and selling, Skills, Exercise C, page 58****Student B**

You are a salesperson for a lighting equipment manufacturer. You are at a trade fair and a Store Manager is asking you about one of your lights. Read the description of the light and answer the Store Manager's questions. Add any other details you wish.

- Your most popular model: AC50
- Target market: students, musicians
- Features: bends in all directions, long-lasting batteries and bulbs
- Weight: 4.5kg
- Measurements: 65cm high x 35cm wide
- Colours: black, blue, brown
- Price: 48 euros
- Delivery: within three days

**Working across cultures 2, Exercise A, page 60**

1 Germany    2 the US    3 China

### 3 Problems, Vocabulary, Exercise B, page 23

#### Student B

##### 1 Match the adjectives (1–8) to their opposites (a–h).

- |            |              |
|------------|--------------|
| 1 big      | a) wide      |
| 2 hot      | b) wrong     |
| 3 narrow   | c) hard      |
| 4 high     | d) stressful |
| 5 soft     | e) cold      |
| 6 right    | f) low       |
| 7 cheap    | g) expensive |
| 8 relaxing | h) small     |

##### 2 Now answer your partner's questions.

- The opposite of long is short.
- heavy light.
- early late.
- slow fast.
- safe dangerous.
- noisy quiet.
- easy difficult.
- interesting boring.

##### 3 Your partner has the answers to Exercise 1. Ask him/her questions to check your answers.

*What's the opposite of 'big'?*

### 4 Travel, Language focus 1, Exercise G, page 39

#### Student B

##### Part 1

A visitor from head office (Student A) contacts you about a visit. Use the notes to answer his/her questions.

A: *Can I rent a car at the airport?*

B: *No, you can't. It's a very small airport.*

- No, .... It's too far. You need to take a taxi.
- No, .... It's a very small airport.
- Yes, .... We have Wi-Fi.
- Yes, ...., but the exchange rate is not good.

##### Part 2

You plan to visit one of your company's overseas offices for a week. Student A works there. Ask him/her for this information.

- use a computer?  
*Can I use a computer?*
- get lunch in the canteen?
- meet you on Monday at 8 a.m.?
- visit some customers on Tuesday?

### 11 Cultures, Skills, Exercise E, page 110

#### Student A

##### Manager 1

- You think Ken is not happy working in your country.
  - He doesn't understand the culture.
  - He isn't interested in learning the country's language or its customs.
  - He's often late for work and for meetings.
  - He doesn't shake hands with other staff at the beginning of the day, but everyone else does.
  - He uses first names with everyone, with senior managers too. No one else does that.
- You think it's best if he moves to a different department or leaves the company.

Try to agree on a solution with Manager 2.

**1 Introductions, Vocabulary, Exercise C, page 8**

**Student B**

Ask about:

- 2 Samsung
- 4 Zara
- 6 Gazprom
- 8 Mercedes
- 10 Tata Group
- 12 Tesco

Answer Student A's questions about:

- 1 McDonald's – American
- 3 Ikea – Swedish
- 5 Prada – Italian
- 7 Michelin – French
- 9 Telcel- Mexican
- 11 Petrobras – Brazilian

**3 Problems, Case study, Task, page 29**

**Student B**

**Manager at High-Style Business Rentals**

You receive a telephone call from an unhappy guest.

- Listen to the guest.
- Say you are sorry about the problems.
- Offer him/her a bigger apartment (price: \$10 more per day).
- Offer him/her a lower internet price (\$6 an hour).

Information: You have more furniture for guests in your building.  
You will get some new televisions next week.

**4 Travel, Vocabulary, Exercise E, page 37**

**Student B**

**1 Give your partner the information he/she needs.**

Mr Asafiev is booked on flight IB231 from New York JFK, Terminal 2, gate 14.  
Take-off is at 07:35. He arrives in Madrid at 15:25. He is staying at the Hilton Hotel.

**2 Ask your partner for the missing information.**

*What is Mrs Bendhiba's flight number?*

**Visitor**

Name: ..... *Mrs Bendhiba* ..... Flight number: .....

Airport: ..... Terminal: .....

Gate number: ..... Take-off time: .....

Destination: ..... Arrival time: .....

Hotel: .....

**3 Check the information with your partner.**

**6 Buying and selling, Case study, Task, page 59**

**Student B**

**ROBOT 'MEMEME' TOY**

Manufacturer: WCTV Enterprises

Product description: a small battery-operated robot; made of plastic and rubber; wears big rubber boots; talks in a funny voice, always about itself; based on a character in a TV programme.

Price: \$30

Target market: children aged 5+

Colours: red and yellow

Selling points: Can sing five songs; goes fast backwards.

Discount: 6% for new customers

#### 4 Travel, Language focus 2, Exercise C, page 41

##### Student B

###### Part 1

Student A has a new job abroad. You live in that country. Use these notes to answer his/her questions.

A: *Is there an international school?*

B: *Yes. There's a very good American school.*

- Yes... some, but... more apartments.
- Yes... very good American school.
- Yes, ... and it's very cheap.
- No, but ... lots of small shops and a market every day.

###### Part 2

You have a new job abroad. Student A lives there. Ask him/her about these points.

- good restaurants  
*Are there any good restaurants?*
- tennis courts
- swimming pool
- cinemas

#### 5 Food and entertaining, Case study, Task, page 51

##### Student B

###### Customer: Hanna (German)

She prefers:

- vegetarian dishes
- lively restaurants with music
- delicious desserts.

She does not like:

- meat or seafood dishes
- expensive restaurants.

#### 7 People, Skills, Exercise E, page 72

##### Student B

###### Manager

You work for a car-hire company near the airport. You do not want the office worker to start at 9.30 a.m. because:

- many people come to the company early in the morning to hire a car. It's a very busy time.
- other employees will want to work later if you let this worker start at 9.30 a.m.
- you think the worker is lazy. He/She just doesn't want to get up early in the morning.

#### 8 Advertising, Skills, Exercise D, page 80

##### Student B

You disagree with Student A's suggestions.

**Name:** Take-a-break

**Price:** €1.2

**Promotion:** Advertise on radio and TV and in cinemas

#### 11 Cultures, Case study, Task, page 111

##### Kate Maskie

You want to introduce all the new ideas. You think the:

- image of the overseas branch is not good.
- branch will lose customers if it doesn't change.
- staff will enjoy a more relaxed, informal atmosphere.
- staff will be more motivated and will work better as a team.
- branch office will keep more staff if the working hours are flexible.

**1 Introductions, Skills, Exercise D, page 12**

**Student B**

Fill in the missing information. Add any other information you wish.  
Then develop a conversation with your partner.

Your name: .....

Where you are from: .....

Your position: *Marketing Director, Universal Travel*

Reason for your visit: *to visit tourist offices and get information about tourist attractions*

How your business is doing: *not very well at the moment – too many competitors*

Weather in your country: .....

Where you are staying: *Eastern Hotel*

What the hotel is like: *good value for money; big room; large bed, armchair and desk; lots of lights*

Say goodbye.

**4 Travel, Case study, page 43**

**Meeting rooms and seminar rooms**

The Conference Centre has three meeting rooms and four seminar rooms.

**The meeting rooms**

- **Rossini**
  - Seating capacity: 100
  - Video conferencing, large screen (5m x 4m), no direct access to the terrace and garden, technical support at all times
- **Puccini**
  - Seating capacity: 75
  - Video conferencing, projector + screen (4.5m x 4m), direct access to the terrace and garden
- **Verdi**
  - Seating capacity: 50
  - Film projector and screen (4m x 3.5m), six laptops (\$20 a day), technical support

**5 Food and entertaining, Vocabulary, Exercise H, page 45**

**Student B**

You are in a restaurant with a colleague from your head office.

- Say yes. Ask about a recommendation.
- Choose Russian salad or soup.
- Ask for help. You don't know what *moussaka* is.
- Choose moussaka.
- Suggest ordering dessert and coffee later.

**11 Cultures, Case study, Task, page 111**

**Stuart Adams**

You are against all the changes. You think:

- the staff prefer a formal style of management.
- a flexitime system will be difficult to organise.
- hot-desking will not be popular. Staff prefer to have their own desk.
- long meetings are good for team-building and decision-making.
- junior staff will feel uncomfortable with an 'open-door' policy. It is unusual in their culture.

## 5 Food and entertaining, Case study, Task, page 51

### Student C

#### Customer: Takashi (Japanese)

He prefers:

- high-quality seafood and delicious desserts
- quiet restaurants with relaxed atmosphere
- beautiful restaurants with soft music.

He does not like:

- hot, spicy food
- long trips by car.

## 9 Companies, Reading, Exercise E, page 86

### Student B

Read about Gamesa's progress in India and complete the notes below.

## Gamesa in India



#### Progress in 2010

In early 2010, Gamesa decided to enter the Indian market by setting up a subsidiary. Soon after, in February 2010, the company started production at its first manufacturing plant, near the city of Chennai in south-east India. The plant has a workforce of 100. The following month, as part of its strategy for developing the Indian market, it opened a technology centre, also near Chennai.

#### Current developments

The technology centre employs 45 engineers. Currently they are working with local suppliers to improve quality. The centre is also setting up research projects with universities. Business is growing fast, and Gamesa has large orders in India and also in the neighbouring country of Sri Lanka. As a result, the company is expanding its production capacity and is building new plants in the northern state of Gujarat and in Tamil Nadu in the south of India.

#### Notes

##### Progress in India

##### Key events

- *early 2010 – set up a subsidiary*
- 
- 

#### Current projects

- *technology centre working with local suppliers to improve quality*
- 
- 

## 11 Cultures, Case study, Task, page 111

### Director of Human Resources

You like some of Kate's proposals but not all of them. You think:

- shorter meetings are a good idea.
- a more relaxed, informal style will help the company's image.
- hot-desking will be good because it reduces office costs.

You do not want to introduce any other changes during the next year.

**9 Companies, Case study, Task, page 89**

**Student B**

Position: Production Manager, Miriam Palmer Health Care  
Head office: Munich, Germany

Duties:
 

- to manage and control production
- to check product quality
- to supervise and motivate the factory workers

Company profile: makes beauty and skin-care products; sells its products in 25 countries

Employees: 2,500

Turnover: US\$85 million

Profit: US\$10.2 million

Competitors: L'Oréal, Henkel

Plans:
 

- to set up factories in Africa
- to launch a new hair shampoo in the US

**11 Cultures, Skills, Exercise E, page 110**

**Student B**

**Manager 2**

- You think Ken has a problem but you're not sure what it is.
- You like him.
- He is good at his job and helpful to colleagues.
- He often does overtime in the evenings, but he doesn't socialise with colleagues or attend social events organised by the company.
- You want to keep Ken in the company and you are happy for him to stay in your department.

Try to agree on a solution with Manager 1.

**12 Jobs, Case study, Task, page 119**

**Student B**

**Candidate**

It is your task to answer the questions of the Vice-President of Human Resources and to persuade him/her to hire you. There are positions available in all the areas listed, both at head office and overseas. You can join the company as a trainee, junior executive or manager. You may use information from your own life or invent your profile.

**Preparing for the interview**

Think about:

- the area of the company you wish to work in
- the position you would like to have
- why you want a job with Nelson & Harper
- your personal qualities
- your skills and abilities
- your qualifications
- your work experience
- your interests.

Think also of questions you wish to ask the interviewer, for example, what the salary is, how many weeks' annual leave, etc.

**5 Food and entertaining, Case study, Task, page 51**

**Student D**

**Customer: Nigel (English)**

He prefers:

- vegetarian dishes
- lively restaurants with a lot of customers
- friendly waiters and fast service.

He does not like:

- spicy food or meat dishes
- expensive restaurants that are not value for money.

## 5 Food and entertaining, Skills, Exercise E, page 49

### Manager C

- You suggest the Grand Theatre and a casino because the play at the theatre is very good and the casino is very fashionable.
- You think the local restaurant and cabaret/dancing show is a bad idea because the cabaret/dancing show is too noisy. The local restaurant is fun, but the food is not good quality.
- You think the football match and international restaurant is a bad idea because the international restaurant is not interesting for the visitors. The football match is good for the afternoon, but the weather may be cold and wet.

## 6 Buying and selling, Case study, Task, page 59

### Student C

#### SKATEBOARD 'INSIDE TRACK'

*Manufacturer:* Elite Sports Goods

*Product description:* a two-wheel skateboard; very fast, doesn't make much noise; best-selling skateboard in China and Brazil

*Price:* \$60

*Target market:* skateboarders aged 15+

*Colours:* eight bright colours

*Selling points:* Skateboards have colourful designs by a famous artist; Jeff Rollins, skateboard champion, advertises the product

*Discount:* 15% for orders over 3,000 items

## 8 Advertising, Skills, Exercise D, page 80

### Student C

You like Student A's name and you agree with Student B's price, but you disagree with their promotion ideas.

**Name:** Classic Taste

**Price:** €1.2

**Promotion:** Advertise on posters and websites popular with the target market (young professional people)

## 9 Companies, Case study, Task, page 89

### Student C

**Position:** Conservation Officer, The Forest Life Trust  
Headquarters: Vancouver, Canada

**Duties:**

- to raise money for wildlife projects
- to persuade government officials to protect wildlife in their country

**Company profile:** A non-profit organisation to protect all wildlife; it has thousands of members and supporters worldwide.

**Employees:** 10 full-time employees at Head Office; many unpaid workers

**Turnover:** US\$12.6 million

**Profit:** Non-profit organisation

**Competitors:** other wildlife organisations

**Plans:**

- to organise a worldwide campaign to protect large animals
- to contact famous people to appear in an advertising campaign for the Trust

**11 Cultures, Case study, Task, page 111**

**Finance Director**

You like some of Kate's proposals, but not all of them. You think:

- a flexitime system will be popular with staff.
- staff should dress casually at work.
- an 'open-door' policy is an excellent idea.

You do not want to introduce any other changes during the next year.

**12 Jobs, Skills, Exercise E, page 118**

**Student B**

**Candidate for the job of Sales Manager, Tokyo office**

Use these prompts to answer the Director's questions.

- 1 Yes / came by taxi
- 2 like working with people / interested in Japanese culture
- 3 good with numbers / speak Japanese fluently
- 4 stay calm at all times / Lot of pressure / previous job / no problem
- 5 how to deal with customers / work well in a team
- 6 long hours / lot of unpaid overtime / long journey to work
- 7 cycling, watching baseball
- 8 company benefits? / free parking?

**3 Problems, Language focus 1, Exercise C, page 25**

**Student B**

- |                                |  |
|--------------------------------|--|
| 1 You start work at 9.30 a.m.  | 4 You report to the Customer Care Manager. |
| 2 You finish work at 7.00 p.m. | 5 You work on Saturday mornings.           |
| 3 You work in London.          |  |

**Working across cultures 1, Exercise B, page 30**

- 1 c   2 a   3 d   4 b   5 c   6 b   7 d   8 b   9 d

# 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

<b>What</b>	's	your job?
	are	their names?
<b>Who</b>	's	your boss?
	are	they?
<b>Where</b>	's	my case?
	are	the files?

## 2 Present simple; adverbs and expressions of frequency

### Present simple

#### Form

+	I/You/We/They <b>work</b> . He/She/It <b>works</b> .
-	I/You/We/They <b>don't work</b> . He/She/It <b>doesn't work</b> .
?	<b>Do</b> I/you/we/they <b>work</b> ? <b>Does</b> he/she/it <b>work</b> ?

#### 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*; *some* and *any*

#### Present simple: negatives and questions

##### Points to remember

- In questions, the -s is on the auxiliary verb, not the main verb.  
*Does he drink coffee?* (NOT ~~Does he drinks coffee?~~)
- We do not use the full verb in a short answer.  
*'Do you like meeting customers?' 'Yes, I do.'* (NOT ~~Yes, I like.~~)
- 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, -ss, -x or -z, the ending becomes -es.  
*He finishes every day at six.*  
*She faxes the invoice to us.*

#### *have*

##### Form

+	I/You/We/They <b>have</b> He/She/It <b>has</b>	a German car. a CD player.
-	I/You/We/They <b>haven't</b> (= <b>have not</b> ) / <b>don't</b> (= <b>do not</b> ) <b>have</b> He/She/It <b>hasn't</b> (= <b>has not</b> ) / <b>doesn't</b> (= <b>does not</b> ) <b>have</b>	the time. a good printer.
?	<b>Do</b> I/you/we/they <b>have</b> <b>Does</b> he/she/it <b>have</b>	a ticket? a reference number?

##### Uses

- We use *have/has* to indicate possession.  
*She has a fast car.*
- We also use *have/has* to talk about plans.  
*I have a meeting this Tuesday, but I'm free on Wednesday.*
- In British English, we use *have got* in the same way.  
*He's got a job interview next week.*

#### *Some* and *any*

- Some* and *any* are used with plural nouns when the quantity is not specified.
- If the sentence is positive, we use *some*.  
*There are some deliveries due in today.*
- If the sentence is negative, we use *any*.  
*There aren't any deliveries due in today.*
- If the sentence is a question, we use *any*.  
*Are there any deliveries due in today?*

**4 can/can't; there is / there are****can/can't****Form**

+	I/You/He/She/It/We/They <b>can</b>	go.
-	I/You/He/She/It/We/They <b>can't (= cannot)</b>	go.
?	<b>Can</b> 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 (not) 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 not* 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 <b>some</b> machines.	We need <b>some</b> equipment.
-	There aren't <b>any</b> restaurants.	There isn't <b>any</b> food.
?	Would you like <b>some</b> carrots? Do you have <b>any</b> coins?	Would you like <b>some</b> spaghetti? Do you have <b>any</b> 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

- Countable nouns include individual things, people and places and have a plural.

*a computer*    *some computers*

*a secretary*    *two secretaries*

*a restaurant*    *good restaurants*

- 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~~)

#### *many, much and a lot of*

- 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*.

- We do not normally use *much* in positive statements.

*They've got **a lot of** money.* (NOT ~~much money~~)

- We use *many* with plural countable nouns in questions and negative sentences.

*Do you have **many** visitors?*

*There aren't **many** vegetarian restaurants.*

- We use *much* with uncountable nouns in questions and negative sentences.

*Do you do **much** advertising?*

*I don't have **much** time.*

- 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?*

## 6 Past simple; 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 <b>worked</b> at home yesterday.</i>
Ends in <i>-e</i> (e.g. <i>decide</i> )	+ <i>-d</i>	<i>He <b>decided</b> 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 <b>studied</b> law at university.</i>
Ends with a consonant + vowel + consonant (e.g. <i>stop</i> )	double the final consonant + <i>-ed</i>	<i>They <b>stopped</b> smoking two years ago.</i>

But if the final consonant is in an unstressed syllable, we do not double it (e.g. *develop* → *developed*; *market* → *marketed*).

##### 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, page 157.)

#### 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.*

- past state that is now finished.

*I **lived** in Italy in 1999.*

*We **had** an agent in Asia at that time.*

- 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.

<i>in</i>	{	+ month	<i>in April</i>
		+ year	<i>in 2002</i>
		+ decade	<i>in the 1990s</i>
		+ century	<i>in the 20th century</i>
<i>on</i>		+ day/date	<i>on Monday 2nd February</i>

*He first **set up** in business **in 1999**.*

***The 1960s were** relatively prosperous.*

*We **signed** the contract **on 3rd 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 <b>didn't go</b> by train.</i>
<i>She saw you.</i>	<i>She <b>didn't see</b> you.</i>
<i>They had a very good time.</i>	<i>They <b>didn't have</b> 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</i> , modal or auxiliary	Subject	
<i>I prepared some invoices.</i>	<b>What</b>	<b>did</b>	<i>you</i>	<b>do yesterday?</b>
<i>She went to Beijing.</i>	<b>Where</b>	<b>did</b>	<i>she</i>	<b>go?</b>
<i>They learned about it on Friday.</i>	<b>When</b>	<b>did</b>	<i>they</i>	<b>learn about it?</b>
<i>She needs a holiday.</i>	<b>Why</b>	<b>does</b>	<i>she</i>	<b>need a holiday?</b>
<i>She gets on very well with her colleagues.</i>	<b>How</b>	<b>does</b>	<i>she</i>	<b>get on with her colleagues?</b>
<i>It cost a lot of money.</i>	<b>How much</b>	<b>did</b>	<i>the machine</i>	<b>cost?</b>
<i>I see my suppliers once a month.</i>	<b>How often</b>	<b>do</b>	<i>you</i>	<b>see your suppliers?</b>
<i>I can do it next week.</i>	<b>When</b>	<b>can</b>	<i>you</i>	<b>do it?</b>
<i>He was happy.</i>	<b>Why</b>	<b>was</b>	<i>he</i>	<b>happy?</b>

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

### 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, -est*.  
*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.*

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

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; present simple or present continuous

### Present continuous

#### Form

+	<b>I'm</b> He's/She's/It's You're/We're/They're	<b>waiting.</b>
-	<b>I'm not</b> He/She/It <b>isn't</b> You/We/They <b>aren't</b>	<b>working.</b>
?	<b>Am I</b> <b>Is</b> he/she/it <b>Are</b> you/we/they	<b>coming?</b>

#### Short answers

Yes, I <b>am</b> .	No, I'm <b>not</b> .
Yes, he/she/it <b>is</b> .	No, he/she/it <b>isn't</b> .
Yes, you/we/they <b>are</b> .	No, you/we/they <b>aren't</b> .

#### 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; *will*

### Forms

- We can use the present continuous, *going to* and *will* to talk about the future.

+	I'm He's/She's/It's You're/We're/They're	fly <b>ing</b>	to New York on Friday.
-	I'm <b>not</b> He/She/It <b>isn't</b> You/We/They <b>aren't</b>	pl <b>ann</b> ing	any budget cuts this year.
?	<b>Am I</b> <b>Is</b> he/she/it <b>Are</b> you/we/they	org <b>an</b> ising	the office party?

+	I'm He's/She's/It's You're/We're/They're	going to	be	there tomorrow.
-	I'm <b>not</b> He/She/It <b>isn't</b> You/We/They <b>aren't</b>	going to	do	that tomorrow.
?	<b>Am I</b> <b>Is</b> he/she/it <b>Are</b> 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.
?	<b>Will</b>	I/you/he/she/it/we/they	go?

### Uses

- 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.*
- 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.*
- 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)
- 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.*
  - offers.
    - I'll get Mr Schmidt a cup of coffee.*
  - promises.
    - I'll give her your regards if I see her.*
    - I'll have the report on your desk before Friday.*
- 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 <b>should</b>	go.
-	I/You/He/She/It/We/They <b>shouldn't</b> (= <b>should not</b> )	go.
?	<b>Should</b> 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**

- 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.*
- 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.*
- We use *should* to ask for or give advice.  
*'**Should** I apologise to him?'*  
*'Yes, I think you **should**.'*

**could/would**

- We use *could* and *would* to make requests.  
***Could/Would** you open the door for me, please?*
- We use *would you like* to make offers.  
***Would you like** some coffee?*

## 12 Present perfect; past simple and 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 have irregular past participles (e.g. *been, gone, made, seen*).

(See list of irregular verbs, page 157.)

+	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.)
- 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.*
- the present result of a past action.

Past action		Present result
completed the report yesterday	<i>I've <b>put</b> it on her desk.</i>	<i>She's reading it now.</i>
advertising campaign last month	<i>Sales <b>have gone up</b>.</i>	<i>We're making more money.</i>

### 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.~~)

## 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

Verb	Present participle	Past tense	Past participle
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
under-stand	under-standing	understood	understood
wake	waking	waked <i>or</i> woke	woken
wear	wearing	wore	worn
win	winning	won	won
write	writing	wrote	written

# Audio scripts

## UNIT 1 INTRODUCTIONS

### CD1 TRACK 1 (ES = EMMA SCHNEIDER, CP = CHARLES PORTER)

ES: Hi! You must be Charles.

CP: That's right, yes. Sorry I'm late. There was a delay with the flight.

ES: Welcome to Germany. 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 ...

ES: Let me help you with your bag.

### CD1 TRACK 2 (R = RECEPTIONIST, SJ = SHI JIABAO)

R: Payton Electronics. Good morning. How can I help you?

SJ: Good morning. My name is 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.

### CD1 TRACK 3 (AA = AKIM ANYUKOV, HB = HARRY BARKER)

AA: Excuse me, I am 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 Harry.

### CD1 TRACK 4 (NS = NURIA SOSA, AD = ANNA DAVIESON)

NS: Good afternoon. Are you Mrs Davieson?

AD: Yes, that's right.

NS: How do you do. I'm Nuria Sosa, from RTA Seguros.

AD: Pleased to meet you, Nuria. Did you have a nice trip? I think you need to check in at reception. Let me show you.

NS: Thank you.

### CD1 TRACK 5

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

### CD1 TRACK 6

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 He's Akim, and his surname's Anyukov. I'll spell it for you: A-N-Y-U-K-O-V.

4 Nuria Sosa is talking to Mrs Davieson. That's D-A-V-I-E-S-O-N.  
Nuria's e-mail address is S-O-S-A-at-R-T-A-S-dot-com-dot-A-R

### CD1 TRACK 7

Brazil; Brazilian  
Germany; German  
India; Indian  
Mexico; Mexican  
Italy; Italian  
Russia; Russian  
Korea; Korean  
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

### CD1 TRACK 8 (I = INTERVIEWER, JK = JEREMY KEELEY)

I: Can you introduce yourself?

JK: My name is Jeremy Keeley. I live in a small city in England near London called St Albans. I have three teenage children, and I run my own small business, which works for organisations across the UK and in Europe, where I help leaders to make decisions together and to improve the quality of their leadership.

I: Do you always shake hands when you meet someone?

JK: I like to shake hands. I like people to feel welcome, to feel important, to feel valued, so yes.

### CD1 TRACK 9 (I = INTERVIEWER, JK = JEREMY KEELEY)

I: What do you say when you meet a new business contact?

JK: I usually say, 'Hello', 'How are you?', 'Where do you come from?', 'What do you do?' I usually find out what's important to them, why they're there. I usually wait until they've asked me a question before I talk too much about myself.

I: When do you exchange business cards?

JK: I usually wait until the person I'm meeting offers me a business card before I offer them mine, so we'll exchange them at that point.

### CD1 TRACK 10 (M = MARISTELLA)

M: My name's Maristella. I'm Brazilian and I'm from São Paulo. I'm a research analyst for an investment bank in New York. I'm married with two children, a boy and a girl. They're at high school in Scarsdale. My husband's American and he's a doctor. My sister's in New York, too. She's a student at Columbia University. We're all interested in sports and movies. My son's a good tennis player.

### CD1 TRACK 11 (P = PIERRE)

#### EXTRACT 1

P: Hi. I'm Pierre. I'm from Switzerland. I work for Foster Wheeler, an international engineering company. I'm an engineer. The company's head office is in Geneva, but I work in the Singapore office. My wife's from Singapore and she's an IT consultant.

### CD1 TRACK 12 (G = GUSTAVO)

#### EXTRACT 2

G: My name's Gustavo. I'm from Argentina. I work for the United Nations. I'm a lawyer and I work in New York. It's a great place. My girlfriend's from New York. She's a journalist for the *New York Times*.

### CD1 TRACK 13 (S = SILVIA)

#### EXTRACT 3

S: I'm Silvia and I'm an architect. I have my own company. It's small, just six people. The office is in Rome, but I'm not from Rome. I'm from Sicily. My family lives in Palermo. Franco – that's my husband – he's a househusband at the moment. He looks after our three children.

### CD1 TRACK 14 (B = BOB, J = JIM, P = PAULA)

#### CONVERSATION 1

B: Hello, Jim. This is our new intern, Paula Atkins.

J: Nice to meet you, Paula. I'm Jim Davis, I work in sales.

P: Pleased to meet you, Jim.

J: How long will you be with us?

P: About three months, maybe longer.

B: OK, Jim, see you later ...

J: Bye, Paula, enjoy your visit.

B: Now, Paula, how about a drink? Tea or coffee?

### CD1 TRACK 15 (LC = LUCY COLLINS, JB = JENNY BRADSHAW, JR = JONATHAN ROSS)

#### CONVERSATION 2

LC: Good morning. My name's Lucy Collins, I'm a finance director. I work for a supermarket group.

JB: Hello, I'm Jenny Bradshaw, I'm a director of public relations. I work for a big media company.

LC: How do you do?

JB: Nice to meet you.

LC: Let me introduce you to my colleague, Jonathan Ross. He's my assistant.

JR: Pleased to meet you, Jenny.

LC: Where are you from, Jenny?

JB: I'm from New York. I'm here to attend a conference. How about you two?

LC: We're from Manchester. We're here to visit Head Office.

**CD1 TRACK 16 (J = JEFF, S = SUSAN)****CONVERSATION 3**

- J:** Hi, I'm Jeff. I'm in Sales.  
**S:** Hi, Jeff. I'm Susan. I work in Human Resources.  
**J:** How are things going in your department?  
**S:** Pretty good. I enjoy my work. My colleagues are really nice, and I like my boss. Her name's Judy Barlow. Do you know her?  
**J:** Yes, she's nice. My boss is Richard Mason. He's not very friendly, but he's a good manager.  
**S:** Well, that's the most important thing. OK, what are you having for lunch?  
**J:** I think I'll have a salad. That's what I usually have for lunch here.

**UNIT 2 WORK AND LEISURE****CD1 TRACK 17****PERSON 1**

Well, I'm a product manager, and what's important for me is a high salary, long holidays and helpful colleagues. I only have two of these in my present job!

**CD1 TRACK 18****PERSON 2**

I want to be a salesman, so what's important for me is a company car, parking facilities and a mobile phone.

**CD1 TRACK 19****PERSON 3**

I'm an accountant. What's important for me is a friendly boss, travel opportunities ... oh, and job security.

**CD1 TRACK 20****PERSON 4**

Fast promotion, flexible hours and some sports facilities are what's important for me. I work in customer service.

**CD1 TRACK 21**

- 1 at night
- 2 in the autumn
- 3 on the 15th of February
- 4 on Thursday
- 5 in the afternoon
- 6 on Tuesday evening
- 7 in June
- 8 at New Year (BrE) / on New Year (AmE)
- 9 at the weekend (BrE) / on the weekend (AmE)

**CD1 TRACK 22 (I = INTERVIEWER, RP = ROS POMEROY)**

- I:** Can you describe a typical working day?  
**RP:** Well, what I enjoy the most about the work that I do is that there is no such thing as a typical day. I work for different clients on different projects, and when the client needs me for something, I have to be ready to respond. So I can be in meetings, I can be running a workshop or a discussion, or quite often I can be in my own office in front of a computer screen, or on the phone.

**CD1 TRACK 23 (I = INTERVIEWER, RP = ROS POMEROY)**

- I:** Do you have enough time for leisure?  
**RP:** Well, some weeks I do work very long hours, and I also have teenage children. The combination of those two things does sometimes make it difficult to find enough time for leisure, for myself. But, to answer your question, even so ... yes, I think I do have enough time for leisure.

**CD1 TRACK 24 (I = INTERVIEWER, RP = ROS POMEROY)**

- I:** What do you like doing to relax?  
**RP:** At the weekends, I spend a lot of my time reading the newspaper. I catch up on the news from the previous week. And also I try to go out running. Now, running may not sound like something that is very relaxing, but I think that it's very important to get outside into the fresh air and see the countryside. So that's why I run.

**CD1 TRACK 25 (I = INTERVIEWER, M = MARK)****INTERVIEW 1**

- I:** So, Mark, you work for a fashion company in Milan. Tell me about your working life. What do you do when you get to work?  
**M:** First, I say hello to all my colleagues and then I check my e-mail.  
**I:** Where do you have lunch?  
**M:** We have a long lunch break. I sometimes go home for lunch, because it's close to work. The other days I have lunch with colleagues in a restaurant.  
**I:** How much do you travel for your job?  
**M:** Not a lot, but I always go to the fashion shows in Paris and New York.  
**I:** And what do you do on the weekend?  
**M:** On Saturday nights, I meet friends for a meal or we go clubbing.

**CD1 TRACK 26 (IN = INTERVIEWER, IS = ISABELLE)****INTERVIEW 2**

- IN:** So what do you do, Isabelle?  
**IS:** I work for a pharmaceutical company. I'm a research assistant.  
**IN:** Can you tell me about your working day? What do you do when you get to work?  
**IS:** I'm always at my desk at seven o'clock. First, I check my e-mail and my diary. Then I have a coffee with my colleagues.  
**IN:** Where do you have lunch?  
**IS:** I don't stop for lunch. I usually have a sandwich at my desk.  
**IN:** How often do you travel for work?  
**IS:** I never travel for work. I'm always in the office.  
**IN:** What about the weekend? What do you do?  
**IS:** I've got two small children, so I like to spend time with them. On Saturday evenings, we sometimes invite friends round for dinner or we go to the cinema. It depends if we can get a babysitter.

**CD1 TRACK 27 (I = INTERVIEWER, D = DAN)****INTERVIEW 3**

- I:** What do you do, Dan?  
**D:** I'm a sales manager for Africa and Europe.  
**I:** Tell me about your working day. What do you do when you get to the office?  
**D:** First, I have a meeting with my team. Then I check my BlackBerry and reply to important e-mails.  
**I:** Where do you have lunch?  
**S:** I usually have lunch in the company restaurant. About twice a week, I go out for lunch with visitors.  
**I:** How often do you travel on business?  
**S:** I'm away a lot. I visit the sales office in South Africa three times a year. And I'm in Europe once a month for a week.  
**I:** And what you do on the weekend?  
**D:** I like quiet weekends. I read a lot and listen to music. On Sunday mornings, I play golf.

**CD1 TRACK 28 (P = PAT, T = TIM)**

- P:** Hi, I'm Pat. It's Tim, isn't it?  
**T:** Yes, hi, Pat. Nice to meet you.  
**P:** What do you do in your job?  
**T:** I manage a web team at an IT company.  
**P:** Ah, yes. And how many hours a week do you work?  
**T:** Usually between 30 and 35 hours, but sometimes it's a lot more.  
**P:** Yes, it's the same in my job, but I have to travel around quite a lot.  
**T:** Uh-huh, and what do you like best about your job?  
**P:** Well, I work flexible hours, which is great. And I like the people I work with. Do you meet your colleagues after work?  
**T:** Yes, from time to time. We sometimes go for a meal at a nice restaurant near the office.  
**P:** Oh, that's nice. And what do you do in your free time?  
**T:** I love sports. I really like karate and I love playing golf. But I'm not really interested in watching sports on TV. I don't enjoy watching professional golf, for example. What about you?  
**P:** I like golf too, but I'm also into French cinema and jazz music. I like watching DVDs and I really enjoy going to concerts. I also like playing the guitar. I'm interested in computer games, but I'm not very good at them.

**CD1 TRACK 29 (HR = HUMAN RESOURCES, MP = MEDIA PLANNER)**

- HR:** I'd like to ask you a few questions about your work. What exactly is your job?  
**MP:** I'm a media planner.  
**HR:** OK, so what do you do at work?  
**MP:** Well, to put it simply, I decide the media we use for our advertising campaigns. I spend a lot of time each day talking to people in radio, television and the press, as well as with internet companies. We use all kinds of modern media for our advertising campaigns.  
**HR:** OK, thank you. What hours do you work?  
**MP:** Hmm. It depends. If we're working on a big advertising campaign, I start at eight and often don't leave the office much before nine or 10 in the evening. There's a lot of pressure in my job.  
**HR:** I can see that. What about breaks? How long do you have for lunch?  
**MP:** Usually, I don't have a break at lunch. I get a sandwich at the local deli and eat it at my desk. I have a proper lunch maybe once or twice a month.  
**HR:** Mmm, you are busy. So tell me, how do you feel about your job? What do you like about it?  
**MP:** There's a lot of variety in my work. I meet lots of interesting people outside the office, and many of my colleagues are also friends. I really enjoy working with them.  
**HR:** Right, so what don't you like about the job?

## AUDIO SCRIPTS

**MP:** Huh, how long have you got? OK, I don't like working such long hours without a break. I have a young daughter and I don't see much of her because I get home so late. I often work on the weekend if we have to plan a really big advertising campaign. So my work-life balance isn't good. Too much work, not enough time for leisure, for fun activities. Not enough time for the family – that's my problem.

### UNIT 3 PROBLEMS

#### CD1 TRACK 30

##### PERSON 1

Well, I think the biggest problem is when we have late deliveries. Then there isn't enough stock to sell to customers. We also sometimes get difficult customers who want you to spend a lot of time with them, or who want their money back for no reason!

#### CD1 TRACK 31

##### PERSON 2

I have big problems with the computer system. It seems to crash once or twice a week. When this happens, it means I can't work. The other big problem is we have a lot of documents, which are sometimes difficult to find. It's a big office, and a lot of documents go missing when people don't return them.

#### CD1 TRACK 32

##### PERSON 3

Well, we're always very busy. It's never quiet. I guess the worst problem, apart from that, is people who are rude to you on the phone. People think they can say anything because they can't see you. Sometimes it's difficult to be polite to all the customers.

#### CD1 TRACK 33

##### PERSON 4

Well, it can be very noisy at times, but for me, that's not a problem. I think it's normal. The worst problem is when the machinery breaks down and we can't work. We have to stop production and call the engineers. The other big problem is when customers want to change their orders.

#### CD1 TRACK 34 (I = INTERVIEWER, JK = JEREMY KEELEY)

**I:** What are typical work problems for you?

**JK:** As a consultant, I run my own business and I'm often on my own, but my clients have quite complicated problems that they need to resolve. My biggest problem is having enough time to do a good job with the amount of work I've got to do. And then I also face urgent requests for help when I'm already very busy.

#### CD1 TRACK 35 (I = INTERVIEWER, JK = JEREMY KEELEY)

**I:** What are the biggest problems in companies you know?

**JK:** Most of the companies I work with are big, international companies facing complicated situations. Probably the biggest problem they face is the amount of change they have to go through all the time, and they have to go through that change fast, at speed. Secondly, they find it very difficult to plan their needs and therefore also to plan their resources; in other words, their staff, the equipment, the property, the money they need to satisfy their customers. And their customers expect them to reduce their prices at the same time as these companies have increasing costs. So they have to be much more productive, much more efficient, all the time.

#### CD1 TRACK 36 (I = INTERVIEWER, JK = JEREMY KEELEY)

**I:** Can you give an example of a problem you've solved?

**JK:** My customers usually ask me to help them solve complicated problems, where lots of people need to be involved in designing the solution. Recently, there was a computer system that had to be introduced that affected millions of customers and their bills.

At the last moment, a problem arose that affected the whole system. I brought the technical team, the business team, the project team and the suppliers together in one room, and by understanding the whole problem, and by understanding each others' individual problems, we came up with the solution that solved the problem altogether.

#### CD1 TRACK 37 (R = RECEPTIONIST, M = MARCIA, H = HARRY)

**R:** Hello, United Food Corporation.

**M:** Good morning, my name's Marcia Jones, Hove Stores.

**R:** Good morning. How can I help?

**M:** I'd like to speak to Harry Palmer, please.

**R:** Hold on a minute, I'll put you through ...

**H:** Harry Palmer.

**M:** Hi, Harry, Marcia here.

**H:** Hi, Marcia.

**M:** I need some information. Can you give me the name of your new marketing assistant, please? I need to contact him.

**H:** Certainly. His name's Jeff Haydon.

**M:** Could you spell his name for me, please?

**H:** OK. J-E-F-F H-A-Y-D-O-N.

**M:** Sorry, could you repeat that, please?

**H:** J-E-F-F H-A-Y-D-O-N.

**M:** Right. G-E-F-F H-A-I-D-O-N?

**H:** No, not G, J. J-E-F-F. And Haydon has a Y, not an I. H-A-Y-D-O-N.

**M:** Right. OK, I've got that. Thanks very much.

**H:** No problem.

**M:** I'll speak to you soon, Harry. Bye.

#### CD1 TRACK 38 (BS = BEVERLEY SIMPSON, JS = JACKIE SINGER)

##### CALL 1

**BS:** Hello?

**JS:** Hello, Jackie Singer here. Can I speak to Beverley Simpson, please?

**BS:** Speaking. How can I help you?

**JS:** I've got a problem. I can't meet your boss, Vanessa Gordon, next Wednesday. Something's come up.

**BS:** OK, I'll pass on your message. I'm sure we can arrange another time.

**JS:** Thanks very much. Bye.

#### CD1 TRACK 39 (MB = MICHAEL BENSON, SC = SHEILA CLARK)

##### CALL 2

**MB:** Good morning, this is Michael Benson, PKJ Electronics.

**SC:** Oh, hello, Michael, this is Sheila Clark. What's the problem?

**MB:** It's about the delivery of mobile phones. I want 50, not 15.

**SC:** Sorry about that. I'll deal with it immediately.

**MB:** Good. I need them by the end of the week.

**SC:** OK. It's no problem. Bye for now.

**MB:** Thanks for your help. Bye.

#### CD1 TRACK 40 (DR = DENISE ROBBINS, MJ = MIKE JACKSON)

##### CALL 3

**DR:** Good morning, Harding Kitchenware, Denise Robbins speaking.

**MJ:** Hello, my name is Mike Jackson. I'm phoning about my dishwasher. There are no instructions in the package.

**DR:** Oh dear! Sorry to hear that. Which model is it?

**MJ:** Hold on, I'll check ... It's the PT1095 model.

**DR:** I'm sorry, I didn't catch that. Could you repeat it, please?

**MJ:** PT1095 model.

**DR:** Got it. I'll send you some new instructions right away.

#### CD1 TRACK 41 (DP = DAVID PATTERSON, JR = JIM ROBERTS)

##### CALL 4

**DP:** Hello?

**JR:** Hello.

**DP:** David Patterson here, Hudson and Company. Can I speak to Jim Roberts, please?

**JR:** Speaking.

**DP:** There's a problem with the invoice you sent me.

**JR:** Oh, really?

**DP:** Yes, I can't read it very well. The words are not clear.

**JR:** Ah, sorry about that.

**DP:** Also, I think the figures are wrong.

**JR:** I'll look into the matter and send you another invoice. Is that OK?

**DP:** Fine. Thanks very much.

#### CD1 TRACK 42

##### GUEST 1

I don't like my bedroom at all. It's really small and dark. There's no light in the ceiling, and one of the table lights is broken. There's a lot of noise outside the window, and I don't have a view of the city. All the walls are grey, and there are no pictures. The gym has no equipment, and the sauna is never open.

#### CD1 TRACK 43

##### GUEST 2

My bedroom's too small. It isn't bright, and the walls are grey. The bathroom isn't well equipped. There's no bath, and the shower doesn't work well.

It has Internet, but it's so expensive to use – \$10 an hour! I have an old television in the sitting room. There are no satellite programmes, just three or four local ones, so I can't watch TV in the evening.

#### CD1 TRACK 44

##### GUEST 3

I'm not happy with the apartment. The bedroom's too small, and the air conditioning doesn't work. The sitting room doesn't have enough furniture. There is just one old sofa and no desk. I like to swim every day, but the pool's too small, and the water isn't clean. The terrace and garden are nice, but there is no furniture there, no tables or chairs. At night, it's very noisy outside the building.

#### CD1 TRACK 45

##### GUEST 4

The apartments look good in the advertisement, but when you get here,

everything's different. The beach is about 20 kilometres away, not just a few minutes by car. And there are so many people on it. There's no sand, either. I hate that kind of beach, don't you?

## WORKING ACROSS CULTURES 1

### CD1 TRACK 46

Understanding dining habits in different cultures is important if you want to build strong business relationships. The key is preparation. So, before you go to another culture, find out about their dining habits. In this workshop, we are going to look at seven areas that you should research before you travel abroad. I'll start with arrival. Is it important to be punctual, to arrive on time? For example, in Denmark, it's not good to arrive late. But in Italy, you can arrive at dinner up to 30 minutes late. Secondly, seating. Who sits where? Should you wait before sitting down? For example, in Germany, it is good manners to wait until you are shown where to sit. Thirdly, how much to eat? In Norway, Malaysia and Singapore, it is rude to leave food on your plate. But in Egypt and China, leave a little food on your plate to show you are full. Fourthly, what you use to eat. Do you use a knife and fork, chopsticks or hands? In Arab cultures, you should not eat with your left hand. I'll move on to drinking. In some cultures, alcohol is not allowed. And in other countries such as Korea, Japan and Russia, it is rude or unlucky to pour your own drink. Body language is another important area. Is it bad behaviour to rest your elbows on the table, as it is in Germany? Finally, leaving. In China, it is common to leave soon after your meal. However, in Colombia, it is polite to stay for a while after the meal. We will now look at each of the seven areas in detail, but remember: if you are not sure what to do at the dining table, then do the same as your host or other guests who know the culture.

## UNIT 4 TRAVEL

### CD1 TRACK 47 (C = CUSTOMS OFFICER)

#### EXTRACT 1

C: Do you have any duty-free goods? Please open your suitcase.

### CD1 TRACK 48 (P = PILOT)

#### EXTRACT 2

P: This is your pilot speaking. We are now flying at 30,000 feet.

### CD1 TRACK 49 (A = AIRPORT ANNOUNCER)

#### EXTRACT 3

A: Passengers for flight GA642 to Rome, please go to gate 26.

### CD1 TRACK 50 (T = TRAVELLER)

#### EXTRACT 4

T: The Hotel Excelsior, please.

### CD1 TRACK 51 (T = TRAVELLER)

#### EXTRACT 5

T: A single ticket to the city centre, please.

### CD1 TRACK 52 (F = FLIGHT ATTENDANT)

#### EXTRACT 6

F: Please fasten your seatbelts and switch off any electronic devices.

### CD1 TRACK 53 (A = STATION ANNOUNCER)

#### EXTRACT 7

A: The next train leaves from platform 8.

### CD1 TRACK 54 (G = GUEST)

#### EXTRACT 8

G: Can I have an alarm call at 6 a.m. tomorrow, please?

### CD1 TRACK 55

#### PART 1

Attention all passengers on platform 1. The next train to arrive is the 14:32 to London. Passengers on platform 2, the next train to Manchester is at 14:40.

### CD1 TRACK 56

#### PART 2

Flight BA125 is now boarding at gate 17. Please go to the gate now. Flight JA327 is now boarding at gate 23. Please go to the gate now. Last call for all passengers for flight SA238 at gate 12. The gate closes in five minutes.

### CD1 TRACK 57

#### PART 3

A: Can I check the time of this afternoon's train to Edinburgh?

B: Yes, it leaves at 14:25 from platform 7. No, sorry that's wrong. I'm looking at Saturday. It's 14:16 from platform 5.

### CD1 TRACK 58

#### 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. Er, there are flights at 9.30 a.m. 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 BA341 from Heathrow, Terminal 5.

### CD1 TRACK 59 (I = INTERVIEWER, LC = LIZ CREDÉ)

I: Why do you go on business trips?

LC: There are two reasons that I go on business trips. The first is to work with my clients, who are based all over the world. At the moment, I travel to Amsterdam about every month. The second reason is to visit my colleagues. They are based in Singapore and Chicago, and I travel to see them about twice a year. And in between times, I contact them by phone and video conferencing.

I: Which is your favourite business location, and why?

LC: My favourite location is our Singaporean office. And the reason I like that a lot is because it's based in the old town of Singapore, and not in the business district. It has a lot of character, and it's great to be able to experience Singapore life, rather than just the hotels for the business side.

### CD1 TRACK 60 (I = INTERVIEWER, LC = LIZ CREDÉ)

I: What's your favourite way of travelling?

LC: My favourite way of travelling is to fly business class. That allows me to go into a business lounge and have a meal before I fly. And then once I'm on the plane, I have a seat that turns into a bed, and that's great for getting sleep before I arrive at the other end.

I: Do you like to stay in the same hotels?

LC: Yes, I do. I travel a lot and it's great when I go back to a hotel and they recognise me, they know my name, and they know what I like to do in the hotel. And there's one particular favourite in Amsterdam that I go to, where they remember what my favourite drink is.

### CD1 TRACK 61 (PR = PAUL ROBINSON, JP = JUDITH PREISS)

PR: Paul Robinson speaking.

JP: Oh, hello, Paul. This is Judith Preiss here.

PR: Hi, Judith.

JP: Paul, I'm calling about that meeting. Can you make next Wednesday?

PR: I'm sorry, Judith. I can't. But I can make Thursday or Friday.

JP: Well, I can't do Thursday, but Friday is OK.

PR: OK. Friday it is. Can we meet in the morning – say 10 o'clock?

JP: Ten o'clock's fine. Oh, and can I bring my colleague, Sabrina? You met her at the conference.

PR: Of course. I can pick you up from the station if you like.

JP: Great. See you on Friday. Bye.

### CD1 TRACK 62 (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 credit-card details, please?

### CD1 TRACK 63 (CO = CONFERENCE ORGANISER,

GCC = GUSTAV CONFERENCE CENTRE)

GCC: Gustav Conference Centre.

CO: Hello, it's Jill Diamond here from JooC Designs.

GCC: Hi, Jill, how can I help?

CO: Well, we want to have more members of staff at our conference. We'd like to have another 30 employees. Is that OK?

GCC: Mmm, I'm not sure, really. So you want 65 people at the conference, not 35?

CO: That's right.

GCC: Mm. Can I call you back? I'll talk to my colleagues and let you know.

CO: OK, please do your best for us. Thanks. Goodbye.

## UNIT 5 FOOD AND ENTERTAINING

## CD1 TRACK 64 (M = MAN, W = WOMAN)

- M:** Would you like a starter?  
**W:** Yes, please. What do 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 a coffee.  
**M:** OK. And I'll have the apple pie.

## CD1 TRACK 65

- 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.

## CD1 TRACK 66 (I = INTERVIEWER, JK = JEREMY KEELEY)

- I:** How do you entertain business contacts?  
**JK:** I like to get to know my contacts. I give them a chance to tell me about themselves and what's important to them, what they need. So I take them places that we can talk – perhaps a coffee, lunch. If I know them well, I take them for dinner – places that we can spend time with each other.  
**I:** What's your favourite entertainment?  
**JK:** Recently I met a client at their office, and we walked across a park together ... and while we walked, we talked. We had a cup of tea at the other side of the park and then walked back together, spent the time talking about what was really important. I really enjoyed it, and I think they did, too.

## CD1 TRACK 67 (I = INTERVIEWER, JK = JEREMY KEELEY)

- I:** Is a meal in a restaurant the best way to entertain business contacts?  
**JK:** A meal is a good way to entertain contacts. It gives you the chance to talk to them, and to find out about them. I am careful about the noise level and about how private it is, but I enjoy it.  
**I:** Can you give an example of a mistake made when entertaining clients?  
**JK:** I'd say, don't take out a client you don't like, don't waste the time. Don't take a client to a restaurant where they can't eat the food. So if they're vegetarian, don't take them to a steak restaurant. Don't spend too much money, don't make it too expensive, that might embarrass them.

## CD1 TRACK 68 (I = INTERVIEWER, JK = JEREMY KEELEY)

- I:** You have to plan a meal for a mixed group of nationalities. What would you do?  
**JK:** I get to know what they can eat and what they can't eat, and what they like, from them personally. I ask them, I don't assume. I then plan it carefully, but I also relax, so that they can relax and enjoy it.

## CD1 TRACK 69 (A = ALEX, M = MEL)

- A:** How can we entertain our visitors next week? What do you think?  
**M:** We could show them the castle.  
**A:** Hmm, I don't know about that. I think we need something more interesting for them to do.  
**M:** Yes, I agree. I also think it's too far away. Why don't we invite them for dinner?  
**A:** Good idea. Which restaurant do you recommend?  
**M:** The food is always good at Pierre's.  
**A:** That's right, but it's usually very busy.  
**M:** We could try the new restaurant at the Grand Hotel. It's very popular.  
**A:** Yes, that's right, but it's very expensive!  
**M:** How about a restaurant by the river?  
**A:** Yes, that's a great idea. There's a good Italian restaurant there.  
**M:** I think I have a menu in my office. Some of the dishes are fantastic, and everyone loves the atmosphere. Shall I book a table there for eight people for Wednesday night?  
**A:** Yes, please. Can you call the restaurant as soon as possible? Make it for 7.30?  
**M:** Right. We need to check with Jane Stirling, the Head of Marketing. It's important she comes as well.  
**A:** Yes, OK.

## UNIT 6 BUYING AND SELLING

## CD1 TRACK 70

## SPEAKER 1

I buy a lot of books on the Internet. I often look at them in the bookshop, but then buy online. It's much cheaper, and they arrive very quickly. It's great. I guess I buy a book every two weeks, perhaps more.

## CD1 TRACK 71

## SPEAKER 2

I love the January sales. I buy things like electrical goods because the discounts and special offers are so good. You can get some real bargains, especially in the big department stores. I go every year.

## CD1 TRACK 72

## SPEAKER 3

I buy my music and movies online. I just download them. It's so easy and convenient. I usually buy something every week. I probably spend too much because it's so easy!

## CD1 TRACK 73 (KS = KARL SIMPSON, AD = ALEX DODD)

- KS:** Hello. Can I speak to Alex Dodd, please?  
**AD:** Speaking.  
**KS:** This is Karl Simpson.  
**AD:** Ah, yes, Mr Simpson. 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.

## CD1 TRACK 74

- 1 saved, delivered
- 2 launched, worked
- 3 decided, visited

## CD1 TRACK 75

started finished advised lived wanted opened missed  
 booked invited

## CD1 TRACK 76 (I = INTERVIEWER, RP = ROS POMEROY)

- I:** What advice would you give to new sales staff?  
**RP:** My advice would be: be patient. Take time to build relationships with the people that you want to sell to, and the sales will come. It is also, of course, important to make sure that you fully understand and are knowledgeable about the product or service that you're selling.  
**I:** What mistakes do salespeople often make?  
**RP:** I think one of the biggest mistakes that salespeople make is to try to sell something to a customer that the customer does not actually need or want. It is much better to take time to understand what the customer wants – with that knowledge a salesperson can find the reasons that the customer may have to buy the product or service. And anyway, customers like to be listened to, not to be talked at.

## CD1 TRACK 77 (I = INTERVIEWER, RP = ROS POMEROY)

- I:** What qualities do you need to be a successful buyer?  
**RP:** To be a successful buyer, I think, requires a lot of preparation. It's about working out the maximum price that you are prepared to pay, it's about contacting several different suppliers, asking for a, a written quotation of the cost and services and products that are being offered; and it's also about being prepared to look at ways of getting additional extras perhaps, or some discount for ordering a higher volume of the product, for example. And finally, it's important to be prepared to walk away from the purchase if you're not happy with what is being offered.

## CD1 TRACK 78 (I = INTERVIEWER, RP = ROS POMEROY)

- I:** What's the best thing you have bought?  
**RP:** I think the best thing that I ever bought was a house. This was about eight years ago, the house had some extra land around it, and the seller was asking for a very high price. I put in a much, much lower offer, which was not accepted. But over a period of 18 months, with lots of different negotiations and some patience on my part, I was prepared to wait all that time, eventually I bought the house at a much lower price than had originally been asked for.

## CD1 TRACK 79 (I = INTERVIEWER, W = WOMAN)

- I:** So tell me a little about Mikael Ohlsson's early life.  
**W:** Well, he was born on December the 27th in 1957, in a town in the

south of Sweden. He studied industrial design and marketing at Linköping University. That was in the late '70s.

I: What about his career in IKEA?

W: Well, Mr Ohlsson got his first job in 1979. He worked as a carpet salesman in the IKEA store in Linköping. Two years later, in 1981, he became the manager of a store in Sundsvall. Ohlsson moved up the career ladder quickly, with management jobs in training and marketing.

I: When did he get his first international experience?

W: He got a job in Belgium in 1988. He was the Country Manager there. In 1991, the company moved him to Canada for another four years. In 1995, he returned to Sweden as Managing Director – a job he did for five years. Mr Ohlsson's next big job was Regional Manager for Southern Europe and North America. And then, on September the 1st, 2009, IKEA named him as Chief Executive – a position he still has today.

#### CD1 TRACK 80

Hi everyone! I'm Carol, and this is the new Kachet bag from Teena Fashions. It's stylish and fashionable. It's for smart, professional women. It's made of soft material. It's very easy to clean and take care of. It's got a special feature on the inside of the bag. I'm sure you all love the extra pocket at the front. It's really useful!

It's got a padded handle and a wide shoulder strap for easy carrying. As you can see, you can close it easily. Just zip it up.

Take a look inside. There's plenty of space, isn't there? It's got lots of pockets and a special compartment to keep things safely. It's got a big compartment in the centre and one at the back, so it's very roomy. But it's lightweight. It's much lighter than most bags. It weighs about half a kilo when empty. And it's just 35 centimetres long.

It comes in three colours: black, blue and brown. It's a great bag for all seasons. You can carry it all day long. It's just 75 euros. Order now, and we'll deliver within a week. Postage and packaging, five euros extra.

#### CD1 TRACK 81 (GM = GENERAL MANAGER, J = JIM)

GM: Let's talk about new products, Jim. Do you remember last year we bought that electronic tennis game from Sportsline? It was a great product, it brought a lot of people into our stores.

J: Yeah, it was one of our best buys. I seem to remember our sales increased a lot after it went on sale in November.

GM: Mmm, I want to do the same thing this November. Buy a really exciting product, advertise it on television and get plenty of customers into our stores.

J: Good idea. Are you thinking of a new sports game?

GM: Well, maybe, but any toy that's exciting and will get people into our stores. Something we can sell at a high price and make a good profit on. Any ideas?

J: Mmm, OK, if it's a new sports product – how about skateboards? Skateboarding's very popular with young people, and the market's growing fast. They'll pay a lot for a skateboard that's a bit different.

GM: Yeah, good idea. OK, what about other new toys? Something big and expensive. Maybe something children can try out when they visit our stores.

J: Mmm, there are a lot of toys to choose from. There's a new robot coming on the market soon. I saw it at a toy fair and liked it. Another company had a space toy on show. There was a lot of interest in it, too. Both products might be good ones for us. They're radio-controlled. Children love radio-controlled toys, you can charge a high price for them.

GM: OK Jim, let's find out more about the products, then we can discuss which one to order. We don't have enough cash to buy all of them, so we'll have to make a choice.

## WORKING ACROSS CULTURES 2

#### CD1 TRACK 82

When you meet an American for the first time in a business situation, it's usual to shake hands. You should use a fairly firm handshake. Keep good eye contact when you talk to Americans. It shows that you are interested in what they're saying, and it's a sign of respect.

Personal space is important to them. They like to keep a distance of about two to three feet between them and the person they're talking to.

Americans tend to speak in a direct, informal manner. They like to get to the point quickly. This can be surprising for people who have a more indirect style of communication.

If you go to a meeting, arrive on time or even a few minutes earlier.

Americans value punctuality. There probably won't be much small talk at the start of the meeting. Agendas for meetings are common and usually followed carefully.

Most Americans want to use first names as quickly as possible after meeting businesspeople from other cultures.

There are no special rules about giving and receiving business cards. Many Americans fold or write on a card, but this doesn't mean they don't respect you.

#### CD1 TRACK 83 (DS = DON SANDERS, GB = GAYLE BRADLEY)

DS: So, Gayle, what did you learn while you were in Shanghai?

GB: Well, quite a few things. For example, each day, when you meet Chinese colleagues at work, you shake hands. You also shake hands at the end of the day. They often nod their head as well.

DS: What about their way of communicating?

GB: They don't like saying no to you. If a Chinese person says no, it can make the other person feel uncomfortable. The other person 'loses face', and that's not good. So, instead of saying no, they'll say *maybe* or *we'll see* or *perhaps*. But that's really their way of saying no.

DS: So they express themselves more indirectly?

GB: Yes. The Chinese often express themselves more by body language rather than by words. You have to watch their body language, their facial expressions, their gestures, to work out what they really mean.

DS: OK. Interesting. What about other differences?

GB: There are plenty. When you talk to Chinese businesspeople, it's best to use their title, such as Mr, Mrs or Miss, followed by their surname. I always use their last name and their title: for example, I'd say, Good morning, Chief Engineer Zhang.

DS: And what about business cards?

GB: You present your business card with both hands. One side must be in Chinese, and that's the side you show to your Chinese contact.

DS: What about meetings?

GB: OK, the important things are to be on time and to know who the most senior person is. It's usually the oldest person in the room. You mustn't interrupt people in meetings or talk over them. It's important to show respect at all times, so your Chinese colleagues never 'lose face'.

## UNIT 7 PEOPLE

#### CD2 TRACK 1 (I = INTERVIEWER, RP = ROS POMEROY)

I: What kind of people do you like to work with?

RP: I like working with all kinds of people. In particular, I like working with people who are hard-working and, most of all, people who are reliable; that is, those that do what they say they are going to do and on time. But I also like working with creative people, people who are willing to find new ways to solve problems. And I don't like people who give up too easily.

#### CD2 TRACK 2 (I = INTERVIEWER, RP = ROS POMEROY)

I: Can you tell us about a bad manager you worked with?

RP: Yes, I have worked with some bad managers. I can think of one manager who often criticised members of her team in front of others. And this meant that her team members hid information from her. It also meant that they were not prepared to take any risks, because they knew that if something went wrong, then she would not support them.

#### CD2 TRACK 3 (I = INTERVIEWER, RP = ROS POMEROY)

I: Can you give an example of a really good manager?

RP: Well, luckily, I have met and worked with several good managers, and these are people who are willing to delegate; that is, they will give a task to a team member to get on and complete. They are less involved in how a task is done, but they are clear about setting the objective and being clear about what results they expect. And a good manager will also give praise and feedback to a team member when they do a good job.

#### CD2 TRACK 4 (I = INTERVIEWER, J = JACK)

I: So how did you like the job?

J: The work was interesting, but there was too much to do. The deadlines for the projects weren't realistic. Everybody had to work very long hours. Most people didn't leave the office until 8 p.m. And we worked a lot of weekends.

I: Who was your manager?

J: Sophie Turner. She was a really nice person and she knew a lot about the business, but nothing went smoothly. She wasn't a good manager.

I: What was the problem?

J: Meetings didn't start on time and they went on for hours. But the real problem was motivation. She didn't know how to motivate the staff. Everyone was very unhappy. Luckily, she left.

#### CD2 TRACK 5

1 Where was Steve Jobs born?

2 Who did Jobs start Apple with?

3 When did Apple introduce the famous Macintosh computer?

4 Why did Jobs leave Apple?

5 What did Pixar specialise in?

6 Who did Jobs marry?

7 How much did Apple pay for NeXT?

## AUDIO SCRIPTS

- 8 When did Steve Jobs resign as CEO of Apple?
- 9 How old was Steve Jobs when he died?
- 10 Who is Apple's new CEO?
- 11 How many people does Apple employ worldwide?

### CD2 TRACK 6

- 1 Where was Steve Jobs born?  
In California.
- 2 Who did Jobs start Apple with?  
He started it with his friend Steve Wozniak.
- 3 When did Apple introduce the famous Macintosh computer?  
In 1984.
- 4 Why did Jobs leave Apple?  
Because of disagreements with the CEO, John Sculley.
- 5 What did Pixar specialise in?  
It specialised in computer animation.
- 6 Who did Jobs marry?  
He married Laurene.
- 7 How much did Apple pay for NeXT?  
400 million dollars.
- 8 When did Steve Jobs resign as CEO of Apple?  
He resigned in August 2011.
- 9 How old was Steve Jobs when he died?  
He was 56.
- 10 Who is Apple's new CEO?  
Tim Cook.
- 11 How many people does Apple employ worldwide?  
More than 46,500.

### CD2 TRACK 7 (J = JULIAN, H = HANNA)

- J: I'd really like to attend this evening course in Spanish, Hanna. It's important for me. I get calls every day from our suppliers in Colombia and Argentina. Sometimes it's difficult to understand what they're saying. I need to know more Spanish for my job, but I don't have enough money to pay for the classes.
- H: Look, I'm really sorry, Julian. The problem is, we don't have enough money to pay for language courses. It's a difficult time for us at the moment. We have to cut costs. And if we pay for your course, everyone will want to go on a course.
- J: OK, I understand the problem. Perhaps you could give me a little money towards the cost of the course? It would help me a lot.
- H: I'm sorry, Julian – it's just not possible. Why don't you buy one of those self-study courses in Spanish? They're cheap, and you can improve your Spanish a lot if you study hard. I think you should visit the shopping centre. There's a special promotion at the moment for self-study language courses.
- J: Really? OK, I'll do that. Will the company pay for a self-study course if I buy one?
- H: I can't promise anything, Julian. But bring the receipt to me, and I'll see what I can do for you.
- J: OK, thanks a lot.

### CD2 TRACK 8 (M = MATTHEW)

- M: Good morning, my name's Matthew. I'd like to tell you about a problem I have at work. It's about our project manager. I work in customer relations for a medical insurance company. We're a small team, we help customers if they have problems. But our project manager is no good at all. He makes mistakes all the time, and then customers get angry with us. Some of them even shout at us on the phone. There's a part of our website which is for employees at a big multinational company. If one of the employees wants to contact us, they can phone us and we deal with the problem. Well, our project manager didn't put the right phone number on the website. He put the number of someone living in our town. Of course, this person was really angry when she received so many calls. She phoned us every day to complain, and I had to deal with her phone calls. I don't know what to do about this problem.

## UNIT 8 ADVERTISING

### CD2 TRACK 9

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

### CD2 TRACK 10

Last year, we had a market share of 10.3 per cent. We increased our advertising budget by 13 per cent for the launch of Sparkle Lite. We sold over 850,000 units of Sparkle, our most popular product. The new

advertising campaign cost 900,000 euros. Next year, we want to increase our market share to 11.5 per cent and sell over 2,100,000 units of Sparkle.

### CD2 TRACK 11

- 1 smaller
- 2 faster
- 3 slower
- 4 higher
- 5 worse
- 6 better
- 7 more competitive
- 8 more efficient
- 9 more interesting

### CD2 TRACK 12 (LC = LIZ CRÉDÉ)

LC: An advert I really don't like is one for a snack product of potato crisps. It's about a man choosing whether he loves the potato crisps more than his partner or not. I think this is completely unrealistic, and it also goes on for a long time.

### CD2 TRACK 13 (I = INTERVIEWER, LC = LIZ CRÉDÉ)

I: What makes an advert really effective?

LC: I think what makes it effective is for it to be very memorable, that you remember a key message or the main product in it. One that I particularly like at the moment is the Honda cars advert, which uses pictures of flowers in the countryside to give a very modern message about the engine and the cars.

### CD2 TRACK 14 (I = INTERVIEWER, LC = LIZ CRÉDÉ)

I: Are there some things that you should not use in adverts?

LC: Yes, I think that adverts shouldn't use claims or promises that don't seem to be delivered at home. I'm thinking particularly about cleaning products, which claim to remove stains, but they don't do it when I try them at home.

### CD2 TRACK 15 (C = CHRIS, N = NICKY, S = STEPHEN)

- C: Sorry, Stephen, I don't agree with you. It's not the right time to spend money on a big advertising campaign. I think we need to target rich people, famous people, pop stars and also people who plan expensive weddings. What do you think, Nicky?
- N: Yeah, you're right. They're the people to aim at and they have plenty of money. Actually, we could do it pretty cheaply, you know.
- C: Oh, you think so?
- N: Yes. In my opinion, we can use a different way of advertising. I think we should use sites like Facebook and Twitter to advertise our flowers. We could get a lot of business that way. How do you feel about that, Stephen?
- S: Well, yes, why not use those sites? I really like the idea. We could reach a lot of consumers on Facebook.
- C: OK, Nicky's come up with a great idea. How about starting with a Facebook page, and we'll see if we get any interest?
- S: OK.
- N: Fine.

### CD2 TRACK 16 (L = LAURENCE, T = TRACY)

- L: Did you watch TV last night, Tracy? There was a commercial for Palmer and Mason's new chocolate bar.
- T: Yeah, I saw it. I thought it was really good.
- L: I liked it a lot, too. It was a great idea to use the film star Veronica Pond. And they chose some interesting places for her to advertise the product. I think we saw her in five different countries, so it was a really international advertising campaign.
- T: Mmm, and probably very expensive. I think they're also using a lot of billboard advertising. I saw two huge ads on my way to work this morning.
- L: Well, one thing's for sure, they'll have a big campaign. They're a much bigger company than us. They have more money to spend, so they'll probably use all the media.
- T: Yes, money's certainly not a problem for them. But we can do a good launch if we plan it well. Choosing the right agency will be really important. We need one that's good value for money.
- L: I agree – good value for money and also creative. Well, we're looking at three at the moment, so we'll have to choose one of them pretty soon.

## UNIT 9 COMPANIES

### CD2 TRACK 17 (I = INTERVIEWER, JK = JEREMY KEELEY)

I: Tell us about your favourite company.

JK: My favourite company is a private healthcare insurance company. I really like the leaders, they're decent people, who really look after the people that work for the company, and they care about their customers and want to meet the customers' needs, and they also care about the environment.

What I particularly like is that all the people that work for the company work for the company because they believe they're helping people when they most need it.

**CD2 TRACK 18 (I = INTERVIEWER, JK = JEREMY KEELEY)**

**I:** Which company would you like to work for, and why?

**JK:** I don't know the name of the company I want to work for, but the company I want to work for has a big purpose, it wants to change things for people in the world for the better. So a company, perhaps, that will produce green energy, or affordable housing for the poorest people in the world, or ways of feeding people who can't currently be fed.

**I:** What do the best companies have in common?

**JK:** I think the one thing they have in common is strong leadership. These are leaders who really want to look after the people that work for the company. They want those people to work at their best. They care about their customers and they understand the customers' needs, and they focus the company's resources on meeting those needs. They also look after the environment and the sustainability of the world around them. And they're ethical and legal.

**CD2 TRACK 19 (I = INTERVIEWER, JK = JEREMY KEELEY)**

**I:** Which company will do well in the future?

**JK:** I don't know which company's going to do well in the future, but Rolls Royce is famous for the quality of its leadership, Apple is famous for its innovation and creativity, and Google invests a lot of time in inventing new products for its customers. Fairtrade is renowned for looking after people in the world, and the UK company Body Shop is renowned for being environmentally friendly. And I think the company that does well in the future will bring those elements together.

**CD2 TRACK 20**

Good afternoon, everyone. My name's Robert Ford. 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. If you don't mind, let's leave questions to the end.

**CD2 TRACK 21**

Good morning, everyone. My name's Nicky Hunter. I'm a director of a medium-sized coffee chain, Fiestatime. I'm going to talk about our company and its plans for the future. My presentation is in three sections. Firstly, I'll say a few words about our company. Secondly, I'll describe my duties. And finally, I'll talk about our plans for the future. Fiestatime's head office is in Chicago, and our flagship store is in New York. We own more than 200 stores across the country. Our outlets sell coffee, coffee drinks and pastries. Most of our coffee beans come from Brazil. We have 3,000 employees, and our turnover is approximately 50 million US dollars. Our profit is about 12.2 million. Our main competitors are Starbucks, Dunkin' Donuts and, of course, McDonald's! I'm responsible for new business. My job is to help the company grow and to hire and supervise managers for our new outlets. We're expanding fast. Next year, we plan to open at least 10 new stores on the West Coast. We'll start by opening a store in San Francisco and after that, we'll expand ...

**WORKING ACROSS CULTURES 3**

**CD2 TRACK 22 (S = SYLVIE, R = RYAN)**

**S:** I heard there were some problems with the sales trip. What happened?

**R:** I tried to arrange a business meeting with our clients in Toulouse in the first week of August, but most people were on holiday. Also the headquarters are in Paris, so I didn't see a senior manager.

**S:** When did you make the appointment?

**R:** Two days in advance. That wasn't a good idea.

**S:** So how did the meeting go?

**R:** Well, we had lunch first – quite a long lunch, actually. And the person I met, Pierre Dubois, was very friendly. In fact, he didn't seem to want to talk about business. You know me ... I like to get down to business straight away, so as not to waste time.

**S:** Mmm.

**R:** Anyway, at the end of the meeting, he asked me a bit about myself. I told him I didn't go to university, but I was proud of being a successful businessman. After that, he was very quiet.

**CD2 TRACK 23**

**SPEAKER 1**

My business trip to St Petersburg was a complete disaster. I only arranged two meetings in advance, and one of those was cancelled at short notice. Unfortunately, I went in the first week of May, when there were some public holidays. Anyway, my advice to anyone going to Russia is:

make appointments as far in advance as possible; confirm your meetings as soon as you arrive in Russia; and avoid meetings in the first week of May.

**CD2 TRACK 24**

**SPEAKER 2**

I had a very successful trip to Kazan. Before the trip, I did a lot of preparation and research. I planned a lot of time for socialising and getting to know people before any business was discussed. I printed out all my documentation in both English and Russian. I gave a detailed presentation on our products and was able to answer all the technical questions they asked me.

**CD2 TRACK 25**

**SPEAKER 3**

I think my business trip to Moscow was OK. I spent a lot of time trying to build up relationships; because in Russia, relationships are very important. However, I wasted a lot of time trying to get decisions from junior managers. Next time, I'll go straight to senior managers. One other thing is that Russians sometimes like to think in silence before they answer a question. Next time, I'll allow them enough time to answer.

**CD2 TRACK 26**

I'm going to begin by telling you about my first business trip to Bogotá, 15 years ago. The client I met was very generous and he invited me to his home for a meal. I didn't want to be rude, so I arrived on time. I brought some gifts for his wife and daughter and wrapped them carefully. They didn't open their presents, so I asked them to. I also asked if they liked the presents. They said they did. When dinner was served, I toasted my new friend and his family. The conversation was about culture, soccer, history and literature and seemed to go well. At the end of the evening, he offered me some coffee. Unfortunately I don't like coffee, so I said no.

**UNIT 10 COMMUNICATION**

**CD2 TRACK 27 (I = INTERVIEWER, RP = ROS POMEROY)**

**I:** Do you use social networking sites?

**RP:** I use LinkedIn, which is a professional networking site, and I'm connected to just over a hundred people that way. I know some people who are connected to more than five hundred people in that way. I also use a couple of specialist professional networking sites, for knowledge-sharing and for sharing expertise about some very specialist topics.

**CD2 TRACK 28 (I = INTERVIEWER, RP = ROS POMEROY)**

**I:** What are the business advantages and disadvantages of social networking?

**RP:** The main advantage for me, I think, has been being able to keep in touch with many more people in my professional field than I otherwise would be able to. I think also there have been times when I have made contact with people who are interested in the work that I do. The disadvantage can be that other people make contact with me, who are trying to sell me something that perhaps I'm not interested in.

**CD2 TRACK 29 (I = INTERVIEWER, RP = ROS POMEROY)**

**I:** Who is the best communicator you know?

**RP:** The best communicator I think is my ex-boss from about 15 years ago.

**I:** And why was he good at communicating?

**RP:** He always had a real passion for his subject – whatever he was talking about, he was enthusiastic. He made sure that he knew his subject very well, and the one thing that made a big difference, I think, is that when he spoke to an audience, he made that audience feel as if they were very important.

**CD2 TRACK 30 (I = INTERVIEWER, RP = ROS POMEROY)**

**I:** Which ways of business communication do you like or not like?

**RP:** Face-to-face communication is, I think, the best for getting information across and for getting things done in business. I also like e-mail and other forms of electronic communication. They are good for making many more people aware of what is going on. The thing I dislike the most is the corporate newsletter or company magazine. The corporate magazine is always one way, it's about the message the company wants to get across, and is often not that interesting for an employee.

**CD2 TRACK 31 (P = PATRICK, J = JANINE)**

**P:** What are you going to do next year, Janine?

**J:** I'm going to change my job. That's the big decision. I'm going to look for a part-time job, so I have more time for my family. And I'm going to do a course, too. I'm not sure what to study, but maybe something in computer graphics.

**P:** Computer graphics? I think that's a good area to get into. And what about a summer holiday – any ideas?

## AUDIO SCRIPTS

- J: I think we're going to stay at home. I need to save money for my course. We may go camping for a week or two ... What about you, Patrick? What are your plans?
- P: Well, I'm not going to change my job, but I am going to move to a new flat.
- J: Move to a new flat?
- P: Yes, I'm fed up with all the commuting. Most days it takes me nearly two hours to get to work, so I'm going to move somewhere nearer to work.
- J: Sounds like a good idea. Any other plans?
- P: Mm. I need to get fitter, so I'm going to do more sport. And I'm going to sell my car and buy a motorbike. I've always wanted a motorbike ...

### CD2 TRACK 32 (J = JAMIE, C = CHRIS)

#### CALL 1

- C: Hello?
- J: Hello. It's Jamie here. We need to meet next week. What's a good day for you?
- C: I can make Wednesday. How about 10 o'clock?
- J: That's OK for me.
- C: Great. See you on Wednesday at 10 o'clock, then.

### CD2 TRACK 33 (L = LESLEY, S = SAM)

#### CALL 2

- L: OK, let's meet one day next week. What day is good for you?
- S: I can do Monday or Tuesday afternoon.
- L: Sorry, I can't make Monday or Tuesday. How about later in the week? Is Friday OK?
- S: Yes, I can do Friday morning after 11.
- L: Yes, that's fine for me. Friday at 11.30. See you then.
- S: OK. Bye.
- L: Bye.

### CD2 TRACK 34 (L = LESLEY, K = KELLY)

#### CALL 3

- L: Hello, it's Lesley here. Sorry, but I need to change the time of our meeting. I can't make it on Monday now.
- K: Oh ... How about Tuesday at the same time?
- L: Yes, that's fine for me. See you on Tuesday at 10 o'clock.

### CD2 TRACK 35 (D = DAN)

#### CALL 4

- D: 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 Dan here, from Chicago.

### CD2 TRACK 36 (D = DIRECTOR, HR = HEAD OF HUMAN RESOURCES)

- D: I think there are several ways to do this. We've got eight departments in the company. We could simply reduce each department by 10 workers. And then we can hope the other 20 employees will want to leave for various reasons.
- HR: Well, that's certainly one way. Another way, of course, would be the 'last in, first out' system. We ask employees who joined the company recently to leave – for example, everyone who joined us during the last year.
- D: Yeah, a lot of companies do that. They think it's fair, but I'm not so sure.
- HR: Well, there's a third way. We choose workers who are not essential to the company. We could ask department heads to decide which workers they don't really need any more. It's quite a good way, really. You cut costs, but you don't reduce your profits.
- D: So which way do you think we should use? Whatever way we choose, it will be important to help those who are leaving as much as possible.
- HR: Hm, I agree. We need to give them a lot of advice and help, so they can move on in their lives. And we need to communicate very clearly to all our staff why we're taking this action.
- D: Absolutely.

## UNIT 11 CULTURES

### CD2 TRACK 37 (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.

### CD2 TRACK 38 (C = CAMERON)

- C: My 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.

### CD2 TRACK 39 (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.

### CD2 TRACK 40 (I = INTERVIEWER, LC = LIZ CRÉDÉ)

- I: Can you give an example of a cultural mistake in business?
- LC: Yes, I think mistakes can come from differences in styles of communication, er, which might be true for some different cultures. I have an example of working with a Dutch colleague, who sent me an e-mail saying, 'I don't like the design – change it', which came across to me as very abrupt and a bit rude, whereas actually he was just meaning to be very clear in what he wanted to happen. And once we had a conversation about that, I was able to change it in the way that he wanted.

### CD2 TRACK 41 (JK = JEREMY KEELEY)

- JK: I have made a mistake. I was working with people in East Africa, and they had urgent problems to solve. When I was working with them, I rushed the work, I got straight on to the business. And what I learned was that it's rude to start work on the business in East Africa before you have asked each other how you are and what's been going on in your lives. And so when I did the work, I found it hard to get on with it, until I'd given them their space to do it.

### CD2 TRACK 42 (RP = ROS POMEROY)

- RP: It's easy to make cultural mistakes working internationally. I usually write quite long e-mails. I leave the important part of the message until the end, and that normally comes after perhaps some funny comment. It took me some time to learn that people in other countries find that confusing, they don't understand that I am not being direct. They are confused by the humour, and what I am trying to say then often gets ignored.

### CD2 TRACK 43

- 1 A: Could I have a map of the city, please?  
B: Yes, here you are.
- 2 A: Could you recommend a good restaurant, please?  
B: Yes, there's a very good Italian restaurant near here. It's in Seymour Street.
- 3 A: Could you say that again, please?  
B: Yes, Seymour Street. I'll show you where it is on the map.
- 4 C: Could you copy this document for me, please?  
D: I'm sorry, I can't. The office is closed in the evening, but I can do it for you tomorrow morning.
- 5 C: Could I have my bill, please?  
D: Yes, I'll just print it for you.
- 6 C: Could you call me a taxi, please?  
D: No problem. Where do you want to go?

### CD2 TRACK 44 (L = LOUISE, T = TOM)

- L: So, Tom, things aren't going very well with you and Paul. What exactly is the problem?
- T: Well, we don't have a very good relationship – that's it, really. I don't think I can work with him.
- L: Why not?
- T: Well, it's not just me – I think the whole team feels the same. You see, Paul's not very good at communicating. Or maybe I should say, he communicates in the wrong way. He doesn't like face-to-face meetings, but that's the way we solve most of our problems here. He spends most of his time sending e-mails to all of us. He's very formal, too formal for this country. I suppose it's because of the culture he comes from.
- L: What about our customers? Does he get on well with them?
- T: Well, how can I put it? They respect him, he's got a lot of knowledge ... but they don't really like him. Our customers like to meet us in the evening and get to know us socially. Paul doesn't join in. He's always too 'busy' when a customer invites us for a meal. Maybe that's why the rest of the team doesn't get on well with him. They all enjoy meeting after work and having a good time together. Paul's just not interested in that sort of thing.
- L: Mmm, it's a pity. Socialising is important over here. You know, we sent Paul out here to help you, but it isn't working, is it? Your relationship, I mean?
- T: No, it isn't. What's the solution, then? What should we do?
- L: Well, I think the best thing to do is for me to have a talk with him. I'll give him some good advice.
- T: That's a good idea. After that, I think you should talk to the team.
- L: Explain what Paul's role is. People don't seem to understand what he's doing here.

**CD2 TRACK 45 (KM = KATE MASKIE, SA = STUART ADAMS)**

**KM:** I really want to change things in the branch office, Stuart. I'd like our style to be more relaxed and friendly, just like it is at head office. That's the kind of image to show to our customers. It would get us a lot more business.

**SA:** Mmm ... sorry, Kate, I can't agree with you.

**KM:** Why not? What's the problem?

**SA:** You see, the staff at the branch office don't want to change things. They've been with us for years, and they're quite happy with the way things are.

**KM:** Maybe, but we do need to change our style. We need a more modern image – I feel strongly about that. I want to meet some of the senior staff as soon as possible to explain why we need to change.

**SA:** Well, good luck!

**KM:** I can see you're against changing things, Stuart. But perhaps some of the staff will have a different opinion.

**SA:** Maybe ... OK, let's set up a senior staff meeting for next week. You can present your proposals for change. We'll see how people feel about them.

**KM:** Right, I'll make the arrangements and let you know when the meeting will be.

**UNIT 12 JOBS****CD2 TRACK 46 (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 get experience of sales in different industries.

**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 I plan the sales strategy for the team.

**I:** Have you ever worked with a difficult person?

**C:** Well, the boss in my last company wasn't very easy to work with.

**CD2 TRACK 47 (I = INTERVIEWER, LC = LIZ CREDÉ)**

**I:** What would be your ideal job?

**LC:** I'm very fortunate, because I think my current job is my ideal job, and I know a lot of people wouldn't be able to say that. I lead the management consultancy of 35 consultants, and I enjoy working with all my colleagues. We do very interesting work with a variety of clients, and although we work very long hours, it's very rewarding, and we have a good laugh as well.

**I:** Tell us about a job you didn't like.

**LC:** Thankfully, that was one that I had over 20 years ago. And the reason I didn't like it was because I didn't think the company treated people very well. It didn't involve them or get the best out of them, and I also didn't get on well with my manager. Fortunately, I only stayed there a couple of years.

**CD2 TRACK 48 (I = INTERVIEWER, LC = LIZ CREDÉ)**

**I:** What are your strengths and weaknesses?

**LC:** I think my strengths come from my work as a consultant over the last 20 years. I understand how organisations work through looking at their leadership, their culture and their business strategy, and I'm able to bring that understanding to my new, new projects with new clients. I think my main weakness is that I can see a situation from many different sides, and sometimes that makes it hard to make decisions.

**CD2 TRACK 49 (I = INTERVIEWER, LC = LIZ CREDÉ)**

**I:** What advice would you give to young people starting work?

**LC:** I think there are three main things I'd say to them: one would be take the opportunities that you're given and really learn as much as you can from them; the second would be to really listen to those around you and pay attention to what they're saying; and the third would be to build relationships across the organisation, because that's really going to be helpful to getting the work done.

**I:** What's the best question to ask in a job interview?

**LC:** When you go for a job interview, I think it's a good idea to ask a question that demonstrates you're really interested in the company, and that perhaps you've done some research into the organisation. I'm particularly interested in culture, so perhaps you could ask a question about the company culture – 'What's it like to work around here?' Or 'What are the pluses and minuses in the job that you're expecting to do?'

**CD2 TRACK 50 (I = INTERVIEWER, TM = TIFFANY MARTIN)**

**I:** Why do you want this job?

**TM:** 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:** Do you have any special skills?

**TM:** I'm fluent in German and French. I get on well with people. I'm also good at managing people and getting them to achieve results together. I love organising events for clients, and I think I'm very good at that.

**I:** What did you learn from your last job?

**TM:** I improved my marketing skills and I learned to work well in a team.

**I:** And what mistakes have you made?

**TM:** Well, I'm not really patient with people who don't meet deadlines.

**I:** What kind of people do you work well with?

**TM:** 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 are reliable.

**I:** What are your interests?

**TM:** I have lots of different interests. As I said before, I like travelling and discovering new cultures. I also like aerobics and skiing.

**I:** What about the future? Where do you want to be in 10 years' time?

**TM:** I want to be working in an international company as its Marketing Manager.

**I:** Do you have any questions for us?

**TM:** If I get the job, when would you like me to start?

**CD2 TRACK 51 (D = DIRECTOR, VP = VICE-PRESIDENT, HUMAN RESOURCES)**

**D:** Let's talk about the new people we want to employ, Martia. What kind of candidates are we looking for?

**VP:** Starting with personal qualities, we want people who'll share our values, people who are honest, open and reliable. I also think they should be sociable and friendly. You know, the sort of people you like to work with. It'll be very useful, too, if they have qualities as future leaders. If they can show that, it'll be a big advantage for them.

**D:** So what about skills and abilities?

**VP:** Well, I think we should hire people who are good organisers and also good at teamwork. They're very important skills.

**D:** That's true. It'll be an advantage, too, if candidates can analyse and solve problems. And they'll need to know how to use our main IT systems. What about language skills?

**VP:** Well, they should know at least one other language.

**D:** At least one. A lot of them could be working overseas, so they'll certainly need to be able to learn a foreign language. OK, previous experience: I think we agreed earlier that they should have at least three years' commercial or industrial experience. Right?

**VP:** Yes, that was the minimum. We also agreed there'll be no age limit, but we think most candidates will be in the 25 to 35 age group.

**D:** Yes, I don't expect them to be older than that. OK, I think that's about it.

**VP:** Yes, but there is one other thing. We should ask them about their interests. We don't want to hire someone who has no interests outside work.

**D:** Fine. It should be interesting.

**VP:** Let's hope so. You never know what a candidate will tell you at an interview!

**WORKING ACROSS CULTURES 4****CD2 TRACK 52**

In the case of team working, researchers have found that there are some cultural attitudes that are similar for the majority of people from Indonesia, Japan, South Korea, Malaysia, Singapore and China.

These are societies that usually like working in groups. People in these societies are often happier working towards team goals rather than individual targets. They are naturally good team players, and it's not always necessary to spend a lot of time on team-building training sessions. The individual is not as important as the group, and arguments should be avoided. Team leaders must avoid situations where team members might lose face or lose respect.

**CD2 TRACK 53**

It's difficult to find common attitudes towards team working in all European countries. It's easier to find similarities in some southern European countries (say Portugal, Italy, Greece and Spain) and then in some northern European countries. Here, I will discuss Denmark, Norway and Sweden first, and then mention Finland at the end.

Southern European teams can often be individuals working on their own and reporting to a strong leader. Team leaders need to give a clear focus and direction for each team member.

Many Scandinavians like working in teams, and this means that Danes, Norwegians and Swedes are good team players. However, a team leader who gives orders all the time to junior members is not likely to succeed. Once team members are given a task, they want the freedom to complete it without too much control. It's also important that information is shared widely across the group. Finland, however, is different, as Finns often prefer to work on their own.

# Glossary

- **noun** (*n.*) The codes [*C*] and [*U*] show whether a noun, or a particular sense of a noun, is countable (*an agenda, two agendas*) or uncountable (*awareness, branding*). Note that some nouns in the examples are used as part of a noun phrase.
- **verb** (*v.*) The forms of irregular verbs are given after the headword. The codes [*I*] (intransitive) and [*T*] (transitive) show whether a verb, or a particular sense of a verb, has or does not have an object. Phrasal verbs (*phr.v.*) are shown with their participle.

**abroad** *adv.* in a foreign country or going to a foreign country  
*How often do you travel abroad?*

**access** *v.* [*T*] to find and use information, especially on a computer  
*I use the Samsung for social contact and to access Facebook.*

**adapt** *v.* [*T*] to change something so that you can use it for a different purpose  
*How do international fast-food companies adapt their menus for Indian customers?*

**advertising agency** *n.* [*C*] a business that designs advertisements for other companies  
*Volkswagen asked the US advertising agency Deutsch, L.A. to create a TV commercial to launch the 2012 Beetle.*

**advertising campaign** *n.* [*C*] a planned series of advertisements to advertise a product or to persuade people to do something  
*The new advertising campaign cost 900,000 euros.*

**aim** *v.* [*T*] If something is *aimed* at a particular group of people, it has been made or designed for them.  
*Our new bags are aimed at stylish women.*

**aisle seat** *n.* [*C*] a seat on a plane that is next to the long space between the rows of seats  
*Would you like a window seat or an aisle seat?*

**alarm call** *n.* [*C*] a telephone call made to your hotel room by hotel reception in order to wake you up  
*Can I have an alarm call at 6.45, please?*

**ambitious** *adj.* determined to be successful or powerful  
*I like to work with ambitious people because they give me energy.*

**annual leave** *n.* [*U*] time that you are allowed to be absent from your work, equal to a particular number of days per year  
*How many days' annual leave do you get in your company?*

**apply for** *phr.v.* to make a formal, usually written, request for something, especially a job, a place at university or permission to do something  
*In 2011, Martin began to apply for jobs abroad.*

**appointment** *n.* [*C*] an arrangement to meet someone at a particular time and place  
*Selim likes to be on time for appointments, but I like to be early.*

**assistant** *n.* [*C*] someone who helps someone else do their job  
*My assistant answers the phone and arranges meetings.*

**attend** *v.* [*T*] to go to an event such as a meeting  
*When he is away, he attends meetings.*

**award** *n.* [*C*] a prize for something good that you have done  
*The 3T group won an award last year for the best magazine advert.*

**benefit** *v.* [*T*] to have a good effect on someone or something, or to give someone or something an advantage  
*By the end of my talk, you will understand how the new system benefits us all.*

**bill** *n.* [*C*] a list showing how much you have to pay for services or goods received  
*I'm checking out today, so can I have the bill, please?*

**billboard** *n.* [*C*] a large sign used for advertising  
*I think our competitors are using a lot of billboard advertising. I saw two huge ads on my way to work this morning.*

**board** *v.* [*T, I*] to get on a plane, ship, train or bus  
*Flight BA 125 is now boarding at gate 17.*

**bonus** *n.* [*C*] an extra amount of money added to an employee's wages, usually as a reward for doing difficult or good work  
*I'd like to talk to you about the bonus scheme.*

**book** *v.* [*T*] to arrange to have or do something at a particular time  
*I need to book a hotel room today.*

**branch** *n.* [*C*] an individual bank, shop, office, etc. that is part of a large organisation  
*You will need to set up a new branch in Amsterdam.*

**briefing** *n.* [*C*] a meeting at which information or instructions are given  
*Face-to-face communication includes one-to-one meetings, team meetings, forums, briefings, etc.*

**budget** *n.* [*C*] a detailed plan made by an organisation or a government of how much it will receive as income over a particular period of time, and how much it will spend, what it will spend the money on, etc.  
*In 2010, Toptek spent about 32 per cent of its budget on print advertising.*

**business** *n.* [C] an organisation that produces or sells things  
*He runs his own business.*

**business** *n.* [U] **1** the work that you do as your job to earn money  
*She travels on business one week a month.*

**2** the production, buying and selling of goods or services for profit

*The store is open for business 24 hours a day.*

*How's business?*

**business card** *n.* [C] a card that shows a businessperson's name, company, address, etc.

*I usually wait until the person I'm meeting offers me a business card before I offer them mine.*

**business trip** *n.* [C] a journey to a place for business

*He doesn't get up early, especially after a business trip.*

**busy** *adj.* having a lot of work or other things to do

*I'm very busy in the morning.*

**candidate** *n.* [C] someone who is being considered for a job or is competing to be elected

*Last year, she set up and ran summer internship programmes for 60 candidates.*

**career** *n.* [C] a job or profession that you have been trained for and intend to do for your working life, and which offers the chance to be promoted (= move up through different levels)

*Tim says working in a call centre is just a job, it's not a career.*

**casual Friday** *n.* [C] a Friday when employees are allowed to wear clothes that are comfortable and usually worn in informal situations

*We don't have to wear business suits at the end of the week. My company has a system of casual Fridays.*

**CEO** *n.* [C] **Chief Executive Officer** the person with the most important position in a company

*What is a typical day in the life of the CEO of a big company?*

**chairperson** *n.* [C] someone who is in charge of a meeting or who directs the work of a committee or organisation

*In meetings, do you prefer to not speak much or to be the chairperson?*

**change** *v.* [T] to give some money to someone and receive the same amount back from them, but in different notes or coins

*A customer is changing dollars into euros.*

**channel** *n.* [C] a system that is used for supplying information or goods

*There are various channels of communication which can be used.*

**charge** *n.* [U] when someone controls something or is responsible for something

*In this exciting job, you will need to be in charge of a team of 25.*

**check** *n.* [C] the American word for a restaurant bill

*In New York, you ask for the check at the end of a meal, but in London you ask for the bill.*

**check** *v.* [T] to do something in order to make sure that everything is safe, correct or working properly

*How often do you check your work e-mails when you are on holiday?*

**check-in desk** *n.* [C] a place where you go to show your ticket and give in your bags before you get ready to board the plane, train, boat, etc.

*I don't like queuing at the check-in desk.*

**check in** *v.* [I] to go to the desk at a hotel, airport, etc. and say that you have arrived

*We have to check in two hours before the flight leaves.*

**childcare** *n.* [U] the activity of looking after children while their parents are working

*We provide childcare facilities for working parents.*

**client** *n.* [C] someone who pays for services or advice from a professional person or organisation

*Jeremy's clients sometimes have quite complicated problems.*

**colleague** *n.* [C] someone you work with, used especially by professional people or managers

*My colleagues are really nice and I like my boss.*

**collect** *v.* [T] to go to a place and get someone or something

*You can collect your luggage at baggage claim.*

**commercial** *n.* [C] an advertisement on television or radio

*A typical TV commercial is 30 seconds long.*

**company** *n.* [C] an organisation that makes or sells goods or services in order to make a profit

*Burberry isn't an American company, it's British.*

**compare** *v.* [T] If you *compare* things, you examine them in order to find out how they are similar or different.

*I'd like to compare prices with Emmerson's, but I'll contact you again this afternoon.*

**competitive** *adj.* used to describe situations and behaviour in which businesses are trying very hard to be more successful than others, for example by selling their goods or services more cheaply than others

*Germany is a competitive market for cars.*

**competitor** *n.* [C] a person, product, company, country, etc. that is competing with another

*Laurence and Tracy are talking about an advertising campaign by one of their competitors, Palmer and Mason.*

**complain** *v.* [I] to say that you are not satisfied with something or not happy about something

*When they arrived, they were complaining loudly about the morning's bad traffic.*

**complaint** *n.* [C] a written or spoken statement by someone complaining about something

*The receptionist is listening to a customer's complaint and trying to solve the problem.*

**conference** *n.* [C] a large formal meeting, usually lasting a day or several days, where people discuss things in order to exchange information or to come to an agreement

*I met an interesting person at a conference in Singapore.*

## GLOSSARY

**conference call** *n.* [C] a telephone call in which several people in different places are able to talk together at the same time  
*Conference calls are useful, especially for keeping up to date on projects.*

**confirm** *v.* [T] to tell someone that an arrangement is now definite  
*It's a good idea to confirm your flight before you go to the airport.*

**confusing** *adj.* difficult to understand  
*The instructions are not always clear, and they are sometimes very confusing.*

**consultant** *n.* [C] someone whose job is to give people or businesses advice or training in a particular area  
*I think my strengths come from my work as a consultant over the last 20 years.*

**consumer** *n.* [C] a person who buys goods, products and services for their own use, not for business use or to resell  
*Consumers are people who buy products and services.*

**contact** *n.* [C] a person you know who may be able to help or advise you, especially because of the work they do  
*What do you say when you meet a new business contact?*  
**keep in contact** to meet, telephone or write to someone regularly  
*For Ahrendts, keeping in contact with relatives is important.*

**cope** *v.* [I] to manage a difficult situation successfully  
*It can be difficult to cope with stress at work.*

**cost** *v.* [T] to have a particular price  
*How much does the ticket cost?*

**cost** *n.* [C] the amount of money that you have to pay in order to buy, do or produce something  
*Customers want low prices, but companies have increasing costs.*

**course** *n.* [C] one of the parts of a meal  
*What would you like for your main course?*

**creative** *adj.* producing or using new and interesting ideas  
*I like working with creative people, people who are willing to find new ways to solve problems.*

**credit** *n.* [U] an arrangement with a shop, supplier, etc. to buy something now and pay for it later  
*Our company wants to introduce interest-free credit to help sales.*

**custom** *n.* [C] something that people in a particular group or society have done for a long time, and which they continue doing because it is important to them  
*Before you visit a country for the first time, find out about the most important customs and festivals.*

**customer** *n.* [C] a person or organisation that buys goods or services from a shop or company  
*It is not easy to talk to customers when they are angry and do not want to understand.*

**deadline** *n.* [C] a date or time by which you have to do or to complete something  
*Maria is very reliable, she always meets deadlines.*

**deal with** *phr.v.* to do something to make sure a problem no longer exists  
*In my job, I deal with customers, suppliers and their problems.*

**delay** *n.* [C] a period of time when you have to wait for something to happen  
*Delivery delays are always a problem.*

**delay** *v.* [T] to make someone or something late  
*I'm very sorry I missed our meeting this afternoon. My flight was delayed.*

**deliver** *v.* [T] to take goods or mail to a place  
*We deliver large goods on Monday afternoons.*

**delivery** *n.* [C] the act or process of bringing goods, letters, etc. to a particular place or person  
*It's about the delivery of mobile phones: I want 50, not 15.*

**demand** *n.sing.* If there is a *demand* for something, people want to buy it.  
*There is a lot of demand from Indian consumers for fast food.*

**deposit** *n.* [C] part of the price of something that you pay when you agree to buy it  
*We ask for a 15% deposit on large orders.*

**dessert** *n.* [C] something sweet that you eat after the main part of a meal  
*I usually have ice cream for dessert.*

**details** *n.pl.* small facts or pieces of information about something  
*Can I have your credit-card details, please?*

**develop** *v.* [I, T] to grow and improve, or to make something grow and improve  
*In this exciting job, you will need to develop new products.*

**discount** *n.* [C] a reduction in the cost of goods or services in relation to the normal cost  
*New customers get a 5% discount for orders over 500 items.*

**dish** *n.* [C] food cooked or prepared in a particular way  
*Curry is a typical Indian dish.*

**download** *v.* [T] to move computer software or information from one computer to another, usually from a large computer to a smaller one  
*Employees can download information from the intranet.*

**earn** *v.* [T] to be paid a particular amount of money for the work you do  
*How much money does Lucy earn?*

**eat out** *phr.v.* to eat in a restaurant, not at home  
*How often do you eat out?*

**efficient** *adj.* working well, without wasting time or energy  
*Our new boss is very efficient.*

**employ** *v.* [T] to pay someone to work for you  
*Walmart employs more people than any other company.*

**employee** *n.* [C] someone who is paid to work for an organisation, especially someone who has a job of low rank  
*Our employees enjoy having flexible hours.*

- empower** v. [T] to give a person or an organisation the power or the legal right to do something  
*A positive company culture empowers employees. Staff have a lot of control over their work.*
- encourage** v. [T] to give someone hope and confidence in order to persuade them to do something  
*A positive company culture encourages trust at all levels. Relationships between employees and managers are open and honest.*
- enter** v. [T] to go or come into a place  
*Following a decision to enter the Brazilian market, Gamesa set up a subsidiary in São Paulo in early 2010.*
- entertain** v. [T] to invite people to have food or drink with you  
*We often entertain businesspeople at home.*
- enthusiastic** adj. liking something a lot and being excited about it  
*Mr Colao is not very enthusiastic about video calling.*
- equipment** n. [U] the things that you use for a particular activity  
*Each apartment has high-quality kitchen and bathroom equipment.*
- exchange** v. [T] to give something to someone who gives you something similar  
*You can exchange foreign currency in our currency section.*
- expansion** n. [U] when something increases or is increased in size, amount or number  
*Following the good results in Japan, Yani decided on global expansion.*
- export** v. [T, I] to send and sell things to another country  
*Dalotek exports to over 12 countries.*
- export market** n. [C] another country where a company sells its goods  
*The US is Scotland's second largest export market after France.*
- face to face** adj., adv. meeting and speaking directly to someone  
*How many people do you speak to face to face each day when you are working?*
- factory** n. [C] a large building or group of buildings where goods are made, using large industrial machinery and usually employing many people  
*When the machinery in the factory starts, it is very noisy.*
- fail** v. [I] to be unsuccessful  
*Some business deals fail because of small things like a misunderstood e-mail.*
- flagship store** n. [C] the best and most important store that a company owns  
*Uniqlo opened a flagship store in New York in November 2006.*
- flexible** adj. able to change or be changed easily to suit any new situation  
*I enjoy having flexible hours.*
- flexitime** adj., n. [U] a system in which people work a fixed number of hours each week or month, but can change the times at which they start and finish each day  
*We have a flexitime system in our office. Some people choose to work from 9 a.m. to 5 p.m.; others work from 10 a.m. to 6 p.m.*
- flight** n. [C] a journey by plane  
*Last call for all passengers for flight SA 238 at gate 12: the gate closes in five minutes.*
- formal** adj. done or given officially and publicly  
*Companies have an Annual General Meeting (AGM) once a year. It is a very formal meeting, with a lot of people.*
- forum** n. [C] an occasion or place where people can discuss an important subject  
*Employees can use social media to create an internal community, for example by posting profiles, starting discussion forums, etc.*
- gesture** n. [C] a movement of your head, arm or hand that shows what you mean or how you feel  
*How important are gestures (hand movements, etc.) for you when communicating?*
- global** adj. affecting or including the whole world  
*Burberry is a global fashion company.*
- goods** n.pl. things that are made for people to buy  
*I buy things like electrical goods in the January sales because the discounts and special offers are so good.*
- guarantee** n. [C] a formal written promise to repair or replace a product if it has a fault within a specific period of time after you buy it  
*They give a three-year guarantee.*
- hard copy** n. [C] information from a computer that is printed out onto paper  
*If you haven't got a hard copy of the report, I can print one out for you.*
- hard-working** adj. working with a lot of effort  
*I think a hard-working boss is important.*
- head office** n. [C] the main office of a company  
*Levi Strauss has its head office in San Francisco.*
- helpful** adj. providing useful help  
*Juan is very helpful, he likes to do things for other people.*
- hire** v. [T] to pay someone to work for you  
*Yani hired the German designer Jil Sander in April 2009.*
- hoarding** n. [C] BrE a large board fixed to the side of a building, used to show advertisements  
*'Hoarding' is a British English word for 'billboard'.*
- home market** n. [C] the country where goods are produced, rather than foreign countries  
*A home market is in the producer's country.*
- host** n. [C] the person at an event who organised it and invited the guests  
*Take some gifts for your hosts which are typical of your own country.*

## GLOSSARY

- househusband** *n.* [C] a man who works at home doing the cooking, cleaning, etc. for his family  
*He's a househusband at the moment; he looks after our three children.*
- human resources** *n.* [U] the department in a company that deals with employing, training and helping people  
*He is the company's Vice-President of Human Resources.*
- improve** *v.* [T] to make something better  
*Do you think we should redesign our website or just improve it?*
- include** *v.* [T] If something *includes* a person or thing, it has that person or thing as one of its parts.  
*The price includes postage and packaging.*
- increase** *v.* [I, T] to become larger in amount, number or degree, or to make something become larger in amount, number or degree  
*The company wants to increase its market share from 10.3 to 11.5 per cent.*
- in-flight** *adj.* provided during a plane journey  
*I usually watch an in-flight movie when I travel.*
- informal** *adj.* relaxed and friendly  
*Our department starts every day with an informal meeting. It is very relaxed.*
- information** *n.* [U] facts or details that tell you about something or someone  
*I need a lot of information about tourist attractions.*
- intern** *n.* [C] someone, especially a student, who works for a short time in a particular job in order to gain experience  
*Paula will be an intern in the company for three weeks.*
- internship** *n.* [C] a job that lasts for a short time, that someone, especially a student, does in order to gain experience  
*Helen is responsible for organising summer internships.*
- introduce** *v.* [T] **1** to tell two people each other's names when they meet for the first time, or to tell someone your name for the first time  
*Let me introduce you to my colleague, John Roberts.*  
**2** to make a new product or service available for the first time  
*Dalotek introduces one or two new components each year.*
- invite** *v.* [T] to ask someone to go somewhere or to do something with you  
*Why don't we invite Anita and Karlo for dinner?*
- invoice** *n.* [C] a document sent by a seller to a customer with details of goods or services that have been provided, their price and the payment date  
*There's a problem with the invoice, the figures are wrong.*
- jingle** *n.* [C] a short song or tune used in advertisements  
*A short song used in advertising is called a jingle.*
- join** *v.* [T] to become a member of a group, team or organisation  
*In what ways has your job changed since you joined the company?*
- lack** *n.* *sing.* when you do not have enough of something  
*In addition to their small sports facilities, they have a lack of modern equipment.*
- launch** *v.* [T] to show or make a new product available for sale for the first time  
*Our company launches 12 new products a year.*
- lead** *v.* [T] to be in charge of something such as an important activity, a group of people or an organisation  
*In this exciting job, you will need to lead a team of 25.*
- leadership** *n.* [U] the position of being in charge of a country or group, or the people who are in charge  
*What have you done that shows leadership?*
- leisure** *n.* [U] time when you are not working and can relax and do things you enjoy  
*It is sometimes difficult to find enough time for leisure.*
- lift** *n.* [C] Br.E. a ride in someone's car, taking you to where you need to go  
*I'll give you a lift to the station if you want to go home.*
- loan** *n.* [C] money borrowed from a bank, financial institution, person, etc. on which interest is usually paid to the lender until the loan is repaid  
*The Assistant Manager arranges loans for customers.*
- logo** *n.* [C] a design or way of writing its name that a company or organisation uses as its official sign on its products, advertising, etc.  
*I think we should redesign our company logo.*
- luggage** *n.* [U] the bags that you carry when you are travelling  
*Can I take this as hand luggage?*
- luxury market** *n.* [C] people who buy expensive products that are not really necessary but are pleasing and enjoyable  
*Rolex watches sell in a luxury market; they are high-quality and expensive goods.*
- make** *v.* [T] to be able to go to something that has been arranged  
*Sorry, I can't make Monday or Tuesday. How about later in the week?*
- manage** *v.* [T] to direct or control a business, part of a business or the people who work in it  
*I manage a large department in the clothing industry.*
- manufacture** *v.* [T] to produce large quantities of goods to be sold, using machinery  
*Dalotek manufactures car parts.*
- market share** *n.* [U] the percentage of sales in a market that a company or product has  
*Next year, we want to increase our market share to 11.5% and sell over 2,100,000 units of Sparkle.*
- mass-market** *adj.* designed to be bought by a very large number of people  
*Coca-Cola is a mass-market product; it sells to large numbers of people.*

- MBA** *n.* [C] **Master of Business Administration** a university degree that teaches you the skills you need to manage a business or part of a business  
*Danielle did an MBA at the Harvard Business School in 2009.*
- meal** *n.* [C] a time when you eat food, or the food that you eat then  
*Thanks very much – that was a lovely meal, I really enjoyed it.*
- menu** *n.* [C] a list of all the food that is available to eat in a restaurant  
*You ask for the menu at the start of a meal.*
- missing** *adj.* not able to be found  
*We can't use it because there's a piece missing.*
- motivating** *adj.* making people want to do something  
*The new manager is motivating, he really encourages us to work well.*
- niche market** *n.* [C] a part of a market which is small but may be profitable  
*Selling special-interest holidays is a niche market; it is a small but often profitable market.*
- online** *adv., adj.* directly connected to a computer network or the Internet, or available on the Internet  
*How long do you spend online each day?*
- opportunity** *n.* [C] a chance to do something  
*What's important for me is a friendly boss and travel opportunities.*
- order** *n.* [C] a request by a customer for goods or services  
*We have a lot of big orders in March.*
- overseas** *adj.* to, in or from a foreign country across the sea  
*The subject of my presentation is overseas expansion.*
- overtime** *n.* [U], *adv.* time that you spend working in your job in addition to your normal working hours  
*I don't enjoy doing overtime.*
- part-time** *adv., adj.* only working for part of the week  
*Do you want to work part-time or full-time?*
- passion** *n.* [U] a very strong belief or feeling about something  
*Famous for her long black hair, pearl necklaces and her passion for Avon, Jung is one of the world's top business leaders.*
- passport control** *n.* [U] the place at an airport or port where your passport is checked when you leave or enter a country  
*Excuse me, which way is passport control?*
- phone** *n.* [C] a piece of equipment you use to talk to someone who is in another place  
*Mr Shi Jiabao is on the phone.*
- place an order** *v.* [T] to ask a shop or business to provide goods  
*I'd like to place an order.*
- placement** *n.* [C] a job that is found for someone, especially to give them experience of work  
*When I was at university, I did a placement in an advertising agency.*
- plant** *n.* [C] a factory and all its equipment  
*A manufacturing plant is a factory that makes machines and equipment.*
- platform** *n.* [C] the raised place beside a railway track where you get on and off the train  
*Passengers on platform 2, the next train to Manchester is at 14.40.*
- pleased** *adj.* happy or satisfied  
*Pleased to meet you.*
- practical** *adj.* sensible and likely to be effective  
*A practical person is good at making things work.*
- presentation** *n.* [C] an event at which someone explains an idea to a group of people  
*He sometimes gives presentations.*
- promotion** *n.* [C] when you are given a higher job  
*Fast promotion, flexible hours and some sports facilities are what's important for me.*
- provide** *v.* [T] to give someone something they need  
*Dalotek provides components for the car industry.*
- public holiday** *n.* [C] an official holiday when banks and most businesses are closed  
*I am so busy at the moment that I worked on New Year's Day, which is a public holiday.*
- punctual** *adj.* arriving, happening or being done at exactly the time that was arranged  
*Sorry, I'm late again; I know I need to be more punctual.*
- purchasing** *n.* [U] the act of buying something  
*As a store manager, she was responsible for all purchasing and stock control.*
- quiet** *adj.* with few customers and not much activity  
*Business is quiet in the summer.*
- quit** *v.* [T, I] to leave your job, especially because you are annoyed or unhappy with it  
*Andrea told her parents she didn't like her job and wanted to quit.*
- receipt** *n.* [C] a piece of paper which shows how much you have paid for something  
*Can I have a receipt, please?*
- receive** *v.* [T] to get something that is given or sent to you  
*How many e-mails or text (SMS) messages do you receive each day?*
- recommend** *v.* [T] to tell someone that something is good or enjoyable  
*What do you recommend for the main course?*
- recruit** *v.* [T] to find new people to work for an organisation, do a job, etc.  
*Gamesa is already expanding the Camaçari plant and plans to recruit more workers.*
- reduce** *v.* [T] to make something less or smaller in price, amount or size  
*We could reduce each department by 10 workers.*

## GLOSSARY

- refund** *n.* [C] a sum of money that is given back to you  
*I'm sorry there's a problem with the mobile phone, we can give you a refund.*
- relaunch** *n.* [C] a new effort to sell a product that is already available, often involving a change in advertising, packaging, etc.  
*The relaunch of Uniqlo began in November 2006 with the opening of a flagship store in New York.*
- relaxed** *adj.* calm and not worried about anything  
*I feel very relaxed today.*
- reliable** *adj.* able to be trusted or depended on  
*Reliable people do what they say they are going to do, and do it on time.*
- report to** *phr.v.* to have a particular person in authority over you who gives you tasks and checks that you do them  
*I report to Peter, he's my line manager.*
- research analyst** *n.* [C] someone who studies a subject to find out new things about it or to test new ideas, products, etc.  
*I am a research analyst for an investment bank in New York.*
- reservation** *n.* [C] an arrangement in which a place on a plane, in a hotel, in a restaurant, etc. is kept for a customer who will arrive later  
*I have a reservation for two nights, my name's Burkhard.*
- respect** *n.* [U] when you admire someone, especially for their personal qualities  
*Her colleagues have a lot of respect for her work and attitude.*
- responsibility** *n.* [U] when someone is officially in charge of something and has to make decisions about it  
*Recently, I have also taken responsibility for our summer internships.*
- retailer** *n.* [C] a business that sells goods to members of the public, rather than to shops, etc.  
*What do you know about Uniqlo, the global fashion retailer?*
- revenue** *n.* [U or pl.] money that a business or organisation receives over a period of time, especially from selling goods or services  
*Today, Avon's revenues are more than \$10bn.*
- reward** *v.* [T] If you are *rewarded* for something you have done, something good happens to you or is given to you.  
*A positive company culture rewards good performance. There is an incentive scheme for efficient employees.*
- run** *v.* [T] to control or be in charge of an organisation, company or system  
*Martin has run his own training company since 2005.*
- salary** *n.* [C] money that you receive as payment from the organisation you work for, usually paid to you every month  
*What's important for me is a high salary, long holidays and helpful colleagues.*
- sales** *n.* [U] the part of a company that deals with selling products  
*I'm in sales, but I'm not the manager.*
- sales assistant** *n.* [C] someone whose job is to help sell things in a company  
*The sales assistant brought me three more dresses to try on.*
- sales representative** *n.* [C] a person who sells a company's products or services by speaking to customers on the phone or travelling to meet them  
*Avon's sales representatives sell cosmetics door to door in more than 120 countries.*
- sample** *n.* [C] a small amount of something that shows what the rest of it is like  
*I asked the manufacturer to send me a sample of the product.*
- schedule** *v.* [T] to plan when something will happen  
*The seminar was scheduled to start five minutes ago but, like many meetings in Brazil, it did not start on time.*
- security** *n.* [U] when you have something and are not likely to lose it, or when you are not likely to suffer something bad  
*What's important for me is a friendly boss and job security.*
- service** *n.* [U] the work that people who work in a company give you  
*When I buy a product like a computer or a TV, great after-sales service is important for me.*
- set up** *phr.v.* to start a company or organisation  
*They want to set up factories in Africa.*
- shift** *n.* [C] one of the set periods of time during each day and night when a group of workers in a factory, etc. are at work before being replaced by another group of workers  
*For two weeks each month, I work at night. I can't sleep during the day. I hate shift work.*
- single** *adj.* intended to be used by only one person  
*I can give you a single room on the eighth floor, or a double on the third floor.*
- single** *n.* [C] a ticket for a journey from one place to another but not back again  
*A single to Oxford, please.*
- slogan** *n.* [C] a short phrase that is easy to remember and is used by an advertiser, organisation or other group  
*'Just do it', 'Always Coca-Cola' and 'Because I'm worth it' are all slogans.*
- sociable** *adj.* friendly and enjoying being with people  
*Maria gets on well with her colleagues and has a lot of friends; she's extremely sociable.*
- solve** *v.* [T] to find a successful way to deal with a problem  
*My job is to solve our customers' problems.*
- spend** *v.* [T] to use time doing something  
*At work, he spends a lot of time in meetings and on conference calls.*

- staff** *n.* [U] the people who work for an organisation or business  
*I go to all staff meetings.*
- starter** *n.* [C] the first part of a meal  
*Would you like a starter?*
- in stock** *adj.* If a shop has something *in stock*, it has it available for people to buy there.  
*Are the goods in stock?*
- strategy** *n.* [C] a plan or series of plans for achieving an aim, especially success in business or the best way for an organisation to develop in the future  
*Our management team discuss business strategy, but they don't discuss employee problems.*
- strength** *n.* [C] something that you are good at  
*What are your strengths and weaknesses?*
- stressful** *adj.* making you worried and unable to relax  
*Working in a call centre is often very stressful.*
- stylish** *adj.* attractive and fashionable  
*Our new women's bags are stylish and fashionable.*
- successful** *adj.* having achieved what you have been trying to do  
*International fast-food companies need to change their menus to be successful in India.*
- suit** *v.* [T] to be acceptable to you and not cause you any problems  
*What time suits you?*
- supply** *v.* [T] to provide goods or services to customers, especially regularly and over a long period of time  
*Green Shoots supplies the gardening industry.*
- support** *v.* [T] to help and encourage someone or something  
*A positive company culture supports innovation. New ideas and change are welcome.*
- swap** *v.* [T] to exchange something you have for something that someone else has  
*I use the BlackBerry for business e-mail and to swap SMS messages with colleagues.*
- target market** *n.* [C] the people you are trying to sell to  
*The target market is young women who want to look good.*
- taste** *n.* [C] Your *taste* in something is what kind of that thing you like.  
*International fast-food companies know how important it is to adapt their food for Indian tastes.*
- terminal** *n.* [C] a large building that is part of an airport, bus station or port, where people wait to get onto planes, buses or ships  
*Which terminal does your flight leave from?*
- tip** *n.* [C] an additional amount of money that you give to someone who has done a job for you as a way of thanking them  
*If the service is good, I always leave a tip.*
- trade show** *n.* [C] an event at which many different companies involved in a particular area of business show and sell their products  
*He often goes to trade shows.*
- train** *v.* [T] to teach someone the skills that they need to do something difficult  
*In my last job, I trained staff to use the new IT system.*
- travel** *v.* [I] to go from one place to another, usually in a vehicle  
*I travel to work by bus.*
- turnover** *n.* [U] the rate at which people leave an organisation and are replaced by others  
*Nobody stays in the job very long, there's a high staff turnover.*
- uniform** *n.* [C] a set of clothes that people wear so that they all look the same  
*In many banks, staff can't wear what they like. They have to wear uniforms.*
- upload** *v.* [T] to move information or programs from your computer onto another computer, especially onto a larger central computer  
*Employees may join chat rooms or forums to post comments or upload images and discuss with other employees around the world.*
- waste** *v.* [T] to use more of something than you need to, or to not use it in a sensible way  
*We waste a lot of paper, but we don't waste electricity.*
- work experience** *n.* [U] experience of working that is useful in finding a job  
*Cindy Tan has no work experience.*
- workforce** *n. sing.* all the people who work in a particular country, industry or factory  
*Dalotek has a workforce of 2,500.*
- workshop** *n.* [C] a meeting at which people try to improve their skills by working together  
*I run a workshop every Wednesday.*

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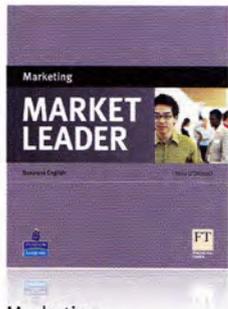
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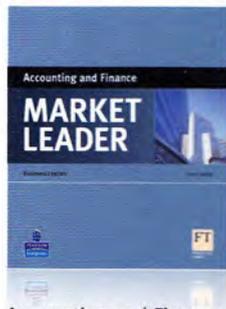
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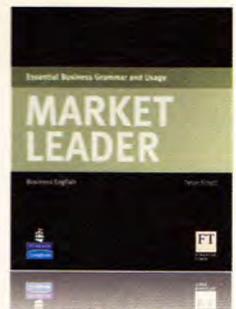
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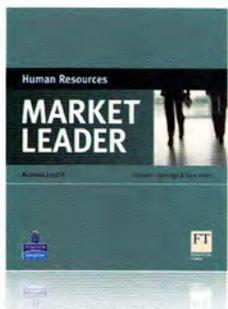
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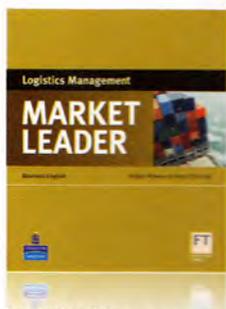
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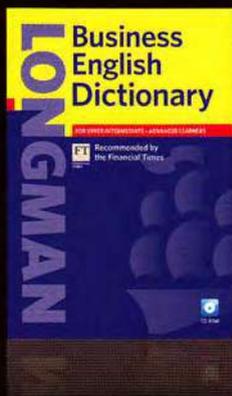
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