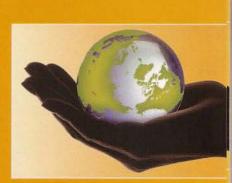


ELEMENTARY BUSINESS ENGLISH COURSE BOO

NEW EDITION

MARKET LEADER



David Cotton David Falvey Simon Kent





Pearson Education Limited

Edinburgh Gate, Harlow, Essex, CM20 2JE, England and Associated Companies throughout the world

www.market-leader.net

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ELEMENTARY BUSINESS ENGLISH COURSE B

NEW EDITION

MARKET LEADER





Map of the book

	Discussion	Texts	Language work	Skills	Case study
1 oductions	Jobs and studies	Reading: Meet Jeffrey Immelt Listening: Talking about yourself	Nationalities to be a /an with jobs; wh- questions	Introducing yourself and others	Aloha in Hawaii: Meet conference attendees Writing: e-mail
2 k and ure	Work and leisure activities	Reading: Carlos Ghosn, Superstar – CNN	Days, months, dates Leisure activities Present simple Adverbs and expressions of frequency	Socialising 1: talking about work and leisure	Independent Film Company: Interview employee about working conditions Writing: list
3 lems	Problems where you live	Reading: Survey of problems at work	Adjectives describing problems Present simple: negatives and questions have got	Telephoning: solving problems	Blue Horizon: Complain about holiday problems Writing: telephone message
sion A					
4	A place you know well	Reading: A business hotel brochure Listening: Travel information	Travel details: letters, numbers, times can /can't	Making bookings and checking arrangements	Pacific Hotel: Book guests into a hotel Writing: e-mail
4		hotel brochure Listening: Travel	letters, numbers, times	bookings and checking	Book guests into a hotel Writing: e-mail Which restaurant?: Choose a restaurant
A 4 el 5 and rtaining	know well	hotel brochure Listening: Travel information Reading: Learning chopsticks – Financial Times Listening: Ordering a	letters, numbers, times can /can't there is /there are Eating out: food and menu terms some /any Countable and	bookings and checking arrangements Socialising 2:	Book guests into a hotel Writing: e-mail Which restaurant?: Choose a restaurant for a business meal

page 58

	Discussion	Texts	Language work	Skills	Case study
Unit 7 People Page 62	Types of colleagues Starting a business	Reading: Mercedes Erra – Financial Times Listening: An interview with a bank director about a bad manager	Describing people Past simple: negatives and questions Question forms	Negotiating: dealing with problems	A people problem: Negotiate a solution to a problem with an employee Writing: e-mail
Unit 8 Markets	Marketing a new cereal	Reading: Welcome to Moscow, city of the gold Rolls Royce – Financial Times Listening: An interview with a cross-cultural trainer	Types of markets Comparatives and superlatives much /a lot, a little /a bit	Meetings: participating in discussions	Cara Cosmetics: Launch a new produc Writing: catalogue description
Unit 9 Companies page 78	Successful companies	Reading: Natura aims to expand internationally – Financial Times Listening: An interview with the CEO of Unipart	Describing companies Present continuous Present simple or present continuous	Presentation 2: starting a presentation	You and your company: Prepare are introduction to a presentation Writing: company profile
Revision					
unit C				To the second	
unit 10 The Web	Using the Internet Plans for the future	Reading: Online business model dressed to kill – Financial Times Listening: An interview with a website effectiveness consultant	Internet terms Time expressions Talking about future plans (present continuous and going to) will	Making arrangements	Isis Books plc: Plan a sales trip Writing: e-mail
oage 86 Unit 10	Internet Plans for the	model dressed to kill – Financial Times Listening: An interview with a website	Time expressions Talking about future plans (present continuous and going to)		Plan a sales trip

unit D

page 114

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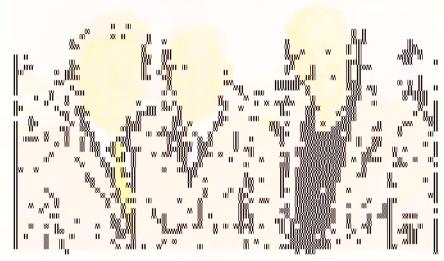
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What is in the units?

Starting up

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

Vocabulary

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

Discussion

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

Reading

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

Listening

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

Language review

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

Skills

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

Case study

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

Revision units

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

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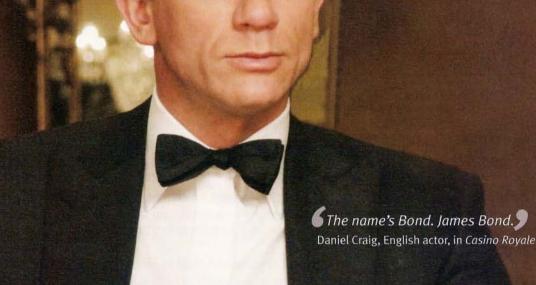
UNIT

Introductions

OVERVIEW

- Vocabulary Nationalities
- Reading
 - Describing people
- Language focus 1
- Language focus 2

 a /an with jobs, whquestions with to be
- Listening
- Talking about yourself
- Introducing yourself and others
- Case study
 Aloha in Hawaii



Starting up

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

from I'm my name's she you

- 1 Emma. Emma Schneider, from Habermos in Hamburg.
- 2 Good morning. name's Shi Jiabao.
- **3** My Akim, by the way. Akim Anyukov.
- 1.1 Now listen to these four business people introducing themselves. Check your answers to Exercise A. Then match the speakers (1-4) below to their business cards (A-D) on page 7.









A Habermos GmbH **ASTENA Consulting Group** Emma Schneider Steintwiete 47 20459 Hamburg Akim Anyukov Product Manager Germany Accountant Tel: +49 (0) 40-56 91 65 56 Fax: +49 (0) 40-56 91 65 66 Tel: (812) 275-5626 PO Box 103, Mobile: +49 (0) 177-7 46 94 36 Tel/fax: (812) 101-4046 St. Petersburg, E-mail; eschneider@habermos.de E-mail: akim@accounts.ru 193015 RUSSIA D C Shi Jiabao RTA Seguros S.A. Nuria Sosa 88 Xue Yuan Road, Hangzhou, Senior Manager Zhejiang Province, P.R. China 310012 Tel: (0086-571) 2152433 Ayacucho 3813 E-mail: jia@mail.zjzs.edu.cn **1** +(5411) 4625-1796 (B1765ETL) Recoleta E-mail: sosa@rtas.com.ar Buenos Aires, Argentina Talk about yourself. Hello. My name's I'm from 1.2 Listen to these letters and practise saying them. BCDEGPTV QUW FLMNSXZ R IY 1.3 Listen and write the words that are spelled. Work in pairs. Spell the names of some people. Student A: See below. Student B: Turn to page 138. Student A Spell the first names and surnames of these people for your partner. 1 Our Accounts Manager is Li Hai. That's L-I and then H-A-I. 2 Our new Sales Assistant is Ana Torres. That's A-N-A, and then Torres T-O-double R-E-S. 3 The Human Resources Manager is Tom Sims. That's T-O-M, and then Sims S-I-M-S. Now listen to your partner and write down the first names and surnames of three other people.

Vocabulary

Nationalities

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

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

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

🥏 Vocabulary file page 154

1.4 Listen and check your answers to Exercise A.

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

Student A: Turn to page 134.

Student B: Turn to page 138.

A Is Sony Japanese? B Yes, it is.

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

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

Think of three companies you know. Give their nationalities.

Reading

Describing people

Read this article. Then complete the chart below.

Meet Jeffrey Immelt

Jeffrey Immelt is Chairman and CEO of General Electric Co. GE is a 128-year-old company in 5 Connecticut, USA. It operates in more than 100 countries and employs

operates in more than 100 countries and employs more than 320,000 people worldwide.

10 Immelt is 51 and is a
very rich man. He is
married, and his wife's
name is Andrea. They
have one daughter. Her
15 name is Sarah, she is 20
years old. 'My wife and
my daughter are great,'
Immelt says. 'It's a pity
we're not together more
20 often.' He is away on

business more than 50% of his time, and he tries to meet customers about a week a month. 'Life is never boring,' he says. 'No two days are the same.'

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



hour. 'Exercise is important, but my real hobby is golf,' he says. 'I'm not great at golf, but I enjoy it. And I like to read, 30 especially when I'm on the move.' He likes biographies, business books and fiction, and reads about 50 books a year. He also likes 1970s rock music.

false

Jeffrey Immelt		
Age	51	
Family		
Job		
Hobbies and interests		

- Decide whether these statements are true or false.
 - 1 Jeffrey Immelt is President of General Electric.
 - 2 General Electric is a global company.
 - 3 Immelt is married with two children.
 - 4 All days are different for Immelt.
 - 5 He is away more than half of the time.
 - 6 He is not very good at golf.
 - 7 Immelt is not interested in exercise.
 - 8 All his books are about business.
- Work in pairs. Write five questions about Jeffrey Immelt and General Electric. For example:

Is Immelt rich? Where is GE?

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

Language focus 1

to be

• We often use the verb to be to describe people.

Jeffrey Immelt is Chairman of GE. He is American. He is married.

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

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



page 118



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

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

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

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

- 1.5 Listen and check your answers.
- Complete this chart about yourself. Then introduce yourself to a partner.

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

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

My partner's name is ...

- Complete these sentences with negative forms of to be.

 - **2** They're Japanese, butfrom Tokyo.
 - 3 He's German, but from Munich.
 - 4 I'm in sales, but the manager.
 - **5** You're in Poland, but in Warsaw.
 - **6** Her name is Sophia, but Italian.

Match the questions and answers about Sergio.

- 1 Are you Spanish?
- 2 Are you a Sales Manager?
- 3 Are you married?
- 4 Is your wife a manager?
- 5 Is she Italian?

- a) No, I'm a Financial Analyst.
- b) No, she's Polish.
- c) No, I'm Italian.
- d) No, she's a lawyer.
- e) Yes, I am. That's a picture of my wife.

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

A Is Ingrid French?

B No, she isn't. She's German.

Language focus 2

a/an with jobs;
wh- questions

- We use *a* before words beginning with a consonant sound (e.g. *b*, *c*, etc.): *a receptionist*
- We use *an* before words beginning with a vowel sound (e.g. *a*, *e*, etc.): *an astronaut*
- We do not use *a* or *an* with plural nouns: *They are architects*.
- We use question words such as *what, who* and *where* to ask for information:

What's your job? I'm a lawyer. (NOT H'm lawyer.)

What's your wife's job? She's an engineer.

Who's your boss? Julio Cordón.

Where are you from? I'm Russian./ Where's he from? He's Spanish.

page 118

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

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



Skills

Introducing yourself and others



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

Conversation 1

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

Conversation 2

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

Conversation 3

- 5 Jimmy is pleased to meet Dave.
- 6 Business is good.
- 1.7 Listen again and complete these conversations. Use words from the Useful language box below.

From conversation 1

- A Hello. Patrick Keller. the new Sales Assistant.
- **B** Oh, hello. to meet you. I'm Diana Vincent.

From conversation 2

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

From conversation 3

- A Hello, Jimmy.
- **B** Hi, Dave.
- **A**⁷ to see you again.
- A Not too good.
- **B** Oh, really? Sorry to hear that. What's the problem?
- Work in pairs. Practise conversations like those in Exercise B. Use phrases from the Useful language box.

Useful language

Introducing people

I'm ...

My name's ...

This is ...

He's / She's in sales.

He's / She's with Nokia.

Asking about business

How's business?

Offering a drink

Would you like a drink? How about a coffee?

Another drink?

Saying goodbye

See you later. Nice talking to you.

Greetings

Pleased to meet you. Nice to meet you. Good to see you again.

You, too.

Replying

Not bad, thanks.

Fine. / OK. / Not too good.

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

Goodbye. See you soon.

Background

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

COMPANY NAME: CBT Systems GmbH

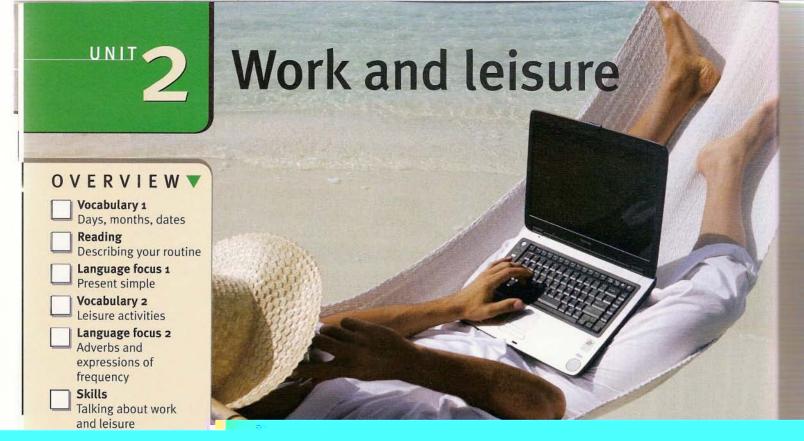
NAME: Barbara Grunewald JOBTITLE: Sales Manager ADDRESS: Hamburg, Germany

COMPANY NAME:

NAME: JOB TITLE:

ADDRESS:





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VU	La	uu	lai	y Z

Leisure activities

	***	der the correct		
June April May Octob		August Dece September		February er July
Spring	Summer	Autumn		Winter
THE PARTY				
			→ Ve	ocabulary file page 10
mnlete these t	ime nhrases w	ith in, at or on.	Then wri	ite the phrases unde
e correct prepo		, 0. 0. 0		p
.₫ night		Thursday	100.0	June
the autur		. the afternoor		New Year
15th May	6	Tuesday ever	ing 9	the weekend
in (x3)	at ((x3)	0	n (x3)
	ati	night		
mplete these s	entances with	in at or on	1	
We have a lot of				
The office close			ear.	
There is an imp		2,000,000		
The CEO visits	our branch	the summe	r.	
We deliver larg	e goods	Monday aftern	oons.	
ork in pairs. Wh			ay, week	and year?
When are you during the do	ı busy		busy in	the morning.
What are the for you?	quiet times	A Business summer.	is quiet	in the
Which days a during the we	re you busy eek?	B I'm alwa	ys busy o	on Mondays.
rite about your	self, your com	pany or your so	hool.	
What are the b		14-3461		V
What are the a	uiet times?			
what are the q			100	ALC: CHEST

Reading

Describing your routine

- A Before you read the article, discuss these questions.
 - 1 What is a typical day in the life of the CEO of a big company?
 - 2 What do CEOs do at weekends?
- Look through the article. Can you find any of the ideas you discussed in Exercise A?

Carlos Ghosn, Superstar



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

He was born in Brazil, but his parents are Lebanese. He speaks five languages fluently and he knows some Japanese, too. He travels all the time because he works in Paris and in Tokyo. His schedule is very tight: he attends meetings, visits plants and dealerships, and meets

10 international customers. When he has time, he also goes to car shows. Some people call him '7/11' because he often arrives at the office at 7 o'clock in the morning and sometimes finishes at 11 p.m. He gets up early every and works over 70 hours a week.

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

Answer these questions.

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

Decide whether these statements are true or false.

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

In each box, match the words that go together.

- 1 football
- a) leader
- 4 attend
- a) customers

- business
- **b)** maker
- 5 meet
- b) languages

- 3 car
- 6 spend
- c) meetings

- c) player
- **d)** time

7 speak

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

Language focus 1

Present simple

• We use the present simple to talk about habits and work routines. *I travel overseas*.

He attends meetings.

Does he meet international customers? Yes, he does. / No, he doesn't. We don't drive to work.

page 119

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

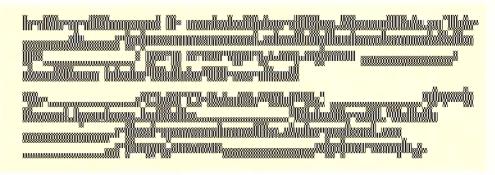
works sleeps has spends wakes stops walks travels goes

ARMAN

Giorgio Armani up at 7 a.m.

He to the gym and hour there. He breakfast and then to the office with his bodyguard. He has pasta and a salad for lunch and then he for ten minutes.

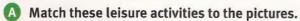






Vocabulary 2

Leisure activities



1 running 2 walking

3 biking

4 swimming









B Use words from the box to complete the leisure activities below.

	going to	playing	watching	listening to	
1	playing. g	olf	5	tennis	
2	T	V	6	the cinema	
3	re	estaurants	7	football	
4	C	Ds	8	the gym	



Talk about your leisure activities. Use the verbs in box 1 and the time phrases in box 2.

i lisa sansey ar da septemi

Life group to the presence distributed

- 1 love like quite like don't like
- 2 at the weekend on Friday night in the summer / winter in August / December in the morning / afternoon / eveni
 - Nocabulary file page 156

anguage focus s

Adverbs and expressions of frequency We use adverbs of frequency and expressions of frequency with the present simple to say how often we do things:
 He often arrives at the office at 7 o'clock.

He sometimes linishes at 11 p.m.

How often does he get up early?

He **always** gets tip early

- · Adverbs of frequency often go:
 - before the main verb: Karla sometimes works from home
 - after the yerb te be Lant abways at rook before 6 on a m

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

usually

- She^vgets up early. (usually)
- 2 They start their first meeting at 9 o'clock. (always)
- 3 We are late for meetings. (never)
- 4 I am busy in the afternoon. (often)
- 5 The office closes at 3 p.m. (sometimes)
- B Complete the expressions of frequency below. Use words from the box.

	three	then	twice	Sunday	week	time	
1	from	time to	time	3 once a.		5	every
2	now an	d		4	. a month	6	times a week

- Read these pairs of sentences. Cross out the incorrect words.
 - 1 a) He reads the papers every day.
 - b) He always /sometimes reads the papers.
 - 2 a) We eat in the company cafeteria four times a week.
 - b) We usually /sometimes eat in the company cafeteria.
 - 3 a) I work late once a month.
 - b) I usually /sometimes work late.
 - 4 a) The managers don't go to business dinners at the weekend.
 - b) The managers never / sometimes go to business dinners at the weekend.
 - 5 a) The company director travels on business twice a week.
 - b) The company director always /often travels on business.
- 2.2 An interviewer asks people from different countries about their typical day. Listen and complete this chart.

	Rodolfo (Mexican)	(Swiss)	Sigrid (Austrian)
What do you do when you get to work?	check e-mail		
where do you have lunch?			
3 How often do you travel on business?			

- Work in pairs. Ask and answer the questions in Exercise D.
- Work in pairs. Ask and answer these questions. Add similar ones of your own.

How often do you ...

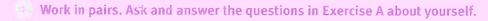
- play sports?
- 5 entertain at home?
- 2 use a mobile phone?
- 6 go on business trips?
- 3 drive to work / college / university?
- 7 go abroad on holiday?
- 4 go to a gym / fitness centre?
- 8 buy a newspaper / magazine?

CLAIL

Talking about work and leisure

Match the questions (1-5) with the answers (4-6).

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





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

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

Lenjoy having flexible hours. — Ledon't enjoy doing overtime Lreally like my boss / colleagues. — Ledon't like long meetings.

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

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

Useful language

Asking questions

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

How often do you ...?

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

Expressing feelings

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

2 Independent Film Company

Background

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

Imagine that you work for IFC. Write

Task

1 Work in pairs.

Student A: See below.

Turn to page 139 and choose Student B:

Read your role card and prepare for the interview.

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

Student A Interviewer (Human Resources)

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

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





Problems

Starting up

Vocabulary

Adjectives

Omplete the sentences below. Use the adjectives from the box.

beautiful broken clean fast flexible helpful high incorrect

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

Student A: Turn to page 134. Student B: Turn to page 138.

Look at these sentences.

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

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

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

- 1 The <u>report</u> doesn't give much information. (too / enough)

 It's too short. / It isn't long enough.
- 2 I can't carry these suitcases. (too)
- 3 I can't meet you at 6 o'clock in the morning. (too)
- 4 I don't want this <u>car</u>. Its top speed is only 100 kilometres per hour. (too / enough)
- 5 Don't take any visitors to those areas late at night. (too / enough)
- 6 That camera doesn't fit in my pocket. (too / enough)
- 7 I can't get this car into the garage. (too)
- 8 Our trucks can't go under that bridge. (too / enough)
- Work in pairs. Tell each other about some of the problems you have where you work or study

My office is too small.

My office isn't big enough.

Reading

Workplace problems

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

- In my company, junior employees often work more than 60 hours a week. If the boss is in the office, we feel we have to stay until he leaves. Very often, we are not paid for working overtime, we work for free. And for many of us, the summer holiday is only a one-week vacation. We work a lot of overtime, but we aren't more productive. We just have more health problems.
- There is so much waste in our company! The air conditioning is on, and people open the windows. The cafeteria is empty, but all the lights are on. People photocopy everything, and the wastepaper baskets are full of copies nobody wants. It's a waste of money for the company, and it's bad for the environment. We all need to try and do our bit to protect our environment.
- the time, and every month some employees lose their jobs. We are very worried about losing our jobs. It's very stressful. We love our company, but sometimes we lose our motivation. We don't come to work on time, or we leave early. We are not very happy at work, and not very happy at home. It's a difficult situation for our families, too.
- Things are better now than in the past, but many of my female colleagues aren't happy. They often get less money than men for the same work, and it's more difficult for us women to get a promotion. In addition, working in teams is very difficult. We women can express our opinions, of course, but it's almost always the manager who has the final word and makes the decisions.

Vocabulary file page 157

0	Match the replies in Exercise A with an appropriate heading.							
	a) Wasting energy							
	b) Overwork							
	c) Sex discrimination							
	d) Job insecurity							
G	Find words in the replies which mean the following.							
	1 hours that you work after your normal working hours (reply 1) overtime							
	2 using more of something than you need to (reply 2)							
	3 to keep someone or something safe (reply 2)							
	4 afraid; unhappy about something (reply 3)							
	5 a feeling of interest or enthusiasm for doing something (reply 3)							
	6 people you work with (reply 4)							
	7 when you move to a higher level in a company (reply 4)							
0	Work in pairs. Put the problems from Exercise B in order, starting with the biggest.							
	1 2							
0	Which of those problems are problems in your company or in your country? What other problems are there?							

Language focus 1

Present simple: negatives and questions

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

Negatives

They don't come to work on time. He doesn't go to meetings.

Questions

Does he work well with colleagues? **Where do** you work?



page 120



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

- 1 What do you think about the new boss?
- 2 What time does the meeting start?
- 3 Where does she live?
- 4 Why does he need the money?
- 5 Who do I report to?
- 6 How does this work?
- 7 How much does it cost?
- 8 When do I finish work?

- a) Peter. He's your line manager.
- **b)** Because he has to pay for the office party.
- c) You can leave at 5 o'clock.
- d) 20 euros.
- e) She's very efficient.
- f) You need to enter your password.
- g) In the city centre.
- h) It starts at 2 o'clock.

Put these words in the correct order to make questions.

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

Make negative sentences. JPCL Jon't (do not) or doesn't (does not).

- 1 Hike meetings. (presentations)
- 2 We waste a lot of paper. (electricity)
- 3 We agree about most things. (budgets)
- 4 Susan sends a lot of e-mails. (faxes)
- 5 Our managers discuss a lot of issues. (employees' problems)

Work in pairs. Ask and answer these questions.

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

- 1 What time / start work?
- 2 When / finish work?
- 3 Where / work?
- 4 Who / report to?
- 5 How often / work at the weekend?

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

- 1 Lagree with my manager about everything.
- 2 I don't work well with my colleagues.
- 3 I always come to work on time.
- 4 I go to all staff meetings.
- 5 I don't like working overtime.

Language focus 2

have got

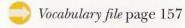
- We use have got to talk about possession.
 We've got a new printer, but it doesn't work very well.
 The office hasn't got a lift.
 Have you got a problem with cash flow? Yes, we have. / No, we haven't.
- We use *some* with plurals in positive sentences. *I've got some* problems with cash flow.
- We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

) page 120

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

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

- a company car
 a fax machine
 a high salary
 a great boss
 a personal assistant
 a lot of free time
- 3 a personal assistant x a lot of free time
 4 two telephones
 ✓ free broadband Internet access
- Work in pairs. Look at the list in Exercise A. Tell each other what you've got and what you haven't got.



Skills

Telephoning: solving problems

- 3.2 Listen to four phone calls. Write the number of the call after the problem. Some calls have two problems.
 - There are no instructions.
 - 2 A piece is missing.
 - 3 The printer doesn't work.

 4 The invoice is incorrect.
 - 5 The air conditioning doesn't work.
 - **6** The line is engaged.



- 1 3.2 Listen again and complete these sentences.
 - 1 How <u>can</u> I <u>help</u> you? Please ______ it, and we can _____ at it for you.
 - - **B** No. Can he me back, please?
 - **3** A I'm sorry to that. Which model is it?
 - B on, I'll check. Here it is. It's the PX2054.
 - A Sorry, could you that, please?
 - 4 Right. Let me down the

Q 3.3 Look at the Useful language box. Listen and tick the expressions you hear.

Useful language

Arswering

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

Apologising

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

Getting details

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

Finding solutions

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

Getting through

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

Stating the problem

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

Giving details

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

Finishing a conversation

Thank you. Thanks for your help.

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

Student A

Sales Representative

Answer the phone.

Ask for details.

Apologise for first problem.

Apologise again and offer solutions.

Say goodbye.

Student B

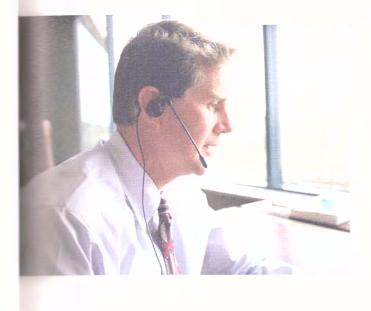
Customer

Introduce yourself. Say you have some problems with order.

Give details of first problem (shirts are wrong colour and size).

Give details of second problem (want 2,000 not 200, as soon as possible).

Thank the Sales Representative. Say goodbye.





Blue Horizon

Background

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

The brochure



Sunrise holidays

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

The apartments are

- large, modern, spacious, comfortable and clean
- colourful

well-furnished and decorated

Each apartment has:

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

The apartment buildings have:

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



What Blue Horizon is really like

Read the notes made by Blue Horizon guests.

Comments from our guests

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



Task

Work in pairs. You are guests at Blue Horizon.

- 1 Compare what the brochure promises with the guests' notes. Say what is different.
 - Blue Horizon hasn't got a lovely view of the sea. There aren't any flowers.
- 2 Student A: See right. Student B: Turn to page 140.

Read your role cards. Then make the telephone call.

Student A Sunrise Holidays Representative

You receive a telephone call from an unhappy guest.

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

Writing

- I You are Carla Davis, the Manager of Blue Horizon. Write an e-mail to Mike Park, from Head Office.
 - Explain the problems you have with Blue Horizon guests.
 - Say you want a meeting with the Head of Customer Relations.
 - Say you want to discuss Blue Horizon's future advertising policy.
- 2 ()3.4 Listen to the voice mail and make notes.
- 3 You are an employee of Sunrise Holidays. Use your notes to write a message for the Manager of Blue Horizon, Carla Davis.

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

-					
	Whating	filename	120	and	121
_/	vvruing	file pages	130	anu	10



Revision

Introductions

Vocabulary

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

Р	0	L	1	S	Н	E	0	М	A	N
A	19-5 AU	A	Ĺ	Υ	S		A	R	10.072	
С	F	w	E	F	R	E	N	С	Н	
С	Н	Y	E	М	F	R	0	0	G	R
0	U	E	N	G	1	N	E	E	R	0
U	N	R	G	A	N	N	Т	R	E	A
N	G	R	L	С	Α	S	Н	1	E	R
Т	Α	Α	I	O	N	A	U	N	K	Ĩ
A	R	Т	s	Α	С	N	M	0	R	Р
N	Υ	Α	Н	S	E	S	A	L	E	S
Т	*5	R	К	Е	Υ	E	N	Α	L	0

Choose the correct words from Exercise A to complete these senten

- 1 Anastasios is Greek He lives in Thessaloniki.
- **2** Boris is an electrical from Omsk. He is Russian.
- 3 Jim is 19 years old. He is a assistant in a department store.
- 4 Linda Moore is She is from Birmingham.
- 5 I'm in Finance, but my partner works in Resources.
- **6** I work in a bank. I'm a I pay out money to customers.
- 7 Tony lives in Paris, but he can't speak
- **8** I work with money and numbers. I'm the compa \(\frac{1}{2} \) is Chief \(\text{...} \)
- 10 Aziza is from She speaks Arabic.

What are the corresponding nationalities for these countries?

- 1 Pakistan Pakistani
- **2** Sweden
- **3** Japan
- 4 Spain
- 5 Germany.....
- **6** Brazil

A	Complete these sentences with am, am not, is, is not, are, are not.							
	1 Jeffrey Immelti the CEO of GE.							
	2 Buenos Aires in Argentina.							
	3 Siemens and BMW German companies.							
	4 English.							
	5 Isabel and Juan							
	6 Nissan							
	7 interested in Business English.							
B	Complete the information about Dorota with short forms of the verb to be.							
	My name .6 ¹ Dorota. I² Polish, and I ³ from Łódź. I ⁴ an account manager. My husband ⁵ an architect. He ⁶ Polish, too. His name ٫ Jan. We ⁵ interested in music and in travel. We have two children, a boy and a girl. Our son 9 12 and our daughter ¹ eight years old. They ¹¹ both in primary school. The school ¹² in the same street as my husband's office. That ¹³ very good for us!							
G	Put these words in the correct order to make questions.							
	1 their / are / what / names /? What are their names?							
	2 you / consultant / are / a / ?							
	3 is / job / what / her / ?							
	4 sales / wife / is / a / your / manager / ?							
	5 from / and Sergio / where / Tony / are /?							
	6 new / is / where / office / your /?							
2	6 new / is / where / office / your / ?							
2	6 new / is / where / office / your / ? Work and leisure							
2 (A)	Work and leisure Complete these sentences with in, at or on.							
2 A	Work and leisure Complete these sentences with in, at or on. 1 The office is always very busyin the morning.							
2 A	Work and leisure Complete these sentences with in, at or on. 1 The office is always very busyin. the morning. 2 Our sales conference is usually the autumn.							
2 A	Work and leisure Complete these sentences with in, at or on. 1 The office is always very busyin. the morning. 2 Our sales conference is usually the autumn. 3 Max sometimes works the weekend.							
2 A	Work and leisure Complete these sentences with in, at or on. The office is always very busyin. the morning. Our sales conference is usually the autumn. Max sometimes works the weekend. The meeting is Friday afternoon.							
2 A	Work and leisure Complete these sentences with in, at or on. 1 The office is always very busyin. the morning. 2 Our sales conference is usually the autumn. 3 Max sometimes works the weekend. 4 The meeting is Friday afternoon. 5 Their office is closed the afternoon.							
2	Work and leisure Complete these sentences with in, at or on. 1 The office is always very busyin. the morning. 2 Our sales conference is usually the autumn. 3 Max sometimes works the weekend. 4 The meeting is Friday afternoon. 5 Their office is closed the afternoon. 6 The fair begins 20th April.							
2	Work and leisure Complete these sentences with in, at or on. 1 The office is always very busyin. the morning. 2 Our sales conference is usually the autumn. 3 Max sometimes works the weekend. 4 The meeting is Friday afternoon. 5 Their office is closed the afternoon. 6 The fair begins 20th April. 7 Some shops are open night.							
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to be

Vocabulary

Adverbs and of frequency

Put the words in the correct order to make sentences.

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

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

about after free hours week work

- 1 How many hours, a week do you work?
- 2 Which days are you very busy during the?
- 3 When do you finish?
- 4 What do you like best your job?
- 5 What do you usually do work?
- 6 What do you do in your time?
- a) I go home to be with my children.
- b) Usually about 5:30.
- c) Between 35 and 45 hours.
- d) Well, I do a lot of sport.
- e) I'm always very busy on Wednesdays.
- f) The salary is good, and my colleagues are fantastic.

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

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



rroptenis -

Vocabulary

Complete the opposites of the adjectives given.

- soft hard
- 4 late

- 2 safe
- ____g___
- 5 light

- wide
- _a___
- 6 slow

Present simple	Write complete sentences, using a negative form in the second part.						
	We write a lot of e-mails, but (reports)						
	We write a lot of e-mails, but we don't write a lot of reports.						
	2 I like presentations, but (meetings)						
	3 Pamela needs more flexible hours, but	. (lur	nch breaks)				
	4 Rob and Ann spend a lot on travel, but	(foc	od)				
	5 That camera fits in my handbag, but (p	ock	et)				
	6 Tim talks about most things, but (prob	lem	s)				
	Complete these questions. Then match the	e qu	estions and answers.				
	1 Whodo we report to?	a)	Well, he's very efficient.				
	2 How much this laptop cost?	b)	I think he needs more money.				
	3 How often you work overtime?	c)	€350.				
	4 Why Tariq always work weekends?	d)	Ms Lee. She's your line manager.				
	5 What you think about our	e)	Before October.				
	new manager?	f)	About three times a month.				
	6 When they need the money?						
have got	Complete these sentences with has got, have g	got,	hasn't got or haven't got.				
	1 I'm sorry to hear that they haven't got	е	nough money for their project.				
	2 Our new office						
	3 We a new printer. It's ve	ry fa	ast.				
	4 They like their office. It						
	5 Sorry, we can't give him a refund. He						
	6 Our meeting rooms are very nice, but they						
Skills Complete this telephone conversation with the words from the box.							
details help package please post sorry speaking than							
	A Good morning. Kati Steiner here. Could I speak to Ron White,						
B							
	hine.						
B Could you give me some4, please?							
A Well, the operating instructions are not in the							
	B I'm ⁶ to hear that. Which model is it?						
	A It's the Faxlux 2050.						
	B Faxlux 2050. Right. I've got that. I'll put an in ⁷ for you, Ms Steiner.	stru	ctions manual in the				
	A						
	Tor your netp. doodbye.						

Writing

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

UNIT 4

Travel

OVERVIEW

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

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

Chinese proverb

Starting up

- A How often do you travel? Where do you like to go? Do you ever travel on business?
- B When you travel, which of the following do you like or not like? Make sentences as in the examples.

I love meeting new people.
I like eating new food.
I don't mind packing.

- checking in
- · waiting for luggage
- going through security checks
- speaking a foreign language
- packing suitcases

I don't like flying. I hate checking in.

- being away from home
- travelling to the airport / station
- · meeting new people
- flying
- · eating new food
- - a) in a taxi
- c) at a railway station
- e) on a plane

- b) at an airport
- d) at a hotel
- b... 2 3 4 5 6



Travel details

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

1 Flight BA 427

2 Flight LH 265

3 Flight UA 491

4 The plane leaves from gate 38. **8** The plane arrives at 12.10.

5 You fly from terminal 3.

6 The 4.40 flight to Frankfurt is now boarding.

7 You are in row 35, seat E.

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

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

Student A

1 Ask your partner for the missing flight details, for example,

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

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

3 Now check the flight details with your partner.

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

> 1 buy a) security

a) a hotel room

2 confirm

7 take 8 book b) some shopping

3 collect

d) an in-flight movie

4 go through d) their flight 5 queue

10 check in e) a bus or taxi

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

e) their luggage

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



bill reservation booking receipt centre fax call luggage flight seat

At the ticket office

1 I need to change mybooking?

At the check-in desk

3 Can I take this as hand? **4** Can I have an aisle?

In a taxi

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

At the hotel

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



Vocabulary file page 157

Listening

Listening for information

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

Part :

1 What time is the next train to Manchester?

Part 2

2 Which flight is boarding at gate 23?

Part 3

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

Part /

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

Language focus 1

can / can't

- We use *can* to say we are able to do something. *He can program a computer.*
- We use can I or can we to ask permission.
 Can I use the phone, please?
 Yes, of course. / Sorry. I'm afraid it's for staff only.
- We also use can to talk about what is possible. Can I fly direct from Moscow to Sydney?

 No, you can't. You need to change.



page 121



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

- B 74.4 Listen and check your answers.
- Can Judith and Paolo meet on Friday?

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

A Can Paolo meet Judith on Wednesday?

B No, he can't.

- \bigcirc \bigcirc 4.4 Listen to the dialogue again. Then practise it with a partner.
- E Complete the e-mail Judith writes to Sabrina about the arrangements.

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

A Can you speak Japanese?

B No, I can't.

Work in pairs. Try to remember the languages people can and can't speak.

John can speak English and German, but he can't speak Chinese.

G Work in pairs. Role-play this situation.
Student A: Turn to page 135. Student B: See below.

WILL CO.	
anollonala	
w was and the control of the control	
— sings I Japaning wood Minus Was subpressed from Mesosythesis	ğ m
Su ydinddauda, Yfghadl U.Yess	
· · · · · · · · · · · · · · · · · · ·	
Su saufanium Wind I Will	101
× usesmoundudud	

Reading

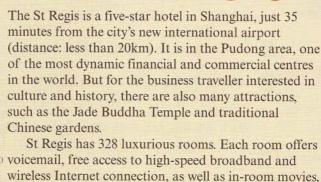
Business hotels

-						
	Tick the facilities you	expect to	find ir	12	husiness	hotal
	Tien the facilities you	capeceto	THING II		Dusiness	HOLEL

fitness centre	secretarial services	
reception desk	meeting rooms	
gift shop	childcare service	
restaurant	Internet connections	

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

Welcome to the ST REGIS



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

There is also a sauna, a fitness centre, a tennis court, an indoor swimming pool and a spa where you can 20 relax.

On the top floor, the award-winning Italian restaurant offers fantastic panoramic views of the city. There are two other restaurants: one is authentic Chinese and the other offers a wide variety of 25 international dishes.

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







- A Can you watch films and videos?
- B Yes, you can.
- 1 watch films and videos?
- 2 use your computer in your room?
- 3 swim at the hotel?
- 4 work at night?
- 5 eat in the hotel?
- 6 play tennis at the hotel?
- 7 hold a meeting?

- Answer these questions.
 - 1 How far is it from the airport to the hotel?
 - 2 How long does it take to travel from the airport to the hotel?
- Match the words on the left (1-8) with the words on the right (a-h) to make word parmersings from the text.
 - 1 voice 2 meeting
 - 3 fitness
 - 4 Internet
 - 5 personal
 - 6 indoor
 - 7 panoramic
 - 8 video

- a) centre
- b) library
- c) swimming pool
- d) views
- e) mail
- f) assistant
- g) room
- h) connection

Language focus 2 there is / there are

We often use there is / there are before a / an or some / any. There is an indoor swimming pool.

There are three restaurants.

There aren't any shops in the area.

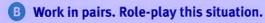
Are there any meeting rooms in the hotel?

Yes, there are. / No, there aren't.



page 121

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



Student A: See below.

Student B: Turn to page 140.

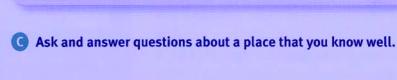


You have a new job in a city abroad. Ask Student B about these items. Is there an international school?

- international school cinemas and museums
- swimming pools

- golf courses
- good transport system
- universities

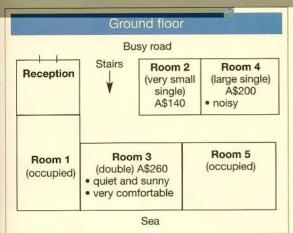
- luxury hotels
- good health service
- nightclubs





Background

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



	First floor	
Sta	airs Busy road	
Room 6 (very large double) A\$370	Room 7 (double) A\$200	Room 9 (occupied)
 deluxe room quiet and sunny very comfortable 	Room 8 (double) A\$280 • extra beds for children • quiet and sunny	Room 10 (double) A\$250 • quiet and sunny

Guests and room requirements

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

Writing

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

Writing file page 130

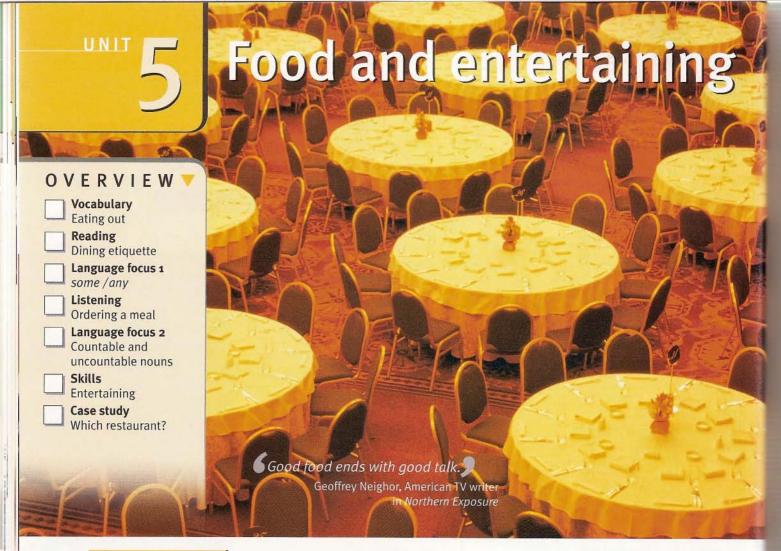
Task

1 Work in pairs. You are the Hotel Manager and the Assistant Manager. Decide which room(s) you can offer each guest.

We can offer Anna rooms 1 and 7. We can't use room 1, it's occupied.

- 2 Now work in groups of four. Compare your ideas.
- 3 Look at this extract from a telephone conversation between the hotel receptionist and one of the guests.
 - A Pacific Hotel. Good morning. How can I help you?
 - B Hello. This is Li Wang here. I'd like to book a room from Tuesday till Saturday next week.
 - A Do you want a single or a double?
 - B Single, please. And if possible, I'd like a quiet
 - A Right. Let me check. Yes, we have a single room on the ground floor then, but I'm afraid it's very small.
 - **B** Is that all you have?
 - Well, there's a larger single on the same floor, but that room is very noisy, I'm afraid.
 - B OK, then. How much is the small single per night?
 - A It's A\$140.
 - B Fine.
 - A All right. Can I take your details, please? Work in pairs. Choose another guest and role-play

a similar telephone conversation.



Starting up

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

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

I like Chinese food. I love Italian food.

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

Curry is an Indian dish.

- 1 curry
- 2 snails
- 3 sushi
- 4 spaghetti
- 5 goulash
- 6 hamburger
- 7 paella
- 8 sweet-and-sour chicken

- a) American
- b) Italian
- c) Indian
- d) French
- e) Hungarian
- f) Chinese
- g) Japanese
- h) Spanish

What other typical dishes do you know?

- In your country, do businesspeople usually:
 - 1 have business breakfasts?
 - 2 entertain businesspeople at home?
 - 3 entertain businesspeople at the weekend?

Vocabulary

Eating out

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

	fish m	neat veg	getable fru	it	
1	salmon	tuna	cod	onion	Onion – It's a kind of vegetable.
2	beef	apple	lamb	chicken	
3	carrots	peas	trout	broccoli	
4	veal	grapes	cherries	peach	
5	cabbage	eel	cauliflower	aubergine	

Look at these words for parts of a menu.

Starter	Main course	Dessert
soup		

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

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

- Underline the correct word to complete each of these sentences.
 - 1 You ask for the receipt / menu at the start of a meal.
 - 2 You ask for the check /bill at the end of a meal in London.
 - 3 You ask for the check /bill at the end of a meal in New York.
 - 4 You ask for the tip /receipt after you pay.



Reading

Dining etiquette

- Discuss these questions.
 - 1 Do foreigners eat your national food in the same way as you do?
 - 2 What changes do people in your country make to foreign dishes?
- Look through the article on page 44 and complete this fact file.

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

Learning

Language focus 1

some / any

Listening Ordering a meal

-						
	ThereWe all WouldWe us Do youWe all	are some ver so use some I you like son se any in mo u have any b	n negative statemen	gs and ask for thir nave some tea, pleas	ie?	ge 122
	 1 I'd lil 2 Coul 3 Are t 4 Ther 5 I'd lil 	ke any wate d I have any here any re e isn't some ke some che	/ more coffee, please staurants near here?	I'd like some v		s.
		There are a Yes, but the Steakhouse Do they see I don't third dishes, an	some /any 1 good respect isn't some /any 3 see near the airport. The rive some /any 3 vegents so. How about the difference /any 1 lill see if they've got	taurants in the ce parking. We could etarian dishes? Marina? They do ny 5 vegetarian sta	ntre. d go to the Tex some /any 4 gr arters, too.	as
A	write M 1 Start 2 Main 3 Dess Work in	I for man ar ter n course sert	a woman are ordering the forwood work of the salad spaghetti ice cream ck at audio script 5.1 (e.	snails paella fruit	soup [sushi [apple pie [W
	Put this a) You s b) No, t c) Wou d) Right e) I'd lik f) Wou g) What	s dialogue i should try the hanks. I'm f ld you like a t. I'll get the ke the soup, ld you like a t do you rec	nto the correct order ne roast duck. It's del full. n starter? e bill. , please.	icious. n course?	yed it.	
	$\bigcap_{5.2}$	Listen and	check your answers.			

Language focus 2

Countable and uncountable nouns

- Most nouns in English are countable. We can put a / an before them, and they have a plural form.

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



page 122

Tick the countable nouns.

1 reservation ✓	9 information	17 table
2 fax	10 seat	18 tip
3 ajrid 别为能量oning	11 luggage	19 transport
4 bathroom	12 flight	20 soup
5 bill	13 menu	21 work
6 employee	14 money	22 shopping
7 equipment	15 overtime	23 suitcase
8 hotel	16 receipt	24 leisure
5 bill6 employee7 equipment	13 menu 14 money 15 overtime	21 work 22 shopping 23 suitcase

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

- 1 They don't have much vegetarian dishes here.
- a lot of / many

- 2 How many does it cost?
- 3 The restaurant hasn't got much tables left.
- 4 I don't have many time at the moment.
- 5 I drink much coffee.
- 6 There aren't much hotels in the city centre.
- 7 It costs much money.
- 8 I don't want many spaghetti. There's ice cream for dessert.

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

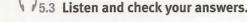
- A How ...much cash do you have in your wallet?

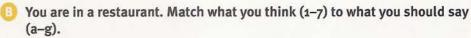
 B About 20 euros.
- 2 How keys do you have in your bag / pocket?
- **3** How people are there in your company?
- 4 How time do you have for lunch?
- 5 How days' holiday a year do you have?
- 6 How languages do you speak?
- **7** How do you usually tip in a restaurant?
- **8** How fast-food restaurants are there where you live?
- 9 How do you eat for breakfast?
- **10** How water do you drink a day?

Entertaining

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

right	recommend	book	entertain	invite	call	about
Lee	How can we	ntertain	¹ our visito	ors next v	veek?	
Cary	Why don't we		² them fo	or dinner?)	
Lee	Good idea. Whic	h restaur	ant do you		3?	
Cary	The food is alwa	ys good a	at Pierre's.			
Lee	That's	4,	but it's usual	y very bu	ısy.	
Cary	How	⁵ a re	estaurant by	the river?		
Lee	Yes. There's a go a table for Wedn			here. Sha	all I	
Cary	Yes, please. Can possible, please	A COUNTY OF THE PARTY OF THE	7	the resta	urant a	s soon as
$\bigcap_{5.3}$	Listen and check	your an	swers.			





You think

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

You say

- a) Can I have the bill, please?
- b) Are there any vegetarian dishes?
- c) I'd like the steak, please.
- d) I need a few more minutes.
- e) Can I have the wine list, please?
- f) What do you recommend?
- g) I recommend the fish.
- 15.4 Listen to a waiter in a restaurant. Use responses from the 'You say' column in Exercise B to reply.

You hear: Are you ready to order?

You say: I need a few more minutes.

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

Useful language

Suggesting

Why don't we ...?

Shall I ...?

How about ...?

Giving opinions

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

Agreeing

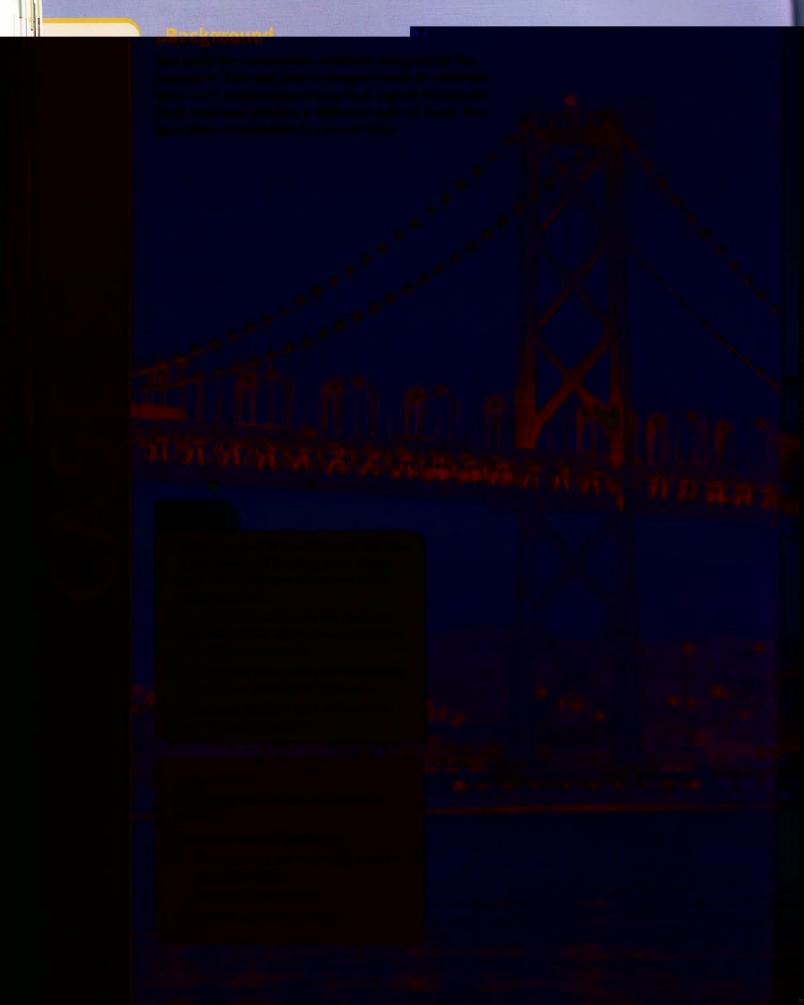
Yes, because ... Lagree, because ... That's right.

Disagreeing

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

That's right, but ...

Which restaurant?



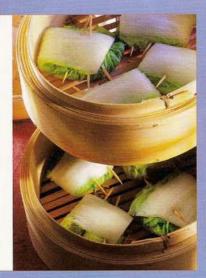
The Bamboo Garden (Chinese food)

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

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

On the menu

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



L'Esprit de Mer (seafood)

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

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

On the menu

MATRIAT WAT WINTER

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



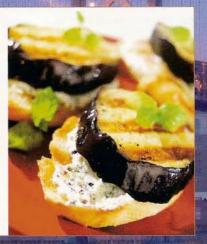
The Place in the Park (vegetarian dishes)

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

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

On the menu

A wide variety of international vegetarian dishes No meat is served



Writing

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

Dear ..

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



Writing file page 130



Buy one, get one free. Sign in a London shoe shop

Starting up

A \(\overline{1} \) 6.1 Listen to three people talking about the products they buy and when they buy them. Complete this chart.

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

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

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

usually once a week at the weekend sometimes every day

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

Vocabulary file page 157

Vocabulary 1

Choosing a product

- A Read the Delfos sales leaflet. Find expressions which mean the following:
 - 1 There are some good offers. great deals
 - 2 The buyer pays only a small amount of money at the beginning.
 - 3 The buyer pays some money every four weeks for a year.
 - 4 There is no cost for transporting the goods to the buyer.
 - 5 It doesn't cost extra to pay over 12 months.

DELFOS COMPUTERS

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



FREE

Reading

A success story

- Before you read the article, discuss these questions.
 - 1 Some businesses start very small, then become global companies. What examples can you give?
 - 2 What do you know about IKEA, the global furniture retailer?
- Match these words (1-4) to their meanings (a-d).
 - 1 distribute
- a) sell only or mainly one type of goods
- 2 specialise
- b) attractive and fashionable
- 3 stylish
- c) a set of similar products made by a particular company
- 4 range
- d) supply goods from one place to shops or customers
- Look through the article to find out what these numbers refer to.
 - 2 150
- 3 2005
- 4 6,000
- 5 17.3

IKEA: lower prices, higher sales

By Päivi Munter

Ingvar Kamprad started IKEA in his small farming village in Sweden over 60 years ago. He was only 17 5 years old and sold his products from his bicycle. When his business grew, he distributed them from a milk van.

He first introduced furniture into the IKEA product range in 1947. Demand for his furniture increased rapidly, so he 15 decided to specialise in this line.

In the mid 1950s, IKEA began designing its own furniture. It wanted to 20 make innovative, stylish 35 entered the Japanese 50 Group rose steadily, year products and to keep prices down. This made it possible for a large number of customers to buy IKEA 25 home furnishings.

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



America, and then IKEA market with two stores in

That year in February, it also opened a new store in 40 London. Six thousand 55 totalled 17.3 billion euros. customers arrived for the midnight opening. There were not enough security staff and police to manage to over 150 in 29 countries. 45 the crowd, and some people hurt themselves in the rush to get into the

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

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

FINANCIAL TIMES

Decide whether these statements are true or false.

1 Kamprad started IKEA over 60 years ago.

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

(B) Lo	ook through the article to find the missing word(s) in these sentences.
1	When his business, Kamprad distributed his products from a milk van.
2	Demand for his furniture rapidly.
3	In the next 40 years, the number of stores to over 150 in 29 countries.
4	Sales for the IKEA Group steadily, year after year.
W	hat do these three verbs have in common?
	ork in pairs. Discuss what makes success in business possible and add to is list.
	intelligence • personal contacts
	money •
•	hard work •
•	luck
P	ut the points above in order of importance.
1	We use the past simple to talk about completed actions in the past. Last year, we increased our sales by 15 per cent. We usually form the past simple by adding –d or –ed to the verb.
	cave – saved launch – launched export – exported
	About 150 irregular verbs form the past simple differently.
	ost – cost be – was – were grow – grew spend – spent give – gave go – went
	For a list of the most common irregular verbs, see the inside back cover.
	page 123
B (76.3 Listen to how the -ed endings of these verbs are pronounced. saved; delivered /d/ 2 launched; worked /t/ 3 decided; visited /ɪd/ 76.4 Listen and put these verbs into the correct group (1, 2 or 3). arted finished advised lived decided opened missed booked vited
(6.4 Listen again and practise saying the verbs.
G c	omplete this sales report. Use the past simple of the verbs in brackets.
Repo	ort on sales trip – South Korea
	ecember, I <u>visited</u> ' (visit) our major customers from big department in South Korea.
On 5t	n December, I
On 6t	December, I ⁴ (make) a presentation to Mrs Lee's sales staff on
	oducts and
	llowing day I
· Andrews	
	samples of our products.

Language focus 1
Past simple

Choosing a service

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

discount free period price -save-



- Dave __1 up to 50% on selected models
- Three days for the² of two
-3 insurance and unlimited mileage
- Extra 10%4 until the end of July
- For a limited5 only

As a Gold Club member ...

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



Dart Car Hire Gold Club

The best the business traveller can get

- Decide whether these sentences about the Dart leaflet are true or false.
 - 1 The customer can get some deals for half price.

- 2 There is an extra cost for insurance.
- 3 The price is cheaper if the customer is quick.
- 4 The offer is for the whole year.
- 5 Gold Club members have a choice of reward.
- 6 Gold Club members get their receipt by express post.
- Rewrite the false statements in Exercise B to make them true, for example,
 - 2 There is no extra cost for insurance.

How to sell



Bob Hazell

- \bigcirc \bigcirc \bigcirc \bigcirc \bigcirc Bob Hazell is the director of Advanced Training, a sales training company in the UK. He is giving some advice to salespeople. Listen to the first part and complete these summary notes.
 - 1 The first thing is 10 De prepared make sure that you've got everything that you need for your interview.
 - **2** Secondly, your customers well before you go.
 - 3 Thirdly, make sure that you're talking to the Remember 'MAN': M is the person who has the; A is the person who has the; N is the person who has the We need to talk to the person who has all three.
 - 4 Fourthly, the important thing to do is to know well.

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

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

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

Language focus 2

references

- Some time references refer only to the past. The special deals ended two months ago. Last week we sold 500 units – a record!
- The prepositions on, from, for, in, to and during often refer to periods of time in the past.

He lived in France for five years. He moved to Germany in 1999. The goods left the warehouse on 31 March.

They worked hard on the sales campaign from February to November.

During October, we reached our sales target for the year.



page 123



Underline the correct words to complete this article.

1999-2002:

business at the University of Santiago de Compostela (Spain)

holiday work:

part-time salesman

for Levi's

July 2002:

graduation

July 2002 -

September 2003:

sales department of family company

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

July 2004:

looking for a sales

job

January 2005:

permanent position in shipping company

a year ago:

new job with Futura Financial Services

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

Miguel Perez studied business at Santiago de Compostela University in Spain in / on / from 1 1999

to 2002. Since / During / At 2 the summer holidays, he worked part-time as a salesman for Levi's.

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

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



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

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

Skills

Presenting a product

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

Model: .R.2.15...1

Target market: people with kitchens

Colours: black, 3, blue,4

Features: design, easy to 6

Delivery: 8 days



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

Useful language

BUYER

Asking for information

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

SELLER

Of course. What would you like to know?

Our most popular model is ...

Target market

Who is it for? What's the target market? It's for people with / who ...

Colours

What about colours?

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

Features

Does it have any special features?

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

Price

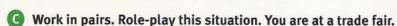
How much is it / are they?

The trade price is ...

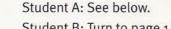
Delivery

What about delivery?

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



Student B: Turn to page 141.

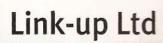


Student A Store manager

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

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







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

Mobile phones

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

Service packages

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

Task

Work in pairs.

Student A: Turn to page 135.

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

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

Writing

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



Writing file page 130

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

UNITR

Revision

4 Travel

Vocabulary

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

aisle alarm bill centre control direct luggage receipt row terminal ticket

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

there is/there are

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

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

Vocabulary and reading

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

airport book coffee multimedia pool room single table

1.0	me a hetel in Brusse's for two hights. Sun.
	Mon. 24th June? I want a large room with an Internet nection – that's very important. If possible, I would like to be near the because my return flight is at 7 a m_on Tuesday.
	so check that there is a filness centre or a swimming
	day is very busy. The first mooting is at 9.30 a.m., so we need a meeting

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

crive from Brussels international amport.

Excellent Italian and Chinese restaurants nearby.
Internet calé next door, with tree access for hotel guests from 13,00 till 18,00. Public swimming pool ten minutes' walk. Meeting room with space for up to 15 people, and fax, video and photocopying tacilities. Leaders and become and property and some area in a still become

This modern accel is in the city centre and only 20 minutes from the almort. All rooms offer free access Internet connections and cable LV, there is a gym and a large swimming poor. There are three meeting rooms, one large conference room with multimedic facilities. Tea, coffee, refreshments and snacks available throughout the day. Concorde Hotel has not two excellent restainants.

his iten minutes from the amount, this hotel is ideal for the business traveller. There are Eventeeting recens and two contenence rooms with multimedia (acii) ies. Most rooms have got personal comprues and laternet arcess, terrand coffee available. Yew good restaurant. There are two termis counts, and there is also a sauna and a spar where you can relax of each and day's work.

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

5 Food and entertaining

Vocabulary

Mrite these words under the correct heading.

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

National dishes	Fish	Meat	Vegetable	Desserts
goulash				

B Complete the key words in these definitions.

- 1 If you <u>in ∨it</u> e someone, you ask them for lunch or dinner.
- 2 A __l_ is a small piece of paper that shows you how much to pay.
- 3 If you __c___ something, you say that it is very good.
- 4 A ___ r ___ is food that you have at the beginning of a meal.
- 5 Ar_____ is a piece of paper that you get to show you have paid.
- 6 If you _ n _ _ _ guests, you give them food and drink.

some/any

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

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

Complete these sentences with some or any.

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

much/many

Munderline the correct word to complete each of these sentences.

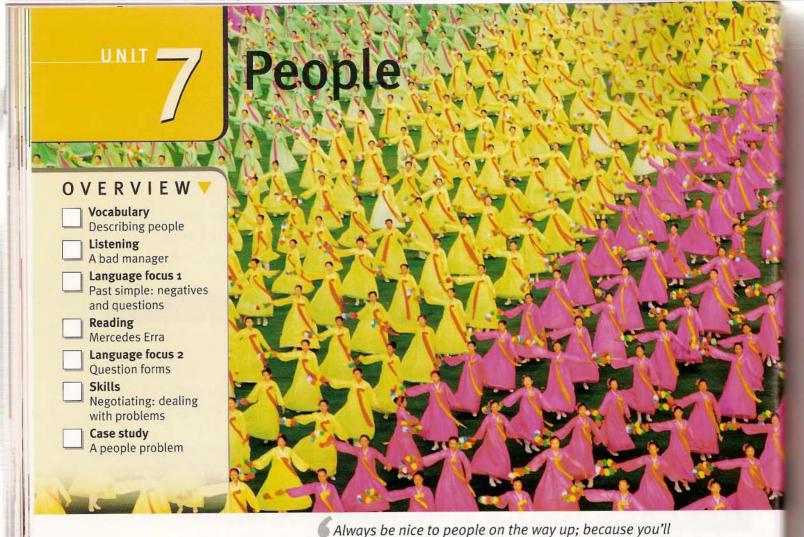
- 1 There aren't much /many flights on Sunday.
- 2 How much /many people are there at the conference?
- 3 How much /many does the main course cost?
- 4 There isn't much /many time left, so let's get the bill.
- 5 Are there much /many national dishes on the menu?

B Complete these sentences with much or many.

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

Skills		s of this restaurant dialogue in the correct order.
	a) And to d	The state of the s
	and the second	ready to order?
		try your freshly made fruit juice, orange and lemon.
	d) Mmm. Th	nat sounds nice. I'll have that, and a Greek salad, please.
	e) No, than	k you.
	f) Orange a	hat sounds nice. I'll have that, and a Greek salad, please. k you. and lemon. OK. And would you like to order a dessert now?
	g) Well, all	our food is very fresh, but our roast lamb is particularly delicious. $ackslash$
		nk so. I'll have the tomato soup to start with. And then what do mmend for the main course?
	6 Sale	es
Vocabulary	Complete ti	ne key words in these definitions.
	1 A good	$e \underline{a} \underline{l}$ is the same as cheap or a fair price.
	2 AC	is an amount of money taken away from the price of something.
	3 If a shop available	or a company has certain goods in $___$ k, it means that the goods are
		offers interest-freed, customers don't have to pay extra if they 12 months.
	5 A _ p	is a small amount of money that customers pay at the beginning.
Past simple	Complete th	ne text. Use the past tense of the verbs from the box.
	be	begin go have like offer study want work (x2)
	pharmaceurs so she looking for a Manager of qualification she time job. No	ger <u>studied</u> . ¹ economics and marketing in Stuttgart from 2001 to g the summer holidays, she ² in the sales department of a tical company. After graduating, she ³ to improve her English, ⁴ to Canada. She ⁵ Vancouver a lot and ⁶ a part-time job. She ⁷ an interview with the Marketing a large company where they needed a German speaker with good hs. Renate got the job immediately. It ⁸ very interesting, and
Writing	Write an art	ticle (75 to 100 words) about Vicky Karra. Use the information below st simple.
	The second second	studies English and business at Athens University
	1990	goes to Dublin, studies for MBA
	1991	starts work at Connors' Electronics in media sales
	1993	leaves Connors' and joins Emerald Productions
	1998	becomes Marketing Director at Emerald
	2002	starts own company. Karra Productions

the Dublin Financial Echo votes her Business Woman of the Year Vicky Karra studied English and business at Athens University from 1987 to 1990. In 1990, she ...



Starting up

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

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

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

meet the same people on the way down.

1 Do	vou	like	to	worl	k
------	-----	------	----	------	---

a) alone?

b) in a team?

c) with a partner?

2 For appointments, do you like to be ...

a) early?

b) on time?

c) five minutes late?

3 Do you prefer to work ...

a) at home?

b) in an office?

c) outside?

4 Do you like to travel ...

a) to new places?

b) to places you know well?

c) only when you need to?

5 In meetings, do you prefer ...

a) not to speak much? b) to speak a lot?

c) to be the Chairperson?

6 When do you work best?

a) In the morning.

b) In the afternoon. c) In the evening or at night.

7 Do you think a lot about ...

a) the future?

b) the past?

c) the present?

8 Do you like your friends or colleagues to be ...

a) intelligent?

b) good-looking?

c) funny?

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

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

Vocabulary

Describing people

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

They ...

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

They are...

- a) ambitious
- b) creative
- c) hard-working
- d) motivating
- e) helpful
- f) punctual
- g) relaxed
- h) sociable
- i) practical
- j) reliable
- Use adjectives from Exercise A to complete this Human Resources report.



MARIA KARLSSON

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

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



Vocabulary file page 154

Listening A bad manager

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

false

- 2 He didn't often say 'Thank you' to his employees.
- 3 He didn't stay at Margetis Bank for five years.
- 4 He left because international companies had many problems.
- 13 \(\rightarrow 7.2 \) Listen to the second part of the conversation and complete these notes.
 - 1 there anything good about Joe?
 - **2** He didn't often promises, but when he to do something, he did it.
 - **3** He a bad manager, but he a bad person.
- Work in pairs. Tell each other about an ex-colleague or ex-manager who was not easy to work with.

Language focus 1

Past simple: negatives and questions • For negatives and questions in the past simple, we use the auxiliary *did* (*didn't*) and the infinitive form of the verb.

You didn't like your colleague. Did he leave the company?

Why did he leave the company?

Note the form with the verb to be.
 Was he a good colleague? No, he wasn't.



page 124

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

Negatives

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

Questions

- 5 What kind / with / did / him / have / of problems / employees /? What kind of problems did employees have with him?
- 6 Margetis Bank / he / How long / at / was /?
- 7 he / did / Why / leave /?
- 8 Joe / Was / good / there / about / anything /?
- 1 7.3 Listen and check your answers.
- Correct one mistake in each line of this message.

Maris, I'm sorry. I'm having a bad day. I didn't sent the report

out, and I not check the figures. I didn't get to the bank

on time, and I didn't phoned the suppliers. I tried to call you

this morning, but you not answer. I think I need to go home.

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



Why Howlong What When Where

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

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

Reading

Mercedes Erra

- Before you read the article, discuss these questions.
 - 1 What famous businesswomen do you know?
- 2 What qualities do you need to be a successful business executive?
- As you read the article, make quick notes to complete Mercedes Erra's profile.

B	PROFILE:	Mercedes Erra
	Education:	1
	Appearance and personality:	²
	Family:	3
	Professional achievements:	4

Mercedes Erra

By Andrew Hill

Mercedes Erra is a great businesswoman, and 2004 was a great year for her. First, she became a Chevalier de la Légion 5 d'honneur for her contribution to the French economy, and also because she improved the role of womeir French society. Three, a few months later, the Financial 10 Times ranked her one of Europe's top 25 women in business.

She was born in Spain and went to France at the age of six. She was educated at the Sorbonne 15 and became Managing Director of Saatchi & Saatchi France in 1990.

Known for her platinumblonde hair and great energy, she is one of the most remarkable and 20 respected executives in France. In 1994, she co-founded Euro RSCG, one of the main advertising agencies in France. She is also President of RSCG France.

25 Many people like her energetic approach. David Jones, Global Chief Executive of RSCG Worldwide, describes her as 'an amazing woman; the person in the 30 media I admire most'. Erra has

for a ladden and often appears in the French media. She believes men and women need to have the same rights and opportunities. She 35 says that women need to be more confident, to believe more in themselves. In 2002, she was elected president of the French Advertising Agencies Association, 40 the first woman to hold the post.

Her agency, the fifth-largest in the world, created campaigns for global brands including Volvo, Louis Vuitton, Danone, Pfizer, 45 Orange and Disney.

FINANCIAL TIMES

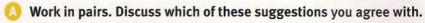


- Decide whether these statements are true or false.
 - 1 Mercedes became a *Chevalier de la Légion d'honneur* only because of her role in the French economy.
 - 2 She became president of the French Advertising Agencies Association before the *Financial Times* ranked her one of Europe's top 25 women in business.
 - 3 Mercedes founded Euro RSCG alone over ten years ago.
 - 4 David Jones is not the CEO of RSCG France.
 - 5 Only three agencies in the world are bigger than RSCG France.
- Work in pairs. Imagine you are going to interview Mercedes Erra. Write three questions that you would like to ask her.

2		b) In San Francisco.	c) In Seattle ? She was
	a) a schoolteacher.	b) a computer special	ist. c) an actress.
3	a) 11	b) 13	? c) 15
4	a) Harvard	b) Cambridge	
5	a) His father		
6	a) A new type of mouse		
7	a) 70,000.		? More than c) 270,000.
8	a) Two		? c) Four
n _{tt} y	200 200 11 11 10 200 11 11 11 20 200 11 11 11 20 20 20 20 20 20 20 20 20 20 20 20 20		
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Skills

Negotiating: dealing with problems

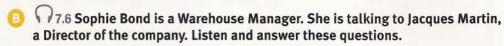


When two people negotiate a solution to a problem, it is a good idea for them to:

- 1 describe the problem in detail.
- 4 speak quietly.

2 smile all the time.

- 5 find a solution immediately.
- 3 give reasons if they have to say 'no'.



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

- 1	7							
(G) /	17.6	Listen	again	and	comp	lete	these	extracts.

Jac	ques l	understand	¹ what yo	ou're sayin	g, Sophie,	but it's just i	not
.=		t have the mo		re any mor	re staff at t	the moment.	
Sophie		ccept4		I told you r	nonths ag	o that my sta	ıff
Jacques	I don't k	now. It's not		5 to ge	t the right	kind of staff	
Sophie		6 trair nake life easier		en	⁷	part-time wo	rker

- Which of the suggestions in Exercise A do Jacques and Sophie follow?
- Work in pairs. A sales representative wants a new car, but the manager refuses to give him/her one. Make a list of possible reasons.

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

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

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

Sales Manager I understand you want a different car.
Sales Representative That's right. Last year ...

Useful language		
EMPLOYEE		MANAGER
Describing the problem There's too much There isn't enough	→	Responding I'm sorry but I understand but
Emphasising the problem It's really important We need to	-	Explaining the reasons The problem is The reason is
Making suggestions Why don't you? We could	-	Responding OK, I'll think about it. All right, I'll get back to you.

A people problem

Background

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

What the staff say about Sam and Max



Sam +	Benetti –	Max +	x Davis
 ambitious hard-working 'He's very popular with all of us.' 	 'He wants to control everything.' 'He doesn't help Max a lot.'	ambitioushard-working'Customers like him a lot.'	 'He's sometimes rude to us.' 'If he stays, I leave.'

Listening

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

Task

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

Student A: Turn to page 135. Student B: Turn to page 142.

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

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

Writing

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



Writing file page 130

Markets



Vocabulary

Types of market

Vocabulary file pages 159-160 8.1 Listen and repeat these numbers.

six thousand, three hundred 6,300

seventy-five thousand, eight hundred and seven 75,807

eight hundred and twenty-three thousand, one hundred and twenty 823,120

1,255,500 one million two hundred and fifty-five thousand five hundred

10.5% ten point five per cent

8.2 Listen and underline the correct number.

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

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

- 1 Coca-Cola is a mass market product; it
- 2 Selling special-interest holidays is a niche market; it
- 3 Rolex watches sell in a luxury market; they are
- 4 An export market
- 5 A home market

- a) is a small but often profitable market.
- b) is outside the producer's country.
- c) is in the producer's country.
- d) high-quality and expensive goods.
- e) sells to large numbers of people.
- Now think of products which match the types of market in Exercise C. Nike shoes sell in a mass market. Ferrari sports cars are a luxury-market product.
- Match the beginnings of the sentences (1–5) with their endings (a–e).
 - 1 A new market -
- a) is large.
- 2 A growing market
- b) allows companies to make money.
- 3 A profitable market
- c) is good to enter.
- 4 A big market
- d) is getting larger.
- 5 An attractive market
- e) is at an early stage.
- Match the adjectives in italics in Exercise E with their opposite meanings (a-e).
 - a) unattractive
- d) declining
- b) unprofitable
- e) small
- c) mature
- Now choose adjectives from Exercise E to describe the markets in your country for these products.

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

Vocabulary file page 157

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

Reading

The car market in Russia

- In small groups, discuss these questions.
 - 1 What do you know about the Russian economy?
 - 2 In your country, what do the richest people like to spend their money on?
- Before you read the article, match these words (1-6) to their meanings (a-f).
 - 1 to stand out
- a) standard; not designed for one particular person
- 2 flashy
- b) covered with something on its surface
- 3 encrusted
- c) designed for one particular person
- 4 emerging
- d) to be easy to notice because of being different or special
- 5 custom-made
- e) expensive-looking; made to impress other people
- 6 off-the-peg
- f) beginning to have a lot of power in trade and finance
- Look through the article to find at least two reasons why rich businesspeople want the most expensive cars.

Welcome to Moscow, city of the gold Rolls-Royce

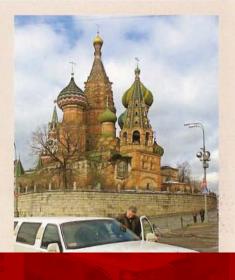
There are more and more superrich people in Russia, and they have expensive tastes. Last year, they spent \$2.5bn on imported, 25 sports cars in the world. 5 new luxury cars. They want the most exclusive cars - models that stand out in a traffic jam.

One foreign vehicle salesman 10 rich find it quite normal to buy two or three cars at once oven if

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

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

Alexandra Melnikova, says: 'Russia is a place where the 30 automobile analyst, says Russians' love of flashy cars is no different



ing up so focus i

Comparatives and superlatives

- e two people or things with comparative forms of adjectives Tales of luxury cars are **higher** this year than last year. The Mercedes SL500 is **more expensive** than a Volkswagen. We compare three or more people or things with superlative

- - ys 710181150souronsoloogijatiijiiiiksopuudu<mark>si. –</mark>

Listening Doing business in India



▲ Sunit Jilla

- Mork in small groups. Tell each other what facts you know about India. Make a list.
- B \(\overline{\capacita} 8.3 \) Listen to Sunit Jilla, a cross-cultural expert, giving advice to people who want to do business in India. Number these features of India in the order in which he mentions them.

a)	Things can be much slower than in your own country.	
b)	There are strong regional differences.	
c)	It is important to have an open mind.	
d)	There is a need for harmony.	******
e)	There are many sub-cultures.	4444444

- 8.3 Listen again and complete these summary notes about two of the points Sunit makes.
 - Secondly, there is a __modern___¹ India, which you will meet when you arrive; then you will see the ______² India, which is the foundation of modern India.
 You should try to understand how these two are part of the same country.

- In summary: before going to India, you need to 'do your ______6'. You need to learn about several aspects of Indian life, both ______7 and _____8.
- 8.4 Listen to the second part of the interview. Then choose the best answers for these questions.
 - 1 The first mistake foreigners make when doing business in India is that they ...
 - a) come for a very short time.
 - b) don't spend enough time socialising with Indian people.
 - c) don't think that there are big cultural differences.
 - 2 Secondly, foreigners do not always understand that ...
 - a) Indian people see time in a flexible way.
 - b) they may shock people if they are not punctual for meetings.
 - c) they mustn't work during national holidays.
 - 3 Thirdly, foreigners sometimes ...
 - a) think that Indians are aggressive, which is not true.
 - b) complain that Indians do not respect people from other countries.
 - c) forget that Indians like to keep their self-respect.
 - 4 Fourth, foreigners are often surprised that Indians ...
 - a) are very good negotiators.
 - b) have no negotiating skills.
 - c) use forceful negotiating language.
 - 5 Finally, another cultural difference is that ...
 - **a)** foreigners usually think that they should start by building a personal relationship.
 - b) Indians are less task-focused than many foreigners.
 - c) Indians have more respect for traditional values.

Language focus 2

much / a lot, a little / a bit

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



page 125

- Complete these sentences about the cars.
 - 1 The Rolls-Royce is bigger than the Ferrari.
 - 2 The Ferrari is bigger than the Smart Car.
 - 3 I think the is faster than the
 - 4 In my opinion, the iscomfortable than the



2,000

1,000

Sales € (000's)

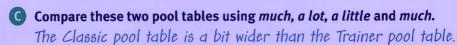




B Talk about sales in France and in Spain. Use this chart.



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



	Trainer pool table	Classic pool table
Width	93 cm	95 cm
Length	176 cm	180 cm
Height	78 cm	8o cm
Weight	25 kg	50 kg
Price	€144	€280



Vocabulary file page 160

Skills

Participating in discussions

- A 8.5 Three marketing executives, Jacek, Paul and Anna, talk about a new morning snack called Krakel. Listen to their conversation and underline the correct answers.
 - 1 Who does Jacek want to target with the new bar?
 - a) children b) rich women c) young workers
 - 2 Jacek says more people these days ...
 - a) do not have breakfast. b) have breakfast on the way to work.
 - c) eat breakfast at home.
 - 3 Krakel contains ...
- aj no sugar. ຳ ໄປງ ຈ ນາເບາະ sugar. ຳ ໄປງ ຈ ເບເບາະ sugar. ຳ ໄດ້ of curre
- 4 Krakel contains ...
- a) no fruit. b) a bit of fruit. c) a lot of fruit.
- \blacksquare 8.5 Listen to the conversation again. Complete these extracts.
 - 1 Sorry, Paul, I don't ... Agree.... with you.
 - 2 | we need to target young working people.
 - **3** You're There is a big market for morning snacks.
 - 4 How do you about this, Anna?
 - 5 Treally the idea.
 - **6** OK. call a meeting and talk to the rest of the department.
- Cook at the extracts in Exercise B. Decide whether the speaker is:
 - a) agreeing.
 - **b)** disagreeing.
 - c) asking for an opinion.
 - d) giving an opinion.
 - e) making a suggestion.
- Work in groups of three. Role-play this situation. You are taking part in a marketing meeting. You are discussing the name and price of a new cereal bar and how to promote it.

Student A: Turn to page 138.

Student B: Turn to page 142.

Student C: Turn to page 143.

Useful language

Agreeing

You're right.

I really like the idea.

Disagreeing

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

Asking for an opinion

What do you think?

How do you feel about this?

Giving an opinion

I think ...

In my opinion ...

Making a suggestion

Let's ...

How about ...?

8

Cara Cosmetics

Background

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

Competitors' products

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

The new shampoo

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

Names

Finesse Radiance Silk

Selling prices (for 300ml)

Less than €8 €8 More than €8

Bottle sizes

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

Target markets

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

Age groups

18-25 26-50 51+

Income groups

Low Middle High

Main outlets

Supermarkets Pharmacies Hairdressers

Task

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

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

Writing

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



Writing file page 133

CASE STUDY



Starting un

Do the companies quiz. Discuss your answers with a partner. I'hen turn to page 144 to check your answers.

Which company:

- 1 began in 1865 as a forestry and power business?
 - a) Ericsson
- b) Nokia
- c) Motorola
- 2 produces the most successful toy in history?
- b) Fisher-Price
- c) Mattel
- 3 has its head office in San Francisco?
 - a) Levi-Strauss b) Nike
- c) Calvin Klein
- 4 buys more sugar than any other company in the world?

- 5 employs more people than any other company?
 - a) Wal-Mart
- c) General Motors
- 6 has the largest factory in the world?
 - a) Boeing
- b) Ford
- c) Sony
- 7 was started by Ray A. Kroc in 1955?
 - a) Burger King b) Kentucky Fried Chicken c) McDonald's
- What famous companies come from your country? What do they do or make?

Listening

Unipart



Iohn Neill

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

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

The company's values are:

- a clear guiding philosophy: to <u>understand</u> the real and perceived ______ of our customers better than anyone else, and _____ them better than anyone else;

- \bigcirc 9.2 Now listen to the second part of the interview and answer these questions.
 - 1 What was Peter Drucker's warning?
 - 2 When did UGC build its own company university?
 - 3 What is the university's mission?
 - 4 Why does UGC help employees reskill themselves?

Language focus 1

Present continuous

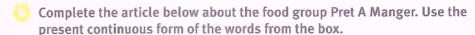
- We use the present continuous to talk about temporary actions and situations that are happening now.
 The factory is working seven days a week.
 We are selling in 72 different countries.
 What is Jackie doing? She is talking to a customer.
- The present continuous is formed with *be* and the *-ing*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



page 126

Complete thes	e sentences	with the	present CO.	tinuous f	orm of	the	verbs
in brackets.							

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



increase export plan expand translate

THE REPORT OF THE PARTY OF THE

Vocabulary

Describing companies

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

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

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

John Smith <u>started</u> Autotech in 1960. George and James Hawkins <u>began</u> Green Fingers in the 1920s.

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

DUUUUGKS



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

Reading

Natura

A In small groups, discuss these questions.

- 1 What kind of products are often advertised as 'natural'?
- 2 In your country, what is important for people when they buy cosmetics and things like soap, shampoo or toothpaste?
- 3 Nowadays, many companies want to be 'ethical', i.e. to behave in a thorally right way. What do you think that means in practice?
- 0 Before you read the article, match the words (1–6) to their meanings (a–f).
 - 1 toiletries
- a) a group of products of the same type that a company makes
- 2 sophisticated
- **b)** the money a company has after paying tax and other costs
- 3 revenues
- c) who knows a lot about fashion and the modern world
- 4 a range
- d) that you can destroy without making the environment dirty
- 5 biodegradable
- e) things like toothpaste, soap, shampoo, etc.
- 6 net income
- f) money that a business gets from selling goods over a period of time
- Look through the article below and complete this fact file.

Name:	Natura	Type of products:	
Location:		Number of products:	
Chief Executive:		Revenues:	

Natura aims to expand internationally

By Peter Marsh

Natural is a fast growing Brazilian cosmeties and toilerries company which started as a small laboratory in a garage in \$50 Panilo 37 years ago. Today, it is trying to go international.

Natura picked France is the first country outside Lattr America to by country ideas.

We wanted to choose a sophistrated market where people want things to be very good, says Alessandro Carlecci Natura's Chool Executive. We wanted tost that was fough?

Air Cartager say the experiment was successful. Within five years, he says. Natura weats to have 'to least' 30 per cent of its revenues coming Bosto octoide Brazil, compared with 8 per cent new Abart from Brazil and its small operation in France. Nature

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

shampoos, skin-enre lottons and similar products. All of them are based on about 900 natural ingredients, sourced mostly from farmers to the Amazon tamforest.

The company promotes itself as an otheral company that works with growers who larryest their products in an environmentally sensitive way. It also uses biodegradable packaging

What makes then different from other componies is their componies to their corporate values. They really what is make the world a botter place, says Mains Confin. Officer a Franklin Templeton Tayest neutro (Brees.)



Results are good. In the first nate months revenues were up 21 personal to RS2. Ter (USS), there. Not accome rose 35 personal to RS5/Hm.

FINANCIAL TIMES

Amswer these questions

- Where does Natura sell its products?
- 2 What is the company's target for the next five years?
- Whore class the romouny set the ingredients for its moducts?
- ç What makes Natura un 'ethical' company?
- Why did Natura choose france to find out how successfully it could expand abroad?

- Match the words (1-5) to the nouns (a-e) to make word partnerships used in the article.
 - 1 a fast-growing
- a) values
- 2 chief
- b) ingredients
- 3 corporate
- c) lotion
- 4 skin-care
- d) executive
- 5 natural
- e) company
- Make a note of two facts about Natura that you find particularly interesting. Then compare and discuss your ideas in pairs.

Language focus 2

Present simple or present continuous

Complete the rules with present simple or present continuous.

- We use the to describe permanent situations, ones which won't change.
 I work in Paris.
- We use the to describe temporary situations, ones which happen for a short time.
 I'm working in Paris.
- Underline the present simple or the present continuous form of the verb to complete these sentences.
 - 1 | stay / am staying at the Ritz every time I'm in New York. | stay / am ទាល់ការដោតនៅដោតនៅដោតនៅក្នុង នៅការបានិកិតការបានការបានការបានការបានការបានការបានការបានការបានការបានការបានិការបានការប
 - 2 She works / is working at home today. She works / is working at home every day.
 - 3 She often calls /is calling Russia. At the moment, she calls /is calling a customer in Moscow.
 - 4 I don't usually deal /dealing with the paperwork. I deal /am dealing with all the paperwork while Susan is away.
 - 5 It normally takes /is taking about two months. But this delivery takes /is taking longer than usual.
- **6** We normally *use /are using* a London firm. This time, we *use /are using* a different company.
- (B) Complete this article with the present simple or the present continuous form of the verbs in brackets.

Profile

The Inditex group



The Inditex group ...?\(\text{MNB}....\) (own) six fashion chains including Zara. It\(^2\) (have) around 1,500 stores worldwide. It\(^3\) (operate) in 44 countries. Inditex\(^4\) (employ) 27,000 people and\(^5\) (have) more than 200 fashion designers.

Currently, the fashion designers\(^6\) (work) on next

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

Student A

EBB Bank

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



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

Student B

Goldcrest Hotel

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



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

Skills

Starting a presentation

 \bigcirc 9.3 Listen to the start of a presentation. Number these items (a-e) in the order you hear them.

a) There are time

You and your company



Backeround

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

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



Past simple: question forms

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

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

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

Qı	uestions	Answers
1	Where was Drucker born?	In Vienna.
2	working in banking?	After finishing school.
3	to the United States?	In 1937.
4	he?	At New York University and in California.
5	at New York University?	For over 20 years.
6	he?	In 2005.
7	books?	More than 30.

8 Markets

Vocabulary

Write these numbers in full.

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

Complete the sentences below with the words from the box.

export mass mature niche profitable share unattractive

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

Comparatives and superlatives

- Correct each of these sentences by adding one word in the right place.
 - 1 India a bigger market than Saudi Arabia.
 - 2 The Assistant Sales Manager is the popular person in the company.
 - 3 The rate of inflation is better now two years ago.
 - 4 What is most expensive PC?
 - 5 Brazil is a competitive market than Chile.
- Look at the sales and profit figures for three clothing retailers. Then complete the article below with the correct words and phrases from the box.

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

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

Writing

Companies

Vocabulary

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

export launches manufactures supplies workforce 1 We sell some of our products abroad. We export some of our products. 2 Our company provides products for the energy industry. Our company the energy industry. 3 Florite makes air conditioners. air conditioners. 4 We employ over 300 people. of over 300. 5 It introduces five new products each year. five new products a year. Complete these sentences with the best form of the verbs in brackets: present simple or present continuous. 1 We manufacture computer parts. We are a very successful company. We ... export to more than 25 countries. (manufacture / export) on time with this special delivery > We always

Statting a

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

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

Tim Berners-Lee, inventor of the World Wide Web

Starting up

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

keeping researching shopping booking getting buying doing using

- 1 .booking . airline tickets
- 2 books and CDs
- 3 for food
- 4 chat rooms
- 5 in touch with family and friends
- 6 news and sports results
- 7 a project
- **8** a course
- What do you use the Internet for? How often do you use it? What sites do you recommend?

What do you think the following people use the Internet for? Talk about your ideas in pairs.



Mathilda 19-year-old Swedish psychology student in London



Brad 34-year-old American Sales Manager for a drug company in Paris



Derek 70-year-old retired British architect

I think Mathilda uses it for studying.

10.1 Now listen to the three people talking about the Internet. Note down what they use it for.

Mathilda	Brad	Derek
researching a project	ATT THE RESIDENCE OF STATES	

Vocabulary 1 e-commerce

A Read this paragraph about e-commerce. Match the words in blue (1–12) with their explanations or synonyms (a–l) below.

A typical e-commerce transaction¹ begins when you browse² through a website³ and select an item you want to buy. You place an order for that item by clicking a button that puts it in your shopping cart⁴. The software then takes you to a new screen. This screen displays⁵ the total amount you have to pay and asks you to key⁶ your credit card details. Your computer then sends this information to the seller's server, which verifies⁻ all the details. The transaction can be 'approved'® or 'denied'9. If it is approved, the shopping-cart program sends an e-mail to the seller telling them to fulfil¹o the order, and an e-mail confirmation of the sale to you. Finally, the bank credits¹¹ the seller's account and debits¹² yours.

a)	takes money out of	h) carry out	
b)	shows	i) accepted	
c)	rejected	j) trolley	
d)	pays money into	k) a place on the Internet	
e)	look for information	containing information	
f)	enter	l) business deal	
g)	checks		

B What do you buy on the Internet? What problems do you have when shopping on the Internet? What are your favourite websites?



Vocabulary file page 154

Listening

A You are going to hear an interview with David Bowen, a website consultant.

Language focus 1

Talking about future plans

	We often use the present continuous to talk about appointments
	and meetings.
	What are you doing on Friday?
	She is visiting the suppliers next week.
•	We also use <i>going to</i> for future arrangements and plans (when we have already decided to do something).
	We're going to launch a new website.
	I'm not going to study computing next year page 127

A	Complete these sentences using go	ing to.
	1 What you	do?
	2 Well, I not	sell the company.
B	Complete these sentences using the in brackets.	e present continuous form of the verb
	1 What they	next week? (do)
	2 They not	. They're on holiday. (work)
C	Complete these sentences using the in brackets.	e present continuous form of the verb
1	n Tuesday night. On Wednesday, I	next week. He
D	10.5 Listen to Kazumi and David Decide whether these sentences ab	I talking about their plans for next year. Out their plans are true or false.
	1 Kazumi is going to change her job	
	2 Kazumi is going to stay in the city.	
	3 She is going to save some money.	
	4 David is going to change his job.	
	5 He is going to take a computer co	urse.
	6 He is going to go abroad.	
E	Tick the plans below which are true	for you. Add four more plans to each list.
	Next week	Next year
	Go on a business trip	Go abroad
	Have a meeting	Design my own web page
	☐ Do my homework	Give up smoking
	Phone my parents	☐ Change my job

Work in pairs. Tell your partner about your plans for the future.



Reading

Net-a-Porter

- A In small groups, discuss these questions.
 - 1 Why would you (or wouldn't you) buy clothes on the Internet?
 - 2 A large number of people worldwide visit fashion retailers' websites. Why do you think that is? Make a list of three reasons.
- Look through the article about Net-a-Porter and complete this fact file.

Name of web store:	Net-g-Porter
Workforce:	
Founded in:	
Annual turnover:	
Location of distribution centres:	and

Online business model dressed to kill

By Vanessa Friedman

to raise money for her Internet start-up, Net-a-Porter, a luxury online fashion boutique, no one was 5 interested. 'People were throwing web company then. But they heard and "fashion" 'women" "Internet" and said those words 10 didn't go together,' says Ms Massenet.

But Net-a-Porter, founded in 2000, can now claim to be 'the world's first truly global luxury fashion retailer'. 15 It doubles its revenues every year, distribution centre in London and one in New York, and employs almost 300 people. The web store 20 attracts an average of 90 new (including Fiji and Greenland), who each spend an average of £400.

According to Forrester Research,

When Natalie Massenet was trying 25 luxury brands 'won't survive without an online sales channel'. Over 40m Europeans buy clothes online, and this number will continue to increase. Experts millions of pounds at almost any 30 predict it will grow to over 70m by

> The website combines content with commerce: it is designed as a magazine, and everything is for sale 35 and delivered worldwide within 48 hours.

Net-a-Porter is expanding very fast. Ms Massenet says: 'Because we have no physical limit to the and sales are now at £37m. It has a 40 amount of designers we stock, we can offer a very wide range. But everything we offer has to be trendsetting fashion.' We information about new products to customers a day from 101 countries 45 customers regularly, according to couldn't do that in an offline store,' she points out. 'That's the beauty of



this business. And customers spend their favourite designers. 'You 50 a lot of money in that kind of environment. Seven or eight years ago, nobody believed that.

FINANCIAL TIMES

Read the article again and choose the best answers to these questions.

- 1 It was difficult for Natalie Massenet to raise money for her Internet start-up because people ...
 - a) had no money for web companies.
 - b) did not think she had a good business idea.
- 2 Net-a-Porter can say it is a truly global fashion retailer because ...
 - a) its revenues double every year.
 - b) its customers are from over 100 different countries.
- 3 Forrester Research suggests luxury brands need an online sales channel ...
 - a) because the number of people who buy clothes online will grow rapidly.
 - b) if they want to compete successfully with Net-a-Porter.
- 4 Net-a-Porter offers a very wide range because ...
 - a) customers e-mail information about all the designers they like.
 - b) it can stock as many designers as it wants.

Vocabulary 2

Time expressions

Complete the future time expressions below with words from the box.

tomorrow end after weeks' near next now weekend

- 1 Sales of luxury cars will double by ... next... year.
- 2 In two time, we'll review the budget.
- **3** We're entertaining the suppliers evening.
- 4 They will introduce the new marketing strategy in the future.
- 5 She wants us to increase exports before the of June.
- 6 Our launch deadline is the week next.
- **7** He's going to rebuild the website at the
- 8 Your flight will board a couple of hours from

Language focus 2

will

- We use *will* + infinitive to talk about future events and predictions. *Sales will continue to grow.*
- We also use will + infinitive for offers. You're busy. I'll finish the report for you.
- The negative is will not or won't.
 Our company will not (won't) survive without an online sales channel.



page 127

- Read these sentences from a chairperson's IT plan. Put will in the correct position in each line.
 - will

 All our catalogues be online by next year.
 - 2 In ten years, 80% of our sales be online.
 - 3 Most of our customers order their products at their computers.
 - 4 Customers open one account to make all their purchases.
 - 5 Security not be a problem.
 - 6 As a result, efficiency improve.
- B Match the statements (1-5) to the offers (a-e).

Statements

- 1 I haven't got a hard copy of the report.
- 2 I can't find Susan's address.
- 3 I think it's time to go home.
- 4 These boxes are so heavy.
- 5 I'm very thirsty.

Offers

- a) I'll carry one for you.
- b) I'll print it out for you.
- c) I*l get you a drink from the machine.
- d) I'll give you a lift to the station.
- e) I'll e-mail it to you.
- Work in groups. You have been asked to organise the launch of your new website. The launch will be in your office, and you have only a small budget. Offer to do as many things as possible.

Here is a list of things to think about. Can you add any more?

- · inform the local media
- design the invitations
- · send out the invitations
- · order snacks and drinks
- make a welcome speech
- give a presentation about the website

OK. I'll inform the local media. I know a lot of people in town, I'm sure they'll help.

arrangements



A	710.6	Listen to four people making arrangements by phone. Match th	e
	call (1-4	i) to the situation (a-d).	

1 (a) changing an existing appointment
2 🗌	b) apologising for missing an appointment
3 🗆	c) making an appointment
4	d) suggesting an alternative day

\bigcap 10.6 Listen again and complete these extracts.

Call 1 Manfred What's a good day for you? I can ... MAKE..... Wednesday. How about ten o'clock? lane Call 2 Manfred How about in the week? Is Friday OK? lan Yes, I can do Friday morning after 11. Yes, that's for me. Friday at 11.30. 4 Manfred5 then. Call 3 Nadia Sorry, but I need to 6 the time of our meeting. 1..... make it on Monday now. Call 4 Bob I'm very sorry I our meeting this afternoon. My flight was delayed. I'll y you again later.

Work in pairs. Role-play these situations.

- 1 The Managing Director of Alpha Printing calls a customer to arrange a meeting next week. The MD suggests a time and date. The customer agrees.
- 2 The MD calls a supplier and suggests a meeting on Friday 20 March. The date and time are not suitable for the supplier. The supplier suggests another date and time. The MD agrees.
- 3 A customer leaves a message for the MD. The customer was ill and missed a meeting at 11 a m. The customer will call the MD later in the first



Vocabulary file pages 158–159

Useful language

Asking

What time is good for you? What's a good day for you? What time / day suits you?

Agreeing

I can make (time / day). I can do (time / date). (Day / Time) is fine for me.

Suggesting a different time / day How about (time / day)? Is (date / time) OK for you?

Declining

I'm afraid I can't make (time / day). I'm sorry I can't do (time / date).

Apologising

I'm sorry I missed our meeting at /on (time / date). Sorry I didn't make it on time.

Giving an excuse

My flight was late. The traffic was very bad. I was ill.

Isis Books plc

Background

Isis Books plc sells business books on the Internet. On 3 June at its head office, Isis Book's Marketing Director and two overseas sales representatives are planning a sales trip to Poland and Russia. Their plan is shown on the right.

Customer information

These are the important customers they want to meet.

- Leave London: Sunday 15th June.
- Attend exhibition in Moscow: Wednesday 18th June -Friday 20th June
- Return to London: Tuesday 24th June
- Allow half a day to travel from one city to another.

Warsaw, Poland

- Visit two bookshops (lunch?). One bookshop places only small orders.
- Anna Maslyk, Head, Institute of Economics (half day + dinner?).
- Jerzy Kapka, Head, School of Foreign Trade (half day + lunch?).

Moscow, Russia

- Visit three bookshops (lunch?). One bookshop is a new customer for Isis Books.
- Svetlana Klimova, very important Russian publisher (1 day + dinner).

St Petersburg, Russia

 Boris Shishkin, Director, Institute of Economics (half day + lunch?).







Task

- 1 Work in groups of three. Choose a role.
 - Marketing Director: Turn to page 136.
 - Sales Representative for Russia: Turn to page 142.
 - Sales Representative for Poland: Turn to page 144.
- 2 Read your role card and note down the information.
- 3 Share the information with your group.
- 4 Plan the schedule for the visits.

Writing

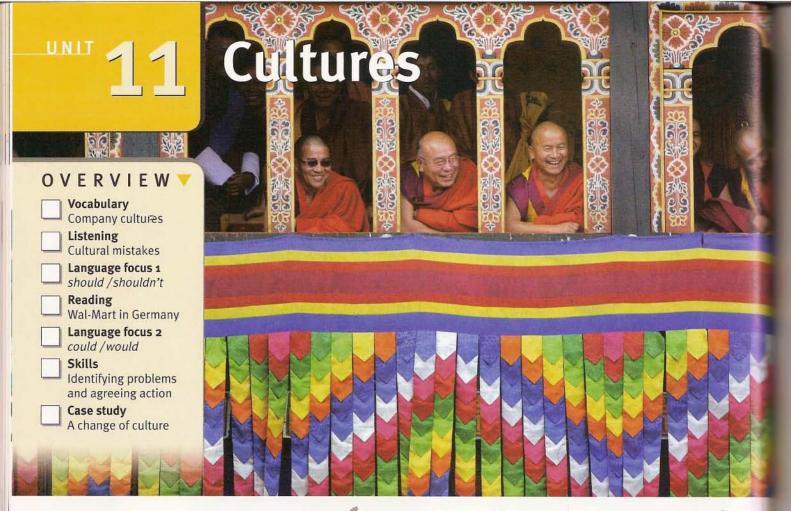
Write an e-mail to one of the customers to confirm the date and time of their appointment.



Writing file page 130

Dear ...,

I am writing to confirm the details of our appointment. ...



We don't see things as they are, we see things as we are. Attributed to Anais Nin (1903–1977), French-born American writer

customs

Starting up

Look at the tips below for visiting a different country or doing business there. Use the words from the box to complete the tips.

book

Which of the tips in Exercise A do you think are:

clothes

hours

date

- a) very useful? b) useful? c) not useful?
- Which tips are good advice for your country? Add some others.
 It is important to learn how to greet people in their language.

Vocabular Company cultures

Different companies have different cultures and ways of working. Complete these sentences with the items in brackets. One of the items cannot be used. (uniforms / casual Fridays / weekend clothes) 1 We don't have to wear business suits at the end of the week. My 2 In many banks, staff can't wear what they like. They have to wear Timekeeping (flexible hours / part-time / shift work) 3 For two weeks each month, I work at night. I can't sleep during the day. I hate 4 We have a system in our office. Some people work from 9 a.m. to 5 p.m.; others work from 10 a.m. to 6 p.m. (childcare / annual leave / public holiday) Time off 5 I am so busy at the moment that I worked on New Year's Day, which is a(n) **6** How many days'...... do you get in your company? Reporting procedures (written report / face to face / e-mail) **7** We often speak on the phone, but never **8** He sends us a(n) in the post each month. (informal / formal / social) Types of meeting **9** Our department starts everyday with a(n) meeting. It is very relaxed. 10 Companies have an Annual General Meeting (AGM) once a year. It is a very meeting, with a lot of people. Names (job title / first name / family names) 11 In some countries, the company culture is formal. Staff use when they speak to each other. 12 What's your now? Are you 'Chief Executive'? Would you like to work for an organisation which has: · uniforms? a lot of formal meetings? casual Fridays? flexible hours? Match each phrase (1-5) with its explanation (a-e). A positive company culture ... 1 empowers employees. a) New ideas and change are welcome. 2 supports innovation. managers are open and honest. c) Staff have not of control over their 3 is customer focused.

- b) Relationships between employees and

Listening

Cultural mistakes

Four people talk about cultural mistakes.

- \bigcirc 11.1 Listen to John's story and answer these questions.
 - 1 What meal was he invited to? dinner
 - 2 What did John look at?
 - 3 What was his mistake?
 - a) John talked during an important silence.
 - b) John talked about his host's table.
 - c) John didn't want a gift.
- \bigcirc 11.2 Listen to Cameron's story and answer these questions.
 - 4 Where was Peter's new job?
 - 5 What was his mistake?
 - a) He did not use first names.
 - b) He did not speak French.
 - c) He did not use family names.
 - 6 How did the staff feel when Peter used first names?
- \bigcirc \bigcap 11.3 Listen to Susan's story and answer these questions.
 - 7 Where did Susan make her mistake?
 - 8 Who did she go out for a meal with?
 - 9 What was her mistake?
 - a) Susan poured her own drink.
 - b) Susan did not laugh.
 - c) Susan poured too many drinks.
 - 10 What did she forget to do?
- 11.4 Listen to Rob's story and answer these questions.
 - 11 Where did Rob make his mistake?
 - 12 Who did he go out for a meal with?
 - 13 What was his mistake?
 - a) He said he was not hungry.
 - b) He did not leave anything on his plate.
 - c) He asked for some more food.
 - 14 How did his host react?
- It is easy to make mistakes in other cultures. What other examples do you know?



Language focus 1

should / shouldn't

- We use should and shouldn't to give advice and make suggestions.
 We should wear formal clothes to the dinner.
 He shouldn't be late for meetings.
- We often use *I think* or *I don't think* with *should* to say something is or isn't a good idea.

I think you should go on a training course.

I don't think you should interrupt her.

Do you think I should learn to speak the local language?

Yes, I do. / No, I don't.



page 128

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

speak to our boss buy an expensive computer be late develop a better website stay three days

- 1 Our online business is bad. We .. should develop a better website
- 2 Our team is working too many hours.

ho mooting is vary important

- 3 The meeting is very important.
 We
- 4 She wants to visit a lot of customers in Spain. She
- 5 We have to cut costs. You
- Give the opposite advice by using should, shouldn't or I don't think.
 - 1 I think he should go to Paris next week.

 I don't think he should go to Paris next week.
 - 2 You should buy a franchise.
 - 3 She shouldn't take the customers to an expensive restaurant.
 - 4 I think we should launch the new product now.
 - 5 My boss thinks it is too late to send the report now.
 - 6 We should order online.
- Use the notes to write suggestions to a colleague going on a business trip for the first time.

write on business cards X shake hands I use surnames I be late X give an expensive gift I

You shouldn't write on business cards.

Reading

in Germany

- 🚺 In small groups, discuss these questions.
 - 1 What are the most successful supermarkets in your country? What makes them so successful?
 - 2 What kind of cultural differences could make it difficult for a foreign retailer to be successful in your country?
- Look through the article. Does it mention any of the cultural differences you discussed?

Wal-Mart finds its formula doesn't fit every culture

BY MARK LANDLER AND MICHAEL BARBARO Wal-Mart is probably the most successful US-based general goods retailer in the world. Yet, after nearly a decade of trying, it 5 pulled out of Germany. It realised that its formula for success - low

prices and a wide choice of goods did not work in markets with their own discount chains and 10 shoppers with different habits.

'It is a good, important lesson,' says Beth Keck, a spokeswoman for Wal-Mart. Among other things, Wal-Mart has learned to 15 deal with different corporate cultures with more sensitivity.

In Germany, it stopped requiring sales clerks to smile at customers, because some male 20 shoppers interpreted this as flirting. It also stopped requiring staff members to sing the Wal-Mart chant every morning.

25 strange. Germans just don't behave that way,' says Hans-Martin Porschmann, the secretary of the Verdi union, which represents 5,000 Wal-Mart 30 employees. In addition, Wal-Mart 'didn't want to have anything to



do with unions,' he says. 'They didn't understand that in Germany, companies and unions 35 are closely connected.'

Wal-Mart's German experience also taught it to use local management. The company initially installed People found these things 40 executives, who had little feel for what German consumers wanted. 'They tried to sell packaged meat, when Germans like to buy meat from the butcher,' says Mr 45 Porschmann. A customer, Roland Kögel, 54, says he never bought groceries at Wal-Mart because

food is cheaper at German discount chains. He also did not visit the store often because it was on the edge of town and he does not own a car.

Finally, Wal-Mart also learned to care less whether its foreign American 55 stores carry the name derived from its founder, Sam Walton, as the German Wal-Marts did. Seventy per cent of Wal-Mart's international sales come from 60 outlets with names like Asda in Britain, Seivu in Japan or Bompreço in Brazil.

Adapted from the New York Times

Read the article again. Decide whether these statements are true or false.

- Wal-Mart tried to establish itself in Germany for over ten years.
- 2 The fact that Germany has its own discount chains was one of Wal-Mart's problems.
- 3 According to Wal-Mart's spokeswoman, the company can learn very little from the difficulties it experienced in Germany.
- 4 The unions refused to co-operate with Wal-Mart.
- 5 The American executives were unable to understand local needs.
- 6 Some customers found that the Wal-Mart store was too far away from the town centre.
- 7 More than half of Wal-Mart's international sales come from outlets which are not called Wal-Mart.

- What three 'lessons' can be useful for Wal-Mart when it works in different cultures in future?
- Work in pairs. What practical advice would you give a foreign retailer wishing to establish themselves in your country? Make a list of three points.

Language focus 2

could / would

- We often use could or would to make a request.

 Could I use your mobile phone, please?

 Would you open the window, please?
- We often use would you like to make an offer. Would you like a brochure?



page 128

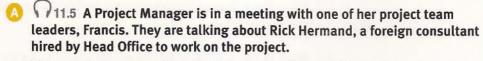


- These questions were asked on a plane journey. Which does a flight attendant ask, and which does a passenger ask?
 - 1 Could I have another drink, please? passenger
 - 2 Would you put your seat up, please?
 - 3 Would you like a newspaper?
 - 4 Could you show me how to turn on the light, please?
 - 5 Would you like another drink?
 - 6 Could I have some mineral water, please?
 - 7 Would you like coffee or tea?
 - 8 Could you fasten your seat belt, please?
 - 9 Could you help me find the movie channel, please?
 - 10 Would you like any duty-free goods?
- Which of the questions in Exercise A are offers and which are requests?
- You are at a hotel reception desk. Use the verbs in brackets to make polite requests.
 - You want to make a phone call. (use)

 Could I use the phone, please?
 - 2 You didn't hear that. (say)
 - 3 You want a taxi. (call)
 - 4 You don't know the way to the station. (tell)
 - 5 You want to pay by credit card. (pay)
 - 6 You want to go to a good restaurant. (recommend)
 - 7 You need a map of the city. (have)

Skills

Identifying problems and agreeing action



Listen to the conversation. Decide whether these statements are true or false.

- รู่เกิดสาระเการะยาสาย เกาะสาย เกาะสาย
- 2 Francis thinks that the consultant should work harder.
- 3 Francis sends e-mails to Head Office every day as well.
- 4 Francis doesn't think the consultant likes working in a team.
- 5 The consultant is going to have a meeting with all the team members first.
- Work in pairs. Look at audio script 11.5 (page 152). Imagine you are the project manager. What advice are you going to give Rick? Make a list of three points.
- Compl.



A change of culture

Background

Alice Baumann is the new General Manager in an overseas branch of Kelly's, an international bank. She wants to bring the best new ideas from head office to the overseas branch.

Alice wants:

- all staff to use first names.
- all staff to dress casually on Fridays.
- to introduce a system of flexible working hours.
- smaller, more informal meetings.
- · more face-to-face reports.
- an open-door policy so staff can see her at any time.

Bank company culture now

Staff use family names.

Staff wear uniforms at all times.

Working hours are fixed

(9.00 a.m. to 5.00 p.m.). Many big, formal meetings.

Staff write a lot of reports.

Staff need an appointment to see the manager.

11.6 Listen to Alice as she talks to Jeremy Owen, her manager at head office, about the problems.

Task

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

1 Work in groups of three or four and choose a role.

Alice Baumann:

Turn to page 136.

Jeremy Owen:

Turn to page 142.

- Office Manager and Senior Cashier:
- Turn to page 144.
- 2 Look at your role cards and prepare for the meeting.
- 3 Meet and discuss Alice's ideas. Decide what you will change and what you will keep the same.

ELLY'S BANK

Subject: New ideas from head office

Date:

Participants:

Agenda item

Decision

Reason

Action

- 1 Staff to use first names
- 2 Staff to dress casually on Fridays

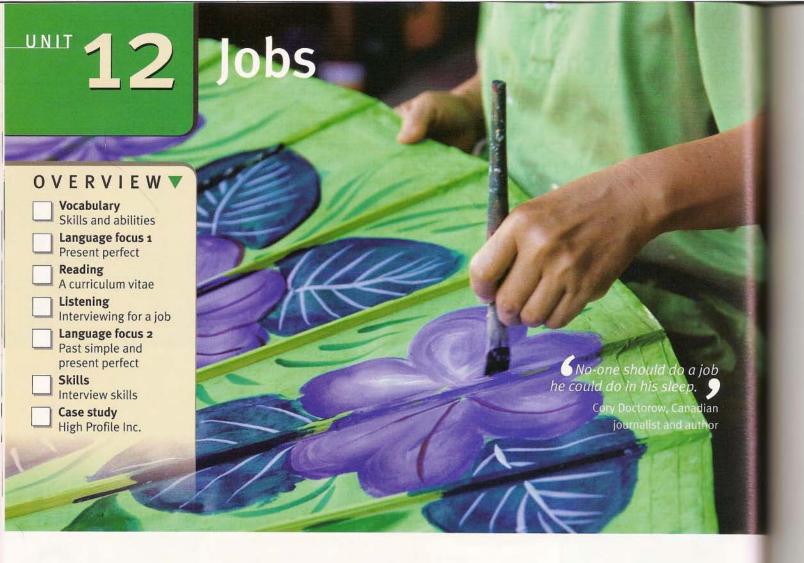
Writing

Write some action minutes of the meeting.



Writing file page 132

CASESTUD



Starting up

- Look at these jobs. Who do you think should get the highest salary? Put the jobs in order, highest salary first.
 - lawyer
 - nurse
 - · football star
 - accountant
 - fashion model
- postal worker
- firefighter
- teacher
- advertising executive
- · air traffic controller
- B Are the real salaries in the same order in your country?
- Which of the following would you like (✓) or not like (X) in a job?
 - a lot of telephone work
 - 2 writing lots of reports
 - 3 working with the same people
 - 4 working with a lot of different people
 - 5 working on your own
 - 6 sharing an office
 - 7 using English at work
 - 8 working flexible hours (including weekends)
 - 9 casual dress
 - 10 uniforms
- Which is more important to you, a high salary or a job you enjoy?

Vocabulary

Skills and abilities

A Complete the first part of the advertisement below with the verbs from the box. Use the words in brackets to help you.

improve lead increase set up train develop

EUROPEAN MANAGER €75K + CAR

KARADA MODE PLC

Are you the person we are looking for?

THE ROLE We are looking for a talented person for this position. In this exciting job, you will need to:		
lead ¹ a team of 25 (be in charge of)		
³ new staff (teach)		
⁴ sales in all markets (make more)		
⁵ new products (create)		

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

deal with organise plan manage

What skills and abilities do/did you need in your present or past jobs? Use the verbs from Exercises A and B.

In my present job, I lead a team of three. In my past job, I increased sales.

Language focus 1

Present perfect

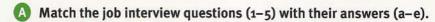
- We use the present perfect to talk about actions that continue from the past to the present.
 - I have worked here for five years. (And I'm still working here now.) He has lived in Barcelona for two years. (And he's still living there now.)
- We often use the present perfect to talk about life experiences. She has had three jobs since she left university.

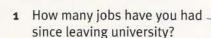
 He hasn't had any experience in marketing.

 Have you ever worked abroad? Yes, I have. / No, I haven't.
- The present perfect is formed with *have / has* + the past participle of the main verb.



page 129





- 2 Why have you changed jobs so often?
- **3** What have you done that shows leadership?
- 4 In what ways has your job changed since you joined the company?
- 5 Have you ever worked with a difficult person?

- a) I now have more responsibility and work longer hours.
- b) Well, I lead the sales team. I'm also chairperson of a local business association.
- c) I wanted to earn more money.
- d) Well, the boss in any last company wasn't easy to work with.
- e) I've worked for six companies.
- B 12.1 Now listen and check your answers.
- Complete these interview questions using the present perfect form of the verbs in brackets.
 - 1 How . have you changed ... (you change) over the last five years?
 - 2 What other jobs (you apply for) recently?
 - 3 What (you read) recently?
 - 4 What kind of people (you work) with?
 - 5 What sort of bosses (you have)?
 - 6 What (you learn) from your other jobs?
 - 7 What sort of problems (you have) to deal with?
 - **8** What (you do) that shows leadership?
- Work in pairs. Ask and answer the questions in Exercise C.

Reading
A curriculum vitae

Look at Svetlana Vlasova's CV (curriculum vitae) on the next page. Put the headings from the box in the correct place in the CV.

Education Interests Key skills References Work experience

CURRICULUM VITAE

Name: Svetlana Vlasova

Nationality: Russian

Address: 17 Lime Grove, Harborne

Birmingham B17 5T

Telephone: 0121 272 0064

E-mail: Svetlana.Vlasova@mail.uk



2006-2007 Business Administration Graduate Diploma, University of Birmingham

1998–2001 Degree in Business and Commerce, Faculty of Economics and

Management, St Petersburg, Russia

1994-1997 Secondary School: School N1, St Petersburg, Russia

.....2

2004-2005 Regional Branch Manager, LMO Instruments, St Petersburg, Russia

- · set up a new sales office in St Petersburg
- · trained a team of sales staff
- developed new selling methods to increase sales

2002-2003 Technical Sales Specialist, Dertov Instruments, Omsk, Russia

- · sold a wide range of instruments, including software
- organised and presented customer seminars

Fluent in Russian, English and German

Computer skills: Microsoft Word, PowerPoint, Java, Linux systems

4

Cinema, travel, skiing, aerobics

.....5

Professional and personal references available on request

Decide whether these statements are true or false.

- 1 Svetlana Vlasova studied in Russia.
- 2 She has worked for three different companies.
- 3 She gave seminars when she worked for LMO Instruments.
- 4 She was a manager when she worked in St Petersburg.
- 5 She has been responsible for staff training.
- 6 She can speak more than two languages fluently.

Answer these questions in pairs.

- 1 How many pages is a typical CV in your country?
- 2 Do you include a photo? Do you think it is a good idea?
- 3 Does it have the same headings as Svetlana Vlasova's CV?
- 4 Do you include any other information in CVs in your country?



Listening

Interviewing for a job

A 12.2 Svetlana Vlasova is applying for a job as an overseas team leader in Germany. Listen to part of her interview. Complete her answers.

First of all, I like ...meeting people and getting Reasons for applying then, I like and 4 my languages. I'm5 in German and English. I get on Strengths well with people. I'm also good at6 people and at getting them to achieve together. I love organising events for8. Weaknesses I'm not really 9 when people don't meet deadlines. People you work The people I like best are those who work well with and who are¹¹. Interests I like travelling, and I like discovering new Questions

B What are your strengths and interests? What kinds of people do you work well with?

Language focus 2

Past simple and present perfect

• We use the past simple to talk about completed actions that happened in the past.

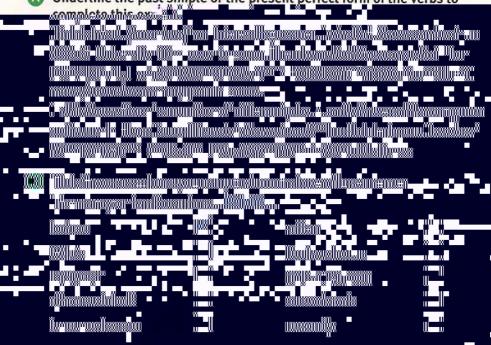
I worked in Tokyo in 1990. (I now work in another place.)

• We use the present perfect to talk about actions that continue from the past to the present.

He has worked in Berlin since 2001. (He still works there.)

Our continues the past simple or the present perfect form of the verbs to

page 129





Skills Interview skills



- Mork in pairs. Decide which of these interview tips are more for interviewers and which are more for candidates.
 - Be completely honest at all times.
 - · Try to help the candidate to relax.
 - Always wear your best clothes.
 - Do not ask a lot of questions to which people can answer 'yes' or 'no'.
 - Listen carefully and make a lot of notes.
 - Arrive half an hour early for the interview.
 - Ask a difficult question at the beginning of the interview.
 - Get an expensive haircut.
- B Work in pairs. Which tips do you agree with? Choose your top three tips and write your own list. Compare your choices with other pairs.
- 12.3 Look at the Useful language box below. Listen to an interview. Tick

Background

High Profile Inc. (HPI) is one of the biggest sports agencies in the world. It works with famous sportspeople. It helps them to earn money from advertising and special promotions for big companies. HPI charges the sportspeople a commission based on the money they earn. The agency's head office is in Chicago, and it has offices in London, Frankfurt and Tokyo.

At present, HPI is interviewing two candidates for the job of Marketing Manager in its London office. Read the Marketing Director's notes at the top of page 113.



Skills required	Duties	Reasons
Communication skills	Meeting agents;	A lot of face-to-face
	persuading sports-	contact with famous
	people to work	sportspeople
	with HPI	
Teamwork skills	Organising and	There are ten people
	leading the team	in the office (four in
		sales, six in
		administration).
Negotiating skills	Negotiating	To increase profits
	contracts with	at HPI
	clients	
Speak two European	Presenting the work	Most of HPI's clients are
languages	of HPI to agents and	European sportspeople.
	sportspeople	
Interested in	Travelling to many	The Marketing Manager
travel	European countries,	will spend 50% of
	meeting agents	his/her time travelling.
	and clients, and	
	going to sports events	

Task

Work in groups of four and choose a role.
 Marketing Director and Human Resources
 Director.

Turn to page 426

Director: Turn to page 136. Candidate 1: Turn to page 143. Candidate 2: Turn to page 144.

- **2** Read your role card and prepare for the interview.
- 3 Hold the interview.
- 4 The interviewers decide which candidate is best for the job and say why.

Writing

Write a letter to the successful candidate. Give the name of the position, the starting date, the salary and number of days of annual leave. Add any other information that will be useful.



Writing file page 132

(High/Profile Inc.

Dear ...,

Thank you for coming for an interview last week We are pleased to offer you ...

Revision



Making arrangements

Put the lines of these telephone conversations in the right order.

Conversation 1

- a) Great. See you on Thursday at 9.30, then.
- b) Hello, Jan. Next week is very busy. But I can make Thursday. How about 9.30 a.m.?
- c) Hi, Agnes. It's Jan here. We need to meet next week.

 What's a good day for you?
- d) Yes, that's fine for me.

Conversation 2

- a) Sorry, I'm away all day Wednesday, and I can't make Friday afternoon. How about the week after next? Is Tuesday OK?
- b) Yes, that's fine for me. Tuesday at 3 o'clock. See you then.
- c) Well, I can do Wednesday or Friday afternoon.
- d) Yes, I can do Tuesday afternoon after 2.30.
- e) Right. Let's meet one day next week. What day is good for you?

11 Cultures

Vocabulary

Choose the correct words from the box to complete the text. You will not need all the words.

tasual childcare face-to-face family first flexible formal informal leave part-time shift telephone

Eraline is a modern, dynamic, middle-sized company with an <u>informal</u>. business culture. For example, staff use ______. names when they speak to each other, and we do not have to wear smart clothes every day, as there is a system of _____. Fridays. Reporting procedures, too, are informal: we do not write a lot of reports or e-mails to each other, because we think it is better to speak _____.

Reading

Read this article about Turkish business etiquette. Then use the notes on page 116 to give advice about doing business in Turkey, using should or shouldn't.

Doing business in Turkey

It is a good idea to schedule business—appointments about two weeks in advance and not to suggest meeting on a Turkish public holiday. Never be late for business or social appointments – punctuality is very important to Turkish people. If you think you are going to be delayed, phone your hosts immediately to let them know.

People have a lot of respect for age in Turkey, so always address the most senior person in the room first. Turks are generally informal with names, but if someone has a professional title (doctor, lawyer, professor, etc.), it is a good idea to address them using just their title.

If you plan to have long business relationships in Turkey, have a Turkish translation of your business card printed on the back and present it to everyone you meet. Meetings often start with handshakes, so shake hands with all your Turkish counterparts, but remember

that men wait for women to extend their hand first.

Because trust and mutual friendship are important in business relationships, it is important to get to know your Turkish counterpart on a personal level. If possible, learn a few greetings in Turkish – people will like it – and when you have a conversation, it is a good idea to make eye contact with your counterpart. Finally, do not dress too casually.

1	Appointments and punctuality:
	• You should schedule business appointments, about two weeks in advance.
	• on a Turkish public holiday.
	• if you are going to be late for an appointment
2	Meetings:
	• the most junior person first.
	• your business card translated into Turkish.
	• your business card to everyone you meet.
	Men women to extend their hand first.
3	Conversation and appearance:
	• get to know people on a personal level.
	• when you have a conversation.
	• too casually

12 Jobs

Vocabulary

Rewrite the text, replacing each phrase in *italics* with the correct form of a verb from the box.

deal with develop improve increase lead organise plan set-up train

Piers Kohl has a very exciting job at Inventa. Last year, he *started* a new branch in Barcelona. He had to *make more* sales in the Spanish market and *create* new products. He *was in charge of* a team of 12. This year, his role is mainly to *teach* new staff and to *make* communication *better* between the various branches of Inventa in the region. He also has to *do something about* customers' problems and *think about future* budgets. Sometimes, he also *arranges* sales conferences. Piers is never bored!

Piers Kohl has a very exciting job at Inventa. Last year, he set up a new branch in Barcelona. ...

Past simple and present perfect.

Underline the correct form of the veres to complete this text.

Eleni Bimis had /has had i an exciting career. She studied /has studied? at the Thessaloniki School of Business and Management from 1998 to 2001. Then she applied /has applied i for jobs in Australia and America. She worked /has worked as a Deputy Project Manager in Melbourne until June 2002, and then she found / has found is a job with an aid agency in Mexico.

Eleni is fluent in Greek and English, and she *learned / has learned ⁶* Spanish and Chinese for more than ten years.

Her career was always /has always been / very varied. She met /has met 8 people from all over the world, and she had /has had 9 meetings with senior executives from global companies. 'Once when I was /have been 10 in Australia, I even talked / have even talked 11 to the president of Sony Corporation!' she says. She came /has come back 12 from Mexico in 2006, but she is already planning her next move. She says 'I always wanted /have always wanted 13 to travel. I'm very happy about my first jobs. I learned /have learned 14 so much about other cultures.'

SHIII

Complete these interview questions with the correct prepositions.

- 1 What did you learn ... from ... your last job?
- 2 What didn't you like your last job?
- 3 What are you good?
- 4 Could you tell us any special skills you have?
- 5 What kind people do you work well?
- 6 What do you want to do the future?
- 7 What do you do your free time?



Look at the seven questions in the exercise above. Answer the questions in writing to prepare for an interview. Invent the answers if necessary.

I heavined to work finder pressure and bowdo deal will contribute from analysis to

Grammar reference

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

a /an with singular nouns





Present simple; adverbs and expressions of frequency

Present simple

Form

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

Ilses

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 of They atten an home early on Fridays

I **sometimes play** tennis with a colleague.

Do you **ever go** to the theatre?

I **never go** to the theatre.

Adverbs and expressions of frequency

1 Adverbs of frequency usually go before the main verb, but after the verb to be.

I **sometimes** make phone calls to the USA.

My boss is usually friendly.

We don't **generally** stay up late.

2 For emphasis, usually, generally, often and sometimes can go at the beginning of a sentence.

Sometimes, I don't like my job.

Generally, we take clients out to a good restaurant.

3 Expressions of frequency can go at the beginning or the end of a sentence but not in the middle.

Once a year, we have a sales conference.

We have a sales conference once a year.

(NOT *We have once a year a sales conference.)

Does he play golf every Saturday?

(NOT *Does he every Saturday play golf?)

3 Present simple (negatives and questions); have got

Present simple: negatives and questions

Points to remember

- In questions, the -s is on the auxiliary verb, not the main verb. **Does** he **drink** coffee? (NOT *Does he drinks coffee?)
- **2** We do not use the full verb in a short answer. **Do** you **like** meeting customers? Yes, I do. (NOT *Yes, I like.)
- 3 Spelling rules
- For he, she and it, we add –s with most verbs.
 She comes from Brazil.
 The job pays a good salary.
- When the verb ends with a consonant + y, the ending becomes –ies. He often **flies** to Amsterdam.
- When the verb ends in -ch, -sh, -s, -x or -z, the ending becomes -es.
 He finishes every day at six.
 She faxes the invoice to us.

wh-questions

Form

Question word	do or does	subject	verb phrase
What	do does	you he / she	do?
When	do does	l the train	go? leave?
Where	do does	they Malika	come from?
Why	do does	you he /she	need two invoices? want a new printer?
How	do does	you it	spell <i>enough</i> ? work?
How often	do does	they it	travel abroad? rain?

have got

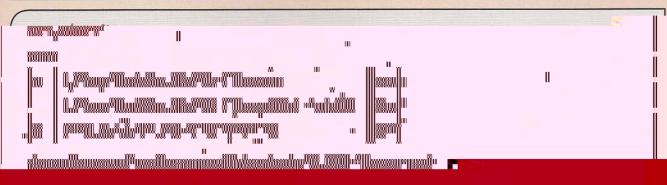
Form

+	I / You / We / They have got He / She / It has got	a German car. a CD player.
	I / You / We / They haven't (= have not) got He / She / It hasn't (= has not) got	the time. a good printer.
?	Have I / you / we / they got Has he / she / it got	a ticket? a reference number?

Uses

- We use have /has got to indicate possession.
 She's got a fast car.
- We also use have / has got to tai about plans.
 I've got a meeting this Tuesday, but I'm free on Wednesday.

can / can't; there is / there are



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5 some / any; countable and uncountable nouns

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6 Past simple and past time references

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	Past simple			
	Form			
	1 Regular verbs			
	Verb	Ending .	"Example"	
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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 went by train.	I didn't go by train.
She saw you.	She didn't see you.
They had a very good time.	They didn't have a very good time.

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

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8 Comparatives and superlatives; large and small differences

Comparatives and superlatives

Form

Comparative adjectives are forms like *older, more expensive*. Superlative adjectives are forms like *the oldest, the most expensive*.

- For the majority of one-syllable adjectives, add -er, -st.
 cheap → cheaper → the cheapest
- For one-syllable adjectives ending in -e, add -r, -st.
 late → later → the latest
- For short adjectives ending in one vowel + one consonant, double the consonant.

 $big \rightarrow bigger \rightarrow the \ biggest$ hot $\rightarrow hotter \rightarrow the \ hottest$ BUT don't double w: new $\rightarrow newer \rightarrow the \ newest$

- 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
 far → further → the furthest (or far → farther → the farthest)

Uses

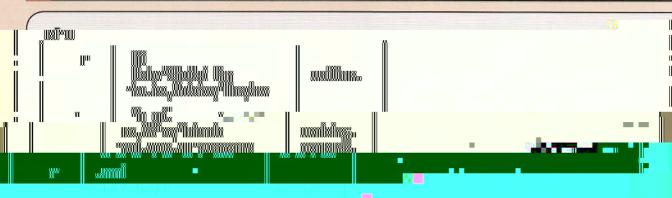
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mm III

- 1 When we compare two things, we use the comparative + than.

 France is bigger than Belgium.
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Present continuous



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10 Talking about future plans: present continuous; going to; will

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

H		will.	Laugun III Adhan Wali wadi Man	. gusi
Г		I / You / He / She / It / We / They	won't (= will not)	work.
	+	I / You / He / She / It / We / They	will	try.

Himm

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11 should / shouldn't; could / would

should / shouldn't

Form

+	I / You / He / She / It / We / They should	go.
-	I / You / He / She / It / We / They shouldn't (= should not)	go.
?	Should I / you / he / she / it / we / they	go?

Short answers

Yes, I / you / he / she / it / we / they **should**. No, I / you / he / she / it / we / they **shouldn't**.

Uses

1 We use *should* to say that we think something is the right thing to do. We **should** do more to protect the environment. You **should** always prepare a presentation in advance.

2 We use *shouldn't* to say something is not the right thing to do or to criticise. She **shouldn't** drive if she's broken her glasses. He **shouldn't** interrupt people all the time; it's rude.

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

could / would

1 We use could and would to make requests.

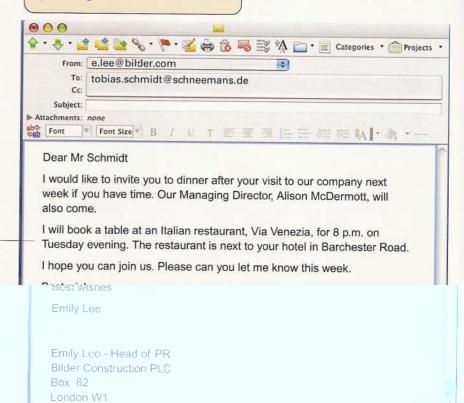
Could / Would you open the door for me, please?

2 We use would you like to make offers. **Would you like** some coffee?

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 comp. A with somebody you do not know well.

This informal e-mail is for people you know well inside or outside the company. The e-mail often begins with *Hi* or *Hello* and finishes with *Regards* or *CU*. *CU* means *See you*.

Other short forms are:

TX = thanks

RUOK = Are you OK?

FYI = for your information

💮 * 🌁 * 😅 🚾 🧀 * * 🌁 * 🔏 🚎 🎉 🧠 🔧 🗛 * Categories * * Project:	s =
From e.lee@bilder.com To s.carpenter@bilder.com Cc Subject: - Attachments name	
Tent Size	
Hello. Sally I made an interesting contact at the seminar last week. Pablo Almeira 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	A T

Telephone messages

Telephone Message

To: Danny Randall Name of caller: Brett Sinclair

Date: 7th April Time: 10.15 a.m.

Message: Meeting place with Adriana changed

from Grappa's to Café Continental.

Be there at 9.00 p.m.

Call back if problems 01699 720 7743. Action:

Frank Churchill Signed:

For a telephone message, write down only the important information. Use note form. Make sure you write the correct telephone number of the caller. Include your name as well.

Lists

in hotel

Team building activities for new project

Done 1 Organise kick-off meeting and dinner 3/3

15/3 2 Weekend skiing trip

2 - 3/43 Two-day team building seminar

4 Move team members to same office away from headquarters 7/4

5 Every team member should have a project team partner 7/4 Make sure your list has a clear title.

Give the points a number and a deadline if possible.

Write your list with short notes, not sentences.

Memos

MEMO

Carlos Divietro To:

Vice President, HR

Francesca Stein From:

Manager, HR

Date: July 15th 200-Subject: Overtime

Memos are only used inside the company. The style is formal.

The headings should look like this.

Following a meeting yesterday afternoon with the Workers' Council, we have come to an agreement about employee overtime.

I Employees can work a maximum of 30 hours overtime

2 Employees can work a maximum of ten hours per day.

3 Employees can choose to be paid for overtime or be given holiday.

Memos should be short.

Points should be in a logical order and are usually numbered.

You can finish with your initials (like here) or your signature.

FS

Action minutes

Subject: New office equipment

Date: 19 April 200-

Participants: JS, KG, EdeG, CBM, DG

Agenda Item	Decision	Reason	CBM to check companies by 15/5	
1 Change computer supplier	Agreed	Present supplier too expensive		
2 New chairs	Agreed	Staff have back problems	JS to buy by 15/5	
3 Take out walls	Not agreed	Difficult to work; too much noise from colleagues	None	
4 Install coffee bar on 6th floor	Agreed	Improve communication and atmosphere	DG to check costs by 15/5	

The headings should look like this. Make sure you note who was present.

Note each item, the decision, the reason and who has to take the next step.

panies
5/5
b buy
5/5

It is a good idea to give a deadline for each action item.

Letters

O Tilly's Trinkets Ltd O

62 Wardour Street London WC1

Ms Jing Peng 36 Hersham Rd Alton-on-Thames Surrey KT13 JR

3 May 200-

Dear Ms Peng

Re: Job application

We are pleased to inform you that you have been successful in your application for the position of Secretary to the Managing Director at Tilly's Trinkets.

As agreed in the interview, we would like you to start on 1 October in our Wardour Street office. Your starting salary will be £20,000 per annum. You can take 20 days' annual leave.

Please sign and return a copy of the contract enclosed to confirm acceptance of this offer. We look forward to hearing from you soon.

Yours sincerely

Karen Gilbert

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

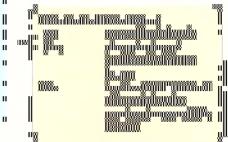
When you don't know the name of the reader: Yours faithfully

Sign the letter with your first and second names above your typed name and position.









Short product descriptions

Short product descriptions are often found in catalogues.

Technical product descriptions are normally written in bullet points.

The text focuses on technical details that are important for the reader.

GVC home movie system

- · Digital MiniDV Camcorder with Nylon Carrier and 60-minute cassette
- 6.4 cm LCD colour monitor
- 700x digital zoom and digital colour night scope for colour pictures in the dark
- · Long-play function and digital picture stabiliser

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

Bianca Toothpaste

Wake up with Bianca! Bianca Toothpaste is made of a refreshing mixture of peppermint and eucalyptus, leaving your mouth clean, fresh and ready to start the day.

Short company profiles

Short company profiles are often found in publicity material.

They tell the customer what your company does.

They should be short, easy to read and interesting.

Make sure the customer can see why your company is the best for him/her.

Use bullet points to highlight the main points.

BASLE BANKING SERVICES

Our Mission

Basle Banking Services (BBS) is the main provider of solutions in the market for business-to-business financial services. We want to be the number-one partner for your business.

Our Services

BBS offers a wide range of services, including sales and investment financing, fund management and insurance.

Benefits for our Customers

With our customers, we want to create growth. To do this, we:

- connect industry and technology know-how with the financial markets.
- offer new financial products and solutions, which we develop together with our customers.
- · give fast and friendly support.

Activity file

1 Introductions, Vocabulary, Exercise C, page 8

Student A

Ask about

1 Sony

3 Volvo

5 Gucci

7 Michelin

McDonald's

Answers to Student B's questions

2 Givenchy - French

4 Zara - Spanish

6 Aeroflot - Russian

8 Siemens - German

10 Olympic Airways - Greek

3 Problems, Vocabulary, Exercise B, page 23

Student A

- 1 Match the adjectives with their opposites.
 - 1 long a)
 - heavy **b)**
- late
- c) early 3
- short

fast

- d) slow
- dangerous
- safe
- light
- 2 Your partner has the answers. Ask him/her questions to check your answers. For example,

What's the opposite of 'long'?

3 Now answer your partner's questions.

The opposite of

small

big narrow

cold

high

wide low

soft

hard

3 Problems, Language focus 1, Exercise D, page 25

Student A

- 1 You start work at 9.00 a.m.
- 2 You finish work at 7.00 p.m.
- 3 You work in Frankfurt.
- 4 You report to the Finance Director.
- 5 You never work at the weekend.

4 Travel, Language focus 1, Exercise G, page 37

Student A

You work at an overseas subsidiary. Student B works at head office; he/she contacts you about his/her visit next week. Use the notes to answer Student B's questions.

take a taxi from the airport to the office?

Yes, but expensive.

Use airport bus.

B Can I take a taxi from the airport to the office?

A Yes, but it's expensive. You can use the airport bus.

smoke in the building?

get lunch in the cafeteria?
 Yes, but long queues

get secretarial help?

No

use a computer?
 Yes, in the afternoons

6 Sales, Case study: Link-up Ltd, page 57

Student A Salesperson

- 1 Find out the customer's needs.
- 2 Help the customer to choose a phone and a service package.

These questions will help you.

- · How often do you use your phone?
- · How many text messages do you send?
- · Do you use your phone abroad?

Note:

Your commission on the Kim phone is 5% of the sales price.

Your commission on the Peterson and Sakano phones is 10%.

7 People, Skills, Exercise F, page 68

Student A Sales Representative

You are a Sales Representative for a computer company. You want an expensive new car. Try to persuade your manager to let you have the car.

- You were the top salesperson last year.
- You travel thousands of miles each year.
- · An expensive car makes the company look good.

Your competitors often call you to offer you a job at a higher salary, but you always refuse.

7 People, Case study: A people problem, page 69

Student A Director

You are an old friend of Sam Benetti's. You know that he is very unhappy because of Max, so you want Max to leave the company.

Use the comments from staff and the report notes to explain your point of view to Director B.

10 The Web, Case study, Isis Books plc, page 97

Student A Marketing Director

You receive an e-mail from Svetlana Klimova in Moscow.

I can meet you all on 16th or 19th June, but I'm not available at any other time. I hope this doesn't cause you any problems. Let me know if you can make it on these days.

11 Cultures, Skills, Exercise D, page 104

Student A Manager 1

You think Jim doesn't like working in your country. You think he doesn't understand your culture. He is often late for work and for meetings. He uses first names with everyone – with managers, too. Nobody else does that. You think it's good if he moves to a different department, but you think it's better if he leaves the company. Try to agree on a solution with Manager 2.

11 Cultures, Case study: A change of culture, page 105

Alice Baumann

You want to introduce all the new ideas.

You think the image of the bank is not good.

You think the bank will lose customers if it doesn't change.

You think staff will enjoy a more relaxed culture.

You know some good staff members had to leave because the working hours were difficult for them.

You want the bank to do well because it will be good for your career.

12 Jobs, Case study: High Profile Inc., page 113

Marketing Director and Human Resources Director

- 1 One of you interviews J. Walter (age 34, married, two children) first. The other interviews P. Madison (age 42, single). Then you interview the other candidate.
- 2 Check the candidate's personal details.
- 3 Ask questions about the candidate.
 - Why he/she wants the job
 - Qualifications
 - Work experience
 - Skills
 - Interests
- 4 Ask any other questions you want to.
- 5 Ask the candidate if he/she has any questions.

Preparing for the interview

You can offer:

- a salary of €80,000
- three weeks' annual leave
- a company car
- flexitime

You can invent any details you want.

9 Companies, Case study: You and your company, page 85

Role card A

Position: **Duties:**

Technical Director, Mata Shoe Company in charge of a department of 12 staff

work with design department to create new products

· responsible for quality control of products

Company profile:

· one of the biggest shoe manufacturers in Brazil

manufactures shoes under the brand name 'Daniela'

sells in over 20 countries

Employees:

Turnover last year: Profit last year:

20,000 US\$ 550 million US\$ 42.5 million

· to enter new markets next year Plans:

· will target Russia and China

Role card B

Position:

Sales Representative, Mei Cosmetics

Duties:

· visit stores and supermarkets selling a range of beauty products

· help to train new sales staff

Company profile:

manufactures beauty and skin-care products

• manufactures equipment for beauty salons

has several shops in Taiwan

Employees:

750 at its factory and 80 at its head office

Turnover last year: Profit last year:

US\$ 120 million US\$ 25 million

Plans:

· about to enter the US market

• will launch a new perfume next year in Japan

Role card C

Position:

Representative, Medi-Care

Duties:

organise campaigns to promote the work of Medi-Care

try to get doctors and other medical staff to work in developing countries

place advertisements in newspapers

give talks about the organisation to young people and often appear on radio and television programmes

Company profile:

• international reputation

non-profit-making organisation

have several campaigns each year in different countries

governments and big companies give money to your organisation

Employees: Income last year: 10 full-time employees in your onice

Plans:

US\$ 10.8 million

• to contact famous people (e.g. actors and music stars) to be in a new advertising campaign for Medi-Care

8 Markets, Skills, Exercise D, page 76

Student A

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

Name Good Taste
Price €1.25

Promotion Advertise in magazines and papers for young professionals

1 Introductions, Starting up, Exercise F, page 7

Student B

Listen to your partner and write down the first names and surnames of three people.

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

- The Production Manager is Olga Karpyn. That's O-L-G-A for Olga, and then Karpyn K-A-R-P-Y-N.
- 2 Our Marketing Manager is Kaori Monchi. That's K-A-O-R-I, and then Monchi M-O-N-C-H-I.
- The new Customer Service Manager is Leila Mehrzad. That's Leila L-E-I-L-A, and Mehrzad M-E-H-R-Z-A-D.

1 Introductions, Vocabulary, Exercise C, page 8

Student B

Ask about

2 Givenchy 1 Sony

4 Zara

6 Aeroflot

8 Siemens

10 Olympic Airways

Answers to Student A's questions

Sony – Japanese

3 Volvo – Swedish

5 Gucci - Italian

7 Michelin – French

9 McDonald's - American

3 Problems, Vocabulary, Exercise B, page 23

Student B

- 1 Match the adjectives with their opposites.
 - 1 big
- a) wide
- 2 hot
- b) low
- 3 narrow
- c) hard
- 4 high 5 soft
- d) smalle) cold
- 2 Now answer your partner's questions.

The opposite of

long is

heavy

is short light

early late slow fast

safe

dangerous

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

What's the opposite of 'big'?

3 Problems, Language focus 1, Exercise D, page 25

Student B

- 1 You start work at 5.00 a.m.
- 2 You finish work at 3.00 p.m.
- 3 You work in London.
- 4 You report to the Head of Systems.
- 5 You work every Saturday morning.

3 Problems, Case study: Blue Horizon, page 29

Student B Guest at Blue Horizon

Telephone the company's representative. You are very unhappy with your two-week holiday at Blue Horizon. It cost a lot of money.

- Tell the representative why you are unhappy with the building, apartment
- You want to move to a different Sunrise Holidays apartment building or to get your money back.

4 Travel, Vocabulary, Exercise B, page 35

Student B

- 1 Give your partner the flight details he or she needs.
- 2 Ask your partner for the missing flight details, for example, What are Mr Bendhiba's flight details?

Mr BendhibaMr AsafievSU231Ms AyhanMs SalgadoIB3208Ms MehmoodMr Ho Way ChooSQ321Mr AshidaMr SoongCA938

3 Now check the flight details with your partner.

4 Travel, Language focus 2, Exercise B, page 39

Student B

You live in the city. Student A has a new job there. Use the notes to answer Student A's questions.

• international school? Yes, a good one

A Is there an international school?

B Yes, there's a good one.

golf courses?
 Yes, but very expensive

luxury hotels?

cinemas and museums?
 Yes, a good choice

good transport system?Yes

good health service?
 No, not enough hospitals

swimming pools?universities?nightclubs?Yes

5 Food and entertaining, Case study: Which restaurant?, page 49

Role card B

You really want to take your customer somewhere special.

Your customer, Ms Powell ...

- · is vegetarian and likes high-quality food.
- · likes a busy, lively atmosphere.
- · is staying downtown.

6 Sales, Skills, Exercise C, page 56

Student B Watch manufacturer

Read the description of a divers' watch. Answer the Store Manager's questions.

Add any other details you wish.

Your most popular model: Quartz watch, Model P1005

Features: waterproof to 600 feet; very reliable; smart design

Colours: silver with black dial and black strap

Price: \$450

Delivery: usually ten days Guarantee: five years

6 Sales, Case study: Link-up Ltd, page 57

Student B

Customer 1 (Student)

Your needs are:

- Phone use: not very often (200–300 minutes a month)
- Text messages: a lot (about 150 messages a month)
- Do you use the phone abroad? No

Customer 2 (Area Sales Manager)

Your needs are:

- Phone use: very often (about 1,800 minutes a month)
- Text messages: not a lot (about 25 messages a month)
- · Do you use the phone abroad? Once or twice a month

7 People, Skills, Exercise F, page 68

Student B Sales Manager

You do not want to give the salesperson a new car at the moment. Try to persuade him or her to wait until next year.

- No other salesperson in the team has a new car this year.
- The company needs to save money this year.
- · You want to spend any extra money on bonuses.
- You don't want this salesperson to leave the company.

7 People, Case study: A people problem, page 69

Student B Director

You like Max Davis. You know that because he works hard, business is very good at the Stuttgart restaurant, so you want him to stay in his job.

You think there is a problem with Sam.

Use the comments from staff and the report notes to explain your point of view to Director A.

8 Markets, Skills, Exercise D, page 76

Student B

You disagree with Student A's suggestions.

Name Healthy bite Price €0.95

Promotion Advertise on radio and TV

10 The Web, Case study, Isis Books plc, page 97

Student B Sales Representative (Russia)

You receive an e-mail from Boris Shishkin in St Petersburg.

I'm looking forward to seeing you all. I'm not available during the early part of your visit, but I could see you at the end of the week. Friday or Saturday (20th or 21st June) are free. OK with you?

11 Cultures_Skills_Executise D, page 104

Student B Manager 2

You think Jim has a problem, but you don't know what kind of problem. You like Jim. He is efficient and also helpful to colleagues. He often does overtime. But he doesn't socialise with colleagues or attend social events organised by the company.

You want to keep Jim in the company and you are happy if he stays in your department. Try to agree on a solution with Manager 1.

11 Cultures, Case study: A change of culture, page 105

Jeremy Owen

You want all the overseas branches to have the same culture as head office.

The new culture is working very well at head office.

You know that meetings with fewer people are more efficient.

You want the bank to make more profit.

You know there is a lot of competition from other international banks.

Some of the other banks are changing their cultures.

12 Jobs, Skills, Exercise D, page 111

Candidate for the job of Receptionist

Answer the Hotel Manager's questions. Use this information.

- 1 yes / came by taxi
- 2 like working with people / want to work in the city
- 3 good with numbers / fluent in English
- 4 stay very calm at all times
- 5 how to deal with people / work well in a team
- 6 long hours / difficult journey to work
- 7 cycling, watching sports
- 8 how long / holidays?

12 Jobs, Case study: High Profile Inc., page 113

Candidate 1

J. Walter: age 34; married, two children

Qualifications: A university degree and a diploma in marketing

CV summary

- · Travelled round the world for a year
- · Worked in a department store for eight years
- Present job: chief buyer for a clothing manufacturer (five years)
- Present salary: €64,000
- · Reason for moving: you want a new challenge
- · Interests: family and managing a youth football team

Preparing for the interview

Think about:

- · why you want the job.
- · what questions you want to ask at the interview.

You can invent any details you want.

5 Food and entertaining, Case study: Which restaurant?, page 49

Role card C

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

Your customer, Mr Tong ...

- · likes seafood.
- likes live music.
- is staying in Sausalito.

8 Markets, Skills, Exercise D, page 76

Student C

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

Name Good Tasi Price €0.95

Promotion Advertise on posters and on websites popular with target market

10 The Web, Case study, Isis Books plc, page 97

Student C Sales Representative (Poland)

You receive a fax from Jerzy Kapka in Warsaw.

I am pleased to hear that you are visiting us at the end of the month. I can meet you either at the beginning or end of your visit. 16th to 18th June are OK, but I prefer 23rd or 24th if that's all right with you.

11 Cultures, Case study: A change of culture, page 105

Senior Cashier

You are against the changes.

You have worked in the bank for a long time. There have been a lot of new managers from head office.

You don't think the people from head office understand local culture.

You know customers wouldn't like using staff's first names.

You know customers expect staff to wear smart bank uniforms.

You think it is important to write reports.

Office Manager

You are against the changes.

You have worked in the bank for a long time.

There have been a lot of new managers from head office.

You don't think the people from head office understand local culture.

You think it will be difficult to organise a flexitime system.

You don't want junior staff to be able to see you without an appointment.

12 Jobs, Case study: High Profile Inc., page 113

Candidate 2

P. Madison: age 42, single

Qualifications: A degree in business studies

CV summary

- · Left school at 16
- · Worked for five years in a large company
- · Went to university at 21
- Worked for several companies in sales
- · Present job: manager for a sports goods store
- Present salary: €60,000
- · Reason for moving: you want a more interesting job with travel
- Interests: art and sports

Preparing for the interview

Think about:

- why you want the job.
- · what questions you want to ask at the interview.

You can invent any details you want.

9 Companies, Starting up, Exercise A, page 78

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

Person 2

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

Person 3

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

Person 4

Fast promotion, flexible hours and some sports facilities are what's important for me.

\bigcap 2.2 (I = Interviewer, R = Rodolfo, Is = Isabel, S = Sigrid)

Interview 1

- What do you do when you get to work?
- R I always check my e-mail.
- Where do you have lunch?
- R I usually have lunch at home because it's close to my work.
- How often do you travel on business?
- R I go to Italy once a month to meet customers.

Interview 2

- What do you do when you get to work?
- Is I usually look in my diary. Then I have a coffee.
- Where do you have lunch?
- Is I often have a sandwich at my desk.
- How often do you travel on business?
- Is I never travel on business.

Interview 3

- What do you do when you get to work?
- 5 I always say hi to my colleagues. Then I check my e-mails.
- Where do you have lunch?
- S I usually have lunch in the cafeteria with my colleagues.
- How often do you travel on business?
- 5 Twice a year I go to sales conferences in Europe and the US.

Ω 2.3 (P = Pat, T = Tim)

- P What do you do at the weekend?
- I'm keen on sport. I really like karate and I love playing football. But I'm not really interested in watching sport on TV. I don't enjoy professional football matches, for example.

3 Problems

7 3.1

Call 1

- A Hello. I'm calling about my new television. The instructions are missing.
- B Sorry. The line's very bad. Did you say the instructions for your new video are missing?
- A No, no. For our new television.

Call 2

- A We can't find the remote control for our projector. Can you send us a new one, please?
- B So you want us to send you a new projector?
- A No, not a projector. Just the remote control.

Call 3

A Our coffee machine is broken. Can we order a new one? It's the new model, the Silva 542.

- B I'll write that down ... So, a coffee machine ... model Silva 942 ...
- A Sorry, no. It's 542.

Call 4

A Thank you for calling Online Books. We can't deliver any books this week. We are sorry for the delay.

Call 5

- A I'm phoning about our order for drinking water.
- B Yes. Is there a problem?
- A I'm afraid so. Your delivery is late again.
- B Oh. I'm sorry to hear that. Could you tell me when you placed the order?

7 3.2

Call 1

- A Hello. This is Carl Fisher. Can I speak to Janet Porter, please?
- B Speaking. How can I help you?
- A I've got a problem with my printer. It doesn't work.
- B I'm very sorry about that. Please return it, and we can look at it for you.

Call 2

- A Hello. Barbara Keller here. Can I speak to Rodolfo Hernández, please?
- B Hold on. I'll put you through. ... Hello. I'm sorry, the line's engaged. Would you like to hold?
- A No. Can he call me back, please? My number's 02049 487934. It's urgent. We have a problem with the air conditioning. It's broken down again!

Call 3

- A Good morning. PK Electronics. Marta Gómez speaking.
- B Oh, hello. I'm phoning about my microwave. There are no instructions in the package.
- A I'm sorry to hear that. Which model is it?
- B Hold on, I'll check. ... Here it is. It's the PX2054.
- A Sorry, could you repeat that, please?
- B PX2054.
- A PX2054. I'll send you some new instructions in the post today.

Call 4

- A Good morning. Denise Roberts here. Could I speak to Mike Wang, please?
- B Speaking.
- A Hello. I've got a few problems with the table you delivered last week.
- B Can you give me some more information, please?
- A There's a piece missing and the invoice is incorrect.
- B Right. Let me note down the details.

\bigcap 3.3 (C = Cindy, R = Richard)

- C Hello. Cindy Dekker speaking.
- R Hello. This is Richard Marsh. I've got a problem with the parts you sent me.
- C Oh dear. I'm sorry to hear that. Can you give me the details?
- R Yes, well, I want part number PV202, not PB204. It's the wrong part.
- C OK. Please return them as soon as possible. We can give you a refund or we can send you some new ones.
- R That's fine. Please send me some new ones right away.
- C OK. Thanks for calling. Goodbye.
- R Thanks for your help. Goodbye.

3.4 (VM = voice mail, MP = Mike Park)

VM Message received today at 3.47 p.m.

MP Hi. This is Mike Park from head office. This is a message for Carla Davis. Just to let you know Mr Cortes, that's C-O-R-T-E-S, Head of Customer Relations, arrives on Tuesday at 2.30, flight BA 502. Can you meet him at the airport, please? Thanks.

4 Travel

1 4.1 (C = Customs officer, P = Pilot, A = Announcer, T = Traveller, F = Flight attendant, G = Guest)

1

Have you got any duty-free goods? Please open your suitcase.

2

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

3

A Passengers for flight GA 642 to Rome, please go to gate 26.

4

The Hotel Excelsior, please.

5

T A single ticket to the city centre, please.

6

F Please fasten your seatbelts

\bigcirc 4.4 (P = Paolo, J = Judith)

P Paolo Ranieri speaking.

J Oh, hello, Paolo. This is Judith Preiss here.

P Hi, Judith.

J Paolo, I'm calling about that meeting. Can you make next Wednesday?

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

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

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

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

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

J Great. See you on Friday. Bye.

\bigcap 4.5 (R = Receptionist, S = Simon)

R Hello. Capri Hotel. How can I help you?

S Hello. I'd like to book a room from Monday the 10th to Wednesday the 12th of this month.

R Right. Let me check. Yes, we have some rooms then. Do you want a single room or a double room?

S Single, please.

R With a bath or a shower?

S A bath, please.

R Fine.

5 How much is it per night?

R 120 euros.

S OK.

- 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.

\bigcap 5.3 (L = Lee, C = Cary)

- L How can we entertain our visitors next week?
- C Why don't we invite them for dinner?
- L Good idea. Which restaurant do you recommend?
- C The food is always good at Pierre's.
- L That's right, but it's usually very busy.
- C How about a restaurant by the river?
- Yes. There's a good Italian restaurant there. Shall I book a table for Wednesday night?
- Yes, please. Can you call the restaurant as soon as possible, please?

₩ 5.4

- 1 Are you ready to order?
- 2 What would you like?
- 3 The main courses today are prawn curry and sweetand-sour chicken.
- 4 Would you like to order drinks?
- 5 Would you like another coffee? Or dessert?

6 Sales

0 6.1

Speaker 1

I buy a lot of clothes by mail order. I order by phone and the mail-order company posts the goods to me. I spend a lot, but I only order once every three months.

Speaker 2

I do my food shopping on the Internet. It's very convenient and only costs 6 euros for delivery. I do everything – order, pay and arrange delivery. Once a week I go online.

Speaker 3

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

6.2 (KS = Karl Svensson, AD = Alex Dodd)

- KS Hello. Can I speak to Alex Dodd, please?
- AD Speaking.
- KS This is Karl Svensson.
- AD Hello, Mr Svensson. You asked us for a price for some TX7s
- KS Yes, that's right. Before I place an order, I have some questions.
- AD Sure. Go ahead.
- KS Well, firstly, do you give a guarantee?
- AD Yes. It's two years on all our models.
- KS OK. And what about a deposit?
- AD Well, we ask for a 15% deposit on large orders that's more than 50 units.
- KS Yes, that's no problem. And do you have the goods in stock?
- AD Yes, we always have goods in stock, and we always deliver on time.
- KS OK, I think that's everything. I'd like to compare prices with Emmerson's, but I'll contact you again this afternoon.

6.3

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

() 6.

started, finished, advised, lived, decided, opened, missed, booked, invited

6.5 (I = Interviewer, BH = Bob Hazell)

- What makes a successful sale?
- BH The first thing is to be prepared er, make sure that you've got everything that you need for your interview. Secondly, you should have researched your customers well before you go. That doesn't mean knowing everything about them, but it does mean knowing the basics, so that you don't have to ask silly questions. The third thing to do is to make sure that you're talking to the right people. To help to do this, there's a very simple process based upon the idea of 'MAN' M, A, N. M is the person who has the money; A is the person who has the authority; and N is the person who has the need. And nearly always we end up talking to the person who has the need. If we don't talk to the person who also has the authority and the money, then we may not get what we're looking for. Fourthly, the important thing to do is to know your product or service well. Knowing that will firstly build confidence in you, and secondly it will build credibility with your customer.

6.6 (I = Interviewer, BH = Bob Hazell)

- How do you train people to be good at selling?

 There are two things that we feel are very important
- here. Firstly, people who sell need to have the motivation to do it; and secondly, they need to have simple tools that they can take away to use. So let's look at the motivation side of that first.

 Motivation is down to three basic points: firstly, there's our drive that's our get-up-and-go; in other words, it's what makes us want to go and sell in the first place. Secondly, our attitude towards the company we work for, the people that we are selling to, their company, our products and our services. Our attitude needs to be right in all those things. And thirdly, we need to have the confidence to give us the ability, when we're in front of that customer, to come across credibly. So it's

very important to do that.

The second thing that we need out there is the process. Now, that means knowing how to conduct an interview, and basically there are four steps to that. Firstly, we probe – that means, we ask questions.

That's designed to get the customer talking. Secondly, we confirm – that is, we say what they have just said back to them, but in our own words, and get them to nod across the table. Thirdly, we match what we have got to what they need, so that, in benefit terms, we tell them what our product or service can do for them. And fourthly, and most importantly of all, of course, is that we close, we move the process forward in some way: we get them to agree to another meeting, or, best of all, we get the business there and then.

\bigcap 6.7 (B = Buyer, S = Salesperson)

- B I'd like some information about your microwave ovens.
- S Of course. What would you like to know?
- B What's your most popular model?
- S Well, our most popular model is the R215. Let me show it to you. As you can see, it looks good, and the price is low.

- B What's the target market?
- S It's for people with small kitchens.
- B I see. What about colours?
- 5 It's available in four colours black, white, blue and silver
- B Does it have any special features?
- S Well, it has an unusual design. It looks different from other microwaves, as you can see, and it's easy to use.
- B And how much is it?
- S The trade price is €85.
- B That's not bad. One final question, what about delivery?
- 5 There's no problem with this model; we have plenty in stock. We can deliver within three days.
- B OK. Thanks very much. I'll get back to you.

7 People

\bigcap 7.1 (M = Max, C = Costas)

- M Costas, many employees didn't like Joe, the previous Office Manager. What kind of problems did they have with him?
- C There was one key problem, I think: he didn't motivate his staff. We have a lot of hard-working, ambitious employees here, but Joe never said 'Well done' or even 'Thank you'.
- M So he didn't encourage people.
- C That's right. In fact, some people became completely demotivated.
- M How long was he at Margetis Bank?
- C He stayed almost three years.
- M Why did he leave?
- C He said he wanted to work for a big international company. But in my opinion, that wasn't the real reason. He didn't know how to solve the problems he created. So he decided to go.

\bigcap 7.2 (M = Max, C = Costas)

- M Was there anything good about Joe?
- Oh yes, sure. For example, he liked people to be on time, and he himself was never late for a meeting. And something else. He didn't often make promises, but when he promised to do something, he did it.
- M So, punctual and very reliable.
- C Exactly. You know, he was a bad manager, but he wasn't a bad person. He was rather sociable, and sometimes we went out for a drink after work together with a couple of colleagues.

7.3

- 1 Many employees didn't like the Office Manager.
- 2 He didn't motivate his staff.
- 3 He didn't know how to solve problems.
- 4 He wasn't a bad person.
- 5 What kind of problems did employees have with him?
- 6 How long was he at Margetis Bank?
- 7 Why did he leave?
- 8 Was there anything good about Joe?

7.4

- 1 Where was Bill Gates born?
- 2 What was his mother's job?
- 3 How old was Bill Gates when he began programming computers?
- 4 Which university did he enter in 1973?
- 5 Who did he start Microsoft with?
- 6 What did they develop?
- 7 How many people does Microsoft employ?
- 8 How many children do Bill and Melinda have?

- 9 When did Gates write Business @ the Speed of Thought?
- 10 How much money did they give to help global health and learning?

7.5

- 1 Where was Bill Gates born? In Seattle.
- What was his mother's job? She was a schoolteacher.
- 3 How old was Bill Gates when he began programming computers? Thirteen.
- 4 Which university did he enter in 1973? Harvard.
- 5 Who did he start Microsoft with? A childhood friend.
- 6 What did they develop? Software for PCs.
- 7 How many people does Microsoft employ? More than 70,000.
- 8 How many children do Bill and Melinda have? Three.
- 9 When did Gates write Business @ the Speed of Thought? In 1999.
- 10 How much money did they give to help global health and learning? \$29 billion.

7.6 (JM = Jacques Martin, SB = Sophie Bond)

- JM I understand what you're saying, Sophie, but it's just not possible. We can't hire any more staff at the moment. We don't have the money.
- SB I can't accept that. I told you months ago that my staff work too hard. Some of them don't leave the warehouse until seven or eight o'clock. That's why they're off sick all the time.
- JM I'm sorry, I can't help you, Sophie. The problem is, business is bad. How can we employ more staff?
- SB Can I make a suggestion? Why don't we hire some part-time staff? It would help us a lot.
- JM I don't know. It's not easy to get the right kind of staff.
- SB I can train them. Even one part-time worker would make life easier for us.
- JM OK, Sophie, I'll think about it. I'll get back to you by the end of the week.

7.7 (SB = Sam Benetti, MD = Max Davis)

- MD Sam, we need to talk. I'm not happy here any more, everybody knows that.
- SB I'm sorry to hear that. But what is the problem?
- MD There's too much work, and there isn't enough help. I work long hours every day and often at weekends. But the staff don't want to help me. And you don't want to help me.
- SB I understand what you're saying, but you can't always ask people to stop their work to help you, and then be rude to them if they're too busy to help.
- MD But I get results, Sam. We have a lot of new customers. I get results without your help!
- SB Well, Max, we can't have two Business Managers. The problem is, you spend too much time and money entertaining customers. And another thing: you don't come to a lot of meetings. How can people help you if you don't talk to them at meetings?
- MD Why don't you look at the results I get? That's more important than meetings! And why did you criticise me in front of the office staff? Look, if you refuse to understand, I'm leaving the company.

10 The Web

∩ 10.1 (M = Mathilda, B = Brad, D = Derek)

- M I use the Internet a lot as I'm a student. For example, if I'm researching a project it's much easier than going to the library. I also use it to keep in touch with my family and friends back in Sweden. Oh yes, and I use it for finding cheap holidays. Last September, my boyfriend and I went to Greece and we found and booked everything online.
- B I travel a lot in my job you know, flying around Europe and so I find it very convenient to use the Web for booking airline tickets. Another thing I use the Web for is to check the football and baseball scores from back home. I like to follow my teams! I sometimes use the Internet for buying books and CDs. It's much cheaper. Also I'm doing an MBA course over the Internet, by distance learning.
- D I love the Internet. I use it to do all my banking. It's excellent; I can do everything I want day or night. I also do most of my food shopping over the Internet. As I'm retired, I spend a lot of time going to concerts, the cinema, that kind of thing. I always book my tickets online. Oh yes my daughter and her family are in Australia, so I keep in touch with her and my grandchildren by e-mail.

10.2 (I = Interviewer, DB = David Bowen)

- 1 What does a business website need in order to be effective?
- DB I think four things. First of all, its owners need to understand what a website can deliver what it's good at, and what it's not so good at. Secondly, they need to draw up a set of tasks that they want their site to produce. Um, and then, thirdly, they need to build the site that can fulfil those tasks, looking from the different viewpoints of a number of different users. Um, and finally, they must make sure that the website is easy to use, and it doesn't break down over time.

10.3 (I = Interviewer, DB = David Bowen)

- I Can you give us some examples of really good business websites?
- DB The Otis elevator, or lift, company has a very interesting website because it actually helps people decide how many lifts they want, what size they should be, what capacity they need to be, so it's using the interactive strengths of the Web to actually help people do their jobs.

10.4 (I = Interviewer, DB = David Bowen)

- What should business websites *not* try to do?
- DB Business websites shouldn't try and compete with television commercials, for example, or with print media, where they don't have an advantage. So, for example, websites are very poor at getting short messages across. They're very good at complicated messages, but very poor at short messages. Television is much better at that. They're also not very good at displaying very high-quality images. Um, an expensive magazine, with good paper, can make an image look very beautiful. That's much more difficult to do on a computer screen.

\bigcap 10.5 (D = David, K = Kazumi)

- D Kazumi, what are you going to do next year?
- K I'm going to change my job. I'm going to move out of the city, and I'm going to work from home. I'm not going to go abroad. I'm going to save some money.

- What about you, David? What are your plans?
- D Well, I'm not going to change my job, but I'm going to take a computer course and I'm going to design my own web page. I'm going to save money as well, so I'm not going to go abroad next year either.
- 10.6 (M = Manfred, J = Jane, I = Ian, N = Nadia, S = Sam, B = Bob)

Call 1

- M Hello. It's Manfred here. We need to meet next week ... What's a good day for you?
- I can make Wednesday. How about ten o'clock?
- M That's OK for me.
- J Great. See you on Wednesday at ten o'clock, then.

Call 2

- M OK. Let's meet one day next week. What day is good for you?
- I can do Monday or Tuesday afternoon.
- M Sorry, I can't make Monday or Tuesday. How about later in the week? Is Friday OK?
- Yes, I can do Friday morning after 11.
- M Yes, that's fine for me. Friday at 11.30. See you then.

Call 3

- N Hello, it's Nadia here. Sorry, but I need to change the time of our meeting. I can't make it on Monday now.
- S Oh ... How about Tuesday at the same time?
- N Yes, that's fine for me. See you on Tuesday at ten o'clock.

Call 4

B Hello, this is a message for Jean. I'm very sorry I missed our meeting this afternoon. My flight was delayed. I'll call you again later. By the way, it's Bob here, from Chicago.

11 Cultures

() 11.1 (J = John)

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.' Leaid, 'Oh no, I can't take it.' My host offered it to me three times. It was very embarrassing for us both.

\bigcap 11.2 (C = Cameron)

C My good friend Peter joined a French company recently. He made a mistake and used first names rather than family names. The staff were not happy about this. It is always best to be formal at first in France, especially when you start a new job. Peter's last company was an American company. People were more relaxed there, and they always used first names.

\bigcap 11.3 (S = Susan)

S I was in Osaka in Japan, and we went out for a meal with our Japanese sales staff. There were lots of bottles on the table and, after a while, I poured my own drink. I didn't wait for somebody to pour my drink, and I forgot to pour drinks for the others. The Japanese staff looked a bit embarrassed and started laughing.

\bigcap 11.4 (R = Rob)

R I was in Guangzhou for the first time, having dinner with a group of Chinese business associates. The food was delicious, and soon there was nothing left on my plate. Our host called the waiter, who then filled up my plate again. I ate everything to show everyone that I really liked the food, but the waiter came to fill up my plate once again. I was really full! Fortunately, my host had worked with foreigners before, and finally he kindly explained to me that in China, if you don't leave anything on your plate, it means you are still hungry!

11.5 (PM = Project Manager; TL = Team Leader)

PM So, Francis, how's it going?

TL We're not making a lot of progress, I'm afraid. The team have some problems with Rick.

PM Really? What sort of problems?

TL Well, we can see that he works a lot. That's good. But we don't know what he does. We don't even know exactly why Head Office sent him.

PM But didn't Rick explain that?

TL You see, the problem is, he doesn't communicate a lot.

PM Mm, I'm not sure I agree with that. He writes e-mails

to Head Office every day.

TL Yes, he e-mails me, too. I don't think he realises that in this country, we don't write so much. We prefer to talk, it's quicker and more direct. And why is he so formal? We like team players, people who enjoy working with colleagues and sharing ideas with them. Maybe it's different in his culture, I don't know.

PM All right. So, what's the solution?

TL Well, I think you should talk to him first. I'm sure he knows there's a problem.

PM Good idea. And afterwards, we should have a meeting with all the team members. The best thing to do is to explain things clearly. Everyone should know why Rick

is here.

OK. So you're going to have a meeting with him first and then we're going to get together with the whole

11.6 (AB = Alice Baumann, JO = Jeremy Owen)

AB I want to change things at the bank. I want our style to be more relaxed and friendly. We should show that image to our customers. Then we'll get more customers.

JO I agree, the new culture is working well at Head Office.

So, what's the problem?

team in a few days.

AB The problem is the staff don't want to change. They've been at the bank for years. They like things the way they are.

O But you do need to change things. The best thing to do is to talk to them.

AB Yes, you're right. I should organise a meeting with some of the senior staff.

Good idea! How about next week? I have to visit your office then. I can come to the meeting, too.

AB That would be very helpful. You can tell them how the ideas are doing at Head Office.

12 Jobs

12.1 (I = Interviewer, C = Candidate)

How many jobs have you had since leaving university?

C I've worked for six companies.

Why have you changed jobs so often?

C I wanted to earn more money.

What have you done that shows leadership?

C Well, I lead the sales team. I'm also chairperson of a local business association.

In what ways has your job changed since you joined the company?

C I now have more responsibility and work longer hours.

Have you ever worked with a difficult person?

C Well, the boss in my last company wasn't easy to work with.

12.2 (I = Interviewer, SV = Svetlana Vlasova)

Why do you want this job?

SV First of all, I like meeting people and getting people to work together as a team. And then, I like travelling and using my languages. I really want to work for this organisation. It has an excellent reputation. I think with my experience in sales and in team-building, I can contribute to its success in western Europe.

What are your strengths?

5V I'm fluent in German and English. I get on well with people. I'm also good at managing people and at getting them to achieve results together. I love organising events for clients, and I think I'm very good at that.

What mistakes have you made?

SV Well, I'm not really patient when people don't meet deadlines.

What kind of people do you work well with?

SV As a team leader, I have to work with all kinds of people. But the people I like best are those who work hard and who are reliable.

What are your interests?

SV I have a lot of different interests. As I said before, I like travelling, and I like discovering new cultures. I also like aerobics and skiing.

Do you have any questions to ask us?

SV If I get the job, when would you like me to start?

12.3 (I = Interviewer, C = Candidate)

I'd like to ask you about your work experience. What did you learn from your last job?

C I learned to sell machines, and I improved my computer skills.

Do you have any special skills?

C I'm good at languages. I speak Japanese very well. Also I find selling very easy.

What do you want to do in the future ... in ten years' time?

 Well, I plan to be head of a large marketing department.

Finally, about your interests – what do you do in your free time?

Well, I spend a lot of time playing golf at the weekend, and I'm keen on fitness, so I go to the gym a lot.

Vocabulary file

Numbers following words indicate which unit the word first appeared in. Words without numbers are extra words for discussion activities.

Business meetings

a conference 1 a negotiation a trade exhibition 12 a training course 7 a meeting 1 a presentation 4 a trade fair 6 a video conference

Our company has formal and informal meetings.

Buying and selling

advertising 1 a discount 6 to introduce (new a product 6 a brand 6 features 6 products) 6 to promote (a product) 6 a buyer 6 free 6 to launch (a product) 6 a (special) promotion 6 a catalogue 6 to fulfil / carry out an order 10 a limited period 6 a sample 6 a client a guarantee 6 mail order 6 to save (money) 6 a competitor 8 half price 6 a model 6 a seller 6 a customer 2 to increase profits/sales 6 offers 6 a service 8 to deal 6 an increase in sales 8 to place an order 6 a supplier to deliver 2 in/out of stock 6 a payment 6 a target market 6 a delivery 6 interest-free credit 6 a price 6 a transaction 10 a deposit 6

Our company has a market share of 22%

Clothes

Informal Informal or Formal Formal

casual Friday 11 a coat a shirt a suit 1

weekend clothes 11 a dress a skirt a tie

a jacket 1 trousers a uniform 11

shoes

Companies, work, people

Places to work Types of company Perks People a boutique 10 a coffee/lunch break 2 a branch 12 an agent 6 a department 12 a chain 9 public holidays 11 a colleague 2 a department store 5 annual leave 11 a corporation 2 an employee 2 an office 1 childcare 11 an Internet start-up 11 a guest 4 a company/firm 1 a shop 11 a company car 2 a host 11 a factory 9 a store 9 flexible hours 2 personnel 2 a hotel A an outlet. a representative a health centre 5 a mail-order company scheme 6 retired 6 a restaurant 5 a retailer 6 a promotion 2 a sales force 6 reception 5 travel opportunities 2 staff a salon 5 a team 6 a shop 2 workers workforce

Types of work

full time

I work in an office / a factory.

I work for ICI. I'm in finance. He works in the computer industry.

Our hand a second of the computer industry.

Computers and the Internet

a broadband Internet connection 4 a chatroom 10 a computer 4 dot.com retailers 10 e-commerce 10 a keyword a hard copy 10 a hard disk

the Internet 10

a mouse

online 6

a printer 3
a screen
a search engine
a shopping cart (AmE)
a shopping trolley (BrE)
software 5
a surfer
a virus
a website/a site 10
a plug

to browse 10
to build (a website) 10
to crash
to download
to log on
to navigate 10
to plug in
to print 10
to rebuild 10
to surf
to switch on

Countries and nationalities

Country Argentina 1 Australia 4 Austria 1 Brazil 1 Canada 1 China 1 Egypt 5 France 1 Germany 1 Greece 1 Hungary Iceland 5 India 5 Italy 1 Japan 1 Kuwait 1 Mexico 5

Nationality Argentinian Australian 4 Austrian 1 Brazilian 1 Canadian Chinese 1 Egyptian French 1 German 1 Greek 1 Hungarian 5 Icelandic Indian 5 Italian 1 Japanese 1 Kuwaiti 1 Mexican 2

Country
the Netherlands 5
Norway 5
Oman 1
Poland 1
Russia 1
Scotland
Spain 1
Sweden 1
Switzerland1
Thailand 5
Turkey 1
the UK (Britain) 1
the US (America) 1

Nationality
Dutch
Norwegian
Omani 1
Polish 1
Russian 1
Scottish 1
Spanish 1
Swedish 1
Swedish 1
Thai
Turkish 1
British 1
American 2

Continents

Antarctica Asia 2 Africa 8

Europe 2

North America 8

Where are you from? I'm from China. / I'm Chinese.

How often do you go abroad?

Each year he makes three trips to Europe.

She often travels overseas.

The company director sometimes travels on business.

Oceania/Australia 8 They have international customers.

South America The company has offices all around the world.

Describing people

Personality
ambitious 7
calm 7
creative 7
efficient 3
energetic 7

enthusiastic

friendly 2

funny 7 hard-working 7 helpful 7 intelligent 7 motivating/motivate 7 popular 6 practical 7

punctual 7 relaxed 7 reliable 6 rude 7 sociable 6 sophisticated 5 Looks
(blue, brown, green, black) eyes
good-looking 7
(black, blonde, brown, grey) hair
short
smart

tall

What's he like? He's ambitious and hard working. What does he look like? He's tall and he's got black hair. She's a team player. She works well with her colleagues.

Documents

a guarantee 3

an agenda instructions 3 a memo 7 a bill 5 an invoice 3 minutes 11 budgets 3 a letter 12 notes 3 a list 2 paperwork 9 a curriculum vitae (CV) 12 an e-mail 3 a (telephone) message 3 a receipt 5 a fax 3 a report 3

I **receive** 30 e-mails a week and I **send** 15 letters. I don't **get** many faxes. The **agenda** lists all the things we'll discuss at the meeting.

Family

Male Female a husband 1 a wife 1 a mother a father a daughter 1 a son 1 a brother 1 a sister 1 a grandfather a grandmother an uncle an aunt a nephew a niece

Are you married? No, I'm single.

Have you got any children / brothers and sisters? **Do you have any** children / brothers and sisters? My **partner** is an engineer.

Food and drink

Food types

fish 5

meat 5

vegetables 5

fruit 5

pasta 2

salad 2

Drink

tea 5

coffee 5

water 5

wine 5

milk 5

Vegetables Fruit a lettuce an apple an aubergine (AmE eggplant) strawberries a cabbage an orange peas a lemon beans plums a pumpkin a banana a cauliflower a grapefruit peppers a pear mushrooms grapes courgettes (AmE zucchini) a melon

Meals
breakfast 2
lunch 2
dinner 5
tea
supper
a snack 8

Dairy products milk cheese yoghurt cream butter Menu
a starter 5
a main course 5
a dessert 5
international dishes 4
French / Japanese /
Spanish cuisine

Sea food oysters prawns (AmE shrimps) a lobster a crab squid mussels a scallop

Can I have the menu/the bill / some water / a dessert, please? Are there any vegetarian dishes on the menu? We often go for a meal in a restaurant. Would you like still ot sparkling water? How much do you tip the waiter or waitress? Do you like Italian/Japanese/Indian food? I usually eat in the cafeteria at work. What time do you usually have breakfast/lunch/dinner?

Jobs and departments

lobs

an accountant 1 a housewife 1 an analyst 1 a lawyer 1 an air traffic controller 12 a maid 5 an architect 1 a manager 1 an astronaut 1 a nurse 12 an office worker 1 a buyer 5 a camera operator 2

a cashier 1 a cab/taxi driver 5 a CEO 1 a chairperson / chairman 2

a consultant 1 a dentist 5 a designer 1 a director 1 a doctor 1 an electrician an engineer 1

an executive 1 a fashion designer 9 a financial analyst 1 a fire fighter 12 a graphic designer 1

a hairdresser 5

an optician 1

a personal assistant (PA) 1 a police officer a pilot 1 a photographer 2 a porter 5

a postal worker 12 a production assistant 2 a producer 2 a publisher a receptionist 1 a sales assistant 1 a sales representative 6

a technician 1 a telephone operator 1 a trainee 1

a salesperson 6

a teacher 12

a translator 5 a waiter/waitress 5 Departments

administration advertising 1 customer service 5

design finance 1

human resources (HR) 1

marketing 1 payroll production 1 public relations (PR)

research and development (R&D) 9

sales 3 securities 2 shipping (AmE) transport (BrE)

Rob deals with suppliers

Liz leads / is in charge of a large team.

Max trains new staff.

Last year, he set up a new branch in Italy.

a golf course 4

a tennis court 3

a swimming pool 3

a spa 4

Jill is responsible for the budget. Li supervises all new projects.

What's your job? / What do you do? I'm a manager / an accountant. Who do you report to? The financial director. She's my boss. (informal) She's my manager. (formal)

Do you go to **meetings** and **presentations** in your job?

Leisure

to play golf 1, tennis 2, football 2 to do exercise 1, aerobics 12

to go to the cinema 2, gym/fitness centre 2

to go walking 2, skiing, swimming 2, running 2, biking 2, car camping 2

to watch TV

to listen to CDs 2, the radio

What do you do in your free time? I'm interested in the cinema.

I'm keen on walking. I like / enjoy travelling.

My friend does a lot of sport. I work out every day.

Places to live, rooms

Places to live Rooms a hall a home a kitchen 3 a house a lounge an apartment 3 a dining room a flat a bathroom 3 a bedroom

Where do you live?

How many **rooms** does the apartment have? It's 6 o'clock; I'm going home.

Markets

Types of market a mass market 8 a niche market 8 a luxury market 8 Describing a market

a new market 8 a mature market 9

a declining market 8

to enter a market 6 China and India are **emerging**

The office

Problems

Prestocts

Tracel

Telephoning

to call somebody to telephone somebody to phone somebody to give somebody a call to dial a number to dial the wrong number to make a phone call to answer the phone

Saying numbers

International dialling code	Country code	Area code	Local number
00	55	61	3403 2271
double oh 🖊	double five	six one 🖊	three four oh three , double two seven one

Some useful tips

- The arrows show that your voice goes up for each group, except for the last one, when your voice goes down to signal that it is the end of the number.
- 'o' is usually spoken as oh in BrE, but as zero in AmE.
- 11, 22, etc. are usually spoken as double one, double two in BrE, but one one, two two in AmE.

Making calls	Receiving calls
Hello, this is (Anita López), from (RTA International).	Payton Electronics, good (morning). How can I help you?
Could I speak to (Mr Hiromi Nakata), please?	Speaking.
I'd like to speak to (Mr Hiromi Nakata), please.	Who's calling, please? Can I ask who's calling?
Could you put me through to (extension 123), please?	Which company are you calling from?
I'm calling about (the June conference).	One moment, please.
I'm calling to enquire about (your new product).	I'll put you through. / I'll connect you.
I'm calling to confirm that (the meeting is at 9.30).	I'm sorry but (her/his) extension's busy.
	I'm afraid (she/he)'s in a meeting.
	I'm afraid (she/he)'s not in the office.
	I'm afraid (she/he)'s engaged right now.
Could you just tell (her/him) that I called?	Would you like to call back later?
Could you ask (her/him) to call me back?	Can I take a message?
Could I leave a message?	Would you like to leave a message?
Thank you. / Thanks for (your help).	Thank you for calling.
Goodbye.	Goodbye.

Checking information

Sorry, I didn't catch (the street name).
Could you spell it, please?
Sorry, did you say (R-E-double T-A or double D-A)?
Could you repeat that, please?
Could I just read that back to you?

Numbers (1-1,000,000,000)

1401110013 (2 2,00	,0,000,000)		
1 one	15 fifteen	100	a hundred
2 two	16 sixteen	101	a hundred and one
3 three	17 seventeen	110	a hundred and ten
4 four	18 eighteen	115	a hundred and fifteen
5 five	19 nineteen	225	two hundred and twenty-five
6 six	20 twenty	1,000	a thousand
7 seven	21 twenty-one	3,500	three thousand five hundred
8 eight	30 thirty	10,000	ten thousand
9 nine	40 forty	125,000	a hundred and twenty-five thousand
10 ten	50 fifty	250,000	two hundred and fifty thousand
11 eleven	6o sixty	500,000	five hundred thousand (half a million)
12 twelve	70 seventy	1,430,000	one million, four hundred and thirty thousand
13 thirteen	8o eighty	500,000,000	five hundred million (half a billion)
14 fourteen	90 ninety	1,380,000,000	one billion, three hundred and eighty million

Numbers (1st, 2nd, etc.)

1st	first	11th	eleventh	20th	twentieth
2nd	second	12th	twelfth	21st	twenty-first
3rd	third	13th	thirteenth	30th	thirtieth
4th	fourth	14th	fourteenth	40th	fortieth
5th	fifth	15th	fifteenth	50th	fiftieth
6th	sixth	16th	sixteenth	6oth	sixtieth
7th	seventh	17th	seventeenth	70th	seventieth
8th	eighth	18th	eighteenth	8oth	eightieth
9th	ninth	19th	nineteenth	90th	ninetieth
10th	tenth			300	

Times

10.00	ten o'clock
10.05	five past ten (AmE five after ten)
10.15	quarter past ten / ten fifteen
10.20	twenty past ten / ten twenty
10.30	half past ten / ten thirty
10.40	twenty to eleven / ten forty
10.45	quarter to eleven / ten forty-five
10.55	five to eleven (AmE five of eleven) / ten fifty-five
12 a.m.	= midnight
3 a.m. :	= 3 in the morning
12 p.m.	= noon / midday
6 p.m.	= 6 in the evening

What time is it, please? It's half past two. / It's two thirty.

When is the meeting? / What time is the meeting?

It's at nine thirty in the morning. -> 9.15 = early 9.30 = on time 9.45 = late

When do you start / finish work? What time does the bank open / close?

Could you please confirm the date and time of our appointment?

Days, months, seasons, dates

Days Months Monday 2 January 2 Tuesday 2 February 2 Wednesday 2 March 2 Thursday 2 April 2 Friday 2 May 2 Saturday 2 June 2 Sunday 2 July 2 August 2 September 2 October 2 November 2 December 2

Seasons
Spring 2
Summer 2
Autumn 2
Winter 2

Note: days and months are always written with a capital letter.

16/3/2004 = the sixteenth of March, two thousand and four (BrE) 3/16/2004 = March sixteenth, two thousand four (AmE) in spring, in January, on Monday, on Tuesday 18th August at the weekend (BrE) / on the weekend (AmE)

Prices and percentages

How much is it? / How much does it cost?

dollars, cents: \$230 = two hundred and thirty dollars

95¢ = ninety-five cents

\$12.50 = twelve dollars and fifty cents / two dollars fifty euros, cents: €120 = a hundred and twenty euros €9.20 = nine euros twenty / nine euros and twenty cents

pounds, pence: £31.40 = thirty-one forty / thirty-one pounds and forty pence

Whater percentage of businesses use the Internet?

75% = seventy-five per cent

2.5% = two point five per cent

Weight, volume, dimension

WeightVolumeDimension92g = ninety-two grams50ml = fifty millilitres80mm = eighty millimetres25kg = twenty-five kilos3l = three litres10cm = ten centimetres5m = five metres

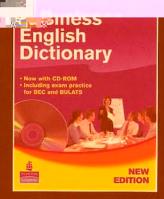
How **heavy** is it? How **big** is it? How **big** is it?

How much does it **weigh**? What's the **volume**? What are the **dimensions**? 15m x 10m x 8m = fifteen metres by ten metres by eight metres

It is 15m long / 10m wide / 8m high. length = 15m; width = 10m; height = 8m

Irregular verbs

verb	present participle	past tense	past participle
be	being	was	been
become	becoming	became	become
begin	beginning	began	begun
break	breaking	broke	broken
bring	bringing	brought	brought
build	building	built	built
buy	buying	bought	bought
catch	catching	caught	caught
choose	choosing	chose	chosen
come	coming	came	come
cost	costing	cost	cost
cut	cutting	cut	cut
deal	dealing	dealt	dealt
do	doing	did	done
draw	drawing	drew	drawn
drink	drinking	drank	drunk
drive	driving	drove	driven
eat	eating	ate	eaten
fall	falling	fell	fallen
find	finding	found	found
fly	flying	flew	flown
forget	forgetting	forgot	forgotten
get	getting	got	got
give	giving	gave	given
go	going	went	gone
grow	growing	grew	grown
have	having	had	had
hear	hearing	heard	heard
hold	holding	held	held
know	knowing	knew	known
learn	learning	learned or learnt	learned or learnt
leave	leaving	left	left
lose	losing	lost	lost
make	making	made	made
mean	meaning	meant	meant
meet	meeting	met	met
pay	paying	paid	paid
put	putting	put	put
quit	quitting	quit	quit
read	reading	read	read
run	running	ran	run
say	saying	said	said
see	seeing	saw	seen
sell	selling	sold	sold
send	sending	sent	sent
set	setting	set	set
shake	shaking	shook	shaken
show	showing	showed	shown
shut	shutting	shut	shut
sleep	sleeping	slept	slept
speak	speaking	spoke	spoken
spell	spelling	spelled or spelt	spelled or spelt
spend	spending	spent	spent
steal	stealing	stole	stolen
swim	swimming	swam	swum
take	taking	took	taken
teach	teaching	taught	taught
tell	telling	told	told
think	thinking	thought	thought
understand	understanding	understood	understood
wake	ALCOHOL PROPERTY.		
wear	waking	waked <i>or</i> woke	woken
	wearing	wore	worn
win write			



We recommend the Longman Business English Dictionary to accompany the course. Visit our website for more information or contact your local bookshop.

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