



UPPER INTERMEDIATE BUSINESS ENGLISH PRACTICE FILE

NEW EDITION

MARKET LEADER



John Rogers



www.longman.com



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Map of the Practice File

	Language work			Talk business	
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	Language work			Talk business	
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Vocabulary

A Complete the sentences with the best word.

- 1 Good presenters rarely ramble. They usually try to be as *succinct* as possible.
a) inarticulate b) hesitant c) succinct
- 2 Her arguments were so that we all agreed to her proposal.
a) fluent b) extrovert c) persuasive
- 3 The audience were very and carried him through his difficult presentation.
a) responsive b) eloquent c) coherent
- 4 She is a very person. She always keeps her attention fixed on what she wants to achieve.
a) sensitive b) focused c) fluent
- 5 He never says what he thinks or shows what he feels. How can anybody be so ?
a) rambling b) fluent c) reserved
- 6 Everybody seems so here. They behave and speak freely, and do not really care what other people think.
a) incoherent b) articulate c) uninhibited
- 7 We know that not all politicians are Some of them even use an autocue.
a) eloquent b) inhibited c) hesitant

B Make nouns from the following adjectives, using endings from the box.

-ce	-cy	-ity	-tion	-ness
-----	-----	------	-------	-------

- | | |
|-----------------------------|--------------------|
| 1 coherent <i>coherence</i> | 6 persuasive |
| 2 eloquent | 7 responsive |
| 3 fluent | 8 sensitive |
| 4 hesitant | 9 succinct |
| 5 inhibited | 10 clear |

Vocabulary +

C Complete the phrases with *say* or *tell* as appropriate.

- | | |
|----------------------------------|--------------------------------------|
| 1 <i>tell</i> a story | 6 somebody what to do |
| 2 the time | 7 hello / goodbye |
| 3 as far as I can | 8 a lie / lies |
| 4 yes or no | 9 what you mean |
| 5 somebody to do something | 10 something under your breath |

D Complete the sentences with the appropriate form of *say* or *tell*.

- 1 Can you think of situations when it might be better not to *tell* the truth?
- 2 How easy or how difficult do you find it to other people to do things for you?

- 3 In meetings, how often do you what you think?
- 4 Have you ever a joke in English?
- 5 How easy or how difficult is it to the difference between the banknotes used in your country?
- 6 Can you 'good morning' in more than three languages?
- 7 When you were a child, did you use to do as you were ?

Check your answers in the key. Then answer the questions for yourself.

Language review

Idioms

A Complete the idioms in the sentences below with the correct nouns.

- 1 They sent us a very long reply with all the details. But to put it in a *nutshell* .., that's it, we've won the contract!
- 2 I wish my boss would stop beating about the and tell me clearly whether or not I stand a chance of being promoted soon.
- 3 She expected profit figures and I was going on about sales figures. Once again, we were just talking at cross
- 4 Not official yet, but it seems we're going to relocate. Just heard it on the
- 5 If you think you can give a good presentation just because you know your subject inside out, well, I'm afraid you've got the wrong of the
- 6 This is a very badly written report. I just can't make or of it.

B Reorder the words to make idioms.

- 1 to / on / wavelength / same / be / the
- 2 to / picture / somebody / the / in / put
- 3 to / point / come / the / straight / to
- 4 to / crossed / get / wires / one's

C Complete the sentences with the correct form of an idiom from exercise B.

- 1 I know you couldn't attend the meeting, so here's a summary of the main points to *put you in the picture* ..
- 2 I meant six in the morning, not in the evening. It seems that we
- 3 Let me : I think your performance is totally unsatisfactory.
- 4 Fortunately Sue and I, so we hardly ever disagree about anything.

D Match these new idioms with their definitions.

- | | |
|------------------------------|---|
| 1 air your views | a) tell somebody all the information they want or need to know |
| 2 be at a loss for words | b) unable to say anything because something surprising or totally unexpected has happened |
| 3 drop a hint | c) express your opinions about something in public |
| 4 give somebody the low-down | d) give somebody regular information about things |
| 5 keep somebody up to date | e) make a suggestion in an indirect way |

Writing

Linking ideas

E Complete the sentences with the appropriate form of an idiom from exercise D.

- 1 E-mail me every day to *keep me up to date* with the latest developments, will you?
- 2 When she was told she'd been nominated Businesswoman of the Year, she
- 3 Could you briefly on their financial situation before our meeting this afternoon?
- 4 Every week in our department there's a meeting where the administrative staff can and discuss problems.
- 5 We can't be sure, but management that there might be redundancies.

A Study the examples of linking words.

- 1 *Despite* his great sense of humour, he often finds it difficult to respond to his audience.
- 2 *In spite of* his shyness, he's a brilliant speaker.
- 3 *Although* he generally communicates his ideas clearly, I often find it hard to follow him.
- 4 *Even though* I'd put them in the picture, they didn't seem to grasp what I was on about.

Cross out the two incorrect explanations.

The words in *italics* are used to

- a) express the cause of something, the reason for something
- b) reinforce an idea, add information
- c) contrast ideas

B Tick the three sentences in which the linkers are used correctly.

- 1 I managed to follow their conversation *although* my attention had drifted away. ✓
- 2 *Even though* he had something relevant to add, he interrupted the speaker.
- 3 *Despite* I knew I was wrong, I refused to admit it.
- 4 *In spite of* their criticisms, I didn't lose my confidence.
- 5 I was unable to express my disagreement *although* I am generally assertive.
- 6 I remained alert throughout the meeting *although* my tiredness.

C Rewrite the sentences in exercise B in which the linkers are not used correctly.

- 1 Even though he had *nothing* relevant to add, he interrupted the speaker.

D Use your knowledge of linkers to guess the meaning of the words and phrases in *italics*.

- 1 Although Sue is usually very direct, this time she was really *beating about the bush*.
- 2 Despite the market's *bearish* trend, he was optimistic about share prices going up again soon.
- 3 Although he often tends to *waffle*, today he made a presentation that was clear, concise and to the point.
- 4 Their new product sold quite well even though the advertising campaign was a complete *flop*.
- 5 They managed to find a huge site for the new factory in spite of the *scarcity* of land in that part of the country.

Editing **E** Read the passage below about giving presentations.

- In each line 1 – 8 there is **one wrong word**.
- For each line, **underline the wrong word** in the text and write the **correct word** in the space provided.

It is probably true that the most effective presenters have all developed their own special way of captivating their audience.

Having said that, they often have a number of common feature. Like all good communicators, they are aware that their audience is just as important as what they have to say. Therefore, they tried to find out how much their listeners already know about the topic and about their attitude for it. Whenever possible, good presenters also arrive 10 or 15 minutes before their talking is due to start. This gives them plenty of time not only to prepare their notes and check the equipments but also to chat to the participants as they come in. By create a relaxed atmosphere, they can easily establish rapport for the audience. And good rapport, as many presenters will tell you, is half the battle.

- 1 .features.
- 2
- 3
- 4
- 5
- 6
- 7
- 8

A memo **F** You work in the Human Resources Department of a modern, forward-looking organisation. You are very interested in the course advertised below.**BRENTFORD COLLEGE****BUSINESS AND ADMINISTRATION TRAINING**

Autumn – Winter Courses
Communication & People Skills
[Course Ref. No. 23-D]

The aims of this one-week seminar are to:

- improve participants' speaking and listening skills
- analyse common communication problems and explore ways of resolving them
- give participants opportunities to experiment with conflict resolution strategies
- help participants deal with defensiveness and aggressiveness.

This seminar will be of interest to all professionals who have to deal with people and work out problems with others.

Facilitator: Patricia McGovern, PhD, President of Schröders Consultants in Geneva, author of the bestseller *How to Listen to Others and Resolve Conflicts*

Course fee (including manual): £520

Date: 7 – 15 October

Venue: Brentford College

For further details, contact: Martin Lowles, BATP

Brentford College, 27 Burrard Street, Brentford TW9 0AK

Email: mlowles@BATP.ac.uk

Write a short memo (70 – 80 words) to your Head of Department, including:

- a request to go on the course
- why you think the course would be useful
- some details about the course
- an enquiry about the possibility of financial support towards the course fee.

MEMO

From:

To:

Date:

Subject:

Vocabulary

A Complete the collocations and compounds in the sentences below with words from the box.

shopping position target ~~standardisation~~ design
 consumer behaviour competitive mix mission

- 1 The most important decisions for international marketing are probably those of *product* ..~~standardisation~~.. and variety reduction.
- 2 In international marketing, it is necessary to meet individual national requirements, in particular where *goods* are concerned.
- 3 Licensing is an option which may enable the marketer to improve profits while retaining *market*
- 4 In order to secure a *advantage*, companies will try to make their products and services stand out from their competitors’.
- 5 It is extremely important for marketers to understand the *buying* of existing and potential customers.
- 6 A *statement* is a short written statement made by an organisation, intended to communicate its aims to customers, employees and shareholders.
- 7 A good *product* is one which satisfies the needs of the customer and makes a product eye-catching in the marketplace.
- 8 In most of our cities there are numerous *malls*, which offer the customer free parking and where all the major retail brands can be purchased under one roof.
- 9 The main elements of the *marketing* are product, price, promotion and place.
- 10 Marketers sometimes focus on particular segments of a given overall market. This process is known as ‘..... *marketing*’.

B Complete the passage with the best word from page 9.

The dictionary defines *advertise* as ‘to make (something for sale, services offered, etc) known to the public’. Advertising can therefore be considered a form of ...*communication*... ¹, the ultimate aim of which is to ² consumers to choose a specific product or service.

Every company tries to ³ its products from those of the competition, and a key element here is the strategy of branding.

A ⁴ can be defined as ‘the name attached to a product or service, how that name is visually expressed through a ⁵ and how that name and logo are developed through a company’s communications’.

However, a brand is much more than just a name. It also represents some intangible aspects of a product since it is how the product or often even the whole ⁶ is perceived by its ⁷. It is a nexus of ideas, feelings, and perceptions about lifestyle and status, ⁸ and quality.

Creating a powerful brand identity is essential if you want to ⁹ a strong competitive ¹⁰. A successful brand will make customers think of your company first when they think of the particular product category to which the brand is attached.

- | | | | | |
|----|-----------------|-----------------|------------------|------------------|
| 1 | a) distribution | b) retail | c) communication | d) wholesale |
| 2 | a) recommend | b) persuade | c) suggest | d) decide |
| 3 | a) recognise | b) distinguish | c) harmonise | d) differentiate |
| 4 | a) brand | b) label | c) cachet | d) slogan |
| 5 | a) visual | b) logo | c) commercial | d) spot |
| 6 | a) association | b) headquarters | c) company | d) subsidiary |
| 7 | a) patrons | b) customers | c) regulars | d) visitors |
| 8 | a) picture | b) illustration | c) photo | d) image |
| 9 | a) gain | b) succeed | c) award | d) realise |
| 10 | a) surplus | b) profit | c) advantage | d) bonus |

Language review

Compounds

- A** Find a word to go in each of the boxes below to make two compounds with the words on the left, and another two with the words on the right. The number of dashes corresponds to the number of missing letters.

- | | | | |
|---|-----------------------|-----------------|-----------------------|
| 1 | target
youth | → market → | segmentation
share |
| 2 | home
car | s _ _ _ _ | forecasting
volume |
| 3 | market
brand | m _ _ _ _ _ _ _ | guru
buyout |
| 4 | fair
world | t _ _ _ _ | embargo
deficit |
| 5 | television
outdoor | a _ _ _ _ _ _ _ | campaign
revenue |
| 6 | B2B
relationship | m _ _ _ _ _ _ _ | information
mix |

- B** Some frequently-used compounds become acronyms. Use the words from the box to work out what the acronyms below stand for.

country	cycle	in	industrialised	just	life	management
newly	product	proposition	public	quality	relations	
selling	time	total	unique			

- | | | | | | |
|---|---------------------------|---|-------|---|-------|
| 1 | JIT = <i>just-in-time</i> | 2 | PR = | 3 | TQM = |
| 4 | NIC = | 5 | PLC = | 6 | USP = |

- C** Use an acronym from exercise B to complete the sentences below.

- Nowadays, a company that can supply deliveries has a strong competitive edge over suppliers who cannot.
- The part of a company or organisation's work which is concerned with obtaining people's approval for its activities, products or services is known as
- The concept of the proposes that, once a product is introduced into the market, it goes through a process of growth, maturity and decline, and eventually disappears from the market.
- A feature of a product that no other similar products have, and which is used in marketing to try to persuade people to buy it, is called its

Writing
Linking ideas

A Match the appropriate sentence halves below and join them with the correct linker.

1 The company is planning a direct mail campaign	<i>in order to</i>	compete or even survive.
2 Their mailing list contains plenty of information and data		improving sales of their range of office supplies.
3 Their competitors, however, still have to go through a specialist direct mail agency	<i>with a view to</i>	limiting imports of textile products from India.
4 Every company must work hard	<i>so that</i>	reach potential customers, which costs them extra time and money.
5 The government decided to introduce a quota		their market share would increase.
6 They increased their competitiveness		they won't have any difficulty identifying the most appropriate recipients for the mailshots.

B Cross out the two explanations which are not correct.

The three linkers in exercise A are used to

- a) contrast ideas
- b) express the cause of something
- c) express the purpose of something

Editing **C** Read the passage below about international marketing.

- In most of the lines 1 – 12 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

Globalisation has affected marketing strategies in many ways. In the past, for example, the best way to enter a market tended to be the main concern. Today, by the contrast, international marketers ask themselves whether it is better to standardise or to adapt a product across different markets. Finding the right international mix it has become one of the key questions, and answers vary greatly from a company to company and from product to product. Coca-Cola, for example, has customised its soft drinks to every market. It is well known fact that Coke in Indonesia tastes lot different from Coke in the UK. Such a strategy is in stark contrast to Rolex's. Indeed, Rolex uses the same advertising message and positions its watches the same way in the world over. Other companies strike a compromise between customising and standardising, and opt for a middle-of-the-road strategy. Car manufacturers, for example, cannot afford them to design a separate car for each market. However, they do need to think of a country-specific differentiating features, as consumer tastes vary enormously from one country to another.

- 1 *the*.....
- 2 ✓.....
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12

FINANCIAL TIMES

A marketing letter

- D** The letter below was sent by an institute for management development to a large number of companies throughout Eastern and Central Europe. As you read it, complete it with the correct form of the verbs from the box.

arrange consider contact enclose ~~forward~~ require

CENTRAL EUROPEAN INSTITUTE FOR MANAGEMENT DEVELOPMENT



Hviezdoslavovo nam. 128
812 03 Bratislava

20 June

Dear Sir or Madam

I have pleasure in enclosing five copies of our new brochure, detailing the Strategic Leadership Programme and the Advanced Management Programme available here at the Bratislava Central European Institute for Management Development for entry next September.

I would be grateful if you could please *forward*¹ the brochure as appropriate within your organisation, so that it is available to both the Head of Human Resources and employees when² professional development options.

In addition, I³ a poster which includes prepaid response cards and would be most grateful if you could⁴ for this to be displayed.

Should you⁵ further copies of either brochure or poster, please⁶ Igor Cutka at our Admissions Office by e-mail on <I.Cutka3@pk.uniba.sk>.

Finally, I hope you and your staff find the brochure of interest.

Yours faithfully

Professor Irena Trollerova MBA
Head of the CEIMD

- E** Ivan Gasperlin, the manager of Kommerz Bank (Trubarjeva 47, 1000 Ljubljana, Slovenia) wishes to order five more copies of both the brochure and the poster. Write an e-mail message.

Building relationships

Vocabulary

- A** Study how Speaker B responds to what Speaker A says. Focus on the words in *italics*.

A: It's good to hear that they're thinking of *resuming* diplomatic relations, isn't it?

B: Yes. That's great. Restoring relations is probably the best decision they could make.

Now take Speaker B's part. Use the correct form of a verb from the box in your response.

endanger maintain strengthen foster build up sour

- 1 A: I'm afraid lack of communication is now *jeopardising* our relations.
B: I agree. I think it really ...*endangers*..... future cooperation.
- 2 A: Getting rid of those trade barriers should *cement* the friendship between our countries.
B: Absolutely.
- 3 A: Their firm has *developed* considerably.
B: Yeah.
- 4 A: The key question is, how can we *encourage* cooperation between our organisations?
B: Definitely.
- 5 A: What do you reckon *damaged* our relations with GlenStar?
B: Well,
- 6 A: Do you think we should *stay in* close contact with those suppliers?
B: Yes.

Vocabulary +

- B** Complete the following sentences with the best word.

- 1 Relations between them are rather *strained*. They don't seem to like or trust each other.
a) amicable b) cordial c) strained
- 2 Their continual interventions the whole meeting.
a) corrupted b) broke off c) disrupted
- 3 Their working relationship was often, with lots of angry argument and criticism.
a) stormy b) cool c) close
- 4 They may be our competitors, but we want to stay good terms with them.
a) in b) on c) over
- 5 If you want to do business with someone, first you should try to a rapport.
a) improve b) establish c) promote

- C** Complete the short article below with an appropriate form of a verb from the box.

build deal face implement ~~pinpoint~~ understand

Over 55 per cent of major retailers have seen their profits reduced because they are failing to adjust to new customer shopping trends and the move towards internet buying, according to a recent report.

The report *pinpoints* ¹ two key elements for a successful strategy. First, it says retailers need to ² the value of each customer. Second, retailers need to acquire and ³ a relationship with the customer across a range of channels including the internet.

Apparently, many of the major retailers have not ⁴ strategies that ⁵ with customers who routinely use a range of channels – including phone, internet, catalogue and in-store visits – before they buy. The report adds that without a change in strategy, retailers ⁶ the risk of losing their relationship with the new ‘networked consumers’.

Language review
Multi-word verbs

- A** Match the following sentence halves, as in the example.

- | | |
|--|--|
| 1 They're going to be sharing this office, | a) but are unlikely to put up with rudeness. |
| 2 Customers will tolerate a little delay | b) so it came as a surprise when they fell out over such a trivial incident. |
| 3 They didn't hit it off at first, | c) a customer who has a problem. |
| 4 They'd always seemed to be on good terms, | d) so they'd better learn to get on together. |
| 5 They will never let down | e) but also to hold on to them. |
| 6 You should be able not only to relate to your employees, | f) but little by little they came to be friends. |

- B** Match each item on the left to a suitable item on the right to make complete sentences that make good sense.

- | | |
|---|--|
| 1 They've put off the date of signing the contract till 30 October although | a) come and see me at 10.30. |
| 2 They hit it off straight away although | b) we'd all agreed on 15 November. |
| 3 Even though they've let us down on a number of occasions, | c) but she doesn't mind uncomfortable hotels. |
| 4 I'm going to be tied up in a meeting till 11.00, so | d) I think we should give them another chance. |
| 5 They just don't seem to get along although | e) they have exactly the same tastes. |
| 6 She can put up with almost anything | f) but she can't stand untidiness. |
| | g) we should definitely look for another supplier. |
| | h) they don't seem to have anything in common. |
| | i) come and see me round about 11.30. |
| | j) we'd all agreed on 15 October. |

Writing Linking ideas

C Complete each of the following sentences with the appropriate form of a suitable phrase from the box.

to get carried away	to get wrapped up
to cut something down	to turn something / somebody into
to sound somebody out	to wake up to something

- 1 He ... *gets* ... so ... *carried away* ... in the excitement of securing orders and delivering the product that sometimes he actually neglects the customers themselves.
- 2 Organisations are just beginning to the lost opportunities that failure to retain customers represents.
- 3 As a manager, you have to think of ways of a customer a client, then a supporter and an advocate.
- 4 If we want to improve our performance, we need to the number of customers we lose.
- 5 It's easy to get so in your products and services that you forget about the people who buy them.
- 6 We are definitely going to create a new post, so I suggest we should a few people about it.


A Complete each sentence with the correct linker.

- 1 Sanlito and RKB have only been doing business for a couple of months. *Nevertheless*, Sanlito's management has already given RKB their full confidence.
a) Despite b) Nevertheless c) Besides
- 2 Their prices are very competitive., we have decided not to do business with them.
a) Nonetheless b) Although c) Furthermore
- 3 We reached out to customers with special offers, continuity programmes and appreciation letters., customer retention did not improve.
a) However b) Despite c) Even though
- 4 Negotiating prices and securing orders is very exciting., ensuring that the customer remains a customer can be less stimulating.
a) Moreover b) In spite of c) On the other hand
- 5 He likes keeping himself to himself. he spends a lot of time entertaining suppliers.
a) As well as b) Besides c) Yet

B Study these sentences; then decide whether the three statements below are true or false.

- *Although* their prices are very competitive, we have decided not to do business with them.
 - Their ads are hardly noticeable. *Nevertheless*, they keep attracting new customers.
- a) *Although, even though, in spite of, despite, nevertheless, nonetheless, however, yet* and *on the other hand* are all used to **contrast** ideas.
 - b) *Although, even though, in spite of* and *despite* are used to **link parts of a sentence together**.
 - c) *Nevertheless, nonetheless, however, yet* and *on the other hand* are used to **link ideas across sentences**.

A sales letter **C** Read the direct marketing letter below and cross out the one sentence which does not fit in.



Mr F. Potter
Futuro Office
98 Artillery Lane
Harefield, Uxbridge
Middlesex UB7 5LS

Dear Mr Potter,

Thank you for doing business with us for over three years.

We continue to be one of the world's leading business-to-business suppliers of office products and services, and our motto continues to be 'Our job is to make your job easier'.

Now, be prepared to be surprised about our latest additions to our wide range of products:

- Morrison's combined PXL-100 Laser Copier / Printer / Scanner – it does what none of the competition is able to do in the same way
- our new collection of 'Wizard' office chairs
- our recently expanded collection of 'Avalon' seminar chairs.


For more information, call: FREEPHONE 0800 123 9876 or visit our website: www.morrison.co.uk

You will notice that our site has been completely redesigned to provide you with more information and to serve you better. Let us know what you think about it. The company runs other funds that would have competed with the joint venture. Register with our site by 1 October and win an ergonomic desk chair worth £300.

We would also like to draw your attention to our special offers for regular customers like you:

- up to 30% discount off the normal purchase price on ALL orders placed in October
- free consultations

We look forward to continuing our business with you.

Best regards,

Frank Lindsey
General Manager, Morrison UK

**MORRISON
OFFICE SUPPLIES
INTERNATIONAL**

1 Connaught Place
Edinburgh EH2 7EY
Tel / Fax 0131 123 7650

21 September

D You work for Futuro Office. Write a short reply (100 – 150 words) to Morrison Office Supplies International.

- Express interest in *one* of the three products mentioned in their letter and request further information.
- Enquire about the exact discount for that particular product.
- Tell them what you think about their new website.

Useful language

Thank you for your letter of ...

Could you please let us have further details of ...

Could you please specify ...

We would welcome more information about ...

As regards your ...

Regarding your ...

With regard to your ...

We would like to take this opportunity to ...

Meanwhile, we would like to ...

We look forward to hearing from you.

We look forward to your letter.

Yours sincerely,

Best regards,

Best wishes,

Vocabulary

A Add the correct prefix from the box to the words in *italics* in the sentences.

down co de ex mis out re ultra under

- 1 In the late 1990s, many countries witnessed a sharp economic *down* turn.
- 2 The profit figures are excellent. Once again, we've*performed* all our rivals.
- 3 We design and manufacture*-efficient* air conditioners for industrial use.
- 4 The*-president* of PG Steel Corporation is suing for \$1.5 million he says the company owes him as a retirement payment.
- 5 Whether or not toregulate health care is a divisive issue.
- 6 Staff who never get any praise for their achievements may end uprating their own abilities.
- 7 When two of our*-workers* disappeared, all the boss had to say was that they'd 'left to pursue other opportunities'.
- 8 China's largest car manufacturer, the FAW Group, is thinking of*locating* its headquarters from Changchun to Beijing.
- 9 Of course I can see now that Brian is an asset to our company, and I'm sorry I so badly*judged* him when he started working for us.

Vocabulary +

B Match each verb with its definition.

- | | | | |
|---|------------|----|---|
| 1 | downsize | a) | to be greater in number |
| 2 | outnumber | b) | to improve, to make more efficient |
| 3 | oversell | c) | to reduce the number of employees and levels of management that a company has |
| 4 | undersell | d) | to say that a product or service is better, more useful, etc, than it really is |
| 5 | underspend | e) | to sell goods at a much lower price than the competition |
| 6 | upgrade | f) | to spend less than you intended or than you are allowed to |

C Complete the following sentences with the correct form of a verb from exercise B.

- 1 Last year we *underspent* our budget by 21%, so unfortunately our budget this year has been reduced accordingly.
- 2 In our department, men women by two to one.
- 3 Why don't you have your PC if it's so slow?
- 4 We'll cut our expenses and our operations in order to become more competitive on the market.
- 5 Salespeople often computer software, so consumers end up with things they don't really need.
- 6 We are looking for ways of our rivals. No one will be cheaper than us.

D Match these sentence halves.

- | | |
|--|---|
| 1 It's been a lot of hard work, but she | a) are getting there. |
| 2 If everything goes smoothly, we | b) beginning to bear fruit. |
| 3 At long last, their hard work and investment is | c) came up trumps in the end. |
| 4 What we are looking for is a candidate who can | d) get results and work well under pressure. |
| 5 Nobody thought we'd clinch the deal, but we | e) seems to be really making a go of her dry-cleaning business. |
| 6 The reorganisation of our business is not finished yet, but we | f) should be in Vancouver in plenty of time for the start of the negotiation. |

Underline the six idioms in exercise D which express the idea of 'success'.

E Complete the following sentences with the best word.

- She's so bright – a real *high flyer*. I'm sure she'll be promoted again soon.
a) high flyer b) slave driver c) fly-by-night
- After some teething troubles, they now have a business with a huge turnover.
a) thriving b) smooth c) fruitful
- Since she's been appointed General Manager, the business has really
a) promoted b) proliferated c) prospered
- Our new product filled a gap in the market and as soon as it was launched.
a) overflowed b) put up c) took off
- InterMedia Erling last year to become the largest media group in the region.
a) overtook b) overran c) overdrew
- 'Yes, invest in InterMedia. It's definitely a company that is'
a) making up b) going places c) without a hitch

Language review**Tenses****A Simple past or present perfect? For each of the sentences below, choose the correct ending.**

- Rebecca has been with our organisation for five years
a) and she did a great job. **b) and she is doing a great job.**
- His hard work really paid off –
a) he was promoted to Chief Adviser a year later.
b) he has been promoted to Chief Adviser.
- There have been serious problems with the merger,
a) but we proceeded with it anyway.
b) but we have proceeded with it anyway.
- The motor trade has been in the doldrums
a) last year. b) all year.
- She's been promoted
a) because she's brought off that deal with a Japanese firm.
b) while she was working as Head of R&D.
- How long have you worked as Financial Adviser
a) for your current employer? b) before you became Financial Director?

B Present perfect or past perfect? Complete the sentences with the correct form of the verb in brackets.

- 1 They ~~had hoped~~ to organise a reception for their visitors, but it didn't come off. (*hope*)
- 2 They say they a message, but there's definitely nothing on my answering machine. I several times already. (*leave*) (*check*)
- 3 The manager is very upset as he outvoted at the AGM. (*be*)
- 4 We always ahead of our rivals until 2003 when they outstripped us for the first time. (*be*)
- 5 The new XY3 tyre series really, but then they were all recalled after a spate of complaints. (*take off*)
- 6 She me the low-down on the merger, so I feel well prepared for the meeting. (*give*)

C Underline the correct verb forms in these two texts.

NEWS DIGEST

1 Four exchanges censured for anti-competitiveness

The Securities and Exchange Commission said / *has said*¹ yesterday it censured / *had censured*² four US options exchanges for allegedly engaging in anti-competitive practices and ordered / *has ordered*³ them collectively to spend \$77m on surveillance and enforcement. Without admitting or denying the charges, the American Stock Exchange, Chicago Board Options Exchange, Pacific Exchange and Philadelphia Stock Exchange agreed / *had agreed*⁴ to settle with the SEC and the Justice Department, which were probing / *have been probing* / *had been probing*⁵ options listing practices at the exchanges since last year.

2 Eurex names Franke successor

Eurex, the Swiss-German derivatives exchange, appointed / *has appointed* / *had appointed*¹ Rudolph Ferscha to take over from Joerg Franke as chief executive at the end of the year. The appointment was announced / *had been announced*² yesterday by Deutsche Börse, which owns / *owned*³ 50 per cent of Eurex, and is seen / *was seen*⁴ as a move by the exchange to develop a stronger international presence.

Mr Franke, who announced / *had announced*⁵ his resignation from Eurex the week before, was appointed / *had been appointed*⁶ to the Deutsche Börse board a few days ago.

Writing Linking ideas

A Complete the sentences with the best linker.

- 1 Since everybody is here, I suggest we get down to business.
a) Since b) Due to c) Owing to
- 2 The introduction of our new model was delayed production problems.
a) owing to b) because c) for
- 3 The slow rise in profit figures is our large investments in new machinery.
a) because b) since c) due to
- 4 The band's second album didn't do very well, their video was banned.
a) owing to b) as c) so
- 5 The project manager's off sick, there's little chance of achieving much this week.
a) as b) so c) since
- 6 unforeseen circumstances, the CEO had to resign.
a) As b) Since c) Owing to

Editing **B** Read the excerpt below about the chances of success of executives sent abroad to work.

- In each line 1 – 9 there is **one wrong word**.
- For each line, **underline the wrong word** in the text and write the **correct word** in the space provided.

UK companies have failed in the past to prepare their staff in key areas before sending them abroad. What's new is what they are starting to paying attention to it. Previously, the definition of a successful assignments was that workers didn't come back early, but now companies are waking up on the fact that assignments are not necessarily succeed just because the person stays abroad for the allotted period. While 89 per cent of companies formerly assessment a candidate's job skills prior to a foreign posting, less then half go through the same process for cultural suitability. Even few gauge whether the family will cope.

1 that

2

3

4

5

6

7

8

9

Summarising points of agreement

C Read this follow-up letter to a negotiation. Write Norman Furey's reply to Grand Computers.

- lay out your letter correctly, including details of both supplier and buyer
- reply before 5 April.
- express thanks for letter and brochure
- confirm details, but highlight misunderstanding regarding discounts: you had agreed on 3% on *both* the PC and the LJP

Mr Norman Furey
98 Artillery Lane
Uxbridge
Middlesex UB7 5LS

20 March

Dear Mr Furey,


Further to our discussion of 15 March concerning your order for 12 of our Nexus 2K PCs and 8 Orion Plus laser-jet printers, I wish to summarise the details and confirm the terms of our agreement.

• List price		Discounts
Nexus 2K PC	£650 inc VAT	10+ 3%
Orion Plus LJP	£250 inc VAT	0%
• Delivery	Within a week for orders placed before 5 April	
• Payment	Banker's draft	

May I remind you that our offer of an 8% discount on our Nexus 2K PC is still standing, should you decide to order in excess of 20 items.

In addition, we are now in a position to allow a 10% discount on our new Orion Super Plus LJP / Scanner, about which a detailed brochure is enclosed.

We look forward to your order and to doing business with you again in future.
Best wishes,


Ben Jacobson, Sales Manager
Grand Computers



GRAND COMPUTERS

73 Gloucester Road
Leeds LS2 6EQ
Tel 0113 223 1314
Fax 0113 223 1415

Vocabulary

A Complete the passage about job satisfaction with the best word.

Herzberg's Theory of Job Satisfaction

Frederick Irving Herzberg (1923–2000) was a management professor at the University of Utah known internationally for his work on helping companies understand how to motivate workers and increase productivity. He is known for his 'Motivation-Hygiene Theory'. According to Herzberg, five factors increase job satisfaction and staff motivation to perform:

1 Achievement

i.e., a sense of*accomplishment*.....¹ or pride whenever a demanding task is² out successfully.

One way managers can contribute to this is by encouraging employees to set clear, realistic professional goals for themselves.

2 Recognition

i.e., the³ of an individual's or group's efforts, or contributions. For example, managers can highlight staff efforts and contributions in meetings. They can also give a genuinely positive performance⁴ and devise a judicious system of⁵, such as housing allowances or extra holidays.

3 Challenging Work

For work to be⁶, there must be tasks that are challenging or motivating. Just as each individual prefers some tasks more than others, each finds some tasks more challenging than others.

4 Responsibility

When staff feel responsible and⁷ for their own work, and when they are somehow involved in the decision-making process, their job satisfaction increases. Managers can gradually increase staff⁸ and decision making as they gain expertise.

5 Growth and Development

Everyone needs to continue to develop personally and professionally on the job. When there are limited opportunities for⁹ and development, motivation decreases. Employees may commit energy to other aspects of their personal lives, seek other employment, or¹⁰ out. Managers can advocate educational or special training¹¹ for staff and encourage them to attend training programmes and conferences.

- | | | | | |
|----|----------------|-------------------|-------------------|--------------------|
| 1 | a) inspiration | b) remuneration | c) accomplishment | d) astonishment |
| 2 | a) carried | b) broken | c) brought | d) pulled |
| 3 | a) reward | b) congratulation | c) prize | d) acknowledgement |
| 4 | a) examination | b) evaluation | c) testing | d) interrogation |
| 5 | a) perks | b) awards | c) praise | d) loyalty |
| 6 | a) satisfying | b) fulfilled | c) completed | d) retaining |
| 7 | a) mature | b) accountable | c) mindful | d) comfortable |
| 8 | a) dependence | b) autonomy | c) separateness | d) liberty |
| 9 | a) rise | b) increase | c) growth | d) raise |
| 10 | a) break | b) run | c) fire | d) burn |
| 11 | a) absence | b) period | c) leave | d) term |

Language review

Passives

A Complete the sentences with the correct passive form of the verbs in brackets.

- 1 Future success ... *will be driven* ... by developing a workforce capable of challenging the status quo. (*drive*)
- 2 Over 600 people redundant last year. (*make*)
- 3 Our sister company's leave policy recently (*revise*)
- 4 An agreement currently (*negotiate*)
- 5 Tom only a pay rise once before September 2005. (*give*)
- 6 Some people argue that during an emergency, a tough style of leadership should (*use*)

B Write questions about the sentences in exercise A using the verbs in brackets.

- 1 How ... *will future success be driven?* ... (*drive*)
- 2 How many (*make*)
- 3 Whose (*revise*)
- 4 What sort of (*negotiate*)
- 5 How many times (*give*)
- 6 When (*use*)

C Look at the list of preparations that *have been done* or *still need to be done* for a staff training seminar.

- | | |
|-------------------------------|----------------------------|
| 1 design seminar programme | ✓ (last Tuesday) |
| 2 send out seminar programmes | ✗ (tomorrow afternoon) |
| 3 book conference room | ✓ (earlier this morning) |
| 4 order folders and note-pads | ✓ (last week) |
| 5 check PowerPoint equipment | ✗ (next Monday) |
| 6 book a room for trainer | ✗ (by the end of the week) |
| 7 inform local media | ✓ (earlier this month) |
| 8 plan social evening | ✓ (at our last meeting) |

Now look at these two exchanges between the seminar organiser and her personal assistant.

- 1 A: Has the seminar programme been designed?
B: Yes, it has. It was designed last Tuesday.
- 2 A: Have the seminar programmes been sent out yet?
B: No, I'm afraid that still needs to be done. I'll see to it tomorrow afternoon.

Write similar exchanges for the other items on the list.

D Like the passive, the expression *have / get something done* focuses on what happens and not on the doer of the action.

A: Is the photocopier working?

B: Yes. We *had it mended* yesterday. (We didn't mend it ourselves. Somebody mended it for us.)

Complete the exchanges with the expression *have / get something done*.

1 A: This office looks rather shabby, doesn't it?

B: I know. We're going to *have it redecorated soon*

2 A: What a dazzling speech!

B: Yeah. I'm sure he

3 A: The video's on the blink again.

B: We definitely need to

4 A: Our fire alarm seems to have a will of its own, doesn't it?

B: Yes. I think we should

5 A: I'm not sure the figures in this report are right.

B: Well, why don't you

..... ?

**Writing
Editing**

A All punctuation has been removed from the following job advertisement. Rewrite it with the correct punctuation. Some words will need to be capitalised.

F T

fairertrade ltd seeks an assistant project manager for 12 months on this project funded by the trust fund for kazakhstan and administered by the world bank the project which commenced in january this year aims to improve the capacity of kazakhstani communities to manage local government structures for the planning and implementation of local development initiatives through the project village level development councils have been established across the country through which small scale grant funds are being channelled

B Complete the letter on page 23 with an appropriate passive form of the verbs from the box.

appoint	issue	pay	set out
---------	-------	-----	---------

**Responding to
job applications**

FairerTrade Ltd, Denzell House, 5 Connaught Avenue, Congleton, Cheshire CW11 7TL

Tel: 01260 271289 Fax: 01260 271288

Mr Andrew Harris
77 Dunham Road
Bolton
Lancashire BL3 2FK
14 March

Dear Mr Harris,

Re: Assistant Project Manager, Kazakhstan

Further to your application for the above post, I am pleased to confirm that the Selection Board which met on 11 March recommended that you¹ to the above post, subject to medical clearance.

Your salary² at the rate of £25,000 per annum.

Other benefits³ in the particulars of post attached.

I should be grateful if you could confirm in writing by Wednesday 20 March that you wish to take up the post.

The proposed start date is on 8 April and your contract, which is for a period of one year,⁴ after we receive written confirmation of your acceptance.

If you have any queries on the terms and conditions of service of the appointment in the meantime, please do not hesitate to contact me on the above number.

I look forward to hearing from you shortly.

Yours sincerely,

Karen Poulson

Karen Poulson
Recruitment Officer

C Write Andrew Harris's reply to Karen Poulson.

Useful language

Polite requests

I should be grateful if you could confirm in writing that ...

We would be most grateful for your prompt answer.

Your prompt answer would be appreciated.

Your assistance would be welcomed.

Accepting an offer

I am delighted to have been selected ...

I would like to confirm that I wish to accept the post.

Enclosing documents

I enclose a copy of ...

Please find enclosed ...

As requested, I am enclosing ...

Offering assistance

If you have any queries, do not hesitate to contact me.

Should you require further assistance, please do not hesitate to contact us.

If you should require additional details, please write to me.

Vocabulary

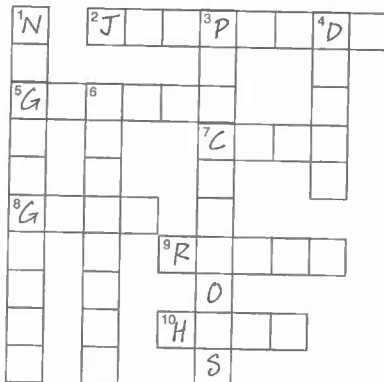
A Use the clues to complete the crossword puzzle.

Across

- 2 If a plan, an agreement or a relationship is in , there is a serious risk that it will fail. (8)
- 5 A is a very risky action that you take in the hope that it will succeed and that you will gain something from it. (6)
- 7 If you about your employees' health and safety, make sure all relevant regulations are respected. (4)
- 8 No risk, no (4)
- 9 If an activity or action is , it is dangerous or likely to fail. (5)
- 10 They say there are risks involved in investing in such a politically unstable region. (4)

Down

- 1 If a risk is , it is so small that it is not worth worrying about. (10)
- 3 If a company's situation is , there is a risk that it will go out of business. (10)
- 4 An informal word which means the same as *risky*. (5)
- 6 If you a risk, you reduce it to the lowest possible level. (8)



B Use a word from the crossword to complete these sentences.

- 1 The company was in such a ... *precarious* ... position that nobody wanted to lend it money.
- 2 'An art gallery? That's a pretty business at the best of times, wouldn't you say?'
- 3 She isn't very keen to start a new business as the risks involved are
- 4 Many people say that playing the stock market for quick profit is a
- 5 Negotiations have broken down, and the future of the merger is now in
- 6 The government isn't worried. It thinks the economic blockade will have a effect.

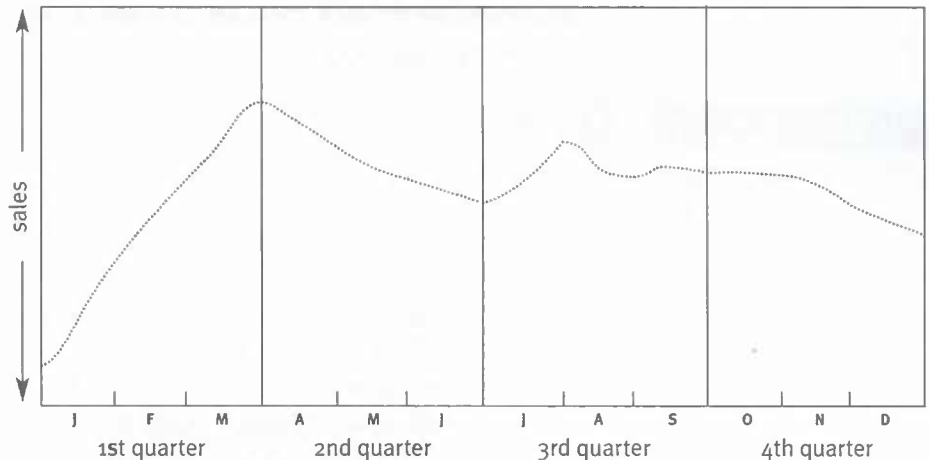
Vocabulary +

C Match the following sentence halves.

- | | |
|---|--|
| 1 If the allegations against the CEO prove to be well-founded, | a) you never <i>take a risk</i> . |
| 2 With such a provocative advertising campaign, | b) <i>at the risk of being</i> repetitive. |
| 3 You can't hope to be successful in business if | c) you <i>risk losing</i> your no-claims bonus. |
| 4 I will say again that your complaint is unjustified | d) you should know you are doing so <i>at your own risk</i> . |
| 5 If you play the stock market, | e) the future of the company is <i>at risk</i> . |
| 6 Try not to make a claim on your insurance policy this semester, otherwise | f) we <i>run the risk of alienating</i> our more conservative customers. |

Language review
Adverbs

A Look at the graph, which shows sales of soft drinks produced by Kanko. Then underline the correct adverb in the text.



As you can see from the graph, it has been a *rather / slightly*¹ disappointing year for Kanko overall. However, the first quarter was *fully / exceptionally*² good, as sales of our new soft drink N-Ergy rose *steadily / dramatically*³.

Unfortunately, owing to unexpected production problems, sales fell *sharply / steadily*⁴ throughout the second quarter. They then rose *slightly / sharply*⁵ until the end of July.

The rest of the summer was *badly / slightly*⁶ less successful, and sales did not pick up again until the first half of September. We were then *fairly / rather*⁷ confident that we had the situation under control, but sales just levelled off throughout the next two months.

Subsequent problems at our Norwich subsidiary, however, meant that sales began to drop *dramatically / gradually*⁸, and there are no signs of a possible recovery at present. It appears that we had *slightly / badly*⁹ misjudged the seriousness of the situation at Norwich and that we were not *fully / fairly*¹⁰ prepared to handle such a crisis.

Writing Linking ideas

B Complete each of the following sentences in such a way that it means the same as the sentence printed before it.

- There has been a steady rise in sales since last winter.
Sales *have risen steadily since last winter*
- The overall position shows a gradual increase in profit.
The overall position shows that profit will
- They expected a dramatic increase in sales with the introduction of their new soft drink.
They expected sales
- There was a marked growth in turnover, reflecting the group's rapid expansion over the last year.
Turnover
- INO, the Swedish financial group, has announced a sharp rise in net profits to €1.14bn.
INO, the Swedish financial group, has announced that
- Among electronics, there was a slight fall in microchip shares.
Among electronics,

A Study these examples.

- Besides* organised crime and corruption, terrorism is also a grave cause of concern among executives.
- The company is losing direction. *Furthermore*, its core products are losing appeal.
- Sophisticated fraud *as well as* corruption and organised crime is seen as the driving factors behind the increase in risks.
- Their financial situation is precarious. *Moreover*, there has been recent bad press about poor working conditions in their overseas factories.
- There are financial risks involved *in addition to* legal and operational ones.

Cross out the two incorrect explanations.

The words in *italics* are used to

- reinforce an idea, add information
- contrast ideas
- express the cause of something, the reason for something

Note: *furthermore* and *moreover* are *formal* words; they often occur *at the beginning* of a sentence.

B Match the following items. Notice how the linkers are used.

- | | |
|---|--|
| <ol style="list-style-type: none"> We need executives who can manage strategic risks properly There are still very few investment opportunities in the region. In order to increase our market share, we are considering a cut in our profit margin It is clear that the risk of civil war has decreased. Increased competition is a threat to the survival of our company. What we need to do is always get up-to-date information about the risks we face | <ol style="list-style-type: none"> <i>in addition to</i> a reduction in all our prices. <i>Furthermore</i>, we need to protect ourselves against negative changes in customer demand. <i>Moreover</i>, the government appears to have the situation firmly under control. <i>as well as</i> maintain good channels of communication between the key players in our company <i>in addition to</i> being able to take decisive action whenever necessary. <i>Besides</i>, a political crisis is looming. |
|---|--|

Editing

C Read this short text about health and safety in the workplace.

- In most of the lines 1 – 10 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

Implementing a systematic approach to workplace safety will require	1	...✓.....
for a cultural change in many organisations and within the safety	2	...for.....
profession. All organisations they need to nurture a 'safety culture'.	3
Company policy and workstation practice must dictate that safety	4
never takes in a back seat to other interests. No one should	5
be tolerate a potentially disabling or life-threatening risk in the	6
name of cost-cutting, productivity or any other a priority.	7
Safety and health considerations must be with an integral part of the	8
operating policies of every organisation. The consequences are too	9
expensive when the health and safety are seen as secondary.	10

Describing events

D Read this conversation between Jeff Smithson, Staff Restaurant Manager at Kanko, and Paula, his assistant. Complete the text with the following words and phrases: *and then / at least / apparently*.

Paula: I hear someone had a nasty fall in the staff restaurant at lunch time ...
 Jeff: Pretty nasty, yes. You know Jim Perry from Accounts, don't you? Well, he slipped somewhere near the salad bar ...
 Paula: But how did he ...?
 Jeff: ¹, one of our attendants had spilt some oil and was about to clean up, but too late ...
 Paula: Oh dear. Poor Jim! Is he badly hurt?
 Jeff: A broken elbow, as well as a minor head injury. ² that's what Mary Dawson diagnosed. She called an ambulance straight away.
 Paula: It's really good to have someone with a first-aid certificate around, isn't it?
 Jeff: Absolutely. ³ we must make sure restaurant users are properly warned of wet or greasy surfaces.

E Use the information in exercise D to write Jeff Smithson's e-mail to the Human Resources Manager.

From: JSmithson@kanko.co.uk
To: MTPratt@kanko.co.uk
Subject: Accident in restaurant

Jim Perry

Mary Dawson

Please complete an Accident Report Form (RF235) in accordance with the 1998 Safety at Work Regulations
 J.S.

Vocabulary

A Complete the text with the best word.

Online shopping expected to keep growing

In its first annual report, published today, the Interactive Media Retail Group said it expected 4m more Britons to shop *online*...¹ this year, taking the total shoppers to 24m, more than half the UK's adult population.

The latest figures underline the sharp² of internet shopping in the decade since the launch of Netscape Navigator, the first widely available internet³, in 1994. While internet shopping⁴ for just £300m of retail sales in 1999, by 2004 consumers were spending £14.5bn online, according to IMRG.

'For a sector to have grown from scratch in 10 years with very little investment suggests that the internet's time has come,' said James Roper, IMRG chief executive.

'Internet shopping is easier, more convenient and offers bigger⁵ and a lot of the major retailers are

having to get to grips with it because consumers are dragging them into the space.'

The larger retailing groups – Argos, Dixons, Tesco and Boots – are⁶ money on developing their internet offering, but many retail chains are not investing in online shopping, which in turn is allowing new entrants to gain a⁷ in the market.

But in spite of the neglect from retail chains, the growing popularity of online shopping looks set to continue as more people gain⁸ to the internet.

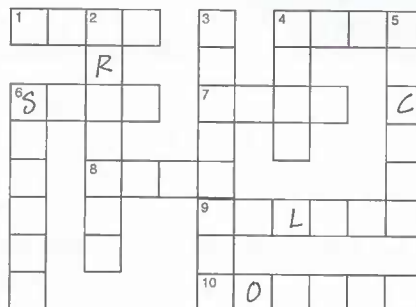
.....⁹ out last year showed that more than 56 per cent of homes had internet access, with a third of those having a broadband¹⁰. The¹¹ of mobile commerce technology could also mean that people will be able to shop online from their mobile phones.

FINANCIAL TIMES

- | | | | | |
|----|---------------|---------------|--------------|----------------|
| 1 | a) Internet | b) computer | c) online | d) digital |
| 2 | a) explosion | b) boost | c) boom | d) growth |
| 3 | a) browser | b) mouse | c) catalogue | d) provider |
| 4 | a) accounted | b) amounted | c) totalled | d) added |
| 5 | a) sorts | b) goods | c) ranges | d) kinds |
| 6 | a) investing | b) spending | c) paying | d) lending |
| 7 | a) start-up | b) segment | c) gap | d) foothold |
| 8 | a) connection | b) access | c) opening | d) provider |
| 9 | a) Figures | b) Digits | c) Numbers | d) Percentages |
| 10 | a) screen | b) connection | c) link | d) disk |
| 11 | a) expanding | b) raise | c) future | d) emergence |

Vocabulary +

B Use the clues on page 29 to complete the e-crossword.



Across

- 1 Safebiz.com is a very successful site which gets over 2,000 per day. (4)
- 4 An even more popular is Interbiz.com, with almost 20,000 visitors a week. (4)
- 6 The equivalent of paper junk mail is called (4)
- 7 The Internet still means fun to a lot of people, but on the other hand it often means hard to business people. (4)
- 8 Businesses which to seize the opportunities offered by e-commerce might not be able to survive. (4)
- 9 Ordering dramatically reduces the cost of a transaction. (6)
- 10 The registered title used by an Internet site is its name. (6)

Down

- 2 If you want your website to get a lot of, make sure you register it with all the major search engines. (7)
- 3 If you save information from the Internet into one of your computer files, we say that you the information. (8)
- 4 e-commerce means buyers with computers can now a global network of approved suppliers linked over the Net. (4)
- 5 Many e-mail programmes files before sending them in order to make transmission easier and quicker. (6)
- 6 A engine is a program that seeks out, visits and indexes websites. (6)

Language review
Conditions
A Rewrite the following as conditional sentences.

- 1 Fortunately expense reports are filed via the intranet, so they can be paid within 48 hours.
 If expense reports *weren't filed via the intranet, they couldn't be paid within 48 hours*
- 2 They promoted their website through TV ads, so they soon got over 2,000 hits a day.
 If they
- 3 They never listened to their customers' comments and suggestions, so they weren't able to improve their online services.
 If they
- 4 We have a competitive market for Internet access because our telecommunications environment has been deregulated.
 If our telecommunications environment
- 5 We invested so much in e-commerce development that our total online sales increased tenfold over a year.
 If we
- 6 Unfortunately we didn't understand the potential impact of e-purchasing early enough, so we are lagging behind our competitors.
 If we

B Complete these sentences with the most appropriate word or phrase from the box.

however much no matter otherwise ~~unless~~
whatever whether or not

- 1 There will continue to be little trust between business partners on the web *unless* a system for online guarantees is set up.
- 2 how hard we work, we'll fail if we don't adopt the new technology.
- 3 Start-ups have to deliver on their promises, there is no long-term future for them.
- 4 *you* see the web as a real world-wide opportunity, both your customers and competitors will soon be equally global.
- 5 the future holds, let's go digital and be on the winning side.
- 6 you work on your web site design, remember that having a really appealing business offer is the most important success factor.

Writing
Linking ideas

Tip

The six linkers (in *italics*) are used to express *conditional relations*.

A Match these sentence halves.

- | | |
|---|--|
| 1 We will be able to compete in the new global marketplace | a) <i>provided that</i> you have a guarantee they are available 'on site'. |
| 2 e-commerce is unlikely to take off | b) <i>so long as</i> more companies in EU countries embrace technology. |
| 3 It is all right to order goods online, | c) <i>unless</i> there is a system for building confidence between business partners on the web. |
| 4 Many more businesses will get online | d) <i>if</i> Alritel continues to lead the way in wireless telephony. |
| 5 Europe will not lag behind the progress made in the US | e) <i>only if</i> we seize the opportunities that new technologies present. |
| 6 m-commerce, or access to the Internet on mobile handsets, may take off in Italy first | f) <i>providing</i> access costs are brought down. |

Complaints and suggestions

B Complete this e-mail with an appropriate form of the verbs from the box.

accept arrive cause ~~complain~~
guarantee happen look promise

From: pharmaco@mail.matav.hu

To: iroda.vilag@dunanet.hu

Subject: Order No RS/050A

Dear Mrs Nagy,

This is to *complain*¹ about the late delivery of our order for 15 office chairs which² today, twelve days later than you³.

We cannot⁴ the possibility of such a delay⁵ again as it has⁶ us a lot of inconvenience. If you can't⁷ firm delivery dates, I'm afraid we'll have to⁸ for another supplier.

Yours sincerely,

E. Jankov

Pharmaco Int.

C Reply to the e-mail in exercise B on page 30.

- Follow these steps: (1) apologise (2) explain (3) reassure, promise.
- Remember that business correspondence is typically direct and factual; e-mail messages may be even more so.
- Remember to apply the 'KISS principle' (Keep It Short and Simple).

Useful language

- We would like to offer our sincere apologies for ...
- Please accept our apologies for ...
- The delay / mistake / damage was due to circumstances beyond our control.
- We cannot understand how such a delay / mistake could have occurred.
- Please accept our reassurances that ...
- We can guarantee that ...
- We can promise that ...
- Let me personally assure you that ...

From: iroda.vilag@dunanet.hu
To: pharmaco@mail.mata.v.hu
Subject: Order No RS/050A

Dear Mr Jankov,

Yours sincerely,
 G. Nagy
 Manager, Iroda Vilag

Editing D Read this excerpt about a new message machine.

- In each line 1 – 10 there is **one wrong word**.
- For each line, **underline the wrong word** in the text and write the **correct word** in the space provided.

Like Google in search engines and Hoover in vacuum cleaner, Research In Motion (RIM) is achieved the distinction of having its product turned into a verb.

Almost 3m people around the world now 'BlackBerry' there friends and colleagues with messages using the Canadian company's distinctive hands-held device.

The BlackBerry has transforming RIM over the past six years from an obscure supplier of two-way pagers into the maker of one of the world's hotter products.

RIM reported earlier this week that it had signed up 470,000 new subscribers in a quarter to 29 February; he expects to add at least 500,000 more over the next three months. The BlackBerry has recent made its debut in India, Brazil, Poland, South Africa and the eastern Caribbean, among others places.

FINANCIAL TIMES

- 1 . *cleaners*
 2
 3
 4
 5
 6
 7
 8
 9
 10

Team building

Vocabulary

A Make the following adjectives negative by adding the correct prefix. Mind your spelling!

- | | |
|---------------------------|---------------------|
| 1 .. im polite | 6 experienced |
| 2 relevant | 7 responsible |
| 3 considerate | 8 decisive |
| 4 mature | 9 practical |
| 5 legible | 10 efficient |

Which two adjectives *cannot* be used to describe someone's character?

B In each line, cross out the word which does *not* begin with a prefix.

- | | | |
|------------------|------------------|-----------------------------|
| 1 a) discontinue | b) disincentive | c) distinguished |
| 2 a) miserable | b) mismanagement | c) misinform |
| 3 a) billboard | b) bimonthly | c) bilingual |
| 4 a) reconnect | b) renowned | c) realign |
| 5 a) predict | b) premium | c) prepaid |
| 6 a) irrational | b) irreversible | c) irritable |

C Complete the sentences with the appropriate words remaining in exercise B.

- Experts .. *predict* that there will be a marked shift from financial and technological capital to human capital.
- Executives who fail to meet the aspirations of their employees can be accused of
- The new measures restrict employees' autonomy and will undoubtedly act as a
- The move towards the creation of a shared vision is and lies at the heart of a people-centred strategy.
- There will be some drastic changes in the way our company is organised. For example, we're going to all our marketing and sales activities.
- Our project manager wants us to submit a detailed progress report. I don't really understand why we have to write reports so frequently.

Vocabulary +

D Correct any sentences in which the phrases in *italics> are in the wrong order.*

- At the moment we have no ~~fast and hard~~ ^{hard and fast} information about the reorganisation of Human Resources.
- All negotiations typically involve a certain amount of *take and give*.
- Many people believe that *wining and dining* helps strengthen a team.
- It was still a bit *go and touch* whether they would push ahead with the plan.
- The *pros and cons* of a thorough reorganisation have been discussed at length.
- By and large*, news of the reorganisation of the department was welcomed by the staff.

E Complete the sentences with the correct phrase from the box.

trial and error	rules and regulations	peace and quiet
supply and demand	stocks and shares	hustle and bustle

- Our next People Skills seminar will be held in Martonfa, far from the *hustle and bustle* of Budapest city centre.
- The participants will enjoy the of the countryside after a hectic week.
- This new economic theory proposes that the laws of are obsolete.
- Some of the best teams are built after a painful process of
- More and more people invest their savings in
- The fact that he introduced so many upon his appointment did not make him very popular with staff.

Language review**Modal perfect****A Choose the best way to complete the exchanges below.**

- A: The people in Accounts often say they can't work well together.
 B: Well, we had a one-week seminar on team building last May. Maybe they

 - had to attend it.
 - must have attended it.
 - should have attended it.
- A: Pity Ron and Ken were always trying to settle their own personal disagreements.
 B: I agree. I don't think the trainer

<ol style="list-style-type: none"> may should must 	} have spent so much time on such private matters.
---	--
- A: By the end of the seminar some people were still too shy to talk.
 B: I noticed that, too. The trainer

<ol style="list-style-type: none"> must have encouraged had to encourage might have encouraged 	} everyone to express themselves.
---	-----------------------------------
- A: I particularly like the fact that we immediately had a clear sense of direction.
 B: Yeah. But I thought the overall objective

<ol style="list-style-type: none"> could must will 	} have been clearer.
---	----------------------
- A: One thing I wasn't too pleased about is how the trainer handled the argument about overtime.
 B: Mm. How do you think she

<ol style="list-style-type: none"> should have dealt had to deal must have dealt 	} with that?
---	--------------

B Complete these sentences in the best way.

- 1 a) Paul must have left the office early – 1) his briefcase is still here.
 b) Paul can't have left the office early – 2) I can't find him anywhere.
- 2 a) Ron can't have finished his report – 1) he's already working on another project.
 b) Ron must have finished his report – 2) he only started this morning.
- 3 a) You can't have deleted that file – 1) I've searched all the directories.
 b) You might have deleted that file – 2) all the files on this drive are read-only.
- 4 a) Sue and Ken must have had a row – 1) they hardly talk to each other any more.
 b) Sue and Ken may have had a row – 2) but that's not very likely, is it?
- 5 a) It must have been a tough seminar – 1) the trainer looked completely drained.
 b) It can't have been a tough seminar – 2) the participants were such nice people.

**Writing
Linking
ideas**

A Match these sentence halves.

- 1 If possible, do not delay, take action a) *after* you have identified its real cause.
- 2 *Once* the aims of the session are clear to everyone, b) *as soon as* you sense a conflict.
- 3 We'll have finished all the tasks c) *before* you meet them all as a team.
- 4 It seems plain common sense to try to solve a conflict only d) *by the time* the first team settles its disagreements.
- 5 Tim will plan the next seminar tomorrow e) do encourage frank and open discussion.
- 6 It's a good idea to find out who each individual member is f) *while* you write the report.


B Complete the sentences with the correct items from the box.

causal relations time relations purpose past present future

- 1 We use the six linkers in *italics* in exercise A to express
- 2 Note that after those linkers, we use a tense to refer to the

Summarising

C Read Jeff Bagley's e-mail to the Sales Manager, Ron Fox, about a senior member of the sales team.

From: Jeff Bagley To: Ron Fox Subject: Confidential – Problems with sales staff
<p>What's all this fuss about Alan Carter? Every second day I hear someone complain about him for one reason or another. What's going on in the sales team? Could you investigate? Find out what's wrong with him. See if you can put him back on track.</p> <p>Keep me posted.</p> <p style="text-align: center;"></p>

- D** Summarise the notes Ron took during his interviews with his staff to complete section 1 of the e-mail below.

Sales team comments:

- 'Why is he always late for meetings? We'd never get away with it!'
- 'Just because he has more experience, he thinks our ideas and suggestions are worth nothing.'
- 'I know my name sounds foreign, but that's no reason to tell me to "go back to where I come from". I'm so depressed I want to leave.'
- 'I'm finding it difficult to work with someone who's so arrogant.'
- 'A nice chap deep inside. Too direct, though. Some of us find him rude, even.'
- 'For him sales is a man's world and that sums it up.'
- 'If I missed half of each meeting like he does, I'd have time to make as many calls as he does.'
- 'He had the cheek to ask me why I wasn't at home looking after the kids.'
- 'He does not propose or suggest - he dictates.'

From: Ron Fox
To: Jeff Bagley
Subject: Complaints about Alan Carter

I had not realised that the problems with Alan had gone that far.

At your request, I have looked into the matter. First, I talked to his colleagues within the team, and then I had a long chat with him. Finally, on the basis of the information gathered, I drew some conclusions.

1 What the team members had to say

The comments made by sales staff revolve around three areas:

.....

.....

.....

.....

2 What Alan had to say

When I talked to Alan, he admitted he was 'probably not the most tactful person on earth', especially with female colleagues, but insisted his attitude was mistaken for rudeness.

As regards his lack of punctuality, he explained he made more calls every day than anyone else, and that increasing sales, not attending meetings, was his priority.

Finally, he complained about what he called the 'aggressiveness and competitiveness' of the younger sales staff, and said he found it difficult to make himself heard in meetings.

3 Conclusions and recommendations

On the one hand, some of the complaints about Alan seem justified. In particular, he was reprimanded for his racist and sexist remarks and jokes. I have no doubt, however, that he is an asset to the department and extremely committed to the company.

On the other hand, it is clear that there are problems within the team as a whole and that they need to learn to work together more effectively.

I would like to recommend that part of our budget be put aside for the whole sales team to attend the kind of team building seminar admin staff attended last year.

Ron

Vocabulary

A Complete the sentences with the best word from the box.

acquisitions administration ~~assets~~ venture business angel stake
grants instalments invoice overdraft cash flow bankruptcy

- 1 Their company has *assets* of £70 million and liabilities of £40 million.
- 2 Repayment of the loan will be in ten at three-month intervals.
- 3 Their bank warned that unless they repaid the they could face legal action.
- 4 Unless the situation improves dramatically, our company will be forced to file for
- 5 We are a group of financial advisers specialising in mergers and
- 6 Surprisingly, BLT Inc. is selling off its 30% in Kommerz Bank.
- 7 The company has been put into, and the chances that it will keep going are very slim.
- 8 Customers not paying bills on time caused a major problem.
- 9 You can raise finance against debts due from customers via discounting.
- 10 We offered the a 10% share in the profits and a seat on the board of directors.
- 11 The EU often awards development to its poorer members.
- 12 capital is a general term for money that is lent to someone when they start a business.

B Complete the text with the best word from page 37.

Microcredit

The term 'microcredit' is used to describe the extension of small loans to entrepreneurs too poor to qualify for traditional bank loans. It is often associated with the work of Professor Muhammad Yunus, who has *pioneered*¹ many innovative programmes for the rural poor, several of which have been² by the Bangladeshi government.

Although definitions of microcredit³ from country to country, there are a number of common essential characteristics. First of all, loans are very small in size, and the target users are always very small entrepreneurs and low-⁴ households. Secondly, funds are used for income⁵, enterprise development or community use. Finally, most⁶ and conditions for microcredit loans are⁷, easy to understand and suited to the local conditions of the community.

Microcredit has proved an effective and popular measure in the ongoing struggle against poverty, enabling those without⁸ to lending institutions to borrow at bank⁹ and start small businesses.

- | | | | | |
|---|-------------|--------------|---------------|---------------|
| 1 | a) invented | b) pioneered | c) opened | d) made |
| 2 | a) adopted | b) taken | c) held | d) changed |
| 3 | a) differ | b) move | c) adapt | d) rotate |
| 4 | a) rate | b) fund | c) money | d) income |
| 5 | a) rise | b) increase | c) generation | d) production |
| 6 | a) rules | b) contracts | c) terms | d) laws |
| 7 | a) flexible | b) positive | c) fixed | d) favourable |
| 8 | a) opening | b) access | c) way | d) step |
| 9 | a) premiums | b) duties | c) fees | d) rates |

Language review

Prepositions

A Complete the two texts with the prepositions given in the boxes.

NEWS DIGEST

Kersta said yesterday it had entered *into*¹ exclusive talks with Lindcom for the sale of Deltelfone. Kersta acquired Deltelfone earlier in January and said then that it would dispose *of*² the business.

Analysts say a flotation of 49.9 per cent of the business, which was scheduled *for*³ April if an agreement could not be reached *on*⁴ a trade sale, would probably have valued Deltelfone at 7 – 10bn euros.

Kersta refused to comment *on*⁵ the size of the bid.

The takeover of Deltelfone by Lindcom would certainly create potential *for*⁶ rationalisation.

One of the largest car makers is considering permanent reductions *in*⁷ list prices. The proposal follows a spate of discounting by smaller rivals and the introduction of the government order aimed *at*⁸ opening up the new car market.

Executives are studying how such a price initiative would impact *on*⁹ its fleet customers, who benefit *from*¹⁰ discounts based on recommended retail prices.

Any cut *in*¹¹ list prices would almost certainly force copycat action by other companies.

Carmakers have until December to comply *with*¹² the government order on car pricing.

for for ~~into~~ of on on

at from in in on with

B Indicate where the missing prepositions belong.

- The markets are suspicious *of*^(a) the system's lack of transparency and banks have lost some of their influence *from*^(b) corporations.

a) of
b) over
- There is fierce competition in the growing market high-speed Internet access.

c) for

- Some executives involved the deal argue that the competition authorities are intimidated by the complexity the issue.

d) in
e) of
- They all agreed that weak management was largely to blame the downfall the company.

f) for
g) of
- As the company had thrived rising property prices, so it suffered when they began to fall.

h) on

- Public protests the cost of energy, as well as worries about the impact business and inflation, are forcing governments to think hard about what their response should be.

i) about
j) on

Writing Emphasising

C Insert the missing preposition in each sentence.

- 1 Although the traditional approach had its strengths, it became an excuse *for* avoiding the structural reforms the country needed.
- 2 The engineering company KNG first hinted a share buyback last month.
- 3 Such buybacks are rarely implemented, although many companies have sought permission them.
- 4 The CEO said the company would concentrate medium-sized acquisitions.
- 5 KNG's international division accounts just 23% of sales.
- 6 The company needs to increase production to generate the cash flow required expensive development programmes.

A Match these sentence halves.

- | | |
|--|---|
| 1 <i>Rarely</i> do banks agree | a) had requested a massive loan. |
| 2 <i>Not once</i> did he tell them he | b) becoming very dependent on lenders. |
| 3 <i>Never before</i> have so many people | c) take out a loan if you know you can't afford the repayments. |
| 4 <i>Under no circumstances</i> should we | d) asked for a loan for cosmetic surgery. |
| 5 <i>On no account</i> should you | e) to arrange loans over the telephone. |
| 6 <i>At no time</i> in the company's history did it end up | f) extend their credit. |

B Cross out the two incorrect explanations.

- A special word order is used in the six sentences in exercise A in order to
- a) express time relations b) add emphasis c) sound more informal

Editing C Read this short text about European tax havens.

- In most of the lines 1 – 15 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

Banks and other financial institutions with offshore bases in low-tax territories have begun writing to their clients for making them aware of a little-publicised European Union savings directive, expected to come into force in July.

Under the directive, financial institutions and in EU member states will be required to hand over to the relevant tax authority an information about savings income received by EU individuals not resident in the country where the account is held.

The information will be handed to the tax authority where the account of holder is resident even so that it can be compared with what has been declared on their domestic tax returns.

Payments affected include interest on bonds, savings of certificates, term deposits, current accounts and savings accounts. Other types of income, including company dividends, pensions and rents are not considered to be the savings income.

The Inland Revenue says the directive – which may only applies to individuals and not companies and most trusts – will have any little impact on those who legitimately declare their savings income received outside the UK.

- | | |
|----|----------|
| 1 | ..✓..... |
| 2 | for..... |
| 3 | |
| 4 | |
| 5 | |
| 6 | |
| 7 | |
| 8 | |
| 9 | |
| 10 | |
| 11 | |
| 12 | |
| 13 | |
| 14 | |
| 15 | |

FINANCIAL TIMES

Requesting payment

D Complete this fax requesting payment of an overdue invoice with the correct form of a verb from the box.

arrange assume have make regret remind

Adria Wines, 10 Trg Nikole Tesle, 81 000 Podgorica, Montenegro

FACSIMILE NUMBER: ++381 81 642 254

Message for: Ghislain Debacker, Vins & Liqueurs

Address: 147, rue d'Assaut – 1040 Brussels – Belgium

Fax number: ++322 689 98675

From: Zoran Lekic, Adria Wines

Date: November 30

Number of pages including this page: TWO

Dear Mr Debacker,

We *regret* ¹ to have to ² you that payment of the following invoice is now 30 days overdue.

As we never ³ occasion to send you a reminder before, we ⁴ that this is just an oversight on your part.

Could you please ⁵ for payment to be ⁶ within a week.

Yours sincerely,



Z. Lekic,
Credit Controller

PAGE 1 OF 2

Invoice no GDB\00\06

Customer no GDB-75

Date October 1

Item:	No:	Units:	Price per unit:	Total:
Vranac Quality Red Wine	PG-34A	200	€4	€800
Krstac Superior White Wine	PG-K55	100	€3.5	€350
Grand Total:				1,150

PAGE 2 OF 2

E Use the following notes to write Mr Debacker's reply to Mr Lekic.

- acknowledge receipt of fax
- order incomplete (only the white has arrived)
- waiting for rest of delivery
- full payment as soon as all goods are received
- prompt delivery essential as end of the year is approaching

Vocabulary

A Complete the text with the best word.

Customer service

The way a company approaches customer service is one of the most important factors in determining its future success or failure.

No matter what a company does, it is always in the business of *providing*.¹ customer service. If you take a look at companies that are not doing well or have gone², one of their common features is their inability to deliver reliable and efficient customer service. All successful companies, on the other hand, understand and deliver what their customers want and strongly believe in the value of customer service training for management and³ employees.

Companies which fail to view customer service training as an⁴ are likely to remain in business only if they manage to keep a large number of first-time customers. Moreover, they will probably end up losing market⁵ and experiencing a⁶ in profits unless they keep introducing new products and spending massively⁷ advertising.

Successful companies, however, are the ones which have grasped that in today's extremely competitive marketplace, being good is just not good enough anymore. Customers have become much more⁸ and expect nothing less than⁹ in customer service.

One of the keys to success is for a company to develop efficient means of communication between management and employees. This invariably has a direct positive effect on the customer. As a matter of fact, a company which is good to work for is usually one which is good to¹⁰ business with.

- | | | | | |
|----|---------------|----------------|---------------|---------------|
| 1 | a) providing | b) giving | c) selling | d) caring |
| 2 | a) away | b) over | c) under | d) across |
| 3 | a) shopfloor | b) foreground | c) front-line | d) workshop |
| 4 | a) earning | b) expenditure | c) interest | d) investment |
| 5 | a) share | b) demand | c) niche | d) place |
| 6 | a) rise | b) drop | c) level | d) plateau |
| 7 | a) in | b) for | c) over | d) on |
| 8 | a) awkward | b) requested | c) complex | d) demanding |
| 9 | a) excellence | b) goodness | c) quality | d) expertise |
| 10 | a) deal | b) do | c) make | d) work |

Vocabulary +

B Replace the words in *italics* with the correct form of an idiomatic expression from the box.

to slip somebody's mind (to be) the last straw
 to get to the bottom of the problem
 to get straight to the point to pass the buck
 to rip somebody off to talk at cross purposes

- I intended to tell the manager a lot of customers had complained, but she was in a hurry and *I completely forgot*. *it slipped my mind*
- If you are dissatisfied with their service, don't hesitate, *talk about it directly* and tell them what sort of compensation you expect.

- 3 When we are sure we are to blame for a problem, our policy is never to *avoid responsibility*.
- 4 Avoid the Regency Hotel. They have a reputation for *charging far too much*.
- 5 It is not enough just to compensate customers when their complaints are justified. We have to *find the real cause of the problem* to make sure it doesn't happen again.
- 6 Not only did they refuse to admit that the video I had bought wasn't working properly, but they also refused to give me a replacement. That was *the last in a series of unpleasant events!*
- 7 I wanted a refund and they kept offering me a replacement. We were obviously *misunderstanding each other*.

Language review

Gerunds

A Complete the sentences with a gerund from the box.

working	letting	being	ignoring	listening
---------	---------	-------	----------	-----------

- 1 After *listening* to the customer's complaint, we try to suggest a number of solutions.
- 2 She had mentioned as a customer care supervisor before.
- 3 They brazenly admitted all complaints.
- 4 We make a point of not the customer off the line until the query is fully resolved.
- 5 We know that patient and polite always makes a good impression.

B Complete each sentence so that it means the same as the sentence just before it. Use a gerund each time.

- 1 You won't go very far if you don't deal with your customers' complaints.
You won't go very far without *dealing with your customers' complaints*.
- 2 We spend a lot of money on training, and that's perfectly all right.
We don't mind
- 3 One thing they complained about all the time was our prices.
They never ceased
- 4 They said they didn't overcharge us.
They denied
- 5 I don't think it's a good idea to promise too much to the customer.
I think we should avoid
- 6 I'm sorry I didn't take the customer feedback seriously enough.
I regret

In which of the six sentences above could an infinitive be used instead of a gerund?

C Circle the correct form(s) of the verb in the text.

NEWS DIGEST

At Deltelfone, staff are encouraged *put / to put / putting*¹ themselves in the customer's shoes and find a solution instead of *opt / to opt / opting*² for an easy way out.

As a cellphone service provider, Deltelfone endeavours *provide / to provide / providing*³ its customers with the highest level of service.

Miguel Fernandez, customer services director of the company, says the first priority is *ensure / to ensure / ensuring*⁴

that customers receive their bills on time and that the accounts are accurate. Most people prefer *structure / to structure / structuring*⁵ their monthly bill payments, and if bills are late it can inconvenience them, Fernandez says.

*Bill / To bill / Billing*⁶ on time requires *have / to have / having*⁷ the appropriate technology in place. Deltelfone interacts with its customers through its franchised dealer network and through its own call centre.

Writing Editing

A Read this short text about demanding customers.

- In most of the lines 1–14 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

Demanding customers are certainly not new. What is new is their increasing numbers.

It can be argued that, to a large extent, it is the explosion in the number of people using the Internet which has been a primarily responsible for increased customer frustration. It seems that if the speed of the Internet and the number of cell phones, websites and so on and have increased customer expectations. And when their expectations are not met, customers become quite demanding.

What do customers will expect? Customers expect e-mails to be answered in a matter of hours, not for days. Very often, they expect to be able to find the answers to their questions on a company websites. Moreover, they must also expect to be able to talk to a live customer service rep or when they want to and generally would like their problems to be resolved as quickly.

One thing it is certain: companies that want to survive in the future will have to address these issues quickly.

- 1 ... ✓
- 2 ... d
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- 14

Letters of complaint

B Unscramble the sentences and re-order them to make **two** different letters of complaint. Write the sentence numbers in the table.

- As a matter of fact, the above invoice was settled on 10 October, i.e., exactly five days after our order had been received.
- As a result, I will have to consider changing my supplier unless you can guarantee that such errors will not happen again in the future.
- As usual, we paid by bank transfer.

- 4 Every time, those errors have had an adverse effect on our production schedules.
- 5 Further to our telephone call this morning, I am writing to complain about a number of items which are either missing or faulty in the above order.
- 6 I am sorry to have to remind you that this is the third time we have had occasion to complain of such mistakes.
- 7 Please find enclosed a detailed list of both missing and faulty items.
- 8 We enclose a copy of a statement from our bank confirming that payment was indeed made.
- 9 I hope you will take the necessary action to resolve this matter speedily.
- 10 We would advise you to check your records carefully.
- 11 With reference to your reminder of 1 December, it seems to us that an error has been made.

TYPE OF LETTER						
Complaint about delivery	5	7				
Reply to a reminder to pay	11					

C Complete this reply to the complaint about delivery in exercise B.

<p>Mr M. Hopkins The Golden Boot 23 Birchington Road Chelmsford Essex CM4 5FG</p> <p>23 May</p> <p>Dear Mr Hopkins,</p> <p>We were very sorry to receive your letter complaining .. <i>about...</i>¹ a damaged and incomplete consignment, order ref 20G/FF/103.</p> <p>Our staff has been² great pressure recently to deal with an unusually large number of orders, and unfortunately mistakes have occurred. We have already arranged³ all replacements and missing items to be shipped to you.</p> <p>You will also be pleased to hear that, under the circumstances, we have decided to offer you a 6% discount instead of the 4% formerly agreed.</p> <p>Please accept our apologies⁴ the inconvenience caused, and rest assured that we will do our utmost to ensure that such mistakes do not occur again⁵ the future.</p> <p>We look forward⁶ doing business⁷ you again.</p> <p>Yours sincerely, <i>Frans Vierstraete</i> Sales Director</p>	<p>BEEBOP FOOTWEAR - Wholesale & Retail Koningsstraat 53 1020 Brussels</p>
--	---

D Write a reply to the second letter in exercise B.

Use a similar structure to the letter above: apologise for the mistake, explain how it happened, explain what you have done or intend to do to put the mistake right, apologise again and end on a positive note.

Vocabulary

A Complete the text with the best word.

Fire safety tips for managers

Fire is the most common of all hazards. Every year, in many countries around the world, fires cause thousands of deaths and *injuries*.¹ as well as extensive property damage. If you are a manager and have a sense of responsibility, here are a few things you should do.

- First of all, have your premises² for fire hazards, and ask about fire rules and³. You should also ask your insurance company to recommend fire prevention and protection⁴.
- Secondly, make sure employees are given proper fire safety information. This should focus on how to prevent fires in the workplace, how to⁵ a fire, how to⁶ the building and where to⁷ a fire.
- You should also instruct staff to use the stairs, not lifts, in a fire. Instruct them to⁸ on their hands and knees when escaping a hot or smoke-filled area.
- Finally, conduct regular evacuation drills, and post maps of evacuation⁹ in prominent places.

Place fire extinguishers in appropriate locations, install smoke detectors, and if possible install a fire alarm with automatic notification to the fire brigade. It is also of vital importance to ensure that key personnel are¹⁰ with all fire safety systems.

- | | | | | |
|----|---------------|------------------|--------------|---------------|
| 1 | a) wounds | b) injuries | c) accidents | d) fatalities |
| 2 | a) controlled | b) renovated | c) inspected | d) adapted |
| 3 | a) laws | b) regulations | c) codes | d) signals |
| 4 | a) steps | b) engines | c) machinery | d) measures |
| 5 | a) contain | b) destroy | c) take out | d) hold on |
| 6 | a) flee | b) avoid | c) evacuate | d) depart |
| 7 | a) announce | b) report | c) tell | d) describe |
| 8 | a) crawl | b) crouch | c) creep | d) cringe |
| 9 | a) paths | b) roads | c) ways | d) routes |
| 10 | a) informed | b) knowledgeable | c) familiar | d) instructed |

Vocabulary +

B Complete the noun phrases on page 45 with a word from Box A if the first part is missing, and with a word from Box B if the second part is missing.

Box A
 decision ~~effects~~ fear interest
 percentage range stress

Box B
 action crisis expertise leader
 managers ~~procedures~~

- 1 Airport and airline safety managers are usually aware of the advantages of having well prepared *emergency procedures*¹ to minimise both the social and financial *effects*² of an accident should one ever occur.
- 2 One wrong decision, even a small one, of a *business*³ could be the cause of a serious *business*⁴. It is therefore not surprising that the *of making mistakes*⁵ is one of the most important *factors*⁶ for executives.
- 3 It is in the *of every company*⁷ to deal with stress as effectively as possible. In companies where stress is ignored, there tends to be a relatively high *of employees*⁸ being 'off sick'.
- 4 In a crisis management team, each member must be a *maker*⁹ in their *area of*¹⁰. They must also be able to cope with conflicting information, make meaningful recommendations and develop appropriate *courses of*¹¹.
- 5 According to a recent survey, *the majority of*¹² are not suitably prepared to respond to a wide *of problems*¹³.

Language review

Linking words

A Complete the sentences with a suitable linker from the box.

although	despite	however	in spite of
----------	---------	---------	-------------

- 1 *Despite* being well known for its ability to bounce back, the company never recovered from the food poisoning scandal.
- 2 When a plane crashes, the cargo and baggage may be considered less important than the passengers. To the fire and rescue crew, , flammable materials or chemicals are matters of life or death.
- 3 the new legislation requires airlines to be more responsive to the needs of victims' families after crashes, there are still too many examples of crises that have been handled insensitively.
- 4 The railway authorities were sharply criticised their effective handling of the disaster.
- 5 They failed to forestall a crisis they had faced similar difficulties in the past.
- 6 The organisation had carefully analysed the situation. , their action plan foundered.

B Rewrite the sentences in exercise A using the linker in brackets.

- 1 (however) *The company was well known for its ability to bounce back... However, it never recovered from the food poisoning scandal.*.....
- 2 (although)
- 3 (however)
- 4 (although)
- 5 (in spite of)
- 6 (despite)

Writing Linking ideas

C Circle the correct linker in each of the sentences.

- In times of crisis, it is important for a company to communicate honestly with its customers and shareholders *as well as / furthermore* with its employees.
- Moreover / In addition to* giving a large press conference, they issued numerous press releases.
- Managers should not be unduly worried about making mistakes. *In fact / As well as*, they should make a point of learning from them.
- As well as / Moreover* being innovative, their crisis management team always reaches quick decisions.
- Their speed of response was astonishing. *Moreover / In addition to*, they kept everyone informed throughout.

A Complete the text with the appropriate linkers from the box.

secondly ~~nevertheless~~ as a result finally even
firstly even thirdly yet

Much has been written about safety at work. ~~Nevertheless~~¹, it still often remains an area of employment where the attitude taken is that 'accidents happen to others'.² there are many good reasons to suggest that much more attention should be paid to health and safety issues.

.....³, far too many employees are killed or injured each year as a direct result of their work.

.....⁴, managers can be prosecuted, fined or⁵ jailed if it is found that they do not provide adequate safety standards.

.....⁶, any employee who suffers injury or ill-health caused by or at work can make claims against the employer for negligence.⁷, additional costs may be incurred because of sick pay, lost production, etc.

.....⁸, companies with poor safety records soon have their reputation damaged with customers, shareholders and⁹ the local community.

Editing B Read the text below about handling a crisis.

- In each line 1 – 11 there is **one wrong word**.
- For each line, **underline the wrong word** in the text and write the **correct word** in the space provided.


The best thing you can do when you have a crisis on your hands is to remain as responsive as possible and cooperate fully with the authorities. If you are not complete sure what you are talking about, resisting the temptation to give out information just for the sake of seeming cooperatively. Make sure you have facts to deliver, and not just a vacuum to feel.

Always remember to focus on the people affect by the crisis. If there are victims, theirs families will need to be informed, comforted and looked after. Money might needed to be made available to solve urgent issue.

If you do not deal adequately over the provision of information or the people affected by the crisis, your company reputation might have seriously or even fatally damaged.

- completely
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-
-
-
-
-
-

Reporting a problem **C** Put the sentences in the body of the letter in the correct order.

<p>20 September</p> <p>ATMOS Air-Conditioning Equipment 12 Yarmouth Gardens Stevenage SG2 5LK</p> <p>Dear Sirs,</p> <p>Although the surveyors have not produced their final report yet, they seemed positive that the fire was caused by a faulty component rather than by careless installation.</p> <p>In our interest as well as in yours, we recommend that you have all indoor units in that series thoroughly inspected, starting with ours.</p> <p>The fire spread quickly, causing extensive damage to one of our offices.</p> <p>We are writing in connection with the Delux Cool & Heat-4000 air-conditioning system we purchased on 5 September and which was installed by one of your engineers two days later.</p> <p>We look forward to hearing from you.</p> <p>We would also be grateful if you could supply a replacement unit as soon as possible.</p> <p>Yesterday evening, one of the indoor units caught fire.</p> <p>Yours faithfully,</p> <p></p> <p>Fred Edgerton</p>	<p>PGA Paul Gower Advertising</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input checked="" type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p>23 ALEXANDRA ROAD BOURNEMOUTH BH4 7NB</p>
--	--

D Use the following notes to write the reply from Atmos to the advertising agency.

- express sympathy
- many Delux Cool & Heat-4000 sold and installed over the past three years / never a single complaint
- suggest operating instructions were not followed
- promise to deliver a replacement and send an engineer
- end on a positive note

Vocabulary

A In the grid below, twelve words connected with *management qualities or styles* are hidden horizontally, vertically or diagonally. One has been found for you. Find eleven more.

```

C O S O C I A B L E M
T H O U G H T F U L O
M I A F O R M A L S T
E N E R G E T I C D I
F D E C I S I V E R V
A C C E S S I B L E A
I R O A P A M O I F T
R A R P R F L A T E I
E F F I C I E N T E N
E P I S T O N I N I G
T A C T F U L G U N C
    
```

B Write the opposite of the adjectives in exercise A in the correct column.

un-	in-	-less	de- / un-
1 <i>unsociable</i>	1	1	1
2	2	2	
3	3		
4	4		
5			

C Complete the sentences with the most suitable adjective from exercise A or B.

- 1 It was *thoughtless* of you to offer the contract to such a disreputable firm.
- 2 I would find it very if I didn't get any recognition for my work.
- 3 Most of the staff interviewed said they expected a manager to be, in other words, easy to speak to, 'within reach'.
- 4 Some people think she is rather because she addresses everyone by their surname.
- 5 What do you mean, 'Maybe yes'? Sometimes I wish you were more
- 6 If you took some exercise, you'd surely feel more

D Complete the text with the best word.

Effective leadership

As we all know, effective leadership is hard to define and even harder to find. 'Like parenthood,' says a Harvard psychologist, 'leadership will never be an exact science.

...*However*.....¹, research can help business leaders get a clearer² of what it takes to lead effectively, in the same way as it has helped parents in recent years.'

One may³ to what extent such an analogy is helpful. In fact, research on parenting provides very⁴ results, and there seems to be a theory to⁵ every opinion. In the⁶, the majority of parents work things out for themselves through a process of trial and⁷.

But what about leadership? Different styles have been identified: democratic, coercive, coaching, authoritative, pacesetter, etc. A 'coercive' leader, for instance, would expect you to do as you were told, whereas a 'coaching' one might simply make a suggestion.

.....⁸ one is talking about parenting or leadership, the trick is of course to know which style to adopt when, and unfortunately research is not very useful in this respect. So it seems that for both parents and leaders, it is back to trial and error and⁹ instinct.

- | | | | | |
|---|------------------|-----------------|---------------|----------------|
| 1 | a) Although | b) However | c) But | d) Despite |
| 2 | a) photo | b) picture | c) scene | d) sketch |
| 3 | a) imagine | b) criticise | c) think | d) wonder |
| 4 | a) contradictory | b) antagonistic | c) consistent | d) anticipated |
| 5 | a) adopt | b) suit | c) adapt | d) change |
| 6 | a) final | b) summary | c) conclusion | d) end |
| 7 | a) failure | b) fault | c) error | d) mistake |
| 8 | a) Whether | b) As | c) If | d) Since |
| 9 | a) gut | b) human | c) stomach | d) heart |

Language review
Referring words

A Complete the sentences with words or phrases from the box. Use each item only once.

this it the latter the one theirs then ~~there~~ they their

- Pete knew he'd be late for the meeting. But he eventually got *there*
– just to find out had been cancelled!
- She wasn't sure whether to do her MBA at Burlington College or Durham Business School. Eventually she went for, as it has a distance learning option.
- We want to allow our staff to do the job are paid to do. We're doing by using technology to take the administration out of people's jobs.
- If staff want to order a new PC, they can select they like online, get manager to review it and then send off the order to the supplier.
- She became Commercial Manager only last September, but she already knew that she would be able to initiate some sweeping changes.
- Our company seems too attached to traditional values, whereas has always been innovative and forward looking.

Writing

Linking ideas

B Indicate what the words in *italics> refer to, as in the example.*

- Many multinational companies are desperate for managers with international experience. Is it possible that they¹ are ignoring the potential within *their*² own ranks?
- Women in the United States account for 49 per cent of middle management ranks, from *which*³ expatriates are typically chosen. But *they*⁴ make up only 13 per cent of US managers sent abroad.
- A US organisation that seeks to promote women in business decided to study *the question*⁵. *Its*⁶ report, published this week, says women are being held back by preconceptions about *their*⁷ willingness to travel and about how other nationalities will react to *them*⁸.

A Complete the following sentences with the best linker.

- 1 Our manager never shows any understanding if we let the work get on top of us and never encourages us. *Consequently*... we don't rate him very highly as a manager.
a) In addition b) Since c) Consequently
- 2 Sales have been going down for over a year, a new policy is urgently required.
a) as b) although c) so
- 3 Many staff were unhappy with the way they were being managed. , they were sent a questionnaire inviting them to assess their managers.
a) As a result b) Owing to c) Besides
- 4 The different management styles within the team blended really well. the project was completed to everybody's satisfaction.
a) Therefore, b) Due to c) Whereas
- 5 the project manager was off sick, there was little chance of achieving much that week.
a) Consequently b) As c) In addition
- 6 The staff's high morale is the manager's empowering style.
a) therefore b) due to c) owing to

B Cross out the two incorrect explanations.

The six correct linkers in exercise A are used to

- a) reinforce an idea, add information
- b) contrast ideas
- c) express the cause or the result of something

Letters of enquiry

C Read the letter of enquiry below and cross out the one sentence which does not fit in.

TransChem Ltd

Dunakeszi út 127. H - 1810 Budapest, Hungary

The Principal
Vernon Morgan College of English
11 Buccleuch Avenue
Edinburgh EH4 7BG

30 August

Dear Madam or Sir,

Our company is one of the leading suppliers of speciality chemicals to a wide range of industries in Eastern and Central Europe, where we have 12 branches. We therefore employ staff of many different nationalities.

With a view to increasing the efficiency of our operations, we wish to send a group of middle managers on executive language courses in the UK. We would like our staff not only to improve their communication skills, but also to further their knowledge of the kind of English needed in management and in the chemical industry.

One of our business colleagues has recommended your college as one of the best. Could you please let us have full details of your executive courses, such as term dates, fees and accommodation with host families. Good management looks after its existing clientele superbly and goes after markets offering the largest sales. Any other relevant details would be appreciated.

As we envisage sending 10 to 15 managers a year, we will naturally be looking for competitive offers and a lasting business relationship.

We look forward to your reply.

Yours faithfully,



Fekete Ferenc
Hungary Manager

D Now write a suitable reply.

- thank TransChem for their enquiry and express interest
- briefly introduce the Vernon Morgan College of English (founded 20 years ago / high quality tailor-made language training for executives, etc.)
- mention the trainers and consultants (highly qualified / enthusiastic and professional / experienced in the field, etc.) and mention clients (AGROCHEM in Milan and Petrosur in Valencia)
- mention social programme (opportunity to mix with local business people)
- refer to enclosed prospectus
- offer 20% discount on course fees for first group (12% on subsequent groups – minimum of 10)
- close on an encouraging and optimistic note

Vocabulary

A Complete the text with the best word.

Strategic alliances

As companies seek to extend their reach, share risks, reduce costs or import knowledge, many of them decide to form strategic alliances. Considering that such alliances often fail, one may wonder whether this is due in part to a poor understanding of the management ..*skills*...¹ required to make them work.

According to a recent report, alliance managers have to be impartial. They must not be fiercely² to one company or³. They must be able to tolerate different ways of doing things, and they also need to be willing to take risks and let things happen.

The report points out that the challenges⁴ by alliances are different from mergers because they are temporary, involve⁵ ownership and have fewer formal structures and little hierarchy.

Furthermore, many alliances are between past or present competitors, so it is crucial to build trust.

Accessibility, face-to-face contact and personal example are needed, and there is no place for⁶ agendas.

It is also vital to know how to develop a⁷ of employees, both specialists and managers, who are capable of working in various complex yet temporary alignments. This, according to the report, will become a key⁸ of competitive⁹.

- | | | | | |
|---|--------------|---------------|--------------|---------------|
| 1 | a) expert | b) skills | c) science | d) capability |
| 2 | a) committed | b) determined | c) indebted | d) destined |
| 3 | a) mark | b) name | c) make | d) brand |
| 4 | a) resulted | b) posed | c) made | d) caused |
| 5 | a) divided | b) joined | c) shared | d) split |
| 6 | a) concealed | b) invisible | c) disguised | d) hidden |
| 7 | a) cadre | b) batch | c) caucus | d) party |
| 8 | a) line | b) spring | c) source | d) way |
| 9 | a) gain | b) force | c) advantage | d) value |

Vocabulary +

B Indicate where the missing words belong.

- PoS, the Dutch shipping and energy group, yesterday cheered investors by almost \sqrt{b} earnings before interest and tax as it continued to absorb the cost of \sqrt{d} Danish rival Kron.
 - a) buying
 - b) doubling
- Lindcom has agreed to buy Kersta's in PanMobil for 120m euros in cash, which gives it majority of the country's largest mobile phone company.
 - c) control
 - d) stake
- The stock market has accused KNG of denying other shareholders the premium attached to takeover bids, which becomes mandatory once an individual exceeds 25% of a company's share capital.
 - e) regulator
 - f) shareholder
- Gale, the telecommunications company bidding to buy group Gigacom for 9.5bn euros, has declared that negotiations ruled out the possibility of a share.
 - g) rival
 - h) swap

Language review

Newspaper headlines

A Short, dramatic-sounding words are often used in headlines. Match the words in *italics* in the authentic headlines on the left with the more neutral synonyms on the right.

- | | |
|--|--|
| 1 Ameritrade <i>nets</i> rival for \$3bn | a) in disagreement |
| 2 De Pouzilhac <i>quits</i> as Havas chief | b) to consider, to express interest in something |
| 3 EA profits <i>plunge</i> as rivals take lead | c) to acquire |
| 4 ECB chiefs <i>at odds</i> on consumer spending | d) to leave, to give up |
| 5 Hollywood <i>snubs</i> new DVD format | e) to be about to reach, to be near something |
| 6 Japanese group <i>eyes</i> US nuclear operator | f) to go down suddenly by a large amount |
| 7 Regulator <i>probes</i> investors' links | g) to go up rapidly to a high level |
| 8 Surging iPod sales help <i>boost</i> earnings at Apple | h) to ignore, to refuse to consider |
| 9 G8 heads <i>on brink</i> of climate agreement | i) to increase the value or amount of something |
| 10 Worldwide revenues <i>soar</i> for digital age industries | j) to investigate |

B Rewrite these headlines as complete sentences, as in the example.

- Grandico nets rival for \$2.5bn
Grandico has acquired a rival company for 2.5 billion dollars.....
- Sales rebound calms Rolon slowdown fears
.....
- Bookings down 10% at Swiftair after bombings
.....
- ADP Technologies poised to revive Eltron rescue deal
.....

C Newspaper headlines often contain a pun (i.e., a play on words). What is the pun in these headlines? Use a good dictionary, like the *Longman Dictionary of Contemporary English*, to help you.

- 1 Market Focus: Bombay enjoys Indian summer
'Indian summer' = a pleasant or successful time happening near the end of a certain period / Bombay = largest city in India
Meaning: after a quiet period, the Bombay stock market picks up.

- 2 Appliance groups get in a spin as US economy slows
(Note: appliance groups = household goods manufacturers)

- 3 Interbrew's chief plots a route through a regulatory bottleneck
(Note: Interbrew = Belgian brewer)

- 4 Brazil proves a tough nut to crack for foreign banks

- 5 Poor nations bear heat of climate conference failure

- 6 Business hots up in Russia's frozen north

- 7 OPEC is left over a barrel
(Note: OPEC = Organisation of Petroleum Exporting Countries)

- 8 To B2B or not to be

Writing

Topic sentences

- A** Very often, the first paragraph of a newspaper article consists of only one long sentence packed with information, as in the following example.

TV Azteca, the Mexican broadcaster, yesterday unveiled a \$500m joint venture with the largest private owner of television stations in the US to launch a new Spanish language television network aimed at the fast-growing US Hispanic market.

Information contained:

- TV Azteca is a Mexican broadcaster
- TV Azteca unveiled a joint venture yesterday
- the joint venture is worth \$500m
- the joint venture is with the largest private owner of television stations in the US
- the aim of the joint venture is to launch a new Spanish language television network
- the network is aimed at the US Hispanic market
- the US Hispanic market is fast growing

Now put the following information into one single sentence. The original sentence has 27 words.

Information:

- Delhaize is Belgium's biggest retailer
- Delhaize is the owner of Food Lion
- Food Lion is a supermarket chain
- Food Lion is in the US
- Delhaize is to buy out Delhaize America
- the deal is valued at about \$2.2bn

- Editing** **B** Read this short text about mergers.

- In most of the lines 1 – 14 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

Why do so many mergers fail? Many consultants refer to how little time companies spend before a merger in thinking about whether their organisations are compatible. The benefits of mergers are usually couched down in financial terms: cost-savings can be made or the two sides have complementary businesses that will allow them to increase up revenues. Mergers are about compatibility, which it means agreeing whose values will prevail and who will be the dominant partner. So it is no an accident that managers as well as journalists reach for a marriage metaphors in describing them. Merging their companies are said to 'tie the knot'. When mergers are called off, the two companies fail to 'make it up the aisle' or their relationship remains very 'unconsummated'. Yet the metaphor fails to convey over the scale of risk companies run when they launch acquisitions or mergers. Even in countries with the high divorce rates, marriages have a better success and rate than mergers.

- | | | |
|----|----|-------|
| 1 | ✓ | |
| 2 | in | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 | | |
| 7 | | |
| 8 | | |
| 9 | | |
| 10 | | |
| 11 | | |
| 12 | | |
| 13 | | |
| 14 | | |

FINANCIAL TIMES

Describing results

C The letter below was written after a half year review. Complete it with the items from the box.

- a) continues to focus
- b) diversify our earnings
- c) have also demonstrated
- d) maintained its outstanding track record
- e) make considerable progress
- f) strongly believe

◆ Grandico ◆

Dear Shareholders,

The past six months have seen Grandico¹ in the development of its core businesses.

First, with the completion in September of our acquisition of the Reinhardt Group, we have now become a truly international financial services business.

Moreover, we² our determination to gain a greater international presence by launching last month a \$50 million tender offer for Norbert, one of the largest French asset management corporations.

Successful completion of this transaction will dramatically³ and will double our global assets under management, ranking Grandico among the top 20 fund managers in the world.

Second, Kronex, our 55% owned banking subsidiary,⁴. It continues to build on its strategic alliances and is set to acquire ARP Bank.

To conclude, I⁵ that our major financial services businesses are geared to deliver ongoing growth, and more than ever before, our executive team⁶ on customer and shareholder value. The outlook for the rest of the year is extremely positive.

G Beccaria

Gianfranca Beccaria, CEO

Vocabulary

A Complete the text with the best word.

Business in the future

World business leaders of the future will be expected to adopt policies on issues that have recently become important internationally: human rights, labour and the environment.

As *regards*¹ human rights, the public will expect business leaders to support and respect the protection of international human rights within their² of influence, and to make sure that their own corporations are not³ in human rights⁴.

In the area of labour, they will have to show⁵ to the abolition of child labour and to the⁶ of discrimination in respect of employment. Freedom of association, the effective recognition of the right to⁷ bargaining, and the elimination of all forms of forced and compulsory labour are other areas where⁸ will need to be made.

Finally, with respect to the environment, business leaders will need more than ever before to⁹ initiatives to promote greater environmental responsibility and to encourage the development and¹⁰ of environmentally friendly technologies.

- | | | | |
|--------------------|-----------------|----------------|-----------------|
| 1 a) regards | b) concerning | c) relates | d) connecting |
| 2 a) round | b) sphere | c) circle | d) radius |
| 3 a) complicit | b) illicit | c) explicit | d) implicit |
| 4 a) distortions | b) assaults | c) extortions | d) abuses |
| 5 a) determination | b) commitment | c) devotion | d) concern |
| 6 a) destruction | b) cancellation | c) elimination | d) obliteration |
| 7 a) collective | b) union | c) mutual | d) trade |
| 8 a) advances | b) steps | c) progress | d) move |
| 9 a) overtake | b) take on | c) take in | d) undertake |
| 10 a) popularity | b) spreading | c) utility | d) diffusion |

B Complete the sentences with a word or phrase from the box.

ahead of its time behind the times old-fashioned ~~state-of-the-art~~
thing of the past up-to-the-minute way forward

- The Ministry of Education is determined to have all schools equipped with ~~state-of-the-art~~ computers by 2010.
- The for small companies in the electronics industry is for them to link up with a larger group to gain technological and market expertise.
- The new LCD panel developed by Sharp allows viewers to watch different programmes from the same screen and will soon make the battle over the living room TV a
- As a result of protracted international sanctions, the country's infrastructure is 20 years
- Beaming train arrival information to passengers' Personal Digital Assistants will be one way of enticing commuters out of their cars.
- Her political ideas may have seemed to some, but her management style was

Language review

Predictions

- A** Put the following predictions on a cline, from the least to the most certain to happen.
- 1 We *definitely won't* make a huge profit in the next half year.
 - 2 If the situation further deteriorates, there *might* be a market crash.
 - 3 Such amateur advertising *isn't likely to* have a positive effect on sales.
 - 4 Their recent acquisition *is bound to* lift share prices.
 - 5 I think the CEO *will probably* clash with the directors over business strategy.

100% sure won't happen ← *I* → 100% sure will happen

- B** Complete the second sentence in each pair so that it means about the same as the first sentence. Use between *four* and *six* words, including the word in **bold**.

- 1 China will most probably become the dominant world power.
certain

China the dominant world power.

- 2 There's a good chance that people in the West will do most of their shopping online.

probably

People in the West most of their shopping online.

- 3 Updating their computers will increase the efficiency of our admin staff.

bound

The efficiency of our admin staff we update their computers.

- 4 I'm sure the number of people who work from home won't increase significantly.

definitely

There increase in the number of people who work from home.

- C** Complete the sentences with an appropriate form of the verbs from the box.

approach be establish inform receive stop

- 1 We'll start negotiating when they *approach* us with a reasonable proposal.
- 2 As soon as I the latest sales figures, I'll call a meeting.
- 3 Please start when you ready.
- 4 Before we the shareholders, we'll contact the CEO.
- 5 Once we ourselves more firmly in the region, we'll start looking for acquisitions.
- 6 We won't be able to meet the demand until the slowdown in production

Now complete this sentence.

In all of the six sentences above, the simple or the perfect is used to talk about the future.

Writing
Editing
A Read this short text about future trends in business.

- In most of the lines 1 – 15 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

According to futurologist Marian Salzman, entrepreneurial companies will find plenty of business opportunities if they target the increasingly and ageing population. By 2030, an approximately 20 per cent of the US population they will be over 65 and this group will influence everything from such financial products to easy-to-open packaging.

There are likely to be great shifts in the attitude regarding age. This group's power will increase, or images of the elderly as victims will become historical, and they will increase their economic power as they move into their second half-century of life. They will most probably to be driving top-of-the-range cars. Meanwhile, those in their nineties and beyond will be looked after at day-care centres, because along with under-fives and pets, while the economically active are also at work.

Demand for food with added health for benefits will also rise as the world's population ages. Ms Salzman says in the US a third of her consumers regularly eat foods recommended for specific health conditions.

FINANCIAL TIMES

- | | |
|----|---------------|
| 1 |✓..... |
| 2 |and..... |
| 3 | |
| 4 | |
| 5 | |
| 6 | |
| 7 | |
| 8 | |
| 9 | |
| 10 | |
| 11 | |
| 12 | |
| 13 | |
| 14 | |
| 15 | |

Confirming arrangements
B This announcement provides useful information for the writing task in exercise C. As you read it, complete it with the following prepositions.

at (× 3) from (× 2) in

The Third International Conference to be organised by ALFITEL Italy will take place ...*from*...¹ October 1 to October 3²:

ALFITEL Central Office

Via dei Colombi, 57

09135 – Cagliari

The conference is titled *The Future of E-Business*.

The keynote speaker will be Odoardo Rizzotti, associate professor of management studies³ the Cagliari Business School and dean of the MBA programme.

Speakers⁴ other EU countries would be particularly welcome. All presentations will be⁵ English.

If you would like to give a presentation, please contact Paola Carboni, conference organiser,⁶ the above address or at:

<Paola.Carboni@tin.it> or phone / fax ++39 70 478 109.

ALFITEL

- C** Marcel Lacour, a leading Belgian e-businessman who took part in previous ALFITEL conferences, has phoned the conference organiser and discussed his presentation proposal. Here is the fax the organiser wrote to confirm the details. As you read it, complete it with the following future forms.

a) are going to allocate b) are going to put c) will be
d) will focus e) will probably draw

FACSIMILE



ALFITEL Italy
57 Via dei Colombi – 09135
Cagliari

From: P. Carboni
To: M. Lacour
Omega Business Consultancy
Charleroi – Belgium
Fax: ++32 71 42 65 43
Date: 9 September
Pages: 1

Dear Mr Lacour,

I would like to confirm what we discussed earlier this morning. Following your successful presentations at previous ALFITEL conferences, we have pleasure in inviting you to our third conference here in Cagliari in October:

The central theme¹ 'The Future of E-Business,' and your talk² essentially on ways of developing e-commerce within the EU.

As you³ a sizeable audience as in previous years, we have made some special arrangements.

We⁴ you in our main conference hall, which can seat at least 40 participants, and we⁵ you a 45-minute slot (inclusive of 15 minutes' questions and answers).

We would be very grateful if you could confirm your acceptance in writing, and we of course remain at your disposal to discuss further details.

Yours sincerely,



Paola Carboni

Talk business

Introduction

The aim of this *Talk business* section is to raise your awareness of some of the main features of English pronunciation, which will help you understand spoken English more easily. It will also help you identify certain areas that you may need to work on in order to make your spoken English sound more natural.

The sounds of English

 Look, listen and repeat.

Vowel sounds

/ɪ/ quick fix	/ɔ:/ short course
/i:/ clean sheet	/ʊ/ good books
/e/ sell well	/u:/ school rules
/æ/ bad bank	/ʌ/ much luck
/ɑ:/ smart card	/ɜ:/ first term
/ɒ/ top job	/ə/ a'bout 'Canada

Diphthongs

/eɪ/ play safe	/əʊ/ go slow
/aɪ/ my price	/ɪə/ near here
/ɔɪ/ choice oil	/eə/ fair share
/aʊ/ downtown	/ʊə/ tour

Consonants

1 Contrasting voiceless and voiced consonants

Voiceless	Voiced
/p/ pay	/b/ buy
/f/ file	/v/ value
/t/ tax	/d/ deal
/θ/ think	/ð/ this
/tʃ/ cheap	/dʒ/ job
/s/ sell	/z/ zero
/k/ card	/g/ gain
/ʃ/ option	/ʒ/ decision

2 Other consonants

/m/ mine	/n/ net	/ŋ/ branding	/h/ high
/l/ loss	/r/ rise	/w/ win	/j/ year

Tips

- Identify the sounds that you have difficulty recognising or producing and focus mainly on these.
- Add your own key words in the table above for the sounds you wish to focus on.
- Use the pause button on your cassette or CD player to give you time to speak or write when you do the exercises.

Using a dictionary

Any good dictionary today gives you useful information on the pronunciation of individual words. With the help of the *Longman Business English Dictionary*, for example, you will be able to work out the pronunciation of any English word on your own once you are familiar with the phonemic symbols above.

In addition, dictionaries give you information about *word stress*. When a word has more than one syllable, we always put more stress on one of the syllables, i.e., we speak that syllable more strongly. Look at the dictionary entry for *compete*:

com·pete ^[s] ^[w] /kəm'pi:t/ v [I]

1 BUSINESS if one company or country competes with another, it tries to get people to buy its goods or services rather than those available from another company or country

The sign ' shows you that the syllable immediately after it should be stressed: com**PETE**. You will find various exercises on word stress in units 5, 6, 11, 12, and 13. The sign : shows you that the vowel is long. The contrast between *long* and *short* vowels is very important for mutual understanding. In unit 1, for example, you will find an exercise on /ɪ/ and /i:/.

Sounds and spelling

In English, (a) the same sound can be spelt in different ways, or (b) the same letters can be pronounced in different ways.

- (a) Consider for example /əʊ/, the sound of *go slow*. It can be spelt *o* as in *open*, *oa* as in *loan*, *oe* as in *toe*, *ough* as in *although*, *ow* as in *know*, or *eou* as in *Seoul*.
- (b) Take the letter *u*, for instance. It can be pronounced /ʌ/ as in *cut*, /ʊ/ as in *full*, /ɜ:/ as in *turn*, /ɔ:/ as in *sure*, /u:/ as in *tune*, or /ɪ/ as in *busy*.

Put the words under the correct sound in the table below (the letters in bold show the sound).

break	conscious	heart	knowledge	proceed	their
buyer	E urope	height	laugh	said	train
chair	friendship	insurance	million	scientific	want

Vowels		
/ɒ/	/e/	/ɑ:/
1 job	1 sell	1 card
2	2	2
3	3	3
/eɪ/	/eə/	/aɪ/
1 pay	1 share	1 price
2	2	2
3	3	3
Consonants		
/ʃ/	/s/	/j/
1 option	1 sell	1 year
2	2	2
3	3	3

Sound-spelling relationships are explored in units 2, 3, 4, 5, 7, 9, 12, and 13.

Shadowing

Shadowing is a very effective way to make the most of the recorded material.

- 1 Play a short section, i.e., a few words or one line of a dialogue, then pause.
- 2 Without speaking, repeat internally what you heard.
- 3 Play the section again. Pause and speak the words in exactly the same way and at the same speed. Repeat this step until you are satisfied with your performance.
- 4 Play the same section again and speak along with the voice on the recording. This is shadowing.
- 5 Move on to the next short section of the recording and repeat the procedure.

(adapted from *The Pronunciation Book*, T. Bowen and J. Marks, Longman Group UK Limited 1992)

UNIT 1

Communication

Individual sounds

A  1.1 Listen to the difference between /ɪ/ and /i:/.


/ɪ/	/i:/
quick fix	clean sheet
big hit	weak team

B  1.2 Put the words you hear in the correct column.

	/ɪ/	/i:/
1	minutes	
2		
3		
4		
5		
6		
7		
8		

 1.2 Listen again and practise saying the words.

Connected speech

C  1.3 How many words can you hear in each of these sentences? Contractions (such as *he'll*, *isn't*, etc.) count as two words.

- 1 3
 2 4

Tip





To practise saying a sentence faster, start from the end, like this:

- over lunch
- discuss it over lunch
- We'll discuss it over lunch.

 1.3 Practise saying each sentence like this, using the audio script. Then listen to the recording again.

Stress and intonation

D  1.4 Listen to how the voice goes up or down at the end of a question.

1	
2	
3	
4	

E Complete the rules.

- a) A *yes / no* question is usually asked with the voice going at the end.
 b) A question starting with a question word is usually asked with the voice going at the end.

 1.4 Listen again and practise saying the questions.

Telephoning

A Where do the following phrases fit in the telephone conversation below?

- 1 Can I just read that back to you
- 2 Could you ask her to call me back later today
- 3 How can I help you
- 4 I'd like to speak to
- 5 I'm afraid she isn't in her office
- 6 Just one moment, please
- 7 Not at all
- 8 Sorry, it's not a very good line.

Secretary: Good morning. Roma Kitchens.?..... ?

Caller: Hello. Paula Vecchi, please.

Secretary: Who shall I say is calling?

Caller: Hornby, Ron Hornby of Furniture World.

Secretary: Could you say that again, please?

Caller: Sure. Ron Hornby, of Furniture World.

Secretary: , Mr Hornby, I'll just find out if she's back yet ...
..... Is there anything I can do for you?

Caller: Well, it's rather urgent. The reason I'm calling is to fix a meeting at the trade fair next week. ? I'll be in the office till 17.30.

Secretary: And I'll take your phone number just in case ...

Caller: Sure. That's 020 8543 3553.

Secretary: ? 020 8543 3553.

Caller: That's correct. Thank you for your help.

Secretary: , Mr Hornby. I'll make sure she gets the message as soon as she's back. Goodbye.

Caller: Goodbye.

📞 1.5 Listen and check your answers.

B Write the message the secretary addressed to her boss.

ROMA KITCHENS	
To: called. Company:
Day: <i>Tues.</i>	Time: <i>10.45</i>
S/He:	
<ul style="list-style-type: none"> • will call back • wants you to phone back on: • left this message: 	
Standard <input type="checkbox"/>	Urgent <input type="checkbox"/>

C Match the sentences on the left with a suitable reply on the right.

- | | |
|---|--|
| 1 I can't get through. | a) Yeah. I'll hang up and call you back. |
| 2 It seems we've got a crossed line. | b) Right. I'll try and speak up a bit. |
| 3 The line's very faint. | c) No problem. I'll hold. |
| 4 Sorry, I didn't understand your explanation at all. | d) Why's that? Still engaged? |
| 5 I'm afraid his line's engaged. | e) Well, I'll go over it again, then. |

Communication breakdown

UNIT 2 International marketing

Individual sounds

A 2.1 Listen to how the letter **o** is pronounced in the following words.
product monetary clothing exporter domestic improving

B Put the words from the box in the correct column according to the pronunciation of the letter(s) in bold.

report	political	income	government	move	offer
wholesaler	developing	profit	brainstorm	too	overseas

/ɒ/	/ʌ/	/əʊ/	/ɔ:/	/ə/	/u:/
product	monetary	clothing	exporter	domestic	improving

2.2 Listen and check your answers. Then listen again and practise saying the words.

Connected speech

- C** 2.3 Listen to the recording and complete the noun phrases.
- This year's been marked by expanding operations.
 - We've had to cope with an extremely exchange rate.
 - All I can say is that it's been an successful trade fair.
 - Do you know who's the head of their new public department?
 - We're going to launch a highly market research programme.

Stress and intonation

- D** 2.4 Listen to the stress in these noun compounds and phrases.
- a **g**rowing market
 - a **f**ree sample
 - a **t**rade fair
 - a **f**ocus group

What's the rule?

- If the noun compound or phrase consists of noun + noun, we *often* stress only the first noun.
- If it consists of adjective + noun, we *often* stress both the adjective and the noun.

- E** Underline the stressed syllable(s) in the following compounds and phrases.
- an expanding market
 - a sales network
 - a special offer
 - a single market
 - a balance sheet
 - the exchange rate

2.5 Listen and check your answers. Then listen again and practise the compounds and phrases.

Brainstorming

A Read the interview about brainstorming with Pat Whitney, Marketing Consultant. As you read, match Pat's replies to the interviewer's questions.

Interviewer: So, Pat, what exactly is brainstorming, then?

Pat:⁶.....

Interviewer: Do they prepare in advance?

Pat:

Interviewer: So it's okay to come up with crazy ideas?

Pat:

Interviewer: I suppose there's someone to lead the session, though.

Pat:

Interviewer: Mm. That sounds interesting. Does that mean there are no guidelines to go by?

Pat:

Interviewer: Such as?

Pat:

Interviewer: But surely the ideas need to be evaluated?


Pat:

Interviewer: Just one more question, then. Is there any interaction at all between the group members?

Pat:

Interviewer: A kind of 'cross-fertilisation' I suppose. Well, thanks very much for your time, Pat.

- 1 Absolutely! In fact, the wilder they are, the better.
- 2 Not quite. In fact, there are rules to follow if the brainstorming is to be successful.
- 3 Of course, but that's done in a follow-up meeting.
- 4 Preparation often isn't necessary. The thing is, at the brainstorming stage it's not the quality of the ideas that matters, but the quantity.
- 5 Well, for instance, only one person at a time is allowed to speak, and everyone has an equal chance to speak.
- 6 Well, it's very simple. A smallish group of people, sometimes from a variety of backgrounds, get together and spontaneously express their thoughts about ways of solving a specific problem.
- 7 Yeah. There's a group leader to state the problem clearly at the beginning and restate it later if necessary, but other than that everyone has equal status in the group.
- 8 Yes, there is. Quite a lot, in fact. Participants are constantly encouraged to suggest combinations or modifications of ideas put forward by other members.

B  2.6 Listen and check your answers. Then listen again and spot five differences between the recording and the script in exercise A.

C Background: Herbert Teas & Coffees, a company based in Slovenia, is about to go international with Perfectaroma, its well-established brand of instant coffee.

Various options how to market it abroad emerged during a brainstorming session and were then discussed in a follow-up meeting.


 2.7 Listen to some excerpts from the discussion, and number the following phrases in the order in which you hear them.

- Alternatively, we could
- By modifying ... we'd be in a better position to
- Either we ... or we
- In contrast,
- On the other hand,
- One possibility is to!
- The advantage of ... is that

UNIT 3

Building relationships

Individual sounds

A  3.1 Listen and write down the four words that you hear. Then check your spelling.

- 1 3
2 4

Have you noticed?


All four words have the /ɪ/ sound of *quick fix*, but each time with a different spelling.

B  3.2 Listen and write down six more words which have the /ɪ/ sound.

- 1 4
2 5
3 6

 3.2 Listen and check your spelling. Then listen again and practise saying the words.

Connected speech

C  3.3 Listen to how the words in *italics> are pronounced in these conversation excerpts.*

- 1 How *do you* do?
- 2 Where *do you* come from?
- 3 *Did you* have a good trip?
- 4 What *do you* do in your spare time?
- 5 *Would you* like me to call a taxi?

Tip


In informal speech, *do you* is often pronounced /dʒə/ or /dʒə/. *Did* / *Could* / *Would you* are often pronounced /dɪdʒə/, /kʊdʒə/, /wʊdʒə/ or /dɪdʒə/, /kʊdʒə/, /wʊdʒə/.

You may choose not to use such weak forms and contractions yourself, but being aware of them will help you understand native speakers better.


 3.3 Listen again and practise asking the questions.

D  3.4 Listen and complete these questions.

- ... *Did* ... you somewhere to stay?
- do you your hotel?
- you recommend a good restaurant?
- Where you spend your holidays?
- you like to join us for dinner tomorrow?
- you have his phone number, by any chance?
- What you talk about?
- would you like to come?

 3.4 Check your answers. Then listen again and practise asking the questions.

First time conversation

A  3.5 Listen to this conversation between two people who meet for the first time and think about what makes it successful or unsuccessful.

B  3.6 Listen and complete this conversation between two other people who meet for the first time.

A: Sarah, I hear you're from Australia.

B:¹, yeah. I live in Bendigo, northwest of Melbourne.

A: Melbourne! You must find our weather pretty dismal, then.

B:². Actually, I didn't expect so much sunshine here. Have you ever been to Australia?

A: No,³ someday. You see, I'm into alternative sources of energy, and I've heard a lot about Australian research into agricultural technology ...

B: ... That's a rapidly growing area,⁴?

A: Yes. It certainly is.⁵? Are you in the agrotech business as well?

B: No, not at all. I'm an accountant, but I was made redundant last year. So now my brother and I are working on a project together.

A: Mm, that⁶. What sort of project is that?

B: Well, he works as a consultant in the tourist industry, and we both love Australia. And one day we identified a gap in the market ...

C Complete this more successful version of the conversation in exercise A with items from the box.

- a) A small world, some say. Were you there on a course?
- b) Accountancy. Sounds boring, doesn't it?
- c) Edmonton. That's in Alberta, in western Canada.
- d) Extremely. And we're all very committed to the company.
- e) I'm from Canada, actually.
- f) So I've heard. And how did you like Canada?
- g) The work is all right and the atmosphere is absolutely brilliant. We're a smallish company – there're only 30 of us.

A: So, Stanley, what about you? Where do you come from?

B:¹.....

A: Really? Whereabouts in Canada?

B:

A: What a coincidence! I spent three months at the University of Calgary a couple of years ago ...

B:

A: That's right, yes. They do an excellent intensive management training course.

B:

A: I really had a great time in sunny Alberta! How about you, by the way? What line are you in?

B:

A: You certainly don't look bored! What's it like?

B:

A: Nice people?

B:

D  3.7 Listen and check your answers. Then listen again and take Speaker B's part.


UNIT 4

Success

Individual sounds

A Cross out the word in each line which has a different pronunciation of the *-ed* ending.

- | | | | |
|--------------|-----------|------------|----------|
| 1 interested | motivated | recognised | divided |
| 2 appeared | believed | introduced | changed |
| 3 wanted | worked | finished | assessed |

 4.1 Check your answers in the key. Then listen and practise saying the words.

B  4.2 Listen to how these verb forms are pronounced.


- | | | | |
|-------------|-----------|--------------|--------------|
| 1 syllable | booked | launched | passed |
| 2 syllables | travelled | produced | posted |
| 3 syllables | decided | outperformed | undercharged |

C How many syllables do the following verb forms have?

- | | |
|----------------------------------|---------------------|
| 1 discussed <u>2</u> | 5 misjudged |
| 2 watched | 6 co-authored |
| 3 researched | 7 staffed |
| 4 respected | 8 mismanaged |

 4.3 Check your answers. Then listen and practise saying the words.

Stress and intonation

D  4.4 Listen to how Speaker B corrects information in the following excerpts from negotiations.

A: OK. That's agreed, then. You'll get everything to us by the end of May.

B: Sorry, no. We said we could deliver by the end of June.

A: Right. So the price we agreed is for your deluxe model.

B: No, that's not quite right. £999 is for our standard model, actually.

The underlined words give the correct information. Speaker B therefore puts extra stress on them. In the following exchanges, underline the word which Speaker B will put extra stress on.

1 A: So you're willing to give us a 12% discount if we buy over 14 vehicles.

B: That's not quite right, I'm afraid. We were talking about 40 vehicles.

2 A: Right. If we ask you to change the specifications, you'll reduce the discount by 2%.

B: No, I'm afraid in that case we'd have to reduce it by 4%.

3 A: That's agreed, then. If we pay an extra £300, you'll give us a five-year warranty.

B: Sorry, no. That'd be an extra £500, in fact.

4 A: So if we pay an extra £300, you'll give us a five-year warranty.

B: I'm afraid we only give a two-year warranty for that amount.

5 A: Are you saying that if we increase our order to 500, you'll lower your price to £55 per item?

B: Well, no. For orders of that size we could only decrease it to 75.

6 A: So, delivery guaranteed by next Tuesday, then.

B: Sorry, I said I could promise it by next Thursday.

 4.5 Listen and check your answers.

Giving friendly answers

A Look at these exchanges. What is wrong with Speaker B's replies?

- 1 A: Do you need a hand?
- 2 A: Excuse me, is Accounts on this floor?
- 3 A: Have you been here before? } B: Yes.
- 4 A: Would you like me to type it for you?
- 5 A: It's a bit chilly in here, isn't it?
- 6 A: Could I browse through these files just for a minute?

B 4.6 Listen and complete the sentences.

- a) Oh, *thanks*... very much. That's very of you.
- b) That's, yes. Straight this corridor, last door on your left.
- c) Yes, of Please go
- d) Yes, it is, it. How closing that window?
- e) I'd really that. Thank you very much.
- f) Yes, I have, This is my third visit.

C Match each response from exercise B with the correct question from exercise A.

a) = / b) = c) = d) = e) = f) =

D Reply to the following questions in a positive and friendly way, as in the example.

- 1 A: Would you like me to double-check those figures?
B: *Oh, thanks a lot. That's very kind of you.*.....
- 2 A: Could I use the photocopier?
B:
- 3 A: Is Arabic your first language, then?
B:
- 4 A: It's a bit stuffy in here, don't you find?
B:
- 5 A: Would you like us to order a taxi for you?
B:
- 6 A: Did you enjoy your visit?
B:

4.7 Listen to some possible ways of answering the questions in exercise D. Then listen again and practise Speaker B's answers.

E Look at these comments made during negotiations. What is wrong with them?

- 1 More credit? No way!
- 2 Give us a discount.
- 3 Delivery in one week? Pay on delivery, then.
- 4 Lower our prices more? Sounds like a bad joke.
- 5 Eight per cent discount? OK, but then order over 100. All right?
- 6 We want you to alter the specifications.

4.8 Briefly think of more diplomatic ways of making these comments. Then listen and practise the sample answers.

UNIT 5 Job satisfaction

Connected speech

A 5.1 Listen and complete these passive sentences.

- 1 She's *been* praised for her creativity.
- 2 They asked to work overtime.
- 3 They trained to work under pressure.
- 4 Some of them forced to choose between work and home.
- 5 A decent balance between work and personal life rated very highly.

5.1 Listen again and practise saying the sentences. Use the contractions in sentences 1–3 and the weak forms /wə/ and /wəz/ in sentences 4 and 5 respectively.

Stress and intonation

B Put the words from the box in the correct column according to their stress pattern.

appraisal award balance benefits
 career colleague promotion salary

1 Oo	2 oO	3 Ooo	4 oOo
bonus	success	flexible	fulfilment

5.2 Listen and check your answers. Then listen again and practise saying the words.

Tip

Words of two or more syllables can have different stress patterns. In *bonus*, for example, the first syllable is stressed (i.e., relatively long and strong), and the second syllable is unstressed (i.e., relatively short and weak); in *success*, it is the other way around. In most dictionaries, stress is marked with the symbol /' / just before the stressed syllable.

C 5.3 Listen and complete the following words from exercise A.

bonus s_ccess flex_ble _pprais_l
 bal_nce c_reer sal_ry pr_mot__n

Tip

All the letters that you wrote in exercise B are pronounced /ə/. This sound is called *schwa* and is the most common sound in English. It appears only in unstressed syllables and can be spelt *a, e, i, o, u*, etc. Noticing and using /ə/ can help you improve your pronunciation and your comprehension.

Handling difficult social situations

A Match the following sentences with a suitable response.

- | | |
|--|---|
| <p>1 I'm terribly sorry I'm late. I couldn't find anywhere to park.</p> <p>2 Oh, sorry, I didn't know it was a <i>birthday</i> party!</p> <p>3 How good to see you again. But I'm afraid I can't remember your name.</p> <p>4 Sorry I couldn't come yesterday. My husband had to be taken to hospital.</p> <p>5 I feel awful. It seems I've lost the report you lent me last week.</p> | <p>a) Don't be so upset. I've got a copy on disk, anyway.</p> <p>b) That's all right. You must have met lots of people since.</p> <p>c) Oh, I'm sorry to hear that. What's the matter with him?</p> <p>d) No one was supposed to know, actually. So don't worry, come through, and enjoy yourself.</p> <p>e) Not to worry. We've only just started.</p> |
|--|---|

B Compare

- a) I was expecting your report yesterday, and I still haven't seen it.
- b) Sorry to trouble you, but when do you think your report will be ready?
- a) is very direct and expresses criticism, while b) is a fairly neutral reminder.

Tip

Reminders and criticisms can be 'softened' by phrases such as

- Sorry to be a nuisance, but ...
- Sorry to trouble you, but ...
- I'm sorry to have to say this, but ...
- I think you may have forgotten ...
- I'm awfully sorry, but ...
- I'm afraid ...

How would you 'soften' the following sentences?

- 1 You're late again.
- 2 The resource centre is for members only.
- 3 You haven't switched off the photocopier.

Paraphrasing

C In conversation, we often paraphrase information instead of just repeating it. Look at this example:

A: All in all it sounds like a *rewarding* job.

B: Yes, I really find it very *satisfying*.

How could Speaker B respond to the following sentences? Use the words from the box.

perks	independence	opportunities for promotion	fired
-------	--------------	-----------------------------	-------


- 1 A: What's the *career structure* like where you work?
B: Well, there are
- 2 A: What *fringe benefits* do they offer?
B:
- 3 A: I hear Peter's going to be *dismissed*.
B:
- 4 A: Personally, I'd enjoy a little more *autonomy*.
B:

 5.4 Listen to the sample answers on the recording. Then listen again and take Speaker B's part.

UNIT 6


Risk

Individual sounds

- A**  6.1 Listen and add the missing consonants in the words below.
- 1 s p lendid; s p r ing; _ _ _ aight
 - 2 _ _ _ it; _ _ _ ay; _ _ _ ong
 - 3 _ _ y and _ _ _ ead the ri _ _ _ .
 - 4 She was _ _ igh _ _ y _ _ itical of our re _ _ uitment _ _ _ ategy.
 - 5 _ _ _ angely enough, they in _ _ oduced new _ _ ade re _ _ _ i _ _ ions.
 - 6 Our company is _ _ _ u _ _ _ ing to survive. It's an e _ _ _ emely _ _ _ e _ _ _ ul situation.


 6.1 Listen again and practise saying the words and sentences. Pay attention in particular to the consonant clusters.


Connected speech

- B**  6.2 Listen to how certain words are linked together in these expressions of agreement and disagreement.
- 1 I quite agree.
 - 2 I don't agree.

What's the rule?

When a word finishes with a **consonant** and the word immediately after begins with a **vowel** sound, we usually **link** those two words.

- C**  6.3 Indicate where similar links could be made in these sentences.
- 1 That's out of the question, I'm afraid.
 - 2 Well, I couldn't agree more.
 - 3 That's not at all how I see it.
 - 4 I'm in complete agreement.
 - 5 That's absolutely right.
 - 6 Are we all agreed on this issue?
 - 7 All right then. Let's agree to disagree.


 6.3 Check your answers. Then listen again and practise saying the sentences.

Stress and intonation

- D** Circle the word which has a different stress pattern.
- | | | |
|---------------|--------------|---------------------|
| 1 a) quantify | b) calculate | c) <u>encounter</u> |
| 2 a) develop | b) minimise | c) estimate |
| 3 a) reduce | b) limit | c) control |
| 4 a) terrible | b) minimal | c) tremendous |
| 5 a) remote | b) serious | c) increased |
| 6 a) measure | b) avoid | c) assess |

 6.4 Listen and check your answers.

Agreeing and disagreeing

- A**  6.5 Listen to five different conversations and decide what the main topic of each one is.
- Write one letter, a) – i), next to the number of the conversation.
 - Do not use any letter more than once.
- | | |
|----------------------|---|
| Conversation 1 | a) computer monitors |
| | b) eating out |
| Conversation 2 | c) employees' e-mails |
| | d) how smokers are treated |
| Conversation 3 | e) looking after sick relatives |
| | f) the cold weather |
| Conversation 4 | g) the social aspects of work |
| | h) using the phone at work for personal calls |
| Conversation 5 | i) vegetarian food |

- B** You heard the following expressions of agreement or disagreement:

- Absolutely.
- Do you think so?
- I couldn't agree more.
- I disagree entirely.
- So would I.
- That's right.
- Well, actually, I'm not sure I agree with that.
- You must be joking!

Put them on a scale, starting with strong agreement and ending with strong disagreement.

c, ..., ..., ..., ..., ..., ..., h

Accepting or declining invitations

- C**  6.6 Complete the prompts below. Then listen and check your answers, and match each of the invitations with the response you heard.

- | | |
|--|--|
| 1 ... <i>Shall</i> ... we go for a drink? | a) That would be nice. Thanks. |
| 2 you like to join us for lunch tomorrow? | b) Great idea. |
| 3 I wondered you could come to our housewarming party on Saturday? | c) I'd be delighted. |
| 4 What coming round for a drink Friday after work? | d) I'd love to, but I've got another engagement. |
| 5 We'd like to you to our house after the seminar. | e) Sorry, I can't. No lunch break for me today! |
| 6 Do you a bite to eat? | f) I'm afraid I can't. I'm going away for the weekend. |

UNIT 7

e-commerce

Individual sounds

A Cross out the word in each line which does not contain /ɜ:/, the sound you hear in *first term*.

- | | | | | |
|---|---------------|-----------------|-------------|------------|
| 1 | a) search | b) keyword | c) browse | d) prefer |
| 2 | a) e-commerce | b) manufacturer | c) surfer | d) journey |
| 3 | a) retailer | b) entrepreneur | c) services | d) world |
| 4 | a) resources | b) firm | c) merchant | d) heard |
| 5 | a) expertise | b) distributor | c) research | d) network |

 7.1 Listen and practise saying the words which contain /ɜ:/.

Connected speech

B  7.2 Listen to these short conditional sentences containing contractions and write them down.

- | | | |
|---|---------------------------------------|-----------------------|
| 1 | ... <u>We could've sold it.</u> | /ˈkʊdəv/ |
| 2 | | /ˈwʊdntəv/ |
| 3 | | /aɪdˈfəʊnɪfˈaɪwəʒjuː/ |
| 4 | | /ˈjʊdʰəːdəd/ |
| 5 | | /ˈmaɪtəv/ |
| 6 | | /ˈjʊdəvˈsaɪnd/ |


In each sentence, underline the words which are transcribed in the right-hand column.

 7.2 Listen again and practise saying the sentences, paying special attention to the contractions underlined.

Stress and intonation

C  7.3 Listen and complete the sentences.

- you require further details, don't hesitate to contact us.
- favourable market conditions, the share offer will be a success.
- your website, and you'll see the number of customers shoot up.
- teamed up with some local retailers, we would've gained a foothold in the market.
- their corporate strategies been more similar, a full merger would've been possible.

 7.3 Listen again and practise saying the sentences. Notice the rising intonation on the conditional clause and the falling intonation on the main clause.

Presentation skills

A Effective presenters flag their presentation, i.e., they use specific phrases to let their audience know when they:

- introduce a topic
- refer to visuals or handouts
- turn to a new topic
- conclude
- return to a point


Put the following signalling phrases in the correct place in the box below.

- | | |
|--|---|
| 1 The next point I'd like to consider is ... | 8 What this diagram shows is ... |
| 2 If you look at the graph, you'll see ... | 9 I'd like to wrap up now by running through the main points again. |
| 3 As I mentioned earlier ... | 10 The aim of this presentation is to ... |
| 4 As I said to begin with, ... | 11 What I'd like to talk about is ... |
| 5 So, to sum up, ... | 12 My objective is to give an overview of ... |
| 6 The next point I'd like to raise is ... | |
| 7 Moving on to the issue of ... | |

Introduce a topic / Turn to a new topic	/
Return to a point	
Refer to visuals or handouts	
Conclude	

B  7.4 Look at exercise A. Listen and underline the phrases that the speaker uses.

e-mail etiquette

C  7.5 You will hear an Internet consultant in an interview about e-mail etiquette. Listen and complete the notes below, using up to five words in each space.

E-MAIL ETIQUETTE

E-mail etiquette is simply *a set of rules*¹ which tell people how to behave properly when e-mailing.

The core rules of electronic correspondence are² those of traditional business correspondence.

For example, you should always³ because customers set great store by the quality of your writing.

The '3 Cs' of e-mailing are⁴ and courteousness.

If you have to send large attachments, find out if the addressee⁵ to receive them.

Another rule is that you should⁶ everyone in your address book.

Finally, do include⁷.

 7.5 Listen again and check your answers.

UNIT 8

Team building

Individual sounds

A What are the words transcribed below?

Use the chart in the Introduction to help you, or check in your dictionary.

1	/ˈsəʊʃəbl/ <i>sociable</i>	4	/ɪfɪʃənt/
2	/ɪˈmædʒɪnətɪv/	5	/ˈpɒpjələ/
3	/ˈtɒlə/	6	/ˈtɒləərənt/

Tip

Notice how often the *schwa* sound (/ə/) appears in unstressed syllables.



8.1 Listen and practise saying the words.

Connected speech

B 8.2 Listen to how *have* is pronounced in these sentences.

- 1 We should have encouraged more debate and discussion. /əv/
- 2 All team members should have been able to express their opinions freely. /əv/
- 3 The trainer shouldn't have spent so much time on 'difficult people'! /əf/

What's the rule?

When *have* is used between a modal verb and a past participle, the weak form /əv/ is always used.

If *have* is followed by a voiceless consonant, the weak form /əf/ is often used.



8.3 Listen and practise saying other examples.

Stress and intonation

C 8.4 Listen to how Speaker B highlights the word which is most significant in the context.

- 1 A: It's not a very imaginative solution.
B: But it's practical.
- 2 A: It's not a very practical solution.
B: But it is practical.

D Underline the words Speaker B will highlight in these conversations.

- 1 A: Is there anything you dislike in your job?
B: I hate the paperwork.
- 2 A: How do you feel about all the admin stuff?
B: I hate the paperwork.
- 3 A: What do you like most about your new boss?
B: Well, I find her very flexible.
- 4 A: Would you say she was flexible?
B: Well, I find her very flexible.
- 5 A: Have you registered for the May seminar?
B: I have signed up for the June one.
- 6 A: Why don't you register for the June seminar?
B: I have signed up for the June one.
- 7 A: He wasn't a very enthusiastic team leader.
B: But he was efficient.
- 8 A: Efficiency was certainly not Harry's forte.
B: But he was efficient.



8.5 Listen and check your answers. Then listen again and take B's role.

Diplomatic language

A 8.6 Diplomatic language is often used in conflict resolution. Listen and complete the examples on the right.

- | | |
|--|---|
| 1 It'll be very difficult to make him change his mind. | It <i>might be</i> quite difficult to make him change his mind. |
| 2 Can you tell me how you feel about it? | you tell me how you feel about it? |
| 3 That solution will be too difficult to implement. | that solution be a bit difficult to implement? |
| 4 Tell them what your goals are. | tell them what your goals are. |
| 5 I want to know what you plan to do. | to know what you plan to do. |

Tip

In some situations, a more direct approach is needed (see sentences on the left); in other situations, such an approach might seem too direct or even aggressive, and 'diplomatic' language is more appropriate (see sentences on the right).

B Make these sentences sound less direct.

- 1 Try to build on the strengths of the team.
- 2 Sending the team on a weekend training course will be far too expensive.
- 3 I want each employee to have a say.
- 4 What's your main concern?
- 5 Those changes will be perceived as too drastic.
- 6 It will be very risky to suggest removing any of the senior team members.

C 8.7 Listen and practise saying the model sentences.

D It is sometimes desirable to reject ideas and suggestions in a diplomatic way. See how Speaker B does that in these two examples.

- 1 A: I think you should talk to each team member individually.
B: *I'm afraid that's not really feasible.*
- 2 A: I'm sure that if you removed Tom and Amy, the team would be a lot more effective.
B: *I appreciate your point of view, but I couldn't possibly do that.*

E 8.8 Listen to five different suggestions and decide what the best response to each one is.

- Write one letter, **a) – e)**, next to the number of the speaker.
- Do not use any letter more than once.

- | | |
|-----------------|---|
| Speaker 1 | a) I appreciate your point of view, but I couldn't possibly do that. Everyone would wonder who's going to be sent away next. |
| Speaker 2 | b) I can see why you would want to do this, but I don't think it would work. It would cause a lot of jealousy amongst the staff in other departments. |
| Speaker 3 | c) I see what you mean, but that's not really practical. Nothing would ever get done on time. |
| Speaker 4 | d) I'm afraid that's not really feasible. It would take me over a week! |
| Speaker 5 | e) That sounds very interesting, but I doubt we can afford it. How about a weekend event? |

8.9 Listen to the dialogues and check your answers. Then listen again and take B's part.

UNIT 9

Raising finance

Individual sounds

- A**  9.1 Listen to how the letter **a** is pronounced in the following words.
asset private market stake talk mortgage


- B** Put the words from the box in the correct column, according to the pronunciation of the letter(s) in bold.

acquisition	account	purchase	percentage	encourage	although
finance	instalment	overdraft	rate	grant	angel

/æ/ as in bad bank	/ə/ as in about Canada	/ɑ:/ as in smart card	/eɪ/ as in play safe	/ɔ:/ as in short course	/ɪ/ as in quick fix
<i>asset</i>	<i>private</i>	<i>market</i>	<i>stake</i>	<i>talk</i>	<i>mortgage</i>

-  9.2 Listen and check your answers. Then listen again and practise saying the words.

Connected speech

- C**  9.3 Listen to the way certain sounds are linked in these sentences.
- Everyone expects a return on their investment.
 - The report contained an assessment of the risks facing European investors.

Tip

When a word finishes with a *consonant* sound and the next word begins with a *vowel* sound, we link those two sounds.



- D** Indicate where similar links could be made in these sentences.

- The first instalment is due in April.
- The company has gone into administration with debts of about eight million euros.
- If we are serious about this acquisition, we'll have to put our money where our mouth is.

-  9.4 Listen and check your answers. Then listen again and practise saying the sentences.

Stress and intonation

- E**  9.5 Listen and put each question 1 – 8 in the correct column, depending on whether the voice goes up or down at the end.

	
1	

-  9.5 Listen and check your answers. Then listen again and practise saying the questions.


Tip

There is a tendency for the voice to go down at the end of *wh*- questions and up at the end of *yes / no* questions.


Negotiating an agreement

A  9.6 In negotiations, too, it is often desirable to use diplomatic language (see 8.6). Listen and complete the sentences on the right.

- | | | |
|---|---|--|
| 1 | There's no way we can invest in your project in its present form. | <i>Unfortunately, we couldn't.</i> invest in your project in its present form. |
| 2 | We must talk about start-up costs first. | talk about start-up costs first. |
| 3 | We want some additional collateral. | offer some additional collateral? |
| 4 | We definitely won't lower our interest rate. | that's the lowest rate we can offer. |
| 5 | You must try to bring in another backer. | you could bring in another backer? |
| 6 | Your interest rate is far too high. | Your interest rate is higher
..... |

B  9.7 Listen to ten sentences and decide which negotiating technique each one illustrates.

Open questions	Closed questions	Softening phrases	Signalling phrases	Summarising
... and and and and and ...

C  9.8 In negotiations, you cannot always answer all questions immediately. Listen to how Speaker B expresses the need for a little thinking time and complete the exchanges.

- A: Do you think you'll be able to break even in two years?
B: Well, maybe, erm, *that really depends on the market*.....
- A: So exactly how many backers will you be able to find?
B: Can I
- A: Will you accept payment by instalments?
B: We'll
- A: We'd like to know why the overdraft hasn't been repaid yet.
B: I'll
- A: How much will you need for start-up costs?
B: Well,
- A: So we're all agreed on the collateral, then?
B:

UNIT 10

Customer service

Individual sounds

- A**  10.1 Listen to how the consonants /p/, /t/ and /k/ are pronounced.
policy repair task retail customer recall

Tip

In English, the voiceless consonants /p/, /t/ and /k/ are pronounced with a noticeable *aspiration* when they occur at the beginning of a word or of a stressed syllable.

-  10.1 Listen again and practise saying the words.

- B**  10.2 Listen and complete the following examples.

- 1 customer c*are*.....
- 2 company p.....
- 3 peak t.....
- 4 c..... intentions
- 5 c..... price
- 6 repair p.....
- 7 p..... report

-  10.2 Listen again and practise saying the phrases, paying particular attention to the aspirations.

Connected speech

- C**  10.3 Listen to the pronunciation of *do you / did you / would you*.

- 1 How do you like working in a call centre?
- 2 Did you mention having worked abroad?
- 3 Would you mind filling in this form?
- 4 Do you enjoy dealing with complaints?
- 5 Did you ever postpone answering tricky questions?

-  10.3 Listen again and practise saying the questions.

Tip

In each example, the weak form /jə/ is used and is linked with the word before it: /djə/ /wʊdjə/.

Such sound simplifications often occur in informal speech. Even if you choose not to use them, being aware of them may help improve your listening skills.

Stress and intonation

- D**  10.4 Listen to Speakers A and B apologise, and indicate who sounds genuinely concerned.

- 1 I'm afraid you sent me the wrong model.
A:✓..... B:
- 2 The books we ordered haven't reached us yet.
A: B:
- 3 Some of the goods were badly damaged.
A: B:

- 4 This delay has really messed up our sales.
A: B:
- 5 We've again received a reminder for that invoice which was settled three months ago.
A: B:
- 6 We still haven't received your invoice.
A: B:

E  10.5 Listen and practise each polite reply. Try to sound genuinely polite.

Dealing with complaints

A  10.6 For each speaker that you hear, tick the most appropriate reply.

- 1 a) What seems to be the problem? ✓
b) What makes you think it's serious?
c) Fine. I've got used to your complaints.
- 2 a) I hope so.
b) Does it matter?
c) If you would.
- 3 a) I'm sure it could have been worse.
b) I'm sorry to hear you've been inconvenienced.
c) I'd really like to see your schedule.
- 4 a) I'm afraid so. I'm pretty sure it wasn't us.
b) Nobody knows when it will end.
c) It was wrong from the start, wasn't it?
- 5 a) Well, things can go wrong in any business.
b) We didn't mix up anything.
c) You can't justify a mix-up.
- 6 a) I'll keep in touch.
b) Looking forward to your questions.
c) Thanks, I'll do that.

Taking action

B Complete Speaker B's part, apologising first and then promising to take action.

- 1 A: We haven't received your new catalogue yet.
B: I'm sorry about that. *I'll have it sent to you at once.* send
- 2 A: I'm afraid these figures aren't correct.
B: I'm terribly sorry. *I'll have them checked for you straightaway.* check
- 3 A: My OHP is on the blink again, it seems.
B: I'm sorry. We'll mend
- 4 A: We got stuck in the lift.
B: Oh! Sorry about that. We'll service
- 5 A: The spare parts we ordered haven't materialised yet.
B: I'm awfully sorry. I'll despatch
- 6 A: What about the report you promised a week ago?
B: Sorry. I'll forward

 10.7 Listen and practise each model answer after you hear it.

UNIT 11

Crisis management

Individual sounds

A  11.1 Listen and add the missing consonants in the words below.

- 1 port ɔport
- 2 kill _kill
- 3 range __range
- 4 roll __roll
- 5 rip _rip __rip
- 6 rain _rain __rain
- 7 lay _lay __lay
- 8 ream _ream __ream

 11.1 Listen again and practise the words in sequence. Pay particular attention to the consonant clusters.

Connected speech

B  11.2 Listen to the way *of* is pronounced in these noun phrases.

- 1 an admission of liability
- 2 a loss of confidence
- 3 the speed of response
- 4 the flow of information
- 5 the lines of communication
- 6 a source of trouble
- 7 a word of advice

What's the rule?

When a preposition such as *of* (or *from*, *at*, *for*) occurs between other words, the weak form is usually used. So, for instance, *of* becomes /əv/.

C Indicate all the consonant–vowel links in exercise B (see page 72, What's the rule?).

 11.2 Listen again and practise the weak forms and the links.

D  11.3 Put the words from the box in the correct column according to their stress pattern.

accuse	answer	confidence	crisis	customer
damage	employee	loyalty	response	strategy

1	Oo	2	oO	3	Ooo	4	ooO
		accuse					

 11.3 Listen and check your answers. Then listen again and practise saying the words.

Stress and intonation

Asking pointed questions

A  11.4 Listen to these two questions. Which one is likely to elicit a more detailed response?

- 1 What don't you like about our new safety regulations?
- 2 What specifically do you not like about our new safety regulations?

Most probably question 2, as the word *specifically* will force the speaker to provide more detail.

Tip

Using words like *specifically*, *exactly*, *just* or *in detail* may help elicit a more specific response as well as more details about the claims being made.

B Use some of the words in the tip above to make the following questions more pointed.

- 1 When did you inform the public?
- 2 When did you recall the product?
- 3 What caused the food to get contaminated?
- 4 How much money did you allocate for the crisis?
- 5 How is this crisis likely to affect your hygiene and safety regulations?
- 6 How do you plan to avoid such problems in the future?

 11.5 Listen to the sample answers and practise each question after you hear it.


C Generalisations like *We always/never do it like that*, *Everyone/No one does it like that*, or *We must/should/can't do it like that*, tend to stop the discussion. There are times when it can be very useful to challenge such generalisations.

 11.6 Listen to how this can be done.

- 1 A: Our employees are not interested in first aid training.
B: What evidence do you have for that statement?
- 2 A: We must not let the media know about this incident.
B: What would happen if we did?

D Challenge the following statements.

- 1 A: Everyone thinks fire drills are a waste of time.
B:
- 2 A: There has never been an accident on our premises.
B:
- 3 A: I must finish this report by Tuesday.
B:
- 4 A: Disaster simulations are very expensive to conduct.
B:
- 5 A: All our customers are pleased with the information we provide.
B:
- 6 A: A report like that is just not good enough.
B:

 11.7 Listen to the sample answers and complete B's part. Then listen again and practise B's responses.

Asking challenging questions

UNIT 12

Management styles

Individual sounds

- A**  12.1 Listen to the difference between /ʃ/, /ʒ/, /tʃ/ and /dʒ/.


/ʃ/ as in option	/ʒ/ as in decision	/tʃ/ as in cheap	/dʒ/ as in joint
efficient	measure	cheque	jet
passion	vision	March	large

- B** Put the words from the box in the correct column according to the pronunciation of the letter(s) in bold.

manager	catchy	pressure	leisure	urgent
rational	logical	precision	sociable	coach

1	/ʃ/	2	/ʒ/	3	/tʃ/	4	/dʒ/ manager

-  12.2 Listen and check your answers. Then listen again and practise saying the words.

- C**  12.3 Listen to the way certain sounds are linked in this sentence.
Allan js extremely sociable and always joins us for lunch.


What's the rule?

See page 72.

- D** Show where similar links could be made in these sentences.

- Our office manager doesn't involve us in any decisions.
- They encouraged us to plan everything with absolute precision.
- Of course it's a high-pressure job, but there's a lot of prestige attached to it.

-  12.4 Listen and check your answers. Then listen again and practise saying the sentences.

- E**  12.5 Listen to the words in the following table. Underline the stressed syllable.

Adjective	Noun
in.spi.ring	in.spi.ra.tion
flex.i.ble	flex.i.bi.li.ty
cha.ris.ma	cha.ris.ma.tic
so.cia.ble	so.cia.bi.li.ty
di.plo.mat.ic	di.plo.ma.cy

-  12.5 Listen again and practise saying the words.

Connected speech

Stress and intonation

Ways of saying no

A Look at these exchanges. What is 'wrong' with Speaker B's replies?

- 1 A: Is this your first visit?
- 2 A: Could I have a look at those reports for a few minutes?
- 3 A: Do you need a hand?
- 4 A: Excuse me, is R&D on this floor?
- 5 A: It's a bit stuffy in here, isn't it?
- 6 A: Would you like me to fax it for you?

B: No.

B 12.6 Listen and complete the sentences.

- a) No, it isn't. *In fact* . . . , I was here only three months ago.
- b) No thanks, I'll
- c) No, I'm not. It's right on the top floor.
- d) I'm afraid it's a bit right now. You see, I'm just busy classifying them.
- e) No, that's , thank you. It can wait until tomorrow.
- f) ? I'm feeling a bit cold,

Tip

When we answer *no*, we often provide an explanation.

C Match each question from exercise A with the correct response from exercise B.

1 = a 2 = 3 = 4 = 5 = 6 =

D Reply negatively to the following questions, using exercise B as a model.

- 1 A: Would you like me to make a reservation for you?
B: *No thanks. I've already booked the ticket, actually.*
- 2 A: Could I borrow your OHP tomorrow?
B:
- 3 A: Is Valencia your home town, then?
B:
- 4 A: The salad is too salty, don't you find?
B:
- 5 A: Anything I can do for you?
B:
- 6 A: Did you enjoy the talk?
B:

12.7 Listen to the sample answers. Then listen again and practise B's part.

UNIT 13

Takeovers and mergers

Individual sounds

A Indicate whether the letters in bold in the following words sound the same (✓) or different (X).

- 1 merger confirm **earlier** ✓
- 2 alliance stake takeover
- 3 manage shares leveraged
- 4 sycophant **vying** buyout
- 5 unveil retailer create
- 6 launch perform pitfall

🔊 13.1 Listen and check your answers. Then listen again and practise saying the words.

B Look at the pronunciation chart (page 60) and complete these sentences with the appropriate phonetic symbol.

- 1 *alliance* has the sound / ... / as in *about Canada*.
- 2 *bear* has the sound / ... / as in *fair share*.
- 3 *sycophant* has the sound / ... / as in *quick fix*.

Connected speech

C 🗣️ 13.2 How many words can you hear in each of these sentences? Contractions (such as *they're* and *weren't*) count as two words.

- | | |
|-------------|---------|
| 1 ...6..... | 4 |
| 2 | 5 |
| 3 | 6 |

Tip

To practise saying a sentence faster, start from the end, like this:

- a predator
- interest from a predator
- because of interest from a predator
- has risen sharply because of interest from a predator
- Their share price has risen sharply because of interest from a predator.

Stress and intonation

D Put the words from the box in the correct column according to their stress pattern.

advantage	company	management	substantial	objectives
position	suitable	rewarding	shareholders	successful

1	Ooo	2	oOo
	company		advantage

🔊 13.3 Listen and check your answers. Then listen again and practise saying the words.

Numbers

A Read these figures out loud.

- a) 14 d) 53% g) 3,456
 b) 40 e) $\frac{2}{3}$ h) €567,096
 c) 7.52 f) 211 i) £123m

 13.4 Listen and practise saying the figures.

B  13.5 Listen and complete the text.

Rubicom Technology Partners, the Prague-based e-business consultancy, yesterday announced plans to buy Master Consulting, a rival pan-European consultancy, for \$¹ in cash and shares.

A windfall of \$²m in cash will be shared by Master's³ partners, who founded the Budapest-based business in⁴. The remaining payment comes in the form of about⁵m shares and options for shares. Master's partner group is expected to receive⁶m options vested over⁷ years, while its employees will get⁸m options vested over⁹ years.

C Presentation: Interim Results

The chairwoman of Astral Power plc, one of the world's largest independent power producers, is presenting the interim results for the first half year.

 13.6 Listen to the first part of her presentation and correct the six mistakes in the table below.

Financial Summary			
Turnover	6 months to ¹³ June	previous 6 months	Change
Gross	£417m ³⁰	£311m	+41%
Net	£121m	£98m	+23%
PBIT (Profit before interest and tax)	£72m	£75m	-26%
Earnings per share	29p	1.8p	+61%

D Complete the second part of the presentation with linking words and phrases from the box.

As you all know	First	I'd now like to turn to
Moving on to the area of	In addition	Secondly

...*Moving on to the area of*...¹ growth, we are making good progress forging a new corporate culture worldwide, particularly in Europe and North Africa.

.....², in Europe, we completed the acquisition of GenElex's 24.6% interest in the Gyula power station in Hungary. This purchase increases Astral Power's ownership in Gyula to 93.7%.

.....³, in Morocco, we acquired EnerJebel at a cost of £5m, while Essaouira, in which we have 35% ownership interest, is studying new opportunities arising from mergers and other changes in the market.

.....⁴ the outlook. We expect that trading in the next quarter will be similar to the period ending 30 June.⁵, we continue to anticipate a step-up in turnover and earnings next year.

.....⁶, we remain committed to delivering shareholder value and maintaining the highest standards of professionalism.

 13.7 Listen and check your answers.

UNIT 14

The future of business

Individual sounds


- A** The words in phonemic script below are all adjectives which can be used to describe the future. Do you recognise them? Write the adjectives in the space provided.

Use the chart in the Introduction (page 60) to help you or check in your dictionary.

1	/mæg'nɪfɪsənt/	=	<i>magnificent</i>
2	/ʌn'sɜ:tɪn/	=	
3	/'ma:vələs/	=	
4	/'prɒspərəs/	=	
5	/'brɪljənt/	=	
6	/'daɪə/	=	
7	/blɪ:k/	=	
8	/'rəʊzɪ/	=	

-  14.1 Listen and practise saying the words.

Connected speech

- B**  14.2 Listen to the recording and complete these sentences about the future with the words you hear.


- The next meeting *will be* in five weeks.
- I it once I have the instructions.
- They say redundancies be made.
- for the meeting this evening?
- Is it true that Sue abroad again?
- She time to come to the board meeting.
- Some people predict that poverty 100 years from now.

-  14.2 Listen again and practise saying the sentences.

- C**  14.3 Listen to these sentences and practise the contractions in the future forms.

- D** Complete these sentences with a suitable question tag.


- You'll call me right after the meeting, ..*won't you*.. ?
- He won't be able to finish it by Thursday, ?
- They won't place any more orders with us, ?
- They'll look for another supplier instead, ?
- She won't say anything until the contract is signed, ?

-  14.4 Listen and check your answers. Notice the falling intonation on the question tag. Then listen again and practise saying the sentences.

Tip

You can use a question tag to involve the person you are talking to in the conversation. If you simply expect the person to agree with you (i.e., if you are not asking a real question), your voice goes down on the tag.

Telemarketing

A  14.5 As you listen to these extracts from four telephone conversations, tick the most appropriate reply a), b) or c).

- 1 a) If this is a sales call, I'm afraid I'm not interested.
b) Yes. I watch a lot of sport on TV, as a matter of fact.
c) Hold on, Raoul, I'll give you my neighbour's number.
- 2 a) No, I haven't got much time either.
b) I'm afraid I'm busy just now. Could you maybe call back tomorrow?
c) Sorry, she's not in.
- 3 a) Thursday or Friday afternoon might be easier.
b) I could call you back tomorrow.
c) Sorry to have troubled you.
- 4 a) Not at all.
b) Thank you very much.
c) Sorry, I really must go now.

B Marcel Lacour is discussing his planned trip to Sardinia with Michel, his personal assistant. Complete the conversation with the sentences below.

Michel: Hello, Marcel. Have you got your trip planned yet?

Marcel:5.....

Michel: Sure. Are you still leaving on the 29th September?

Marcel:

Michel: Great idea. Always mix business with pleasure!

Marcel:

Michel: How are you going to get to Cagliari, by the way?

Marcel:

Michel: But the crossing lasts over three hours ...

Marcel:

Michel: Yeah, I suppose so. Have you made all the reservations?

Marcel:

Michel: Sure. I'll see to it immediately ...

- 1 Don't know yet. Either I'll fly or take the hydrofoil.
- 2 I know. But Sogeta is very near Civitavecchia – that's where the hydrofoil departs from. If I fly, it'll take me almost as long to get to the airport!
- 3 No, I'm setting off on the 26th. Sogeta International wants me for a consultancy in Bracciano. And I'm definitely staying there for the weekend.
- 4 No, not yet. So if you could get me an early flight on the 26th, and then find out about accommodation for four nights in Bracciano ...
- 5 Well, most of it. Let me fill you in right now, OK? And maybe you'll be able to help me with a couple of things.
- 6 Yeah, that'd be nice, but I'll really need all the time there is to put the final touches to my presentation.

 14.6 Listen and check your answers.

C Which three types of future forms can you find in the dialogue?

Answer key

Language work

1 Communication

Vocabulary

A

- 2 c) persuasive 5 c) reserved
3 a) responsive 6 c) uninhibited
4 b) focused 7 a) eloquent

B

- 2 eloquence
3 fluency
4 hesitation (hesitancy)
5 inhibition
6 persuasiveness (persuasion)
7 responsiveness
8 sensitivity
9 succinctness
10 clarity

NB: *persuasiveness* and *persuasion* are not synonyms. Use a good dictionary to establish the meaning of those words. While *hesitancy* and *hesitation* are sometimes regarded as synonyms, *hesitation* is much more frequent than *hesitancy*.

C

- 2 tell 5 tell 8 tell
3 tell 6 tell 9 say
4 say 7 say 10 say

D

- 2 tell 5 tell
3 say 6 say
4 told 7 told

Language review

A

- 2 bush
3 purposes
4 grapevine
5 end ... stick
6 head ... tail

B

- 1 to be on the same wavelength
2 to put somebody in the picture
3 to come straight to the point
4 to get one's wires crossed

C

- 2 got our wires crossed
3 come straight to the point
4 are on the same wavelength

D

- 2 b
3 e
4 a
5 d

E

- 2 was at a loss for words
3 give me the low-down
4 air their views
5 dropped a hint

Writing

A

- a) ~~express the cause of something, the reason for something~~
b) ~~reinforce an idea, add information~~

B

Sentences 1, 4 and 5 use linkers correctly.

C Sample answers

- 3 *Although (Even though)* I knew I was wrong, I refused to admit it.

or

Despite the fact that I knew I was wrong, I refused to admit it.

- 6 I remained alert throughout the meeting *in spite of* my tiredness.

or

I remained alert throughout the meeting *although* I was tired.

D Sample answers

- 1 to beat about the bush = to delay talking about the most important part of a subject
2 bearish = the stock market is said to be bearish when prices are expected to fall, and people sell a lot of shares as a result
3 to waffle = to talk a lot without making any clear or important points
4 a flop = a failure
5 scarcity = if there is a scarcity of something, there is not enough of it

E

- 2 their *not* there
- 3 try *not* tried
- 4 to *not* for
- 5 talk *not* talking
- 6 equipment *not* equipments
- 7 creating *not* create
- 8 with *not* for

F Sample answer

MEMO	
From: [your name]	To: L. Taite, Head of HR
Date: 15 September	Subject: Communication skills training course
<ul style="list-style-type: none"> I should like to attend a <i>Communication & People Skills</i> course organised by our local college. It would contribute enormously to my professional development and would ultimately benefit the whole department, as the main focus is on interpersonal skills. The course is from 7 – 15 Oct. and the fee is £520. Would I be able to get financial support from our Staff Development Scheme? <p>Thank you for considering my request.</p> <p>[your initials]</p>	

2 International marketing

Vocabulary

A

- 2 consumer (goods)
- 3 (market) position
- 4 competitive (advantage)
- 5 (buying) behaviour
- 6 mission (statement)
- 7 (product) design
- 8 shopping (malls)
- 9 (marketing) mix
- 10 target (marketing)

B

- 2 b) persuade
- 3 d) differentiate
- 4 a) brand
- 5 b) logo
- 6 c) company
- 7 b) customers
- 8 d) image
- 9 a) gain
- 10 c) advantage

Language review

A

- 2 sales
- 3 management

- 4 trade
- 5 advertising
- 6 marketing (NB: B2B = ‘business-to-business’ / B2B marketing = when a company advertises its products or services to other companies or to professional people, not to the general public.)

B

- 2 PR public relations (= the work of persuading people to have a good opinion of an organisation, company, etc).
- 3 TQM total quality management (= the management of systems in a company to make sure that each department is working in the most effective way and in order to improve the quality of the goods produced or services provided).
- 4 NIC newly industrialised country (= a country where the economy has recently changed from one based mainly on agriculture to one based on industry).
- 5 PLC product life cycle (= the four stages in the existence of a product: introduction, growth, maturity, and decline).
- 6 USP unique selling proposition (*or* unique selling point = a feature of a product that no other similar products have, used in advertising, etc, to try to persuade people to buy it).

C

- 1 JIT
- 2 PR
- 3 PLC
- 4 USP

Writing

A

- 2 Their mailing list contains plenty of information and data so that they won't have any difficulty identifying the most appropriate recipients for the mailshots.
- 3 Their competitors, however, still have to go through a specialist direct mail agency in order to reach potential customers, which costs them extra time and money.
- 4 Every company must work hard in order to compete or even survive.
- 5 The government decided to introduce a quota with a view to limiting imports of textile products from India.
- 6 They increased their competitiveness so that their market share would increase.

B

- a) ~~contrast ideas~~
- b) ~~express the cause of something.~~

C

- 3 it
- 4 a
- 5 fact
- 6 lot
- 7 ✓
- 8 in
- 9 ✓
- 10 them
- 11 a
- 12 ✓

D

- 2 considering
- 3 enclose
- 4 arrange
- 5 require
- 6 contact

E Sample answer

To: Igor Cutka
Cc:
Bcc:
Subject: CEIMD brochure and poster

Dear Mr Cutka

With reference to Professor Trollerova's letter of 20 June, I would like to request an extra 5 copies of both your new brochure and poster.
 Please address them to:

Mr Ivan Gasperlin, Manager,
 Kommerz Bank
 Trubarjeva 47
 1000 Ljubljana
 Slovenia

Thank you in advance.
 Best wishes
 I. Gasperlin

3 Building relationships

Vocabulary

A Sample answers

- 2 B: Absolutely. There's nothing like trade to *strengthen* relations.
- 3 B: Yeah. They've certainly managed to *build up* a good business over the years.
- 4 B: Definitely. We need to find ways to *foster* cooperation.
- 5 B: Well, I'd say communication problems certainly *soured* them a bit.
- 6 B: Yes. For the time being, let's *maintain* contact with them.

B

- 2 c) disrupted
- 3 a) stormy
- 4 b) on
- 5 b) establish

C

- 2 understand
- 3 build
- 4 implemented
- 5 deal
- 6 face

Language review

A

- 2 a 3 f 4 b 5 c 6 e

B

- 2 h 3 d 4 i 5 e 6 f

C

- 2 wake up to 4 cut down 6 sound out
- 3 turning / into 5 wrapped up

Writing

A

- 2 a) Nonetheless
- 3 a) However
- 4 c) On the other hand
- 5 c) Yet

B

a), b) and c) are true.

C

~~The company runs other funds that would have competed with the joint venture.~~

D Sample answer

Futuro Office
 98 Artillery Lane, Uxbridge, Middlesex UB7 5LS

MORRISON OFFICE SUPPLIES INTERNATIONAL
 1 Connaught Place
 Edinburgh EH2 7EY

5 October

Dear Mr Lindsey,

Thank you for your letter of 21 September.
 We would indeed welcome further details of your 'Avalon' seminar chairs, as we have recently received numerous enquiries about alternative office seats.
 Could you please specify exactly what discount you are prepared to offer on items from that particular collection.
 As regards your website, the new design is really astounding. On the other hand, we find that the previous version of your online catalogue was easier to browse through. We registered with your site a week ago and hope we will be among the lucky winners.
 We would like to take this opportunity to add that, for us too, it has been a pleasure to do business with you.
 We look forward to hearing from you.
 Best regards,
 Francis Potter
 Francis Potter
 Manager, Futuro Office

4 Success

Vocabulary

A

- 2 out(performed)
- 3 ultra(-efficient)
- 4 ex(-president)
- 5 de(regulate)
- 6 under(rating)
- 7 co(-workers)
- 8 re(locating)
- 9 mis(judged)

B

- 2 a 3 d 4 e 5 f 6 b

C

- 2 outnumber
- 3 upgraded
- 4 downsize
- 5 oversell
- 6 underselling

D

- 2 f 3 b 4 d 5 c 6 a
Idioms: 2 goes smoothly a) getting there b) bear fruit
 c) came up trumps d) get results e) making a go of

E

- 2 a) thriving
- 3 c) prospered
- 4 c) took off
- 5 a) overtook
- 6 b) going places

Language review

A

- 2 a 3 b 4 b 5 a 6 a

B

- 2 've/have left; 've/have checked
- 3 has been
- 4 had ... been
- 5 had ... taken off
- 6 has given

C

1	2
(2) had censured	(1) has appointed
(3) ordered	(2) was announced
(4) agreed	(3) owns
(5) have been probing	(4) is seen
	(5) had announced
	(6) was appointed

Writing

A

- 2 a) owing to
- 3 c) due to
- 4 b) as
- 5 b) so
- 6 c) Owing to

B

- 2 pay *not* paying
- 3 assignment *not* assignments
- 4 to *not* on
- 5 successful *not* succeed
- 6 formally *not* formerly
- 7 assess *not* assessment
- 8 than *not* then
- 9 fewer *not* few

C Sample answer

Futuro Office

98 Artillery Lane, Uxbridge, Middlesex UB7 5LS

Mr Ben Jacobson
 Grand Computers
 73 Gloucester Road
 Leeds LS2 6EQ

30 March

Dear Mr Jacobson,

Thank you for your letter of 20 March, as well as for the attached details of your new range of LJPs / scanners.

I wish to confirm our order for 12 Nexus 2K PCs and 8 Orion Plus laser-jet printers. However, it seems that a slight error has occurred regarding discounts. As a matter of fact, you had agreed to give us a 3% discount on both the Nexus 2K PC and the Orion Plus LJP, and not just on the former as stated in your letter.

We would be grateful if you could contact us as soon as possible to confirm this formally.

Looking forward to hearing from you soon.

Yours sincerely,

Norman Furey
 Deputy Manager

5 Job satisfaction

Vocabulary

A

- 2 a) carried
- 3 d) acknowledgement
- 4 b) evaluation
- 5 a) perks
- 6 a) satisfying
- 7 b) accountable
- 8 b) autonomy
- 9 c) growth
- 10 d) burn
- 11 c) leave

Language review

A

- 2 were made
- 3 has ... been revised / was ... revised
- 4 is ... being negotiated
- 5 had ... been given
- 6 be used

B Sample answers

- 2 How many people were made redundant last year?
- 3 Whose leave policy has recently been revised? / was recently revised?
- 4 What sort of agreement is currently being negotiated?
- 5 How many times had Tom been given a pay rise before September 2005?
- 6 When should a tough style of leadership be used?

C Sample answers

- 3 A: Has the conference room been booked?
B: Yes, it has. It was booked earlier this morning.
- 4 A: Have the folders and note-pads been ordered?
B: Yes, they have. We ordered them last week. / They were ordered last week.
- 5 A: Has the PowerPoint equipment been checked?
B: Sorry, that still needs to be done. I'll get someone to do that next Monday.
- 6 A: Has a room for the trainer been booked?
B: No, I'm afraid that still needs to be done. I'll make sure it's booked by the end of the week.
- 7 A: Have the local media been informed?
B: Yes, they have. They were informed earlier this month.
- 8 A: Has the social evening been planned?
B: Yes, it has. It was planned at our last meeting, actually.

D Sample answers

- 2 B: Yeah. I'm sure he *had it written*.
- 3 B: We definitely need to *have it fixed*.
- 4 B: Yes. I think we should *have it checked*.
- 5 B: Well, why don't you *have them checked*?

Writing

A

FairerTrade Ltd seeks an Assistant Project Manager for 12 months on this project funded by the Trust Fund for Kazakhstan and administered by the World Bank. The project, which commenced in January this year, aims to improve the capacity of Kazakhstani communities to manage local government structures for the planning and implementation of local development initiatives. Through the project, village level development councils have been established across the country, through which small scale grant funds are being channelled.

B

- 1 be appointed (*or should be appointed*)
- 2 will be paid
- 3 are set out
- 4 will be issued

C Sample answer

77 Dunham Road
Bolton
Lancashire BL3 2FK

Ms Karen Poulson,
Recruitment Officer
FairerTrade Ltd
Denzell House
5 Connaught Avenue
Congleton
Cheshire CW11 7TL

17 March

Dear Ms Poulson,

Re: Assistant Project Manager, Kazakhstan

Thank you very much for your letter of 14 March, and for the particulars of the post attached. I am delighted to have been selected, and would like to confirm that I do wish to take up the post and will be available to start work on 8 April.

I enclose a full medical report from Bolton General Hospital.

I look forward to receiving the contract.

Yours sincerely,

Andrew Harris

6 Risk

Vocabulary

A

Across

- 2 jeopardy
- 5 gamble
- 7 care
- 8 gain
- 9 risky
- 10 huge

Down

- 1 negligible
- 3 precarious
- 4 dicey
- 6 minimise

B

- 2 dicey (*or risky*)
- 3 huge
- 4 gamble
- 5 jeopardy
- 6 negligible

C

- 2 f 3 a 4 b 5 d 6 c

Language review

A

- 2 exceptionally
- 3 dramatically
- 4 steadily
- 5 sharply
- 6 slightly
- 7 fairly
- 8 gradually
- 9 badly
- 10 fully

B

- 2 ... increase gradually.
- 3 ... to increase dramatically with the introduction of their new soft drink.
- 4 ... grew significantly, reflecting the group's rapid expansion over the last year.
- 5 ... net profits have risen sharply to 1.14bn.
- 6 ... microchip shares fell slightly.

Writing

A

- b) ~~contrast ideas~~
- c) ~~the cause of something, the reason for something~~

B

- 2 f 3 a 4 c 5 b 6 d

C

- 3 they
- 4 ✓
- 5 in
- 6 be
- 7 a
- 8 with
- 9 ✓
- 10 the

D

- 1 Apparently
- 2 At least
- 3 And then

E Sample answer

... was badly injured today at lunch time when he fell after slipping on a greasy surface on his way to the salad bar. As it turned out, one of our attendants had just spilt some oil and was just about to clean up, but apparently did not do so quickly enough.

... was there and saw what happened. She has a first-aid certificate and immediately diagnosed a broken elbow as well as a minor head injury. An ambulance was called, and Mr Perry was taken to hospital.

7 e-commerce

Vocabulary

A

- 2 d) growth
- 3 a) browser
- 4 a) accounted
- 5 c) ranges
- 6 b) spending
- 7 d) foothold
- 8 b) access
- 9 a) figures
- 10 b) connection
- 11 d) emergence

B

- | | |
|---------------|-------------|
| Across | Down |
| 1 hits | 2 traffic |
| 4 site | 3 download |
| 6 spam | 4 surf |
| 7 work | 5 encode |
| 8 fail | 6 search |
| 9 online | |
| 10 domain | |

Language review

A Sample answers

- 2 If they hadn't promoted their website through TV ads, they wouldn't have got over 2,000 hits a day.
- 3 If they had listened to their customers' comments and suggestions, they would have been able to improve their online services.
- 4 If our telecommunications environment hadn't been deregulated, we wouldn't have a competitive market for Internet access.
- 5 If we hadn't invested so much in e-commerce development, our total online sales wouldn't have increased tenfold over a year.
- 6 If we had understood the potential impact of e-purchasing early enough, we wouldn't be lagging behind our competitors.

B

- 2 No matter
- 3 otherwise
- 4 Whether or not
- 5 Whatever
- 6 However much

Writing

A

- 2 c 3 a 4 f 5 b 6 d

B

- 2 arrived
- 3 (had) promised
- 4 accept
- 5 happening
- 6 caused
- 7 guarantee
- 8 look

C Sample answer

Dear Mr Jankov,

Thank you for your e-mail.

Please accept our apologies for this delay, which was caused by circumstances beyond our control. We were forced to suspend all deliveries for a week, and our new administrative assistant failed to notify most of our customers.

As a gesture of goodwill, we would like to offer you a 10% discount on the order in question. I can assure you that such negligence will not happen again.

Once again, we apologise for the inconvenience caused. We are looking forward to your continued custom.

Yours sincerely,

G. Nagy
Manager, Iroda Vllag

D

- 2 has *not* is
- 3 their *not* there
- 4 hand *not* hands
- 5 transformed *not* transforming
- 6 hottest *not* hotter
- 7 the *not* a
- 8 it *not* he
- 9 recently *not* recent
- 10 other *not* others

8 Team building

Vocabulary

- A**
- | | |
|-----------------|-----------------|
| 2 irrelevant | 7 irresponsible |
| 3 inconsiderate | 8 indecisive |
| 4 immature | 9 impractical |
| 5 illegible | 10 inefficient |
| 6 inexperienced | |

The two adjectives which cannot be used to describe someone's character are *irrelevant* and *illegible*.

- B**
- | | | |
|-------------|------------|-------------|
| 2 miserable | 4 renowned | 6 irritable |
| 3 billboard | 5 premium | |

- C**
- | | | |
|-----------------|----------------|-------------|
| 2 mismanagement | 4 irreversible | 6 bimonthly |
| 3 disincentive | 5 realign | |

- D**
- | |
|-----------------|
| 2 give and take |
| 4 touch and go |

- E**
- | |
|-------------------------|
| 2 peace and quiet |
| 3 supply and demand |
| 4 trial and error |
| 5 stocks and shares |
| 6 rules and regulations |

Language review

- A**
- 2 b 3 c 4 a 5 a

- B**
- 1 b1 2 a2 b1 3 a2 b1 4 a1 b2 5 a1 b2

Writing

- A**
- 2 e 3 d 4 a 5 f 6 c

- B**
- 1 time relations
2 present; future

C Sample answer

The comments made by sales staff revolve around three areas: (a) lack of punctuality, (b) behaviour in meetings and (c) tactlessness, especially with female colleagues.

- (a) at least two people resent the fact that Alan is often late for meetings; he was accused of using the time to make more calls;
(b) a number of people obviously dislike what they call his 'arrogance' in meetings; they feel put down by his interventions and find it difficult to put forward their ideas;

- (c) his racist and sexist comments have a demoralising effect on everyone.

9 Raising finance

Vocabulary

- A**
- | | |
|------------------|-------------------|
| 2 instalments | 8 cash flow |
| 3 overdraft | 9 invoice |
| 4 bankruptcy | 10 business angel |
| 5 acquisitions | 11 grants |
| 6 stake | 12 Venture |
| 7 administration | |

- B**
- | | |
|-----------------|---------------|
| 2 a) adopted | 6 c) terms |
| 3 a) differ | 7 a) flexible |
| 4 d) income | 8 b) access |
| 5 c) generation | 9 d) rates |

Language review

- A**
- | | |
|--------|---------|
| 1 into | 7 in |
| 2 of | 8 at |
| 3 for | 9 on |
| 4 on | 10 from |
| 5 on | 11 in |
| 6 for | 12 with |

- B**
- 2 ... growing market *for* high-speed Internet access.
3 ... involved *in* the deal; the complexity *of* the issue.
4 ... to blame *for* the downfall *of* the company.
5 ... had thrived *on* rising property prices
6 Public protests *about* the cost; the impact *on* business

- C**
- 2 The engineering company KNG first hinted *at* a share buyback last month.
3 Such buybacks are rarely implemented, although many companies have sought permission *for* them.
4 The CEO said the company would concentrate *on* medium-sized acquisitions.
5 KNG's international division accounts *for* just 23% of sales.
6 The company needs to increase production to generate the cash flow required *for* expensive development programmes.

Writing

- A**
- 2 a 3 d 4 f 5 c 6 b

- B**
- a) express time relations c) sound more informal

C

- 3 ✓
- 4 and
- 5 an
- 6 ✓
- 7 of
- 8 even
- 9 ✓
- 10 of
- 11 ✓
- 12 the
- 13 may
- 14 any
- 15 ✓

D

- 2 remind
- 3 have ... had
- 4 assume
- 5 arrange
- 6 made

E Sample answer

Dear Mr Lekic,
 Thank you for your fax of November 30.
 We are aware that invoice no. GDB\00106 is still outstanding. As a matter of fact, only part of the order has arrived to date, and we are still waiting for item PG-34A to be delivered.
 Could you look into this matter promptly as it is essential that we get the stock in before the festive season starts.
 Full payment will be made as soon as we receive all the goods.
 Yours sincerely,
 G. Debacker

10 Customer service

Vocabulary

A

- 2 c) under
- 3 c) front-line
- 4 d) investment
- 5 a) share
- 6 b) drop
- 7 d) on
- 8 d) demanding
- 9 a) excellence
- 10 b) do

B Sample answers

- 2 get straight to the point
- 3 pass the buck
- 4 ripping people off
- 5 get to the bottom of the problem
- 6 the last straw
- 7 talking at cross purposes

Language review

A

- 2 working
- 3 ignoring
- 4 letting
- 5 being

B

- 2 ... spending a lot of money on training.
- 3 ... complaining about our prices.
- 4 ... overcharging us / having overcharged us.
- 5 ... promising too much to the customer.
- 6 ... not taking / not having taken the customer feedback seriously enough.

An infinitive could be used instead of a gerund in sentence 3.

C

- 2 opting
- 3 to provide
- 4 to ensure / ensuring
- 5 to structure / structuring
- 6 Billing
- 7 having

Writing

A

- 3 if
- 4 ✓
- 5 and
- 6 ✓
- 7 will
- 8 for
- 9 a
- 10 must
- 11 or
- 12 as
- 13 it
- 14 ✓

B Sample answers

Complaint about delivery: 5 / 7 / 6 / 4 / 2 / 9
 Reply to a reminder to pay: 11 / 1 / 3 / 8 / 10

C

- 2 under
- 3 for
- 4 for
- 5 in
- 6 to
- 7 with

D Sample answer

Thank you for your letter of 1 December concerning our reminder to settle invoice no. TB/245/c.
 Please accept our apologies for sending you this reminder by mistake. Upon checking our records, we realised that an invoice meant for another customer bears a very similar reference number, hence the confusion.
 We would like to thank you for the prompt settlement of the above invoice and will do our utmost to avoid such mistakes in the future.
 We are sorry for the inconvenience caused and look forward to doing further business with you.

11 Crisis management

Vocabulary

A

- 2 c) inspected
- 3 b) regulations
- 4 d) measures
- 5 a) contain
- 6 c) evacuate
- 7 b) report
- 8 a) crawl
- 9 d) routes
- 10 c) familiar

B

- 3 leader
- 4 crisis
- 5 fear
- 6 stress
- 7 interest
- 8 percentage
- 9 decision
- 10 expertise
- 11 action
- 12 managers
- 13 range

Language review

A Sample answers

- 2 however
- 3 Although
- 4 despite (or in spite of)
- 5 although
- 6 However

B Sample answers

- 2 Although, when a plane crashes, the cargo and baggage may be considered less important than the passengers, to the fire and rescue crew, flammable materials or chemicals are matters of life or death.
- 3 The new legislation requires airlines to be more responsive to the needs of victims' families after crashes. However, there are still too many examples of crises that have been handled insensitively.
- 4 The railway authorities were sharply criticised although they had handled the disaster effectively.
- 5 They failed to forestall a crisis in spite of having faced similar difficulties in the past.
- 6 Despite its careful analysis of the situation, the organisation's action plan foundered.

C

- 1 as well as
- 2 In addition to
- 3 In fact
- 4 As well as
- 5 Moreover

Writing

A

- 2 Yet
- 3 Firstly
- 4 Secondly
- 5 even
- 6 Thirdly
- 7 As a result
- 8 Finally
- 9 even

B

- | | |
|--|---------------------------------|
| 2 resist <i>not</i> resisting | 7 need <i>not</i> needed |
| 3 cooperative <i>not</i> cooperatively | 8 issues <i>not</i> issue |
| 4 fill <i>not</i> feel | 9 with <i>not</i> over |
| 5 affected <i>not</i> affect | 10 company's <i>not</i> company |
| 6 their <i>not</i> theirs | 11 be <i>not</i> have |

C Sample answer

We are writing in connection with the Delux -4000 air-conditioning system we purchased on 5 September and which was installed by one of your engineers two days later.

Yesterday evening, one of the indoor units caught fire. The fire spread quickly, causing extensive damage to one of our offices.

Although the surveyors have not produced their final report yet, they seemed positive that the fire was caused by a faulty component rather than by careless installation.

In our interest as well as in yours, we recommend that you have all indoor units in that series thoroughly inspected, starting with ours.

We would also be grateful if you could supply a replacement unit as soon as possible.

We look forward to hearing from you.

D Sample answer

Dear Mr Edgerton,

We are very sorry to hear you have experienced a serious problem with one of our products.

We would like to point out that we have sold and installed over 200 Delux Cool & Heat-4000 air-conditioning systems over the past three years, and that we have never had a single complaint before.

It may well be that the operating instructions were not followed properly. On the other hand, we have also made contact with the manufacturer and asked them to inspect that particular series of indoor units.

Meanwhile, a replacement unit is on its way to you, and one of our engineers will contact you soon. We trust the exact cause of the problem will be determined shortly.

We look forward to doing further business with you.

Yours sincerely,

12 Management styles

Vocabulary

A

C	O	S	O	C	I	A	B	L	E	M
T	H	O	U	G	H	T	F	U	L	O
M	I	A	F	O	R	M	A	L	S	T
E	N	E	R	G	E	T	I	C	D	I
F	D	E	C	I	S	I	V	E	R	V
A	C	C	E	S	S	I	B	L	E	A
I	R	O	A	P	A	M	O	I	F	T
R	A	R	P	R	F	L	A	T	E	I
E	F	F	I	C	I	E	N	T	E	N
E	P	I	S	T	O	N	I	N	I	G
T	A	C	T	F	U	L	G	U	N	C

B

un-	in-	-less	de- / un-
1 unsociable	1 informal	1 thoughtless	1 demotivating / unmotivating *
2 unenergetic	2 indecisive	2 tactless	
3 uncaring	3 inaccessible		
4 (uncharismatic)	4 inefficient		
5 unfair			

* If something is *unmotivating*, it does not give you the motivation to do it. If something is *demotivating*, it takes away whatever motivation you had to do it.

C

- | | | |
|----------------|------------|-------------|
| 2 demotivating | 4 formal | 6 energetic |
| 3 accessible | 5 decisive | |

D

- 2 b) picture
- 3 d) wonder
- 4 a) contradictory
- 5 b) suit
- 6 d) end
- 7 c) error
- 8 a) Whether
- 9 a) gut

Language review

A

- 1 it
- 2 the latter
- 3 they; this
- 4 the one; their
- 5 then
- 6 theirs

B

- 2 *their* = multinational companies
- 3 *which* = middle management ranks
- 4 *they* = Women in the United States
- 5 *the question* = Is it possible that they are ignoring the potential within their own ranks?
- 6 *Its* = A US organisation
- 7 *their* = women('s)
- 8 *them* = women

Writing

A

- 2 c) so
- 3 a) As a result
- 4 a) Therefore
- 5 b) As
- 6 b) due to

B

- a) ~~reinforce an idea, add information~~
- b) ~~contrast ideas~~

C

Good management looks after its existing clientele superbly and goes after markets offering the largest sales.

D Sample answer

Dear Mr Ferenc,

Thank you for your letter of 30 August. We are very pleased to have been recommended and are interested in accepting your interesting proposal.

The Vernon Morgan College of English was founded 20 years ago in order to provide executives from all over the world with high quality tailor-made language training in an area of Britain which has an international reputation for academic excellence.

Within our centre, we provide highly qualified, enthusiastic and professional trainers and consultants who are dedicated to the success of our clients.

We can provide consultants with considerable experience in your field as some of our best clients include AGROCHEM (Milan) and Petrosur (Valencia), for whom we have provided executive language training for over five years.

Our centre also offers a full social programme which gives each individual the opportunity to mix with local business people and integrate with the local community.

The enclosed copy of our new prospectus details the various executive language training programmes as well as the range of accommodation available.

We would be pleased to grant you a special discount of 20% on all course fees quoted in the brochure for the first group of executives you send us and 12% on all subsequent groups of ten or more participants.

We look forward to your reply and to a fruitful relationship.

Best wishes,

Jessica Dunstone

Principal

13 Takeovers and mergers

Vocabulary

A

- 2 a) committed
- 3 d) brand
- 4 b) posed
- 5 c) shared
- 6 d) hidden
- 7 a) cadre
- 8 c) source
- 9 c) advantage

B

- 2 ... buy Kersta's *stake* in PanMobil; majority *control* ...
- 3 The stock market *regulator* has accused KNG; an individual *shareholder* exceeds 25% ...
- 4 ... bidding to buy *rival* group Gigacom; of a share *swap*.

Language review

A

- 2 d
- 3 f
- 4 a
- 5 h
- 6 b
- 7 j
- 8 i
- 9 e
- 10 g

B Sample answers

- 2 Sales have bounced back at Rolon, calming anxiety about a potential slowdown.
- 3 Swiftair has announced that bookings have fallen by 10 per cent following the bombings.
- 4 ADP Technologies is about to try to revive the deal meant to rescue Eltron.

C

- 2 domestic appliances = washing machines, spin dryers, etc. / to be in a spin = to be in a state of confusion, of panic
- 3 a bottleneck = a situation that stops a process or activity from progressing / the neck of a bottle = the narrow part
- 4 Brazil nut = a type of nut with a hard shell / a tough nut to crack = a difficult question or person to deal with
- 5 to bear the heat of something = to suffer the consequences
- 6 to hot up = to increase in activity, to intensify
- 7 OPEC countries together decide at what price to sell (the barrel of) oil. / to be left over a barrel = to be in a position of serious disadvantage
- 8 B2B = business-to-business / 'to be or not to be' = a famous quotation from *Hamlet*

Writing

A

Delhaize, Belgium's biggest retailer and owner of Food Lion supermarket chain in the US, is to buy out Delhaize America in a deal valued at about \$2.2bn.

B

- 3 ✓
- 4 down
- 5 up
- 6 it
- 7 an
- 8 a
- 9 their
- 10 ✓
- 11 very
- 12 over
- 13 the
- 14 and

C

- 2 c 3 b 4 d 5 f 6 a

14 The future of business

Vocabulary

A

- 2 b) sphere 7 a) collective
- 3 a) complicit 8 c) progress
- 4 d) abuses 9 d) undertake
- 5 b) commitment 10 d) diffusion
- 6 c) elimination

B

- 2 way forward
- 3 thing of the past
- 4 behind the times
- 5 up-to-the-minute
- 6 old-fashioned; ahead of its time

Language review

A

100% sure won't happen 1 3 2 5 4 100% sure will happen

B Sample answers

- 1 is certain to become
- 2 will (most) probably do
- 3 is bound to increase if
- 4 definitely won't be a significant

C

- 2 receive/have received 5 establish/have established
- 3 are 6 stops/has stopped
- 4 inform

In all of the six sentences above, the *present simple* or the *present perfect* is used to talk about the future.

NB: In time clauses introduced by *when*, *as soon as*, *before*, *after*, *until* and *once*, we normally use a present tense to refer to the future.

Writing

A

- 3 an
- 4 they
- 5 such
- 6 the
- 7 or
- 8 ✓
- 9 to
- 10 ✓
- 11 because
- 12 also
- 13 for
- 14 her
- 15 ✓

B

- 2 at 3 at 4 from 5 in 6 at

C

- 1 c) will be
- 2 d) will focus
- 3 e) will probably draw
- 4 b) are going to put
- 5 a) are going to allocate

Talk business

Introduction

/ɒ/	Vowels /e/	/ɑː/
1 job 2 knowledge 3 want	1 sell 2 friendship 3 said	1 card 2 heart 3 laugh
/eɪ/	/əə/	/aɪ/
1 pay 2 break 3 train	1 share 2 chair 3 their	1 price 2 buyer 3 height
/ʃ/	Consonants /s/	/j/
1 option 2 conscious 3 insurance	1 sell 2 proceed 3 scientific	1 year 2 Europe 3 million

1 Communication

Individual sounds

B

	/ɪ/	/iː/
1	minutes	speech these
2		
3		
4	business	deal
5	clinch	
6		
7	inhibited	
8		least

Connected speech

C 16 27 310 412

Stress and intonation

E a) up b) down

Telephoning

A See audio script 1.5.

3, 4, 8, 6, 5, 2, 1, 7

B

ROMA KITCHENS

To: Paula Vecchi
Ron Hornby called. Company: Furniture World
Day: Tues Time: 10.45

S/He:

- wants you to phone back on: 020 8543 3553
- left this message: when can you meet him at the trade fair next week?

Standard Urgent – He's in all afternoon till 17.30.

Communication breakdown

C 2 a 3 b 4 e 5 c

2 International marketing

Individual sounds

B

/ɒ/	/ʌ/	/əʊ/
offer profit	income government	wholesaler overseas

/ɔː/	/ə/	/uː/
report brainstorm	political developing	move too

Connected speech

C See audio script 2.3.

Stress and intonation

E See audio script 2.5.

Brainstorming

A 6 4 1 7 2 5 3 8

B

- 1 prepare in advance / prepare beforehand
- 2 crazy ideas / cranky ideas
- 3 at the beginning / at the outset
- 4 rules to follow / rules to respect
- 5 ideas put forward / ideas proposed

NB: in this context, the words and phrases used in the recording *mean the same* as those in the script.

C

- Alternatively, we could ... 2
- By modifying ... 5
- Either we ... or we ... 3
- In contrast, ... 7
- On the other hand, ... 6
- One possibility is to ... 1
- The advantage of ... 4

3 Building relationships

Individual sounds

A See audio script 3.1.

B See audio script 3.2.

- 1 damage 3 encourage 5 develop
2 cement 4 business 6 establish

Connected speech

D See audio script 3.4.

First time conversation

A

The conversation is rather unsuccessful. Speaker A tries hard to establish some common ground with Speaker B. The latter, however, does not sound interested and gives mostly one-word answers.

B See audio script 3.6.

C See audio script 3.7.

4 Success

Individual sounds

A

- 1 recognised (ends in /d/, the others end in /ɪd/)
2 introduced (ends in /t/, the others end in /d/)
3 wanted (ends in /ɪd/, the others end in /t/)

C

- 2 watched 1
3 researched 2
4 respected 3
5 misjudged 2
6 co-authored 3
7 staffed 1
8 mismanaged 3

Stress and intonation

D 1 40 2 4 3 500 4 two 5 75 6 Thursday

Giving friendly answers

A

One-word answers often sound unfriendly and sometimes even rude. In order to respond politely or enable the conversation to develop, a follow-up comment is often necessary.

B See audio script 4.6.

C b) 2 c) 6 d) 5 e) 4 f) 3

D See audio script 4.7 for sample answers.

E

Such comments would generally be perceived as too direct, or even downright rude or aggressive. See audio script 4.8.

5 Job satisfaction

Connected speech

A

- 1 She's (has) been praised for her creativity.
2 They've (have) been asked to work overtime.
3 They'd (had) been trained to work under pressure.
4 Some of them were forced to choose between work and home.
5 A decent balance between work and personal life was rated very highly.

Stress and intonation

B

1 Oo	2 oO	3 Ooo	4 oOo
balance colleague	award career	benefits salary	appraisal promotion

C See audio script 5.3.

Handling difficult social situations

A

- 1 e 2 d 3 b 4 c 5 a

B Sample answers

- 1 I'm sorry to have to say this, but you're late again.
2 I'm awfully sorry, but the resource centre is for members only.
3 I think you've (have) forgotten to switch off the photocopier.

Paraphrasing

C See audio script 5.4.

6 Risk

Individual sounds

A See audio script 6.1.

Connected speech

C See audio script 6.3.

Stress and intonation

D 2 a 3 b 4 c 5 b 6 a

Agreeing and disagreeing

A 1 c 2 h 3 d 4 b 5 g

B

strong agreement – c, a, e, f, b, g, d, h – strong disagreement

Accepting or declining invitations**C** See audio script 6.6.**7 e-commerce****Individual sounds****A**

- 1 browse
- 2 manufacturer
- 3 retailer
- 4 resources
- 5 distributor

Connected speech**B** See audio script 7.2.**Stress and intonation****C** See audio script 7.3.**Presentation skills****A**

Introduce a topic / Turn to a new topic:	1/6/7/10/11/12
Return to a point:	3/4
Refer to visuals or handouts:	2/8
Conclude:	5/9

B

- 2 the same as
- 3 check your grammar and spelling
- 4 clarity, conciseness
- 5 is willing and able
- 6 avoid sending a copy to
- 7 a signature

e-mail etiquette**C** Sample answers

- 2 very similar to
- 3 check grammar and spelling
- 4 clarity, conciseness
- 5 can receive them
- 6 not copy in
- 7 your name and contact details

8 Team building**Individual sounds****A**

- | | | |
|---------------|-------------|------------|
| 2 imaginative | 4 efficient | 6 tolerant |
| 3 loyal | 5 popular | |

Stress and intonation**D** See audio script 8.5.**Diplomatic language****A**

- | | |
|---------|----------------------|
| 2 Could | 4 I think you should |
| 3 Won't | 5 I'd like |

B See audio script 8.7 for sample answers.**D** 1 d 2 a 3 c 4 b 5 e**9 Raising finance****Individual sounds****B** See audio script 9.2.**Connected speech****D** See audio script 9.4.**Stress and intonation****E** ↗ 2 4 7 ↘ 3 5 6 8**Negotiating an agreement****A** See audio script 9.6.**B**

Open questions	Closed questions	Softening phrases	Signalling phrases	Summarising
1 and 9	4 and 5	6 and 10	3 and 7	2 and 8

C See audio script 9.8.**10 Customer service****Individual sounds****B** See audio script 10.2.**Stress and intonation****D** See audio script 10.4.**Dealing with complaints****A** 2 c 3 b 4 a 5 a 6 c**Taking action****B** See audio script 10.7.

11 Crisis management

Individual sounds

A See audio script 11.1.

Connected speech

B See audio script 11.2.

Stress and intonation

D

1 Oo	2 oO	3 Ooo	4 ooO
answer crisis damage	accuse response	confidence customer loyalty strategy	employee

Asking pointed questions

B See audio script 11.5. for sample answers.

Asking challenging questions

D See audio script 11.7.

12 Management styles

Individual sounds

B

/ʃ/ as in option	/ʒ/ as in decision	/tʃ/ as in cheap	/dʒ/ as in joint
pressure rational sociable	leisure precision	catchy coach	manager urgent logical

Connected speech

D See audio script 12.4.

Stress and intonation

E See audio script 12.5.

Ways of saying no

A

One-word answers often sound unfriendly and sometimes even rude. In order to respond politely, we often provide an explanation.

B See audio script 12.6.

C 2 d 3 b 4 c 5 f 6 e

D See audio script 12.7.

13 Takeovers and mergers

Individual sounds

A 2 X 3 X 4 X 5 ✓ 6 ✓

B 1 ə 2 eə 3 ɪ

Connected speech

C 2 7 3 8 4 8 5 9 6 12

Stress and intonation

D See audio script 13.3.

Numbers

B See audio script 13.5.

C

Financial Summary			
Turnover	6 months to 13 June	previous 6 months	Change
Gross	407 £417m 30	£311m	+41% 31
Net	£121m	£98m	+23%
PBIT	£72m	57m £75m	-26%
Earnings per share	29p 2.9p	1.8p	+61%

D See audio script 13.7.

14 The future of business

Individual sounds

A See audio script 14.1.

Connected speech

B See audio script 14.2.

Stress and intonation

D See audio script 14.4.

Telemarketing

A 1 a 2 b 3 a 4 a

B See audio script 14.6.

C

- will + infinitive
- Present continuous tense for future arrangements
- be going to

Introduction

The sounds of English

See page 60.

1 Communication

1.1

quick fix; clean sheet; big hit; weak team

1.2

- | | |
|------------|-------------|
| 1 minutes | 5 clinch |
| 2 speech | 6 deal |
| 3 these | 7 inhibited |
| 4 business | 8 least |

1.3

- 1 We'll discuss it over lunch.
- 2 I'll get straight to the point.
- 3 They'll put me in the picture, won't they?
- 4 I'm afraid we're going to have to let you go.

1.4

- 1 Did you manage to have a quick word with her? ↗
- 2 Why didn't you drop a hint to Ana? ↘
- 3 Do you like giving presentations? ↗
- 4 What time is your talk? ↘

1.5

S = Secretary, C = Caller

- S: Good morning. Roma Kitchens. How can I help you?
C: Hello. I'd like to speak to Paula Vecchi, please.
S: Who shall I say is calling?
C: Hornby, Ron Hornby of Furniture World.
S: Sorry, it's not a very good line. Could you say that again, please?
C: Sure. Ron Hornby, of Furniture World.
S: Just one moment, please, Mr Hornby, I'll just find out if she's back yet. ... I'm afraid she isn't in her office. Is there anything I can do for you?
C: Well, it's rather urgent. The reason I'm calling is to fix a meeting at the trade fair next week. Could you ask her to call me back later today? I'll be in the office till 17.30.
S: And I'll take your phone number just in case...
C: Sure. That's 020 8543 3553.
S: Can I just read that back to you? 020 8543 3553.
C: That's correct. Thank you for your help.
S: Not at all, Mr Hornby. I'll make sure she gets the message as soon as she's back. Goodbye.
C: Goodbye.

2 International marketing

2.1

product; monetary; clothing; exporter; domestic; improving

2.2

product; offer; profit
monetary; income; government
clothing; wholesaler; overseas
exporter; report; brainstorm
domestic; political; developing
improving; move; too

2.3

- 1 This year's been marked by expanding overseas operations.
- 2 We've had to cope with an extremely volatile exchange rate.
- 3 All I can say is that it's been an incredibly successful trade fair.
- 4 Do you know who's the head of their new public relations department?
- 5 We're going to launch a highly ambitious market research programme.

2.4

a growing market; a trade fair; a free sample; a focus group

2.5

- 1 an expanding market
- 2 a sales network
- 3 a special offer
- 4 a single market
- 5 a balance sheet
- 6 the exchange rate

2.6

I = Interviewer, P = Pat

- I: So, Pat, what exactly is brainstorming, then?
P: Well, it's very simple. A smallish group of people, sometimes from a variety of backgrounds, get together and spontaneously express their thoughts about ways of solving a specific problem.
I: Do they prepare beforehand?
P: Preparation often isn't necessary. The thing is, at the brainstorming stage it's not the quality of the ideas that matters, but the quantity.
I: So it's okay to come up with cranky ideas?
P: Absolutely! In fact, the wilder they are, the better.
I: I suppose there's someone to lead the session, though.
P: Yeah. There's a group leader to state the problem clearly at the outset and restate it later if necessary, but other than that everyone has equal status in the group.
I: Mm. That sounds interesting. Does that mean there are no guidelines to go by?
P: Not quite. In fact, there are rules to respect if the brainstorming is to be successful.

- I: Such as?
 P: Well, for instance, only one person at a time is allowed to speak, and everyone has an equal chance to speak.
 I: But surely the ideas need to be evaluated?
 P: Of course, but that's done in a follow-up meeting.
 I: Just one more question, then. Is there any interaction at all between the group members?
 P: Yes, there is. Quite a lot, in fact. Participants are constantly encouraged to suggest combinations or modifications of ideas proposed by other members.
 I: A kind of 'cross-fertilisation' I suppose. Well, thanks very much for your time, Pat.

2.7

- A: One possibility is to adapt our product.
 B: Alternatively, we could just modify the communications.
 A: Either we slightly modify both the product and the communications, or we create a new product.
 B: The advantage of adapting only the communications is that only small manufacturing costs would be incurred.
 A: By modifying both the product and the communications we'd be in a better position to meet the specific needs of the markets we want to enter.
 B: Inventing a new product would mean high manufacturing costs. On the other hand, if we just introduced Perfectaroma in the same form, we'd need a completely different kind of communications.
 A: Adapting Perfectaroma means a 7% increase in costs. In contrast, if we also modify the communications, costs will go up by 11%.

3 Building relationships**3.1**

1 market; 2 build; 3 manage; 4 women

3.2

1 damage; 2 cement; 3 encourage; 4 business;
 5 develop; 6 establish

3.3

How do you do?
 Where do you come from?
 Did you have a good trip?
 What do you do in your spare time?
 Would you like me to call a taxi?

3.4

Did you find somewhere to stay?
 How do you like your hotel?
 Could you recommend a good restaurant?
 Where do you spend your holidays?
 Would you like to join us for dinner tomorrow?
 Do you have his phone number, by any chance?
 What did you talk about?
 When would you like to come?

3.5

A: So, Stanley, what about you? Where do you come from?
 B: Canada.
 A: Really? Whereabouts in Canada?
 B: Alberta.
 A: Calgary?
 B: No, Edmonton.
 A: I spent three months at the University of Calgary a couple of years ago ...

B: Oh, yeah. Calgary.
 A: I really had a great time in sunny Alberta! What line are you in, by the way?
 B: Accountancy.

3.6

A: Sarah, I hear you're from Australia.
 B: That's right, yeah. I live in Bendigo, northwest of Melbourne.
 A: Melbourne! You must find our weather pretty dismal, then.
 B: It's all right. Actually, I didn't expect so much sunshine here. Have you ever been to Australia?
 A: No, but I might someday. You see, I'm into alternative sources of energy, and I've heard a lot about Australian research into agricultural technology ...
 B: ... That's a rapidly growing area, isn't it?
 A: Yes. It certainly is. How about you? Are you in the agrotech business as well?
 B: No, not at all. I'm an accountant, but I was made redundant last year. So now my brother and I are working on a project together.
 A: Mm, that sounds interesting. What sort of project is that?
 B: Well, he works as a consultant in the tourist industry, and we both love Australia. And one day we identified a gap in the market ...

3.7

A: So, Stanley, what about you? Where do you come from?
 B: I'm from Canada, actually.
 A: Really? Whereabouts in Canada?
 B: Edmonton. That's in Alberta, in western Canada.
 A: What a coincidence! I spent three months at the University of Calgary a couple of years ago ...
 B: A small world, some say. Were you there on a course?
 A: That's right, yes. They do an excellent intensive management training course.
 B: So I've heard. And how did you like Canada?
 A: I really had a great time in sunny Alberta! How about you, by the way? What line are you in?
 B: Accountancy. Sounds boring, doesn't it?
 A: You certainly don't look bored! What's it like?
 B: The work is all right and the atmosphere is absolutely brilliant. We're a smallish company – there're only 30 of us.
 A: Nice people?
 B: Extremely. And we're all very committed to the company.

4 Success**4.1**

1 interested; motivated; recognised; divided
 2 appeared; believed; introduced; changed
 3 wanted; worked; finished; assessed

4.2

1 syllable: booked; launched; passed
 2 syllables: travelled; produced; posted
 3 syllables: decided; outperformed; undercharged

4.3

1 discussed; 2 watched; 3 researched;
 4 respected; 5 misjudged; 6 co-authored;
 7 staffed; 8 mismanaged

4.4

A: OK. That's agreed, then. You'll get everything to us by the end of May.

B: Sorry, no. We said we could deliver by the end of June.

A: Right. So the price we agreed is for your deluxe model.

B: No, that's not quite right. £999 is for our standard model, actually.

4.5

1 A: So you're willing to give us a 12% discount if we buy over 14 vehicles.

B: That's not quite right, I'm afraid. We were talking about 40 vehicles.

2 A: Right. If we ask you to change the specifications, you'll reduce the discount by 2%.

B: No, I'm afraid in that case we'd have to reduce it by 4%.

3 A: That's agreed, then. If we pay an extra £300, you'll give us a five-year warranty.

B: Sorry, no. That'd be an extra £500, in fact.

4 A: So if we pay an extra £300, you'll give us a five-year warranty.

B: I'm afraid we only give a two-year warranty for that amount.

5 A: Are you saying that if we increase our order to 500, you'll lower your price to £55 per item?

B: Well, no. For orders of that size we could only decrease it to 75.

6 A: So, delivery guaranteed by next Tuesday, then.

B: Sorry, I said I could promise it by next Thursday.

4.6

a) Oh, thanks very much. That's very kind of you.

b) That's right, yes. Straight down this corridor, last door on your left.

c) Yes, of course. Please go ahead.

d) Yes, it is, isn't it. How about closing that window?

e) I'd really appreciate that. Thank you very much.

f) Yes, I have, actually. This is my third visit.

4.7

1 A: Would you like me to double-check those figures?

B: Oh, thanks a lot. That's very kind of you.

2 A: Could I use the photocopier?

B: Yes, sure. Just go ahead.

3 A: Is Arabic your first language, then?

B: Yes, it is, actually, although we used to speak French as well.

4 A: It's a bit stuffy in here, don't you find?

B: It is, isn't it? Shall we let some fresh air in?

5 A: Would you like us to order a taxi for you?

B: Oh, thanks very much. I don't really fancy walking in this rain!

6 A: Did you enjoy your visit?

B: Yes, definitely. I've had a marvellous time. Thanks for everything.

4.8

1 I'm afraid we're not in a position to extend your credit at the moment.

2 Could you give us a discount?

3 If you pay on delivery, we could process your order in a week.

4 I'm sorry, but we can't possibly consider lowering our price even further.

5 If you order over 100, we can give you 8% discount.

6 I was wondering whether you could alter the specifications.

5 Job satisfaction**5.1**

1 She's been praised for her creativity.

2 They've been asked to work overtime.

3 They'd been trained to work under pressure.

4 Some of them were forced to choose between work and home.

5 A decent balance between work and personal life was rated very highly.

5.2

Group 1: bonus; balance; colleague

Group 2: success; award; career

Group 3: flexible; benefits; salary

Group 4: fulfilment; appraisal; promotion

5.3

bonus; balance; success; career; flexible; salary; appraisal; promotion

5.4

1 A: What's the career structure like where you work?

B: Well, there are lots of opportunities for promotion, I must say.

2 A: What fringe benefits do they offer?

B: All the usual perks, plus a free mobile phone.

3 A: I hear Peter's going to be dismissed.

B: Who would have thought he'd be fired?

4 A: Personally, I'd enjoy a little more autonomy.

B: Yeah, I need some independence as well.

6 Risk**6.1**

1 splendid; spring; straight

2 split; spray; strong

3 Try and spread the risks.

4 She was slightly critical of our recruitment strategy.

5 Strangely enough, they introduced new trade restrictions.

6 Our company is struggling to survive. It's an extremely stressful situation.

6.2

1 I quite agree.

2 I don't agree.

6.3

1 That's out of the question, I'm afraid.

2 Well, I couldn't agree more.

3 That's not at all how I see it.

4 I'm in complete agreement.

5 That's absolutely right.

6 Are we all agreed on this issue?

7 All right then. Let's agree to disagree.

6.4

1 quantify; calculate; encounter

2 develop; minimise; estimate

3 reduce; limit; control

4 terrible; minimal; tremendous

5 remote; serious; increased

6 measure; avoid; assess

6.5

- 1 A: I think all staff e-mails should be monitored.
B: Absolutely.
C: You must be joking! What about our rights to privacy?
- 2 A: And using the phone at work to make personal calls is disgraceful!
B: I couldn't agree more. While they're chatting, important calls can't get through.
C: Well, actually, I'm not sure I agree with that. My son is ill and alone at home. I simply need to talk to him.
- 3 A: I can't see why we have to stand outside in the cold just because we want a smoke.
B: That's right. Discrimination, that's what I call it.
C: I disagree entirely. We simply have to respect the non-smokers, that's all.
- 4 A: I wish there was a decent restaurant or snack bar near the office.
B: Well, *Le Jardin* is only a ten-minute walk. I love it. Their vegetarian dishes are fabulous.
C: Do you think so? *The Balti Paradise* on the main square is a lot better, if you ask me. They do a great buffet.
- 5 A: Don't you think it would be good to have a coffee machine on each floor?
B: Well, yeah, but people need to get some work done as well.
C: I can't agree with that argument. Efficiency isn't all about sitting at your desk from 9 to 5, you know. It's also about being happy to be at work.
A: That's right. Our employees need to interact and to share information in a friendly setting. In the long run, good relationships can only benefit the company.

6.6

- 1 A: Shall we go for a drink?
B: Great idea.
- 2 A: Would you like to join us for lunch tomorrow?
B: I'd love to, but I've got another engagement.
- 3 A: I wondered whether you could come to our housewarming party on Saturday?
B: I'm afraid I can't. I'm going away for the weekend.
- 4 A: What about coming round for a drink Friday after work?
B: That would be nice. Thanks.
- 5 A: We'd like to invite you to our house after the seminar.
B: I'd be delighted.
- 6 A: Do you fancy a bite to eat?
B: Sorry, I can't. No lunch break for me today!

7 e-commerce

7.1

- 1 search; keyword; prefer
2 e-commerce; surfer; journey
3 entrepreneur; services; world
4 firm; merchant; heard
5 expertise; research; network

7.2

- 1 We could've sold it.
2 They wouldn't've bought it.
3 I'd phone, if I were you.
4 Suppose you'd ordered one.
5 It might've risen.
6 You'd've signed it, wouldn't you?

7.3

- 1 Should you require further details, don't hesitate to contact us.
2 Given favourable market conditions, the share offer will be a success.
3 Improve your website, and you'll see the number of customers shoot up.
4 If we'd teamed up with some local retailers, we would've gained a foothold in the market.
5 Had their corporate strategies been more similar, a full merger would've been possible.

7.4

What I'd like to talk about is the issue of risks and rewards in opting for e-commerce, and also the issue of e-business security.

As regards risk, it's obvious that there is always risk in any new venture. I am convinced, however, that the biggest risk is that of doing nothing, of ignoring e-business. If you don't move into e-business, your competitors as well as your customers surely will.

The next point I'd like to raise is the issue of security. A lot of research has been done in this area. It's clear that we do have the technology we need to make any type of electronic transaction meet any required level of security. Furthermore, if you look at the graph, you'll see that the number of businesses which have registered with the world's three major e-business certification programmes has increased threefold over the past 18 months.

So, to sum up: we can't afford the risk of *not* going electronic, and security has reached a very satisfactory level. Now, are there any questions?

7.5

I = Interviewer, J = Jane

- I: 'Netiquette', or 'e-mail etiquette', has recently become a buzzword. But what exactly does it mean, Jane?
J: Well, it is in fact just a set of rules for behaving properly in cyberspace. The Internet has its own culture, and we need to know what its norms are if we want to be part of it.
I: That sounds fair enough. What would you say are its core rules?
J: Rule number 1 is probably the same as for traditional business correspondence. The quality of your writing *does* matter to your customers, so make sure you check your grammar and spelling.
I: Obviously the computer can't check it all for us! Any other similarities with traditional mail?
J: Yes, the '3 Cs': clarity, conciseness and courteousness also apply. It's particularly important to be brief, as lots of users have storage quotas that limit the amount of e-mail they can deal with.
I: I suppose that also means thinking twice before sending very large attached files.
J: Exactly. If you have to send oversize attachments, it's best to check if the addressee is willing and able to receive them.
I: Any other rules before we move on to the next part of our programme?
J: Well, yes. Avoid sending a copy to everyone in your address book! Make sure you select the recipients carefully.
Finally, make sure you include a signature, as well as some information about how you can be contacted by phone or traditional mail.
I: Thank you, Jane. That was very interesting.

8 Team building

8.1

sociable; imaginative; loyal; efficient; popular; tolerant

8.2

- 1 We should have encouraged more debate and discussion.
- 2 All team members should have been able to express their opinions freely.
- 3 The trainer shouldn't have spent so much time on 'difficult people'!

8.3

- 1 You might have tried to talk to them first.
- 2 They must have sensed some tension in the team.
- 3 The team leader could have delegated more work to others.
- 4 The leader shouldn't have ignored tensions within the team.

8.4

- 1 A: It's not a very imaginative solution.
B: But it's practical.
- 2 A: It's not a very practical solution.
B: But it is practical.

8.5

- 1 A: Is there anything you dislike in your job?
B: I hate the paperwork.
- 2 A: How do you feel about all the admin stuff?
B: I hate the paperwork.
- 3 A: What do you like most about your new boss?
B: Well, I find her very flexible.
- 4 A: Would you say she was flexible?
B: Well, I find her very flexible.*
- 5 A: Have you registered for the May seminar?
B: I have signed up for the June one.
- 6 A: Why don't you register for the June seminar?
B: I have signed up for the June one.
- 7 A: He wasn't a very enthusiastic team leader.
B: But he was efficient.
- 8 A: Efficiency was certainly not Harry's forte.
B: But he was efficient.

*An alternative is to stress /.

8.6

- 1 It might be quite difficult to make him change his mind.
- 2 Could you tell me how you feel about it?
- 3 Won't that solution be a bit difficult to implement?
- 4 I think you should tell them what your goals are.
- 5 I'd like to know what your plan to do.

8.7

- 1 I think you should try to build on the strengths of the team.
- 2 Won't it be a bit expensive to send the team on a weekend training course?
- 3 I would like each employee to have a say.
- 4 Could you tell me what your main concern is?
- 5 Won't those changes be perceived as too drastic?
- 6 It might be quite risky to suggest removing any of the senior team members.

8.8

- 1 I think you should talk to each team member individually.
- 2 I'm sure that if you removed Tom and Amy, the team would be a lot more effective.

- 3 We need to involve all team members in the decision-making process.
- 4 The manager should be replaced with one of the senior sales people.
- 5 Let's send them all on a one-week training course to strengthen team cohesion.

8.9

- 1 A: I think you should talk to each team member individually.
B: I'm afraid that's not really feasible. It would take me over a week!
- 2 A: I'm sure that if you removed Tom and Amy, the team would be a lot more effective.
B: I appreciate your point of view, but I couldn't possibly do that. Everyone would wonder who's going to be sent away next.
- 3 A: We need to involve all team members in the decision-making process.
B: I see what you mean, but that's not really practical. Nothing would ever get done on time.
- 4 A: The manager should be replaced with one of the senior sales people.
B: I can see why you'd want to do this, but I don't think it would work. It would cause a lot of jealousy amongst the staff in other departments.
- 5 A: Let's send them all on a one-week training course to strengthen team cohesion.
B: That sounds very interesting, but I doubt we can afford it. How about a weekend event?

9 Raising finance

9.1

asset; private; market; stake; talk; mortgage

9.2

/æ/ as in bad bank: asset; acquisition; finance
/ə/ as in about Canada: private*; account; purchase*
/ɑ:/ as in smart card: market; overdraft; grant
/eɪ/ as in play safe: stake; rate; angel
/ɔ:/ as in short course: talk; although; instalment
/ɪ/ as in quick fix: mortgage; percentage; encourage

*The letter *a* in *private* and *purchase* is sometimes pronounced /ɪ/.

9.3

- 1 Everyone expects a return on their investment.
- 2 The report contained an assessment of the risks facing European investors.

9.4

- 1 The first instalment is due in April.
- 2 The company has gone into administration with debts of about eight million euros.
- 3 If we are serious about this acquisition, we'll have to put our money where our mouth is.

9.5

- 1 Could I make a suggestion? ↗
- 2 Do you have a reliable backer? ↗
- 3 Why do you want to take out a loan? ↘
- 4 Are you willing to renegotiate the loan? ↗
- 5 What kind of collateral can you offer? ↘
- 6 What sort of figure did you have in mind? ↘
- 7 Does that solve the problem? ↗
- 8 When can you transfer the money? ↘

9.6

- 1 Unfortunately, we couldn't invest in your project in its present form.
- 2 Maybe we should talk about start-up costs first.
- 3 Could you offer some additional collateral?
- 4 I'm afraid that's the lowest rate we can offer.
- 5 Is there any possibility you could bring in another backer?
- 6 Your interest rate is higher than we were expecting.

9.7

- 1 When will you be in a position to repay the overdraft?
- 2 Let's go over what we've agreed so far, then.
- 3 Can I comment on that? I think we must look for other sources of finance.
- 4 Do you have a cash flow problem?
- 5 Can you repay the loan in four instalments?
- 6 I'm sorry, but these figures just don't seem to add up.
- 7 Let me clarify what I've just said. What I meant was, we might be forced to take legal action.
- 8 Let's recap on the main points before we move on to our other topic.
- 9 Why can't you bring in another backer?
- 10 I'm afraid we were hoping for a slightly lower interest rate.

9.8

- 1 A: Do you think you'll be able to break even in two years?
B: Well, maybe, erm, that really depends on the market.
- 2 A: So exactly how many backers will you be able to find?
B: Can I get back to you on that one?
- 3 A: Will you accept payment by instalments?
B: We'll think about that.
- 4 A: We'd like to know why the overdraft hasn't been repaid.
B: I'll look into that.
- 5 A: How much will you need for start-up costs?
B: Well, I don't know really.
- 6 A: So we're all agreed on the collateral, then?
B: Hold on a minute.

10 Customer service**10.1**

policy; repair; task; retail; customer; recall

10.2

- | | |
|--------------------|-------------------|
| 1 customer care | 5 cash price |
| 2 company policy | 6 repair person |
| 3 peak time | 7 progress report |
| 4 clear intentions | |

10.3

- 1 How do you like working in a call centre?
- 2 Did you mention having worked abroad?
- 3 Would you mind filling in this form?
- 4 Do you enjoy dealing with complaints?
- 5 Did you ever postpone answering tricky questions?

10.4

- 1 I'm afraid you sent me the wrong model.
A: I'm sorry. We should have checked your order more carefully. ✓
B: I'm sorry. We should have checked your order more carefully.
- 2 The books we ordered haven't reached us yet.
A: Sorry. You should've been informed that some of the titles are out of stock.

B: Sorry. You should've been informed that some of the titles are out of stock. ✓

- 3 Some of the goods were badly damaged.
A: I'm sorry. If you let me have the reference numbers, we'll send replacements at once.
B: I'm sorry. If you let me have the reference numbers, we'll send replacements at once. ✓
- 4 This delay has really messed up our sales.
A: Something has obviously gone wrong. I'm really sorry for this mistake. ✓
B: Something has obviously gone wrong. I'm really sorry for this mistake.
- 5 We've again received a reminder for that invoice which was settled three months ago.
A: I'm sorry. I'll talk to the person responsible straight away. ✓
B: I'm sorry. I'll talk to the person responsible straight away.
- 6 We still haven't received your invoice.
A: Sorry about that. I'm afraid we must have sent it to the wrong department. ✓
B: Sorry about that. I'm afraid we must have sent it to the wrong department.

10.5

- 1 A: I'm afraid you sent me the wrong model.
B: I'm sorry. We should have checked your order more carefully.
- 2 A: The books we ordered haven't reached us yet.
B: Sorry. You should've been informed that some of the titles are out of stock.
- 3 A: Some of the goods were badly damaged.
B: I'm sorry. If you let me have the reference numbers, we'll send replacements at once.
- 4 A: This delay has really messed up our sales.
B: Something has obviously gone wrong. I'm really sorry for this mistake.
- 5 A: We've again received a reminder for that invoice which was settled three months ago.
B: I'm sorry. I'll talk to the person responsible straight away.
- 6 A: We still haven't received your invoice.
B: Sorry about that. I'm afraid we must have sent it to the wrong department.

10.6

- 1 I'm afraid I have to make a serious complaint.
- 2 I'll look into the matter for you right away.
- 3 This delay has had a very bad effect on our production schedule.
- 4 There's probably been a mistake at our end.
- 5 Your complaint is wholly justified. Please excuse us for this mix-up.
- 6 If you have any further questions, don't hesitate to contact us directly.

10.7

- 1 A: We haven't received your new catalogue yet.
B: I'm sorry about that. I'll have it sent to you at once.
- 2 A: I'm afraid these figures aren't correct.
B: I'm terribly sorry. I'll have them checked for you straight away.
- 3 A: My OHP is on the blink again, it seems.
B: I'm sorry. We'll have it mended for you immediately.
- 4 A: We got stuck in the lift.
B: Oh! Sorry about that. We'll have it serviced right away.

- 5 A: The spare parts we ordered haven't materialised yet.
B: I'm awfully sorry. I'll have them despatched today.
- 6 A: What about the report you promised a week ago?
B: Sorry. I'll have it forwarded to you right now.

11 Crisis management

11.1

- port; sport
- kill; skill
- range; strange
- roll; scroll
- rip; trip; strip
- rain; train; strain
- lay; play; splay
- ream; cream; scream

11.2

- | | |
|-----------------------------|------------------------------|
| 1 an admission of liability | 5 the lines of communication |
| 2 a loss of confidence | 6 a source of trouble |
| 3 the speed of response | 7 a word of advice |
| 4 the flow of information | |

11.3

- answer; crisis; damage
- accuse; response
- confidence; customer; loyalty; strategy
- employee

11.4

- What don't you like about our new safety regulations?
- What specifically do you not like about our new safety regulations?

11.5

- Just when did you inform the public?
- When exactly did you recall the product?
- What specifically caused the food to get contaminated?
- How much money exactly did you allocate for the crisis?
- Could you tell me in detail how this crisis is likely to affect your hygiene and safety regulations?
- Could you tell me in detail how you plan to avoid such problems in the future?

11.6

- A: Our employees are not interested in first aid training.
B: What evidence do you have for that statement?
- A: We must not let the media know about this incident.
B: What would happen if we did?

11.7

- A: Everyone thinks fire drills are a waste of time.
B: Does *everyone* really think so?
- A: There has never been an accident on our premises.
B: Have there ever been any occasions when an accident could have happened?
- A: I must finish this report by Tuesday.
B: What would happen if you didn't?
- A: Disaster simulations are very expensive to conduct.
B: Are all types of disaster simulations very expensive?
- A: All our customers are pleased with the information we provide.
B: What evidence do you have for that statement?
- A: A report like that is just not good enough.
B: What would be an acceptable standard?

12 Management styles

12.1

- | | |
|--------------------|-----------------|
| efficient; measure | passion; vision |
| cheque; jet | March; large |

12.2

- | | |
|--------------------------------|----------------------------|
| 1 pressure; rational; sociable | 3 catchy; coach |
| 2 leisure; precision | 4 manager; urgent; logical |

12.3

Allan is extremely sociable and always joins us for lunch.

12.4

- Our office manager doesn't involve us in any decisions.
- They encouraged us to plan everything with absolute precision.
- Of course it's a high-pressure job, but there's a lot of prestige attached to it.

12.5

in.spi.ring – in.spi.ra.tion; flex.i.ble – flex.i.bi.li.ty;
cha.ris.ma – cha.ris.ma.tic; so.cia.ble – so.cia.bi.li.ty;
di.plo.mat.ic – di.plo.ma.cy

12.6

- No, it isn't. In fact, I was here only three months ago.
- No thanks, I'll manage.
- No, I'm afraid not. It's right on the top floor.
- I'm afraid it's a bit inconvenient right now. You see, I'm just busy classifying them.
- No, that's all right, thank you. It can wait until tomorrow.
- Really? I'm feeling a bit cold, actually.

12.7

- A: Would you like me to make a reservation for you?
B: No thanks. I've already booked the ticket, actually.
- A: Could I borrow your OHP tomorrow?
B: Sorry, I need it myself. I'm giving three presentations tomorrow!
- A: Is Valencia your home town, then?
B: No it isn't, actually. I live in Bilbao, though I spend at least four months a year in Valencia.
- A: The salad is too salty, don't you find?
B: Really? I think it's just perfect.
- A: Anything I can do for you?
B: That's all right, thanks. I'll manage.
- A: Did you enjoy the talk?
B: Not a lot, I'm afraid. It didn't seem to have any structure whatsoever.

13 Takeovers and mergers

13.1

- merger; confirm; earlier
- alliance; stake; takeover
- manage; shares; leveraged
- sycophant; vying; buyout
- unveil; retailer; create
- launch; perform; pitfall

13.2

- Prospects for the company are good.
- The outlook for the industry is healthy.

- 3 They've agreed the terms of the merger.
- 4 We are well positioned to make further acquisitions.
- 5 She reported an improvement in their key financial results.
- 6 Their share price has risen sharply because of interest from a predator.

13.3

Column 1: company; management; suitable; shareholders
 Column 2: advantage; substantial; objectives; position;
 rewarding; successful

13.4

14	53%	3,456
40	$\frac{2}{3}$	567,096
7.52	211	£123m

13.5

Rubicom Technology Partners, the Prague-based e-business consultancy, yesterday announced plans to buy Master Consulting, a rival pan-European consultancy, for \$640m in cash and shares.

A windfall of \$27m in cash will be shared by Master's 19 partners, who founded the Budapest-based business in 1998. The remaining payment comes in the form of about 6.8m shares and options for shares. Master's partner group is expected to receive 3.1m options vested over three years, while its employees will get 1.1m options vested over two years.

13.6

I'd like to begin by looking at our financial results. Our interim results are solid and our global growth programme is moving ahead. As you can see from this table, gross turnover for the six months ended 30 June was £407m against 311m last year, and profit before interest and tax was £72m against 57m last year, that is to say up 31% and 26% respectively over the corresponding previous period. Basic and fully diluted earnings per share were 2.9p against 1.8p in the previous period.

13.7

Moving on to the area of growth, we are making good progress forging a new corporate culture worldwide, particularly in Europe and North Africa.

First, in Europe, we completed the acquisition of GenElex's 24.6% interest in the Gyula power station in Hungary. This purchase increases Astral Power's ownership in Gyula to 93.7%.

Secondly, in Morocco, we acquired EnerJebel at a cost of £5m, while Essaouira, in which we have 35% ownership interest, is studying new opportunities arising from mergers and other changes in the market.

I'd now like to turn to the outlook. We expect that trading in the next quarter will be similar to the period ending 30 June. In addition, we continue to anticipate a step-up in turnover and earnings next year.

As you all know, we remain committed to delivering shareholder value and maintaining the highest standards of professionalism.

14 The future of business

14.1

- 1 magnificent
- 2 uncertain

- 3 marvellous
- 4 prosperous
- 5 brilliant
- 6 dire
- 7 bleak
- 8 rosy

14.2

- 1 The next meeting will be in five weeks.
- 2 I'll do it once I have the instructions.
- 3 They say redundancies are about to be made.
- 4 Are you staying for the meeting this evening?
- 5 Is it true that Sue is going to work abroad again?
- 6 She won't have time to come to the board meeting.
- 7 Some people predict that poverty will have been eradicated 100 years from now.

14.3

- 1 He'll do it for you.
- 2 Tom's going to resign.
- 3 They won't be able to sell it.
- 4 We're going to make a huge profit.
- 5 They'll have beaten the competition.
- 6 We aren't going to change our policy.
- 7 They won't have finished until next Monday.

14.4

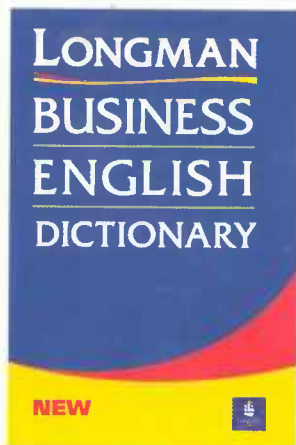
- 1 You'll call me right after the meeting, won't you?
- 2 He won't be able to finish it by Thursday, will he?
- 3 They won't place any more orders with us, will they?
- 4 They'll look for another supplier instead, won't they?
- 5 She won't say anything until the contract is signed, will she?

14.5

- 1 My name's Raoul Deschamps and I work for Kando Marketing. I'm calling about a special promotion we're having for our range of sportswear.
- 2 I assure you I won't take up too much of your time.
- 3 When would be a convenient time to ring back?
- 4 Thanks for your time, you've been very helpful.

14.6

- Michel: Hello, Marcel. Have you got your trip planned yet?
 Marcel: Well, most of it. Let me fill you in right now, OK? And maybe you'll be able to help me with a couple of things.
- Michel: Sure. Are you still leaving on the 29th September?
 Marcel: No, I'm setting off on the 26th. Sogeta International wants me for a consultancy in Bracciano. And I'm definitely staying there for the weekend.
- Michel: Great idea. Always mix business with pleasure!
 Marcel: Yeah, that'd be nice, but I'll really need all the time there is to put the final touches to my presentation.
- Michel: How are you going to get to Cagliari, by the way?
 Marcel: Don't know yet. Either I'll fly or take the hydrofoil.
 Michel: But the crossing lasts over three hours ...
 Marcel: I know. But Sogeta is very near Civitavecchia – that's where the hydrofoil departs from. If I fly, it'll take me almost as long to get to the airport!
- Michel: Yeah, I suppose so. Have you made all the reservations?
 Marcel: No, not yet. So if you could get me an early flight on the 26th, and then find out about accommodation for four nights in Bracciano ...
 Michel: Sure. I'll see to it immediately ...



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