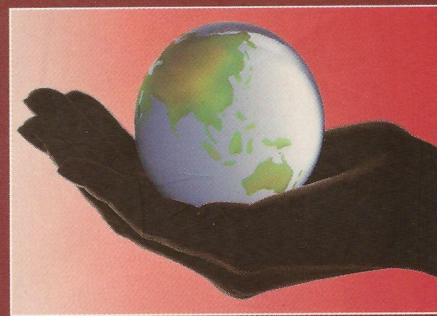


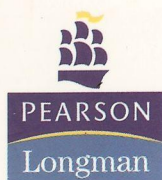
NEW EDITION

INTERMEDIATE BUSINESS ENGLISH PRACTICE FILE

MARKET LEADER



John Rogers



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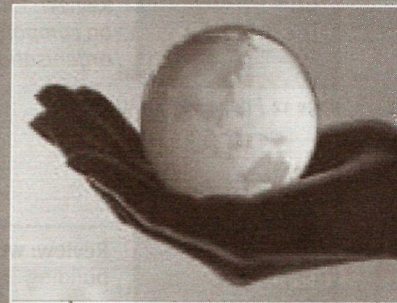
FINANCIAL TIMES
World business newspaper.

Map of the Practice File

INTERMEDIATE BUSINESS ENGLISH PRACTICE FILE

NEW EDITION

MARKET LEADER



John Rogers



FINANCIAL TIMES
World business newspaper.

Language work			Talk business	
Vocabulary	Language review	Writing	Sound work	Survival business English

Unit 8 Employment page 32 / page 76	Review and extension: <i>employment</i> words and collocations	Question forms Indirect questions	Completing a job advertisement Sequencing a letter of application Editing	Individual sounds: the ending <i>-tion</i> , <i>-ssion</i> , or <i>-sion</i> Connected speech: consonant-vowel links Stress and intonation: showing interest	Getting the message right Asking for repetition
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Unit 9 Trade page 36 / page 78	Review and extension: <i>trade</i> words and collocations	Conditional sentences	Completing a letter Correcting a letter Editing	Individual sounds: the letter <i>a</i> Connected speech: contracted forms Stress and intonation: conditional sentences	Negotiating
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Unit 10 Quality page 40 / page 80	Review and extension: words and collocations for talking about problems with <i>quality</i>	Infinitives and gerunds	Formal or informal language Completing a letter Editing	Individual sounds: the sound /eɪ/	Complaints Identifying topics
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Unit 11 Ethics page 44 / page 82	Review: <i>ethics</i> words and collocations	Tense review	Linking words Sequencing an e-mail Editing	Individual sounds: the sound /ʌ/ Connected speech: weak forms of <i>was</i> and <i>were</i> Stress and intonation: question tags	Listening practice Giving advice; making suggestions
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Unit 12 Leadership page 48 / page 84	Review and extension: <i>leadership</i> words in context	Relative pronouns Defining and non-defining relative clauses	Formal or informal language Editing	Connected speech: consonant-vowel links Stress and intonation: identifying stressed syllables	Listening practice
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Unit 13 Innovation page 52 / page 86	Review and extension: <i>innovation</i> words and collocations	Passive sentences <i>have something done</i>	Re-writing an e-mail Editing	Individual sounds: the sound /ɜ:/ Connected speech: weak forms Stress and intonation: 'new' or 'old' information	Presentations Sounding tactful
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Unit 14 Competition page 56 / page 88	Review and extension: <i>competition</i> words and collocations Idioms	Modals	Paraphrasing Matching and sequencing Editing	Individual sounds: contrasting /ɔ:/ and /əʊ/ Connected speech: contracted forms Stress and intonation: identifying word stress	Tactful responses
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Map of the Practice File

	Language work			Talk business	
	Vocabulary	Language review	Writing	Sound work	Survival business English
Unit 1 Brands page 4 / page 62	Review and extension: <i>brands</i> and <i>marketing</i> words and collocations	Present simple Present continuous	Editing Replying to an e-mail	The 3rd person singular ending	Making suggestions Getting the message right
Unit 2 Travel page 8 / page 64	Review and extension: <i>business travel</i> words and phrases in context	Future forms	Completing a fax Writing an e-mail Editing	Individual sounds: dark / Connected speech: disappearing sounds Stress and intonation: <i>wh</i> - questions	Asking for agreement or confirmation Getting the message right
Unit 3 Organisation page 12 / page 66	Review: focus on <i>company organisation</i>	Noun combinations	Completing an e-mail Replying to an e-mail Editing	Individual sounds: the letter <i>u</i> Connected speech: consonant-vowel links Stress and intonation: three-syllable words	Making business contacts Listening practice
Unit 4 Change page 16 / page 68	Review: word-building Extension: focus on <i>introducing change</i>	Past simple and present perfect	Identifying function An introduction to report writing Editing	Individual sounds: the <i>schwa</i> sound Connected speech: contracted forms	Taking part in meetings Getting the message right
Unit 5 Money page 20 / page 70	Review: <i>finance</i> words and collocations	Describing trends	Linking words Editing	Weak forms Saying the date	Using stress to correct information Listening practice
Unit 6 Advertising page 24 / page 72	Review: <i>advertising</i> words and collocations	Using articles	Completing a letter Replying to a letter Generalising Editing	Individual sounds: contrasting /əʊ/ and /aʊ/ Connected speech: linking <i>r</i> Stress and intonation: lists	Giving presentations
Unit 7 Cultures page 28 / page 74	Review and extension: focus on idioms	Modals	Unscrambling texts Completing a letter Editing	Individual sounds: silent letters Connected speech: weak forms of <i>have to</i> Stress and intonation: highlighting	Social situations

Brands

Vocabulary

A Use the clues to complete the crossword puzzle.

Across

- 1 When products are used in TV programmes, films, etc, we speak of 'product *placement*'. (9)
- 7 A set of products of a particular type. (5)
- 8 The knowledge people have of a brand is called 'brand'. (9)
- 9 The ideas and beliefs people have about a brand. (5)
- 11 Using an established name on another sort of product is called 'brand'. (10)

Down

- 2 If you keep buying a particular brand, you show (7)
- 3 The gathering of information about what buyers need or want. (8)
- 4 It starts with the product design, and ends when it is discontinued. (9)
- 5 Giving a name to a product so that people can recognise it easily by its name or design. (8)
- 6 When a company has a new product, it gives it a catchy (4)
- 10 A good product is one that can most, or all, of the customer's expectations. (4)

1	P	2	L	A	C	E	M	E	N	T	3		4			
											5					
								6								
7								8								
				9	10											
11																

Vocabulary +

B Choose the correct words from the box to complete the definitions.

follower leader position research segment share trends value

- 1 A company's market is the percentage of sales it has in a particular market.
- 2 Market involves obtaining information about what consumers want or need.
- 3 A market is a group of customers of similar age, income level and social class.
- 4 The market is the best-selling product or brand in a market.
- 5 The market is the second best-selling product or brand.

Language review

- A** Complete the sentences with the verbs from the box. Use each verb twice. Put each verb into the correct form and the correct tense – present simple or present continuous.

invest sell take target work

- 1 Dell and HP ... *sell* computers around the world.
- 2 It only our laboratory half an hour to test all the ingredients.
- 3 Which market segment they usually ?
- 4 Oh no! My printer properly. I'll ask Mark to run off a copy.
- 5 you more money in marketing this year?
- 6 Their advertising agency never at weekends.
- 7 Do you think we a big risk if we postpone the launch of our new model?
- 8 Unfortunately, our range of soft drinks well at the moment.
- 9 This time, we our advertising campaign on the young.
- 10 Our company a lot in R&D. That's why we develop fewer new products than our competitors.

- B** Complete this text with the correct tense, present simple or present continuous, of the verbs given. Then check your answers.

Dan Peters ... *works* ¹ in the R&D department of the Antwerp-based company Mercator Foods Ltd, where he ² a team of five responsible for all products under the brand name *Souperbly*.

work
manage

Together, they ³ about three new products each year.

develop

This week, however, Dan is not in his office. He ⁴ in the laboratory. He ⁵ the testing of an innovative range of soups and sauces, and ⁶ a report.

work
supervise / write

He ⁷ his job and is proud of his company. Indeed, Mercator Foods ⁸ rapidly. It ⁹ subsidiaries in France and Germany and ¹⁰ Kilkenny Dairies (Ireland). Sales and earnings for the company ¹¹ far beyond expectations.

enjoy
expand / have
own
increase

The *Souperbly* brand in particular ¹² highly popular throughout Europe.

become

- C** Study the information in exercise B. Then write questions for these answers.

- 1 *Where does Dan Peters work?*
In the R&D department at Mercator Foods Ltd.
- 2
About three each year.
- 3
In the laboratory.
- 4
He's supervising the testing of some new products.
- 5
No, he isn't. He's writing a report.
- 6
In France and Germany.
- 7
Yes, indeed. Far beyond expectations!

Language work

D Tick the ten verbs which are not *normally* found in continuous forms.

- | | | | |
|-----------|-------------------------------------|-------------|--------------------------|
| 1 agree | <input checked="" type="checkbox"/> | 8 prefer | <input type="checkbox"/> |
| 2 believe | <input type="checkbox"/> | 9 realise | <input type="checkbox"/> |
| 3 belong | <input type="checkbox"/> | 10 research | <input type="checkbox"/> |
| 4 compare | <input type="checkbox"/> | 11 seem | <input type="checkbox"/> |
| 5 consist | <input type="checkbox"/> | 12 stretch | <input type="checkbox"/> |
| 6 contain | <input type="checkbox"/> | 13 suppose | <input type="checkbox"/> |
| 7 depend | <input type="checkbox"/> | 14 surprise | <input type="checkbox"/> |

E Choose verbs from exercise D to complete the sentences. Put them into the correct form of the present simple.

- It *seems*..... that our new range of equipment is becoming more and more popular.
- he to our proposal?
- Dreher has developed a new brand of beer that any alcohol.
- We may or we may not expand into China. It on the success of our products there.
- Our new range of toiletries essentially of environment-friendly deodorant sprays.
- all the respondents to the same market segment?

Writing

A Read the passage below about brands.

- In most of the lines 1 – 17 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick on the appropriate line.
- If there is an **extra word** in the line, write that word in the space provided.

In many ways, logos have become a kind of international language. Most people around the world they could identify the Shell or Esprit logo: we are united by what companies sell us. Not surprisingly perhaps, an increasing the number of people complain that 'there is no an escape from brands'.

There are several reasons for this. Firstly, big brands tend to squeeze out so small, independent businesses. In the addition, their branches tend to spread rapidly and occupy more and more space in our cities.

Another reason is that advertising today is not just much about selling products: it is about selling a dream, a message. The point of brand-stretching is that you do not really build brands around products, but around reputation. So, for example, you can go to your Virgin bank, visit a Virgin record shop, will buy a Virgin cola and get on a Virgin train.

Naturally, such a strategy has its risks. Dissatisfaction with one product can reflect badly and on the brand: if Virgin trains are late, people may lose confidence in Virgin banks. Or if you discover that your expensive pair trainers are made by underpaid teenagers working in the terrible conditions in a third-world country, you may begin to question the brand that it claims to sell you 'a healthy way of life'.

-
- they*
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-
-

B Steve Clark, *Souperbly* Brand Manager at Mercator Foods Ltd, received this e-mail from Liz Jansen, Managing Director of the company. Read the message, then write Steve's reply using his notes below.

From: Liz Jansen

To: Steve Clark

Subject: Souperbly range

Steve

Sales of our range of soups under the label Souperbly are increasing month by month in France, but are unfortunately falling rapidly in Germany, both in the North and the South.

Jan Kluis, our sales representative in that region, informs me that German customers find our products expensive – when they can find them at all!

I'd be grateful if you could look into the matter, and let me have your recommendations as soon as you can.

Thanks,

Liz

Steve's notes:

the largest supermarket chain sells its own brands of soups at much lower prices + don't display our products properly

our packaging very similar to current market leader in Germany

competitors offer frequent discounts + visit supermarkets very often

Recommendations:

Jan doing a great job but why alone?

redesign packaging / highlight brand's qualities (natural ingredients)

offer managers incentives for them to put our products on top shelves

discounts / special promotions / etc

Vocabulary

A Complete the sentences with words from the box.

criticise blame concern disruptive dissatisfaction harm misbehaviour

- 1 A growing number of people ...*criticise*... the airlines and demand better service.
- 2 There are signs that airlines are trying to respond to customer, for example by providing more legroom and quality in-flight meals.
- 3 Cases of passenger are unfortunately all too common on long-distance flights.
- 4 Many analysts alcohol for the phenomenon called 'air rage'.
- 5 Poor service and frequent delays will inevitably an airline's reputation.
- 6 Cabin and flight crews often have to deal with and dangerous in-flight behaviour.
- 7 There is increasing that airlines are trying to save money at the expense of customer satisfaction.

B Fill in the gaps in the text with the best word.

Customer satisfaction

For the second time, the Korona Hotel has been ranked No. 1 for customer satisfaction.

'At our hotel, we give our¹ more than a high-quality experience, we get them to enjoy the Korona way of life,' says Kurt Ahlberg, the General Manager, 'and we pride ourselves on excellent² in a luxurious environment.'

The³ are responsive and service-oriented, they obviously enjoy their jobs and want to help the clients. The Korona is committed to meeting the⁴ of today's international business⁵: there is high-speed Internet access throughout the hotel, and there are three spacious meeting rooms, with all the⁶ needed for successful business⁷.

In addition, the⁸ of the hotel is ideal: a three-minute drive from the international airport.

Ahlberg has long understood that busy executives cannot afford to waste time in⁹ jams as they try to¹⁰ city centre venues. Nor do executives particularly enjoy getting up at dawn to catch an early-morning¹¹.

- | | | | | |
|----|--------------|---------------|------------------|--------------|
| 1 | a) customers | b) guests | c) tourists | d) shoppers |
| 2 | a) waiters | b) help | c) chefs | d) service |
| 3 | a) crew | b) assistants | c) salesmen | d) staff |
| 4 | a) needs | b) functions | c) success | d) failure |
| 5 | a) tourists | b) dealers | c) travellers | d) voyagers |
| 6 | a) tools | b) facilities | c) buildings | d) machines |
| 7 | a) speeches | b) lectures | c) presentations | d) talks |
| 8 | a) location | b) place | c) venue | d) situation |
| 9 | a) transport | b) street | c) road | d) traffic |
| 10 | a) reach | b) get | c) arrive | d) go |
| 11 | a) arrival | b) airport | c) flight | d) check-in |

C Put in the missing letters to make equivalent words in British or American English.

British English	American English
1 underground	<u>s</u> <u>u</u> <u>b</u> <u>w</u> <u>a</u> <u>y</u>
2 timetable	<u> </u> <u> </u> <u>h</u> <u> </u> <u> </u> <u> </u> <u> </u> <u> </u> <u> </u> <u>l</u> <u> </u>
3 <u> </u> <u> </u> <u> </u> <u> </u> g <u> </u>	one way
4 <u> </u> <u> </u> <u> </u> <u> </u> r <u> </u>	round trip
5 motorway	<u> </u> <u> </u> <u> </u> e w <u> </u>
6 hand luggage	<u> </u> <u> </u> r r y- <u> </u> b <u> </u> <u> </u> <u> </u> <u> </u>
7 city centre	<u> </u> <u> </u> <u> </u> <u> </u> t <u> </u>
8 <u> </u> <u> </u> <u> </u> t	elevator

D Match the two parts of each phrase as in the example.

- | | |
|-------------------------|--|
| 1 a growing number | a) to customer dissatisfaction |
| 2 a fast-growing area | b) about air quality |
| 3 a wide range | c) against dangerous in-flight behaviour |
| 4 an interminable delay | d) in take-off |
| 5 increasing concern | e) of issues |
| 6 the battle | f) of passenger complaints |
| 7 to respond | g) of study |

Language review

Language work

A Match each item on the left with an item on the right.

- | | |
|--|---|
| 1 As you know, we're going to increase our special offers. | a) Look at the fog! |
| 2 We're leaving at five o'clock on Friday morning. | b) They know everything about Apex tickets. |
| 3 Most probably, airport hotels will become increasingly popular. | c) They couldn't get us a later flight this time. |
| 4 Hold on. I'll call our Travel Department and find out for you. | d) We are about to start advertising. |
| 5 Flights are going to be delayed again. | e) Many of them have been designed with the business traveller in mind. |

B Study the words in bold in exercise A. Then decide which sentence, 1 – 5, illustrates each of the meanings, a) – e), below.

- a) instant decision *sentence 4*
- b) pre-planned decision
- c) prediction based on present evidence
- d) general prediction / opinion about the future
- e) future arrangement (diary future)

Language

C Put the words and phrases in the correct order to make sentences.

- as soon as / a ring / I arrive / I'll give / in Brussels. / Mr Dupuis
- I'll / If / is delayed, / miss / my flight / the presentation.
- a better hotel. / going to / I find / I'm / stay here / until
- you advise / I'll / in May / not to go. / our Chinese suppliers / unless / visit / me
- again. / and visit / you are / in Copenhagen / our headquarters / Please come / when

Tip

After *as soon as / if / until / unless / when / once / next time / etc* we use a **present** verb form, even when we are talking about the future.

- Next time you ~~will be~~ in Vancouver, you must stay at the Plaza Hotel. ✗
- Next time you *are* in Vancouver, you must stay at the Plaza Hotel. ✓

Writing

A Choose the appropriate information from the box to complete the fax from The Three Storks Hotel.

your arrival	sincerely	look forward to
your departure	faithfully	hope
Dear Mr	However	inform
Dear Sir	As requested	confirm
	We would appreciate it if	request

The Three Storks Hotel

Virpazar - Montenegro

FAX

From: The Three Storks Hotel (Virpazar, Montenegro)

+381 (0)81 71 00 88

To: Mr J C Roberts, Stanley Engineering Ltd

+44 1865 698 244

April 28

Dear Mr¹ Roberts,

This is to² your booking for a single room from May 17 to May 20 inclusive, at a rate of 120 euros per night.

.....³, we will hold your room until midnight on the day of⁴.

We⁵ seeing you in May.

Yours⁶,

B You are going to attend a team-building seminar in Milan.

Write an e-mail (40 – 60 words) to your secretary in which you:

- explain why you will be away
- say when exactly you will be away
- give details of what your secretary should do while you are away.

From:

To:

Subject:

C Read the text below about using the Internet on trains.

- 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.

In several countries, railways are investing on wireless technology to help commuters staying connected as they travel by train to and from work.

Some companies have launched a wireless Internet service on there busiest trains.

This should enable commuter to surf the Web and check their e-mail onboard.

Considering that a substantial number of business person spend at least two hours in day on a train, an Internet link could be the key to increased productivity.

If use for entertainment, it could also contribute to bringing down stress levels.

Wireless Fidelity, 'Wi-Fi' for short, will already becoming commonplace in hotels and airports. It could soon become a standard facility for rail travellers to.

1 *in*

2

3

4

5

6

7

8

9

Vocabulary

A Fill in the gaps in the text with the best word.

Company choices

It has become a commonplace to say that the world is changing at an ever-increasing pace. Companies today are faced with a stark choice:¹ or go under. For example, until quite recently, companies typically tended to be². They were built on a model which achieved a high degree of control, but in which³ of communication were few and slow.

Another disadvantage of this type of organisation is that more junior⁴ may not even know who the CEO is, or what⁵ the decision-makers are trying to achieve. In order to try and solve this problem, many organisations have adopted a less⁶, more flexible business culture in which frequent contact between the owner and the employees ensures that⁷ is flowing smoothly.

A second difficult choice for a company concerns the extent to which it should go global or remain⁸. Global operations allow maximum⁹ of scale, while localisation makes it possible to¹⁰ quickly to market changes and to reach all market¹¹. In order to reduce the tension between global and local demands, many companies have adopted a 'hub and spoke' structure. They use several regional production and¹² 'hubs' where neighbouring markets are serviced from one single location.

- | | | | | |
|----|------------------|-----------------|------------------|------------------|
| 1 | a) adopt | b) market | c) adapt | d) research |
| 2 | a) economical | b) hierarchical | c) welcoming | d) democratic |
| 3 | a) webs | b) media | c) roads | d) channels |
| 4 | a) customers | b) directors | c) staff | d) buyers |
| 5 | a) goals | b) design | c) plan | d) sales |
| 6 | a) bureaucratic | b) caring | c) decentralised | d) market-driven |
| 7 | a) information | b) news | c) speech | d) interest |
| 8 | a) professional | b) static | c) local | d) impersonal |
| 9 | a) production | b) economies | c) marketing | d) savings |
| 10 | a) call | b) demand | c) enquire | d) respond |
| 11 | a) shares | b) research | c) leaders | d) sectors |
| 12 | a) manufacturing | b) selection | c) distribution | d) advertising |

Language review

A Change the following phrases, as in the two examples.

- 1 a hotel with three stars *a three-star hotel*
- 2 a day that lasts eight hours *an eight-hour day*
- 3 a deal worth eighty thousand euros
- 4 a seminar that lasts three days
- 5 a loan of two million pounds
- 6 a company which is 25 years old
- 7 an office block that has three storeys

B Match a word from box A with a word from box B to complete the sentences below.

A	B
computer	commercials
government	fair
information	force
labour	policy
research	project
trade	technology
TV	virus

- 1 This new *computer* *virus* could wipe all the data off your hard disk.
- 2 Several organisations are strongly opposed to the use of children in advertising in general, and in in particular.
- 3 Going to an international is often an excellent opportunity for networking.
- 4 Advances in have revolutionised the way people communicate and do business.
- 5 GVC Steelworks already have a of 1,500, and they are still recruiting.
- 6 The government should commission a special to assess the risks posed by GM foods.
- 7 It would be bad to revalue our currency at this particular time.

Language +

C Match the nouns 1 – 6 with the nouns a) – f) to make new compounds.

- | | |
|------------|--------------|
| 1 sales | a) officer |
| 2 savings | b) car |
| 3 customs | c) assistant |
| 4 needs | d) trade |
| 5 sports | e) analysis |
| 6 overseas | f) account |

Tip

In some expressions, the plural -s is kept on the first noun. However, the first noun is usually singular, even when its meaning is plural. For example,

- a car manufacturer,
- a shoe shop.

D Use the same word for each group of words to make new noun combinations.

- | | | |
|----------------------------|---------------------------|--------------------------|
| 1 world <i>trade</i> | <i>trade</i> deficit | <i>trade</i> secret |
| 2 crisis m..... | m..... guru | project m..... |
| 3 o..... hours | head o..... | o..... job |
| 4 life i..... | travel i..... policy | i..... broker |
| 5 p..... development | end p..... | p..... launch |
| 6 a..... agency | radio a..... | a..... campaign |

E Complete the sentences with words from the box.

level breach round waste lack range conflict cost

- The *level* of unemployment will soon reach 15%.
- They accused the striking workers of being in of contract.
- There was a growing of interest between her business dealings and her position as a politician.
- Writing letters by hand is a complete of time. I always type them on the computer.
- Experts forecast that the of living will decrease slightly next year.
- We have pleasure in including further information about our of products.
- We are starting a new of negotiations with GVC Steelworks next month.
- The seminar on 'Motivation at Work' was cancelled through of interest.

Tip

Many constructions *noun + of + noun* are relatively fixed. For example:

- *waste of money, lack of interest, conflict of interest, etc.*

We cannot say *interest lack, money waste, etc.*

Writing**A A large travel agency called Free Horizons has recently been reorganised and the new manager, Olivia Anderson, is very keen on staff training. Complete her e-mail with the words from the box.**

~~remain~~ announce contribute explain organise select

To: All staff **From:** Olivia Anderson
Subject: Staff training

In order to keep our competitive edge, we at Free Horizons must continue to provide unique travel services and ...*remain*...¹ totally customer focused.

Our staff training programmes² a great deal to making us so dynamic and efficient.

I am very pleased to³ that we will be able to⁴ another training seminar in the autumn, on one of the following topics:

- developing computer skills,
- intermediate French, Spanish or Arabic,
- customer service,
- favourite holiday destinations: their geography and politics.

Please⁵ one topic, and⁶ in detail the reasons for your choice.

Replies by Thursday please.

B Write a reply (40 – 55 words) in which you:

- mention your favourite topic
- give reasons for your choice.

To: Olivia Anderson **From:**
Subject:

C Read the passage below about Customer Relationship Management.

- In most of the lines **1 – 9** there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick on the appropriate line.
- If there is an **extra word** in the line, write that word in the space provided.

Many organisations talk about doing more business electronically, as implementing cost-cutting measures and improving efficiency. Despite all this talk, some of inspired business leaders have understood what the key to any business connection is: people. Customers, of course, do they expect quality products and fair prices, but this is not the whole story. They also expect to can deal with people who have a positive attitude, who are enthusiastic about the business they are in, and who care for them. A large part of the success of any company therefore will depends on the quality of customer services and CRM, the short for 'customer relationship management'. Companies have realised so that any transaction can potentially mark the start of a lifelong relationship.

1 *as*.....
 2
 3
 4
 5
 6
 7
 8
 9

Change

Vocabulary

A Make prefix and verb combinations to complete the sentences.

de	develop
down	grade
re	launch
up	centralise
	locate
	regulate
	size
	train

- Our company is about to *relocate* its head office to Malta.
- If our company says it is going to, I think that means we are out of a job.
- Lots of companies say they would like to responsibility and authority.
- Sales will increase if we the product under a different name.
- Our government might all internal flights to make the industry more competitive.
- We bought the new software and then realised we would need to the staff to use it.
- The local council has plans to the whole area north of our headquarters.
- We want to use the money to all our computers with the latest processors.

B Fill in the gaps in the text with the best word.

Introducing change

Change is a natural part of the human condition. However, we often perceive it as a¹ to our stability, our self-esteem and our values. It is therefore hardly surprising that the most frequent reaction to change is².

Business leaders need to bear this in mind and introduce change carefully for it to be successful. They have to raise their staff's³ of the⁴ of the intended change. This can be achieved through good communications, as well as active staff⁵ in the decision-making⁶.

Change is easier in flatter organisational structures than in⁷ ones. It seems that people working in⁸ tend to generate more ideas and can test them out easily.

A⁹ style of management, together with adequate¹⁰, can also boost self-confidence and so help staff cope better with change.

Finally, business leaders should create an atmosphere of¹¹ in which staff are encouraged to express their feelings. Indeed, silent resistance is a greater threat to the success of a change than open criticism.

- | | | | | |
|----|----------------|---------------|------------------|------------------|
| 1 | a) signal | b) failure | c) stimulus | d) threat |
| 2 | a) violence | b) resistance | c) obedience | d) persistence |
| 3 | a) mind | b) awareness | c) intelligence | d) reason |
| 4 | a) cause | b) result | c) purpose | d) success |
| 5 | a) involvement | b) work | c) suggestions | d) ideas |
| 6 | a) time | b) role | c) activity | d) process |
| 7 | a) democratic | b) caring | c) hierarchical | d) market-driven |
| 8 | a) teams | b) offices | c) companies | d) sections |
| 9 | a) supportive | b) preventive | c) authoritarian | d) disciplined |
| 10 | a) education | b) training | c) measures | d) downsizing |
| 11 | a) belief | b) suspicion | c) faith | d) trust |

Language review

A Past simple or present perfect tense? Use the correct form of the verbs to complete the conversation.

- Ken: Geoff! What a surprise! I ... *haven't seen* ¹ you for months. Last time we ², you ³ about to go to Italy. *see meet / be*
- Geoff: That's right, yeah. I ⁴ there to retrain the sales staff at our main subsidiary. *go*
- Ken: Mm. What was that like?
- Geoff: Interesting, but tough. I'm not sure I ⁵ from the experience yet. *recover*
- Ken: Really? What ⁶?
- Geoff: Well, one of the guys in the team ⁷ anything that ⁸ like a new idea. *reject / look*
- Ken: I suppose that's what you call 'resistance to change'.
- Geoff: Yeah, exactly. And now to make things worse, he ⁹ of the team. *drop out*
- Ken: Well, not a big loss, from what you're saying.
- Geoff: Mm, you're probably right. Anyway, what about you? I've no idea what you ¹⁰ up to. *be*
- Ken: Guess what! I ¹¹ my job! *change*
- Geoff: What? You ¹² Rixon? I don't believe you! *quit*
- Ken: Yep! I ¹³ with Lescot since January. *be*
- Geoff: Oh, I know Lescot. Everyone says it's the place to be.
- Ken: I certainly don't regret my decision. Since I ¹⁴ working for them, I feel a lot better. And I ¹⁵ bungee jumping! *start take up*

B Cross out the incorrect option in each list.

- | | | |
|---|---|--|
| 1 | A large number of stores were upgraded | last year.
in the late 1990s.
since 2003. |
| 2 | The concept of the department store was born | in a different era.
over the last few years.
many years ago. |
| 3 | It has been an excellent year for Epsol International | so far.
in 2002.
till now. |

4 They have

yet
already
never

 reorganised their local business operations.

5 How many new products have they launched

since the summer?
this year?
yet?

6 Unfortunately, we didn't redevelop the car park

when we had the money.
for the past three years.
six months ago.

Writing

A Match each sentence to the correct function on the right.

- 1 As agreed, our consultant will be arriving on Wednesday, April 30.
- 2 Could you please send us some information about the change of ownership at Lescot?
- 3 If you require any assistance with your relocation, do not hesitate to contact us.
- 4 This is to let you know that plans for the retraining of our admin staff are under way.
- 5 We are sorry for any inconvenience you may suffer as a result of this cancellation.
- 6 We should relaunch our *Davina* mineral water under a different name.

- apologising
- confirming
- informing
- offering
- requesting
- suggesting

B Match these sentence halves.

- | | |
|--|--|
| <ol style="list-style-type: none"> 1 According to the latest report our consultant has submitted, 2 Firstly, the timing is far from ideal, 3 In addition, the same employees have sometimes expressed dissatisfaction 4 In my opinion, there are two main 5 Secondly, some employees seem unhappy 6 This is particularly true for seminars | <ol style="list-style-type: none"> a) held on Mondays and Fridays. b) at the way Jeffrey Hiley conducts the workshops. c) attendance at retraining seminars is declining. d) especially on Friday after a full working week. e) reasons for this situation. f) that they were not involved in choosing the topics. |
|--|--|

C Put sentences 1 – 5 in exercise B in the correct order to make a section from a report.

a) ...!... b) c) d) e) f)

D Now complete the next section of the report with items from the box.

recommendations appropriate to aware of
decisions in order to so that

In order for such seminars to be worth their cost, I would like to make several recommendations ¹.

Prior to any training programme, we should:

- a) carry out an in-depth needs analysis ² ensure that the content of the training is ³ the needs of our company;
- b) conduct individual interviews with prospective participants, ⁴ we can evaluate their level of motivation;
- c) ensure that all staff are fully ⁵ the purpose of the proposed training, and involve them in ⁶ about topics, format and length.

E Read the text below about the changing concept of work.

- 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.

For many of us, work is still a place where we go each days. However, the whole concept of work and leisure are changing, and for an increasing number of people around the world, work is not longer a place to go but something they do. A substantial number of companies has already introduced a flexible working policy. This gives their staff a more greater degree of choice about when and where they work. It also enables them to achieve a balance between them personal and business lives. Peoples with parental responsibilities, for example, value flexibility enormously. Many companies now offered parents the option to become 'homeworkers' who finish works early afternoon to spend the rest of the day with their children, and do the rest of their work where the children are asleep.

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

Vocabulary

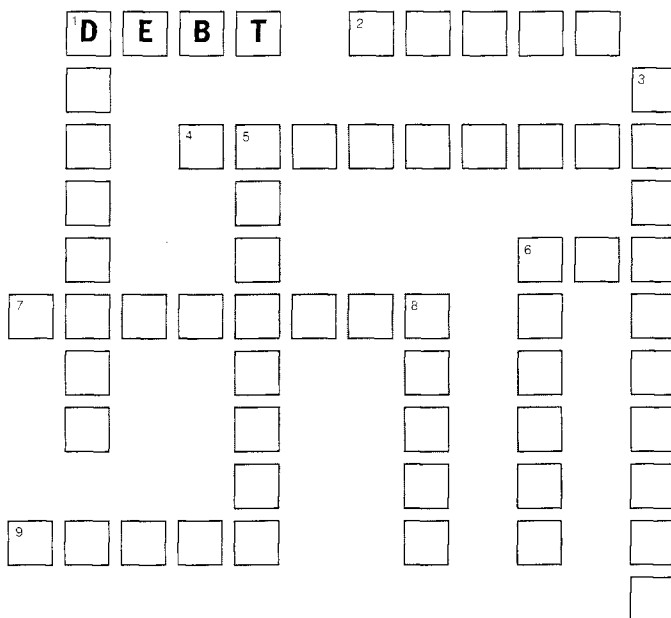
A Use the clues to complete the crossword puzzle.

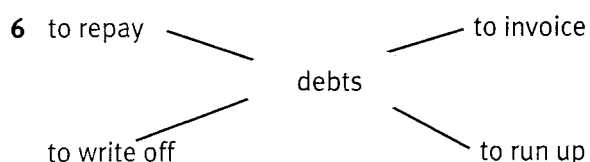
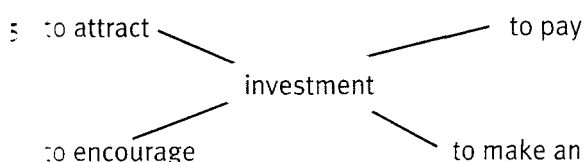
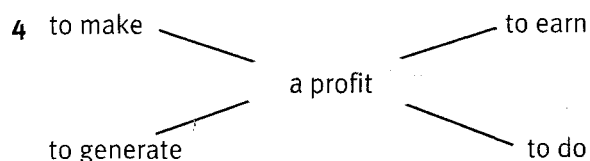
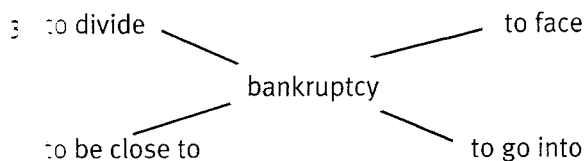
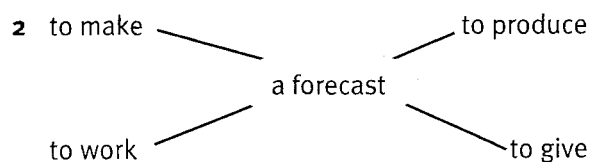
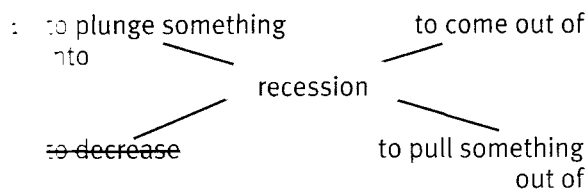
Across

- 1 A *debt* is money that one person, organisation or country owes to another. (4)
- 2 One of the parts into which ownership of a company is divided. (5)
- 4 A difficult time for the economy of a country, when there is less business activity. (9)
- 6 A company's -tax profit is the profit it makes before tax is taken away. (3)
- 7 Money that a company, organisation or government receives from people. (8)
- 9 The difference between the selling price of a product and the cost of producing it is called the margin. (5)

Down

- 1 The is the part of the profits of a company that is paid to shareholders for each share that they own. (8)
- 3 Money which people or organisations put into a business in order to make a profit. (10)
- 5 The per share are a company's profits divided by the number of its shares. (8)
- 6 The money that a business makes. (6)
- 8 A market is a place where a company's shares are bought and sold. (5)



B Cross out the word which does not normally go with the key word.**C Match these sentence halves.**

- | | |
|--|--|
| 1 Sales went up beyond expectations, and Kernel Computers made a | a) gloomy sales forecast for the next quarter. |
| 2 Our economic experts have produced a | b) encourage foreign investment. |
| 3 Competition is so fierce that many small travel operators are | c) plunge the country into recession. |
| 4 The government has promised to eliminate bureaucracy in order to | d) record profit of 150 million euros. |
| 5 They spend more than they earn and run up | e) close to bankruptcy. |
| 6 We fear that a rise in interest rates will | f) huge debts on their credit cards. |

Language review**A Complete these pairs of opposites.**

- | | |
|-----------------|-------------------|
| 1 to go up | to go <u>down</u> |
| 2 to r_ _se | to _ _ _l |
| 3 to _ _cr_ _se | to de_ _ _ _ _ |
| 4 to s_ _r | to _ _ _mm_ _ |
| 5 to _ _ _ble | to h_ _ _e |

What's the rule?

We can use some verbs without an object, we call them **intransitive verbs** (I). We can use other verbs with an object, we call them **transitive verbs** (T). Look at these examples.

- *Profitability has risen.*

Subject + verb with no object. *Rise* is an **intransitive** verb (I).

They have risen sales is wrong.

- *The banks have raised interest rates by 0.5%.*

Subject + verb + object. *Raise* is a **transitive** verb (T).

Interest rates have raised again is wrong.

- *The volume of sales will decrease.* (I)

They will decrease the volume of sales. (T)

Decrease can be **transitive** or **intransitive**. There are many verbs that can be both transitive and intransitive.

B Mark each verb (I) if you can use it to complete sentence a), (T) if you can use it to complete sentence b), or (I) / (T) if you can use it to complete both sentences.

- a) The volume of sales will
- b) They will the volume of sales.
- | | |
|-----------------|-------------------|
| 1 fall ...! | 6 increase |
| 2 double !/T. | 7 level off |
| 3 drop | 8 peak |
| 4 decline | 9 plummet |
| 5 halve | 10 soar |

C Complete the words to make the corresponding adverb for each adjective.

Adjective	Adverb
1 considerable	considera <u>bly</u>
2 dramatic	dramatic_ _ _ _
3 gradual	gradual_ _
4 sharp	sharp_ _
5 significant	significant_ _
6 slight	sli_ _ _ _
7 steady	stea_ _ _ _
8 substantial	substan_ _ _ _

D The two sentences below have the same meaning. Study the example, then rewrite sentences 1 – 7 in the same way.

There was a **considerable increase** in oil prices Adjective + noun
 means the same as:
 Oil prices **increased considerably**. Verb + adverb

- There has been a **dramatic fall** in exports.
- It seems that there is going to be a **substantial rise** in taxes.
- There was a **steady rise** in the number of people out of work.
- Are you saying that there is a **significant decline** in production?
- I think domestic demand will **fall slightly**.
- Profit **grew gradually**.
- Orders have **dropped sharply**.

Writing

A Match the following items.

- | | |
|---|--|
| 1 Despite the rising euro and falling sales, | a) although they were affected by the strong euro as well. |
| 2 The euro rose and sales fell slightly, | b) because of the strong euro and a slight fall in sales. |
| 3 Compex's profits did not remain constant | c) However , the profits of Compex's competitors did not decrease. |
| 4 Their competitors' profits increased | d) so Compex's profits did not reach the same level as in the previous quarter. |
| 5 The strong euro affected all software companies. | e) Compex's profits did not fall significantly. |

B Study the five linking words in bold in exercise A. Then use each linking word twice to complete the following sentences.

- 1 Sales of our range of fruit juices improved ... **because** ... we made the packaging more attractive.
- 2 As you can see from the graph, sales did very well in the second quarter. Since June,, there has been a gradual drop.
- 3 Profits continued to rise a slight increase in production costs.
- 4 We plan to centralise distribution, costs are likely to decrease.
- 5 September can be a difficult month sales often fall after the summer holiday.
- 6 the booming market for mobile communications, Alfitel's share price fell steadily.
- 7 We have just relaunched the XL30 under a different name, sales will probably go up.
- 8 our production costs have gone down by 3%, profits have not improved significantly.
- 9 We launched our advertising campaign three months ago., sales have not recovered yet.
- 10 Profits went up sales did not seem to improve.

C Read the passage below about the unequal distribution of wealth.

- In most of the lines **1 – 11** there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick on the appropriate line.
- If there is an **extra word** in the line, write that word in the space provided.

Most news programmes now have a business section. This might give us the illusion that we are all equally affected by stock markets and financial speculation. When we care to study the facts and figures, however, it will soon becomes clear that the glamorous financial deals we regularly hear about benefit only to a tiny minority of people. According to a recent report published in the US, the wealthiest 1% of the population control more than one third of all the nation's wealth. This concentration of wealth among the very rich and has mostly remained constant over the past ten years. On the other one hand, the living standards of a large proportion of the population have stagnated or declined. This kind phenomenon is by no means unique to the US, it is indeed a common throughout the industrialised world well. It is also occurring in emerging economies like India and China. As the gap between average families and not the very few ultra-rich continues to widen, it seems urgent to address the issue of global inequality of wealth and income distribution.

- 1 *will*
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11

Vocabulary

A Complete the sentences with the best word.

- 1 If a celebrity ... *endorses* ... a product, they say how good it is in advertisements.
a) persuades b) launches c) endorses
- 2 Billboards, those large signs used for advertising, are often called '.....' in British English.
a) leaflets b) slogans c) hoardings
- 3 Manufacturers of toiletries and cosmetics frequently offer free for customers to try out their new products.
a) samples b) commercials c) posters
- 4 Advertising done at the place where a product is sold is called '..... advertising'.
a) public b) point-of-sale c) eye-catching
- 5 of sports or arts events can be a powerful method of advertising.
a) Research b) Endorsement c) Sponsorship
- 6 If you hear about a new product from a friend or relative, this is called '..... advertising'.
a) word-for-word b) mouth-to-mouth c) word-of-mouth
- 7 Outdoor advertising is growing rapidly because the cost of TV has risen dramatically.
a) commercials b) publicity c) research

B Match each verb on the left with two phrases on the right.

- | | | |
|------------------|-------|-----------------------------|
| to launch | _____ | a) between two products |
| to capture | | b) a product |
| to differentiate | | c) somebody's imagination |
| to communicate | | d) a message to somebody |
| | | e) one product from another |
| | | f) somebody's attention |
| | | g) an advertising campaign |
| | | h) with somebody |

Language review

- A** The passage below is the first part of a text about 'subvertising'. Complete it with *a / an / the*. Put \emptyset if no article is necessary.

'Subvertising' is^a..... combination of words 'subvert' and 'advertising'. Indeed, subvertising consists in subverting or sabotaging commercial as well as political advertisements that are displayed in public places.

Here is simple example: advert for famous brand of cigarettes depicted handsome middle-aged man gazing thoughtfully into distance. caption was four words long: *The more you know...* This ad was easily subverted by someone who just added following words: *...the less you smoke.*

- B** In the second part of the text, all eight instances of the definite article, *the*, have been removed. Insert them back where they belong.

~~The~~ purpose of subvertisers is usually to encourage people to think, not only about products they buy, but also about nature of society they live in.

There are a number of similarities between advertising and subvertising: both are very often creative, witty, direct and thought-provoking.

However, differences between two are enormous. While goal of advertising is ultimately to increase consumption and corporate profits, subvertising aims to make people aware of constant pressure they are under to buy things, to spend money, to 'shop-till-you-drop', so that they may be able to resist that pressure.

- C** In the third and last part of the text, there are no articles. Write in *a / an / the* where appropriate.

In addition, subvertising is^a reaction against invasion of public places by hoardings, posters, slogans, logos, etc, which some people say 'pollute our mental environment'. It is attempt to 'reclaim streets', to free our personal space of those consumerist messages which can be seen or heard left, right and centre in our cities.

While one cannot ignore that in eyes of law, altering hoardings is considered minor form of vandalism, one has to recognise that subvertising is form of creativity and way of exercising one's freedom of speech.

Writing

A Choose the correct item from each pair to complete the letter.

schedule date and time	I have pleasure in I am pleased to	We would be very grateful We are delighted
further information full details	take advantage of look forward to	we enclose we could arrange for

Language work

ASTRA OFFICE SOLUTIONS

100 Alexandra Road – Birmingham

14 October

Ms Sandra Perkins
Purchasing Manager
United Freight Agencies
Liverpool

Dear Ms Perkins,

As Head of our Customer Service Department, ... *I have pleasure in...* ¹ enclosing our latest catalogue, featuring our exciting new range of office equipment and furniture at the most competitive prices currently on the market.

..... ² if you could let us know which of our products would be of particular interest to you. Once we have this information, ³ an expert from our sales staff to visit your company in order to carry out a detailed needs analysis and produce a unique office solution for you, entirely free of charge.

Our expert would also give you ⁴ of our special offers. At Astra Office Solutions, we offer our regular customers more than just discounts. For example, there is a two-month free trial period for all electrical equipment, including photocopiers, and much more.

If you would like to ⁵ a visit from our expert, please inform us of a suitable ⁶.

We look forward to hearing from you.

Yours sincerely,

Ammar Sellimi

Sales Manager

B Write a reply to Mr Sellimi in which you:

- thank him for the catalogue
- describe what kind of office equipment / furniture you are interested in
- accept his offer of a visit from an expert
- suggest a time and date for the visit.

C Look at the examples, then match the sentence halves below.

- 1 **On average**, 2,000 people visit our website every month.
- 2 **By and large**, I think it was a successful advertising campaign.

- | | |
|---|---|
| <ol style="list-style-type: none"> 1 Basically the two products are the same 2 As a rule, our advertisements never 3 Overall we are satisfied with the design, 4 All things considered, it has been 5 In general, we advertise more on the Internet 6 Roughly speaking, our website | <ol style="list-style-type: none"> a) a successful year for Marketing. b) but we find the colours are rather dull. c) gets about 800 hits a week. d) show people smoking or drinking alcohol. e) though the packaging is completely different. f) than on radio and TV. |
|---|---|

Tip

We often use introductory phrases like the ones in bold in exercise C when we want to *generalise*. In example 2 above, the advertising campaign was successful *generally speaking*, but it was probably not successful *in every single detail*.

D Read the passage below about junk mail.

- 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.

Junk mail' is the name given to all the sales ads, catalogues, prize offers, etc which find their way into your letterbox without you having requested anything. While some of that mail gets into *everyone's* mailbox, the sizeable proportion of it is actually personalised and addressed to certain individuals in particularly. Computerised mailing list have made it very easy for companies to obtain huge numbers of names and addresses. When your subscribe to a magazine or buy something from a mail order catalogue, by example, your name is entered into a computers, and very often automatically added to one or more mailing lists. The mail order firm or the credit card company in question can then rent their lists on other companies, and that is when your letterbox began to overflow with unwanted mail. A number of organisations have now been created specifically to help the public deal with unsolicited advertisements.

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

Vocabulary

A Complete the idioms in the sentences below with the correct form of the missing verb.

- 1 In many countries, people make a comment about the weather to the ice and start a conversation.
- 2 I didn't know exactly how long I had for my presentation, and I knew nothing about the audience. The organisers had really me in at the deep end.
- 3 We don't agree what or when we should advertise. In fact, it seems we don't eye to eye on anything at all.
- 4 After a few minutes we'd found we have loads of things in common. We just like a house on fire.
- 5 I'd just told my hosts I hated fish when it turned out they'd spent the whole day making fish soup, their national dish, especially for me. I had really my foot in it.

B Put the words in the correct order to make idioms.

- 1 to / water / into / hot / get
- 2 to / opener / real / a / be / eye-
- 3 to / out / fish / feel / water / a / of / like

C Use an idiom from exercise B to complete these sentences.

- 1 That business trip to China for me. That's when I began to understand the culture.
- 2 Don't be late for the departmental meeting, or you with the boss.
- 3 I really at the reception. Very few people spoke English, and those who did, didn't have much to say.

Vocabulary

D Complete the sentences with a preposition from the box.

~~out~~ over up in with out

- 1 Leo's been to Nigeria many many times. He knows the culture inside *out*
- 2 We've told you everything about this job opportunity in Uzbekistan. Now you tell us what you think. The ball is your court.
- 3 Sometimes it doesn't really matter if you don't know the culture. You just need to maintain a good-natured attitude and go the flow.
- 4 I had all sorts of problems with my new colleague, but now I've had it with her, and we work really well together.
- 5 If any of the presentations runs schedule, we'll be late for the final plenary meeting.
- 6 With this conference next month, we're all to our eyes in work at the office.

E Match the idioms from exercise D with the correct explanation.

- | | |
|----------------------------------|---|
| 1 the ball is in your court | a) to be relaxed and not worry about what you should do |
| 2 to be up to one's eyes in work | b) it is your responsibility to take action next |
| 3 to go with the flow | c) to be very familiar with something |
| 4 to have it out with somebody | d) to have a lot / too much to do |
| 5 to know something inside out | e) to take more time than expected |
| 6 to run over schedule | f) to try and settle a dispute by talking about it |

Language review**A Match these sentence halves.**

- | | |
|---|--|
| 1 All foreign nationals <i>must</i> | a) let senior executives speak first. |
| 2 Although it is quite a liberal country, | b) fill in a landing card. |
| 3 In their meetings, junior staff <i>have to</i> | c) the equivalent of 1,000 euros out of the country. |
| 4 They have 'casual Fridays', which means | d) otherwise you could embarrass your hosts. |
| 5 You <i>mustn't</i> take more than | e) you <i>don't have to</i> wear formal clothes on that day. |
| 6 You <i>shouldn't</i> buy a very expensive gift, | f) you <i>should</i> avoid drinking alcohol in public. |

B Study the example sentences in exercise A and answer these questions.

- Which two sentences express advice? 2 and
- Which sentence expresses the idea that it is not necessary to do something?
- Which sentence expresses the idea that something is against the law?
- Which sentence expresses the idea that something is required by law?
- Which sentence expresses the idea that something is required by social 'rules'?

C Complete these sentences with *have to* / *don't have to* / *mustn't*.

- In Britain, you ... *have to* ... pay tax on the interest that your money earns.
- In some companies, staff clock in and out. Apparently, this encourages punctuality.
- You write personal e-mails during working hours.
- In some countries, motorists are lucky: they pay a toll to use motorways.
- You take home any office equipment. If you do, you may lose your job.
- In most European countries, you have an identity card on you at all times.

D Rewrite these sentences using an appropriate modal form to replace the words in italics.

- 1 *It is not necessary for you to wear a suit.* Their company culture is quite informal.
You don't have to wear a suit.
- 2 *You are not allowed to drive without your seat belt on.*
.....
- 3 If you are invited for dinner, *it is a good idea if you buy your hosts some flowers.*
.....
- 4 In many countries, *it is not good to point your finger at people.*
.....
- 5 Although I know them all very well, *I am obliged to address my colleagues by their surname.*
.....
- 6 *It is essential for all visitors to wear their name badge at all times.*
.....

Writing

A Sentences 1 – 10 below are from two different documents. Decide which are from a) a letter of invitation to a consultant, and b) an e-mail booking. Write the sentence numbers in the table in the correct order.

a) Letter of invitation to training consultant	5				
b) Informal e-mail requesting booking	6				

- 1 As I explained to you briefly when we met, our engineers often spend periods of up to three months in India, Malaysia or the Philippines.
- 2 Breakfast only please as they'll be otherwise entertained.
- 3 Could you book three single rooms en suite in my name at the Royal, 3 – 6 May?
- 4 I very much hope that your schedule will allow you to accept our invitation.
- 5 I was delighted to talk to you after your presentation at the *Bridging the Culture Gap* conference in Frankfurt last week, and I would like to thank you for the interest you expressed in our company.
- 6 Just to let you know that we are expecting three potential clients from Egypt to visit our design department early next month.
- 7 Many of them frequently request practical information about various aspects of those cultures.
- 8 Many thanks.
- 9 That reminds me, any suggestions for their evening programme would be highly appreciated.
- 10 We would therefore like to invite you to run a one-day training seminar on cultural issues for a group of twelve staff due to leave for the Philippines mid-April.

B Complete the reply to the letter in exercise A with items from the box.

Further to your letter
as you suggested
As you probably know
if you could let me know

I look forward to
owing to previous engagements
convenient for you
I would be delighted

Further to your letter¹ of 10 January, I would like to thank you for your kind invitation.

.....² to run a one-day seminar for your staff.
.....³, I have first-hand experience of the Far East, and it is always a great pleasure for me to run seminars focusing specifically on that region.

However,⁴, I am afraid that I could not possibly run a workshop in March⁵.

I would be grateful⁶ whether late February or early April would be⁷.

.....⁸ hearing from you in due course.

C Read the passage below about cross-cultural awareness.

- In most of the lines **1 – 9** there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick on the appropriate line.
- If there is an **extra word** in the line, write that word in the space provided.

It may be true that cultures are becoming more alike under the effect of globalisation and mass tourism. However, there often remains a gap between any two given cultures.

What enables for us to bridge this gap is often called *cultural awareness*. Empathy, i.e., openness of mind and heart, together with a willingness to step into someone else's shoes, is a necessary condition for such an awareness to develop. However, empathy on its own is not so enough. We also need to develop an ability to look at our culture from the outside. This process should make us realise that all the behaviours, beliefs and values that we have always taken in for granted may indeed appear strange to someone from another cultural group. In other words, we need to be able both to make the strange look familiar, and they make the familiar look strange. If we can achieve this, then we can much develop what some sociologists call our *cross-cultural awareness*.

- 1 *for*.....
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9

8

Employment

Vocabulary

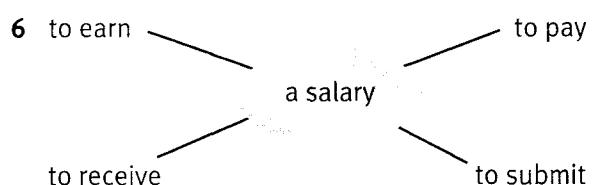
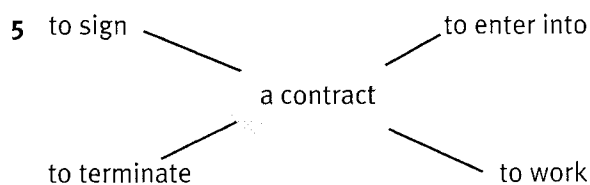
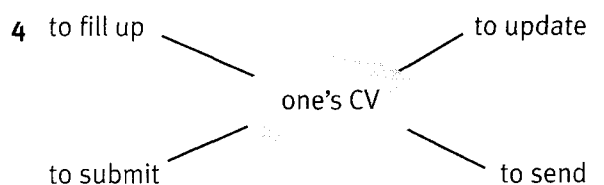
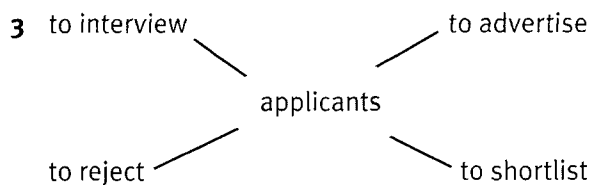
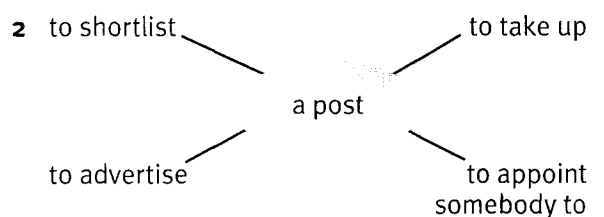
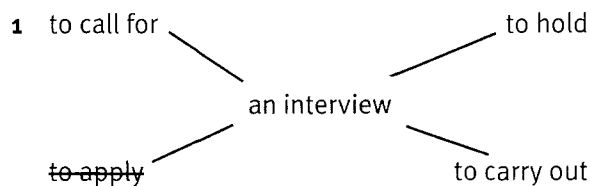
A Complete the sentences with a suitable item from the box.

applicant	a vacancy	interview
a covering letter	financial package	resume
a headhunter	a reference	a shortlist
a probationary period		

- The starting salary of the successful *applicant* will be decided on the basis of qualifications and experience.
- The usual American English word for 'CV' is '.....'.
- Our company has for a graduate in economics.
- Applicants will be called for between 10 and 16 April.
- We ask all our new employees to work of between one and three months.
- The interview panel will draw up of only five candidates.
- Please send together with your CV.
- It is usual to ask your previous employer for when you apply for a job.
- For high performers, a good is not all that matters. They need a challenge as well.
- They hired to attract some executives from a rival company.

Vocabulary +

B Cross out the item which does not normally go with the key word.



Language review

A Read the text below, then use the words given to make questions about Pierre.

My name's Pierre Meyer. I'm from Luxembourg, and I'm an IT consultant. I have a passion for anything that's related to computers. I graduated in maths and computer science from Imperial College London. Since then, I've been working on a very exciting project in Bulgaria, developing new software for a government ministry. In addition, I also train the ministry IT staff in the use of new technologies.

I'm going back home in three months' time, when the project finishes. I've just read about an interesting vacancy for an IT job with a famous bank, so I'm going to apply.

I love what I do because it's not only about machines. I work in a team most of the time. On top of that, I'm also responsible for training a lot of people.

- | | |
|--------------------------------------|---|
| 1 Pierre / do / for a living? | <i>What does Pierre do for a living?.....</i>
He's an IT consultant. |
| 2 Where / from? |
From Imperial College London. |
| 3 think / project in Bulgaria? |
He says it's very exciting. |
| 4 project / finish? |
In three months' time. |
| 5 job / only about computers? |
No, it isn't. He very often works with people. |
| 6 have / any other responsibilities? |
Yes. He also has to train a lot of people. |

B Read the text in exercise A again, then write questions for Pierre's answers below.

- | | |
|----------------------------------|---|
| 1 <i>What's your name?</i> | Pierre Meyer. |
| 2 | From Luxembourg. |
| 3 | In maths and computer science. |
| 4 | Since I graduated. |
| 5 | For a government ministry. |
| 6 | The ministry IT staff. |
| 7 | When the project finishes. |
| 8 | An IT job with a bank. |
| 9 | Because I work with people, not only computers. |
| 10 | Yes. Most of the time. |

C Study these examples, then make the questions below indirect, using phrases from the box.

Direct questions

Indirect questions

How long did you work there? *Could I ask you how long you worked there?*

Do you like working in a team? *Could you tell me if you like working in a team?*

Could I ask you...?	I'd like to know...
Could you tell me...?	Do you mind telling me...?

- 1 Are you satisfied with your present salary?
- 2 Does your partner work?
- 3 How do you react when people criticise you?
- 4 How much do you earn in your present job?
- 5 What are your weaknesses?
- 6 What kind of situations do you find difficult?
- 7 Why do you think you are the right person for this job?
- 8 Is there anything you dislike in your present job?

Writing

A Complete the job advertisement with items from the box.

recruiting for	fluent	short-listed candidates	CV
an interview	remuneration	successful applicant	
applications	responsible to	well-qualified	

AGRIBANK

Chief IT Officer (CITO)

Agribank, one of the three leading banks in the country, is *recruiting for* ¹ an exceptionally ² IT specialist to manage the development of software, deployment of hardware, and support of various computing technologies at its headquarters and its eight regional branches.

Duties and responsibilities:

The CITO is ³ the General Manager for the satisfactory performance of all technology functions performed within the country:

- Management of Agribank IT staff
- *Software development activities*
- Software and hardware maintenance activities
- Long-range technology planning

The ⁴ will be ⁵ in English and German.

We offer an attractive ⁶ package and long-term career prospects.

Interested candidates should send their letter of application and ⁷ via e-mail to Erna Asselborn at <hrm@agribank.com>

Closing date for ⁸: Friday, 3 June.

Only ⁹ will be contacted for ¹⁰.

B Pierre Meyer is applying for the post described in exercise A. Put the sentences in the correct order (1 – 8) to write his e-mail to Agribank.

To: hrm@agribank.com
From: Pierre.Meyer@pt.lu
1 = d 2 = 3 = 4 = 5 = 6 = 7 = 8 =

- a) Dear Ms Asselborn,
- b) The aim of the project is to equip the Ministry of Finance with up-to-date computer systems, develop adequate software and support the local IT staff responsible for technology planning.
- c) Finally, please do not hesitate to contact me if you need any further details.
- d) With the benefit of all the experience I have gained there, I now look forward to a challenge and a steady career in my home country. If I am short-listed, could you please let me know whether you would be willing to consider a telephone interview.
- e) I look forward to hearing from you.
- f) I am enjoying all these responsibilities tremendously. However, the project will be completed in three months' time and I will therefore leave Bulgaria.
- g) Since September 2001, I have been working as IT consultant on a UN-sponsored project in Bulgaria.
- h) With reference to your advertisement in the *Luxembourg Daily News* of 10 May, I would like to apply for the post of Chief IT Officer. As you can see from the attached CV, I obtained my MSci in mathematics and computer science from Imperial College London in July 2001.
- Yours sincerely,
Pierre Meyer

C Read the passage below about the human consequences of redundancies.

- 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.

Articles about redundancies frequently focus on numbers, on statistics and tend to ignore the psychological impact of job losses.

Naturally, reactions on redundancies vary from one individual to another and depend for age and the number of years spent with the company, among other factors. However, most of the victims initially feel disbelief, than anger and depression. Indeed, such a change in there professional circumstances can have a devastatingly effect on their home lives and family relationships. Very often, for example, losing one's job means having to relocate, sometime far away from one's relatives and closed friends. In addition, redundancies also have long-lasting effect on those who survive them. Survivors often feel guilty about being luckiest than those who had to go, betrayed by management, and frightened of being next in line.

- 1 to
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9

Vocabulary +

B Complete each set of sentences with the same word.

- 1 Our company is trying to break into the Chinese ...*market*... .
We plan to put our new model on the ...*market*... next winter.
They fear that Central Asian countries will flood the ...*market*... with cheap goods.
- 2 They have us a very good price for the consignment.
The hotel us a special rate because our staff used it on a regular basis.
A number of football clubs are now on the Stock Exchange.
- 3 It is essential that you comply with government
Our company is going to introduce tighter health and safety
Our government has once again breached the governing the sale of weapons.
- 4 Our usual supplier was unable to the delivery date.
We are sorry to inform you that the programme you propose does not our requirements.
Two of our colleagues have failed to their performance target.
- 5 We are glad to inform you that your is being processed.
Considering that delivery is already two weeks overdue, I am afraid we have to cancel our
This is the first time we have placed an with Benson & Kay.

Language review

A Match these sentence halves.

- | | |
|--|--------------------------------------|
| 1 I think that if you offer them some concessions, | a) would you make a firm order? |
| 2 If I didn't win so many deals, | b) will you make a firm order? |
| 3 If they bothered to pay promptly, | c) they'll do the same. |
| 4 If they pay within 30 days, | d) they'd do the same. |
| 5 If we give you a larger discount, | e) we'd offer a 5% cash discount. |
| 6 If we were able to give you a larger discount, | f) we'll offer a 5% cash discount. |
| 7 If you paid late, | g) we'll have to close your account. |
| 8 If your payment is overdue, | h) we'd have to close your account. |
| 9 Perhaps if you offered them some concessions, | i) my commission will decrease. |
| 10 Unless I win this deal, | j) my commission would decrease. |

B Complete the sentences with 'll, 'd, won't or wouldn't.

- 1 We ...*'d*..... give you a more substantial discount if you paid cash.
- 2 If they didn't find our terms satisfactory, they continue doing business with us.
- 3 So if we order 200 units, you give us a 10% discount, is that right?
- 4 We be able to order more if you can't deliver within a week.
- 5 If you can't deliver this week, we have to turn to another supplier.
- 6 We have to look for another supplier if you were able to dispatch immediately.
- 7 I'm sure we get this contract unless we offer a lower price.
- 8 If I were you, I look for a more reliable supplier.

C Choose the correct alternative to complete these sentences.

- 1 We might be able to increase the size of our order | if | you agreed to a higher discount.
| unless |
- 2 In case | you can guarantee prices for the next two years, we'll sign the contract.
Unless |
- 3 Provided that | you agree to cover insurance as well, we've got a deal.
Unless |
- 4 We'll never be able to solve this problem | if | we agree to discuss it right now.
| unless |
| as long as |
- 5 We're looking for an alternative supplier | in case | our usual one can't deliver next week.
| providing |
- 6 I'm afraid we won't be able to place a firm order | unless | you agree to split the transport costs.
| provided |
| if |

Writing**A Complete the letter with items from the box.**

- a) ~~a range of mountaineering equipment.~~ e) by letter of credit at 30 days
b) receiving your acknowledgement f) in the hope of more favourable terms in future
c) and delivered within the next six weeks g) please do not send substitutes instead
d) and your invoice direct to us

L'ANNAPURNA

27 rue des Charmes, 1000 Brussels Tel: +32 (2) 541 1609 Fax: +32 (2) 541 1608

Mr P Canetti
Italmont S.p.A.
Via Degli Ausoni 23
11100 Aosta, Italy

26 May

Dear Mr Canetti,

Please find enclosed our order No. TW526 for ...^d...¹.Although we find your trade discount of 10% rather low, we are placing a fairly large order this time
.....².As agreed, we would like the goods to be sent by rail freight³.Payment will be⁴. Would you please send the shipping documents⁵.If any of the listed items are not available,⁶.We look forward to⁷.

Yours sincerely,

Eric Lambert

Store Manager

B Study this reply to the letter in exercise A. One error has been marked, find five more.

Via Degli Ausoni 23
11100 Aosta
Italy

Mr E Lambert
L'Annapurna
72 rue des Charmes
1000 Brussels

30 April

Dear Lambert,

Thank you for your order No. TW526 which we received today.

It is now being processed and should be ready for dispatch within the next three months. I am pleased to be able to confirm already that we have all the items in stock.

In due course, the shipping documents and our invoice will be sent to your bank as you requested.

Yours faithfully,

Paolo Canetti

C Read the passage below about global trade.

- 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 on the appropriate line.
- If there is an **extra word** in the line, write that word in the space provided.

About two decades ago, the supporters of globalisation they promised that free trade would bring a prosperity to people in both developed and developing countries. As more and more governments enter the WTO – IMF sphere of influence, however, the economic difficulties they face lead to the conclusion that some those promises were grossly exaggerated. An increasing number of companies outsource or relocate to countries where labour is cheaper, environmental laws the weaker, and workers' rights fewer. As a result, millions of people have, especially in developing countries, work in sweatshop conditions, working long hours in many unsafe and unhealthy conditions for meagre wages. On the other hand, a very huge number of manufacturing and workers in developing countries have lost decently paid jobs as companies have moved overseas in search of lower production costs.

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

Vocabulary

- A** Number these events in the order in which they most probably happened.
- a) As safety was in question, we immediately recalled the product.
 - b) Our engineers then carried out rigorous tests.
 - c) They corrected the fault.
 - d) They discovered a fault.
 - e) We completely redesigned the product.
 - f) We launched our new model six months ago. ...!
 - g) We soon received many complaints about its reliability and safety.
 - h) We were able to re-launch it just after two months.

- B** Choose three items from the box which can complete the sentences below.

consumer satisfaction questionnaire	inspection
after-sales service	monitoring
defects	routine checks
compensation	warranty
minimum standards	faults
flaws	

- 1 Rigorous *monitoring* means that our standards of service are always extremely high.
- 2 We have decided to take legal action against CBT Electronics for breach of
- 3 For spare parts, please contact our
- 4 Unfortunately, our DVD is no longer under
- 5 We can consistently offer top quality products through continuous
- 6 Many business people agree that a good is just as important as the product itself.

Vocabulary +

- C** Complete the definitions with a word from the box.

face anticipate deal with ignore reduce solve

- 1 If you *face* a problem, you accept that it exists and that you have to do something about it.
- 2 If you a problem, you pay no attention to it.
- 3 If you a problem, you do something to make sure the problem no longer exists.
- 4 If you a problem, you make it less serious.
- 5 If you a problem, you find an answer to it.
- 6 If you a problem, you realise that it may happen and you are prepared for it.

Language review

A Match these sentence halves.

- | | |
|---|---|
| 1 Many people say they just can't afford | a) calling the service engineer for weeks. |
| 2 The copier broke down completely because we had put off | b) paying that extra bit of money for a product that will last. |
| 3 The wise consumer doesn't mind | c) to buy low-quality products. |
| 4 I had to accept a replacement because they refused | d) to give me my money back. |
| 5 If any of the goods are faulty, we promise | e) to replace them at no extra cost. |

B Complete the sentences with either the infinitive or gerund of the verb to order.

- If their after-sales service doesn't improve, we'll stop from them.
- We plan larger quantities in the future if the quality remains constant.
- For our autumn collection, we've decided the finest silks from Central Asia.
- We can't launch our new model in September as planned because we forgot before the summer holiday.
- Our stocks are running low, so don't delay

C Correct the two sentences which are grammatically wrong.

- Unfortunately, our suppliers failed to keep their promise, and the consignment was late again.
- My new computer crashed again this morning, so I must remember calling the after-sales service.
- If you want accurate correspondence, I recommend doing at least one spell check on every document.
- I have arranged to see the maintenance engineer tomorrow afternoon.
- When I suggested to buy the new accounting software, the boss refused to listen to me.

D Put the items in the correct order to make sentences.

- to take / action / threatened / legal / they
- to identify / our engineers / fault / managed / the
- to read / the / the / carefully / had / instructions / customer / failed
- to be / high / products / of / Scandinavian / tend / of / quality / very
- to notice / the scratch / the shop assistant / on / not / pretended / the screen
- to repair / of / computers / offered / charge / they / the / faulty / free

E Complete the sentences with the correct preposition.

- We look forward hearing from you.
- Please read the instructions carefully switching on the machine.
- We are thinking withdrawing the LS30 from sale.
- They got the inspection finished working round the clock for three days.
- They were all in favour redesigning the product.
- Lorenchy said clearly that they were opposed testing cosmetics on animals.

Writing

A Circle the more formal word or phrase in each of these sentences.

- 1 Thanks | Thank you | for your advice.
- 2 I would appreciate it | I'd be happy | if you could let me know by 10 May.
- 3 Please | contact | get in touch with | our agent in Hamburg.
- 4 We are confident that the situation will | get better. | improve.
- 5 The goods were poor quality so we | returned them. | sent them back.
- 6 They have | asked for | requested | a detailed description of the problem.
- 7 Let us know if you | need | require | a translation.
- 8 We never | received | got | a reply.
- 9 Production slowed down | because of | owing to | staff shortages.
- 10 Can I be of any | help? | assistance?

Tip

Thinking carefully about *who* you are writing to and about the *situation* helps you decide how formal or informal you need to be.

B Rewrite the following sentences to make them more formal.

- 1 We asked for stricter quality control.
- 2 You should send back any faulty item within ten days.
- 3 Thanks for your letter of 15 January, which we got yesterday.
- 4 If you need more help with the new software, please get in touch with us.
- 5 We'd be happy if you could make your after-sales service better.

C This letter was sent to remind a customer of an unpaid invoice. Choose seven items from the box to complete it correctly.

~~attention~~ cheque delay faithfully information order overdue
dates queries receipt settlement sincerely terms invoice

**BEEBOP FOOTWEAR - Wholesale & Retail
Koningsstraat 53
1020 Brussels**

Mr D Brown
The Golden Moccasin
72 St Andrew Square
Edinburgh EH2 3LM

12 July

Dear Mr Brown,

I would like to bring to your *attention*¹ the fact that our² KS/1389, dated May 10, is³ for payment.

I would like to remind you that our⁴ of payment are 30 days. Therefore, we would be pleased if you could arrange prompt⁵.

If you have any⁶ about the invoice in question, please contact my department immediately.

I look forward to hearing from you.

Yours⁷.

Tony Huysmans,
Supervisor, Accounts Department

Language work

D Read the passage below about the meaning of *quality*.

- 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.

The word 'quality' seems to have different meanings depending on who uses it. Until the 1960s, quality meant the same like excellence: a quality product was simply the best of it's kind, and this is what most people still understand by quality. A Longines is the best watch in a world, like a Rolls Royce is the best car ever. The fact that very few people needs, or can afford to buy a Longines or a Rolls are considered irrelevant. In the business world, however, the word has acquire a new meaning. Quality means consistency, a lack of defects; it is relatively to what you set out to achieve. By these standards, Korean and Japanese cars are very good quality because they rarely broke down. And McDonald's hamburgers, who are roughly the same all over the world, are examples of high quality food.

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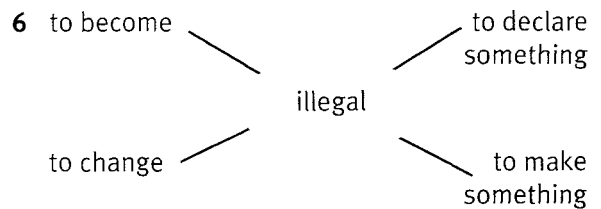
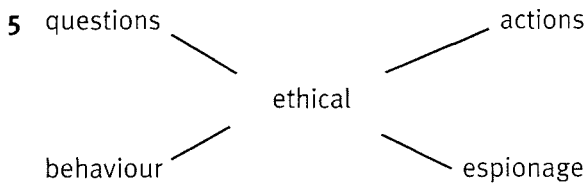
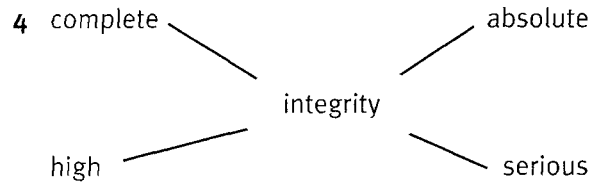
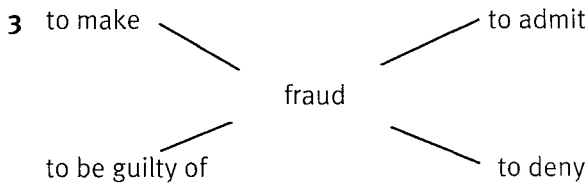
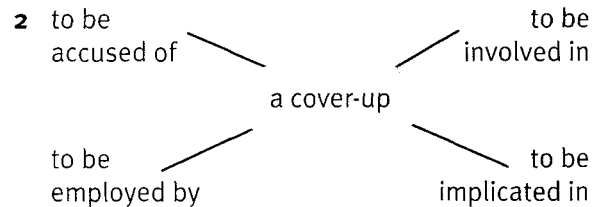
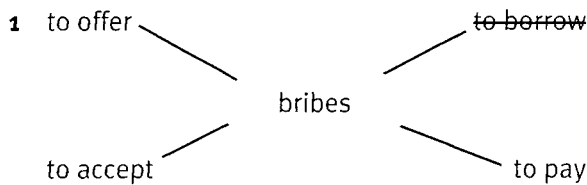
Vocabulary

A Complete each sentence with the right word from the box.

bribes bonuses compensation con artists corrupt
 disclosure industrial espionage integrity law-abiding
 secrecy slush fund whistle-blowers

- 1 The police are investigating our CEO for allegedly receiving *bribes*
- 2 The director never did anything that could compromise the of the company.
- 3 Managers were trying to silence potential by promoting or relocating them.
- 4 Their summer collection has items so similar to our own new designs that we think this might be a case of
- 5 They operated a multimillion dollar intended to corrupt government officials.
- 6 Corruption so often makes the headlines that you could forget the majority of people are in fact decent, citizens.

B Cross out the item which does not normally go with the key word.



C Match these sentence halves.

- | | |
|---|---|
| <p>1 The fact that some politicians hold shares in big companies</p> <p>2 Some vitamins that athletes used to take</p> <p>3 His past may not be completely clean</p> <p>4 Many countries would probably become less corrupt if big businesses</p> <p>5 Everybody praises our director</p> <p>6 Most weapons-exporting countries</p> | <p>a) but he was never found guilty of fraud.</p> <p>b) for her fairness and absolute integrity.</p> <p>c) have been involved in major cover-ups.</p> <p>d) have now become illegal.</p> <p>e) raises interesting ethical questions.</p> <p>f) stopped offering bribes.</p> |
|---|---|

Language review**A Past simple, past continuous or past perfect? Fill in the gaps with the correct form of the verbs in brackets.**

Sharon Embley *started*¹ (*start*) working as Deputy Marketing Manager for Fleur de Lys Cosmetics three years ago. It was the kind of job she² (*always / want*). Competition for the post³ (*be*) really tough, and she knew she⁴ (*be*) selected because of her experience in marketing, which she⁵ (*gain*) in her previous job with a pharmaceuticals company.

Sharon⁶ (*be*) young and ambitious. She was also a person of absolute moral integrity. In fact, she⁷ (*apply*) for this post with Fleur de Lys mainly because the company⁸ (*pride*) itself on its ethical business practices. Its image was built on natural ingredients, environment-friendly packaging, and a ban on animal testing. This image⁹ (*reflect*) the values which Sharon¹⁰ (*always / cherish*).

Things¹¹ (*go*) really well, until one day a file¹² (*land*) on her desk. She¹³ (*not / know*) the file was not meant for her, or that it¹⁴ (*contain*) confidential information. She¹⁵ (*read*) it all, and¹⁶ (*discover*) to her amazement that Fleur de Lys was not as 'clean' as it claimed to be. It¹⁷ (*be*) true that they did not test their products on animals, but only because they did not need to: other laboratories¹⁸ (*already / test*) the ingredients on animals!

Ironically, the day before she¹⁹ (*read*) the report, the director²⁰ (*call*) her to her office. She²¹ (*inform*) Sharon that she²² (*plan*) to promote her very soon as the current Marketing Manager was due to retire.

Sharon²³ (*not / experience*) such confusion for a long time. What should she do? If she²⁴ (*blow*) the whistle, she would not get promoted and might even be dismissed. And if she²⁵ (*keep*) silent ...

B Match these conversation excerpts.

- | | |
|---|--|
| <p>1 Has Joe ever done anything illegal?</p> <p>2 Have you heard of Alex recently?</p> <p>3 Why has he given the contract to the most expensive supplier?</p> <p>4 He's always been respected for his principles.</p> <p>5 I've never made a single personal call from the office, you know.</p> <p>6 So you've worked for Wilson Engineering since 1991.</p> | <p>a) Apparently he's been sacked. He phoned in sick far too often, they say.</p> <p>b) Simple: they offered him a bribe, he accepted it.</p> <p>c) That's almost correct. In fact, I resigned last month when the media revealed they'd been involved in industrial espionage.</p> <p>d) That's right. Remember when he blew the whistle on that factory employing and abusing illegal immigrants?</p> <p>e) Well done. I can't say that much. I phoned home every single day last week when my son was ill.</p> <p>f) Well, a few years back he was suspected of tax evasion. That's all I know.</p> |
|---|--|

Writing**A Cross out the incorrect linker.**

- 1 Cyberspace fraud is a real risk. , the volume of Internet transactions is on the increase.
 a) ~~But~~ b) However c) Still
- 2 more and more information is available, the number of Internet fraud victims remains high.
 a) Although b) Besides c) Even though
- 3 They ordered goods online. The goods never arrived. , they soon found out that other people were fraudulently using their credit card number!
 a) Therefore b) Besides c) In addition
- 4 A trustworthy online seller will give you all the details about the products or services. , they will also provide information about refund and cancellations.
 a) Furthermore b) Even though c) Besides
- 5 Many pseudo-companies use the Internet for dishonest 'business'. , consumer protection agencies receive thousands of complaints.
 a) As a result b) Consequently c) Owing to
- 6 the large number of complaints our agency receives, we are unable to answer all of them personally.
 a) In view of b) Owing to c) Consequently

B Put the lines in the correct order to write an e-mail.

To:	All staff	From:	Paul Edwards
Subject:	Use of work facilities		

a)	Besides, any increase in our overheads means a reduction in everybody's end-of-year bonus.	<input type="checkbox"/>
b)	Consequently, I have to remind all staff that using work facilities for private purposes is unethical.	<input type="checkbox"/>
c)	Two of our main customers have recently remarked that trying to get through to us on the phone has become rather difficult.	<input checked="" type="checkbox"/>
d)	I am therefore forced to conclude that members of staff are using our phones for personal calls.	<input type="checkbox"/>
e)	In addition, our telephone bills have increased steadily over the past 18 months.	<input type="checkbox"/>
f)	This, however, has not been matched by a comparable increase in the volume of our business transactions.	<input type="checkbox"/>
g)	Can I urge everyone who needs to make a private call to use either the public phone in the cafeteria or their personal mobiles.	<input checked="" type="checkbox"/>

C Read the passage below about unethical marketing.

- In most of the lines **1 – 9** there is **one extra word which** does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick on the appropriate line.
- If there is an **extra word** in the line, write that word in the space provided.

Boycotts by ethically motivated consumers can cost big brands billions of euros a year, according to a recent report.

Consumers may deliberately avoid in products from companies that they believe act wrongly. A good example is the international boycott of powdered baby milk which it followed the publication of a study in the British Medical Journal in 2003.

The study revealed that a number of any food giants, including Nestle of Switzerland, violated an international code of a conduct when they sold their products and to some African countries. Very often, the products contained no instructions for the preparation or storage of powdered milk, and no warning against the health hazards of some inappropriate use. More importantly, they did not include a statement that much breast milk, besides being free, is far more nutritious for newborn babies. Today Nestle has a clear policy on the recommended use of powdered baby milk in developing countries.

- | | |
|-----------|-----------------|
| 1 | <i>in</i> |
| 2 | |
| 3 | |
| 4 | |
| 5 | |
| 6 | |
| 7 | |
| 8 | |
| 9 | |
| 10 | |
| 11 | |

Leadership

Vocabulary

A Choose the right words from the box to complete the sentences.

impulsive adventurous aggressive decisive flexible
informal motivating passionate persuasive

- 1 He was rather *impulsive* – not the kind of person who plans what they say or do.
- 2 His style of leadership was quite He was always so competitive and so eager to succeed that many of us often found him ruthless.
- 3 If you want to get to the top, you have to be, I mean be prepared to take risks and to try new ways of doing things.
- 4 She doesn't just tell us to do things – she makes us want to do them. We're lucky to have such a team leader.
- 5 She was a chairwoman, with a very strong belief in the mission of our organisation and very intense feelings about our achievements.
- 6 We always do what she wants us to because she gives us good reasons for doing it. She is very
- 7 What they need is a person, someone who can choose the right course of action even in a very difficult situation.

B Complete the text with the best words.

Without followers, there would be no leaders. The concept of leadership, and the qualities needed for someone to become a leader, can probably best be understood by studying the *balance*¹ between the leader and his or her followers.

Good leaders have *empathy*² – the ability to step into someone else's shoes – because they are good listeners. They are open, always willing to discuss and *address*³ problems.

Team-building is one of the top priorities of effective leaders. They work at *creating*⁴ an environment in which each team member, while contributing to the team effort and to the purpose of the organisation, is able to improve on their own *performance*⁵.

Indeed, they are very good at *empowering*⁶ their staff, enabling each of them to become a creative and independent team player. This way, every individual *gains*⁷ the confidence and ability to *make*⁸ the kind of decisions which will help the company *achieve*⁹ its long-term goals.

Good leaders are also inclusive, they like to involve everyone – and they understand the importance of delegating *responsibility*¹⁰.

Finally, they have more than just targets: they have a *vision*¹¹. They can see clearly where they would like the company to be in five or ten years' time, and they are able to *communicate*¹² this to their employees.

1	a) contract	b) relationship	c) report	d) friendship
2	a) empathy	b) charisma	c) passion	d) sympathy
3	a) deal	b) solve	c) ignore	d) grapple
4	a) creating	b) elaborating	c) inventing	d) designing
5	a) achievement	b) programme	c) appraisal	d) performance
6	a) strengthening	b) persuading	c) caring	d) empowering
7	a) rebuilds	b) gains	c) restores	d) wins
8	a) do	b) arrive	c) make	d) abide
9	a) work	b) score	c) achieve	d) kick
10	a) energy	b) aggressiveness	c) informality	d) authority
11	a) vision	b) sight	c) view	d) scope
12	a) talk	b) discuss	c) communicate	d) debate

Language review

A Cross out the incorrect relative pronoun in each of the sentences below.

- 1 It is unbelievable what people *who* / ~~*which*~~ believe in themselves can accomplish.
- 2 The ability to motivate people is one of the greatest assets *that* / *who* a leader possesses.
- 3 Do you agree that successful people are those *who* / *which* seize opportunity and take risks?
- 4 Mandela, *that* / *who* is often considered to be the greatest statesman of our time, has most of the qualities *that* / *who* a successful leader has to have.
- 5 The assertiveness training workshop, *which* / *that* starts next month, is designed for anyone *who* / *which* is or will be a team leader.
- 6 The meetings *that* / *who* we hold on Friday afternoons are compulsory for everyone.

B Complete the text with *who*, *that* or *which*.

Carl Rogers,¹ *who*.....¹ is regarded as the founder of the 'person-centred approach', is one of the greatest psychologists of all times. Today, about two decades after his death, his ideas are still at the core of many leadership training and communication skills courses. His theory,² developed over many years of experience with clients, is built on the belief that all human beings want to do the best they can, to realise their potential. Rogers identified a number of features of effective communication, the kind of communication³ can help people understand and overcome whatever prevents them from fulfilling their potential.

There are three qualities⁴ make effective communication possible. The first,⁵ many consider the most important one, is called 'empathy'. It is a quality⁶ anybody⁷ is in a position of leadership needs to have. Indeed, good leaders need to be able to see the world through the eyes of those⁸ work with them. The second quality is 'genuineness'. A genuine person is someone⁹ does not hide their real thoughts, feelings or intentions.

It is this quality¹⁰ enables you to be the person¹¹ you really are.

'Acceptance' is the third quality, the one¹² helps you respect and accept people as they are.

Good leaders,¹³ need to be good communicators, have to have those qualities. Many people would say that, in addition, a really good leader is one¹⁴ is able to develop such qualities in others.

Language

Tip

We use *whose* in defining or non-defining relative clauses instead of *his / her / their*.

We can also use *whose* instead of *its*:

- Do you know the company? Its CEO was suspected of fraud.
→ Do you know the company **whose** CEO was suspected of fraud?
- This is the team. We interviewed their leader last week.
→ This is the team **whose** leader we interviewed last week.
- Enzo Ferrari died in 1988. His cars achieved cult status.
→ Enzo Ferrari, whose cars achieved cult status, died in 1988.

C Combine these sentences using *whose*.

- 1 The CEO Anton Vizi resigned last week. His leadership style had provoked a lot of criticism.
The CEO Anton Vizi,
- 2 Some staff are disappointed. Their training programme was postponed.
The staff
- 3 Some stores will have to be closed down. Their performance is deteriorating.
The stores
- 4 United Steel is now almost bankrupt. Its former director was guilty of embezzlement.
United Steel

D Decide whether the relative clauses in exercise C are defining or non-defining.

- 1 ... *non-defining*
- 2
- 3
- 4

Writing

A Study the examples and the tips.

Spoken or informal written English	Formal written English
Please send us the report (that / which) you referred to .	Please send us the report to which you referred.
We know the people (who) he got a recommendation from .	We know the people from whom he received a recommendation.
Could you send us the list of applicants (who) you have not been able to get in touch with ?	Could you send us the list of applicants with whom you have not been able to get in touch?
We attach some information about the area (that / which) you will be responsible for .	We attach some information about the area for which you will be responsible.

Tip J

- In spoken English or informal written English, we usually leave out *who* / *that* / *which* and put the preposition at the end of the relative clause.
- In formal written English, we often put the preposition in front of *which* / *whom*.
- We cannot use *that* after a preposition.
- After a preposition, we use the form *whom*, not *who*.

Now rewrite the following sentences in a more formal style.

- 1 As a leader, she motivated anyone she worked **with**.
- 2 The representatives we spoke **to** were very helpful.
- 3 The company I used to work **for** is now facing a financial crisis.
- 4 That is the project I'm most interested **in**.
- 5 The problems we have to deal **with** are rather serious.
- 6 Here are the details of the businesses we've invested **in**.

B Read the passage below about weak leadership.

- 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.

Poor leadership almost inevitably results in ineffective organisations. These share a number of characteristics.

Firstly, they are weakened by interpersonal conflicts which remains unresolved and are allowed to get worst. Secondly, channels of communication are often blocked, so that information is not adequately shared: everyone has 'secrets' which they reveal only to their closest friends. In addition, there are conflicts of interest between individual members of staff and the organisation, which frequently cause huge losses for energy. Finally, staff typically feel powerless, cut off from a decision-making process. Consequently, hardly anyone feels motivated to give the best of themselves.

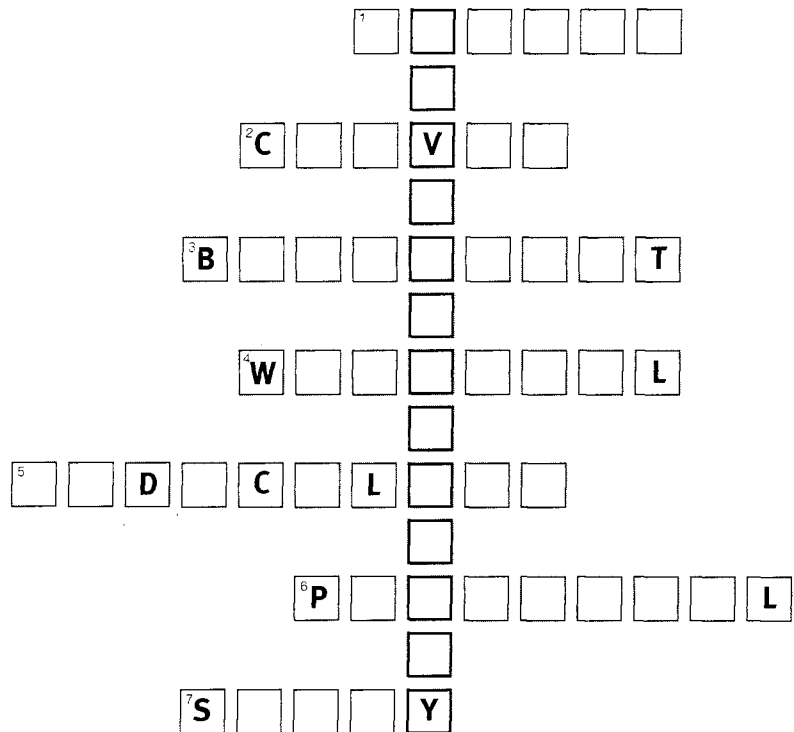
Such a situation can be remedied by a leader which decides to put people first, to focus on team building, and to find ways of empowering staff.

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

Vocabulary

A Complete the sentences with the missing adjectives. Then write the adjectives in the puzzle and think of the missing letters to complete the hidden word.

- 1-breaking research provides important new ideas and influences the way people think about things.
- 2 A idea is useful and effective.
- 3 A idea is extremely good.
- 4 If an invention is, it uses too much time, energy or money.
- 5 A idea is very, very stupid.
- 6 A idea is sensible and likely to be successful in a real situation.
- 7 A idea is stupid and not sensible.

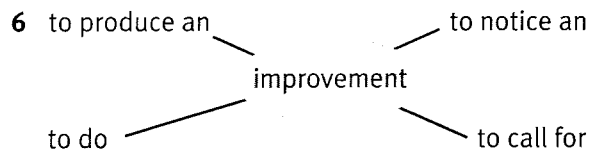
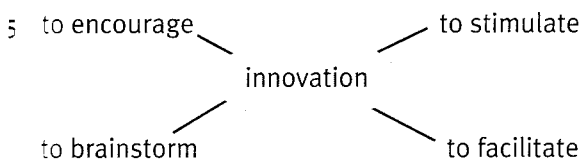
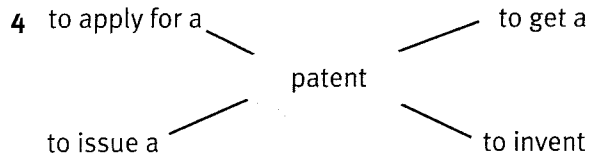
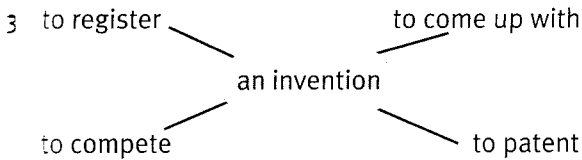
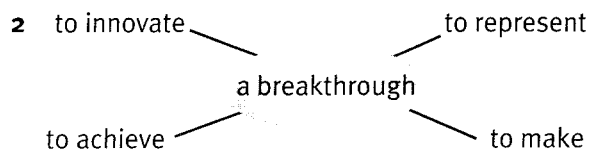
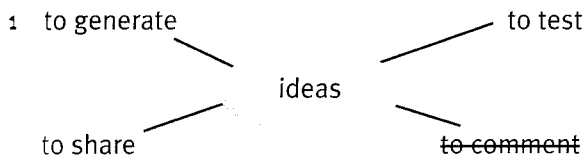


Now complete the definition of the hidden word.

A idea, method or product is completely new and involves great changes.

Vocabulary +

B Cross out the item which does not normally go with the key word.



C Match these sentence halves.

- | | |
|--|--|
| 1 I suggest that we invite some young graphic artists | a) patent on its new ice cream. |
| 2 Let's hope the new Head of R&D will stimulate | b) breakthrough in the fight against AIDS. |
| 3 Our company has introduced a new scheme designed to secure | c) failed to patent all her inventions. |
| 4 Scientists say the new drug represents a major | d) improvement in staff performance. |
| 5 She never made any money because she | e) innovation rather than stifle it. |
| 6 V&L has applied for a | f) just to bounce a few ideas around. |

Language review

A The passive sentences below are all possible grammatically, but two are very unnatural. Put a cross next to the sentences you think are unlikely to be used.

- | | |
|---|--------------------------|
| 1 The new drugs were not tested on animals. | <input type="checkbox"/> |
| 2 We were written to by someone enquiring about patents. | <input type="checkbox"/> |
| 3 The results of the trials were published in a scientific journal. | <input type="checkbox"/> |
| 4 Our latest designs are aimed at fashion-conscious men and women. | <input type="checkbox"/> |
| 5 We are glad to confirm that our next motor show will be televised by a local channel. | <input type="checkbox"/> |
| 6 Unfortunately, some complaints were received by us about our new design. | <input type="checkbox"/> |

B Use a passive form of the verbs in the box to link the sentence beginnings, 1 – 7, with the endings, a – g, as in this example:

1 g *New designs are being created all the time.*

create award invent make modify reward test

- | | |
|---|--------------------------------------|
| 1 New designs | a) on humans. |
| 2 All new medicines must eventually | b) by Edison. |
| 3 The new clothes will | c) depending on the test results. |
| 4 In my opinion, originality and imagination should | d) from a fibre that reflects light. |
| 5 The design may have to | e) more than just hard work. |
| 6 The light bulb | f) to five young inventors. |
| 7 This year, the special prize | g) all the time. |

C Make these sentences passive. Only use *by* if it is important to say who performed the action.

- They manufacture all our new models in Singapore.
All our new models are manufactured in Singapore.
- We have reduced product launch time dramatically.
- The CEO evaluated the marketers' ideas regularly.
- Scientists were testing the new drugs.
- An independent ethics committee is going to approve the trials.
- I think we should discontinue this range of products immediately.
- Simcotel is developing a very exciting range of mobile phones.
- We have to apply for special permission to carry out the tests each time.
- Our engineers could make some modifications.
- Evans Engineering will build the prototype.

Language

D Study the examples. Then change the sentences below in the same way.

- We should ask someone to test the new ingredients for us.
We should have the new ingredients tested.
- We didn't build the prototype ourselves.
We had it built.

What's the rule?

- We use *have something done* (*have* + object + past participle) when we arrange for someone else to do some work for us.
- In informal spoken English, we can use *get* instead of *have*. For example: *We must get this report published.*

- We will ask someone to translate the specifications.
- We won't train the representatives ourselves.
- We assemble the machines, but we ask other people to make the components for us.
- We are not building the new laboratory ourselves.
- Someone has analysed all the data for us.
- We haven't delivered our new catalogue to all our customers ourselves.

Writing

A Rewrite this informal e-mail, replacing the phrases in italics with passives.

To: dandros@zentrale.de

Subject: Your order No. D/044/B

Dear Mr Kalliwoda

Thank you for your order. We are pleased to advise you that *we are now processing it. We will pack each item individually in accordance with your instructions. We have already made arrangements for shipment to Augsburg, and we will despatch the goods within ten days.*

Meanwhile, we would like to inform you that *you can access our winter catalogue* on <www.transatko.com>.

Yours sincerely

James Lyon

To: dandros@zentrale.de

Subject: Your order No. D/044/B

Dear Mr Kalliwoda

Thank you for your order. We are pleased to advise you that *it is being processed*.....

.....

.....

.....

Tip

We choose passive forms if we want our writing to be more formal.

B Read the passage below about inventions.

- 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 on the appropriate line.
- If there is an **extra word** in the line, write that word in the space provided.

According to the old saying, 'necessity is the mother of invention'.

Indeed, if we think of the steam engine, the light bulb, or on the World Wide Web, it seems that these inventions came at the best time.

On the other hand, some of the products on the market which are presented as 'new' they can be quite useless, and can even be an insult to human intelligence and the creativity.

What are we to think, for example, of an inventions such as the 'telescopic golf ball retriever', or think the 'battery-operated pet vacuum cleaner'?

Perhaps the majority of consumers will always remain passive and depend on it what the market has much to offer. However, many people still rely on their common sense and imagination to find alternative uses for ordinary objects or on already existing products.

Try this little experiment: sit back and relax; visualise a drawing pin; then think of five different things you could use it for. Most probably, you will soon come up with a lot more than five uses.

- | | | |
|----|----|-------|
| 1 | on | |
| 2 | ✓ | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 | | |
| 7 | | |
| 8 | | |
| 9 | | |
| 10 | | |

Vocabulary

A Complete each pair of sentences with the same adjective from the box.

cut-throat aggressive deep fierce heavy
intense strong tough unfair

- 1 a) The *cut-throat* competition in PCs is keeping prices relatively low.
b) Alfitel and Deltelcom are engaged in a *cut-throat* battle for market share.
- 2 a) Sonara reduced their prices so much that they were accused of competition.
b) Brent & Kay have an advantage over their competitors because of their connections with the Board of Trade.
- 3 a) There will be competition for the contract as the terms are excellent.
b) At this time of the year, all fruit growers are involved in activity.
- 4 a) Everybody knows that competition to win a stake in United Telecommunications will be
b) Deliveries were delayed owing to storms in the north of the country.
- 5 a) European mobile phone manufacturers are under price competition from Korean companies.
b) A good leader has to be able to make decisions when necessary, and to make them quickly.
- 6 a) Prices have gone down owing to competition.
b) The CEO says the pound is responsible for the fall in exports.

B Complete the sentences with words from the box. You will not need all the words, and you may use the same word more than once.

across against for off over to up with

- 1 Lowering our prices would be a rather ineffective way of responding^{to}..... the competition.
- 2 Many corner shops were unable to cope the competition from supermarkets and had to close down.
- 3 If they invest in mobile phone technology, they stand a good chance of catching their competitors.
- 4 Some businesses are finding it difficult to adapt such a volatile market.
- 5 Local clothes manufacturers can no longer fight the competition from global brands.
- 6 If you opened a computer retail shop in our city, you would be very strong competition.

C Correct the two sentences in which the idioms are used incorrectly.

- 1 Although she is past normal retirement age, she is obviously still in the driving seat of the company.
- 2 The market keeps changing all the time, so you have to stay alert and keep your eye on the ball.
- 3 With Alfitel years ahead of their competitors, many people say it is now a one race horse.
- 4 In our country, Nokia and Ericsson are neck and neck. They are both equally successful.
- 5 Now they want to extend the deadline and rediscuss the terms and conditions. We'll never reach an agreement if they keep changing the goalkeepers.

Vocabulary

D Match these idioms from sport with their definitions.

- | | |
|-----------------------------------|---|
| 1 to pull one's punches | a) it is your turn to take the next step |
| 2 to kick off | b) to be given something difficult to do without any help |
| 3 the ball is in your court | c) to act or fight with less force than you could |
| 4 to sink or swim | d) to go back on a promise |
| 5 to backpedal | e) to be able to succeed alone, or to fail |
| 6 to be thrown in at the deep end | f) to start |

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

- 1 If we want to remain the market leader, we need to be more aggressive. We can't afford to ... *pull our punches* ...
- 2 In the current climate of fierce competition, start-up companies just have to
- 3 United Software will their massive advertising campaign in May.
- 4 We have made Banque du Commerce the best possible offer. So let's wait and see now -
- 5 Young entrepreneurs often feel that they They have everything to learn, and do not often get much help.
- 6 We thought they were going to keep their promises this time, but once again they on their commitments at the last minute.

Language review

A Complete the sentences with the correct item.

- 1 As we already represent three major brands, Siemens probably .. *won't* .. offer us an exclusive contract.
a) ~~won't~~ b) will c) must
- 2 I can't believe there are so many complaints about our new range of biscuits. There be something wrong with one of the ingredients.
a) must b) should c) can
- 3 I'm worried that if we don't meet the deadline, we lose this client.
a) will b) can c) are likely
- 4 Sales very likely to continue to rise till the summer.
a) should b) are c) will
- 5 The deluxe model not be as successful this year as it was last year.
a) could b) might c) must

- 6 They haven't done any market research, so these figures be accurate.
 a) can't b) mustn't c) might
- 7 There is no doubt about it any more. The planning authority agree to our request.
 a) definitely won't b) is likely to c) probably will
- 8 They be doing well because they have just closed down two of their subsidiaries.
 a) mustn't b) shouldn't c) can't
- 9 Unfortunately, our competitors most probably launch a similar model at about the same time.
 a) must b) may c) will
- 10 We can't make a firm prediction at this stage, but we be able to get the new model out in time for the spring trade fair.
 a) won't b) shouldn't c) might not

B Reorder the items to make sentences.

- 1 We / prices / definitely / increase / our / won't
 2 almost / in winter / recover / certainly / Sales / won't
 3 a lot of / area / competition / in that / likely / There is / to be
 4 increase / most / next year / probably / Our R&D costs / will
 5 current / economic climate / in the / Profits are / rise / to / unlikely / ver.
 6 an agreement / It shouldn't be / them / to negotiate / too difficult / wit-

C Tick the possible endings to the following conditional sentences.

- 1 *If we continue to have problems with deliveries,*
 a) we may look for another shipping agent.
 b) we would look for another shipping agent.
 c) we will certainly look for another shipping agent.
- 2 *If we ordered less,*
 a) we might not get a discount.
 b) we couldn't get a discount.
 c) we wouldn't get a discount.
- 3 *We might be able to increase our order if*
 a) you will grant us a more substantial discount.
 b) you could grant us a more substantial discount.
 c) you granted us a more substantial discount.
- 4 *If you sent the goods by air,*
 a) we are likely to get them before the peak season.
 b) we could get them before the peak season.
 c) we might get them before the peak season.
- 5 *I may contact you again if*
 a) we had a problem with the documents.
 b) there is a problem with the documents.
 c) we have a problem with the documents.

Writing

A Using the words in *italics*, rewrite the sentences so that they mean the same.

- 1 They are very unlikely to agree to a discount of over 5%. *almost certainly*
They *almost certainly* won't agree to a discount of over 5%.
- 2 I think you'll win this contract. *probably*
You
- 3 Perhaps demand for more environment-friendly products will go up. *could*
Demand
- 4 You probably won't get a refund if you've taken the engine apart. *likely*
You
- 5 The deal will probably be signed before the end of the year. *likely*
The deal
- 6 I don't think that our market share will increase. *definitely*
Our market share

B Match these sentence halves.

- | | |
|---|---|
| <ol style="list-style-type: none"> i In addition, follow-up meetings with ii This report was commissioned iii The strategy was developed following iv The report was to be submitted v It describes a two-pronged strategy for | <ol style="list-style-type: none"> a) by March 30, together with recommendations for action. b) repositioning the two travel agencies recently acquired by Intex Inc. c) a very detailed study. d) by Mr Don Chapman, Chief Executive of Intex Inc. e) all major stakeholders also contributed to the concept. |
|---|---|

C Reorder the sentences in exercise B to make the introductory section of a report.

- 1 2 3 4 5

D Read the passage below about unfair competition.

- 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.

Every year, trade ministers from over 100 countries meet within a framework of the WTO for discuss reform of world trade rules. Critics argue that the organisation needs to do many more to make trade fair, particularly in two areas. Firstly, rich members of the WTO must reducing agricultural subsidies paid for their farmers, as this leads to surplus produce being dumped onto poorer countries. In turn, this export dumping destroy the livelihoods of million of poor farmers. Secondly, the WTO must stop forcing developing countries to open their markets complete, as those countries obviously need to protect fragile industries in the face of unfairly competition.

- 1 the.....
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9

Talk business

Introduction

The different sounds used in English are represented by 44 different **phonemes**. Look at the **phonemic alphabet** below. It is quite easy to remember the phonemic symbols. With the help of a good dictionary, such as the *Longman Basic English Dictionary*, these symbols will enable you to work out the pronunciation of any English word on your own. A good dictionary will also give you the definition of any words unfamiliar to you.

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	/y/ year

Tips

- Come back to this introduction and listen to the sounds of English again before doing the pronunciation activities in each unit.
- Add your own key words for each symbol in the section above.
- Identify the sounds that you have difficulty recognising or producing and focus mainly on these.
- Remember to use the pause button on your cassette or CD player. This will give you time to speak or write when you do the exercises in the *Talk business* section.

Sounds and spelling

1 Tick the five words which have the sound of *team*.

achieve	area
career	great
heart	increase
keen	key
meeting	pleasure

2 Tick the five words which have the sound of *sell*.

airport	already
any	available
friend	healthy
language	mean
research	said

3 Tick the five words which have the sound of *loss*.

worry	because
deposit	hope
cost	post
progress	want
watch	woman

4 Tick the five words which have the sound of *launch*.

ball	board
bought	calm
choose	door
lawyer	found
laugh	mountain

5 Tick the five words which have the sound of *sale*.

average	break
breakfast	eight
either	famous
maybe	mountain
salary	creative

Shadowing

This 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 same section again. Pause and speak the words in exactly the same way and at the same speed. Repeat this step until you are completely 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 above procedure.

UNIT 1

Brands

A  1.1 Listen to how these verbs are pronounced.

1 syllable	makes	costs
2 syllables	believes	launches
3 syllables	outsources	damages

B  1.2 Listen to the recording. How many syllables can you hear?

- | | |
|------------------|-------------------|
| 1 loses ...2... | 5 changes |
| 2 targets | 6 increases |
| 3 produces | 7 relies |
| 4 achieves | 8 creates |

 1.2 Now listen again and practise saying the words.

C List all the verbs in exercise A and B which end in /ɪz/.

- 1 *launches*
- 2
- 3
- 4
- 5
- 6
- 7

 1.3 Now listen to the recording to check your answers.

D  1.4 Listen and complete the sentences.

- 1 on a new project.
- 2 in marketing.
- 3 interesting ideas.
- 4 some problems.
- 5 it's a great idea.
- 6 about it.

 1.4 Check your answers. Then listen again and practise the sentences.

Making suggestions

- A** Match Speaker A's suggestions with an appropriate response from Speaker B.

Speaker A's suggestions

- 1 How about reducing the price by 15%?
- 2 Why don't we aim our products at young people only?
- 3 I think we should license the whole product range.
- 4 How do you feel about redesigning the packaging?
- 5 In my view, we should devise a new advertising campaign.
- 6 I suggest that we try and project a new image to appeal to a different market segment.

Speaker B's responses

- a) I see what you mean, but surely you know how much we already spend on TV commercials.
- b) I'm afraid I can't agree. Our products are already among the cheapest on the market.
- c) That's a great idea! I think we are focusing on too many segments of the market.
- d) Yes, I'd go along with that. But what do we change? The logo? The taste?
- e) Maybe, but bear in mind that the 'Made in Finland' label attracts a lot of customers.
- f) Mm, good idea. I think it looks rather boring, to be honest.

-  1.5 Listen to check your answers. Then listen again and practise B's responses.

Getting the message right

- B**  1.6 Listen to five different speakers and decide what each one is doing.

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

Speaker 1

Speaker 2

Speaker 3

Speaker 4

Speaker 5

- a) confirming arrangements
- b) expressing disagreement
- c) giving an invitation
- d) giving instructions
- e) making a complaint
- f) making a suggestion
- g) requesting advice
- h) requesting information

UNIT 2

Travel

A 2.1 Circle the sentences, a) or b), that you hear.

- | | | |
|---|------------------------------------|---------------------------------------|
| 1 | a) They travel by train. | b) They'll travel by train. |
| 2 | a) It cost us a lot more. | b) It'll cost us a lot more. |
| 3 | a) I'm afraid he let us down. | b) I'm afraid he'll let us down. |
| 4 | a) We visit them every Thursday. | b) We'll visit them every Thursday. |
| 5 | a) You go to Frankfurt every week. | b) You'll go to Frankfurt every week. |
| 6 | a) I leave at six. | b) I'll leave at six. |

What's the rule?

Notice the pronunciation of the contracted forms such as *you'll*, *we'll*, *they'll*, etc. The / l / in those contractions is called a **dark l**. It is different from the **clear l** in *luggage*, *delay*, *we'll arrive*, for example. / l / is clear before a vowel sound or / j / but dark elsewhere, as for example in *film*, *tell*, etc.

2.1 Now listen again and practise the sentences.**B** In spoken English, certain sounds tend to 'disappear'. Knowing why and where this happens can help you understand natural speech better.**2.2** Listen to the examples and notice how some of the sounds disappear.

- You can't give everybody the exact seat they want.
- Most passengers were homeward-bound commuters.

What's the rule?

/ t / and / d / often disappear when they are between two other consonants. This is called 'elision'.

C Which letters do you think may disappear in these sentences? Cross them out.

- Can I take this as hand luggage?
- I'd like a round trip to Denver.
- We'll be in London next month.
- It'll cost around two thousand dinars.
- I thought it was exempt from tax.

2.3 Listen and check your answers.**D** 2.4 In *wh*-questions, the voice usually goes down at the end. Listen to these examples.

- What time do I have to check in?
- Who will pick her up at the airport?

Asking for agreement or confirmation

E 2.5 Listen and complete these *wh*-questions. Then check your answers.

- 1 When will she be *back* ?
- 2 How much is a ticket?
- 3 Why was your train ?
- 4 How long is the ?
- 5 What time do I have a flight?

2.5 Listen again and practise the falling intonation.

A 2.6 Listen to the intonation in these question tags. A question tag is a short question that we often put on the end of a sentence when we speak. A question tag means something like 'Do you agree?' or 'Is this true?'

- 1 Surely there's an earlier flight, *isn't there?*
- 2 You haven't forgotten to cancel my reservation, *have you?*

What's the rule?

In spoken English, people frequently use question tags when they expect a response from the other person. The meaning of question tags differ depending on the intonation used.

- If the voice rises, as in example 1, it means 'I think I'm right but please correct me if I'm not.' It is like a genuine question.
- If the voice falls, as in example 2, it means 'Please confirm that I'm right.'

B 2.7 Listen to these question tags and tick the correct box (→) or (↘). Then check your answers.

	→	↘
1		
2		
3		

	→	↘
4		
5		
6		

2.7 Now listen again and practise the sentences.

C 2.8 Listen to five messages, and decide what each speaker wants to do.

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

- | | |
|-----------------|--------------------------|
| Message 1 | a) cancel an appointment |
| Message 2 | b) express disagreement |
| Message 3 | c) give feedback |
| Message 4 | d) give instructions |
| Message 5 | e) make a complaint |
| | f) make a suggestion |
| | g) make an appointment |
| | h) request information |

Getting the message right

UNIT 3 Organisation

Sound work

A 3.1 Listen to how the letter *u* is pronounced in the following words.
 consumer budget figures business full turn

B Match each word on the left with the two words on the right which contain the same sound.

1 consumer	a) push, pull
2 budget	b) customer, industrial
3 turn	c) distribute, introduce
4 figures	d) minute, busy
5 business	e) pleasure, status
6 full	f) burn, return

3.2 Now listen to check your answers. Then listen again and practise the words.

C 3.3 Listen to the way certain words are linked in these sentences.

- We've got sales offices in over ten countries.
- He's on a work placement in Italy.

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.

3.3 Now listen again and practise the sentences.

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

- We want to set up an overseas office in India.
- Our company's organised in eight divisions.
- In your opinion, what are the good qualities of an organisation?

3.4 Check your answers. Then listen again and practise the sentences.

E Three-syllable words can have the following stress patterns: **Ooo**, **oOo** or **ooO**. Put the words in the box in the correct column.

company consumer employee decision government
 interesting policy established department

Ooo	oOo	ooO
..... <i>company</i> <i>consumer</i> <i>employee</i>
.....	
.....	
.....	

3.5 Listen to check your answers.

Making business contacts

A Match the phrases on the left with the appropriate response on the right.

- 1 Hello Julie. Nice to see you again.
 - 2 I got promoted to head of department.
 - 3 Which company do you represent?
 - 4 Has your company been in business long?
 - 5 Let me give you my business card.
 - 6 I don't know much about it. What sort of company is it?
- a) I work for Softel. We're in telecommunications.
 - b) Hi Tom. How are you?
 - c) Really? That's great. Congratulations!
 - d) Thanks. And I'll give you mine.
 - e) Well, we're basically a biotech company.
 - f) Yes, we're well established.

B  3.6 Listen to the recording to complete these sentences.

- 1 I *work in* the travel section.
- 2 project manager.
- 3 My quite a lot of paperwork.
- 4 I'm finding new business contacts in the Pacific Rim.
- 5 I'm staff training.
- 6 I spend a lot of time enquiries.

Listening practice

C  3.7 Listen and tick the best response a), b) or c) for each item that you hear.

- 1 a) Sure. All of us are going.
b) How about you?
c) Pretty well at the moment.
- 2 a) Hi Greg. Pleased to meet you.
b) I've got a new computer too.
c) Great! Are you still in Sales?
- 3 a) Of course. Here's my business card.
b) Yes. I'll fax them to you.
c) You can contact me at head office.
- 4 a) I don't see why not.
b) We certainly made lots of useful contacts.
c) Well, in fact we went to India.
- 5 a) Yes. She got promoted last week.
b) Well, in fact Jane is head of HR.
c) No. I changed my job six months ago.
- 6 a) I think it's organised in four divisions.
b) Yeah. We work on very big projects.
c) I'm in charge of over 20 people.

UNIT 4

Change


A  4.1 Listen to the *schwa* sound /ə/ in these words (see page 60).

a'dapted con'verted 'customised 'second
com'puter con'siderably 'February

Tips


The *schwa* sound /ə/ is very frequent in English. Notice that non-stressed syllables often use /ə/.

 4.1 Listen to the words again and practise saying them.


B  4.2 Listen and underline *all* the *schwa* sounds that you can hear. Then check your answers.

- 1 We've converted the station into a hotel.
- 2 They've adapted the equipment.
- 3 They've customised the computer programs.
- 4 They've had second thoughts about the project.
- 5 Things have improved considerably since January.


 4.2 Now listen again. Practise saying each sentence after you hear it.

C  4.3 Listen to the pronunciation of *has* / *have* and *hasn't* / *haven't* in the following sentences.

- 1 She's restructured the company.
/ʃi:z/
- 2 They've just relocated.
/ðeiv/
- 3 He hasn't retrained.
/hi'hæznt/
- 4 We haven't relaunched it yet.
/wi'hævnt/

D  4.4 Listen to the recording and complete the sentences. Use contracted forms.

- 1 changed enormously.
- 2 redesigned the office.
- 3 moved in the right direction.
- 4 been retrained to use the new equipment.
- 5 decentralised the decision-making process.

 4.4 Listen again and practise the sentences. Pay attention to the contractions.

Taking part in meetings

A Put the items in the right order to make sentences often used in meetings.

- 1 in / Can / here? / I / come
- 2 to / I'd / may. / like / if / finish / I
- 3 detail? / you / in / Can / explain / more
- 4 don't think / Sorry, / idea. / I / a good / that's
- 5 afraid / happy / that. / very / I'm / I'm not / about

 4.5 Listen to the recording to check your answers. Then listen again and practise the sentences.

B 4.6 Listen to the recording to complete these excerpts from business meetings.

1 A: And you, Barbara? How do you ... *feel about* ... downsizing?
B: I don't think it's a good It means a lot of people are going to lose their jobs.

2 A: I'm afraid I don't follow you, Rob. are you saying?

B:, we could spend more on marketing, but it wouldn't solve anything.

3 A: We have no option but to relocate. If we...

B: Could I just ? We shouldn't rush into relocating without getting expert advice first.

4 A: We may well have to our marketing strategy.

B: sales are still going down?

5 A: we don't change our pricing policy.

B: Could you explain ?

C 4.7 Listen to four different conversations, and decide what the main topic of each one is.

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

Conversation 1

a) converting a building

Conversation 2

b) deregulation

Conversation 3

c) downsizing

Conversation 4


d) relaunching a product

e) retraining managers

f) upgrading computers

UNIT 5

Money

A  5.1 Listen to how the letter *o* is pronounced in the following words.

money moment compare improve profit

B  5.2 Listen and complete the sentences.



- 1 Let me just go through the figures you.
- 2 Sales stood two hundred thousand.
- 3 Profit went up 18 21 million.
- 4 Production went down the end the year.
- 5 We raised our dividend 32 cents.

Tips

When a preposition occurs in the middle of a sentence, the weak form is usually used.

For example: *for* becomes /fə/, *at* becomes /ət/, *of* becomes /əv/, *from* becomes /frəm/.

Also, *to* usually becomes /tə/ before a consonant.

 5.2 Listen again to how the prepositions are pronounced. Then practise saying the sentences in the same way.**C**  5.3 Listen to the way you pronounce dates and years.


14th July	July 14th
1st May 1999	May 1st, 1999
22nd April 2004	April 22nd, 2004

Tips


- In British English, you usually say and write the day first, followed by the month. In American English, it is usually the other way round: month first, followed by the day.
- In American English, you do not need to say *the* before the ordinal number.
- When you write the date, you can leave out the ending *-st*, *-nd*, *-rd*, *-th*, e.g., 16 June.

D Say these dates out loud.

1	17 February	5	23 March, 1990
2	February 17	6	January 13, 2003
3	20th August, 2005	7	30 October, 1999
4	June 30, 2009	8	3 September

 5.4 Listen to check your answers. Then listen again and practise saying the dates.

Using stress to correct information

- A**  5.5 We need to be accurate when we talk about figures. When we make a mistake or there is a misunderstanding, we often use stress to put it right, as in this example.

A: So, revenues for the quarter increased 12.9 per cent.

B: Sorry, no. I said 12.5 per cent.

- B** Underline the part which Speaker B will stress most to correct the misunderstandings in the following exchanges.

1 A: Their shares have jumped to three hundred and eighty thousand yen.

B: Well, my table here says three hundred and eighteen thousand, actually.

2 A: Last month, sales fell to nine hundred and fifty thousand.

B: Worse than that, I'm afraid. They dropped to eight hundred and fifty thousand.

3 A: Let me just read that back to you, 232 623.

B: 643, 232 643.

4 A: We'll meet again on the thirtieth.

B: Really? I thought we'd agreed on the thirteenth.

5 A: Production has increased by 2,450 units.

B: Sorry. The exact figure is 2,650.

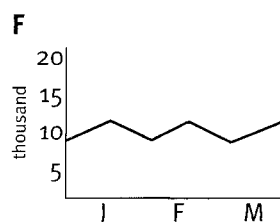
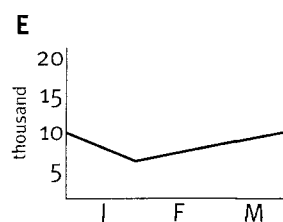
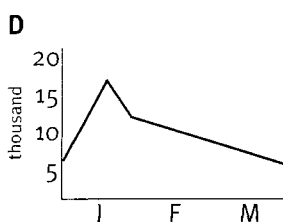
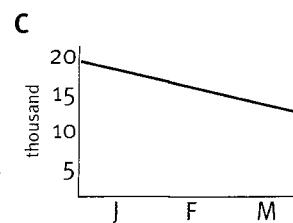
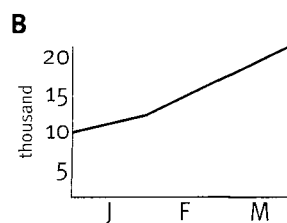
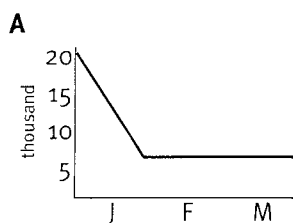
6 A: Did you say that Accounts is on the eighth floor?


B: No. It's on the twelfth floor, actually.

-  5.6 Now listen to the exchanges and practise B's replies.

Listening practice

- C** Study these graphs. They show the sales volumes for six different companies.



-  5.7 Now listen to the recording, and match each description, 1 – 6, to the appropriate graph, A – F.

UNIT 6

Advertising

A 6.1 Listen to the difference between /əʊ/ and /aʊ/.

/əʊ/	/aʊ/
go	now
load	loud

B 6.2 Put the words you hear into the correct column.

/əʊ/	/aʊ/	/əʊ/	/aʊ/
1		5	
2		6	
3		7	
4		8	

C 6.3 Listen to these phrases and notice how the words are joined together.

- 1 a clever_ad
- 2 further_information
- 3 a clear_idea
- 4 prepare_everything

What's the rule?

If a word ends in *-r* or *-re* and the next word begins with a vowel sound, the *-r* is usually pronounced to make a link. For example: *a clever ad* becomes /ə'kleɪvəræd/, etc.

D Show where similar links can be made in these sentences.

- 1 She was Advertiser of the Year in 2004.
- 2 Their adverts were always thought-provoking.
- 3 Can I have your attention for a moment?
- 4 The picture is more interesting than the caption.
- 5 Our agency has hired a star athlete.

6.4 Now listen and practise saying the sentences.

E 6.5 Listen to the intonation in this list.

We advertise on radio[↗], on television[↗], in the papers[↗] and through mailshots[↗].

What's the rule?

In lists, the intonation rises on each item except the last, where it falls.

F 6.6 Listen and complete the following sentences.

- 1 We want ads that are clever, eye-catching, and inspiring.
- 2 Our aim is to influence, to seduce and to
- 3 I'll give you some, outline the concept and finish with the storyboard.

6.6 Now listen again and practise saying the sentences. Pay attention to the intonation pattern illustrated in exercise E.

Giving presentations

A Below are the introductions to two different presentations, one quite formal, the other informal. Complete them with items from the box.

And we'll finish with	ladies and gentlemen
everyone	My talk's in
Finally, we'll look at	Secondly
First of all, we'll analyse	Thank you
I'll kick off with	Thanks
I've divided my presentation into	Then

Formal presentation

Good morning, ... *ladies and gentlemen* ...¹. On behalf of Elgora International, I'd like to welcome you all. Let me introduce myself. My name's Sarah Evans, and I've been managing Elgora's department of international economic relations for the past six years.

.....² for giving me the opportunity to talk to you today. The theme of my presentation is a comparison of the changes in consumer prices in the European Union and the United States from 1999 till today.

.....³ three parts.⁴ the pattern of price inflation in the various countries under scrutiny.

.....⁵, we'll study the main factors responsible for the rise and fall of inflation in the two regions.⁶ the forecast for the next two years.

Informal presentation

Hello⁷. I'm Rick Vandermeer.

.....⁸ for this opportunity to talk to you about our new products.

.....⁹ three parts.¹⁰ the findings of the market research that led to the development of our new educational computer games.¹¹ we'll move on to a demo, so that you'll all have a chance to have a go.

.....¹² your feedback and your ideas and suggestions for our forthcoming advertising campaign.

 **6.7 Listen to the recording to check your answers.**

B Whatever the topic or the style of your presentation, you should always *put your audience first*. Match the items below to discover some useful tips about how you can do that.

- | | |
|------------------------------|--|
| 1 Be genuinely interested | a) to process the information. |
| 2 Maintain | b) is appropriate in the host culture. |
| 3 Avoid | c) if you know them. |
| 4 Use individuals' names | d) in your audience as people. |
| 5 Ask various kinds of | e) a good-natured attitude. |
| 6 Give your audience time | f) sounding or looking superior. |
| 7 Use as much eye-contact as | g) questions during the presentation. |


UNIT 7

Cultures

- A** Cross out the silent letter, i.e. the letter which is not pronounced, in each of the following words.


would	mustn't	should
know	lamb	shouldn't
answer	psychology	

 7.1 Listen to the recording and check your answers.

- B**  7.2 Listen to the recording to complete the following sentences.

- 1 They know what to say.
- 2 You show the palm of your hand.
- 3 You write them a thank-you note.
- 4 You be late for meetings.
- 5 You write anything on a business card.

 7.2 Now listen again and practise saying the sentences.

- C**  7.3 Listen to how *have to* is pronounced in these sentences.

- 1 In the States, you don't have to make a lot of small talk.
- 2 In Brazil, you have to shake hands with everyone.
- 3 I'll probably have to invite them over.
- 4 Don't worry, you won't have to answer questions about your personal life.

What's the rule?

- *have to* is usually spoken as one word,
- it is often pronounced /'hæftə/ before a consonant sound (sentences 1 and 2),
- it is often pronounced /'hæftu/ before a vowel sound (sentences 3 and 4).

 7.3 Now listen again and practise the sentences.

- D**  7.4 Listen to how Speaker B highlights the word which is most significant in the context.

- | | |
|--------------------------------|-------------------------------|
| 1 A: Have you told anyone yet? | 2 A: You should tell Sandra. |
| B: I've told <u>Sandra</u> . | B: I <u>have</u> told Sandra. |

- E** Underline the words Speaker B will highlight in these conversations.

- 1 A: Do you speak any foreign languages?
B: Well, I can speak Japanese.
- 2 A: What a pity you can't speak Japanese!
B: But I can speak Japanese.
- 3 A: You could buy them some chocolate.
B: I've bought them some flowers.
- 4 A: What about buying them some flowers?
B: I have bought them some flowers.

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

Using English in social situations

A Complete the conversations with the appropriate items from the box.

Excuse me	No
Congratulations	Not for me thanks
I really must get going	Sorry to hear that
I'm sorry	That's a pity
Never mind	You're welcome

- A: *Excuse me* . Do you happen to know where Agribank is?
B: Sure. Just a bit further down the road, past the supermarket.
- A: Have some more lamb.
B: I usually eat very little meat.
- A: Would you like to have dinner together tomorrow?
B: I'm afraid we're expecting some relatives tomorrow.
- A: Come on, stay with us a little longer.
B: Sorry, It was very nice talking to you.
- A: I've just received my MBA.
B: ! That's something we've got to celebrate.
- A: Sorry, I forgot to bring back that report you lent me.
B: I don't need it till next Monday.

7.6 Listen to check your answers. Then listen again and take B's part.

B Look at these exchanges. Does Speaker B seem friendly and polite?

- A: Is this your first visit to Egypt?
B: Yes.
- A: Is your hotel comfortable?
B: Yes.
- A: Can I get you a drink?
B: Yes.
- A: Are you still based in Frankfurt?
B: Yes.
- A: Did you enjoy the presentation?
B: Yes.
- A: You know Jenny, don't you?
B: Yes.


C 7.7 Listen and complete the sentences.

- I thought it was You're lucky to have such an engaging speaker.
-, yes. But I'd wanted to come for a long time.
- Mm, That's very kind of you.
-, only some of the year. I spend a lot of time at head office these days.
- Very well Jenny and I go back a long way.
- Yeah, it's The restaurant is rather expensive, though.

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

UNIT 8


Employment

- A**  8.1 There are many words ending in *-tion*, *-ssion*, or *-sion*. Listen to the way they are pronounced.

promotion	discussion	decision
situation	expression	supervision

What's the rule?

If a word ends in *-tion*, *-ssion* or *-sion*, the stress is always on the syllable just before the ending. Notice that *-tion* and *-ssion* are pronounced /ʃən/ and *-sion* is usually pronounced /ʒən/.

- B**  8.2 Now listen to these words. Underline the stressed syllable in each word.

1 qualifications	3 conclusion	5 motivation
2 impression	4 communication	6 division

- C**  8.3 Listen to the way certain words are linked in these sentences.

- Do you mind if I ask what your weaknesses are?
- Tell us about your experience and qualities.

What's the rule?

See page 66.


-  8.3 Now listen again and practise the sentences above.

- D**  8.4 Listen and complete Speaker B's replies.


- | | |
|--|---|
| 1 A: It's the best job I've ever had.
B: it? | 6 A: Tom doesn't like his new job.
B: he? |
| 2 A: It wasn't what I'd call a great experience.
B: it? | 7 A: I really enjoyed working on that project.
B: you? |
| 3 A: I've just had a job interview.
B: you? | 8 A: We didn't have a holiday last year.
B: you? |
| 4 A: He hasn't been short-listed.
B: he? | 9 A: I'll probably have to relocate.
B: you? |
| 5 A: I have to work weekends.
B: you? | 10 A: I won't get any overtime.
B: you? |

Tips

To show interest in, or surprise at what someone says, you can use a short question in reply. Using the right intonation encourages your partner to continue the conversation.

-  8.4 Now listen again and practise the intonation used by Speaker B to show interest.

Getting the message right

A  **8.5 Listen to these extracts from meetings, and decide what each speaker is doing. Each extract is spoken twice on the recording.**

- Write one letter, **a) – g)**, next to the number of the speaker.
- You will have to use each letter twice.

Speaker 1

Speaker 2

Speaker 3

Speaker 4

Speaker 5

Speaker 6

Speaker 7

Speaker 8

Speaker 9

Speaker 10

Speaker 11


Speaker 12

Speaker 13

Speaker 14

- a)** starting the meeting
- b)** setting objectives
- c)** asking for reactions
- d)** dealing with interruptions
- e)** keeping to the point
- f)** speeding up or slowing down
- g)** summarising

Asking for repetition

B  **8.6 Listen to how Speaker B asks for the piece of information that is underlined to be repeated. Notice how the voice keeps rising from the beginning of the question to the end.**

1 A: They complained that the work schedule was too tight.

B: I'm afraid I didn't quite catch that. What did you say they complained about?

2 A: The interviews will be carried out at our headquarters.

B: Sorry, where will the interviews be carried out, did you say?

3 A: The job sounded so interesting that 340 people applied for it.

B: Sorry, I didn't get that. How many people did you say applied for the job?

C **Now ask Speaker A to repeat the underlined information in each of these conversations. Use the three examples in exercise B as models.**

1 A: Out of the five short-listed candidates, Pierre Meyer seems to be the most suitable.

B:

2 A: He's worked in Bulgaria for three years.

B:

3 A: He graduated from Imperial College London.


B:

4 A: He's training staff from the ministry of finance.

B:

5 A: The project he's working on finishes end of August.

B:

 **8.7 Now listen to the sample answers and practise Speaker B's responses.**

UNIT 9 Trade

A 9.1 Listen to how the letter **a** is pronounced in the following words.

trade barriers quotas watch talk market

B Match each word from exercise A with the key phrase which contains the same sound (see page 60).

<p>1 trade</p> <p>2 barriers</p> <p>3 quotas</p> <p>4 watch</p> <p>5 talk</p> <p>6 market</p>	<p>a) about Canada</p> <p>b) bad bank</p> <p>c) play safe</p> <p>d) short course</p> <p>e) smart card</p> <p>f) top job</p>
---	---

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

almost	farmer	sugar
ban	insurance	tariffs
date	quality	want
draft	regulations	war

/ə/ as in about Canada	/æ/ as in bad bank	/eɪ/ as in play safe	/ɔː/ as in short course	/ɑː/ as in smart card	/ɒ/ as in top job
.....
.....

9.2 Now check your answers. Then listen again and practise the words.

D 9.3 Listen to how these contracted forms are spoken.

I'll try.	He'll accept.
She won't sign.	They won't accept.
We'd refuse.	They'd agree.
It wouldn't happen.	She wouldn't answer.


E 9.4 Listen and complete the sentences with a contracted form from exercise D.

- | | |
|---------------------------------------|-----------------------------|
| 1 We look for another supplier. | 6 You have no choice. |
| 2 She agree to sign. | 7 It arrive on time. |
| 3 I accept their offer. | 8 You have to agree. |
| 4 They try someone else. | 9 It be difficult. |
| 5 He get a high discount. | 10 We sign. |

Sound work

F  9.5 Listen and complete the sentences.

- | | | |
|---|--|---|
| 1 | you give us a more substantial discount, | we'll place a larger order. |
| 2 | you can cover insurance, | we'll sign the deal. |
| 3 | you agree to split transport costs, | we won't be able to place a firm order. |
| 4 | you can deliver this month, | there won't be any problems. |
| 5 | the price is right, | we'll buy everything you produce. |

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

Negotiating

A  9.6 Listen to five extracts from negotiations, and decide what each speaker is doing.


- Write one letter, a) – e), next to the number of the speaker.
- Use each letter once.

- | | |
|-----------------|---------------------------|
| Speaker 1 | a) exploring positions |
| Speaker 2 | b) making a concession |
| Speaker 3 | c) checking understanding |
| Speaker 4 | d) refusing an offer |
| Speaker 5 | e) playing for time |

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

~~pay~~ bank transfer costs promise discount dispatch
increase insurance offered order

- As long as you *pay* within 30 days, we can delivery by 10 May.
- We placed a larger because they free delivery.
- We'll our order on condition that you pay shipping
- We'll continue to offer an attractive as long as you agree to pay by
- Provided that you within a week, we'll consider covering ourselves.

 9.7 Now listen and check your answers. Then listen again and practise the sentences.

UNIT 10

Quality

A Cross out the word in each line which does not contain /ei/, the sound in *play safe*. Then check your answers.

- | | | | |
|---------------|------------|-----------------|--------------|
| 1 a) change | b) baggage | c) fail | d) payment |
| 2 a) complain | b) sale | c) compensation | d) standards |
| 3 a) warranty | b) always | c) maintain | d) break |
| 4 a) details | b) explain | c) annual | d) delayed |
| 5 a) replace | b) arrange | c) matter | d) create |

10.1 Listen and practise saying the words which contain /ei/.

B 10.2 Complete the sentences with the words you hear.

- 1 We informed delay.
- 2 airport facilities quite poor.
- 3 are always big queues check-in desk.
- 4 I spent half an hour driving a parking space.
- 5 shop assistants too keen to spend your money.

10.2 Listen again and practise the sentences.

A Put the lines in the right order to make a dialogue between a customer and a shop assistant.

- | | |
|--|-------------------------------------|
| a) I bought this cordless phone here yesterday, and I'm afraid it doesn't work. | <input type="checkbox"/> |
| b) Well, I must say I'd much rather have a replacement, or my money back. | <input type="checkbox"/> |
| c) It's about this Recharge indicator. The battery's full, as you know, but for some reason this light keeps flashing. | <input type="checkbox"/> |
| d) It's not our policy to replace items, but considering you bought it only yesterday, I'll have a word with the manager and see what we can do. | <input type="checkbox"/> |
| e) Mm. That's strange. And what was the second thing? | <input type="checkbox"/> |
| f) Right. Well, if you leave the set with us, we'll have one of our technicians fix it for you. | <input type="checkbox"/> |
| g) Sorry to hear that. What seems to be the problem? | <input type="checkbox"/> |
| h) Yes. How can I help you? | <input checked="" type="checkbox"/> |
| i) Well, there are two things really. First, as soon as I'm more than four or five metres away from the base unit, the sound fades or cuts out. | <input type="checkbox"/> |

10.3 Listen to the dialogue to check your answers.

Complaints

B Decide what each speaker is having a problem with. You will need to use each item from the box twice.


a computer a lift a photocopier a telephone

- Speaker 1: No ventilation! You can't breathe in here. *a lift*
- Speaker 2: Don't know what's going on. I just can't get an outside line.
- Speaker 3: It's crashed again. I can't believe it.
- Speaker 4: That's it. Jammed again!
- Speaker 5: Well, we are not moving. I think it's overloaded.
- Speaker 6: Their number's always engaged.
- Speaker 7: Out of paper! Just my luck.
- Speaker 8: Now then, why does it keep saying 'Navigation cancelled'?

C Now match these offers of help to the problems in exercise B.

- a) There must be something wrong with the server. I'll go and enquire. *Speaker 3*
- b) Don't worry. I've got my own supply of A4.
- c) If **o** doesn't work, try dialling **9**.
- d) Yeah. And yesterday it was the alarm that was playing up. We'll have to have it serviced again, it seems.
- e) No problem. I'll walk. I'm only going one floor up anyway.
- f) Could be something to do with your Internet settings. Do you want me to have a look?
- g) Would you like me to call them later for you?
- h) Let's try and remove that crumpled paper down there.

 **10.4** Now listen to the conversations and check your answers.

D  **10.5** Listen to five different complaints 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'm afraid it's not our policy to replace items. |
| Speaker 2 | b) I'm afraid the manager isn't in at the moment, but I'll make sure she gets back to you as soon as possible. |
| Speaker 3 | c) I'm sorry there's been a delay. I'll look into the matter straight away. |
| Speaker 4 | d) I'm terribly sorry to hear that. What exactly seems to be the problem? |
| Speaker 5 | e) Oh dear! There must've been a mix-up. Could you give me the reference number of the invoice you received? |


UNIT 11

Ethics

A Circle the word in each line which does not contain /ʌ/, the sound in *much luck*. Then check your answers.

- | | | |
|---------------|------------|------------|
| 1 trustworthy | bonus | corrupt |
| 2 disclosure | company | cover-up |
| 3 a contract | country | slush fund |
| 4 business | industrial | customer |
| 5 discuss | money | industry |
| 6 government | unfair | supplier |

 11.1 Listen and practise saying the words which contain /ʌ/.

B  11.2 Listen to the pronunciation of *was* and *were* in these conversations.

- A: She was always taking extended lunch breaks.
B: Yeah, and she was phoning in sick almost every week.
- A: What they were doing wasn't really unethical.
B: Well, if you ask me, I'd say that it was.
- A: The previous owners weren't exactly trustworthy.
B: Weren't they?
- A: Was he as corrupt as his predecessor?
B: Yes, he was. Even more so.
- A: Were those investments considered ethical?
B: Of course they were.
- A: There was a bit of a cover-up, wasn't there?
B: There certainly was. And a major one at that.

What's the rule?

- In positive sentences *was* and *were* are usually pronounced /wəz/ and /wə/.
- At the beginning or at the end of a sentence, *was* and *were* are usually pronounced /wɒz/ and /wɜː/.
• The negative forms are usually pronounced /wɒznt/ and /wɜːnt/.

 11.2 Listen again and practise Speaker A or B's part.

C Study the examples, 1 – 4, then complete the sentences, 5 – 8.

Positive sentence

- They'd (+) already launched the new model,
- They were (+) losing money,

Negative question tag

- hadn't (-) they?
weren't (-) they?

Negative sentence

- It wasn't (-) really going well,
- She hadn't (-) done anything wrong,

Positive question tag

- was (+) it?
had (+) she?

- He'd been conned, he?
- It a big scandal, wasn't it?
- We weren't putting pressure on him to resign, we?
- They bribed anyone, had they?

11.3 Listen and check your answers. Notice the falling intonation on the second part of the sentence (the question tag).

Tips

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, your voice goes down on the tag.

11.3 Listen again and practise the sentences.

Listening practice

A **11.4 Listen to eight extracts from discussions and decide what each speaker is doing.**

- Write one letter, **a) – d)**, next to the number of the speaker.
- You will have to use each letter twice.

Speaker 1

Speaker 2

Speaker 3

Speaker 4

Speaker 5

Speaker 6

Speaker 7

Speaker 8

a) balancing arguments

b) changing approach

c) considering possible effects

d) making a decision

B **Match each request for advice with a suitable response.**

- | | |
|--|--|
| <p>1 I'm not sure I trust our new accountant. To me, all those errors seem deliberate. Any idea how we should address this issue?</p> | <p>a) Have you thought of confronting him with the issue? He may have genuine health problems.</p> |
| <p>2 She's very worried about frauds with government contracts. Don't you think we should do something about it?</p> | <p>b) I suggest you check his personal record first. Find out if he's ever been accused of harassment.</p> |
| <p>3 He keeps telling me that his cousin would be the best person for the job. What shall we do?</p> | <p>c) I think we should tell her not to speak to anyone. The issue's far too serious.</p> |
| <p>4 Tim's already taken five days of sick leave this month. What do you think we should do?</p> | <p>d) If I were you, I'd give her another chance. Honestly, she doesn't look the type of person who'd make false entries in the accounts.</p> |
| <p>5 The new office manager is putting pressure on Elaine to go out with him. What do you suggest we do?</p> | <p>e) Let's just tell him it's not on. There's no room for corruption in our company.</p> |

Now underline the phrases used for giving advice or making suggestions.

UNIT 12

Leadership

Listening practice

A 🎧 12.1 Listen to the way certain words are linked in these sentences.

- 1 Jim's awfully worried about it.
- 2 I don't agree with Alan at all.

What's the rule?

See page 66.

B Indicate where similar links could be made in these sentences.

- 1 It's the main item on our agenda.
- 2 First of all, could you give us the background?
- 3 We need more information about this issue.
- 4 Here are some ideas for us to think about.
- 5 They haven't thought about all the details.

🎧 12.2 Check your answers. Then listen and practise the sentences.

C 🎧 12.3 Listen and underline the stressed syllable in each adjective.

- 1 She was decisive, impulsive and very persuasive.
- 2 He was flexible, confident and very passionate.
- 3 She was honest, open and very thoughtful.
- 4 He was informal, inspiring but rather aggressive.
- 5 She was energetic, sympathetic and very charismatic.

🎧 12.3 Check your answers. Then listen and practise the sentences.

A 🎧 12.4 Study the difference in meaning between these two sentences. Then listen to how they are spoken.

- 1 The manager who trusts his staff will make a good leader.
- 2 The manager, who trusts his staff, will make a good leader.

What's the rule?

Changing your intonation often changes the meaning of what you say.

- Sentence 1 (spoken without a pause) means that if managers trust their staff they will make good leaders.
- Sentence 2 (with pauses where the commas are) means that this particular manager trusts his staff and so will make a good leader.

B Match the sentences, 1 – 4, with the meanings, a) – d).

- | | |
|--|--|
| <p>1 The local investors who opposed the deal are now feeling sorry.</p> <p>2 The local investors, who opposed the deal, are now feeling sorry.</p> <p>3 We should discontinue production of the deluxe models which are no longer in demand.</p> <p>4 We should discontinue production of the deluxe models, which are no longer in demand.</p> | <p>a) Those who didn't oppose the deal are satisfied.</p> <p>b) The local investors are feeling sorry as they all opposed the deal.</p> <p>c) None of the deluxe models are in great demand.</p> <p>d) Some deluxe models are no longer in demand.</p> |
|--|--|

12.5 Now listen and practise the sentences.**C 12.6 You will hear an excerpt from an interview with a management consultant about decision-making.**

- Before you listen, read the questions, 1 – 7, below.
 - As you listen, choose the best answer **a)**, **b)** or **c)** for each question.
 - If necessary, listen again before you check your answers.
- 1 According to the consultant, many people dislike making decisions
 - a) because they know that doing nothing may produce better results.
 - b) because they are sometimes unwilling to do the best they can.
 - c) because they worry that their decisions may have harmful results.
 - 2 Which of the following statements is true, according to the consultant?
 - a) A decision is a choice between different alternatives.
 - b) Decision-making is sometimes like gambling.
 - c) We can often predict accurately the consequences of our actions.
 - 3 Why does the consultant say 'we should be grateful' when we have to make decisions? Because
 - a) sometimes we do make perfect decisions.
 - b) we can influence the way things happen.
 - c) we stop being irresponsible.
 - 4 What does the first step in decision-making not involve?
 - a) Communicating with other people.
 - b) Collecting data.
 - c) Brainstorming options.
 - 5 Why do people have to be creative and adventurous?
 - a) To be prepared to cope with failure.
 - b) To widen the range of options available to them.
 - c) To make the right choice at the beginning.
 - 6 What is the third step in the decision-making process called?
 - a) Evaluating.
 - b) Listing.
 - c) Questioning.
 - 7 According to the consultant, the best decisions are often the ones that
 - a) people make when they can speed up the process.
 - b) people make when they can describe their guiding principles.
 - c) people make when they make them at the right moment.


A Circle the word in each line which does not contain /ɜ:/, the sound of *first term*. Then check your answers.

- | | | | | |
|---|-----------|------------|----------|--------|
| 1 | heard | commercial | return | patent |
| 2 | refer | clever | personal | expert |
| 3 | third | further | pioneer | world |
| 4 | efficient | research | word | earn |

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

B  13.2 Listen and complete the sentences.

- 1 *They're* produced in Singapore.
- 2 redesigned.
- 3 tested twice already.
- 4 published last week.
- 5 granted a licence.
- 6 awarded a prize.
- 7 approved by the committee.
- 8 completely misunderstood.

 13.2 Listen again and practise the sentences. Use the contracted and weak forms.

C  13.3 Listen to the intonation in 1 and 2, and complete 3 and 4.


- | | |
|---------------------------------|---------------------------------|
| 1 I met Susan in Zurich. | 2 I met Susan in Zurich. |
| 3 A: did you meet ? | 4 A: did you meet ? |
| B: I met Susan in Zurich. | B: I met Susan in Zurich. |

What's the rule?

- We use a falling tone when we give new information.
- We use a fall-rise when we know or assume that the information is not new to the listener.

D Show where Speaker B will use a fall or a fall-rise.

- 1 A: How do they feel about the reviews?
B: They're disappointed about the reviews.
- 2 A: What are they disappointed about?
B: They're disappointed about the reviews.
- 3 A: Our next trade fair is in August. We'd very much like you to come.
B: I'm afraid I'm going to Sweden in August.
- 4 A: When you're in Stockholm this spring, don't miss the motor show.
B: I'm afraid I'm going to Sweden in August.

 13.4 Listen and check your answers. Then listen again and practise Speaker B's responses.

Presentations

A 13.5 Listen and complete these excerpts from presentations.

- 1 Before I the next part of my talk, are there any questions on what I've said so far?
- 2 Good morning everyone. delighted
My name's Dharamjit Singh.
- 3 I'm sure that some modifications must be made to the design.
- 4 If that's all right, I'll questions at the end of my presentation.
- 5 If there are no more questions, thank you again for
- 6 Thank you all for coming. Before we start, a few words about myself.
- 7 Thanks for being such I hope we meet again at our next convention.

B Put the excerpts in exercise A under the correct heading.

- | | | |
|---------------------------------------|-------------------------------------|--------------------------|
| Introducing yourself | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Dealing with questions | <input type="checkbox"/> | <input type="checkbox"/> |
| Referring to the audience's knowledge | <input type="checkbox"/> | <input type="checkbox"/> |
| Ending | <input type="checkbox"/> | <input type="checkbox"/> |

Sounding tactful

C Which response sounds more tactful?

- A: I don't think I'll be able to submit the report by Friday.
 B: I'm afraid you must submit it by Friday, otherwise we'll have to postpone the meeting, *or*:
 C: I'm afraid it really must be submitted by Friday, otherwise we'll have to postpone the meeting.

What's the rule?

In the second response the passive is used. The passive emphasises the object rather than the doer, and therefore makes the speaker sound more tactful.

D Complete Speaker B's responses in a tactful way.

- 1 A: Does it matter if we don't notify them today?
B: I'm afraid they really today, otherwise they might turn to another designer.
- 2 A: I don't think we'll be able to invite the media this time.
B: I'm afraid they really, otherwise we won't get any reviews.
- 3 A: There's no way we can test the new model this week.
B: I'm afraid it really this week, otherwise we'll miss the motor show.
- 4 A: I'm not sure we can analyse the test results today.
B: I'm afraid they really today, otherwise we'll have to delay production.
- 5 A: I don't think we need to train the representatives.
B: I'm afraid they really, otherwise they won't be able to promote our new range.

E 13.6 Listen to check your answers. Then listen again and practise Speaker B's responses.

UNIT 14 Competition

A 14.1 Listen to the difference between /ɔ:/ and /əʊ/.

/ɔ:/	/əʊ/
short course	go slow
lawn	loan

B 14.2 Put the words you hear into the correct columns.

/ɔ:/	/əʊ/	/ɔ:/	/əʊ/
1		5	
2		6	
3		7	
4		8	

C 14.3 Listen and circle the form that you hear.

- They
 1 They'll | try to dominate the market.
 They'd
- 2 We | want to |
 | won't | overtake Samsung.
 | wouldn't |
- 3 I'll | listen to the news.
 I'd
- 4 I'm sure | they |
 | they'll | like the exhibition.
 | they'd |
- 5 We know you | want to |
 | won't | take the company upmarket.
 | wouldn't |
- 6 I don't think | you |
 | you'll | agree.
 | you'd |

D 14.4 Listen and underline the stressed syllable in each word. Then check your answers.

Verb	Noun (person)	Noun	Adjective
compete	competitor	competition	competitive
innovate	innovator	innovation	innovative
invent	inventor	invention	inventive
create	creator	creation	creative
protect	protector	protection	protective

14.4 Listen again and practise saying the words.

Saying it tactfully

A Choose the more tactful response to each statement.


- 1 Let's contact Mr Jansen next week.
 - a) We should contact him earlier.
 - b) Shouldn't we contact him earlier?
- 2 We'll wait till summer.
 - a) That's too late.
 - b) Isn't that too late?

Tips

Asking a negative question is an easy way to suggest or assert something tactfully.

B Make Speaker B's responses more tactful.

- 1 A: So, we'll hold our next meeting in June.
B: September would be better.
Wouldn't ?
- 2 A: Of course, we'll order from Wilson's as usual.
B: We should try another supplier this time.
..... ?
- 3 A: They just agreed to a 10% discount for orders of 100 items or more.
B: We could insist on better terms.
..... ?
- 4 A: Let's ask Crawley Engineering for a quote.
B: They are too expensive.
..... ?
- 5 A: I think we should cancel the deal at once.
B: We'd better wait a few more days.
..... ?
- 6 A: We can deliver in 45 days, not 30 as they expect.
B: They'll be disappointed.
..... ?
- 7 A: I'll ask Mark if he wants to negotiate this contract.
B: It would be better to ask Jenny.
..... ?

 14.5 Listen to check your answers. Then listen again and practise Speaker B's responses.

C 14.6 The phrases on the left may be inappropriate in a negotiation. Listen to the recording, and complete the more tactful phrases on the right.

- 1 We want 30 days' credit. give us 30 days' credit?
- 2 There's no way I can deliver in ten days. deliver in ten days.
- 3 That's a ridiculously small order. We were bigger order.
- 4 Credit? You must be joking!, we aren't to give you any credit.
- 5 That's impossible. We to do that.
- 6 You've lost the contract. to inform you that you haven't won the contract.

Answer key

Language work

1 Brands

Vocabulary

A

Across

1 placement 7 range 8 awareness 9 image 11 stretching

Down

2 loyalty 3 research 4 lifecycle 5 branding 6 name
10 meet

B

1 share 3 segment 5 follower
2 research 4 leader

Language review

A

2 takes 7 are (re) / taking
3 do / target 8 is not (isn't) selling
4 is not (isn't) working 9 are (re) targeting
5 Are / investing 10 does not (doesn't) invest
6 works

B

2 manages 8 is expanding
3 develop 9 has
4 is (s) working 10 owns
5 is (s) supervising 11 are increasing
6 [is] writing 12 is becoming
7 enjoys

C

Sample answers

2 How many new products do they develop each year?
3 Where is Dan working this week?
4 What is he doing (in the laboratory)?
5 Is he writing a letter?
6 In which countries does Mercator Foods have subsidiaries?
7 Are sales and earnings for the company increasing?

D

2 believe ✓ 8 prefer ✓
3 belong ✓ 9 realise ✓
5 consist ✓ 11 seem ✓
6 contain ✓ 13 suppose ✓
7 depend ✓

E

2 Does / agree 5 consists
3 does not (doesn't) contain 6 Do / belong
4 depends

Writing

A

3 the 8 much 13 ✓
4 an 9 ✓ 14 and
5 so 10 ✓ 15 pair
6 the 11 will 16 the
7 ✓ 12 ✓ 17 it

B

Sample answer

Liz,

Following your e-mail of 10 May, I have investigated why our Souperbly range of products seems to be facing certain difficulties in Germany.

The main reason is probably due to the fact that the largest chain of supermarkets promote their own brands of soups, which they sell at much lower prices. They also usually display their own products on the top shelves, where customers can easily see them.

I also note with interest that Vita, the current market leader in preserves in Germany, has an almost identical sort of packaging to ours.

Therefore, I would like to make the following recommendations:

- 1) consider offering supermarket managers incentives for displaying our products properly;
- 2) redesign our packaging, so that it helps get across our message 'Our foods are health foods';
- 3) offer frequent discounts, especially before public holidays.

Finally, I think we should visit supermarkets and all other retail outlets much more frequently.

Jan is doing a fantastic job over there, but covering the whole of the country on his own is an impossible task. A second rep for Germany is a necessity if we do not want to lose our market share there.

With best wishes, Steve

2 Travel

Vocabulary

A

2 dissatisfaction 5 harm
3 misbehaviour 6 disruptive
4 blame 7 concern

B

2 d 3 d 4 a 5 c 6 b 7 c 8 a 9 d 10 a 11 c

C

- 2 schedule
- 3 single
- 4 return
- 5 freeway
- 6 carry-on baggage
- 7 downtown
- 8 lift

D

- 2 g 3 e 4 d 5 b 6 c 7 a

Language review

A

- 2 c 3 e 4 b 5 a

B

- b 1 c 5 d 3 e 2

C

- 1 I'll give Mr Dupuis a ring as soon as I arrive in Brussels.
- 2 If my flight is delayed, I'll miss the presentation.
- 3 I'm going to stay here until I find a better hotel.
- 4 I'll visit our Chinese suppliers in May unless you advise me not to go.
- 5 Please come and visit our headquarters when you are in Copenhagen again.

Writing

A

- 2 confirm
- 3 As requested
- 4 your arrival
- 5 look forward to
- 6 sincerely

B Sample answer

Hallo Chris

I am leaving for Milan early morning on Friday 17th to attend a four-day seminar. I'll be back at my desk Tuesday 8.30 am as usual.

Please send out the invitations to our annual trade show on Friday morning. And remind Jack that I want his quarterly report on my desk when I get back.

Thanks, Sam

C

- 2 staying / stay
- 3 there / their
- 4 commuter / commuters
- 5 person / people
- 6 in / a
- 7 use / used
- 8 will / is
- 9 to / too

3 Organisation

Vocabulary

A

- 2 b 3 d 4 c 5 a 6 a 7 a 8 c 9 b 10 d 11 d 12 c

Language review

A

- 3 an eighty-thousand-euro deal

- 4 a three-day seminar
- 5 a two-million-pound loan
- 6 a 25-year-old company
- 7 a three-storey office block

B

- 2 TV commercials
- 3 trade fair
- 4 information technology
- 5 labour force
- 6 research project
- 7 government policy

C

- 2 savings account
- 3 customs officer
- 4 needs analysis
- 5 sports car
- 6 overseas trade

D

- 2 management
- 3 office
- 4 insurance
- 5 product
- 6 advertising

E

- 2 breach
- 3 conflict
- 4 waste
- 5 cost
- 6 range
- 7 round
- 8 lack

Writing

A

- 2 contribute
- 3 announce
- 4 organise
- 5 select
- 6 explain

B Sample answer

As I am a front-line employee, I believe the most useful topic for me would be 'Customer service'. Although I deal well with telephone and direct enquiries, it is sometimes difficult to deal effectively with both at the same time, especially during the peak season. Any advice on this would be very welcome.

C

- 2 of
- 3 ✓
- 4 they
- 5 can
- 6 ✓
- 7 will
- 8 the
- 9 so

4 Change

Vocabulary

A

- 2 downsize
- 3 decentralise
- 4 relaunch
- 5 deregulate
- 6 retrain
- 7 redevelop
- 8 upgrade

B

- 2 b 3 b 4 c 5 a 6 d 7 c 8 a 9 a 10 b 11 d

Language review

A

- 2 met
- 3 were
- 4 went
- 5 have recovered ('ve recovered)
- 6 happened
- 7 rejected
- 8 looked
- 9 has dropped out ('s dropped out)
- 10 have been ('ve been)
- 11 have changed ('ve changed) [*changed* is possible, especially in American English]
- 12 have quit ('ve quit) [*quit* is possible, especially in American English]
- 13 have been ('ve been)
- 14 started
- 15 have taken up ('ve taken up)

B

- | | |
|---------------------------|----------------------------|
| 2 over the last few years | 5 yet |
| 3 in 2002 | 6 for the past three years |
| 4 yet | |

Writing

A

- | | |
|--------------|---------------|
| 2 requesting | 5 apologising |
| 3 offering | 6 suggesting |
| 4 informing | |

B

- 2 d 3 b 4 e 5 f 6 a

C

- b 6 c 4 d 2 e 5 f 3

D

- | | |
|------------------|-------------|
| 2 in order to | 5 aware of |
| 3 appropriate to | 6 decisions |
| 4 so that | |

E

- | | |
|----------------|--------------------|
| 2 are / is | 7 Peoples / People |
| 3 not / no | 8 offered / offer |
| 4 has / have | 9 works / work |
| 5 more / much | 10 where / when |
| 6 them / their | |

5 Money

Vocabulary

A

Across
1 debt 2 share 4 recession 6 pre- 7 revenues 9 gross

Down

1 dividend 3 investment 5 earnings 6 profit 8 stock

B

- | | | |
|-------------|----------|--------------|
| 2 to work | 4 to do | 6 to invoice |
| 3 to divide | 5 to pay | |

C

- 2 a 3 e 4 b 5 f 6 c

Language review

A

- | | |
|---------------------|-----------------|
| 2 rise/fall | 4 soar/plummet |
| 3 increase/decrease | 5 double /halve |

B

- | | |
|--------------------|-----------------|
| 3 drop [I]* | 7 level off [I] |
| 4 decline [I]* | 8 peak [I] |
| 5 halve [I / T] | 9 plummet [I] |
| 6 increase [I / T] | 10 soar [I] |

(*) *drop* and *decline* are also transitive in some of their senses, e.g., They declined our invitation (= They refused to accept it.); I dropped my reading glasses and broke them.

C

- | | |
|-----------------|-----------------|
| 2 dramatically | 6 slightly |
| 3 gradually | 7 steadily |
| 4 sharply | 8 substantially |
| 5 significantly | |

D

- 1 Exports have fallen dramatically.
- 2 It seems that taxes are going to rise substantially.
- 3 The number of people out of work rose steadily.
- 4 Are you saying that production is declining significantly?
- 5 I think there will be a slight fall in domestic demand.
- 6 There was a gradual growth in profit.
- 7 There has been a sharp drop in orders.

Writing

A

- 2 d 3 b 4 a 5 c

B

- | | | |
|-----------|-----------|-------------|
| 2 however | 5 because | 8 Although |
| 3 despite | 6 Despite | 9 However |
| 4 so | 7 so | 10 although |

C

- | | | | |
|------|--------|--------|------|
| 2 to | 5 and | 8 a | 11 ✓ |
| 3 ✓ | 6 one | 9 well | |
| 4 ✓ | 7 kind | 10 not | |

6 Advertising

Vocabulary

A

- 2 c 3 a 4 b 5 c 6 c 7 a

B

- to launch: b, g
- to capture: c, f
- to differentiate: a, e
- to communicate: d, h

Language review

A

'Subvertising' is a combination of the words 'subvert' and 'advertising'. Indeed, subvertising consists in subverting or sabotaging commercial as well as political advertisements that are displayed in \emptyset public places.

Here is a simple example: an advert for a famous brand of \emptyset cigarettes depicted a handsome middle-aged man gazing thoughtfully into the distance. The caption was four words long: *The more you know...* This ad was easily subverted by someone who just added the following words: *...the less you smoke.*

B

The purpose of subverters is usually to encourage people to think, not only about the products they buy, but also about the nature of the society they live in.

There are a number of similarities between advertising and subvertising: both are very often creative, witty, direct and thought-provoking.

However, the differences between the two are enormous. While the goal of advertising is ultimately to increase consumption and corporate profits, subvertising aims to make people aware of the constant pressure they are under to buy things, to spend money, to 'shop-till-you-drop', so that they may be able to resist that pressure.

C

In addition, subvertising is a reaction against the invasion of public places by hoardings, posters, slogans, logos, etc, which some people say 'pollute our mental environment'. It is an attempt to 'reclaim the streets', to free our personal space of those consumerist messages which can be seen or heard left, right and centre in our cities.

While one cannot ignore that in the eyes of the law, altering hoardings is considered a minor form of vandalism, one has to recognise that subvertising is a form of creativity and a way of exercising one's freedom of speech.

Writing

A

- 2 We would be very grateful
- 3 we could arrange for
- 4 full details
- 5 take advantage of
- 6 date and time

B Sample answer

Dear Mr Sellimi

Thank you for your catalogue.

We are very interested in your new range of Compact copier-scanners.

We would welcome the advice of your expert as to which

machines would be the most suitable for our purposes. Any day after 15:00 would be convenient, particularly Wednesday or Thursday.

We look forward to hearing from you.

Yours sincerely,

Sandra Perkins

C

- 2 d 3 b 4 a 5 f 6 c

D

- 2 particularly / particular
- 3 list / lists
- 4 your / you
- 5 by / for
- 6 computers / computer
- 7 on / to
- 8 began / begins

7 Cultures

Vocabulary

A

- 1 break
- 2 thrown
- 3 see
- 4 got on
- 5 put

B

- 1 to get into hot water
- 2 to be a real eye-opener
- 3 to feel like a fish out of water

C

- 1 was a real eye-opener
- 2 will ('ll) get into hot water
- 3 felt like a fish out of water

D

- 2 in
- 3 with
- 4 out
- 5 over
- 6 up

E

- 2 d 3 a 4 f 5 c 6 e

Language review

A

- 2 f 3 a 4 e 5 c 6 d

B

- 1 Sentences 2 and 6
- 2 Sentence 4
- 3 Sentence 5
- 4 Sentence 1
- 5 Sentence 3

C

- 2 have to
- 3 mustn't
- 4 don't have to
- 5 mustn't
- 6 have to

D

- 2 You mustn't drive without your seat belt on.
- 3 If you are invited for dinner, you should buy your hosts some flowers.
- 4 In many countries, you shouldn't point your finger at people.
- 5 Although I know them all very well, I have to address my colleagues by their surname.
- 6 All visitors must wear their name badge at all times.

Writing

A

- a 5, 1, 7, 10, 4
b 6, 3, 2, 9, 8

B

- 2 I would be delighted
- 3 As you probably know
- 4 owing to previous engagements
- 5 as you suggested
- 6 if you could let me know
- 7 convenient for you
- 8 I look forward to

C

- | | | |
|-------|------|--------|
| 2 the | 5 ✓ | 8 they |
| 3 ✓ | 6 in | 9 much |
| 4 so | 7 ✓ | |

8 Employment

Vocabulary

A

- | | |
|-------------------------|---------------------|
| 2 resume | 7 a covering letter |
| 3 a vacancy | 8 a reference |
| 4 interview | 9 financial package |
| 5 a probationary period | 10 a headhunter |
| 6 a shortlist | |

B

- | | |
|----------------|-------------|
| 2 to shortlist | 5 to work |
| 3 to advertise | 6 to submit |
| 4 to fill up | |

Language review

A

Sample answers

- 2 Where did he graduate from?
- 3 What does he think about the project in Bulgaria?
- 4 When does the project finish?
- 5 Is his job only about computers?
- 6 Does he have any other responsibilities?

B

Sample answers

- 2 Where are you from?
- 3 What did you graduate in?
- 4 How long have you been working in Bulgaria?
- 5 Who are you developing new software for?
- 6 Who do you train (in the use of new technologies)?
- 7 When are you going back home?

- 8 What kind of job are you going to apply for?
- 9 Why do you like your job so much?
- 10 Do you work in a team?

C

These answers can be pre-fixed by any of the phrases in the box:

- 1 ...if / whether you are satisfied with your present salary?
- 2 ...if / whether your partner works?
- 3 ...how you react when people criticise you?
- 4 ...how much you earn in your present job?
- 5 ...what your weaknesses are?
- 6 ...what kind of situations you find difficult?
- 7 ...why you think you are the right person for this job?
- 8 ...if / whether there is anything you dislike in your present job?

Note After *I'd like to know...* there isn't a question mark.

Writing

A

- | | |
|------------------------|---------------------------|
| 2 well-qualified | 7 CV |
| 3 responsible to | 8 applications |
| 4 successful applicant | 9 short-listed candidates |
| 5 fluent | 10 an interview |
| 6 remuneration | |

B

- 2 h 3 g 4 b 5 f 6 d 7 c 8 e

C

- | | |
|-------------------------------|------------------------|
| 2 for / on | 6 sometime / sometimes |
| 3 than / then | 7 closed / close |
| 4 there / their | 8 effect / effects |
| 5 devastatingly / devastating | 9 luckiest / luckier |

9 Trade

Vocabulary

A

Across

- 1 subsidies 6 WTO 9 regulations 10 tax 12 tariff
14 deregulate

Down

- 2 dump 3 quotas 4 restrictions 5 customs 7 barriers
8 borders 11 trade 13 fair

B

- | | |
|---------------|---------|
| 2 quoted | 4 meet |
| 3 regulations | 5 order |

Language review

A

- 2 j 3 e 4 f 5 b 6 a 7 h 8 g 9 d 10 i

B

- | | |
|------------|------------|
| 2 wouldn't | 6 wouldn't |
| 3 'll | 7 won't |
| 4 won't | 8 'd |
| 5 'll | |

C

- 2 As long as
- 3 Provided that
- 4 unless
- 5 in case
- 6 unless

Writing

A

- 2 f 3 c 4 e 5 d 6 g 7 b

B

- 1 The date is not correct, as the order was sent on 26 May.
- 2 The salutation is inappropriate. It should read *Dear Mr Lambert*.
- 3 ...*dispatch within the next three months*, L'Annapurna wants delivery within the next six weeks, so dispatch cannot be within the next three months.
- 4 ...*sent to your bank as you requested*, L'Annapurna specified that the documents and the invoice should be sent to them direct.
- 5 The complimentary close is inappropriate. If you use *Dear Mr /Mrs /Miss* + surname in the salutation, you should use *Yours sincerely* in the complimentary close.

C

- 2 a
- 3 ✓
- 4 some
- 5 ✓
- 6 the
- 7 have
- 8 many
- 9 very
- 10 and

10 Quality

Vocabulary

A

- 2 g 3 a 4 b 5 d 6 c 7 e 8 h

B

- 2 warranty
- 3 after-sales service
- 4 warranty
- 5 monitoring
- 6 after-sales service

C

- 2 ignore
- 3 deal with
- 4 reduce
- 5 solve
- 6 anticipate

Language review

A

- 2 a 3 b 4 d 5 e

B

- 1 ordering
- 2 to order
- 3 to order
- 4 to order
- 5 ordering

C

- 2 ... I must remember to call ...
- 5 ... I suggested buying ...

D

- 1 They threatened to take legal action.
- 2 Our engineers managed to identify the fault.
- 3 The customer had failed to read the instructions carefully.
- 4 Scandinavian products tend to be of very high quality.
- 5 The shop assistant pretended not to notice the scratch on the screen.
- 6 They offered to repair the faulty computers free of charge.

E

- 1 to
- 2 before
- 3 of
- 4 by
- 5 of
- 6 to

Writing

A

The more formal words and phrases are:

- 1 Thank you
- 2 I would appreciate it
- 3 contact
- 4 improve
- 5 returned them
- 6 requested
- 7 require
- 8 received
- 9 owing to
- 10 assistance

B Sample answers

- 1 We requested stricter quality control.
- 2 You should return any faulty item within ten days.
- 3 Thank you for your letter of 15 January, which we received yesterday.
- 4 If you require further assistance with the new software, please contact us.
- 5 We would appreciate it if you could improve your after-sales service.

C

- 2 invoice
- 3 overdue
- 4 terms
- 5 settlement
- 6 queries
- 7 sincerely

D

- 2 it's / its
- 3 a world / the world
- 4 needs / need
- 5 are / is
- 6 acquire / acquired
- 7 relatively / relative
- 8 broke / break
- 9 who / which

11 Ethics

Vocabulary

A

- 2 integrity
- 3 whistle-blowers
- 4 industrial espionage
- 5 slush fund
- 6 law-abiding

B

- 2 to be employed by
- 3 to make
- 4 serious
- 5 espionage
- 6 to change

C

- 2 d 3 a 4 f 5 b 6 c

Language review

A

- | | |
|-------------------------|------------------------------|
| 2 had always wanted | 14 contained |
| 3 had been | 15 read |
| 4 had been | 16 discovered |
| 5 had gained | 17 was |
| 6 was | 18 had already tested |
| 7 had applied | 19 read |
| 8 prided | 20 had called |
| 9 reflected | 21 had informed |
| 10 had always cherished | 22 was planning (or planned) |
| 11 were going | 23 had not experienced |
| 12 landed | 24 blew |
| 13 did not know | 25 kept |

B

- 2 a 3 b 4 d 5 e 6 c

Writing

A

- | | |
|---------------|----------------|
| 2 Besides | 5 Owing to |
| 3 Therefore | 6 Consequently |
| 4 Even though | |

B

- 2 e 3 f 4 d 5 b 6 a

C

- | | | | |
|-------|-------|--------|------|
| 2 ✓ | 5 a | 8 some | 11 ✓ |
| 3 it | 6 and | 9 much | |
| 4 any | 7 ✓ | 10 ✓ | |

12 Leadership

Vocabulary

A

- | | |
|---------------|--------------|
| 2 aggressive | 5 passionate |
| 3 adventurous | 6 persuasive |
| 4 motivating | 7 decisive |

B

- 2 a 3 b 4 a 5 d 6 d 7 b 8 c 9 c 10 d 11 a 12 c

Language review

A

Correct pronouns:

- | | | |
|--------|-------------|--------|
| 2 that | 4 who/that | 6 that |
| 3 who | 5 which/who | |

B

- | | |
|-------------------|--------------------|
| 2 which | 9 who (or that) |
| 3 which (or that) | 10 that (or which) |
| 4 that (or which) | 11 who (or that) |
| 5 which | 12 which (or that) |
| 6 which (or that) | 13 who |
| 7 who (or that) | 14 who (or that) |
| 8 who (or that) | |

C

- The CEO Anton Vizi, whose leadership style had provoked a lot of criticism, resigned last week.
- The staff whose training programme was postponed are disappointed.
- The stores whose performance is deteriorating will have to be closed down.
- United Steel, whose former director was guilty of embezzlement, is now almost bankrupt.

D

- | | |
|------------|----------------|
| 2 defining | 4 non-defining |
| 3 defining | |

Writing

A

- As a leader, she motivated anyone with whom she worked.
- The representatives to whom we spoke were very helpful.
- The company for which I used to work is now facing a financial crisis.
- That is the project in which I am most interested.
- The problems with which we have to deal are rather serious.
- Here are the details of the businesses in which we have invested.

B

- | | |
|------------------------------------|--------------------------|
| 2 <u>worst</u> / worse | 7 <u>a</u> / the |
| 3 <u>no</u> / not | 8 <u>for</u> / to |
| 4 <u>theirs</u> / their | 9 <u>which</u> / who |
| 5 <u>individually</u> / individual | 10 <u>finding</u> / find |
| 6 <u>for</u> / of | |

13 Innovation

Vocabulary

A

- | | |
|-------------|----------------------------|
| 1 ground | 5 ridiculous |
| 2 clever | 6 practical |
| 3 brilliant | 7 silly |
| 4 wasteful | Hidden word: revolutionary |

B

- | | |
|---------------|-----------------|
| 2 to innovate | 5 to brainstorm |
| 3 to compete | 6 to do |
| 4 to invent | |

C

- 2 e 3 d 4 b 5 c 6 a

Language review

A

- 2 X
6 X

B

- All new medicines must eventually be tested on humans.
- The new clothes will be made from a fibre that reflects light.

- 4 In my opinion, originality and imagination should be rewarded more than just hard work.
- 5 The design may have to be modified depending on the test results.
- 6 The light bulb was invented by Edison.
- 7 This year, the special prize has been awarded to five young inventors.

C Sample answers

- 2 Product launch time has been dramatically reduced.
- 3 The marketers' ideas were regularly evaluated by the CEO.
- 4 The new drugs were being tested (by scientists).
- 5 The trials are going to be approved by an independent ethics committee.
- 6 I think this range of products should be discontinued immediately.
- 7 A very exciting range of mobile phones is being developed by Simcotel.
- 8 Special permission to carry out the tests has to be applied for each time.
- 9 Some modifications could be made (by our engineers).
- 10 The prototype will be built by Evans Engineering.

D

- 1 We will have the specifications translated.
- 2 We'll have the representatives trained.
- 3 We assemble the machines, but we have the components made.
- 4 We are having the new laboratory built.
- 5 We have had all the data analysed.
- 6 We have had our new catalogue delivered to all our customers.

Writing

A

Each item will be packed individually in accordance with your instructions.

Arrangements for shipment to Augsburg have already been made, and the goods will be despatched within ten days.

Meanwhile, we would like to inform you that our winter catalogue can be accessed on <www.transatko.com>.

B

- | | | |
|--------|---------|------|
| 3 they | 6 think | 9 on |
| 4 the | 7 it | 10 ✓ |
| 5 an | 8 much | |

14 Competition

Vocabulary

A

- | | | |
|-----------|----------|----------|
| 2 unfair | 4 fierce | 6 strong |
| 3 intense | 5 tough | |

B

- | | | |
|-----------|--------------------|--------------|
| 2 with | 4 to | 6 up against |
| 3 up with | 5 off (or against) | |

C

- 3 many people say it is now a ~~one race horse~~ one horse race.
- 5 if they keep ~~changing the goalkeepers~~ moving the goalposts.

D

- 2 f 3 a 4 e 5 d 6 b

E

- 2 sink or swim
- 3 kick off
- 4 the ball is in their court
- 5 are thrown in at the deep end
- 6 backpedalled

Language review

A

- 2 a 3 a 4 b 5 b 6 a 7 a 8 c 9 c 10 c

B

- 1 We definitely won't increase our prices.
- 2 Sales almost certainly won't recover in winter.
- 3 There is likely to be a lot of competition in that area.
- 4 Our R&D costs will most probably increase next year.
- 5 Profits are very unlikely to rise in the current economic climate.
- 6 It shouldn't be too difficult to negotiate an agreement with them.

C

- 1 a, c 2 a, c 3 b, c 4 b, c 5 b, c

Writing

A

- 2 You'll probably win this contract.
- 3 Demand for more environment-friendly products could go up.
- 4 You aren't likely to get a refund if you've taken the engine apart.
- 5 The deal is likely to be signed before the end of the year.
- 6 Our market share definitely won't increase.

B

- i) e ii) d iii) c iv) a v) b

C

- 2 v 3 iii 4 i 5 iv

D

- | | |
|---------------------|-------------------------|
| 2 for / to | 6 destroy / destroys |
| 3 many / much | 7 million / millions |
| 4 reducing / reduce | 8 complete / completely |
| 5 for / to | 9 unfairly / unfair |

Talk business

Introduction

- 1 achieve / keen / meeting / increase / key
- 2 any / friend / already / healthy / said
- 3 deposit / cost / watch / because / want
- 4 ball / bought / lawyer / board / door
- 5 maybe / break / eight / famous / creative

1 Brands

Sound work

- B**
- 2 2 syllables
 - 3 3 syllables
 - 4 2 syllables
 - 5 2 syllables
 - 6 3 syllables
 - 7 2 syllables
 - 8 2 syllables

C See audio script 1.3.

D See audio script 1.4.

Survival Business English

A See audio script 1.5.

B

Speaker 1: a
Speaker 2: f
Speaker 3: h
Speaker 4: d
Speaker 5: g

2 Travel

Sound work

A See audio script 2.1.

C See audio script 2.3.

E See audio script 2.5.

Survival Business English

B See audio script 2.7.

C

Message 1: g

Message 2: c

Message 3: a

Message 4: e

Message 5: h

3 Organisation

Sound work

B

2 b 3 f 4 e 5 d 6 a

D

See audio script 3.4.

E

See audio script 3.5.

Survival Business English

A

2 c 3 a 4 f 5 d 6 e

B

See audio script 3.6.

C

1 c 2 a 3 b 4 b 5 c 6 b

4 Change

Sound work

B

See audio script 4.2.

D

See audio script 4.4.

Survival Business English

A

See audio script 4.5.

B

See audio script 4.6.

C

1 b 2 d 3 c 4 a

5 Money

Sound work

B See audio script 5.2.

D See audio script 5.4.

Survival Business English

B See audio script 5.6.

C

1 A 2 E 3 F 4 D 5 B 6 C

6 Advertising

Sound work

B

	/əʊ/	/aʊ/		/əʊ/	/aʊ/
1	slogan		5		power
2		mouth	6	growth	
3	phone		7		founder
4	own		8		pound

D See audio script 6.4.

F See audio script 6.6.

Survival Business English

A See audio script 6.7.

B

2 e 3 f 4 c 5 g 6 a 7 b

7 Cultures

Sound work

A See audio script 7.1.

B See audio script 7.2.

E See audio script 7.5.

Survival Business English

A See audio script 7.6.

B

Speaker B gives monosyllabic (i.e., consisting of only one syllable) replies. In normal conversation, this can sound unfriendly and even rude. Speaker B should make it possible

for the conversation to develop, for example by making a follow-up comment (see examples in exercise C).

C See audio script 7.7.

D

1 b 2 f 3 c 4 d 5 a 6 e

8 Employment

Sound work

B See audio script 8.2.

D See audio script 8.4.

Survival Business English

A

Speaker 1: c
Speaker 2: b
Speaker 3: a
Speaker 4: f
Speaker 5: g
Speaker 6: e
Speaker 7: d
Speaker 8: f
Speaker 9: g
Speaker 10: a
Speaker 11: c
Speaker 12: d
Speaker 13: e
Speaker 14: b

C See audio script 8.7 for sample answers.

9 Trade

Sound work

B

1 c 2 b 3 a 4 f 5 d 6 e

C See audio script 9.2.

E See audio script 9.4.

F See audio script 9.5.

Survival Business English

A

Speaker 1: d
Speaker 2: e
Speaker 3: b
Speaker 4: c
Speaker 5: a

B See audio script 9.7.

10 Quality

Sound work

A

The following words do not contain /eɪ/, the sound in *play safe*:

- 1 baggage
- 2 standards
- 3 warranty
- 4 annual
- 5 matter

B

See audio script 10.2.

Survival Business English

A

See audio script 10.3.

B

Speaker 2: telephone
 Speaker 3: computer
 Speaker 4: photocopier
 Speaker 5: lift
 Speaker 6: telephone
 Speaker 7: photocopier
 Speaker 8: computer

C

See audio script 10.4.

D

Speaker 1: d
 Speaker 2: c
 Speaker 3: e
 Speaker 4: b
 Speaker 5: a

11 Ethics

Sound work

A

The following words do not contain /ʌ/, the sound in *much luck*:

- 1 bonus
- 2 disclosure
- 3 a contract
- 4 business
- 5 industry
- 6 supplier

C

See audio script 11.3.

Survival Business English

A

Speaker 1: d
 Speaker 2: c
 Speaker 3: b
 Speaker 4: d
 Speaker 5: a

Speaker 6: a
 Speaker 7: c
 Speaker 8: b

B

2 c 3 e 4 a 5 b

Phrases used for giving advice or making suggestions:

- a) *Have you thought of* + verb -ing
- b) *I suggest (that) you* + infinitive without *to*
- c) *I think we should* + infinitive without *to*
- d) *If I were you, I'd* + infinitive without *to*
- e) *Let's* + infinitive without *to*

12 Leadership

Sound work

B

See audio script 12.2.

C

See audio script 12.3.

Survival Business English

B

2 b 3 d 4 c

C

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

13 Innovation

Sound work

A

The following words do not contain /ɜ:/, the sound of *first term*:

- 1 patent
- 2 clever
- 3 pioneer
- 4 efficient

B

See audio script 13.2.

C

See audio script 13.3.

D

See audio script 13.4.

Survival Business English

A

See audio script 13.5.

B

Introducing yourself: 2, 6
 Dealing with questions: 1, 4
 Referring to the audience's knowledge: 3
 Ending: 5, 7

D

See audio script 13.6.

14 Competition

Sound work

B

	/ɔ:/	/əʊ/		/ɔ:/	/əʊ/
1	call		5		focus
2	cause		6		lower
3		cope	7		stole
4	drawn		8	store	

C See audio script 14.3.

D See audio script 14.4.

Survival Business English

A

1 b 2 b

B See audio script 14.5.

C See audio script 14.6.

The following alternative answers are also tactful:

- 1 Can you give us 30 days' credit?
- 2 I really can't deliver in ten days.
- 3 We were hoping for a bigger order.
- 4 Sorry, we aren't able to give you any credit.
- 5 We aren't able to do that.
- 6 I regret to have to inform you that you haven't won the contract.

Introduction

The sounds of English

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	/fə/ fair share
/aʊ/ downtown	/tʊə/ 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

1 Brands

1.1

makes; costs; believes; launches; outsources; damages

1.2

- loses
- targets
- produces
- achieves
- changes
- increases
- relies
- creates

1.3

- launches
- outsources
- damages
- loses

- produces
- changes
- increases

1.4

- We're working on a new project.
- We work in marketing.
- They have interesting ideas.
- They're having some problems.
- She thinks it's a great idea.
- She's thinking about it.

1.5

- A: How about reducing the price by 15%?
B: I'm afraid I can't agree. Our products are already among the cheapest on the market.
- A: Why don't we aim our products at young people only?
B: That's a great idea! I think we are focusing on too many segments of the market.
- A: I think we should license the whole product range.
B: Maybe, but bear in mind that the 'Made in Finland' label attracts a lot of customers.
- A: How do you feel about redesigning the packaging?
B: Mm, good idea. I think it looks rather boring, to be honest.
- A: In my view, we should devise a new advertising campaign.
B: I see what you mean, but surely you know how much we already spend on TV commercials.
- A: I suggest that we try and project a new image to appeal to a different market segment.
B: Yes, I'd go along with that. But what do we change? The logo? The taste?

1.6

Speaker 1:

Dario is taking care of the invitations, so I'm pleased to say that everything is going according to plan. Here are the main details again: the seminar on branding is on Tuesday the 15th, from ten to two, and the venue is the Korona Hotel on Park Avenue. Sandra Delville is a brilliant speaker, so this event should draw a bit of a crowd.

Speaker 2:

I suppose our main problem is our packaging. It looks old-fashioned, and I'm sure it has very little appeal for the younger generation. What we should do is some thorough market research, so that we can find out exactly what image we need to project.

Speaker 3:

I've heard about your six-month course in marketing, and it sounds very interesting indeed. Considering that I already have some experience in the field, though, I'd need a detailed description of the course syllabus before I decide to go ahead and enrol. Also, anything you can tell me about the degree you award would be very useful.

Speaker 4:

This cannot go on. We keep getting calls and letters of complaint from customers concerning our new soft drink. Some even suggest that it has given them stomachache. What I want you to do is first to have this product re-tested immediately, and second, to let me have a detailed report by Friday. Then I'll decide whether to discontinue this line or not.

Speaker 5:

We know that Asian consumers believe that top-quality clothes are made in Europe. On the other hand, we are also painfully aware of production costs in Europe. So, we'd like to know what your views are, and what you think the best course of action is. All of us here know that you have a tremendous amount of experience in the field of licensing, so we're eager to listen to you.

2 Travel

2.1

- 1 They travel by train.
- 2 It'll cost us a lot more.
- 3 I'm afraid he'll let us down.
- 4 We'll visit them every Thursday.
- 5 You'll go to Frankfurt every week.
- 6 I leave at six.

2.2

- 1 You can't give everybody the exact seat they want.
- 2 Most passengers were homeward-bound commuters.

2.3

- 1 Can I take this as hand luggage?
- 2 I'd like a round trip to Denver.
- 3 We'll be in London next month.
- 4 It'll cost around two thousand dinars.
- 5 I thought it was exempt from tax.

2.4

- 1 What time do I have to check in?
- 2 Who will pick her up at the airport?

2.5

- 1 When will she be back?
- 2 How much is a return ticket?
- 3 Why was your train delayed?
- 4 How long is the journey?
- 5 What time do I have a connecting flight?

2.6

- 1 Surely there's an earlier flight, isn't there?
- 2 You haven't forgotten to cancel my reservation, have you?

2.7

- 1 She's going to take an earlier flight back, isn't she?
- 2 You're not travelling on the night train, are you?
- 3 We'll get a discount, won't we?
- 4 You've phoned the travel agency, haven't you?
- 5 You'll phone in if there's a delay, won't you?
- 6 She won't miss her flight, will she?

2.8

Message 1:

Good afternoon. This is a message from Ralph Knight from Bernardini Fashion. I was calling to let you know that I'll be in Dortmund next week, and I wanted to make an appointment to see you. I'd like to tell you about our new collection. Erm... Well, anyway. I'll call back later or send you an e-mail when I get back to the office.

Message 2:

Hello, Julie. Peter here. I finally managed to have a look at the draft programme you produced for our Chinese visitors. You've done a great job as usual. It's looking very good on the whole, except that the schedule for the Friday afternoon seems a bit tight. I'll get a revised version off to you at once. And ... talk to you tomorrow.

Message 3:

Sandra. Hi. Rachel here. Something urgent's just come up, and I have to dash off to Head Office. So I can't make it this afternoon, I'm afraid. I'm very sorry. I'll give you a ring when I get back. Speak to you soon. Bye!

Message 4:

This is a message for Mr Benson, Head of Accounts, from Liz Glover in Sales. Today is April 3, and I see from my bank statement that my February travel expenses haven't been paid in yet. It can't go on like this! Why do we have to talk to a machine and wait ages to have our expenses refunded?

Message 5:

This is Rose Wilkinson here, from Travel Section. I got your note about the hotel booking. I see you're leaving on Tuesday, and it's a two-day conference, but could you specify whether you plan to come back on the Wednesday or the Thursday? Please get back to me and let me know, so I can go ahead with the reservation.

3 Organisation

3.1

consumer; budget; figures; business; full; turn

3.2

- 1 consumer; distribute; introduce
- 2 budget; customer; industrial
- 3 turn; burn; return
- 4 figures; pleasure; status
- 5 business; minute; busy
- 6 full; push; pull

3.3

- 1 We've got sales offices in over ten countries.
- 2 He's on a work placement in Italy.

3.4

- 1 We want to set up an overseas office in India.
- 2 Our company's organised in eight divisions.
- 3 In your opinion, what are the good qualities of an organisation?

3.5

company; government; interesting; policy; consumer; decision; established; department; employee

3.6

- 1 I work in the travel section.
- 2 I'm a project manager.
- 3 My job involves quite a lot of paperwork.
- 4 I'm responsible for finding new business contacts in the Pacific Rim.
- 5 I'm in charge of staff training.
- 6 I spend a lot of time dealing with enquiries.

3.7

- 1 I haven't seen you for ages. How's everything going?
- 2 Frances, I'd like you to meet Greg. He's our new computer expert.
- 3 Could you let me have their contact details?
- 4 I hear your trip was very successful.
- 5 How about you? Still in Human Resources?
- 6 So your main activity is civil engineering.

4 Change

4.1

adapted; converted; customised; second; computer; considerably; February

4.2

- 1 We've converted the station into a hotel.
- 2 They've adapted the equipment.
- 3 They've customised the computer programs.
- 4 They've had second thoughts about the project.
- 5 Things have improved considerably since January.

4.3

- 1 She's restructured the company.
- 2 They've just relocated.
- 3 He hasn't retrained.
- 4 We haven't relaunched it yet.

4.4

- 1 It's changed enormously.
- 2 She's redesigned the office.
- 3 They've moved in the right direction.
- 4 He hasn't been retrained to use the new equipment.
- 5 They haven't decentralised the decision-making process.

4.5

- 1 Can I come in here?
- 2 I'd like to finish if I may.
- 3 Can you explain in more detail?
- 4 Sorry, I don't think that's a good idea.
- 5 I'm afraid I'm not very happy about that.

4.6

- 1 A: And you, Barbara? How do you feel about downsizing?
B: I don't think it's a good idea at all. It means a lot of people are going to lose their jobs.
- 2 A: I'm afraid I don't follow you, Rob. What exactly are you saying?
B: What I mean is, we could spend more on marketing, but it wouldn't solve anything.
- 3 A: We have no option but to relocate. If we...
B: Could I just say something? We shouldn't rush into relocating without getting expert advice first.
- 4 A: We may well have to change our marketing strategy.
B: Are you saying that sales are still going down?

- 5 A: I suggest we don't change our pricing policy.
B: Could you explain in more detail?

4.7

- 1 A: You've got to understand that it's one of the fastest-growing markets.
B: Sure, nobody doubts that. The problem is, their Ministry of Trade and Industry still wants to have a say in whatever you do. They still have a long way to go to increase competition.
C: Yeah, I agree with you completely. Unless they reduce the number of government controls, I don't think we can do much business there.
- 2 A: We've always used top quality ingredients, so we don't need to change anything on that front.
B: That's right. What we need is a complete rethink of our packaging. It's got to be more attractive.
A: And then if we come up with a new, catchier name, we'll be onto a winner!
- 3 A: Surely there are other ways of remaining competitive than laying people off in dozens.
B: Don't exaggerate. It's only middle management posts that we need to cut down on. Nobody's talking about more than five or six job losses here.
- 4 A: Two things at least are clear: we need a much larger showroom, and we can't afford a purpose-built one.
B: What about our warehouse in Kenbury? Everybody seems to have forgotten about it!
C: Yeah, we haven't stored anything in there for years. I'm sure it could be turned into a cracking good showroom.
B: In addition, Kenbury is a very smart neighbourhood.

5 Money

5.1

money; moment; compare; improve; profit

5.2

- 1 Let me just go through the figures for you.
- 2 Sales stood at two hundred thousand.
- 3 Profit went up from 18 to 21 million.
- 4 Production went down at the end of the year.
- 5 We raised our dividend to 32 cents.

5.3

the fourteenth of July
July fourteenth
the first of May nineteen ninety-nine
May first, nineteen ninety-nine
the twenty-second of April two thousand and four
April twenty-second, two thousand four

5.4

- 1 the seventeenth of February
- 2 February seventeenth
- 3 the twentieth of August two thousand and five
- 4 June thirtieth, two thousand nine
- 5 the twenty-third of March nineteen ninety
- 6 January thirteenth two thousand three
- 7 the thirtieth of October nineteen ninety-nine
- 8 the third of September

5.5

- A: So revenues for the quarter increased 12.9 per cent...
- B: Sorry, no. I said 12.5 per cent.

5.6

- 1 A: Their shares have jumped to three hundred and eighty thousand yen.
B: Well, my table here says three hundred and eighteen thousand, actually.
- 2 A: Last month, sales fell to nine hundred and fifty thousand.
B: Worse than that, I'm afraid. They dropped to eight hundred and fifty thousand.
- 3 A: Let me just read that back to you, 232 623.
B: 643, 232 643.
- 4 A: We'll meet again on the thirtieth.
B: Really? I thought we'd agreed on the thirteenth.
- 5 A: Production has increased by 2,450 units.
B: Sorry. The exact figure is 2,650.
- 6 A: Did you say that Accounts is on the eighth floor?
B: No. It's on the twelfth floor, actually.

5.7

- 1 After a sharp fall in January, sales levelled off till the end of the first quarter.
- 2 Sales decreased slightly in the first month and then gradually recovered.
- 3 Sales fluctuated in the first two months and then began to show a slight improvement.
- 4 Sales peaked in January and then fell steadily till the end of March.
- 5 Sales showed low growth in January but then rose significantly in the next two months.
- 6 Sales went down steadily throughout the first quarter.

6 Advertising**6.1**

go; now
load; loud

6.2

- 1 slogan
2 mouth
3 phone
4 own
5 power
6 growth
7 founder
8 pound

6.3

- 1 a clever ad
2 further information
3 a clear idea
4 prepare everything

6.4

- 1 She was Advertiser of the Year in 2004.
2 Their adverts were always thought-provoking.
3 Can I have your attention for a moment?
4 The picture is more interesting than the caption.
5 Our agency has hired a star athlete.

6.5

We advertise on radio, on television, in the papers and
through mailshots.

6.6

- 1 We want ads that are clever, eye-catching, powerful and
inspiring.
- 2 Our aim is to influence, to seduce and to persuade.
- 3 I'll give you some background, outline the concept and
finish with the storyboard.

6.7**Formal presentation**

Good morning, ladies and gentlemen. On behalf of Elgora International, I'd like to welcome you all. Let me introduce myself. My name's Sarah Evans, and I've been managing Elgora's department of international economic relations for the past six years.

Thank you for giving me the opportunity to talk to you today. The theme of my presentation is a comparison of the changes in consumer prices in the European Union and the United States from 1999 till today.

I've divided my presentation into three parts. First of all, we'll analyse the pattern of price inflation in the various countries under scrutiny. Secondly, we'll study the main factors responsible for the rise and fall of inflation in the two regions. Finally, we'll look at the forecast for the next two years.

Informal presentation

Hello everyone. I'm Rick Vandermeer. Thanks for this opportunity to talk to you about our new products.

My talk's in three parts. I'll kick off with the findings of the market research that led to the development of our new educational computer games. Then we'll move on to a demo, so that you'll all have a chance to have a go. And we'll finish with your feedback and your ideas and suggestions for our forthcoming advertising campaign.

7 Cultures**7.1**

would; know; answer; mustn't; lamb; psychology; should; shouldn't

7.2

- 1 They wouldn't know what to say.
2 You mustn't show the palm of your hand.
3 You should write them a thank-you note.
4 You mustn't be late for meetings.
5 You shouldn't write anything on a business card.

7.3

- 1 In the States, you don't have to make a lot of small talk.
2 In Brazil, you have to shake hands with everyone.
3 I'll probably have to invite them over.
4 Don't worry, you won't have to answer questions about your personal life.

7.4

- 1 A: Have you told anyone yet?
B: I've told Sandra.
2 A: You should tell Sandra.
B: I have told Sandra.

7.5

- 1 A: Do you speak any foreign languages?
B: Well, I can speak Japanese.
- 2 A: What a pity you can't speak Japanese!
B: But I can speak Japanese.
- 3 A: You could buy them some chocolate.
B: I've bought them some flowers.
- 4 A: What about buying them some flowers?
B: I have bought them some flowers.

7.6

- 1 A: Excuse me. Do you happen to know where Agribank is?
B: Sure. Just a bit further down the road, past the supermarket.
- 2 A: Have some more lamb.
B: Not for me thanks. I usually eat very little meat.
- 3 A: Would you like to have dinner together tomorrow?
B: I'm sorry. I'm afraid we're expecting some relatives tomorrow.
- 4 A: Come on, stay with us a little longer.
B: Sorry, I really must get going. It was very nice talking to you.
- 5 A: I've just received my MBA.
B: Congratulations! That's something we've got to celebrate.
- 6 A: Sorry, I forgot to bring back that report you lent me.
B: Never mind. I don't need it till next Monday.

7.7

- a) I thought it was brilliant. You're lucky to have such an engaging speaker.
- b) It is, yes. But I'd wanted to come for a long time.
- c) Mm, yes please. That's very kind of you.
- d) Well, only some of the year. I spend a lot of time at head office these days.
- e) Very well indeed. Jenny and I go back a long way.
- f) Yeah, it's great. The restaurant is rather expensive, though.

8 Employment**8.1**

promotion
discussion
decision
situation
expression
supervision

8.2

- 1 qualifications
2 impression
3 conclusion
4 communication
5 motivation
6 division

8.3

- 1 Do you mind if I ask what your weaknesses are?
2 Tell us about your experience and qualities.

8.4

- 1 A: It's the best job I've ever had.
B: Is it?
2 A: It wasn't what I'd call a great experience.
B: Wasn't it?
3 A: I've just had a job interview.
B: Have you?
4 A: He hasn't been short-listed.
B: Hasn't he?
5 A: I have to work weekends.
B: Do you?
6 A: Tom doesn't like his new job.
B: Doesn't he?
7 A: I really enjoyed working on that project.
B: Did you?
8 A: We didn't have a holiday last year.
B: Didn't you?
9 A: I'll probably have to relocate.
B: Will you?
10 A: I won't get any overtime.
B: Won't you?

8.5

- 1 Any comments on this? Anything you don't agree with, or anything you'd like to add?
- 2 As you know, the purpose of this meeting is to inform you about forthcoming changes in our Human Resources department.
- 3 Great to see so many people here this afternoon. Right. Let's get down to business.
- 4 We don't want to run over schedule, so let's skip the details and move on to the last key issue.
- 5 I think we've covered everything, so let's go over the main points briefly.
- 6 I don't think that's relevant to our discussion.
- 7 Just let me finish, please, if you don't mind.
- 8 OK then. Let me stop here and explain that in a bit more detail.
- 9 OK, let's go over what we've agreed.
- 10 It's almost nine o'clock, and I think everybody's here. Shall we make a start, then?
- 11 So, how do you feel about this proposal? ... Julia? ... OK, tell us what you think.
- 12 Sorry. Just hang on a moment, please. Sylvia hasn't quite finished.
- 13 Well, that's certainly an interesting issue, but I'm afraid it isn't on today's agenda.
- 14 We've called this meeting to discuss ways in which we could improve our recruitment strategy.

8.6

- 1 A: They complained that the work schedule was too tight.
B: I'm afraid I didn't quite catch that. What did you say they complained about?
- 2 A: The interviews will be carried out at our headquarters.
B: Sorry, where will the interviews be carried out, did you say?
- 3 A: The job sounded so interesting that 340 people applied for it.
B: Sorry, I didn't get that. How many people did you say applied for the job?

8.7

- 1 Sorry, I didn't get that. Who did you say seems to be the most suitable candidate?
2 Sorry, how long has he worked in Bulgaria for, did you say?

- 3 I'm afraid I didn't quite catch that. Where did he graduate from?
- 4 Sorry, I didn't get that. Who did you say he was training?
- 5 I'm afraid I didn't quite catch that. When does the project finish?

9 Trade

9.1

trade
barriers
quotas
watch
talk
market

9.2

/ə/ as in **about Canada**: insurance; sugar
/æ/ as in **bad bank**: ban; tariffs
/eɪ/ as in **play safe**: date; regulations
/ɔ:/ as in **short course**: almost; war
/ɑ:/ as in **smart card**: draft; farmer
/b/ as in **top job**: quality; want

9.3

I'll try. / He'll accept.
She **won't** sign. / They **won't** accept.
We'd refuse. / They'd agree.
It **wouldn't** happen. / She **wouldn't** answer.

9.4

- 1 We'll look for another supplier.
- 2 She'd agree to sign.
- 3 I won't accept their offer.
- 4 They'd try someone else.
- 5 He'll get a high discount.
- 6 You'd have no choice.
- 7 It wouldn't arrive on time.
- 8 You'll have to agree.
- 9 It'll be difficult.
- 10 We won't sign.

9.5

- 1 If you give us a more substantial discount, we'll place a larger order.
- 2 Provided that you can cover insurance, we'll sign the deal.
- 3 Unless you agree to split transport costs, we won't be able to place a firm order.
- 4 As long as you can deliver this month, there won't be any problems.
- 5 Providing the price is right, we'll buy everything you produce.

9.6

Speaker 1:
I'm afraid that if you can't cover insurance, we can't accept your offer.

Speaker 2:
It all seems fine to me, but I'd like to get back to you about this a bit later. I need to consult my colleagues.

Speaker 3:
Of course, if you were willing to increase your order, we'd be prepared to offer you a better price.

Speaker 4:

When you said we'd get a 10% discount, did you mean on an order of 100, or more?

Speaker 5:

Would you be prepared to guarantee an earlier delivery date? How would you feel about that?

9.7

- 1 As long as you pay within 30 days, we can promise delivery by the 10th of May.
- 2 We placed a larger order because they offered free delivery.
- 3 We'll increase our order on condition that you pay shipping costs.
- 4 We'll continue to offer an attractive discount as long as you agree to pay by bank transfer.
- 5 Provided that you dispatch within a week, we'll consider covering insurance ourselves.

10 Quality

10.1

- 1 change; fail; payment
- 2 complain; sale; compensation
- 3 always; maintain; break
- 4 details; explain; delayed
- 5 replace; arrange; create

10.2

- 1 We weren't informed about the delay.
- 2 The other airport facilities are quite poor.
- 3 There are always big queues at the check-in desk.
- 4 I spent half an hour driving around until I found a parking space.
- 5 Their shop assistants are too keen to get you to spend your money.

10.3

Shop assistant: Yes. How can I help you?
Customer: I bought this cordless phone here yesterday, and I'm afraid it doesn't work.
Shop assistant: Sorry to hear that. What seems to be the problem?
Customer: Well, there are two things really. First, as soon as I'm more than four or five metres away from the base unit, the sound fades or cuts out.
Shop assistant: Mm. That's strange. And what was the second thing?
Customer: It's about this 'Recharge' indicator. The battery's full, as you know, but for some reason this light keeps flashing.
Shop assistant: Right. Well, if you leave the set with us, we'll have one of our technicians fix it for you.
Customer: Well, I must say I'd much rather have a replacement, or my money back.
Shop assistant: It's not our policy to replace items, but considering you bought it only yesterday, I'll have a word with the manager and see what we can do.

10.4

Conversation 1:
A: No ventilation! You can't breathe in here.
B: Yeah. And yesterday it was the alarm that was playing up. We'll have to have it serviced again, it seems.

Conversation 2:

A: Don't know what's going on. I just can't get an outside line.

B: If it doesn't work, try dialling 9.

Conversation 3:

A: It's crashed again. I can't believe it.

B: There must be something wrong with the server. I'll go and enquire.

Conversation 4:

A: That's it. Jammed again!

B: Let's try and remove that crumpled paper down there.

Conversation 5:

A: Well, we are not moving. I think it's overloaded.

B: No problem. I'll walk. I'm only going one floor up anyway.

Conversation 6:

A: Their number's always engaged.

B: Would you like me to call them later for you?

Conversation 7:

A: Out of paper! Just my luck.

B: Don't worry. I've got my own supply of A4.

Conversation 8:

A: Now then, why does it keep saying 'Navigation cancelled'?

B: Could be something to do with your Internet settings. Do you want me to have a look?

10.5

Speaker 1:

The air-conditioner you installed last week doesn't seem to work properly.

Speaker 2:

You promised delivery a week ago and my goods still haven't arrived.

Speaker 3:

We've just received an invoice for goods we never ordered.

Speaker 4:

I'm afraid I'm still waiting for that e-mail your Sales Manager promised to send yesterday morning.

Speaker 5:

I'd like to exchange the inkjet printer I bought here yesterday.

11 Ethics

11.1

1 trustworthy; corrupt

2 company; cover-up

3 country; slush fund

4 industrial; customer

5 discuss; money

6 government; unfair

11.2

1 A: She was always taking extended lunch breaks.

B: Yeah, and she was phoning in sick almost every week.

2 A: What they were doing wasn't really unethical.

B: Well, if you ask me, I'd say that it was.

3 A: The previous owners weren't exactly trustworthy.

B: Weren't they?

4 A: Was he as corrupt as his predecessor?

B: Yes, he was. Even more so.

5 A: Were those investments considered 'ethical'?

B: Of course they were.

6 A: There was a bit of a cover-up, wasn't there?

B: There certainly was. And a major one at that.

11.3

1 They'd already launched the new model, hadn't they?

2 They were losing money, weren't they?

3 It wasn't really going well, was it?

4 She hadn't done anything wrong, had she?

5 He'd been conned, hadn't he?

6 It was a big scandal, wasn't it?

7 We weren't putting pressure on him to resign, were we?

8 They hadn't bribed anyone, had they?

11.4

Speaker 1:

All right everyone? What we're going to do then is to forbid smoking on all our premises.

Speaker 2:

Doing nothing would have disastrous consequences for our reputation.

Speaker 3:

In the circumstances, I think it is advisable to follow a new course of action.

Speaker 4:

My solution then is to stop hiring anyone on recommendations from our own staff.

Speaker 5:

Of course, we need to look carefully at all the pros and cons.

Speaker 6:

OK. Fine. We've talked a lot about the disadvantages of going online. But let's be positive now, and talk about the reasons why so many companies have already decided to go online.

Speaker 7:

Restricting access to the Internet is very likely to make a lot of our staff unhappy.

Speaker 8:

What we need to do is look at the situation from the perspective of our customers themselves. We really should be looking at this from a different angle.

12 Leadership

12.1

- 1 Jim's awfully worried about it.
- 2 I don't agree with Alan at all.

12.2

- 1 It's the main item on our agenda.
- 2 First of all, could you give us the background?
- 3 We need more information about this issue.
- 4 Here are some ideas for us to think about.
- 5 They haven't thought about all the details.

12.3

- 1 She was decisive, impulsive and very persuasive.
- 2 He was flexible, confident and very passionate.
- 3 She was honest, open and very thoughtful.
- 4 He was informal, inspiring but rather aggressive.
- 5 She was energetic, sympathetic and very charismatic.

12.4

- 1 The manager who trusts his staff will make a good leader.
- 2 The manager, who trusts his staff, will make a good leader.

12.5

- 1 The local investors who opposed the deal are now feeling sorry.
- 2 The local investors, who opposed the deal, are now feeling sorry.
- 3 We should discontinue production of the deluxe models which are no longer in demand.
- 4 We should discontinue production of the deluxe models, which are no longer in demand.

12.6

[I: Interviewer; MC: Management Consultant]

I: Making decisions is something most of us do every day. It is also something most of us very often dislike doing. This begs the question 'Why is that so?'

MC: Part of the answer lies in the fact that any decision we make involves a certain amount of risk; it can have good or bad consequences. It is in our human nature to want to do the best we can, and we are afraid of failure. In fact, many people often refuse to make a decision, or postpone it indefinitely simply for fear of the consequences.

Paralysed by fear, they are led to the wrong conclusion that doing nothing is necessarily better than making a bad decision. Therefore, it is of crucial importance to accept the fact that there is no such thing as a perfect decision.

Deciding involves choosing – choosing between different courses of action. In many ways, when we are faced with a choice, we should be grateful.

I: What exactly do you mean?

MC: I mean that whenever I make a decision, I become a more responsible agent, I shape events instead of allowing myself to be shaped by them.

I: Of course we can't predict the consequences of our actions with full accuracy. Does that mean, though, that decision-making is like gambling?

MC: Fortunately, it isn't. There are a number of principles which seem to guide effective decision-makers.

I: For example?

MC: The first step is to make sure we really understand the

situation to which we are trying to respond through our decision. This involves gathering information and listening to other people involved.

Secondly, we need to brainstorm all the possible choices we have at our disposal. At this stage, we need to be daring, creative and adventurous, so we are able to come up with choices that weren't at all obvious at the beginning.

I: I see what you mean. But presumably you also need to evaluate these choices?

MC: Absolutely. And this is precisely the third step in the process. It is clear that some of the solutions listed in Step 2 will be more realistic and more adequate than others.

I: What sort of questions do I ask myself at this evaluation stage?

MC: Well, for example, what difference will my choice make? Who will it affect, and how will it affect them? If necessary, can I go back on my decision? etc, etc.

I: These guiding principles do sound extremely interesting, but also very time-consuming. If I go through all three preliminary stages before I act, do I not run the risk of missing the boat, as it were?

MC: Time is of course a key issue. But in fact, it may take a good leader less time to go through those guiding principles than it took me to describe them! Those principles are meant precisely to speed up the process. Finally, let's not forget that very often, the best decision is the timeliest one.

I: So it's clearly a question of doing the right thing at the right time...

13 Innovation

13.1

- 1 heard; commercial; return
- 2 refer; personal; expert
- 3 third; further; world
- 4 research; word; earn

13.2

- 1 They're produced in Singapore.
- 2 It's being redesigned.
- 3 They've been tested twice already.
- 4 It was published last week.
- 5 They'll be granted a licence.
- 6 She's been awarded a prize.
- 7 They were approved by the committee.
- 8 It's been completely misunderstood.

13.3

1 I met Susan in Zurich.

2 I met Susan in Zurich.

3 A: Who did you meet in Zurich?

B: I met Susan in Zurich.

4 A: Where did you meet Susan?

B: I met Susan in Zurich.

13.4

- 1 A: How do they feel about the reviews?
 B: They're disappointed about the reviews.
- 2 A: What are they disappointed about?
 B: They're disappointed about the reviews.
- 3 A: Our next trade fair is in August. We'd very much like you to come.
 B: I'm afraid I'm going to Sweden in August.
- 4 A: When you're in Stockholm this spring, don't miss the motor show.
 B: I'm afraid I'm going to Sweden in August.

13.5

- 1 Before I move on to the next part of my talk, are there any questions on what I've said so far?
- 2 Good morning everyone. I'm delighted to be here today. My name's Dharamjit Singh.
- 3 I'm sure you're all aware that some modifications must be made to the design.
- 4 If that's all right, I'll deal with questions at the end of my presentation.
- 5 If there are no more questions, thank you again for your attention.
- 6 Thank you all for coming. Before we start, I'd just like to say a few words about myself.
- 7 Thanks for being such a great audience. I hope we meet again at our next convention.

13.6

- 1 A: Does it matter if we don't notify them today?
 B: I'm afraid they really must be notified today, otherwise they might turn to another designer.
- 2 A: I don't think we'll be able to invite the media this time.
 B: I'm afraid they really must be invited, otherwise we won't get any reviews.
- 3 A: There's no way we can test the new model this week.
 B: I'm afraid it really must be tested this week, otherwise we'll miss the motor show.
- 4 A: I'm not sure we can analyse the test results today.
 B: I'm afraid they really must be analysed today, otherwise we'll have to delay production.
- 5 A: I don't think we need to train the representatives.
 B: I'm afraid they really must be trained, otherwise they won't be able to promote our new range.

14.4

compete; competitor; competition; competitive
 innovate; innovator; innovation; innovative
 invent; inventor; invention; inventive
 create; creator; creation; creative
 protect; protector; protection; protective

14.5

- 1 A: So, we'll hold our next meeting in June.
 B: Wouldn't September be better?
- 2 A: Of course, we'll order from Wilson's as usual.
 B: Shouldn't we try another supplier this time?
- 3 A: They just agreed to a 10% discount for orders of 100 items or more.
 B: Couldn't we insist on better terms?
- 4 A: Let's ask Crawley Engineering for a quote.
 B: Aren't they too expensive?
- 5 A: I think we should cancel the deal at once.
 B: Hadn't we better wait a few more days?
- 6 A: We can deliver in 45 days, not 30 as they expect.
 B: Won't they be disappointed?
- 7 A: I'll ask Mark if he wants to negotiate this contract.
 B: Wouldn't it be better to ask Jenny?

14.6

- 1 Could you possibly give us 30 days' credit?
- 2 I'm afraid I can't deliver in ten days.
- 3 We were expecting a bigger order.
- 4 Unfortunately, we aren't in a position to give you any credit.
- 5 We might not be able to do that.
- 6 I'm sorry to inform you that you haven't won the contract.

14 Competition

14.1

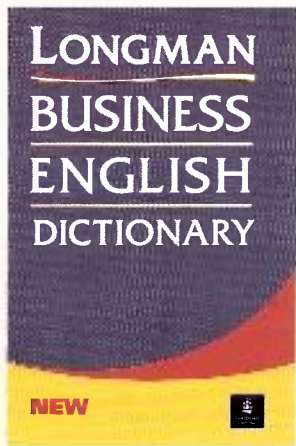
short course; go slow
 lawn; loan

14.2

call; cause; cope; drawn; focus; lower; stole; store

14.3

- 1 They'd try to dominate the market.
- 2 We want to overtake Samsung.
- 3 I'll listen to the news.
- 4 I'm sure they like the exhibition.
- 5 We know you won't take the company upmarket.
- 6 I don't think you agree.



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