

COMMERCE 1

Martyn Hobbs and Julia Starr Keddle



Start meaning business

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CEF

B1

A2

A1

Contents

CAREER SKILLS AND KNOWLEDGE			LANGUAGE SKILLS			LANGUAGE KNOWLEDGE		
It's my job / Company profile	Business know-how	Project	Listening	Reading	Speaking	Writing	Language spot	Pronunciation
1 The business environment • p.4								
Amazon.com	Getting on in business	Researching a well-known company	Describing daily office routine	Don't disturb me – I'm not working!	Meeting people	Emailing a friend about your job	Present Simple	Forming jobs from verbs Numbers
2 The company • p.10								
Daniel Deroche	How to manage your time	Researching a company's structure	Describing current activities	E-commerce	Making and answering phone calls	Writing a web page	Present Continuous	Departments in a company Phone numbers
3 Travel • p.16								
bmi	Travelling tips	Researching an airline	Bad travel experience	Hotel adverts	Apologizing Booking a hotel	Filling in an online booking form	Past Simple	Travel
4 Sport • p.22								
Ali Prasad	How to concentrate	Researching sports sponsorship	Favourite sport Describing qualifications and experience	Sport – it's big business!	Leaving a phone message	Writing a job application letter	Present Perfect	
5 Sales • p.28								
QXL	Find your own USPs	Researching eBay		Sales techniques	Making and accepting invitations Arranging a meeting	Emailing a schedule	Present Continuous for future, <i>be going to</i>	Describing trends <i>going to</i>
6 Cultural awareness • p.34								
Dermot Kincaid	How to make a good impression	Researching advice on how to behave in a particular country	Cultural faux pas Recorded messages	How to talk to an American Globalization		Writing a job description	Talking about obligation	<i>must / mustn't</i>
7 Trade fairs • p.40								
Yo!	Attending a careers fair	Researching an entrepreneur	Discussing freebies for a trade fair Interviews with trade fair attendees	Trade fairs and exhibitions	Giving advice Eating out	Emailing a description of a trade fair	<i>should / shouldn't</i>	
8 Advertising • p.46								
Ana Blume	Improve your creativity	Creating an advert promoting careers in sport	Radio adverts	Advertising techniques Who's who in advertising	Checking information	Writing a description of an item for an online auction	Comparatives and superlatives	Emphasising information

Writing bank • p.52

Emails 1 – Making contact
Emails 2 – Hotel booking
Letters 1 – Thanking

Emails 3 – Arranging a meeting
Letters 2 – Enquiries
Letters 3 – Following up

Emails 4 – Inviting
CVs
Faxes – Giving directions

Emails 5 – Answering enquiries
Report
Emails 6 – Complaining

Letters 4 – Job applications
Writing bank key p.65

9 Fashion and style • p.66

Cap Inc.
How to dress for
the international
business world

Presenting your
company
Answering
a fashion
questionnaire
People who work
in the fashion
industry

Camper shoes

Making requests
Writing and
replying to
invitations

Present Perfect

Noun + noun
combinations

10 Technology • p.72

Gary Wilson
Staying up to date

How the Internet
works
Netiquette –
email manners
Bad experiences
with technology

Making requests
by email

The Passive

Email addresses

11 Job satisfaction • p.78

Lush
Are you getting
job satisfaction?

Researching good
employers
Talking about
working conditions

Checking and
reassuring

Question tags

12 Market research • p.84

Matsuko
Takahashi
Be a good listener

Interviews in
the street
Interview with an
ethnographer

Making polite
requests

First Conditional

Describing
percentages
Intonation

13 Bright ideas • p.90

Apple Computer
Inc.
Become more
inventive

Researching
Trivial Pursuit
Interview about
Trevor Baylis

Agreeing and
disagreeing

Past Continuous

14 Dealing with people • p.96

Anna Scarpino
Dealing with
your anger

Do an online
test about your
Emotional
Intelligence

Making and
dealing with
complaints

Email
complaining about
an incorrect order

Second Conditional

Word families –
verbs and nouns

Dark 'I'

15 Getting a job • p.102

IKLEA
Key interview
questions

Finding a suitable
job online

Job interviews

Talking about plans
Role-playing a
job interview

Filling in a job
application form

will / won't /
may / might

Getting, being off,
and leaving work

Speaking activities • p.108

Grammar reference • p.116

Listening scripts • p.122

Glossary • p.131

1 The business environment

Start up

- 1 Do the questionnaire. Put a tick (✓) for 'yes' or a cross (X) for 'no'.



What's your style? What kind of person are you? What's the right job for you? Find out with this questionnaire.

1 I enjoy teamwork. ☐	2 I am good at problem-solving. ☐	3 I like using technology. ☐	4 I like being independent. ☐
5 I am good at research. ☐	6 I like dealing with people. ☐	7 I don't like working under pressure. ☐	8 I like travelling and meeting new people. ☐
9 I am good at dealing with money. ☐	10 I am not very good at organizing information. ☐	11 I like being creative. ☐	12 I don't mind doing routine activities. ☐

- 2 Compare your answers with your partner.

EXAMPLE

A I enjoy teamwork. What about you?

B No, I don't actually. I like being independent.

- 3 Read the texts below about Chloe and Markus, and answer the questionnaire for them. Put a question mark (?) when there isn't enough information.

 Markus Buyer of luxury leather goods I work for a department store. My office is in New York, but I travel a lot. I love travelling and I spend a lot of time in Italy and Morocco. I enjoy meeting new people and seeing the new styles. I love the challenge of getting a good contract for my company, negotiating a good deal. I spend a lot of time on my own, but that's not a problem as I enjoy being independent. In fact, I'm not a great team worker. I don't really like the routine paperwork when I get back to the office – but it needs to be done!	 Chloe Exhibition organizer I really enjoy my job. I love working under pressure and I like dealing with people. The other thing I really enjoy is problem-solving. And when you organize an exhibition, there are always lots of problems to sort out! I enjoy working as a team, but I hate dealing with money. I wasn't good at maths at school, but it's a part of the job, and I have to do it. Sometimes I work in the office, but I'm really not an office sort of person. I hate the routine!
--	--

● Language spot

Present Simple

- We use the Present Simple for facts

I enjoy teamwork.

My company makes furniture.

They don't work well under pressure.

Read about Markus again and underline examples of the Present Simple.

- We can use certain verbs in the Present Simple

(e.g. *like / love / enjoy / be good at / don't mind / hate*) with an *-ing* form.

I like organizing information.

You're good at working in a team.

She doesn't mind doing routine activities.

Read about Chloe again and find phrases with *like / love / enjoy / hate + -ing*.

» Go to Grammar reference p.116

- 1 Choose three jobs from A. Use phrases from B to write five sentences about each job.

EXAMPLE

A bank clerk deals with money and meets people.

A

bank clerk	computer operator
database administrator	personal assistant
market researcher	secretary
sales representative	

B

ask people questions	do research
arrange meetings	travel
deal with money	organize information
meet people	make phone calls
send emails and letters	use a computer
attend meetings	write reports
sell products	

- 2 In pairs, compare your answers.

EXAMPLE

A *What does a personal assistant do?*

B *He makes phone calls, arranges meetings, and sends emails and letters.*

In this unit

- talking about what you're good at and what you like
- Present Simple
- describing what people do at work
- saying numbers
- introducing people

- 3 Now write sentences as in the example.

EXAMPLE

Jacob / ☺ travel / ☹ organize information

Jacob likes travelling, but he doesn't enjoy organizing information.

- 1 George / ☺ work in a team / ☹ do routine activities
- 2 Stephanie / ☺ deal with people / ☹ deal with money
- 3 Lauren / ☺ do research / ☹ solve problems
- 4 Andy / ☺ use technology / ☹ be creative
- 5 Rachel / ☺ meet new people / ☹ work under pressure

Vocabulary

Form jobs from these words.

buy administrate organize operate research
train design control manage

EXAMPLES *buyer administrator*

Reading

- 1 Work in groups. Discuss the questions.

DO YOU EVER ...

- send private emails?
- text your friends?
- do homework for another lesson?
- gossip?
- surf the Net?

- read books or magazines?
- doodle?
- sleep?
- listen to music?
- look out the window?
- eat?
- flirt?
- shop online?



Unit 1
£2.5million

Cost to UK companies of staff surfing the Net

2 Read the text and answer the questions.

- 1 How much time each day do UK office workers spend not working?
- 2 What's their most popular non-work activity?
- 3 How much time each day do they spend using the computer for non-work activities?
- 4 What percentage of Italian office workers flirt in the office?

- 5 What do some employers do to reduce 'absenteeism in the office'?
- 6 What do some employers do to make their staff happier at work?

3 Work in pairs. Discuss the questions.

- Did anything in the article surprise you?
- Do you consider these activities to be 'time-wasting'?

Imagine you are the manager of a company. What would you do about these activities?



Don't disturb me – I'm not working!

HOW do office workers spend their day? Well, they work of course, but they also find time for other things. A recent report reveals that UK office workers spend about an hour and a half a day on personal business. They spend 54 minutes gossiping, 16 minutes flirting, 14 minutes surfing the Net, 9 minutes emailing friends and family, and 3 minutes shopping online.

Surfing the Net in office time for personal reasons is common throughout Europe. Nearly half of workers in Italy, the UK, and Germany confess to visiting sites for holidays and finance when they should be working. In Italy, 4 out of 10 office workers flirt in the workplace and 1 out of 3 employees sends and receives text messages on their mobile during their working day.

Unsurprisingly, employers are not happy with this 'absenteeism in the office'. Many companies use filters to prevent surfing, and even turn off coffee machines to prevent gossip. In Milan, a worker who regularly surfed unsuitable sites was suspended for ten days.

But is the best solution to stop workers socializing and surfing the Net? After all, you don't stop thinking about work when you go home, and your private life doesn't stop when you go to work. A study of the best employers in the UK says that laughing with colleagues, socializing, and having fun creates a workplace where staff work the hardest! One successful company has a room with perfumed oils and music, where staff can relax. Another offers games rooms and satellite TV. It seems that only motivated workers give 100% attention to their jobs. ●

dot-com

- (adj) relating to business done on the Internet
- (n) a company which sells products or services on the Internet

Listening

- 1 Listen to Maria, a customer sales assistant, describing how she spends a typical day. Tick the activities she mentions.
- | | |
|--|--|
| ☐ write letters | ☐ key in data |
| ☐ send emails | ☐ write minutes |
| ☐ do filing | ☐ fill in forms |
| ☐ surf the Net | ☐ send faxes |
| ☐ have meetings | ☐ gossip |
| ☐ write reports | ☐ make coffee |
| ☐ speak to customers | ☐ book meeting rooms |
| ☐ arrange travel | ☐ distribute the post |
| ☐ fill in time sheets | |
- 2 Listen again and decide if the sentences are true (T) or false (F).
- Maria makes a coffee before her morning meeting.
 - In the morning she meets people from all over the world.
 - She has to make a lot of phone calls in her job.
 - She doesn't like sending faxes because it's boring.
 - She surfs the Net five or six times during the day.
 - She has to fill in a time sheet at the end of her day.

Company profile

Amazon.com

- 1 Discuss the following questions with a partner.
- Where does your family buy books, computers, flights, food?
 - Do you buy things on the Net?
 - What are the advantages and disadvantages of e-shopping?
- 2 Now read about Amazon.com. Student A reads the text on this page, and Student B reads the text on page 112. Then cover the information and ask your partner these questions.
- Student A's questions
- How many people work for Amazon?
 - What are some of Amazon's key features?
 - How does it manage all the data?
 - Does anything ever go wrong?

Amazon.com

Amazon.com is a website where millions of customers in over 200 countries can buy a wide range of goods online. They sell both products and services. These include books, CDs, DVDs and computer games, clothes, computers, mobile phones, cameras, and travel services. You can also rent DVDs. This amounts to tens of millions of items. The company is based in Seattle, in the United States, but it has an international division with localized languages, products, and customer service. Amazon doesn't have just one website, but six global websites.



- 3 With your partner, read the two texts again and translate the following key terms into your own language. If necessary, use a dictionary.
- | | |
|--------------------|-------|
| 1 range | _____ |
| 2 customer service | _____ |
| 3 secure payment | _____ |
| 4 product flow | _____ |
| 5 to update | _____ |

Project

- 1 With your partner, write five questions about a well-known company.
- EXAMPLE
Apple Mac
What type of company is it?
- 2 Go online and research the answers to your questions.
- EXAMPLE
It's one of the world's leading computer manufacturers.



I'm studying business at college. I want to work in an international company. It's really important to get a good business qualification. Knowing English nowadays is essential.

Keiko Sato



If you want to get a job you must have lots of contacts. It's not *what* you know – it's *who* you know.

Enrique Rivero

Vocabulary

Numbers

- 1 With your partner, decide how to read these numbers in English.

513 2,892 $\frac{2}{3}$ 9.56

- 2 Listen and write out the numbers as you hear them.

1 saying numbers

250 _____

5,789 _____

2 saying fractions

$\frac{1}{2}$ _____

$\frac{3}{4}$ _____

$\frac{1}{3}$ _____

3 saying decimal points

3.5 _____

15.06 _____

7.96 _____

Pronunciation

Numbers

- 1 Listen and circle the numbers you hear.

a 115,000 150,000

b 19 90

c 15 50

d 13.5 30.5

e 14 40

f 2,317 2,370

- 2 Work in pairs. Each student writes

- two fractions
- two decimals
- two numbers containing 11–19
- two numbers containing 20, 30, etc.
- two very big numbers

Dictate your numbers to your partner. Write your partner's numbers.

9 to 5

Meeting people

- 1 It's Lisa Scacchi's first day at Alchemy Advertising. What do you think is happening in picture 1? Can you guess the conversation?



- 2 Listen and check.

- 3 In picture 2, Richard introduces Lisa to Sara Parkes. Who says what? Write R, L, or S next to the expressions.

Expressions

1 Sorry, Richard. _____

2 No problem. _____

3 Have you got a moment? _____

4 I'd like you to meet Lisa Scacchi, my new PA. _____

5 This is Sara Parkes, our Accounts Manager. _____

6 Pleased to meet you. _____

7 It's nice to meet you, too. _____

- 4 Listen to Richard introducing Lisa to Joe Abrams. Why is Lisa surprised?

Speaking

Work in groups of three. Two of you work in a company. One of you is a visitor. Student A go to p.108, Student B go to p.112, and Student C go to p.115.

Business know-how

- 1 Which of these are the three most important for you in your situation?

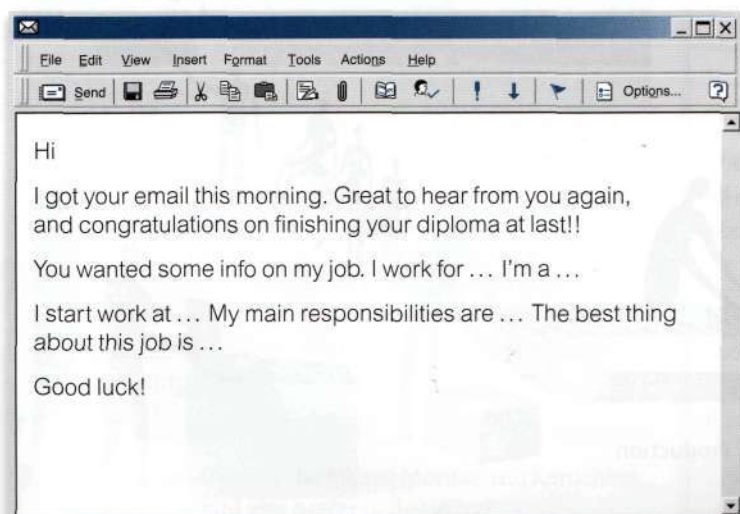
Getting on in business

- Learn more than one language.
- Get a business qualification.
- Network with family and friends.
- Read business magazines and business sections in newspapers.
- Try to get work experience in an office.

- 2 Discuss your opinions with a partner. With your partner, add two or three of your own suggestions.

Writing

A friend is looking for a job in your field. Complete the following email. Explain to him / her about your job (you can choose one), the company you work for, and the essential qualities needed for the job.



Hi

I got your email this morning. Great to hear from you again, and congratulations on finishing your diploma at last!!

You wanted some info on my job. I work for ... I'm a ...

I start work at ... My main responsibilities are ... The best thing about this job is ...

Good luck!

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can talk about my strengths and weaknesses
- ☐ I can describe what people do as part of their jobs
- ☐ I can ask for and give basic information about a company
- ☐ I can introduce people

Key words

Verbs

attend
deal with
employ
fill in
key in
research

Jobs

bank clerk
database administrator
market researcher
sales representative

Nouns

customer service
database
manufacturer
product
range

Look back through this unit. Find five more words or expressions that you think are useful.

2 The company

Start up

Work in pairs. You want to set up a company to develop and produce a new type of MP3 player. What different people do you need to employ? Make a list.

EXAMPLE

You need people to buy raw materials.

You need people to sell the product.

Vocabulary

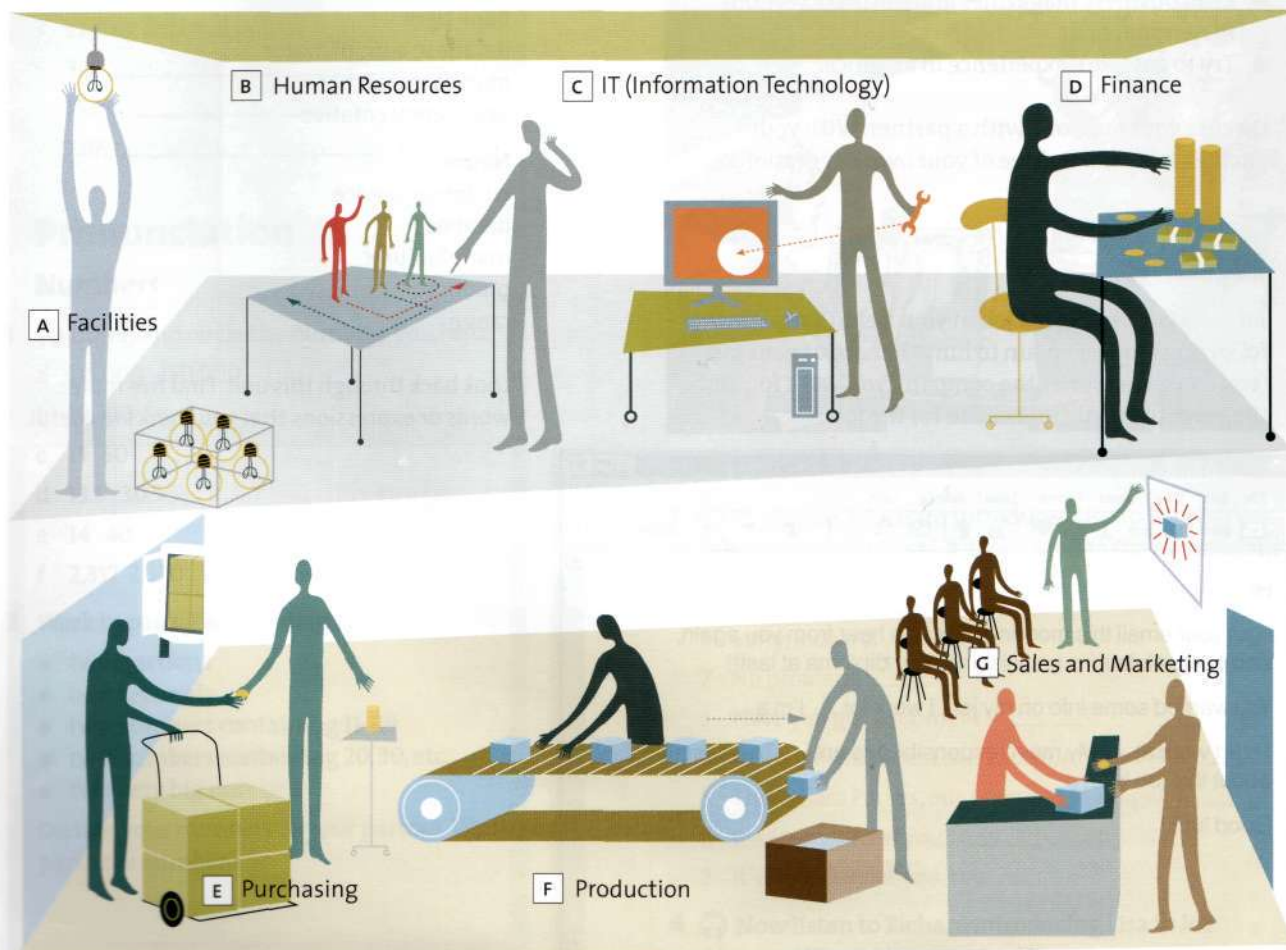
- 1 Work in pairs. Discuss what you think these people and departments do.

EXAMPLE

I think the Purchasing department buys things the company needs.

- 2 Match the departments (A–G) and descriptions (1–7).

- 1 It deals with billing, salaries, taxes, investment, and budgets. D
- 2 It is responsible for advertising and market research. It organizes the selling of the products. _____
- 3 It produces the finished products. _____
- 4 It deals with staff and is responsible for recruiting and training. _____
- 5 It organizes the maintenance of the buildings, including office space. _____
- 6 It is responsible for the computer systems, and trains staff in computer use. _____
- 7 It is responsible for buying the materials the company needs to make its products. _____



Listening

- 1 Listen to Montse and Kenichiro talking about their jobs, and complete the sentences.



Montse

Where do you work?

I'm training to be a Human Resources officer for a car manufacturer.

What are you working on?

I'm _____¹ to prepare an advert for a vacancy in the Sales department. I'm writing the _____² so that we _____³ the right candidates. My manager _____⁴ my work, of course. I only started a few months ago.



Kenichiro

What time of work are you in?

I'm _____⁵ to be a fashion buyer for a chain store. I work in the Purchasing department. I've only been in the job a few weeks.

What are you doing at the moment?

I'm doing a bit of _____⁶. I'm working in a _____⁷ with other more experienced buyers. There's a lot to _____⁸ but I'm enjoying it. We're _____⁹ buying for next year's spring season – it's great knowing what next year's _____¹⁰ are going to be!

- 2 Work in pairs. Discuss the jobs of Montse and Kenichiro. Which one would you prefer to do? Why?

In this unit

- talking about the different departments in a company
- e-commerce
- Present Simple v Present Continuous
- making and answering phone calls
- talking about time management

Language spot

Present Simple v Present Continuous

Complete the rules with the names of these tenses:

Present Simple
Present Continuous

- Use the _____ to talk about situations that exist over a long period of time and repeated actions.

I work in the Purchasing department.

- Use the _____ to talk about things that are happening now or for a limited period of time.

I'm helping to prepare an advert.

We're buying for next year's season.

I'm training to be a fashion buyer.

» Go to **Grammar reference** p.116

Complete the letter Sean is writing to his friend about his new job. Use the appropriate form of the Present Simple or the Present Continuous.

Dear James

I *'m not eating*¹ (eat) in the company restaurant today. I _____² (have) a sandwich at my desk and I _____³ (write) to you. At the moment I _____⁴ (work) here in London. It's great because I _____⁵ (improve) my English and I _____⁶ (learn) new skills at the same time. I _____⁷ (not stay) in a very nice flat but it _____⁸ (be) cheap.

The company _____⁹ (export) toys and games all over the world. At the moment I _____¹⁰ (work) on a contract for Australia.

I _____¹¹ (finish) work at about 5 o'clock. I _____¹² (have) a great time in the evenings! I usually _____¹³ (eat) out with friends and _____¹⁴ (go) to clubs. I always _____ (spend) too much money though!

e-words!

e-books
e-business
e-cards
e-market
e-museum
e-ticket

Reading

- 1 Read the introduction to the article. Then with your partner, discuss how we use the Internet in business.

EXAMPLES emails booking flights advertising

E-commerce

You probably use the Internet to send emails, download music and films, or look for information. But did you know that the Internet is transforming the business world?

Electronic commerce (e-commerce) is the buying and selling of products and services on the Internet instead of using shops, phones, faxes, and letters. It creates opportunities for companies to sell more and to improve customer service. It also gives customers greater choice.

There are three main types

of e-commerce. The first is **Business to Consumer (B2C)** – the consumer buys goods or services from a company on the Internet. Many consumers now buy books, music, or tickets on the Internet. The second type of e-commerce is **Consumer to Consumer (C2C)** – people sell and buy directly on sites such as eBay. The third type is

Business to Business (B2B) – commerce between companies. They use the Internet to order goods, get services, and manage their business. It is fast and efficient.

In the past, the car manufacturers Ford ordered thousands of parts from hundreds of different companies. They told the suppliers which parts they wanted and the supplier sent a proposal to supply them. It was a long and expensive process. These days, Ford uses special B2B electronic exchanges to order their parts and then the suppliers

put in electronic bids for the job. This process is much quicker and cuts costs. Companies don't need large Purchasing departments and suppliers have to cut their prices to be competitive.

So which parts of the world are most 'e-active'? Europe is number one, the US comes second, while Hong Kong is the biggest in Asia-Pacific, particularly in e-business services. In fact, in 2006, Europe's three major markets – the UK, Germany, and France – carried out around 25% of their sales online. This figure is increasing from year to year.

- 2 Read the article and match the definitions to the terms.

- | | |
|--------------|---|
| 1 order | a buying |
| 2 supplier | b a price that a company offers to do work or supply parts for if it wins the order |
| 3 bid | c to request goods from a company |
| 4 costs | d a person or organization that provides goods or services |
| 5 purchasing | e the amount of money spent on running a business |

- 3 Read the article again and decide if the sentences are true (T) or false (F).

- Electronic commerce uses phones and faxes to do business. _____
- B2C is when a consumer and a company do business together. _____
- B2B is when private individuals sell or buy things on the Internet. _____
- Ford used B2B in the past but didn't get good results. _____
- When a company uses B2B they save money and time. _____
- A quarter of all European business is done online. _____

call centres

Large companies often have call centres – open-plan offices with trained staff talking on phones to customers. Many English-speaking businesses locate their call centres in India because costs are lower.

inbound calls

Some call centres deal with customers who call for information or help.

outbound calls

Some call centres try to sell products or services to the public by phoning them.

4 Complete the sentences with the words from 2.

- David, the budget is only €12,000 for this project. Please be careful with the _____.
- I'd like to _____ fifteen office desks and chairs from the New Dawn range.
- AGD Construction put in a _____ of €120 million to build the stadium.
- We have found an excellent _____ in Spain for our engine parts.
- Beamish Electronics have appointed a new buyer to their _____ department.

5 Discuss the advantages and disadvantages of e-commerce.**EXAMPLES**

advantages

You access thousands of buyers.

disadvantages

It needs a big IT department.

Pronunciation**Phone numbers****1** Listen and repeat the telephone numbers.

1	07488 750812
2	03589 552647
3	0044 208 8943326
4	0039 055 292647

2 Listen to the phone numbers again and answer the questions.

- How do you say two numbers that are the same, e.g. 88?
- There are two ways to say 0 – what are they?
- How do you group six-figure numbers? And seven-figure numbers?

3 Work in pairs. Invent five phone numbers and dictate them to your partner.**Call centre****Making a call**

Listen and complete the dialogues.

**1**

Switchboard Hello.

Jamie Hello, is that Euro Style?

Switchboard Yes. How _____¹ I help you?

Jamie Could I _____² to Ms Archer, please?

Switchboard Hold on a _____³, and I'll put you through.

Jamie Thanks.

2

Ms Archer Hello, Sales Division.

Jamie Oh, hello. Is _____⁴ Ms Archer?

Ms Archer Speaking.

Jamie Hello, my name's Jamie Saunders.

3

Carol Hello, _____⁵ is Carol Black calling from Tempus Holdings. Is Mrs Chatto in the _____⁶?

Secretary I'm sorry, but she's _____⁷ of the office today. She's back tomorrow.

Carol Oh, OK, I'll call back then. What's her extension _____⁸?

Secretary 4562.

Expressions

Could I speak to Ms Archer, please? I'll put you through.

Can I speak to Mr Rossi, please? I'll call back tomorrow.

Can I take a message? I'll pass on the message.

Speaking

Work in pairs. Make phone calls. Student A go to p.108. Student B go to p.112.

induction (n)

the process of training somebody in a new job or introducing them to a new company

internship

a period of time, usually a year or less, during which a graduate works in a company or public organization without getting paid. They are supervised and trained, and learn about the job.

It's my job

1 Before you read, discuss these questions with your partner.

- What are the biggest supermarket chains in your country?
- What do they sell apart from food?

2 Read about Daniel and answer the questions.

- 1 What did he do in China?
- 2 What did he do during the **induction** period in Spain?
- 3 What department did he work in after that?
- 4 What did he learn from his work experience?

Daniel Deroche

Age: 23

Nationality: French

Occupation: Marketing student

Work experience: the hypermarket chain, *Carrefour*

What was the first company you worked for?

I worked for a *Carrefour* hypermarket in China doing a three-month work experience. I was a shelf supervisor. It was extremely interesting so I signed up for a second **internship**.

Where was that?

This time it was in Spain, near Madrid. I had a one month induction period and I helped to set up the wine section. Then I joined the Wine department. I was an assistant to one of the sales managers and my job was to negotiate with the suppliers. I also had to prepare and take part in meetings.

Did you find it useful?

I learned a lot about marketing techniques and how a large organization works. It was an experience I intend to put to good use during my next course of studies in wine-growing.



3 Work in pairs. Discuss these questions.

- Would you like to work in supermarket management? Why? Why not?
- Would you like to work in the food and drink industry? Why? Why not?

Business know-how

1 Before you read *Business know-how*, work in pairs and discuss these questions.

Do you find enough time for your work?

Do you ever complete tasks late?

Do you wish you had more free time?

How to manage your time

- Make a list of all the tasks. Then decide if their deadline is urgent or not.
- Prioritize the most important task.
- As you finish a task, cross it off your list.
- When you complete a task, move on. Don't be a perfectionist.
- Concentrate on the task you are doing. Don't be distracted by emails and text messages!
- Find a place to work that suits your working style.

2 Work in pairs. Discuss the suggestions. Which do you think is the best one? Do you do any of these things already? Do you have any other ideas?

Writing

1 Read the web page and answer these questions.

- 1 What is this page of the website for?
- 2 What does the company do?
- 3 Which departments do you find in most companies?
- 4 Which departments are specific to this sort of business?



pretty print

We are a medium-sized local printer. We do all sorts of printing jobs – large and small. We aim to deliver a quality product on time at competitive prices. We provide a personalized service to all our clients.

● Customer Care department

we talk to clients and take the orders

● Purchasing department

we buy paper, equipment, machinery, and supplies

● Design department

we provide a design service

● Printing department

we print materials and bind books

● IT department

we look after the computers

● Delivery department

we deliver the final product to the customer

2 Now write a web page for your school or company.

Include

- a short description of the school / company and what it does
- a list of departments with a short description of what each one does.

Project

Work in pairs. Go to the internet site of the mobile phone company Orange and find out what you can about its departmental structure. Make notes.

Checklist

Assess your progress in this unit.
Tick (✓) the statements which are true.

- ☐ I can describe what the different departments of a company do
- ☐ I can make and answer phone calls
- ☐ I can write a description of a company for a web page

Key words

Departments

Customer Care
Facilities
Finance
Human Resources
Information Technology / IT
Production
Purchasing
Sales and Marketing

Nouns

chain store
internship
supplier
vacancy

Verbs

manage
negotiate
organize

Look back through this unit. Find five more words or expressions that you think are useful.

3 Travel

Start up

1 Read the article and decide on a title for each one.

- 1 Passport control _____
- 2 No credit _____
- 3 Tunnel trouble _____
- 4 Motorway madness _____

2 Work in pairs. Read the article again and decide which one was

- the worst journey
- the funniest experience
- the most stressful journey
- the most embarrassing experience

3 Work in groups. Tell each other about a difficult journey.



Travellers' tales

A

Last year I was on my way to a job interview. It was in London and I took the Underground. The train stopped in a tunnel for 45 minutes. I couldn't call the company because mobile phones don't work underground in the UK. I arrived really late and it didn't make a good impression.

Hannah

C

Two years ago I had an important meeting in Madrid. I booked an early flight because I hate being late, but when I got to the airport my flight was cancelled. I arranged a meeting for the next day and booked a flight for the afternoon. However, when I checked in I realized I didn't have my passport! What a disaster!

Samra

B

About a month ago I had an appointment with one of our suppliers. I decided to drive but there was an accident on the motorway. I was stuck in a traffic jam for about three hours. There was nothing I could do. And, of course, the battery in my mobile was empty!

Jacob

D

Last month I flew into New York for a meeting. I tried to get a taxi from Kennedy Airport to our office in New York. Unfortunately, I didn't have enough dollars on me and they don't take credit cards. I found a cash machine, but it didn't accept my card! It was a nightmare.

Daniel



In this unit

- talking about the past
- Past Simple
- apologizing
- completing a hotel booking form

● Language spot

Past Simple

- We use the Past Simple to talk about things which happened in the past.

I went on a business trip to New York last year.

I wrote a letter to the supplier.

I didn't see you in the office last week.

- We often use the Past Simple with time expressions like *three years ago*, *last month*, *yesterday*, etc.

Underline the time expressions in *Travellers' tales*.

- The Past Simple of some verbs is irregular.
go – went come – came take – took

Find examples of irregular verbs in *Travellers' tales*. Write the base form for each one.

EXAMPLE *was – be*

» Go to Grammar reference p.116

Jack Clark is going to Madrid for a meeting. Write sentences about his trip in your notebook.

EXAMPLE *catch a train / airport*

He caught a train to the airport.

- 1 arrive at the airport / 7.30 a.m.
- 2 check in / at zone B
- 3 go / through security and passport control / 8.00 a.m.
- 4 wait / departure lounge / an hour
- 5 go to gate 16 / to board the plane
- 6 take off / 9.45 a.m.
- 7 land / Madrid

Vocabulary

- 1 What happens in each part of the airport? Match 1–7 with the explanations (a–g)

- | | |
|--------------------|---|
| 1 security control | a you go here to board your plane |
| 2 passport control | b you collect your luggage after a flight |
| 3 duty free shop | c you wait for information about your flight |
| 4 baggage reclaim | d you and your things go through a metal detector |
| 5 gate | e you show your booking confirmation or ticket and leave your luggage |
| 6 departure lounge | f you show your passport and visa |
| 7 check-in | g you can buy cheaper goods |

- 2 Tick (✓) the things you did last time you travelled for business or on holiday.

- | | |
|--|---|
| ☐ get a plane | ☐ buy something at duty free |
| ☐ catch a bus | ☐ miss a connection |
| ☐ get a taxi | ☐ arrive late |
| ☐ go by car | ☐ arrive early |
| ☐ do some work | ☐ wait for your luggage |
| ☐ listen to music | ☐ use a suitcase with wheels |
| ☐ read a book | ☐ take a laptop |
| ☐ call someone on your mobile | ☐ wear a rucksack |
| ☐ wait | ☐ buy something to eat |
| ☐ take your passport | |

- 3 Work in pairs. Ask and answer questions. Continue the conversation where possible.

EXAMPLE

A *Did you get a plane?*

B *Yes, I did. / No, I didn't.*

A *Where did you go?*

B *I went to Paris.*

A *On the journey, did you do any work?*

B *Yes, I did.*





A system of stars is used to indicate the quality and services of a hotel. Most three-star hotels offer a room with a bed, wardrobe, and usually an en suite bathroom. There is often a

small refrigerator (minibar) with snacks and drinks and toiletries (soap, shower gel, and shampoo) in the bathroom. Breakfast may be included or extra.

9 to 5

Apologizing

- 1 Look at the pictures. What do you think has happened? How does Lisa feel?



- 2 Look at picture 1 and listen. Number the events in Lisa's story.

caught a bus ____
 ran to the office ____
 missed a train ____
 went to bed late 1
 waited in a traffic jam ____
 tried to get a taxi ____

- 3 Look at picture 2 and listen. Tick the expressions that Lisa and Richard use.

Expressions

- | | |
|--|--|
| ☐ I'm very sorry ... | ☐ It'll never happen again. |
| ☐ I'm so sorry ... | ☐ I promise ... |
| ☐ I feel really bad about it. | ☐ That's OK. |
| ☐ Don't worry about it. | ☐ It doesn't matter. |

Speaking

Work in pairs. Student A go to p.108.
 Student B go to p.112.

A

ARENA HOTEL DUBLIN



*Relax in our comfortable
luxury hotel*

- all standard rooms are en suite, with interactive TV, minibar, hairdryer, direct-dial telephone
- Wi-Fi hot spot - wireless high-speed internet access in our Business Centre
- non-smoking rooms available
- first-class restaurant
- free car parking
- two conference rooms available



Shamrock City B

Superbly located. Close to Cork airport and a short walk from the station.



- full Irish breakfast
- leisure centre with swimming pool, sauna and gym
- en suite bathrooms ● internet access
- satellite TV ● trouser press and hairdryer

Prices from £60

Paradise Hotel C



Friendly and efficient service for a memorable stay in Galway. Our gardens offer a tranquil oasis.

- fully equipped rooms – hairdryer, TV, direct-dial phones, tea and coffee-making facilities
- Irish and continental breakfast
- internet access in each room
- free on-site parking

Rooms from £52

Ideal setting for conferences and seminars

Reading

1 Read the adverts and answer the questions.

Which hotel...

- 1 has an excellent restaurant?
- 2 has gardens?
- 3 has a swimming pool?
- 4 is best for someone arriving by train?
- 5 is best for a conference?

2 Complete an internet review of each hotel. Tick (✓) the things the hotels have and cross (X) the things they don't have.

	Arena	Shamrock	Paradise
en suite rooms	☐	☐	☐
non-smoking rooms	☐	☐	☐
continental and Irish breakfast	☐	☐	☐
direct-dial phones	☐	☐	☐
internet access in bedrooms	☐	☐	☐
TV	☐	☐	☐
hairdryer	☐	☐	☐
trouser press	☐	☐	☐
minibar	☐	☐	☐
restaurant	☐	☐	☐
free carparking	☐	☐	☐
conference facilities	☐	☐	☐

3 Work in pairs. What are the five most important qualities for a business hotel? Write them in order of importance.

EXAMPLE

A *I think a business hotel needs to be near a station or airport.*

B *I agree. But it also needs to be near the business areas of a city.*

Speaking

Work in pairs. Take it in turns to be hotel receptionists and callers. Student A go to p.108, Student B go to p.112.

transport or **transportation**

the movement of people or goods from one place to another — derived from the Latin *trans* ('across') and *portare* ('to carry').

UK road traffic

9 million

number of vehicles 1961

31 million

number of vehicles 2003

UK airports

3 million

number of passengers 1953

200 million

number of passengers 2003

Company profile

bmi

- 1 Work in pairs. Discuss
 - the airlines you know
 - what you know about them, e.g. how successful they are
 - how people buy tickets.
 - 2 Read about bmi and match the questions (1–7) to the answers (A–G).
- 1 What services does it offer?
 - 2 How successful is it?
 - 3 How many destinations does it fly to?
 - 4 Who owns it?
 - 5 Who are its top competitors?
 - 6 How big is it?
 - 7 When did it start?
- 3 Find words or expressions which mean
 - 1 part of a company's capital owned by an investor
 - 2 money lost in business
 - 3 money a company earns after expenses, taxes, investment, etc.
 - 4 prizes to recognize performance
 - 5 arriving and leaving on time

Project

- 1 Go online and research another airline. Try to find the answers to the questions in **2 Company profile**.
- 2 Write up your report in the form of questions and answers.

Business know-how

- 1 Work in pairs. Discuss the questions.
 - What do you pack when you go on holiday?
 - What do you never travel without?
 - What's the difference between packing for a holiday and for a business trip?

Travelling tips

- Travel light – pack half the clothes you first thought of.
- Check the weather forecast before you go, but always take an umbrella.
- Pack necessities in your carry-on bag just in case your suitcase doesn't arrive.
- Carry healthy snacks and a bottle of water.
- Take an alarm clock. Don't rely on the hotel's wake-up call.

- 2 With your partner discuss the tips. Think of two more tips.

bmi (British Midlands Airways Limited) is the UK's second largest full service airline (British Airways is number one). It has an operational base at London Heathrow. It also operates a budget carrier called **bmbaby**.

- A** The chairman, Sir Michael Bishop, owns 50% plus one share of the company and Lufthansa owns 30% minus one share. The airline SAS owns 20%.
- B** It has over 2,000 flights a week, over 40 planes, and more than six million passengers a year.

- C** It flies to at least 30 destinations in Europe, and also to the USA, India, and the Caribbean.
- D** In 2001 the airline experienced losses of £29m, but by 2005 it had started making a profit again with a turnover of £830m. It has won over 50 industry awards since 1990.
- E** It started in 1948 as a flying school. In 1958 it started tour holidays to destinations in Europe. In 1964 the company adopted the name British Midland Airways.

- F** **bmi** offers an up-to-date service with fast check-in, e-ticket travel, punctual flights, comfortable seats, and quality in-flight food and drinks. It also provides special facilities for business travellers.
- G** British Airways, Easyjet, and Ryanair.



Writing

Your colleague needs you to book a hotel for him. Read his email then complete the hotel booking form below.

From... | john.conrad@perfectworld.com | Sent:

To... | rthomas@nbl.co.uk

Subject: | Dublin conference

Hi

Could you book me a flight to Dublin on April 14 please? I need to stay for two nights, so I'll need a hotel as well, with a double bed – it's just me going, but I can't sleep in small beds. And remember I've given up smoking! I'm at home in Manchester, so could you send the tickets to 156 Buzan Road, M3 2PB, please? If there are any problems, you can reach me on 0161-962 5494. Thanks, and see you next week.

John

Heron Lodge, Dublin

Check-in date -- / -- / year

Check-out date -- / -- / year

☐ No. of rooms ☐ No. of nights ☐ Guests per room

Room preferences

☐ double ☐ double - sole occupancy

☐ smoking ☐ non-smoking

Beds ☐ double ☐ twin ☐ no preference

Personal details

Title ☐ Mr ☐ Miss ☐ Mrs ☐ Ms

First name

Surname

No. of house Street name

Town / City

County / State Postcode / Zipcode

Country

Tel. no. Email address

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can talk about the past
- ☐ I can make apologies
- ☐ I can understand hotel advertisements and ask about facilities

Key words

Air travel

baggage reclaim
budget airline
carry-on bag
check-in
departure lounge
gate
passport control
security control

Hotel

en suite
room service

Business

award
losses
profit
share
turnover

Look back through this unit. Find five more words or expressions that you think are useful.

4 Sport

Start up

Look at the pictures and list of sports. Which ones are popular in your country? Are there any sports that are only played in your region or country?



Traditional sports

volleyball
rugby
baseball
running
aerobics
fencing
football
basketball
tennis
judo
boxing

Action sports

surfing
skiing
snowboarding
inline skating
mountain biking
windsurfing
canoeing
skateboarding
mountain climbing
BMX racing

Listening 1

- Listen to the people talking about their favourite sports. Write the names of the sports.
1 _____
2 _____
- Listen again. Why do they enjoy these sports?
- Work in pairs. Ask and answer the questions about you and sport.

This sporting life

- What sports do you do?
- Why do you do them?
- How often do you do them?
- Do you prefer team or individual sports?
- How important is winning to you?
- Do you wear any special clothes or footwear?
- Do you buy designer brands or cheaper brands?
- Do you support a team?
- Do you ever travel to sporting events?
- Do you have a favourite sports star?



In this unit

- talking about experiences and skills
- Present Perfect v Past Simple
- making polite requests
- writing a simple letter of application

Reading

- 1 Work in groups. Think about all the industries and jobs associated with sport. Make a list.

EXAMPLE

teams and clubs personal trainers journalism

- 2 Read the article. Add industries and jobs to your list.
- 3 Read the article again and match the headings with the paragraphs.

Sponsorship _____

The media _____

Event organization and tickets _____

Location _____

Clothing and equipment _____

Education and training _____

- 4 The article contains expressions about size and quantity. Find what is being described.

a growing _____ *market*

a wide _____

a major _____

substantial _____

significant _____

enormous _____

- 5 Work in pairs. What are the main employment possibilities in sport in your town or city?

EXAMPLES

There are three big gyms.

There's a city football club.

SPORT – IT'S BIG BUSINESS

Have you ever thought that you could transform your passion for sport into a career? Sport is big business around the world and there are many career opportunities. In the UK the sport sector employs half a million people, and 3% of spending is on sport. It's a growing market with jobs to suit everyone.

1 Many young people study for degrees in sports science, sport teaching, or sport business. They can then go on to choose from a wide range of careers, from management and administration to more hands-on jobs such as trainers or medical experts.

2 Sport is a major leisure industry needing gyms, sports centres, swimming pools, stadiums, and sports grounds. These require substantial investment and employ managers, trainers, and maintenance and catering staff.

3 Event organization and ticket sales create significant business too, from local football matches to events like the Olympics. A special sector – the sport tourism industry – organizes hotels, travel, and tickets for fans.

4 From manufacturing to retail and advertising there is money to be made from clothing, footwear and equipment. For example, Nike's soccer sales are around \$1 billion and many top teams wear the Nike logo.

5 Sponsorship generates enormous profits for both sportspeople and the brand. Chelsea football club signed a £50million deal with Samsung to sponsor its shirts. Global sponsorship for teams, players, and events is worth over \$26 billion annually.

6 People follow their favourite sport in newspapers and magazines, on TV, the radio, and the Internet. There are specific papers devoted to sport, such as the *Gazzetta dello Sport* in Italy. Journalists provide fans with information, and there are opportunities for advertising and sports promotion. As TV companies compete for the rights to broadcast important matches, yet again, sport is big business!



● Language spot

Present Perfect

Read and complete the rules with these words and expressions:

result in detail in general

● When we talk _____ about experiences we often use the Present Perfect.

I've studied management and sport psychology.

● We also use it to talk about things that happened in the past that have a _____ in the present.

Our business has sold hundreds of tickets for today's match.

Present Perfect v Past Simple

● We use the Past Simple when we talk _____ about an experience, especially with time expressions such as *ago*, *last week*, *in 2003*.

I studied sports at university and left in 2004.

When we ask people about their lives we often use *Have you ever...?*

» Go to Grammar reference p.117

1 Answer these questions.

● Have you ever been to a big sports event?

Yes I have. ☐ No, I haven't. ☐

When did you go? Did you enjoy it?

● Have you ever met a famous sports person?

Yes I have. ☐ No, I haven't. ☐

Who was it? Did you speak to him / her?

● Have you ever played in an important competition?

Yes I have. ☐ No, I haven't. ☐

What was it like? How did you do?

● Have you ever injured yourself playing sport?

Yes I have. ☐ No, I haven't. ☐

What did you do? Was it serious?

2 Now work in pairs. Ask and answer the questions.

3 Write questions and answers.

EXAMPLE

Has your computer ever got a virus?

Yes, it has. It got one last year.

1 your computer / get a virus? Yes / last year

2 you / send an email to the wrong person? No

3 you / travel to a foreign country on business?
Yes / Kenya / six months ago

4 your company / send you on a training course? No

5 you / book a flight online? Yes / yesterday

6 you / attend a conference? Yes / Tokyo / 2005

4 Complete the email with the verbs in brackets. Use either the Present Perfect or the Past Simple.

Dear Josh

I'm writing this before I go home for the weekend.

I've **had** (have) a terrible week. I _____¹ (make) a serious mistake, I _____² (miss) a meeting and I _____³ (lose) some really important things. What a disaster!

On Monday I _____⁴ (be) late for an important meeting. On Tuesday I _____⁵ (forget) to send an email to a client in New York. On Wednesday I _____⁶ (download) a virus onto my computer. Yesterday we _____⁷ (have) a working lunch in a local restaurant. _____⁸ you ever _____⁸ (eat) jellyfish? I _____⁹ (feel) terrible all afternoon. And today I can't find my tickets for tonight's match. So that means I'm in big trouble with Steve.

_____¹⁰ you ever _____¹⁰ (have) such a bad week?

Emily

At summer camps, campers can do a wide range of sports. They are often in beautiful places and offer canoeing and hiking. Many of them also offer activities such as dance, music, and crafts. Some camps specialize in one area, such as computer skills.



Listening 2

- 1 Read this text about summer camps. Does this happen in your country?

Summer camps in the USA

Millions of young Americans go to summer camps to do sports and social activities. They learn new skills and make new friends. Older students often work in summer camps. They develop skills for the world of work such as leadership, problem-solving, and decision-making. Their responsibilities include cleaning, administrative jobs, or teaching sports. Young people from abroad also take this opportunity to work in an English-speaking environment.

- 2 A student is applying for a job on a summer camp. Listen to the interview and complete the form.

Name

Date of birth

Nationality

Education

Have you worked or travelled in the United States?
☐ Yes ☐ No

If so, why and when?

Have you ever worked in a summer camp before?
☐ Yes ☐ No

If so, where and when?

What sports can you do?

Have you got any relevant qualifications or experience?
☐ Yes ☐ No

If so, what are they?

Can you drive? Yes ☐ No ☐

- 3 Work in pairs. Take it in turns to be interviewer and job applicant. Talk about your own qualifications and experience or invent new information.

Call centre

Leaving a message

- 1 Listen to the telephone conversation and check the secretary's notes. Did he make any mistakes?

☐ Jitka Saunders called for Tom Price.

☐ Call her back before 4.30 - it's urgent

MOBILE NUMBER:
07700 8864322

- 2 Listen again and tick the expressions you hear.

Expressions

- ☐ Could I leave a message?
- ☐ Can I take a message?
- ☐ Would you like to leave a message?
- ☐ Can you spell that, please?
- ☐ How do you spell your name, please?
- ☐ Can I check that?
- ☐ OK, I'll give Tom the message.

- 3 Listen and note the answer phone message.

Message for:
 Message from:
 Phone number:
 Message:

Speaking

Leave and take telephone messages. Remember to check the information! Student A go to p.108. Student B go to p.113.



Tiger Woods signed a deal with Nike worth about \$105 million when he was 21 years old. He also has deals with American Express, General Motors, and Buick.

It's my job

- 1 Before you read, discuss these questions with your partner.
 - What are the different jobs needed at a sports centre?
 - What makes a good sports centre?
- 2 Read about Ali Prasad and answer the questions.
 - 1 What does he do?
 - 2 What skills and qualifications does he need?
 - 3 What does he like best about his job?

Ali Prasad

Age: 23
Nationality: British

Tell me about your job.

I'm the Assistant Manager at a big leisure centre. It's got two swimming pools, a gym, and a sauna.

When did you start working there?

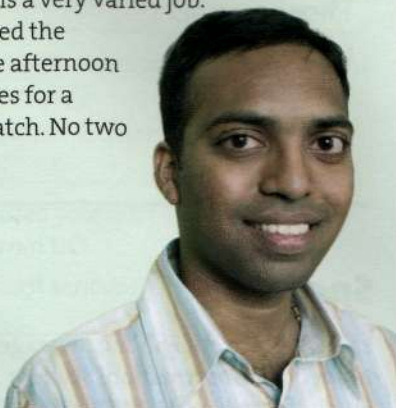
I started as a fitness instructor two years ago. But I trained in sports management.

What qualities do you need in your job?

You need a good technical knowledge for running the business and facilities. You also have to be good at communicating with the customers and with the press.

What do you like about your job?

I like the fact that it is a very varied job. This morning I helped the lifeguard, and in the afternoon I prepared the venues for a televised boxing match. No two days are the same.



Project

With a partner. Think of a famous brand for each of the following industries:

- 1 Telecommunications
- 2 Sportswear
- 3 Food or drinks
- 4 Electronics

Go online and find out who they sponsor. Choose one of the companies and write a short report or give a mini presentation to the class.

EXAMPLE

Vodafone is a mobile phone company based in the UK. It sponsors small and large organizations around the world. Its larger sponsorships have been Manchester United, Ferrari Formula 1, the Epsom Derby horse race, and the England cricket team. Vodafone uses its technology to help the companies that it sponsors – for example you can receive Formula 1 news on your mobile phone.

Business Know-how

- 1 Work in pairs. Discuss the questions.

Do you sometimes have trouble starting your work?
Do you get distracted easily from your work?
Do you often feel tired when you are working?

How to concentrate

- Trouble getting started? Do a routine task at your desk for five minutes. You've started!
- Not sure what to do first? Make a daily and a weekly schedule.
- Stopped concentrating? After 50 minutes on one task, change task.
- Nervous? Avoid too much coffee and tea.
- Tired and weak? Have healthy snacks – they help maintain your blood sugar.
- Interruptions? Turn off your phone. Don't answer emails every five minutes.
- Lost inspiration? Oxygenate your brain by doing some exercise.

- 2 Read the tips with your partner. Which ones are useful? Add two more tips.

Writing

- 1 Read the job ad, then put the expressions in the correct places in the letter.



Come and join our dynamic team at the

MAZOWER STADIUM

- Do you like sport?
- Are you good at languages?
- Can you use computers?
- Have you got experience with the public?

Contact: Gary Olsen

I am interested in _____ I believe _____ to meet with you
relevant work experience _____ to apply for

Dear Mr Olsen

I am writing _____¹ the job advertised in the Evening Mail of 5 June. I'm 22 years old and I have a degree in sports science. I also have _____². I have been an assistant in a sports centre, and I have worked in an IT department. Last summer I worked in a travel agency where I dealt with customers. I speak Spanish, English, and French fluently and I have studied in the US.

I have never worked in a stadium before, but _____³ that I have the necessary skills and qualifications. _____⁴ working for your company because it would give me valuable experience in the sports industry.

I would welcome an opportunity _____⁵. My phone number is 01568 553281. I enclose a copy of my CV.

Yours sincerely

Juan Diaz

- 2 Ali Prasad, the leisure centre Assistant Manager in *It's my job*, has put an ad on the leisure centre noticeboard for a part-time receptionist and office assistant. Write to him to apply for the job.

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can leave and take messages
- ☐ I can talk about my skills and experience
- ☐ I can read and understand an article about the sports industry
- ☐ I can write a simple letter applying for a job

Key words

Verbs

join
run a business
train

Nouns

career opportunities
experience
leisure
qualifications
skills
sponsorship

Adjectives

enormous
global
hands-on
significant
substantial
wide

Look back through this unit. Find five more words or expressions that you think are useful.

5 Sales

Start up

Read these headlines. Which ones talk about

- 1 better sales?
- 2 worse sales?

A Fall in retail sales getting worse

B MP3 PLAYERS SALES INCREASING



C Despite marketing, cigarette sales fall

D ONLINE MUSIC BLAMED FOR FALLING SALES



E Audio CD sales set to decrease

F Fairtrade sales rise by 1%

G Net adverts show rising sales

H Rise in organic food sales



Vocabulary

- 1 Read the headlines again and complete the table.

		
	sales up	sales down
adjective		<i>falling</i>
verb	<i>to increase</i>	
verb	<i>to rise</i>	
noun		

- 2 Work in groups. Talk about these products. Note your ideas and your reasons.

mobile phones DVDs desktop computers
radios organic food low-cost airline tickets
fast food

EXAMPLE

I think the sales of mobile phones are falling. Everybody has one already.

Reading

- 1 Work in pairs. Discuss these questions.
 - What persuades you to buy something? Is it an advert? A friend's advice? A magazine or internet article? A sales person?
 - Have you ever bought more than you planned to from a shop? What were the reasons?
- 2 Read the article and decide if these sales pitches are effective (E) or not effective (NE). Explain why.
 - 1 This product has a camera, an alarm clock, and a calculator.
NE Sell benefits, not features.
 - 2 This machine is going to help you organize your life.
 - 3 This product is smaller, cheaper to run, and has a longer battery life than our major competitor.
 - 4 Right, let me tell you all about our products.
 - 5 I see. Can you give me an example of what you mean?
 - 6 Tell me about the product you are using at the moment.

In this unit

- Present Continuous for future
- *be going to*
- making plans and arrangements
- writing an email about your plans

A Sell benefits, not features

When you are selling, the customer doesn't want to know about the features of a product. They want to know how it is going to benefit them. Is it going to make them more attractive? Or save time? Or help them to work more efficiently?

B Differentiate your product

You must come up with at least three ways in which your product is different from the competition. These are called USPs – Unique Selling Points. For example, your product could be faster, cheaper, and smaller than the competition.

C Meet your customer face-to-face

You need to meet your customers, especially if you are new. It is not worth spending a fortune on newspaper advertising or direct mailing for first-time entrepreneurs.



Sales techniques

D Let the customer tell you what they want

You need to understand your customer before you can sell him or her something. Don't start 'selling' something until your customer has talked about themselves.

E Learn to listen

Sales people who do most of the talking usually lose the sale! Listen carefully and don't jump to conclusions. Take notes and concentrate on what your customer is saying. Find out what your customer really wants by asking lots of questions.

F Sell to people who buy

If you are trying to sell a product, don't try and sell it to someone who has never bought it before. Sell your product to someone who already has one. Show your clients how yours is superior to the competition.

G Turn your customers into salespeople

If your customers are happy, they are going to tell other people. Nearly 85% of sales are the result of word of mouth. So think about how you can create satisfied customers. They will do your advertising for you!

3 Find words and expressions that mean the following

- 1 distinctive parts or aspects of something (paragraph A)
- 2 to make something different from other things (B)
- 3 sending adverts through the post (C)
- 4 to decide too soon that something is true (E)
- 5 better than (F)
- 6 being told about something, rather than reading about it (G)

4 Work in pairs. Invent a product. Choose from

- a chocolate bar or sweet
- a mobile phone
- a computer

Give it a name and decide on its benefits and USPs.

5 Work with another pair. Try to sell your product. Use the techniques from the article.

Meetings are a symptom of bad organization. The fewer meetings the better.

Peter F. Drucker

Management Consultant
1909–2005

When the outcome of a meeting is to have another meeting, it has been a lousy meeting.

Herbert Clark Hoover

US president
1929–1933

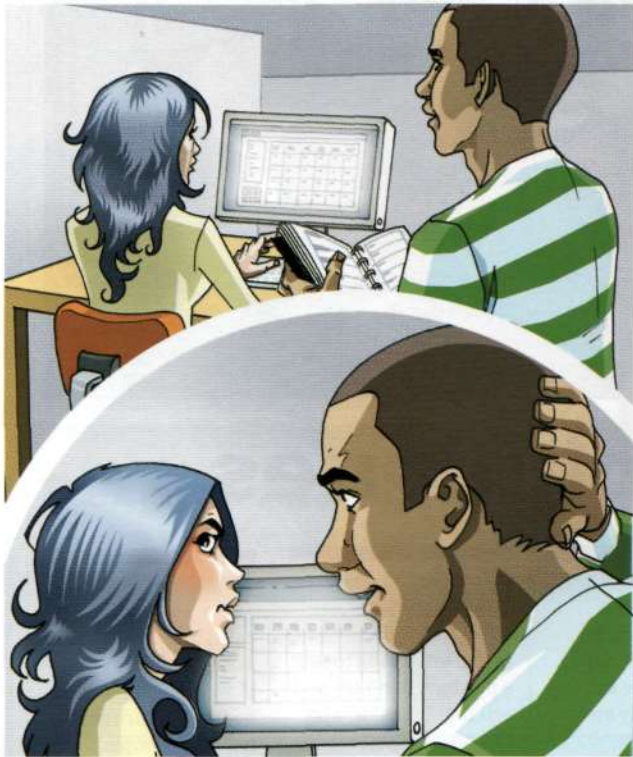
Any simple problem can be made unsolvable if enough meetings are held to discuss it.

Unknown

9 to 5

Invitations

- 1 Look at the pictures and discuss what is happening.



- 2 Listen and answer the questions.

- Why does Joe need a meeting with Richard?
- Can Richard and Joe meet up?

- 3 Listen again and complete Richard's appointments.

Monday	
11.30	show visitors around the studio
2.00	_____ of Talent
3.15	_____ to New York office
3.30	_____
Tuesday a.m.	
8.30	_____
10.30	_____ director from Fab Films

- 4 Listen to the second part of 9 to 5 and answer the questions.

- What does Joe invite Lisa to do after work?
- Why can't she go?
- Why can't Lisa go out with Joe on Thursday?
- What is happening on Friday?
- Can Lisa go?

Expressions

Let's ...

How about ... ?

What about ... ?

Can you make ... ?

I'm afraid I can't.

I'm sorry, I'm busy.

Language spot

Present Continuous for future, *be going to*

Present Continuous for future

Read the rules and complete the examples.

are going to increase

going to call

'm going to

are

tomorrow

'm meeting

- We use the Present Continuous to talk about things we have arranged in the past to do in the future.

I _____ Clare for dinner tomorrow evening.

- We often use the Present Continuous with expressions like *next week, in May, tomorrow, etc.*

We're leaving for Madrid _____.

be going to

- We use *be going to* to talk about decisions and intentions.

Who _____ you _____ this afternoon?

I'm tired! I _____ turn off my computer and go home.

- We also use it to predict the future based on information we know now.

DVD sales _____.

» Go to **Grammar reference** p.117

1 Look at Juan's diary and complete the dialogue.

12	MONDAY
9.30	Meeting Steve Irvine
13	TUESDAY
11.00 a.m.	Brief IT Administrator
14	WEDNESDAY
	Prepare sales report
15	THURSDAY
10.00 a.m.	Group meeting: present sales figures
2.30 p.m.	Call Madrid office
16	FRIDAY
12.30 p.m.	Lunch with Sales team

Juan What's next week looking like, Alicia?

Alicia Well on Monday you _____¹ a meeting with Steve Irvine. (have)

Juan What time _____ he _____²? (arrive)

Alicia At 9.30. And on Tuesday you _____³ the IT Administrator. (brief)

Juan Oh, I forgot about that! Do you have the documents?

Alicia Yes, don't worry.

Juan What _____⁴ on Wednesday? (happen)

Alicia You _____⁵ the sales report. (prepare)

Juan Oh, yes. Of course.

Alicia And on Thursday you _____⁶ the group meeting at 10.00 a.m. and you _____⁷ the sales figures. (attend / present)

Juan Fine. _____ I _____⁸ Lisa Fuentes in the afternoon? (see)

Alicia No, you _____⁹ (not). But you _____¹⁰ the Madrid office. (call)

Juan What about Friday? _____ I _____¹¹ anything exciting? (do)

Alicia Well, you _____¹² lunch with the Sales team. (have)

Juan That's not bad!

2 Work in pairs. Talk about things you have arranged to do in the future. Ask and answer questions.

EXAMPLE

A What are you doing tomorrow?

B I'm going on a PowerPoint training course.

3 Write sentences about Holly's business trip next month.

EXAMPLE

I'm going to use the gym in the hotel.

use the gym in the hotel ✓

meet a lot of key customers ✓

eat in some good restaurants ✓

visit factories ✗

negotiate some new contracts ✗

call the office every day ✓

check emails every morning ✗

Pronunciation

going to

1 Listen to the sentences. Notice that the word *to* is shortened. This is very common in English.

1 He's going to take the job in New York.

2 Are they going to change your computer?

3 They aren't going to meet their sales target.

4 We're going to do a lot of work tonight.

2 Work in pairs. Practise saying the sentences. Listen again to check your performance.

Speaking

You are going to arrange a meeting. Work in groups of three. Remember to use the expressions from 9 to 5. Student A go to p.108. Student B go to p.113. Student C go to p.115.

I would like to start a business selling brilliant yoghurt and fruit drinks. I love smoothies!

Kamran Feroz



Talents I don't use? I'm artistic but I don't paint, and I can dance but I don't have time!

Inge Samms



Business know-how

Knowing about your strengths helps you find your ideal job. This quiz helps you analyse your dreams and passions.

Find your own USPs

- What excites you in the world?
- What angers you in the world?
- What business would you like to start?
- What would you write a best-selling book about?
- Write down five talents that you have.
- Write down two talents that you don't use.
- Who lives the life you most envy and what is it like?

- 1 Write answers to the quiz in *Business know-how* on your own.
- 2 Work in pairs. Compare your answers with your partner. Ask and answer questions to find out more.

Company profile

QXL

- 1 Work in pairs. Discuss these questions.
 - Have you ever sold anything in person?
 - If you have, how did you do it?
 - Have you ever been to an auction?
 - Have you ever bought or sold anything online?
- 2 Read the company profile of QXL. Match the questions and answers.
 - 1 What figures did QXL achieve in 2005? **C**
 - 2 What do you know about its founder, Tim Jackson? _____
 - 3 What is the value of QXL? _____
 - 4 What does QXL do to help the world? _____
 - 5 What are the key features of QXL's service? _____
 - 6 What is QXL? _____
 - 7 Who can use QXL? _____
 - 8 What was QXL's original name? _____



QXL Europe's online marketplace

A It is one of Europe's leading electronic commerce businesses. You can auction almost anything, including tickets for concerts, computer software and hardware, electronics, jewellery, books, and sports equipment. It was founded in 1997, by Tim Jackson.

B It was originally called Quixell – pronounced 'quick sell', but it changed the name in its second year of trading to give it a European focus.

C It had a group turnover of £7.17 million in 2005 and it had 3.75 million transactions.

D He is a business specialist, writer, and public speaker. His books include a history of Intel and a study of Richard Branson and Virgin. He is considered one of the fifty most influential people in Europe.

E People living in the UK, France, Italy, the Netherlands, Norway, Denmark, Poland, Sweden, or Switzerland can buy and sell on QXL.

F It claims to be easy to use and provides an efficient service. Safety during payments and delivery, and privacy are top priority.

G It raises money for charity through its auctions. In Norway it held an art auction to help victims of the 2004 tsunami.

H At the time it merged with its biggest rival – a German company, it was worth \$3 billion. After the merger it lost 99% of its value! But by 2005 its market position had improved radically.



My best-selling book
would be called 'How
to enjoy yourself!'
Virginie Hétier

Project

Work in pairs. Go online and research eBay, the hugely successful global auction site. Compare your information with another pair and then write a short report. Use questions and answers as in the QXL report.

Writing

You are going to a sales conference in London. You have a morning sightseeing tour and the conference starts in the afternoon. Read your itinerary, then write an email to a friend about it.

Itinerary

10.00 a.m. Go on the London Eye

11.00 a.m. Go on a boat trip on the Thames

1.00 p.m. Have lunch at the Gallery restaurant

2.30 p.m. Attend Sales Director's presentation on last year's sales

3.30 p.m. Discuss sales strategies in regional groups

6.00 p.m. Have pre-theatre dinner in Chinatown

7.45 p.m. See the musical Billy Elliot

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can arrange a meeting
- ☐ I can understand arrangements and appointments
- ☐ I can read and understand an article about sales
- ☐ I can write an informal email to a friend

Key words

Verbs

auction
 decrease
 differentiate
 fall
 found
 increase
 merge
 rise

Nouns

benefit
 feature
 USP
 word of mouth

Adjectives

easy to use
 efficient
 influential

Look back through this unit. Find five more words or expressions that you think are useful.

File Edit View Insert Format Tools Actions Help

Send [Icons] Options...

From: [] Sent: July 16 20—

To: []

Subject: London Sales Conference

Hi []

Guess what! I'm going to London next week for a sales conference. The timetable for the first day is really good. We're going sightseeing in the morning and not starting the sales conference until the afternoon! First we're going ...

6 Cultural awareness

Start up

- 1 Do you understand other cultures? Work in pairs. Complete each rule with *must* or *mustn't*.

How CROSS-CULTURAL are you?



- 1 In **Brazil**, you _____ start a business discussion before your host.



- 2 In **Germany**, you _____ use titles in business, you _____ use first names.



- 3 You _____ hand over a gift using both hands in **China**.



- 4 You _____ immediately read a business card you are given in **Japan**.



- 5 In **Australia**, you _____ make and maintain eye contact.



- 6 You _____ smoke in the **US** unless you are sure it is permitted.



- 7 In **Thailand**, you _____ show the soles of your feet.



- 8 You _____ use your right hand for eating in **Islamic** countries.



- 9 In **Japan**, you _____ open a gift in front of the giver.



- 10 You _____ write notes in red in **China**.

- 2 Work in pairs. Think about your own culture. Discuss the ideas in exercise 1.

EXAMPLES

The host normally starts a business discussion in my country, too.

Unlike Germany, you don't have to use titles.

We have a rule, but it's different from China.

Listening

- 1 Listen to three people talking about cultural faux pas and number the pictures (1–3).

A _____

B _____



C _____

- What cultural mistakes did the people make?
- Have you ever been to a foreign country? What did they do differently?

● Language spot

Talking about obligation

Match these examples with the rules.

I must send that email tomorrow.

You don't have to come to the meeting.

You mustn't smoke in this meeting room.

I have to do a lot of research in my job.

You must show your passport at the gate.

must

- We use *must* in rules

1 _____

or to say when things are necessary

We must work harder.

- We use *must* to talk about obligation in the future

2 _____

- We use *you must* to recommend something

You must visit their website.

have to

- We use *have to* to talk about things that people oblige us to do

3 _____

mustn't

- We use *mustn't* to say it is necessary that you do NOT do something

4 _____

don't have to

- We use *don't have to* to say something is not necessary

5 _____

Note: Use *must* + verb NOT *must to* + verb

» Go to Grammar reference p.118

- 1 Complete the sentences with *must*, *mustn't*, *don't* / *doesn't have to*. Use the verbs below.

call wear finish miss go open buy be

1 We _____ a new DVD player. This one's useless.

2 You _____ that attachment. There's a virus.

3 My computer is going really slowly. I _____ the IT department.

In this unit

- talking about obligation
- *must*, *mustn't*, *don't have to*
- describing responsibilities
- writing a job description

4 David _____ the report today. He can deliver it tomorrow.

5 There's an excellent staff restaurant. Staff _____ out for lunch.

6 Students _____ silent in the library.

7 We _____ the Managing Director's presentation.

8 It isn't a formal event. You _____ a jacket and tie.

- 2 Work in pairs. Talk about rules in your workplace or school.

EXAMPLES

You must arrive on time.

You mustn't smoke in the building.

Pronunciation

must / mustn't

- 1 Complete these office rules with *must* or *mustn't*.

1 You _____ arrive in the office before 10 a.m.

2 You _____ send private emails.

3 You _____ answer the phone promptly.

4 You _____ surf the Net.

- 2 Listen and repeat the sentences. What do you notice about the pronunciation of *must* / *mustn't*?

- 3 Imagine you are the manager of a small import-export business. Choose three qualities you think are very important and three qualities you don't think are necessary.

EXAMPLES

You must be punctual.

You don't have to have experience.

- | | |
|---------------------------------|--------------------|
| ● be punctual | ● be able to drive |
| ● work hard | ● wear a suit |
| ● speak a foreign language | ● be honest |
| ● have experience | ● dress smartly |
| ● be able to give presentations | ● be able to use |

stereotype (n)

an over-simplified image of a group, such as 'All Americans are loud', or 'The English are cold and unfriendly'. These generalizations are often negative or offensive



The most difficult thing to get accustomed to was not the different foods or the fact that the stores close at 1.00 p.m. You get used to that. No, it's the culture.

Amy, an American engineering student on spending time in Germany

Reading

- 1 Can you think of the **stereotypes** used about your culture? Use the words below to help.

reserved	warm	efficient
polite	stylish	open
eccentric	punctual	intellectual
organized	noisy	lively
lazy	undisciplined	good sense
imaginative	passionate	of humour
talkative	rigid	
romantic	creative	

- 2 Read the article and decide if the statements are true (T) or false (F).

- 1 You can stand close to an American when you speak to him or her.

- 2 It is normal to shake hands briefly when you meet for the first time.
- 3 Most Americans smile and look at each other when they greet.
- 4 It is offensive to wink in America.
- 5 It is not unusual for an American to ask a stranger about their job.
- 3 Work in pairs. Compare the information above with your own culture.

Project

Choose a country or region where you work or would like to work. Go online and find out how to behave in a business environment. Write a short report giving advice to people working there.

★★★★★★★★★★★★★★★★ The **SmartTraveller** guide to ★★★★★★★★★★★★★★★★

America

A MERICANS tend to need more personal space than other cultures. If you try to get too near an American during a conversation, they will feel uncomfortable. If an American steps back, then you are standing too close to them.

Men tend to avoid hugging and even women do not hug and kiss as much as many Europeans. Formal greetings in



America involve a quick firm handshake and there isn't much physical contact. However, people smile at each other and make eye contact. Winking is relatively common and means friendliness, or 'I'm kidding'.

When Americans meet for the first time they often ask 'What do you do?' This is a normal question and is not considered intrusive or personal.

It's my job

- 1 Work in pairs. Discuss the question.
 - What are the responsibilities of a secretary?
- 2 Read about Dermot Kincaid and answer the questions.
 - 1 What are his main responsibilities?
 - 2 What is a typical day for him?
 - 3 What happens when there are visitors?

Dermot Kincaid

Age: 21 Job: Secretary Nationality: Irish

Can you talk about your responsibilities?

I am in charge of the day-to-day running of the office. I am responsible for keeping my boss's appointment diary up to date. I answer the phone and deal with enquiries from our customers.

What is a normal day like?

In the morning I open, sort, and distribute the mail. During the day I type letters and answer the phone. I also send and receive emails and faxes. I do a lot of administrative work. I take care of the filing and I keep records of expenditure such as travel or purchases. At the end of the day I prepare the outgoing mail.

Is your work the same every day?

Not really. We get a lot of visitors and I enjoy meeting new people. I go and meet them at reception, tell them about the company, and look after them.

What's your favourite task?

I really like arranging business trips for my colleagues. I enjoy finding the flights, booking the hotels, and getting information about the places.

Is there anything you don't like?

I hate doing the photocopying!



Call centre

Recorded messages

- 1 Listen and complete the recorded message.

Welcome to Banana online banking. Please _____¹ one of the following three options.

If you're _____² in connection with your membership _____³ or pass code, please press _____⁴.

For customers with _____⁵ banking enquiries, please press option two.

For all _____⁶ online banking enquiries, please press three or _____⁷ to speak to an advisor.

- 2 Listen to the recorded messages. What options should the following people choose?
 - 1 Sarah needs to renew her Safe Car membership.
1 ☐ 2 ☐ 3 ☐
 - 2 Hamid wants to buy tickets for the Picasso exhibition.
1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐
 - 3 Eddie wants to report the loss of his Onion credit card.
1 ☐ 2 ☐ 3 ☐
- 3 Work in pairs. Discuss these questions.

How do you feel when you

 - get a recorded message?
 - get music while you wait?
 - have to listen and follow instructions?
 - don't get to speak to a real person?
 - have to leave a message?

Expressions

Welcome to ... / Thank you for calling ...

Please select one of the following options.

Please press one now. / Please press option one.

For customers with ... / For general information ... /
For all other enquiries ...

To tell us ... / To change ... / To renew ... , please press ...

At the end you will return to the main menu.

Please hold to speak to an advisor.



Globalization is much like fire. Fire itself is neither good nor bad. Used properly, it can cook food, sterilize equipment, form iron, and heat our homes. Used carelessly, fire can destroy lives, towns, and forests in an instant.

Keith Porter *Director of Communication for the Stanley Foundation*

Reading

- 1 Work in groups and discuss the question.
 - How do celebrities or cartoon characters help to sell a product in your country?
- 2 Read the article and answer the questions.
 - 1 What did McDonald's do in France to improve its image?
 - 2 How do McDonald's products in Hindu and Muslim countries differ from their global products?
 - 3 What does Coca-Cola do to its product at a local level?
 - 4 What does Yahoo do locally?
 - 5 Why did Revlon lose sales to L'Oreal in Asia?
 - 6 What positive results can come from glocalization?

3 Complete the paragraph with the following words.

communication improve create advantages
increase sensitive market

The article speaks about some _____¹ of glocalization. It suggest various ways in which international companies can _____² relations with their local markets. Firstly they need to be _____³ to local needs. Then they need to _____⁴ products suited to local markets. Finally they must _____⁵ their products appropriately. In these ways they can improve _____⁶ with their markets and _____⁷ market share.

A Glocalization (*local + globalization*) is a new word. It describes the strategy of being global and being responsive to local conditions at the same time. It occurs, for example, when global corporations customize their global products to suit the local culture. While globalization has been criticized for causing problems, glocalization seeks to improve relations between the big international companies and their local customers.

B The American fast-food chain McDonald's is often the target of the anti-globalization movement. However, it is trying to be more sensitive to local needs. The French attacked McDonald's for its Americanization of French culture. So McDonald's got rid of its American mascot,

Glocalization

thinking globally, acting locally

Ronald McDonald, and adopted Asterix, a French cartoon hero, as its local company mascot. It also serves French-style coffee in its restaurants. To avoid offence in Hindu or Muslim countries, McDonald's does not serve beef or pork – the

Big Mac has become the vegetarian Maharaja Mac.

C Coca-Cola also creates products suited to local markets by producing local versions of the drink. Even Yahoo, the Web portal, uses local teams of people to analyse the content in

each of its international sites.

D If a company wishes to be internationally successful it has to market its products in different ways for each country. Revlon, the cosmetics company, used Cindy Crawford to advertise its products in Asia, while L'Oreal used a local Chinese star – Revlon lost sales to its rival. The modern globalized world is often de-personalized, and a business that can communicate better will increase its market share. Large charities, such as

E Oxfam, also create local solutions for individual countries instead of simply handing out money. So glocalization is not just about big business – it is a concept that can help the fight against poverty and inequality around the world.



Business know-how

1 Work in pairs. Discuss these questions.

When you meet someone for the first time, how can you make a good impression?

What sort of things don't make a good impression on you?

➡ How to make a good impression

- Get the person's name right
- Speak clearly
- Smile with your eyes
- Avoid crossing your arms
- Don't stand with your hands in your pockets

2 With your partner look at the tips. Think of two more tips to add to the list.

Writing

1 Before you read the job description below, discuss these questions.

- What does a call centre operator do?
- What skills and qualities are needed?
- What qualifications are needed?

JOB DESCRIPTION

Call centre operator (in a booking office)

A call centre operator:

- answers calls
- helps callers with problems
- provides information
- deals with customer complaints
- makes bookings

A call centre operator must:

- speak clearly
- have a good telephone manner
- understand different accents
- be able to work under pressure

Qualifications

- no formal qualifications needed
- basic keyboard skills

2 Write a job description for your job or for a job you would like to do.

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can talk about responsibilities and obligation
- ☐ I can understand and use an automated telephone system
- ☐ I can read and understand an article about global business
- ☐ I can write a job description

Key words

Verbs

advertise
customize
distribute
globalize
hand out
take care of

Nouns

enquiries
expenditure
faux pas
market share
membership number
strategy

Expressions

make a good impression
make eye contact
shake hands

Look back through this unit. Find five more words or expressions that you think are useful.

7 Trade fairs

Start up

Work in pairs. Look at the objects in the picture and discuss the questions.

- Have you got any freebies at home or with you today?
- Which five freebies would you like to receive?
- Which one wouldn't you want to receive?
- What are the advantages and disadvantages of freebies?

Listening

- 1 The Manager and Sales Director of a company called Liberation are choosing which promotional freebies to offer at their next trade fair. Tick (✓) the items they choose and cross (✗) the ones they reject.

- 2 Listen again and note the reasons for and against the freebies they discussed.

Item	+	-
1 conference folder	practical	not original expensive
stress balls		
pocket radio		
mouse mat		
biro		
conference bag		

showlogo.com

Home

Products

Orders

Enquiry

Offers

Contact

Help

A



biro
35p



mouse mat
65p



golf umbrella
£4.50

D



metal pen
£1.10



mug
95p



conference folder
£4.90

G



pocket radio
£1.75



T-shirt
£5.00



diary
£3.20

J



conference bag
£1.55



stress ball
£1.50p



business card case
£2.30

In this unit

- giving advice
- trade fairs
- *should / shouldn't*
- writing an email describing a trade fair

Reading

1 Read the article and answer the questions.

- 1 Why are trade fairs useful for businesses?
- 2 Why do you think planning is important?
- 3 What tasks do staff do when they are on a stand?
- 4 What actions are important after a trade fair?

2 Read the article again and list three reasons for attending a trade fair.

3 According to the article, what should / shouldn't you or staff do at trade fairs? Write sentences in your notebook.

EXAMPLE

You should make a profile of the customers you want to attract.

Staff shouldn't forget to take a record of each visitor.

Trade fairs and exhibitions

Trade fairs are an effective way for businesses to make face-to-face contacts with potential suppliers and customers. They provide a chance to demonstrate and launch products, test new markets, and find out what customers want. You can also find out about new

competition, and get new ideas.

There are trade fairs for every business sector so make sure you attend the right one. You should make a profile of the customers you want to attract and the products and services they want to know about, so

match. You should look at a trade fair's statistics. How many people attend? How big is the exhibition space? Who are the major exhibitors?

Planning is the secret of success. You should book well in advance to get a good position for your stand. Then

materials and stand furniture, and book accommodation and transport. There is a lot to do at a trade fair so make sure enough staff attend.

Your staff should be well prepared and ask appropriate questions so they can identify potential clients. It's useful to show samples to visitors or give short presentations to illustrate the product. They shouldn't forget to take a record of each visitor, and give out leaflets and business cards.

After the fair, it is important to have a meeting and discuss what worked well and what could be improved on. You shouldn't neglect the contacts you made, so follow up each one with a phone call, an email, or a letter. Finally, if you don't have time or the staff to plan and man a trade fair, you can use professional event organizers. They can arrange everything for you and know how to help a business make a good impression.



trade fair

a big exhibition where manufacturers and sellers of similar or related products display their goods, and meet customers and each other



I did a lot of business at the fair. The products on display were superb. They were well displayed and it was easy to see the products. There was a good range of participating companies. I will return next year.

Bengt Svensson

● Language spot

should / shouldn't

Complete the rules using two of the following words:

advice order stronger weaker

● *Should* is _____¹ than *must* or *have to*.
I should invite my boss to the party – but I'm not going to!

● We use *should* to give an opinion or _____².
You should look at a trade fair's statistics.
You shouldn't neglect the contacts you make.

» Go to **Grammar reference** p.118

1 Complete these tips for attending a trade fair with *should* or *shouldn't*.

- You _____ get there early to set up the stand
- You _____ wear your badge at all times
- You _____ leave your bags and coats around
- You _____ wear smart clothes and be well-presented
- You _____ be well-informed about your company
- You _____ eat or drink on the stand
- You _____ carry a note book with you
- You _____ have plenty of promotional materials
- You _____ gossip with your colleagues
- You _____ get interested visitors to leave their details

2 Read the problem and write your advice.

I'm finding it very difficult to work because my office mate is always talking on the phone to friends or wants to gossip with me. What should I do?

3 Work in groups. Compare your advice and choose the best solution.

Speaking

Work in pairs. Student A go to p. 109.

Student B go to p. 113.

9 to 5

Eating out

1 Work in pairs and discuss the questions.

- How often do you eat out? Do you ever eat out for work?
- What are the problems of eating abroad?
- Which foreign cuisines have you tried?
- What are your favourite national and foreign dishes?

2 Lisa and Richard are attending a trade fair. They're having lunch at a Japanese restaurant. What do you think they are saying in the pictures?

3 Listen and tick what they order on the menu.

SOUPS	
chicken noodle soup miso & wakame soup	
HOT DISHES	
beef teriyaki takoyaki	
SASHIMI	
sashimi sampler tuna tataki	



4 Listen and write T (true) or F (false) for each statement.

- 1 Lisa hasn't eaten Japanese food before.

- 2 Richard likes Japanese restaurants because the food is fresh and the service is efficient.

- 3 Richard can't explain the dishes on the menu.

- 4 Lisa is vegetarian and can't eat meat or seafood.

- 5 Lisa and Richard order the same dishes.

- 6 Lisa would like to eat at a Japanese restaurant again.

5 Listen and tick the expressions you hear.

Expressions

Ordering

- ☐ Are you ready to order? _____
- ☐ What would you like? _____
- ☐ I'd like ... _____
- ☐ I'll have ... _____

Talking about food

- ☐ Can you tell me what ... is? _____
- ☐ That sounds nice. _____
- ☐ I don't like the sound of that. _____
- ☐ What's the soup like? _____
- ☐ It's delicious! _____
- ☐ It's quite nice. _____

Speaking

Work in groups of three. Two of you (customers) are eating out in a restaurant. The other is the waiter. Customers go to p.109. Waiter go to p.113.

Business has been so drab, all grey suits and cufflinks. But there's a whole new generation of entrepreneurs starting to make it fun.

Simon Woodroffe
Yo!



Company profile

Yo!

1 Read about Yo! and answer the questions.

- 1 Who is Simon Woodroffe?
- 2 What was his big idea?
- 3 When did he start his business?
- 4 What does he believe makes a successful business?
- 5 What are his other companies? Do you think they will be successful?
- 6 Do you find anything about Simon and his business ideas surprising?



Yo! is a series of successful businesses using the name Yo!, founded by entrepreneur Simon Woodroffe in 1997.

A Japanese friend suggested he opened conveyor-belt sushi restaurants in the UK. Inspired, he invested his life savings of £150K and borrowed another £150K to start up Yo! Sushi. He started with one restaurant, but went on to open restaurants all over the UK and abroad. The company now has a turnover of £17m and 10% growth per annum.

After leaving school at 16 with hardly any qualifications, Simon worked for over 20 years in the music business as a stage designer. He wanted to be a millionaire even when he was 20, and at 40 decided it was getting a bit late! He believes that the key to success is a positive attitude, enthusiasm, realism, and the ability to handle failure. Woodroffe has won many awards, and is an inspiring public speaker.

He is developing a hi-tech, reasonably-priced hotel chain called Yotel! based on Japanese capsule hotels. He has created the fashion chain Yo! Japan in over seven countries, and he is building new Yo! Sushi restaurants around the world. He also sells sushi meals to a famous UK supermarket chain.

Yo! is one of those empires like Google or Virgin that wants to be a way of life rather than a business.

2 With a partner, read the text again and translate these words and expressions into your language.

- | | |
|----------------------|-------|
| 1 conveyor belt | _____ |
| 2 loan | _____ |
| 3 turnover | _____ |
| 4 growth | _____ |
| 5 key to success | _____ |
| 6 getting a bit late | _____ |

Project

1 With your partner research one of the following entrepreneurs:

Richard Branson Alan Sugar Calvin Klein
or a famous entrepreneur from your own country

2 Write a report with questions and answers like the article above.

Business know-how

1 Read about careers fairs. Then work in pairs. What sort of companies would be at your ideal careers fair?

Careers fairs A careers fair is an opportunity for graduates to meet potential employers. They often take place at universities. You can explore career options, develop a network of contacts, or even get an interview.

Attending a careers fair

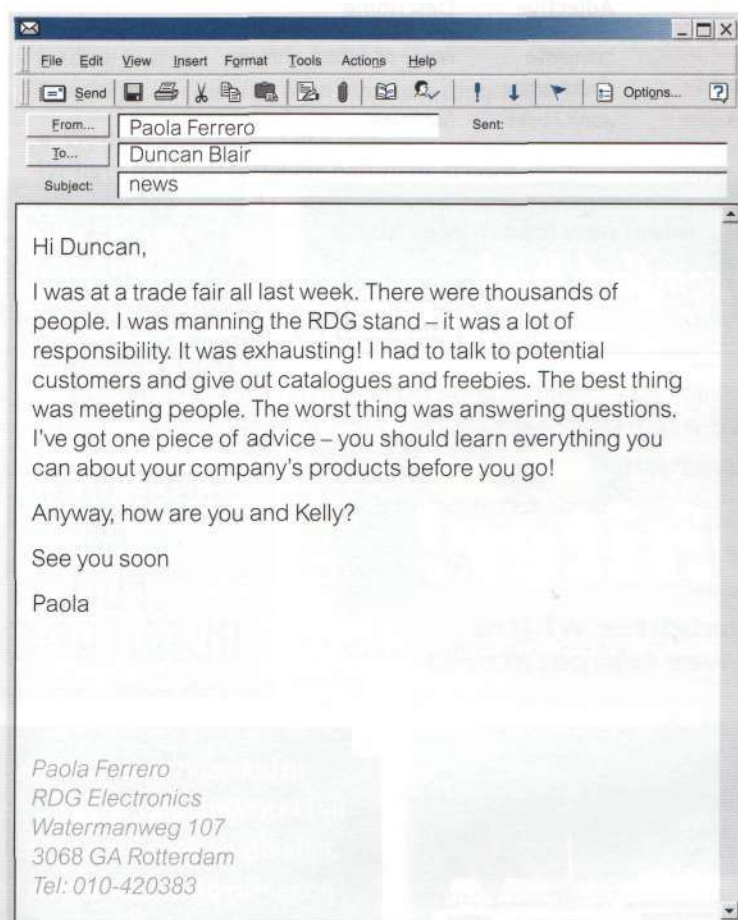
- Introduce yourself. Don't be shy.
- Dress appropriately. First impressions are important.
- Research the companies in advance on the Internet.
- Be prepared to ask questions.
- Take notes – of names, telephone numbers, etc.
- Leave an up-to-date CV with potential employers.
- After the fair, write to the companies that interest you.

2 Read the tips and decide which three you think are the most important. Why?

Writing

- 1 Work in pairs. Read the email and choose the best description of Paola.

 - a Managing Director of RDG
 - b visitor to the trade fair
 - c junior member of staff at RDG
 - d an RDG customer



- 2 You went to a trade fair last week and manned a stand for the first time. Your company, Free for all, manufactures the marketing gifts on p.40. Write an email to a friend describing your experience. Include
 - what you did
 - the best thing
 - the worst thing
 - a piece of advice

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can ask about a menu and order food
- ☐ I can give advice to work colleagues
- ☐ I can write an email describing an experience

Key words

Trade fairs

badge
business card
client
contact
exhibitor
freebies
leaflets
promotional materials
retailer
samples
stand

Business

(the) competition
entrepreneur
invest
loan

Look back through this unit. Find five more words or expressions that you think are useful.

8 Advertising

Startup

- 1 Work in groups. Discuss the questions.
 - 1 What are your favourite adverts on TV or in magazines?
 - 2 Why do you think they are successful?
- 2 Look at the extracts from adverts and match them with the products.

a holiday destination ____

pet food ____

washing powder ____

ferries _____

fridge ____

beds ____

furniture ____

bathrooms ____

- 3** Find these adjectives in the adverts. Are they in the comparative or superlative form? Complete the table with the adjectives.

complete good crunchy free bright cool tasty
close international popular easy new clean

Adjective	Describing
complete	range of entertainment
destination	
good / best	facilities

A

SMILE!
YOU ARE IN
IBIZA

From the best
facilities to the most
complete range of
entertainment

C

Have the coolest new look in your home

Think comfort, think ...



D

Make all your wash
cleaner and

whiter!

Get brighter whites
at lower temperatures

F CHOOSE FROM THE
BEST QUALITY BATHS,
BASINS, SHOWERS,
TILES, LIGHTING, AND
MORE

**FREE DESIGN
AND
FULL
INSTALLATION**

**Crunchier,
tastier,
meatier.**



**Cats are getting
their paws on ...**



E

Sail direct to Holiday France or Spain

Our routes take you closer to the most popular holiday destinations.

[illegible]

H With drawers instead of shelves. Easier access to the contents, more space for all your food

In this unit

- comparatives and superlatives
- talking about adverts
- taking a message
- writing an online advertisement

● Language spot

Comparatives and superlatives

Complete the rules with these words and expressions.

more most one of the most / least
superlatives comparatives

- We use _____¹ to say how two or more things or people are different.

People sleep better on our beds than on other leading brands.

Our cat food is meatier than our main competitor's.

- We use _____² like this.

We have the most complete bathroom service.

- What is being compared is not always mentioned, if it is understood.

Get brighter whites (than the competition).

- We use _____³ to express a less specific superlative.

One of the most beautiful cities in the world is Rome.

Carlson's Extra is one of the best known brands on the market.

- We can use _____⁴ with a noun to talk about quantity.

More people use email more than letters to communicate.

- We can use _____⁵ with a noun to talk about a large proportion of something.

Most companies advertise their products.

» Go to Grammar reference p.119

- 1** Complete the text using these words and phrases. Add *the* if necessary.

lower prices	larger	smaller
most expensive	cheaper	more people
easiest ways	better than	less
best	most suitable	

Advertising space

Companies have to choose *the best*¹ way to advertise based on budget and suitability. TV adverts are _____² form of advertising, and only larger companies can afford them. A radio advert is _____³ to produce, and is often more effective for _____⁴ companies with a limited budget. Local radio reaches _____⁵ and its message can be more direct.

Print ads in magazines, newspapers, and on billboards are one of _____⁶ to reach people. Advertising space in local newspapers costs _____⁷ than in national papers and is often very effective. Even big stores place adverts in local papers, although they have _____⁸ adverts than the local shops. National newspapers often carry adverts for computer or mobile phone companies offering _____⁹ than their competitors.

Advertisers spend time selecting _____¹⁰ publication. For shampoo manufacturers, women's magazines are _____¹¹ sports magazines, because they are seen by the biggest audience of consumers.

- 2** Work in groups. Discuss products you know using the adjectives.

safe	delicious	fresh	innovative
big	advanced	stylish	comfortable
healthy	relaxing	refreshing	

EXAMPLE

I think Landrovers are one of the safest cars to drive.

- 3** Work in pairs. Write a mini-advertisement for one of these products. Create a name for your product. Write a short description and an eye-catching slogan.

- a car
- an MP3 player
- a breakfast cereal
- a shampoo
- a perfume

The best ad is a good product.

Alan H. Meyer

Word of mouth is the best medium of all.

William Bernbach

It is our job to make women unhappy with what they have.

B. Earl Puckett

Reading

- 1 Work in groups. What kinds of products do the following groups of people usually advertise?

young men	young women	children
housewives	business people	teenagers
families	secretaries	old people

EXAMPLE

Children often advertise sweets.

- 2 Read the article and match the headings to the paragraphs.

Scientific authority _____

Negative feelings _____

Association of ideas _____

Repetition _____

Hype _____

Emotional appeal _____ *E*

- 3 Read the article again and answer the questions.

Which technique ...

- 1 uses a lot of superlatives?
- 2 uses images of family life to attract us?
- 3 links products to pleasant ideas?
- 4 uses a famous person or an expert?

Listening

🎧 Listen to the two radio advertisements and decide

- the type of product
- the techniques used to advertise the product

The Persuaders

We all know that buying a product won't really get us that great job or give us a perfect life. But we are still influenced by advertising. Advertisers use a variety of techniques to persuade us to buy things.



A One simple way to advertise is repetition. The name of the product or a slogan is repeated so we end up remembering it. The aim is to get the message into our brains – many radio adverts use this technique.

B Adverts use both short phrases and long explanations. In both cases language is extremely important. Hype – or exaggeration – is very common. Vague terms are used, such as 'the greatest', or 'the most advanced', in order to impress us and stop us asking too many questions.

C Advertisers play on the universal feelings of fear and anxiety to manipulate our feelings. They suggest that we may not make friends, do

enough for our families, or be attractive enough unless we use their products. Think of how many mobile phone adverts link their use to having more friends or a better social life.

D Scientific 'endorsement' is common, particularly for cosmetics, medicine, or toothpaste. A scientist tells us about the product and uses difficult words to impress us. A related strategy is the use of glamorous celebrities – we feel reassured, or aspire to be like them.

E Emotional appeal is fundamental to advertising. Maternal feelings, family life, sex, femininity, and manliness all appeal to us subconsciously. For example they show a woman hugging her children, or a macho man using a

razor blade. Nostalgic images are also important, such as a happy Mediterranean family eating a meal outside. It may be a sentimental version of family life, but it appeals to us.

F Think of summer and you probably think of ice cream and the beach – we often associate ideas together in our minds. Advertisers also want to create associations. For example, technology is often presented in a modern minimalist living space to suggest a rich lifestyle. And although today's driving means traffic jams and parking problems, car adverts link their car to the concept of freedom on deserted roads!

UK Advertising

Adverts should

- be legal, decent, honest, and truthful
- not be offensive (about race, religion, sex, sexual orientation, or disability)
- not encourage unsafe practices
- not mislead by inaccuracy or exaggeration
- not cause fear or distress without good reason
- not provoke violence or anti-social behaviour
- not encourage consumers to drink and drive

Reading

- 1 Look at the article. Discuss with a partner what is happening in the picture, and what you think the article is about?
- 2 Read *Who's who in advertising* and decide if the sentences are true (T) or false (F).
 - 1 Account managers are only responsible for the budget. *F*
 - 2 Art directors are responsible for creating the basic idea for the advert. _____
 - 3 Copywriters work on the visual side of the advertising campaign. _____
 - 4 People in the Media department have to negotiate to buy advertising space. _____
 - 5 The print production manager is the person who records commercials. _____
 - 6 Art directors are responsible for filming TV commercials. _____

Account managers

They oversee the advertising process, and liaise between the client and the agency. They keep the project on budget, brief their team, and present the results to the client. Account managers need strong interpersonal, negotiation, and communication skills.



Who's who in advertising?

Project

Work in groups. Imagine you are a creative team working in an advertising agency. The government is worried that not enough young people want to work in sport. It has asked you to create an advert to promote careers in sport.

- Allocate roles to people in your group: copywriter, art director, etc.
- You must use both words and images to get your message across
- Think about the target audience (young people your age)
- You can either create the advert, or write a one-page summary of the ideas behind your ad

Media department

They create a media plan for the client, and buy advertising space in magazines, newspapers, the Internet, or on radio and TV. They choose the right medium for the product, and negotiate on behalf of the client. Media people are analytical, logical, and have a strong commercial awareness.

Creatives

All advertising campaigns start from an idea developed by the 'creatives'. Art directors come up with the ideas and 'look', copywriters write and edit the words, and graphic designers create the final visual result. Copywriters need good language skills, while designers have strong visual skills.

Print production and television /radio production

The print production manager supervises the production of printed materials, the TV producer films commercials and the radio producer records commercials. They ensure that the product is on time, on budget, and that it delivers the original concept.

Call centre

Checking information

- 1 Listen and check Andy's notes. Correct any mistakes.

Stefan George 020 78869987
Tuesday better than Thursday
Afternoon not convenient

- 2 Listen again and tick the expressions you hear.

Expressions

- ☐ Sorry, what did you say?
- ☐ Did you say ...?
- ☐ Sorry, I didn't catch that.
- ☐ Could you repeat your address, please?
- ☐ Would you mind saying that again?

Pronunciation

Emphasizing information

- Listen and underline the stressed words or numbers.

- No, I said the Toyota was more expensive.
- No, I said 07903.
- No, it's less compatible.
- No, it's 37 Wessex Street.

Speaking

Work in pairs. Student A go to p.109.
Student B go to p.113.

It's my job

- Read about Anna Blume and answer the questions.
 - How long has she been a copywriter?
 - What does she do in her job?
 - What qualities do you need to work in advertising?
- Work in pairs. Discuss the questions.
 - Would you be interested in a job in advertising?
 - What sort of job would you choose? Why?

Anna Blume

Age: 22 Job: copywriter

How did you get started in advertising?

I loved writing stories at school, so it was great to find a job where I could use words creatively. I've been with my present company for just over two years now. I started on a six-month internship – and they offered me a job.

What exactly do you do?

I'm a copywriter, which means that I'm responsible for any of the 'copy', or words, that appear in the advertisement. I write the words you see in a magazine ad, or hear on TV or radio.

Do you work a lot on your own?

Not at all. I work in a small team. It's a very intense job and we spend a lot of time together brainstorming ideas. We also work closely with the Art Director, because an ad is a combination of words and pictures.

What special qualities should a copywriter have?

You have to be creative, but be able to accept criticism, too. For every ten ideas I have, maybe only one will be accepted. And you have to get on well with people.

Is it a stressful job?

There's a lot of pressure here, but the job's great fun. Sometimes I don't want to go home!



Business know-how

Being creative is a skill that you can develop. Read the tips below. Which of these do you do already?

➔ Improve your creativity

- Make sure you get some regular quiet time to think.
- Stop the inner voice that says 'this idea is stupid'.
- Look around you and really notice your environment.
- Learn a new skill – it makes you think in a new way.
- When you brainstorm in groups, say all your ideas, even the strangest ones!
- Have fun – play word games, do puzzles.

Writing

- 1 When you sell on sites like QXL or eBay, you send a description and a photo of the object. You have to provide an accurate description. Read this entry and answer the questions.

- 1 What is it?
- 2 What is it like?
- 3 Why is the seller selling it?



LEATHER JACKET
 Almost new brown leather Gucci jacket. It's got metal buttons and three pockets, one inside. It's in good condition and very fashionable. I bought it three months ago and have only worn it twice. I'm selling it because it's a size too small.

Time listed: 31 July 17.08

Price: £35

Time left: 2h 30m

- 2 You want to sell something you own online, for example a lamp, a moped, a small piece of furniture, etc. Write a short description similar to the one above.

Include

- how old it is
- what it looks like
- who would like it
- why you are selling.

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can compare things
- ☐ I can read and understand adverts
- ☐ I can ask people for clarification
- ☐ I can write simple descriptions to describe products online

Key words

Advertising terms

campaign
 commercial
 consumers
 message
 slogan

Work skills

analytical
 communication skills
 interpersonal skills
 logical
 negotiation skills

Verbs

brainstorm
 influence
 impress
 liaise
 persuade

Look back through this unit. Find five more words or expressions that you think are useful.

Writing bank

Emails 1 Making contact

1 Discuss these questions.

- What sort of information do you give when you introduce yourself to somebody?
- Do you find it easy to introduce yourself to someone you don't know?

2 Read the email and answer the questions.

- 1 Who is Angela?
- 2 Does she know Sabina Zawadzki?
- 3 What does Angela want?
- 4 How do you think Sabina will reply?

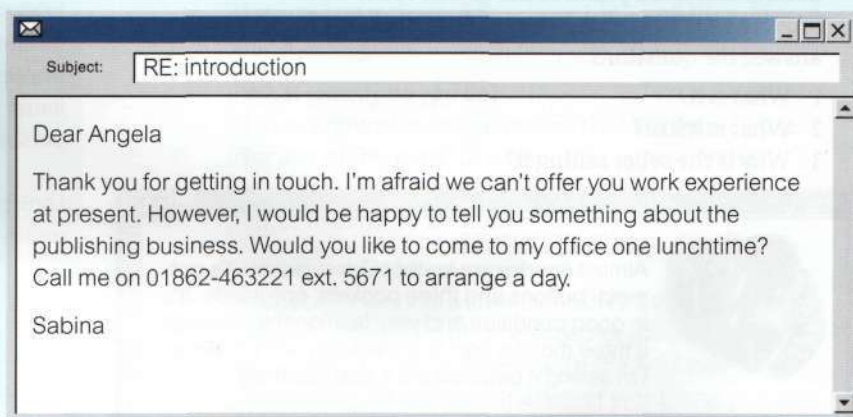
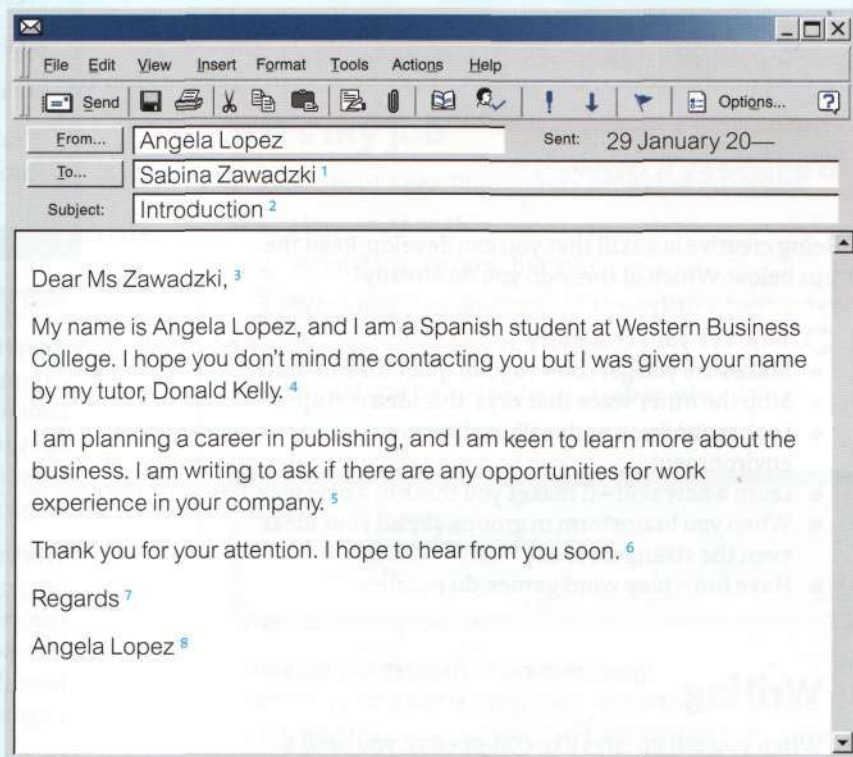
3 Label the parts of the email.

- ☒ closing sentence
- ☐ closing salutation
- ☐ sender's name
- ☐ opening salutation
- ☐ introduction
- ☐ recipient's name / email address
- ☐ subject line
- ☐ reason for writing

4 Read Sabina's email and answer the questions.

- 1 Can she offer Angela work experience?
- 2 What does she suggest?

5 Write an email introducing yourself to Tim White. He is a friend of your teacher and he runs a small business. You would like to interview him for a project.



Writer's desk

Introducing yourself

I hope you don't mind me contacting you.

Saying how you got the name

I was given your name by ...

Closing

Thank you for your attention.

I hope to hear from you soon.

Responding

Thank you for getting in touch.

Emails 2

Hotel booking

- 1 What information do hotels need when you book?
- 2 Read the emails and answer the questions.
 - 1 What does Lotte want to book?
 - 2 Why does Erica Jackson apologize?
 - 3 What will the total bill come to?
- 3 You and your team want to stay in the Archway Hotel. Write to the hotel with the booking details.

Number of people	3
Type of rooms	3 doubles
Meeting room	yes
Dates	the nights of 24–26 June

- 4 Write another email changing the original booking. You want to change the dates to the nights of 2–4 July.

Writer's desk

I would like to reserve / confirm...

I'm afraid that I would like to cancel / change my reservation.

Thank you for your prompt reply.

My credit card details are...

ARCHWAYS HOTEL

Combine business with pleasure

- * all rooms have satellite TV and en suite bathrooms
- * conference / business facilities
- * restaurant and bar
- * on-site parking

Subject: booking request

Dear Sir / Madam,

I would like to reserve two single rooms for the nights of Monday 14 March, and Tuesday 15 March. I would also like a meeting room for six people on Tuesday 15 March.

I look forward to hearing from you.

Yours faithfully
Lotte Mertens

Subject: booking request

Dear Ms Mertens

I'm afraid that we only have double rooms for those nights. However we can offer them at a special rate of £60, breakfast included. We have a meeting room available for Tuesday 15 March. The price per day is £120, including refreshments.

If you would like to reserve these rooms, please reply with your credit card number to guarantee the reservation.

Yours sincerely
Erica Jackson

Subject: booking information

Dear Ms Jackson

Thank you for your prompt reply.

I would like to confirm two double rooms, for the nights of Monday 14 March, and Tuesday 15 March. Could you also reserve the meeting room on Tuesday 15 March? My credit card details are:

Americard no. 4673281389729027, expires 09/11.

Yours sincerely
Lotte Mertens

Letters 1

Thanking

- 1 When did you last write a letter (or email or text message)

- asking for information?
- giving information?
- saying sorry?
- saying thank you?
- accepting an invitation?
- congratulating someone?

Who was it to? What was the result?

- 2 Read the letter and answer the questions.

- 1 What kind of letter is it?
- 2 What did the writer and recipient do yesterday?
- 3 What extra information does the writer give?

- 3 Label the parts of the letter.

- ☒ opening salutation
- ☐ closing sentence
- ☐ full name (typed)
- ☐ closing salutation
- ☐ writer's address
- ☐ signature
- ☐ date
- ☐ body
- ☐ recipient's address

- 4 Lay out this letter correctly on a computer.

128 Springfield Drive, Seattle,
WA 98199

Raglan Business Solutions 860
Lincoln House, Spokane, WA 99201

5 March, 20— Dear Ms Moran I am writing to thank you for your offer of an internship in June. I am very excited by the opportunity of working in your company.

I look forward to receiving your information pack.

Yours sincerely
Irene Porter
Irene Porter

45 Dale Road ¹
Stevenage
SG6 6SB
UK

Sandman Creek Summer camps ²
1831 Ellis Avenue
Eugene OR 97405
25 November, 20— ³

Dear Mr Hemingway ⁴

I am writing to thank you for the interview we had yesterday. I am very interested in working in your summer camp next year. I hope that my qualifications and interests were suitable. I meant to also mention that I am learning to drive and I hope to have my driving licence before the summer. ⁵

Once again, thank you for seeing me. I look forward to hearing from you. ⁶

Yours sincerely, ⁷

Amanda Nash ⁸

Amanda Nash ⁹

Writer's desk

• Use of titles

Male: *Mr*

Female: *Ms* (neutral, preferred in business correspondence), *Miss* (unmarried), *Mrs* (married)

- Use *Yours sincerely* when you know the person's name.
- A business letter is typed, so leave space for adding your signature.

Emails 3

Arranging a meeting

- 1 What information do you need to give when trying to arrange a meeting?
- 2 Read the emails. Who ...
 - 1 suggests a meeting?
 - 2 suggests an alternative time?
 - 3 agrees to a meeting time?
 - 4 confirms the meeting?
- 3 Imagine you are Hugo. You discover you are busy on Wednesday afternoon. Write to Vanessa and Paul. Apologize and suggest an alternative day and time.

Writer's desk

Suggesting

*I wonder if we could meet ...
Could we meet ... ?*

Agreeing / Disagreeing

... is / would be fine.

I'm sorry, but ... / I'm afraid ...

Suggesting an alternative

*I wonder if we could make it
(+ time / date).*

How / What about ... ?

Confirming

The meeting will be at (+ time / date).

- 4 Write emails to your partner to arrange a meeting. First invent names and decide what you want to discuss.

Student A

suggests a meeting

Student B

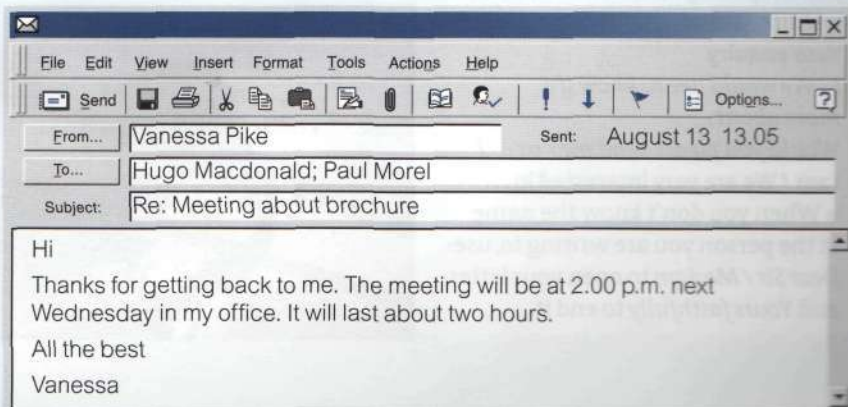
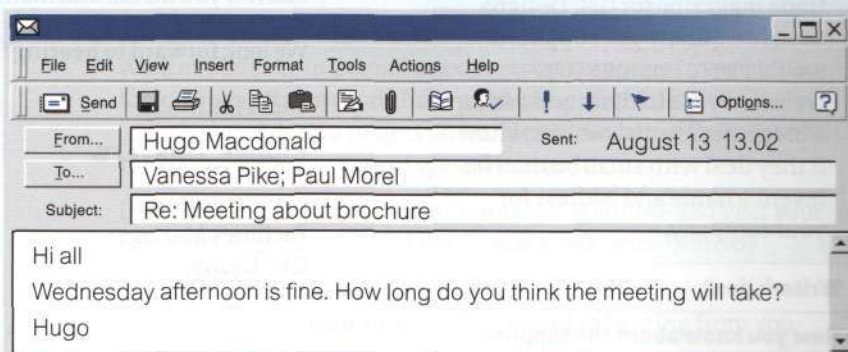
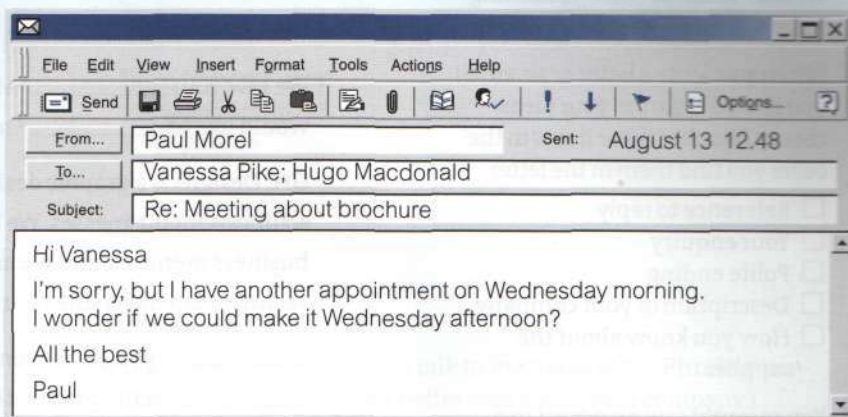
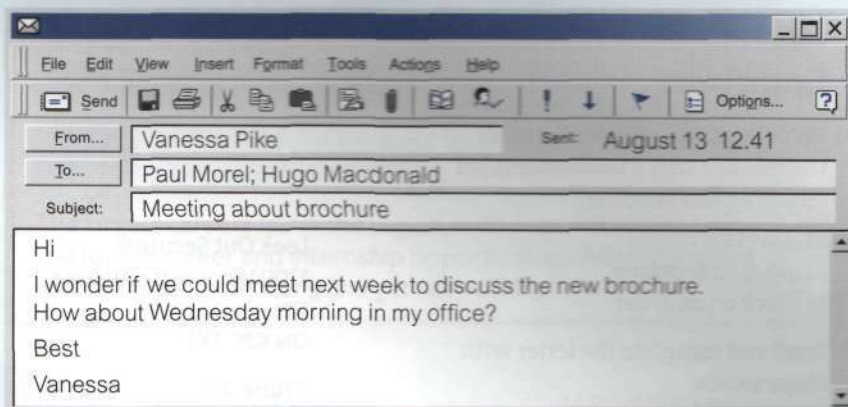
apologizes and suggests an alternative time

Student A

agrees to the meeting time

Student B

confirms the meeting



Letters 2 Enquiries

- 1 Work in groups. Make a list of all the reasons why a business makes enquiries of a supplier.

EXAMPLES

to ask for a brochure
to check on an order

- 2 Read and complete the letter with these words.

would recently also planning
future know stand including

- 3 When you write a letter or an email you should organize your ideas clearly. Number these items in the order you find them in the letter.

- ☐ Reference to reply
- ☐ Your enquiry
- ☐ Polite ending
- ☐ Description of your company
- ☐ How you know about the supplier

- 4 You recently saw an advert in a trade magazine for GFC Designs. You are a quality gift supplier and would like to improve your website. Write to them and ask for a brochure. You also want to know if they deal with small businesses. Invent a name and address for your company.

Writer's desk

How you know about the supplier

I recently saw your advertisement / website / stand ...

Your enquiry

I / We would like to know if / more about ...

Would you please send me / us ... ?

I am / We are very interested in ...

• When you don't know the name of the person you are writing to, use: *Dear Sir / Madam* to open your letter and *Yours faithfully* to end it.

GFC Designs
Unit 15 Newlands Business Park
73 Charles Street East
Toronto
ON M1V 5L9

Look Out Security
1200 Woodroffe Avenue
Ottawa
ON K2C 3X5
3 June, 20—

Dear Sir/Madam

We saw your _____¹ at the Montreal trade fair, and we would like to _____² more about your CCTV products.

GFC Designs is a graphic design agency, specializing in design solutions for businesses. We have _____³ moved to new business premises, and we are _____⁴ to replace our security cameras in the near _____⁵.

_____⁶ you please send us your latest catalogue, _____⁷ a full price list? We would _____⁸ like to know if you install and maintain your security systems.

We look forward to hearing from you soon.

Yours faithfully,

Claude Danvers

Claude Danvers
Facilities Manager
GFC Designs



Letters 3

Following up

- 1 Imagine you meet someone at a careers fair and you want to write a follow-up letter. What information would you include?
- 2 Read and complete the letter with these phrases.
 - ☒ have also
 - ☐ for taking the time
 - ☐ to learn more about
 - ☐ Thank you again
 - ☐ enclose a copy
 - ☐ mentioned to you
- 3 Imagine you were at the Birmingham Careers Fair. You spoke to one of the companies below. Write a follow-up letter.

Marek Kaminski

ABACUS
Import Export

New York, N.Y.

LAURA MORALES

ARTEMIS

Sports goods
for professionals
across the globe

MADRID

Thomas Bernard

WORLD IN NEED

INTERNATIONAL AID ORGANIZATION
Helping the world in crisis

BIRMINGHAM CAREERS FAIR

9 November 8.30–21.30

The largest careers fair in the region, with over 180 companies and lots of career and internship opportunities. All students are welcome. So come along and get networking!

44 Proctor Street
Birmingham
B2 4AY

Tanzi Import Export
Via Santo Spirito 23
50125 Firenze
Italy

9 November, 20—

Dear Mr Fanelli

Thank you _____¹ to talk to me today at the Birmingham Careers Fair. Now I have a better idea about your company I believe that I would be an asset to your team.

As I _____², I am studying business management and have work experience in a small import export company in my home town. I speak Italian and I have good computer skills. I _____³ done a project on business links between Italy and the UK, which is my area of special interest.

I would like _____⁴ your trainee programme and visit your company. I _____⁵ of my CV and a reference from my course tutor.

_____⁶ for your time. I look forward to hearing from you soon.

Yours sincerely

Nina Bhatia

Nina Bhatia

Enc.

Emails 4 Inviting

- 1 Discuss these questions.
 - When do you send and receive invitations?
 - What information does an invitation include?
- 2 Read the correspondence and answer the questions.
 - 1 Why is Space Fashion having a party?
 - 2 What does RSVP mean?
 - 3 How well do you think Jim knows Stefano?
 - 4 Who doesn't accept the invitation?
- 3 Imagine you are Melissa. You can't go to the party. Write an email to Selina. Then imagine you are Jim. You can go for the drink. Write an email to Stefano.

Writer's desk

Formal

We would like to invite you to ...

Would you like to join me / us for lunch / a drink, etc.

Thank you for very much for your invitation.

I would be delighted to come.

I'm afraid I won't be able to accept.

Neutral and Informal

Would you like to come?

Are you doing anything on ... ?

I'd love to come.

I'd love to come but ... (+ reason)

- 4 Write an invitation to your partner. Your partner writes an email back, accepting or refusing.

SPACE FASHION

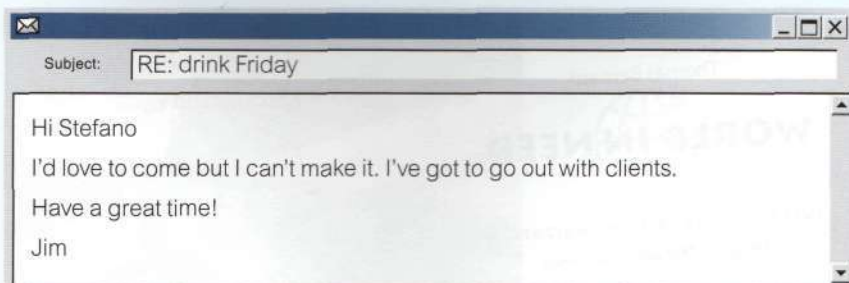
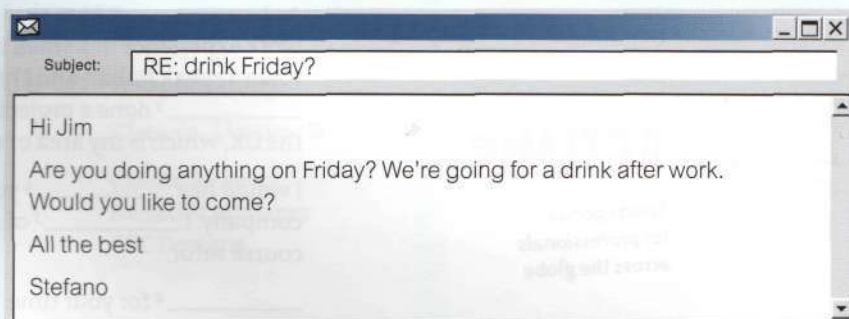
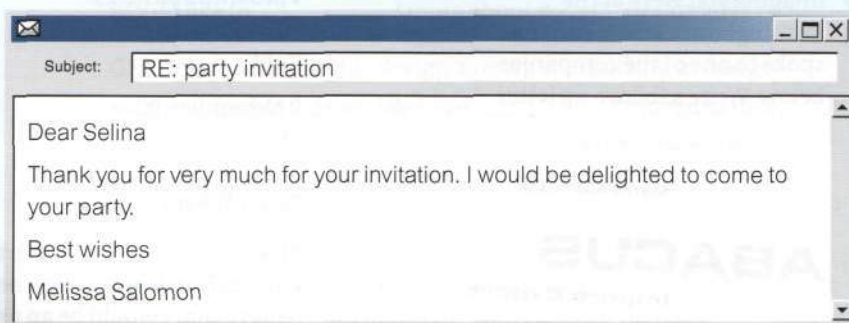
Dear Melissa

*Space Fashion is holding a summer party
on Friday 12 July at 7 p.m. to celebrate a great year.
We would like to invite you to our celebrations.*

Selina Bond

RSVP

Email: spacefashionhp@virtual.com
Address: Space Fashion, 112–114 Tudor Street,
London EC11 4PD



CVs

- 1 Discuss the questions.
 - Why are CVs important?
 - What information do job applicants put in a CV?
- 2 Read the CV. Where do the headings go? Write them in.
 - Interests
 - Skills
 - Personal Information
 - Education and qualifications
 - Work experience
- 3 Now write your own CV. Use the CV above as a model.

Writer's desk

A good CV should

- be clear and well-organized
- be on one or two pages only
- list education and work experience in reverse order
- have wide margins
- use one font style

Curriculum Vitae

Name: Giacomo Marchese
Date of birth: 18 August 1986
Nationality: Italian
Marital status: Single
Address: Via Torino 12 24128 Bergamo
Tel: 035 5580113
Email: giacomomarchese1@excellent.com

2005 Honours degree in Economics: grade 110/110
 1999 Italian High School Diploma ITCPA, Bortolo Belotti Bergamo
 1998 Cambridge First Certificate in English

2004 Oxfam charity offices, Oxford, UK: 3 months' voluntary work

Duties included conducting research, answering phone, and collating data

2003 Green & Hudson, Michigan, USA: 3-month internship

Duties included market research, researching products, and maintaining client records

Fluent English and Spanish, conversational Japanese

Working knowledge of Microsoft Word, Excel, and PowerPoint

Good typing skills

Driving licence

travelling, cinema, tennis, football

Faxes

Giving directions

- 1 Read the text messages and answer the questions.
 - 1 Where is Javier?
 - 2 What does he need?
 - 3 How will Krystyna send him the information?
 - 4 Why is a fax useful in this situation?
- 2 Read and complete Krystyna's fax.
- 3 Write a fax giving directions to a visitor to your school or college. They are arriving from the town centre by car. Include a map if necessary.

Writer's desk

- Most faxes contain headings (like an email). These include: For the attention of / From / Date / Subject / No. of pages / Fax numbers
- Faxes can be formal or informal, typed or hand written, and can be written as letters, memos, or notes.
- You can also send pictures by fax.

HI KRISTYNA. AM @
AIRPORT HOTEL.
ARRIVED L8 LAST NIGHT.
HOW DO I GET 2
CONFERENCE BY CAR?
JAVIER

HI JAVIER. WILL FAX YR
HOTEL WITH DIRECTIONS.
KRISTYNA

FAX Brookside Hotel and Conference Centre

For the attention of: Javier Alonso

Fax No:	01864 774322	Date:	14 January 20—
From:	Krystyna Wozniak	No. of pages (including this):	2
Fax No:	01992 702002		

Subject: How to get to here

Hi Javier

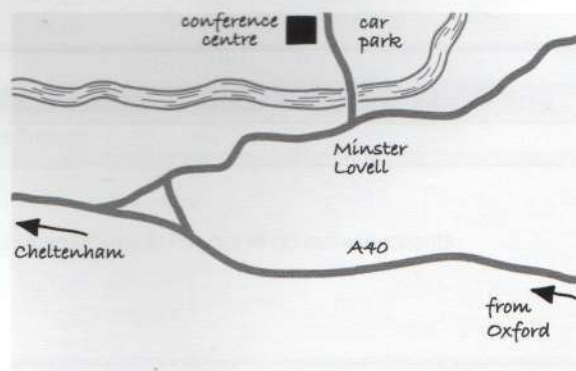
Here are the directions and a small map.

It's about 60 miles from the airport to the hotel. From the airport, _____¹ the M40 to Oxford. Then take the A40 to Oxford. Follow _____² for Cheltenham. About 14 miles after Oxford follow signs for Minster Lovell. When you _____³ to Minster Lovell, go _____⁴ over a stone bridge. Brookside Hotel is _____⁵ your left. The car park is _____⁶ the hotel. The conference starts at 1.00 p.m. so you've got plenty of time. Hope this map is clear. Call me if you get _____⁷!

See you later.

Krystyna

FAX Brookside Hotel and Conference Centre



Emails 5

Answering enquiries

- 1 Look at the website and answer the questions.
 - 1 What sort of products is this company selling?
 - 2 Who are their target customers?
- 2 Put the sentences in the correct order in each email.

Writer's Desk

Enquiries for more information

I would like to know ...

Could you tell me ... ?

Could you give me more details about ... ?

Answering enquiries

Thank you for your enquiry.

Please do not hesitate to get in touch if you require further information.

I hope that this has answered your question.

- 3 You work for PromoPerfect. Answer the following enquiries. Use the information in the table.
 - I would like to know what colours the Hand Track Mouse comes in. Also, can it be used by left-handed people? (Kristin Archer)
 - Could you give me more details about the USB Pendrive? (Martin Vidmar)

USB Pendrive	Hand Track Mouse
Colour: silver	Colours: green and silver
Size: 90mm x 30mm x 14mm	for both left- and right-handed people

Contact us
My Account
Shopping Cart
Checkout

PromoPerfect Promotional Products

All our products will be printed with the name of your company



As low as €16 a unit

USB Pendrive
It allows you to carry lots of data. Great for PowerPoint presentations.



As low as €14 a unit

Hand Track Mouse
This easy-to-use mouse doesn't need a desktop. It's great for business people on the move. It has a USB connector.

Minimum order 25 items

Subject: Pendrive info

Dear Customer Care

I am interested in ordering your USB pendrives for a promotional campaign.

1

Could you also tell me if there is a discount for orders over 100? _____

I look forward to hearing from you. _____

I would like to know how many megabytes of data you can store on the USB pendrive. _____

Bill Whitehead

Subject: USB pendrives

Dear Mr Whitehead

I hope that this has answered your questions. _____

Our USB pendrives come in two versions, 32 megabytes and 64 megabytes.

Thank you for your enquiry _____

In answer to your second question, we only offer a discount on orders over 500. _____

We look forward to receiving your order. _____

David Harris

Customer Care

Report

1 Answer the questions.

- What is a report?
- Who writes reports?
- Who reads them?

2 Read the extracts from a report and number the items below.

- ☐ Title
- ☐ Introduction
- ☐ Body
- ☐ Conclusion

3 Read the report again. Do you think you are a typical mobile phone user?

Writer's desk

Introduction

The purpose of this research was ...

It aimed to ...

It also aimed to ...

Body

I / We found that ...

Conclusion

To conclude, ...

My / Our report shows that ... It also shows that ...

Based on my / our research, I / we suggest that ...

4 Write a brief report entitled:

The difference in use of mobile phones by 15–21 year old males and females. Use the information on the right and any relevant information in the report.

1

We interviewed 450 mobile phone users in schools and colleges, and at work. We asked all the interviewees the same questions. 231 of the interviewees were male and 219 were female. Over 95% of 15–21 year olds use mobile phones. 75% of people talk to friends daily. Our report also shows that text messaging is more popular than phone calls and 90% of users send texts daily. We found that over 60% of users download their own ring tones. We also found that males would prefer, more than females, to end a relationship by text rather than in person.

2

To conclude, we found that mobile phones are an essential part of young peoples' lives. They use mobile phones in preference to emails, letters, and even face-to-face contact. Based on our research we predict that the mobile phone will become even more important to young people's communications in the future.

3

The use of mobile phones by 15 to 21 year olds

4

The purpose of this research was to find out how people aged 15–21 use their mobile phones. It aimed to find out how people use them, how often they use them, and what they use them for. It also aimed to see if young people ...

	Males	Females
Own a mobile phone	92%	97%
Play games daily	60%	45%
Talk to friends daily	85%	55%
Feel safer with a mobile phone	70%	90%

Emails 6 Complaining

- 1 What problems can you have when you buy something online or by mail order? Add to the list.
missing parts
wrong quantity
- 2 Read the emails and answer the questions.
 - 1 What problem does Megan Byrne have?
 - 2 What does she want to happen?
 - 3 Who does Derek Adams think is responsible for the problem?
 - 4 What is he going to do?
 - 5 Do you think that Megan Byrne will be happy with the solution?

- 3 Read the following problem. Write an email of complaint. Then write the reply from the company.

You have ordered two DVDs from the online company DVD Direct – *The Last Samurai* and *Spiderman*, Deluxe Edition (Order No. 92670 BF). You have received: *The Lost Princess* and *Lord of the Rings Part 1*.

Writer's Desk

Complaining

I am writing about / to complain about / with reference to ...

I am sorry to say that ...

Please arrange / send a replacement / give me a refund ...

Thank you for your assistance in this matter.

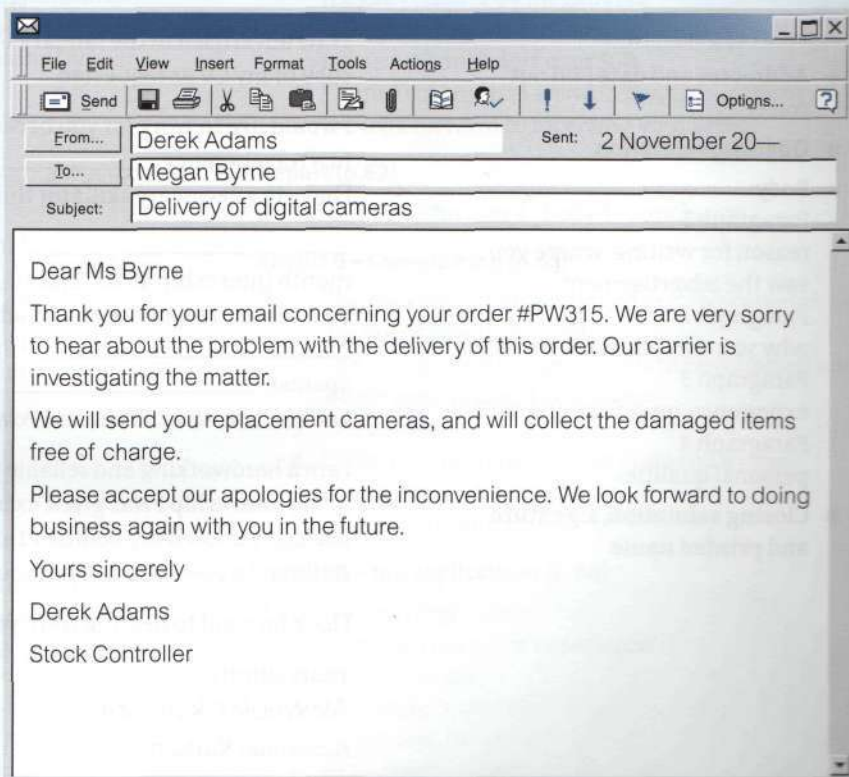
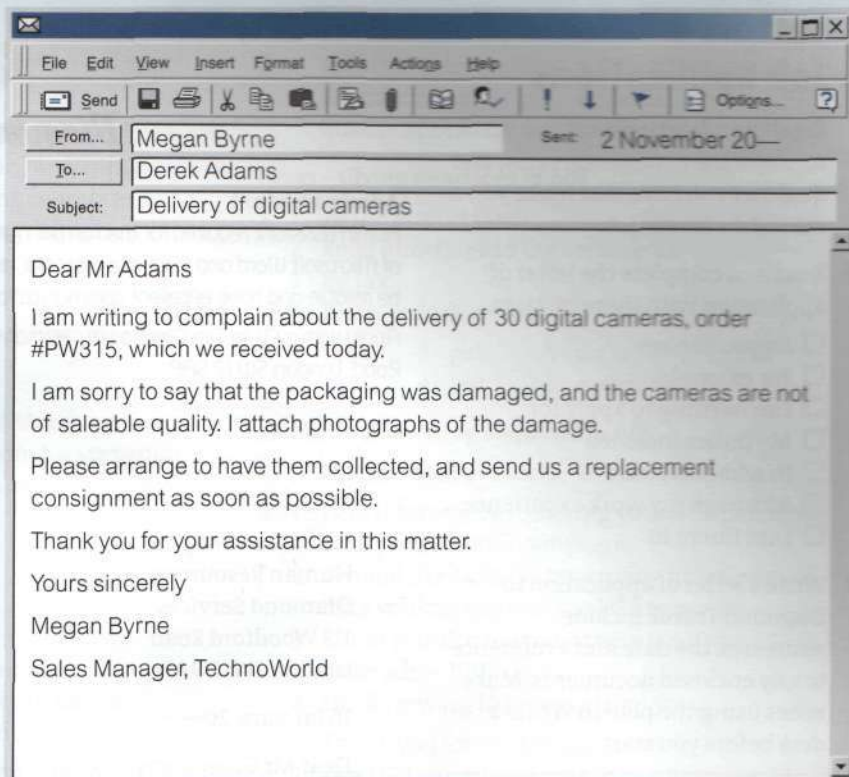
Dealing with complaints

Thank you for your email concerning ...

We are very sorry to hear about the problem ...

Please accept our apologies for the inconvenience.

We look forward to doing business again with you in the future.



Letters 4

Job applications

1 Read the advertisement and make a note of the experience, skills, and qualities you have that make you a candidate for the job.

2 Read and complete the letter of application with these phrases.

- ☐ As you can see
- ☐ For example
- ☐ I am writing to apply for
- ☐ My duties included
- ☐ In addition I have
- ☐ Although my work experience
- ☐ I am fluent in

3 Write a letter of application to Diamond Travel. Include addresses, the date and a reference to any enclosed documents. Make notes using the plan in *Writer's desk* before you start.

Writer's desk

Letter of application

- **Addresses and date** laid out correctly
- **Opening salutation**
- **Body:**
 - Paragraph 1
reason for writing, where you saw the advertisement
 - Paragraph 2
why you are interested in the job
 - Paragraph 3
experience, qualifications, skills
 - Paragraph 4
personal qualities
- **Closing salutation, signature, and printed name**



Diamond Travel

Admin assistant

Admin assistant required for this fun but hardworking business travel agency. Experience of Microsoft Word and Excel are essential, along with a clear telephone manner. You must be reliable and have excellent communication skills. A sense of humour is an advantage.

Apply with a CV to Tim Greenaway, Human Resources, Diamond Services, 112 Woodford Road, London SW12 9AP

72 Park Road
Sale M7 9EP

Tim Greenaway
Human Resources
Diamond Services
112 Woodford Road
London SW12 9AP

16 January, 20—

Dear Mr Greenaway

_____ ¹ the position of admin assistant which I saw advertised in the January 14 issue of The Guardian. I enclose a copy of my CV as requested.

I would like to work for you because I am very interested in working in a travel agency. _____ ² is limited, I believe I have the necessary skills for this position.

_____ ³ from my CV, I have just finished a three month internship at TLC Travel. _____ ⁴ business correspondence and administrative work.

_____ ⁵ English and German, and also speak Spanish. _____ ⁶ excellent computer skills and can use Word, Excel, and PowerPoint.

I am a hardworking and reliable person. _____ ⁷, in my internship I was given extra responsibilities because the manager trusted my abilities. I also have very good communication skills and a good sense of humour.

I look forward to hearing from you.

Yours sincerely
Alexander Karlsen
Alexander Karlsen

Writing bank key

Emails 1 – Making contact (p.52)

- 2** 1 A Spanish student at Western Business College
2 No. Angela's tutor knows her.
3 To get work experience in Sabina's company
- 3** 1 recipient's name / email address 5 reason for writing
2 subject line 6 closing sentence
3 opening salutation 7 closing salutation
4 introduction 8 sender's name
- 4** 1 No 2 A lunchtime meeting

Emails 2 – Hotel booking (p.53)

- 2** 1 Two single rooms for Monday 14 March and Tuesday 15 March. A meeting room for six people on Tuesday 15 March
2 Only double rooms available
3 £360

Letters 1 – Thanking (p.54)

- 2** 1 A thank-you letter
2 He interviewed her for a summer camp job.
3 She is learning to drive and hopes to have a driving licence before the summer.
- 3** 1 writer's address 6 closing sentence
2 recipient's address 7 closing salutation
3 date 8 signature
4 opening salutation 9 full name (typed)
5 body

Emails 3 – Arranging a meeting (p.55)

- 2** 1 Vanessa 2 Paul 3 Hugo 4 Vanessa

Letters 2 – Enquiries (p.56)

- 2** 1 stand 4 planning 7 including
2 know 5 future 8 also
3 recently 6 Would
- 3** 1 How you know about the supplier
2 Description of your company
3 Your enquiry
4 Reference to reply
5 Polite ending

Letters 3 – Following up (p.57)

- 2** 1 for taking the time 4 to learn more about
2 mentioned to you 5 enclose a copy
3 have also 6 Thank you again

Emails 4 – Inviting (p.58)

- 2** 1 To celebrate 3 He knows him well.
a great year 4 Jim
2 Please reply

CVs (p.59)

- 2** 1 Personal Information 3 Work experience
2 Education and qualifications 4 Skills
5 Interests

Faxes – Giving directions (p.60)

- 1** 1 At the airport hotel
2 Road directions to the conference
3 By fax
4 It can include a hand-drawn map.
- 2** 1 take 3 get 5 on 7 lost
2 signs 4 left 6 opposite

Emails 5 – Answering enquiries (p.61)

- 1** 1 Promotional products 2 Businesses
- 2** 1 I am interested in ordering your USB pendrives for a promotional campaign.
2 I would like to know how many megabytes of data you can store on the USB pendrive.
3 Could you also tell me if there is a discount for orders over 100.
4 I look forward to hearing from you.
- 1 Thank you for your enquiry.
2 Our USB pendrives come in two versions, 32 megabytes and 64 megabytes.
3 In answer to your second question, we only offer a discount on orders over 500.
4 I hope that this has answered your questions.
5 We look forward to receiving your order.

Report (p.62)

- 2** Title 3 Introduction 4 Body 1 Conclusion 2

Emails 6 – Complaining (p.63)

- 2** 1 The packaging was damaged and the cameras are not of saleable quality.
2 She wants the damaged goods to be collected and a new consignment sent to her.
3 The carrier
4 Collect the damaged goods and send a new consignment free of charge
5 (Student's own answer)

Letters 4 – Job applications (p.64)

- 2** 1 I am writing to apply for
2 Although my work experience
3 As you can see
4 My duties included
5 I am fluent in
6 In addition I have
7 For example

9 Fashion and style

Start up

- 1 Work in pairs. Do the questionnaire and then work out your score.

Listening 1

- 1  Alex and Maria are doing the questionnaire together. Listen and make notes on Alex's answers. Then listen again and make notes on Maria's answers.
- 2 Work in pairs. Calculate Alex's and Maria's scores. Are they fashion victims?

Reading

- 1 Look at the shoes. What adjectives would you use to describe them?
- 2 Read the article and answer the questions.
 - 1 How is Camper different from shops such as Gucci?
 - 2 Where does Camper make and design its shoes?
 - 3 What sort of shoes did Lorenzo decide to make in the 1970s?
 - 4 How does Lorenzo describe his shoes?
 - 5 What plans has the company got for the future?
 - 6 What are companies like Nike doing to compete?

ARE YOU A FASHION VICTIM?

- 1 Do you like reading fashion magazines or reading about celebrities?
- 2 Do you prefer to buy branded clothes, such as Ralph Lauren, or Banana Republic?
- 3 Do you like wearing this year's fashions?
- 4 Do you like your clothes to have visible labels, e.g. Polo or Nike?
- 5 Do you like wearing sportswear even when you're not doing a sport?
- 6 Have you ever wanted accessories you've seen in an advert or a magazine article?
- 7 Do you buy clothes because your friends are wearing them?
- 8 Do you have clothes in your wardrobe which you haven't worn yet?
- 9 Do you have several pairs of trainers for different purposes?
- 10 Do you like people to admire your look?

SCORE

8-10 Fashion victim!
You're a bit of a slave to fashion! Perhaps you need a hobby!

5-7 Fashion savvy! You care about fashion. But it doesn't rule you!

0-4 Fashion? No thanks!
You don't follow the crowd. But maybe your look needs updating!



In this unit

- the fashion business
- Present Perfect + *for / since / yet*
- making requests, refusing, and agreeing
- *can / could*
- making and accepting invitations

GRAFFITI NOT GLITZ

What do Nicole Kidman, Bruce Willis, and Steven Spielberg have in common? They have all bought shoes from Camper. But the philosophy of Camper is the opposite of designer shops like Gucci and Armani, who promote luxury and elegance. Camper believes in simplicity, authenticity, and a healthy lifestyle.

A sense of place

This family-run Spanish shoemaker sold three million pairs of shoes in 2004. It has over 40 stores worldwide including London, Milan, New York, and Taiwan. But all its designers and factories are in Majorca, a small island 150 miles off the coast of Barcelona! Their designs are inspired by its Mediterranean surroundings and are comfortable, fun, and eco-friendly.

A family of shoemakers

The Fluxá family have had a successful shoemaking business since 1877. But in the 1970s young Lorenzo wanted to make a different, casual kind of shoe. He decided to manufacture a design based on a traditional recycled Majorcan shoe. Although his father didn't approve, the new shoes sold well. After fifteen years in Spain, Camper was launched on the international market in the 1990s.

A WAY OF THINKING. A WAY OF WALKING



A philosophy of life

Camper means 'peasant' in Catalan, and Lorenzo Fluxá, the man who created Camper, was inspired by peasant culture. He doesn't like the label 'fashionable'. His shoes are what he calls a 'culture brand', reflecting traditional rural values. Although Camper stores are in upmarket areas, they look very basic. When Camper opened in Milan, they asked customers to write graffiti on their walls.

New business ideas

While multinationals such as Nike are now making cheaper, recyclable shoes in order to compete, the Fluxá family is still one step ahead! Fluxá's son, also called Lorenzo, trained in business administration, and has created an online Camper shopping website; and another son, Miguel, has opened a Camper hotel.

Vocabulary

We often use nouns to modify other nouns. Match these nouns from the article.

- | | |
|--------------|------------------|
| 1 designer | a culture |
| 2 shoemaking | b administration |
| 3 peasant | c business |
| 4 business | d website |
| 5 shopping | e shop |

Project

- 1 Work in groups. Imagine you are a fashion manufacturer. You have to decide on
 - your company name
 - what you make
 - who your customers are
 - your philosophy
 - your slogan
- 2 Give a short presentation of your company to the class.



Fashion is what you adopt when you don't know who you are.

Quentin Crisp
writer
(1908–1999)

Fashion is made to become unfashionable.

Coco Chanel
fashion designer
(1883–1971)



Listening 2

1 Before you listen, match the jobs with their descriptions.

- | | |
|----------------------|--|
| 1 a fashion designer | a creates a look for a company |
| 2 a fashion buyer | b makes and distributes fashion products |
| 3 a manufacturer | c buys clothes for fashion stores |
| 4 a stylist | d designs clothes and/or accessories |

2 Listen and complete the article.

3 Cover the article and listen again. Write the people's names (Mark, Lisa, Antonia, John).

He or she ...

- works for an accessories company.
- is a fashion buyer.
- is a stylist.
- is a fashion designer.
- has done this job for two years.
- has done this job since 2004.
- has had a designer label since 2003.
- has been at the company for three months.

4 Read the article again and check your answers.

Voices from the fashion industry

I've had my own designer label since _____.¹ It was a big step after college, but you have to be confident in this business. I've got contracts with some major clients, mainly in _____² and _____³. I've specialized in menswear up to now. I haven't designed for women yet, but I've got big plans to start next year! **Mark Mahfouz, 24**

I've worked as a fashion buyer for the last _____.⁴ Basically, I commission and buy clothes from designers and manufacturers for high-street clothes stores. I've travelled abroad to _____⁵ and suppliers, and I've met a lot of people. The most important thing in my line of work is being able to deliver on time. **Lisa Merle, 23**

I'm doing an internship with OK Plus, an accessories manufacturer in _____.⁶ I've been here for just over _____.⁷ It's great to get some real work experience. I haven't been involved in design work yet, but I've gained some good business experience in the Quality Control and Sales departments.

Antonia Benedetti, 20

I've worked in fashion for the last _____.⁸ I've been a model, a designer, even a talent agent. Since _____⁹ I've worked as a stylist. Stylists can work for designers, manufacturers, magazines, even celebrities! A stylist creates a total look for them. It's important to communicate your ideas clearly and passionately. _____¹⁰ is the key to the fashion business. And networking. You have to network or die! **John Tosches, 31**



● Language spot

Present Perfect

Put these examples under the correct rule:

Have you designed for women yet?

I've gained some good experience.

I haven't been involved in design work yet.

I've worked as a fashion buyer for the last two years.

- We use the Present Perfect to talk about something in the past when we do not say exactly when it happened.
I've travelled abroad to fashion shows and suppliers.

1

Present Perfect + *for* / *since*

- We use the Present Perfect to talk about actions in a period of time from the past until now. We use *for* with a period of time (e.g. *three months*) and *since* with a specific time (e.g. *2003*).

I've had my own design label since 2003.

2

Present Perfect + (not) *yet*

- We use *yet* with a negative verb to say that something we expect has not happened.

3

- We use *yet* in questions to ask about things we expect to happen.

4

» Go to Grammar reference p.119

- 1 Work in pairs. Tell each other what you've achieved in the last six months.

EXAMPLE

I've improved my English over the last six months.

I've studied hard and I've passed all my tests.

improved my English	read a lot of books
kept a diary	changed my look
been abroad	lost weight
finished a project	made some new friends
got fit	started ... ing

- 2 Listen and tick (✓) what Antonia has done at OK Plus.

quality control

management

sales

telephones

current orders

design

- 3 Complete the sentences about Leila with *for* + number or *since*.

2000 started designing handbags

2001 moved to Germany

2002 started work at Prada

2003 became a manager

2004 met her boyfriend, Helmut

2005 made Regional Design Manager

- 1 She's designed handbags _____ 2000.
- 2 She's lived in Germany _____ years.
- 3 She's worked at Prada _____ years.
- 4 She's been a manager _____ 2003.
- 5 She's known her boyfriend, Helmut, _____ years.
- 6 She's been Regional Design Manager _____ 2005.

- The name Gap comes from the hippie concept of the 'generation gap'
- Product Red was created in 2006 by the rock singer Bono to help fight disease in Africa. 50% of the profits from Gap's Red collection T-shirt goes to the Global Fund.



9 to 5

Making requests

- 1 Look at the picture. What kind of day do you think Lisa is having?



- 2 Listen to the conversation and write R (Richard), J (Joe), or S (Sara). Who asks Lisa to ...
- ... bring a copy of a report
 - ... email a document before lunch
 - ... print some briefing notes
 - ... give some files to Richard
 - ... get the files from Sara
- 3 Listen again and complete the sentences. Why do you think they make the requests in different ways?
- By the way, _____ email me an updated list of our contacts document? And _____ get it to me before lunch?
 - _____ mind _____ the briefing notes we received from Harper's Hotels?
 - _____ give these files to Richard?
- 4 To which request do you say 'no' to mean 'yes'?
- Can / Could you ...?
 - Would you mind ...?

Expressions

Can / Could you (possibly) ...?

Would you mind ...?

Yes, of course.

Sure. / No problem.

I'm sorry, but ...

Of course not.

Speaking

Work in pairs. Student A go to p. 109. Student B go to p. 114.

Company profile

Gap Inc.

Work in pairs. Student A reads the text on this page, and Student B reads the text 2 on p. 110. Then cover the information and ask your partner these questions.

Student A's questions

- What does Gap sell?
- Name the companies that make up Gap Inc.?
- How many people work for Gap Inc.?
- When was the first store opened in Europe?
- When did Gap Inc. open its online store?

GAP Inc.

The first Gap store was opened in 1969 in San Francisco, California, by a couple called Don and Doris Fisher. In fact the Fisher family still own 25% of the company. Now the Gap Inc. world headquarters are in San Francisco, while their development offices are in New York. In 2004 their revenue was \$16.3 billion and their earnings were \$1.2 billion. They have about 3,000 stores worldwide, though they are only in four countries outside the US – Canada, the UK, France, and Japan.

Business know-how

- 1 Your appearance communicates a lot about you and your identity. Work in pairs. Discuss the questions.
- How do you think people should look in business?
Are there different rules for men and women?
Is there anything that you think is unacceptable?
- 2 With your partner read and discuss the tips. Would you add any advice for your country?



How to dress for the international business world

- Always have a well-coordinated look.
- Get a neat, attractive haircut, and keep it up to date.
- Don't wear too much jewellery.
- Avoid over-casual clothes, such as jeans or trainers.
- Wear good-quality shoes and keep them clean.

Writing

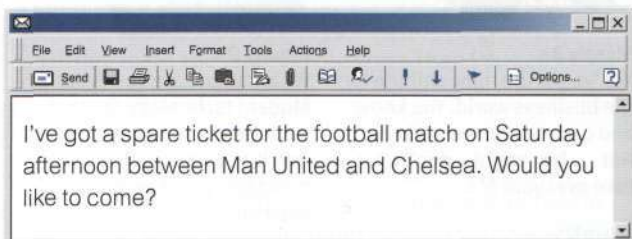
- 1 You have been invited to the following events. Write what you would wear for each.

EXAMPLE

For the birthday party I would wear casual clothes. I would wear my best trainers and a new striped shirt, but I wouldn't wear a tie. I've got some new black Armani jeans and I'd wear them with a casual jacket. It's my girlfriend's favourite!



We would like to invite you to an interview for the post of office administrator ...



Expressions

We would like to invite you to ...

Would you like to come to ... ?

Please come ...

I would love / be delighted to come.

Thank you for your invitation, but I'm afraid I won't be able to accept.

I would love to come, but ...

- 2 Write invitations to students in your class. When you receive invitations, either accept or make your excuses in writing. Use the expressions above.

Checklist

Assess your progress in this unit.
Tick (✓) the statements which are true.

- ☐ I can read and understand an article about fashion
- ☐ I can talk about the fashion business
- ☐ I can make requests and accept or refuse to do things
- ☐ I can make and accept invitations in writing

Key words

Fashion industry

accessories
casual
designer
menswear
sportswear
stylist

Adjectives

authentic
basic
comfortable
designer
eco-friendly
fashionable
luxurious
stylish
upmarket

Look back through this unit. Find five more words or expressions that you think are useful.

10 Technology

Start up

Work in pairs. Do the quiz together and calculate your scores.

RU A TECHNOPHOBIC OR A TECHNOPHILE?

- 1 How many emails do you send a day?
a more than 20
b 5-20
c 1-5
d I don't send them every day
- 2 How many text messages do you send a day?
a more than 15
b less than 15
c I prefer to talk
d none
- 3 How many hours a day do you surf the Net?
a more than two hours
b 30 minutes-two hours
c a few minutes
d I don't surf the Net every day
- 4 How often do you buy on the Internet?
a very frequently
b quite often
c rarely
d never
- 5 MP3 player, BlackBerry, mobile phone, laptop. How many of them do you own?
a four
b three
c two
d one or none
- 6 Wi-Fi, L8, gbps, ISP. How many of them do you understand?
a four
b three
c two
d one or none
- 7 Your internet connection goes down.
a It's not a problem - I have a back-up account.
b I call the helpline immediately.
c I try dialling later, or do something else instead.
d I don't notice.
- 8 Your computer is being repaired.
a I use my other PC - I have a spare.
b I use my laptop.
c I borrow a computer if necessary.
d It's not a problem, I can wait.
- 9 What do you prefer to do at home in the evenings?
a check my email
b play computer games
c watch TV
d read a book
- 10 Is it usually better to contact you
a by text message?
b by email?
c by phone?
d face-to-face?

YOUR PROFILE

Count how many A, B, C, D answers you gave. Then read your profile.



Mostly As

What a technophile! Do you have time for humans? You need to take a break and see some friends.



Mostly Bs

You've got the right attitude for the business world. You know and understand technology. But ... be careful - don't let it take over your life.



Mostly Cs

Well ... you can use a computer. And you haven't forgotten about your friends. But don't get left behind by new technology!



Mostly Ds

What century are you living in? Modern technology can make your life easier and more fun! And if you want a job in business, you'd better liven up.

Reading

- 1 Discuss these questions.
 - What do you use a computer for?
 - How has the Internet changed our lives?
- 2 Read the article and answer the questions.
 - 1 What two types of computers does the Internet use?
 - 2 What type of server does your ISP operate?
 - 3 How does a web page arrive at your computer?
 - 4 What was ARPANET? What were its disadvantages?
 - 5 What did Tim Berners-Lee do?

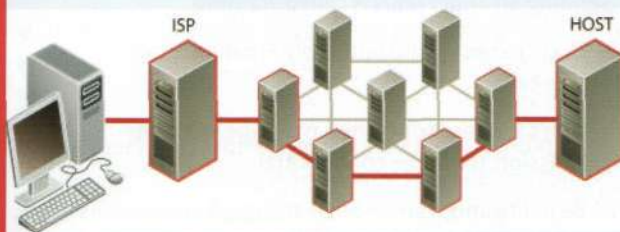
In this unit

- the Passive
- writing effective emails
- telling an anecdote
- talking about technology

So you think you know about the Internet!

Servers and clients

The Internet is a world wide network of hundreds of millions of computers linked together by telephone systems. Two basic types of computer are involved – 'servers' and 'clients'. Your home, school, or office computer is a client, while the information you seek is stored on the servers.



Getting to a web page

Every website in the world is located on a host server. When you type in a website address your home computer is then connected to a 'gateway' server. This is operated by your Internet Service Provider (ISP). Then your request to view a page is passed on by your ISP to other servers. In seconds it is passed from server to server until it reaches the target host server. Then you can view the web page you requested.

Early days

The first computer network was developed by the US military during the 1950s. It was adapted by scientists in the 60s so they could share information. This new system was called ARPANET. As more and more universities and other institutions used ARPANET, it became an information community. The Internet was starting to take shape.

Going global

Unfortunately, ARPANET was complex and difficult to use. The Internet was revolutionized in 1991 when the World Wide Web was invented by Tim Berners-Lee. Now anyone could access information with a click of the mouse! Mosaic, the world's first Web browser, was introduced in 1993. It worked for both PCs and Apple Macs. And from then on, the Internet became truly global.

● Language spot

The Passive

Complete the examples with the verbs below:

was invented is passed on is connected

- The focus of a Passive sentence is the action – not the person or thing that does the action. We often use it to talk about processes.

Then your request _____¹ by your ISP to other servers.

- If we talk about the person or thing in a Passive sentence we use *by*.

The first computer network was developed by the US military.

- We use the Present Passive for things that are always true, or things that happen regularly.

Your home computer _____² to a gateway server.

- We use the Past Passive like the Past Simple, to talk about complete finished actions and events, or past processes.

The World Wide Web _____³ by Tim Berners-Lee.

» Go to Grammar reference p.120

- 1 Underline examples of the Present Passive and circle examples of the Past Passive in the text.

- 2 Use these sentences to write a paragraph. Use the Present Passive. When you want to talk about who performs the action, use *by*.

EXAMPLE

How mail is delivered

First the mail is taken to a sorting office. It is sorted by machines into geographical areas. Then ...

- 1 Postal workers take the mail to a sorting office.
- 2 Sorting machines sort the mail into geographical areas.
- 3 Another machine prints the date on the stamps.
- 4 Machines put the mail in separate postbags.
- 5 Postal workers load the bags onto lorries.
- 6 Lorries take the mail to local sorting offices.
- 7 Postal workers sort the mail into individual areas.
- 8 Postal workers deliver the mail.

80%

of communication on the Internet is in English.

@

The @ sign is 500 years old. It was first used by Italian merchants. It was a measure of capacity for oil or grain.

1981

the first Personal Computer was introduced by IBM and ran on Microsoft DOS 1.0!

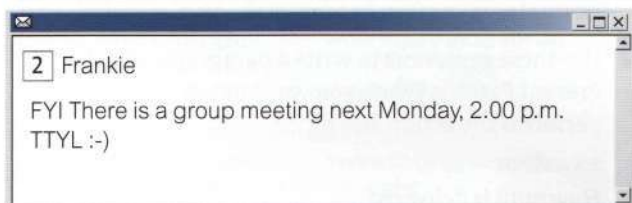
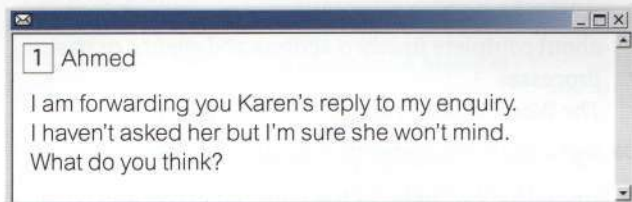


Reading

- 1 Work in pairs. Discuss the questions.
 - How often do you send emails?
 - Who do you send them to?
 - What style do you use? Formal, friendly, chatty, etc.?
- 2 Read the article and decide whether each tip is
 - something the article recommends, which you do already
 - something the article criticizes, which you have done in the past
 - something you didn't know before
 - something you will do differently now.
- 3 Work in pairs. Read the article and decide what the writers of these emails did wrong.

EXAMPLE

1 Ahmed shouldn't forward Karen's reply without her permission.



Netiquette

Emails are an inevitable part of the modern business world, and they are part of your business image. But can we improve the way we communicate by email?

- Remember that emails are not private! Only write what you wouldn't mind other people reading.
- Avoid replying to an email when you are angry. Sending an angry reply is called 'flaming'.
- Don't expect an instant reply. Emails are not phone calls.
- Don't forward someone's message without permission. It may be confidential.
- Be polite and warm – open and close your email with a greeting and a closing salutation.
- Keep your message brief – it's not a novel! Use only a few paragraphs.
- Read your message through for 'tone of voice' and content. Have you said all you need to say?
- Don't include the whole previous email. Only quote the relevant part of the original message. Put the symbols < > around the quote.
- Limit your use of abbreviations and emoticons – not everyone understands them!

Emoticons

:-)

smile / happy

:- (

sad

:- |

disappointed

:- O

surprised

: '(

crying

:- #

don't tell anyone

:- @

angry

:- \$

embarrassed

Communication gaffes cost businesses £4 billion a year

31%

of UK consumers stopped doing business with companies because of poor communication.

Turn-offs include:

- mistakes in names or titles
- spelling and grammar mistakes
- over-familiarity

- inappropriate emails and text messages
- letters which aren't personalized

Listening

- 1 🎧 Before you send an email there are some simple things to remember. Listen and complete the gaps.

Getting ready to send

- Always complete the Subject line so the recipient knows what the _____¹ is about. 'Hi!' is not usually enough!
- End your email with a signature. Include your company name, _____² title and contact details. You can make this appear _____³ on every email.
- Only use 'Reply to all' if all the _____⁴ need to read your email.
- Read your message through, and check spelling, _____⁵, and punctuation. Typing in _____⁶ is considered to be like shouting.
- Remember to attach that _____⁷ or picture! It's easy to forget!
- Check with your _____⁸ before sending large attachments. Mailboxes can fill up quickly.

- 2 Work in pairs. Discuss which of these tips you regularly do.

Reading

- 1 Read the anecdotes on the right. Match them with these titles.

Bugs killed my computer Andres

Can you hear me? _____

No computer, no work _____

Whoops – wrong address! _____

E-ticket – no ticket! _____

Let down by technology

“ When your computer system at work crashes, you realize how dependent you are on technology. You can't write reports, access data, send emails, or print things. But you get to know your colleagues a bit better! ”

Vanessa

“ I was travelling on a business trip with e-tickets – you just have a printout. But when I tried to check in at Frankfurt airport there was no record of my booking. And the flight was fully booked! ”

Paolo

“ Have you ever sent an email to the wrong person? It's so easy just to press 'Send'. I once wrote an email to my girlfriend but sent it to my boss by mistake! ”

Jake

“ Computer viruses. They're really scary. I once opened an email attachment and my computer got a virus. I couldn't open any of my documents! My hard disk was destroyed. ”

Andres

“ My mobile phone battery went dead – just as I was closing a business deal! I nearly lost my job because of it. A dead battery wasn't an excuse. ”

Simone

Work in groups. Discuss the questions.

- Have you had similar experiences?
- Has your mobile phone or computer let you down?
- Has a computerized system made a mistake?

Pronunciation

Email addresses

- 1 With your partner, decide how to read these email addresses. Then listen and check.

- 1 alicia_ramirez@sagacity.au
- 2 gemma.james@wiggy-world.co.uk
- 3 Ryszard.Milosz@qwt.com

- 2 Listen again. How do you say the following?

1 @ 2. 3 _ 4 - 5 G 6 g

- 3 Listen and write the email addresses.

Call centre

Taking a message

- 1 Listen and make a note of the information.

	— the name of the caller
	— the name of his company
	— the reason for his call

- 2 Listen and number the expressions in the order you hear them.

Expressions

- ☐ What can I do for you?
- ☐ (Tina Jones) speaking.
- ☐ Can I speak to (Robert Adams), please?
- ☐ I'll see that (Robert) gets the message.
- ☐ How can I help you?
- ☐ I'm afraid he's away from his desk.
- ☐ This is (Joe Enderby).
- ☐ Am I calling at a convenient time?
- ☐ Could you ask him to call me?

Speaking

Work in pairs. Student A go to p.110.
Student B go to p.114.

It's my job

- 1 Work in pairs. Discuss the question.
 - What does someone in the IT department of a company do?
- 2 Read about Gary's job. What skills and qualities does he say are important in his job? Which of these do you think are important in other businesses?

Gary Wilson

Age: 26 Nationality: American

What exactly do you do?

I'm a Senior Desktop Analyst. I am responsible for everything on the users' desktop PCs.

What's your favourite part of the job?

The variety – I am involved with lots of people, lots of projects, and hardware and software. I very rarely have a regular boring day.

What's the most important thing you've learnt?

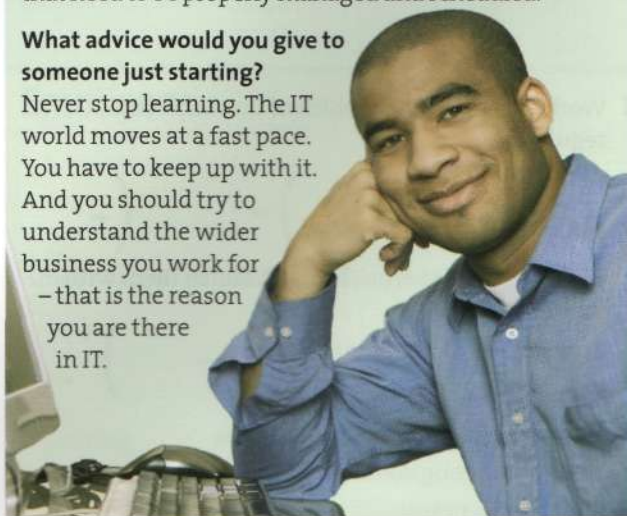
'People' skills are as important as technical skills. You have to be able to relate to people, find out information. The solution is not always technical.

What are the main challenges?

Multitasking – keeping lots of balls in the air at the same time. I have a lot of different tasks and responsibilities that need to be properly managed and scheduled.

What advice would you give to someone just starting?

Never stop learning. The IT world moves at a fast pace. You have to keep up with it. And you should try to understand the wider business you work for – that is the reason you are there in IT.



Business know-how

- 1 Work in pairs. Think of all the ways you can stay up to date in business.

EXAMPLE

attend conferences

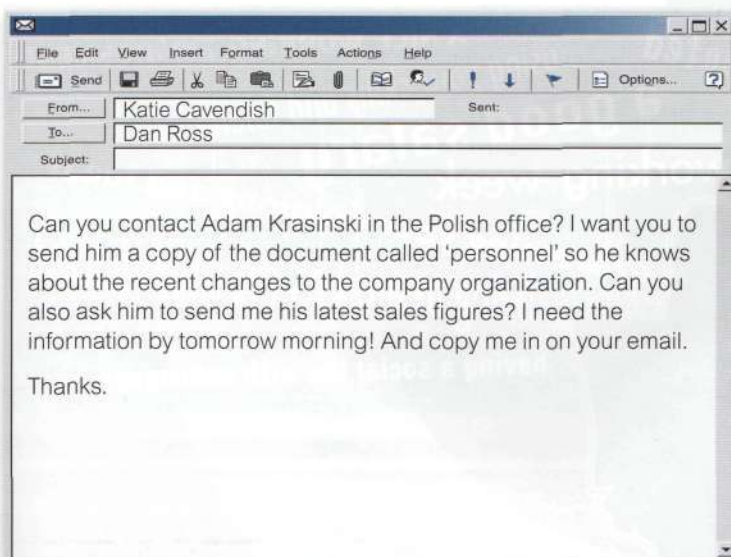
- 2 Read the tips below. Did you have any different ideas?

➔ Staying up to date

- Attend conferences.
- Read magazines related to your area.
- Swap ideas with classmates and colleagues.
- Go on training courses – it's worth the investment.
- Keep your contacts list up to date.
- Never say 'I can't do that'.
- Visit business advice websites.

Writing

- 1 Read the following email from your boss. Katie clearly hasn't read the tips on writing emails. What has she done wrong? Refer to the advice on p.74 and p.75.



- 2 Write the email that Katie requests, referring to the advice on p.74 and p.75.

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can read and understand articles about the Internet
- ☐ I can send an effective email
- ☐ I can talk about technology
- ☐ I can understand and say email addresses

Key words

Internet

@ at
browser
client
dot
ISP
lower case
network
signature
underscore
upper case
web page

Verbs

attach
connect
forward
link

Look back through this unit. Find five more words or expressions that you think are useful.

11 Job satisfaction

Start up

- 1 Work in pairs. Discuss what makes you happy.

EXAMPLE *I'm happy when I go out with my friends.*

- 2 Choose the ten factors below that you consider most important for a happy working life.
- 3 Work in pairs. Compare your answers.

Keys to a happy working life

- enough free time
- a job that reflects your personal values
- a secure job
- being trusted
- FINDING THE WORK CHALLENGING
- responsibility
- regular hours
- HAVING FUN
- getting on with people
- being respected
- a flexible working week
- A NICE WORKING ENVIRONMENT
- using your skills and talents
- a good salary
- expressing your opinions and ideas
- being treated as an individual
- having a social life with colleagues

Listening

- 1 Listen to the radio phone-in and match the callers to their main points. Are they happy or unhappy about their workplace?

1 Nuria	a care and support
2 Dylan	b unpaid overtime
3 Beate	c being informed
4 Andy	d long hours
5 Laura	e a relaxed atmosphere

- 2 Listen again and complete the sentences.

Nuria Being kept _____¹ makes everyone feel better.

Dylan A lot of _____² expect their _____³ to work twelve hours a day – and that is stressful!

Beate The atmosphere here is relaxed, and that's a very _____⁴ thing.

Andy I get a lot of support from my _____⁵ – so it's great.

Laura People should be _____⁶ for the work they do.

- 3 Work in groups. Discuss the callers' opinions.

In this unit

- question tags
- talking about working life
- writing about your ideal job

9 to 5

Making sure

- 1 Lisa is helping Richard and Joe to leave the office. They are going to make a presentation to a client. How do you think they feel? What do you think they are taking with them?



- 2 Listen to the dialogue and write who
- 1 booked a cab _____
 - 2 packed the DVDs _____
 - 3 prepared back-up disks of the PowerPoint presentation _____
 - 4 is taking printed artwork _____
 - 5 is going to talk to Sara _____
 - 6 forgot the train tickets _____
- 3 Tick the expressions you hear.

Expressions

- ☐ Don't worry.
- ☐ That's a good idea.
- ☐ I'll take care of that.
- ☐ That's right.
- ☐ No problem.
- ☐ Everything's under control.
- ☐ Of course I will.

- 4 What advice can you give Richard to help him prepare better? How do you prepare for an important trip?

● Language spot

Question tags

- A question tag is a short question. We can add it to the end of a sentence, and use it to check information.
- The verb we use in the tag depends on the verb in the statement.
You've packed the CDs, haven't you?

Complete the rules with these words:

positive negative

A positive question has a _____ tag.

You booked your cab for a quarter past, didn't you?

A negative question has a _____ tag.

You haven't forgotten anything, have you?

➤ Go to Grammar reference p.120

- 1 Complete the sentences with appropriate question tags.

- 1 You didn't miss the meeting, _____?
- 2 He was working at home yesterday, _____?
- 3 You'll be in the office before 8.30, _____?
- 4 You didn't finish that project, _____?
- 5 She can finish the report today, _____?

- 2 You're staying in a hotel with your team for a group meeting. You're chatting about it with a colleague. Write questions in your notebook.

- 1 You think this hotel is very expensive.
This hotel's very expensive, isn't it? _____?
- 2 You don't think your colleague, likes the meeting room.
You _____?
- 3 You think the bedrooms aren't warm enough.
I _____?
- 4 You think that everyone else is having breakfast.
Everyone else _____?
- 5 You think that the meal last night was terrible.
The meal _____?

Speaking

Work in pairs. Student A go to p. 110. Student B go to p. 114.

People can copy your products but they can't copy your cultural style. I've tried to create a business in which people care for each other ...

Philip Williamson

Chief Executive, Nationwide

I love working here. I work long hours, I work hard, and I want people who work here to enjoy themselves.

Paul Naden

MD, Hfs Group Financial Services

Reading

- 1 Read the list of companies below. Which ones are shops? Which one has factories? Which ones work mainly with money?

SUNDAY TIMES

Best big companies to work for in the UK

1

Nationwide
financial services

4

The Carphone Warehouse
mobile telecoms retailer

2

Asda
supermarket

5

Mothercare
retailer

3

KPMG
audit, tax, and advisory services

6

Cadbury Schweppes
food and drink manufacturer

- 2 Read the article and make notes about the companies.

EXAMPLE

Nationwide – gives bonuses, has good managers, works with the community

- 3 Find these verbs in the article and match them with the words and phrases.

- | | |
|-----------|--------------------------------|
| 1 make | a in company values |
| 2 offers | b their training path |
| 3 express | c their colleagues are helpful |
| 4 feel | d suggestions |
| 5 choose | e career breaks |
| 6 believe | f appreciation |

I'm proud to work here



job description an official list of job responsibilities

job sharing when two people work part-time and share one job

job satisfaction the feeling of enjoyment and reward

Every year the Sunday Times newspaper analyses employees' opinions to find out the best companies to work for in the UK. What are the eight success factors they identify?

1 Leadership

the most influential factor

Leaders and senior managers have to inspire trust. Asda runs a scheme where staff can make suggestions to their MD – good ideas win a holiday. Its directors also visit stores and talk to staff.

2 Wellbeing

the balance between work and home

Flexibility about holidays is essential in a good workplace. At KPMG staff can 'buy' extra days holiday. Both Asda and Mothercare are family-friendly. Mothercare offers career breaks of up to two years.

3 Fair deal

pay and benefits

Although Asda salaries aren't high, staff like the benefits scheme. Both Nationwide and The Carphone Warehouse give bonuses. And at Cadbury Schweppes staff even get free chocolate!

4 My manager

your immediate day-to-day boss

The best managers trust your judgement and express appreciation. 76% of staff at Nationwide rate their managers highly.

At The Carphone Warehouse there are forums for staff to talk with their managers.

5 My team

your immediate colleagues

At Asda there are daily bonding sessions, and most staff feel their colleagues are helpful. There are also national sports tournaments, parties, and theatre trips.

6 Personal growth

new skills and new challenges

At KPMG there is an e-learning web site where staff can choose their training path. Promotion is important for career development – 70% of Asda managers come from the workforce.

7 Giving something back

charity and community work

Nationwide has a special day when staff work for the local community. And workers at Cadburys Schweppes rate their company as very charitable.

8 My company

a belief in your company

Most of The Carphone Warehouse staff believe in company values and feel they can contribute to its success.

- 4 Discuss the methods the companies use to improve the workplace. Say if you agree or disagree with the methods.

EXAMPLE

A Asda organizes sport and social events. I think it's a good idea.

B I don't agree. My free time is outside the workplace!

- 5 Work in groups. Create your own perfect company. Think about the conditions, benefits, etc. Complete the table with your notes.

OUR IDEAL COMPANY

NAME OF COMPANY

PRODUCT / SERVICE

COMPANY BELIEFS

MANAGERS

WORKING HOURS

SALARY

WORKING STYLE (TEAMWORK, ETC.)

BUSINESS TRIPS

SPORTING FACILITIES

OFFICE LAYOUT (OFFICES, OPEN-PLAN, ETC.)

EATING AREAS

SOCIAL EVENTS

HOLIDAYS

- 6 Present your ideas to the class.

Business know-how

1 Work in pairs. Discuss the questions.

How is studying and being in a classroom like being at work?

How is it different?

2 Job satisfaction is also important if you are a student. Answer the questions truthfully.

➡ Are you getting job satisfaction?

- Are you well organized?
- Do you take enough breaks?
- Do you feel in control of your work?
- Do you have fun with your workmates / classmates?
- Do you feel respected and valued?
- Does your current work fit your long-term plan?
- Are you developing new skills?
- Do you ever ask for new challenges?

3 Now look at the questions you said 'no' to. What is your advice to yourself?

EXAMPLE Are you well organized?

No, I'm not well organized. I should spend a quarter of an hour each morning planning my day.

Company profile

Lush

1 Work in pairs. What are you looking for when you buy cosmetics and toiletries?

price	brand name
reliability	natural
not tested on animals	scientifically proven results
smells nice	keeps a long time
does what it promises	doesn't cause allergies
feels nice	

2 Read about Lush and answer the questions.

- 1 What does Lush make?
- 2 Who started Lush and what is their history?
- 3 How do staff feel about working for Lush?
- 4 What are their core beliefs about their products and customers?

LUSH

Lush is a family-run, ethical company that invents, manufactures, and sells organic, vegetarian cosmetics. The company headquarters look like a farm kitchen! Lush believes in making fresh products out of fruit, vegetables, herbs, and oils. They buy from companies that don't test on animals or people. Lush products are made by hand and have basic packaging in line with the company's ecological ideals. They only make products for their own shops – the company owns all 192 Lush shops around the world including shops in Australia, Iceland, Japan, Russia, Korea, Sweden, and the US.

Lush was started by Mark Constantine, his wife Mo, and Helen Anbroson. Twenty years ago the team started by making products for the Body Shop. In 1990 they launched a company called Cosmetics to Go which went bankrupt, owing £1 million. After that, in 1995, they set up Lush laboratories in Mark and Mo's home in the South of England. The company now has over 2,000 employees and profits exceeding £1.5 million in 2005.

Lush gives its staff a lot of support, responsibility, and training (it is number 39 on the *Sunday Times* list). Staff say they have a laugh at work. The company also consults its customers in a chatroom and gets feedback. Lush declares: 'We believe that our products should be good value, that we should make a profit, and that the customer is always right.'



Writing

- 1 Read this description written by somebody who loves their job. Then close your book and discuss with a partner what you can remember.

●	I am an events organizer - I organize social events for businesses. I have to talk to lots of different people and be very organized. I enjoy going out and visiting new places. My office is small and open-plan. I like new gadgets, and I use a BlackBerry so I can stay in touch when I am out.
●	My colleagues are my friends and I love going out with them. The company arranges trips to sporting events. The things I like best about the job are the variety and the problem-solving.

- 2 It's important to visualize your future career to help you find out what you want. Write two paragraphs about a job you would like.

Paragraph 1

your role and responsibilities, your working environment

Paragraph 2

colleagues and social life, the best aspects

Project

These three companies are in the *Sunday Times* best companies list. Go online and find out why these three are included. Write a short report about one of them. Explain why you think it is a good employer.

- W L Gore Associates
- Avis Rent A Car
- Arup

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- I can read and understand an article about working conditions
- I can talk about a working environment
- I can reassure people
- I can write a description of my ideal job

Key words

Nouns

atmosphere
factor
flexibility
responsibility
support
training

Companies

bonus
overtime
promotion
workforce

Adjectives

challenging
essential
financial
flexible
relaxed

Look back through this unit. Find five more words or expressions that you think are useful.

12 Market research

Start up

- 1 Work in pairs. Discuss these questions.

Have you ever ...

- been stopped in the street by market researchers?
- completed a questionnaire about goods or services?
- been offered a free sample in a supermarket or through the post?
- been paid to join a focus group or participate in market research?



- 2 Work in groups. Discuss the questions. Report your answers to the class.

- 1 Why do businesses want market information?
- 2 How do they collect it?
- 3 How do they identify their customers' needs and wants?
- 4 How do they find out about competitors?

- 3 Melville's department store was once the leader on the high street, but recently it has had a decline in sales. Listen to the people being interviewed and put a tick (✓) for yes or a cross (✗) for no.

	1	2
good choice		
high quality		
high prices		
fashionable		
good service		
exciting		
clear layout		

Reading

- 1 Work in pairs. Discuss a department store you know.

EXAMPLE

Standa has got a very good choice of clothes. Its prices are very good too. But I prefer small shops, really.

- 2 Read about the results of the research and match the percentages and the qualities.

high quality	5%
high prices	20%
fashionable	35%
good service	52%
good choice	75%
clear layout	50%
exciting	45%

- 3 Read the report again and find the expressions that match these percentages.

EXAMPLE

5% – a very small percentage

5% 20% 35% 45% 52% 75%

In this unit

- using percentages
- First Conditional
- talking about marketing
- asking polite questions
- compiling a questionnaire



MELVILLES DEPARTMENT STORE

Market research report

Conclusions and recommendations

The survey found that while just over half of customers thought that the goods were high quality, three quarters considered the prices were high. Melvilles needs to build on its reputation for high-quality goods. If customers believe the store sells high-quality goods, they will accept higher prices.

Melvilles now competes with an increasing number of low-price, high-fashion shops. Unfortunately, less than a quarter of customers thought the store's range was fashionable. Unless Melvilles updates its goods, it will lose out to its competitors.

Only half the customers thought there was good service. Melvilles is not understaffed but there needs to be more training. If more training is given, the staff will be able to provide better support to the customer.

We found that less than half the customers thought there was enough choice. If consumers don't find a good selection, then they won't buy.

About a third of customers thought things were easy to find in the store. If competing stores have better layouts, they will attract customers away from Melvilles.

Significantly, only a very small percentage of customers found Melvilles exciting. Melvilles now has an identity problem. It will improve its position when it addresses the issues raised by this research.

Language spot

First Conditional

- We use the First Conditional to talk about possible future actions or situations.
*If customers **believe** the store **sells** high-quality goods, they **will** accept higher prices.*
- We don't use *will / won't* after *if / when / unless*. We use the Present Simple.
*If competing stores **have** better layouts, they **will** attract customers away from Melvilles.*

Find and underline six sentences using the First Conditional in the report.

» Go to **Grammar reference** p.121

1 Read and complete the advice.

Tips for market research

Market research can save your business from disaster – but only if you get your techniques right.

Ask the right people

If you _____¹ (choose) the wrong sample group, your results _____² (not reflect) the opinions of your consumers.

Ask the right questions

If you _____³ (write) confusing questions, you _____⁴ (get) the wrong answers!

Keep the interviewee interested

If you _____⁵ (ask) too many questions, the interviewee _____⁶ (become) bored.

Provide some space for personal answers

Unless people _____⁷ (have) space to write notes, you _____⁸ (miss out) on valuable information.

Try out your questionnaire

If a colleague _____⁹ (complete) the questionnaire before you send it out, you _____¹⁰ (find out) if it works.

2 Work in pairs. Complete the sentences about yourself. Then discuss them together.

- 1 If I make a lot of money, I'll ...
- 2 If I start my own business, it will be ...
- 3 I'll buy a new ... when I ...
- 4 Unless I fail my exams, I'll ...

What is market research?

Market research is the process of finding out about the needs of customers, identifying the products and services people want, and learning how much they want to spend.

Market research is both a science and an art.

Four market researchers are likely to have four different opinions.

Ethnography is the reality TV of marketing.

Reading

- 1** Read the article and match the paragraphs with the headings.

At home _____

Shopping snoops _____

Rubbish readers _____

Hanging out _____

Cool hunters _____

Using technology _____

Someone's watching you! A

- 2** Read the article again and answer the questions.

- How is an ethnographer like a naturalist?
- Why do ethnographers go to cafés, shops, city centres, and people's homes?

- How do some ethnographers study people in shopping environments?
- What do ethnographers want to find out on public transport?
- What techniques do they use to study people's domestic lifestyle?
- How do 'cool hunters' learn about teenagers' habits?

- 3** Work in groups. Answer the questions.

- How can observing people give you better information than talking to them?
- What would *your* rubbish reveal about your lifestyle?
- Would you let ethnographers into your home? Why? / Why not?
- Do you disagree with any of the techniques ethnographers use?

Be careful! Someone's watching you!

A Manufacturers want to know more about you and the way you behave. So many companies hire 'ethnographers' who study people's behaviour in their 'natural environment' just like naturalists study animals!

B Some researchers just hang out in cafés chatting with people and finding out how they make their choices. From their questions and chats they predict future trends.

C Some market researchers actually follow individual shoppers around inside stores watching their movements and reactions.

D Riding on buses in city centres, ethnographers watch how people

interact with their mobile phones. In this way, manufacturers can learn how people really use technology.

E Some ethnographers actually go through rubbish outside houses. They find out how people live, and what they really eat and drink.

F Ethnographers sometimes stay in people's homes and watch how they live. They film them having breakfast, using computers, etc. to understand what really motivates consumers.

G 'Cool hunters' hang out with urban teenagers to find out what they wear, eat, watch, and listen to. They find cool kids and use 'spies' – influential kids who are leaders among their friends.



Listening

🔊 Listen to the radio interview with Anna Trabaldo, an ethnographer, and choose the correct answers.

- Anna has recently
 - bought things in supermarkets
 - researched people in supermarkets
 - worked with animals
- She proved that when entering a shop, people
 - walk to the right
 - walk to the left
 - walk straight on
- In supermarkets most men
 - use shopping lists
 - don't use shopping lists
 - think very hard before buying things
- Shop managers put clothes on tables because
 - people can see them better
 - people mustn't touch them
 - people touch them and are more likely to buy them
- Shop managers put jeans at the back of the store because
 - it gives people privacy
 - it makes customers walk past all the goods
 - it makes people buy more jeans

Call centre

Asking polite questions

🔊 Listen and complete the dialogues.

- A**
- Adam** Hello. Could I speak to Francis Goldman, please?
- Secretary** I'm sorry but he's out of the office. He's travelling back from Paris
- Adam** I really have to talk to him urgently. I _____¹ if you _____² give me his mobile number.
- Secretary** Yes, of course. One moment.

B

- Carlos** Carlos del Solar speaking.
- Renate** Hello, Carlos. This is Renate Handke. I'm calling about tomorrow. Something's come up. _____³ you _____⁴ if I changed the time of our meeting?
- Carlos** What time would suit you?
- Renate** _____⁵ we _____⁶ make it at 3.30?
- Carlos** That's absolutely fine. No problem.

C

- Karen** Hello, Andrzej. This is Karen Armstrong from Riverside. It would be good to meet up next week. _____⁷ I be _____⁸ to see you on Thursday? I'm free most of the day. You can reach me on my mobile or leave a message at the office. Thanks.

Expressions

- I wonder if you could give him a message.
- Would you mind if we met at two o'clock instead of three?
- Could we possibly make it Thursday, not Friday?
- Would you be able to come here tomorrow?
- Do you think you could pass on the message?
- Would you mind taking a message?

Pronunciation

Intonation

- 🔊 The expressions used in the *Call centre* dialogues are polite. But you also need to *pronounce* them politely. Listen and repeat them.
- 🔊 Listen to people asking the questions. Decide if they are polite (P) or rude (R).

EXAMPLE 1 P

Speaking

Work in pairs. Student A go to p.110. Student B go to p.114. Use your own names.

A market researcher needs:

- good interpersonal skills
- commercial awareness
- interest in human behaviour
- analytical ability
- organizational skills
- problem-solving skills
- team-working skills

Market research is divided into two key types:

- **quantitative**
statistical results
- **qualitative**
finding out the reasons why people do things

It's my job

- 1 Work in pairs. Look at the skills needed above. Would you like to be a market researcher?
- 2 Read the job profile. Copy and complete the table.

Training	Duties	Qualities and skills needed
<i>in-house training</i>	<i>interview people</i>	<i>like pressure</i>

Matsuko Takahashi

Age: 22 Nationality: Japanese

After university I got a job asking questions to people in the street for a mobile phone company. I enjoyed it and decided to volunteer with a marketing agency. After a few months they gave me a research assistant job.

You need a degree. But it doesn't really matter what subject it is. I have a language degree. There's also a lot of in-house training. We learn about the world of business and about market research techniques. I'm studying for a professional qualification – I do it here in the workplace.

I work in a qualitative research department. We have to interview people and find out what they think then write reports. I really like talking to people. There are a lot of deadlines so you have to like pressure. And market research involves both working independently and working in a team.

I love the fact that every job is different. There's no such thing as a typical day. Last month I talked to eight-year-olds about computer games and middle-aged disabled people about wheelchairs! I also have to learn about topics I never thought about before. It's very challenging and interesting.



- 3 Read *Types of research* below and discuss which technique you think would be best:

- 1 someone wanting to start a new dry-cleaning shop in a shopping mall
- 2 a manufacturer with a new organic fruit juice
- 3 a manufacturer with an idea for a new sort of mobile phone
- 4 a TV company planning its future commissioning of programmes
- 5 a bank wishing to improve its online banking service

Types of research

surveys

questionnaires, telephone calls, mail surveys, online surveys

focus groups

groups of people discussing scripted questions

personal interviews

one-to-one interviews

observation

watching and filming people's behaviour

field trials

offering new products for people to try

chat rooms

asking people to freely express their opinions online



Business know-how

- 1 In market research and in the workplace it is important to be a good listener. Discuss what you think makes a good listener.
- 2 Read the tips. Do they mention any of the ideas that you discussed?

Be a good listener

- Ask questions – this shows you're interested.
- Don't interrupt – relax and take time to listen.
- Don't change the subject.
- Respond to what you hear, e.g. *I see, Really?* etc.
- Ask clarifying questions, and ask for examples.
- Don't *guess* the other person's feelings – listen!
- Avoid getting distracted by your surroundings.

Writing

- 1 Write a simple questionnaire (maximum eight questions) to find out about how people spent their last holiday. Think about these and other areas
 - transport
 - entertainment
 - excursions
 - length of stay
 - facilities
 - accommodation
 - sport

EXAMPLE 1 *Where did you go?*

- 2 Work in pairs. Take it in turns to ask each other your questions. You should try to be a good listener.

Project

Work in pairs. You are going to do some research about consumer habits and attitudes.

- Choose an area to research
- Write a questionnaire with yes/no questions
- Give it to your classmates
- Write a short report on the results

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can make polite requests
- ☐ I can read and understand an article about market research
- ☐ I can write questionnaires and interview clients
- ☐ I can use fractions and percentages

Key words

Market research

behaviour
chat
ethnographer
field trial
focus group
motivate
observation
questionnaire
respond
sample group
survey

Work skills

commercial awareness
organizational skills
problem-solving
teamworking

Look back through this unit. Find five more words or expressions that you think are useful.

13 Bright ideas

Start up

- 1 Discuss each of the inventions opposite in groups.
 - Is it a good idea?
 - Is there a need for the product?
 - Who would buy it?
 - Would it be expensive to manufacture?
 - How would you market it?
- 2 Work in groups. Which four of the inventions do you think became successful products?
- 3  Listen and check your answers.

Reading

- 1 Work in pairs. What do you think are the best inventions ever in the office?

Innovations

Can you spot a good idea?

- an inflatable cot
- spectacles for chickens
- shoes for police dogs
- a computer mouse with a built-in calculator
- a multi-shirt clothes hanger
- a jet-powered surfboard
- a trap to catch insects in your house



A The QWERTY keyboard

Why aren't letters on a keyboard in alphabetical order? Well, when the American, Christopher Latham Sholes, invented the typewriter in 1866 they were. Unfortunately the early mechanical letters got stuck together. So Sholes invented the QWERTY keyboard to speed up typing. This spaced out commonly-linked letters such as 'th' so they didn't stick. The English language keyboard is still the same today and other language keyboards are also not in alphabetical order.



B Correction fluid

Bette Nesmith Graham was a secretary and an artist. One day, in 1951, she was typing at work when she made a mistake. She thought 'When I'm painting I just cover over mistakes. Couldn't I do this on my letters?' She made some special white paint at home, and took it to work. Soon everyone was asking for her invention. So she left her job, made her new product at home, and sold it door to door. In 1956 she set up her correction fluid business. And by 1976 her company was worth millions of dollars.



C Post-it notes

Post-it notes are useful, aren't they? They were invented by Art Fry, a scientist at the company 3M in the 1970s. While he was using bits of paper to mark pages in his song book, he thought of a great idea. Sticky paper wouldn't fall out! A colleague had made an adhesive that didn't stick very well. So Art tried it on paper and it was perfect – it stuck but you could take it off. His co-workers started asking him for his magic 'bookmarks' and 3M realized that they had a new product!

In this unit

- Past Continuous
- agreeing and disagreeing
- discussing events in the past
- participating in a chat room discussion online

2 Read the article and copy and complete the table.

	QWERTY keyboard	Correction fluid	Post-it notes
Inventor			
Date			
How the invention happened			

● Language spot

Past Continuous

- We use the Past Continuous to talk about an action or situation that was in progress at a specific time in the past.

*One day, in 1951, she **was typing** at work when she made a mistake.*

Find and underline three sentences using the Past Continuous in *Reading 1*, then read the rule.

- We often use *when* or *while* before the Past Continuous and *when* before the Past Simple.

» Go to Grammar reference p.121

Jerry works for Alicia's company, QIP. Look at the information and complete sentences about them using the Past Simple or Past Continuous.

- 1 In 1990 Alicia _____ at university.
- 2 While Jerry _____ at university, he _____ in London.
- 3 Alicia _____ university in 1991.
- 4 In 1994 Alicia _____ round the world.
- 5 In 1997 Alicia _____.
- 6 While Alicia _____ in New York, Jerry _____ for a computer company.
- 7 When Alicia _____ her own company, Jerry _____ as an IT consultant.
- 8 Jerry _____ to work for Alicia's company in 2006.



Jerry

1990–93	studied at university
1990–93	lived in London
1994	did a business course
1995–2000	lived in Paris
1996–2000	worked for a computer company
2001	moved back to London
2001–2006	worked as an IT consultant
2006	started to work for QIP



Alicia

1990–91	studied at university
1991	left university
1990–92	lived in Madrid
1993–96	travelled around the world
1997	got married
1997–2001	lived in New York
1999–2004	worked for a film company
2004	moved to London
2005	started QIP, her own company



Invention is 99% failure,
1% success.

James Dyson
Inventor

Redouble your efforts when
you feel like giving up, for often
it can be the turning point.

James Dyson

Reading

1 Work in groups. Discuss the questions.

- What sort of vacuum cleaner does your family have?
- Do you like vacuuming? Why? / Why not?
- What are the qualities of a good vacuum cleaner?

2 Read the article and match the headings with the paragraphs.

- 1 Dyson's R & D centre ____
- 2 Five years product development ____
- 3 Turning an idea into a product ____
- 4 Thousands of prototypes ____
- 5 Business success at last ____

3 Read the article again and answer the questions.

Paragraph A

Why do you think many inventors give up?

Paragraph B

Do you think you have the persistence of Dyson?
Have you ever done several different versions of
homework or a project?

Paragraph C

A manager at Hoover now wishes he had accepted
Dyson's invention. Why?

Paragraph D

Why do you think the first Dyson cleaners were more
expensive than they are now?

Paragraph E

Why do you think Dyson's engineers are trained in
design?

THE BUSINESS OF INVENTION

It isn't enough for inventors
to have a good idea. In fact,
many inventions never
make it into the shops. To
transform an invention into
a product needs years of
hard work, persistence, and
a good business mind!



a horse-drawn vacuum cleaner

A First, inventors have
to protect their
ideas by paying to
register a patent. It's
expensive, but it
stops other people
from stealing their
ideas. Then they have
to decide whether to
manufacture their

product themselves or find
a manufacturer to do it for
them. This process can take
years.

B Industrial designer
James Dyson was
vacuuming his house when
he realized that the bag
reduced the strength of the
suction. He decided to
invent a more
powerful vacuum
cleaner. He started
experimenting and
built 5,127
prototypes in the
next five

years! Finally, in 1978,
he came up with the idea
of a 'cleaner with a dust
container, which he called
a 'cyclone'. It did not lose
suction.

C He then spent a further
five years developing
the product, and two years
going to leading
companies with his
new idea. But the
companies weren't
interested. They
wanted to
continue
selling
bags

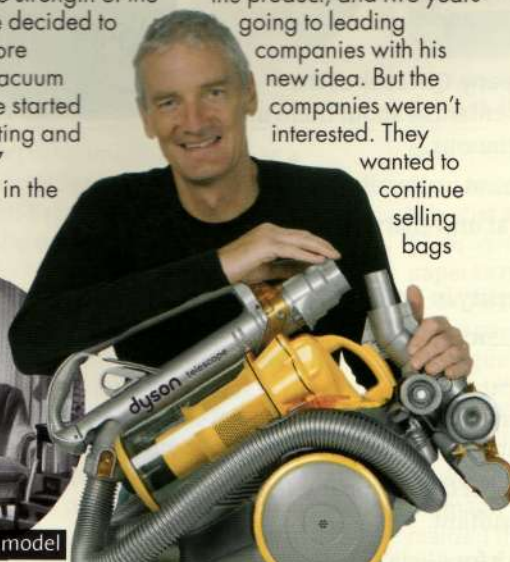
(worth over \$500 million a
year) and they didn't like the
transparent cylinder which
showed the dust and dirt.

D His first machines
were sold in Japan at
\$2,000 each and won an
international design award.
After this success he started
manufacturing under his
own name in the UK, selling
affordable, top-of-the-range
cleaners. Soon his Dual
Cyclone became the fastest
selling vacuum cleaner in
the UK and he became a
household name. Dyson is
now the best-selling vacuum
cleaner in Western Europe,
Australia and New
Zealand, and the USA.

E Dyson never stops
thinking about new
ways to improve household
machines. In his Research
and Development centre,
he has 350 engineers, all
trained in design, working
on developing new ideas.



a 1940s domestic model



James Dyson with his Dual Cyclone design



The key to invention is to risk thinking unconventional thoughts. Convention is the enemy of progress.

Trevor Baylis
Inventor

Listening

- 1 Before you listen, match these words with their definitions.



Trevor Baylis's clockwork radio

- | | |
|-------------|--|
| 1 wind up | a a serious illness |
| 2 clockwork | b a device inside a radio, etc. that produces electricity |
| 3 disabled | c a person who does dangerous things in place of an actor in a movie |
| 4 battery | d powered by turning a key or a handle by hand |
| 5 stuntman | e to turn a key or a handle to make a machine work |
| 6 disease | f unable to use part of your body because of illness, injury, etc. |

- 2 Listen to the radio programme about the inventor Trevor Baylis and decide if the sentences are true (T) or false (F).

- Trevor Baylis was a car and motorbike stuntman. _____
- He saw a programme about AIDS in Africa and decided to invent a radio. _____
- His idea was to use clockwork so that you could wind up the radio. _____
- The manufacturers he approached were interested in his radio. _____
- In 1993 Trevor gave up and became a TV presenter. _____
- A businessman invested in the Freeplay radio to help the rural poor in Africa. _____
- The improved radio could play for an hour after a 30-second wind. _____
- Trevor is now working on a CD player that uses solar power. _____

9 to 5

Agreeing and disagreeing

- 1 What do you think is happening in the picture? Listen and check your ideas.



- 2 Listen again and write R (Richard), J (Joe) or L (Lisa) next to the expressions.

Expressions

- What do you think? _____
- In my opinion, ... _____
- Don't you agree? _____
- Actually, I think ... _____
- I disagree. _____
- Yes, absolutely. _____
- I agree. _____

Speaking

Work in groups of four. Go to p.110.

A lot of companies have chosen to downsize ... we chose a different path. Our belief was that if we kept putting great products in front of customers, they would continue to open their wallets.

Steve Jobs of Apple

Innovation comes from people meeting up in hallways or calling each other at 10.30 at night with a new idea ... It comes from saying no to 1,000 things.

Steve Jobs



Company profile

Apple Computer Inc.

1 Work in groups. Discuss the questions.

- What make of computer do you have, or does your school have?
- What do you like / not like about it?

2 Work in pairs. Discuss these questions.

- What are the most famous Apple products?
- Why do you think they have been successful?

3 Read about Apple and answer the questions.

- 1 What was special about the Apple I and Apple II computers?
- 2 When was the worst time for the company?
- 3 What changes did Steve Jobs make in the 1990s?
- 4 What contribution do you think Apple has made to your life today?

4 Steve Jobs admires Einstein and once said: 'You can tell a lot about a person by who his or her heroes are.' Work in pairs and talk about your heroes. What do they say about you?

EXAMPLE

My hero is Nelson Mandela. He fought for what he believes in.

Project

Find out about the inventors of the board game Trivial Pursuit. Write a short project outlining

- how and why they invented the game
- how they developed the prototype
- the problems they had at the beginning
- how they became millionaires

Here are a few websites for you to try:

www.trivialpursuit.com

www.inventors.about.com

www.ideafinder.com



Apple Computer Inc.

Apple Computer Inc. is famous for its user-friendly hardware such as iPod and iMac, iTunes, and iLife suite. Its apple logo is now one of the most recognized brand symbols in the world. But did you know that Apple helped start the computer revolution with its first computers in the 1970s?

Apple's founders, Steve Jobs and Stephen Wozniak, met at a computer club in California in the 1970s. At that time you had to build your own computer from parts. But they realized many more people would use home computers if they were simple and easy to use. They raised \$1,300 and built a prototype. They had invented PCs as we know them!

In 1976 they formed the Apple Computer Company. Wozniak became the Vice President and also wrote most of the software. They

sold their first computer, Apple I, for \$666.66, and it earned the company a million dollars. Their second generation computer, Apple II, had on-screen graphics for the first time, and a floppy disk drive. At that time Apple weren't sure that the public even wanted the graphics!

In 1980 the company developed and marketed the Macintosh. Apple went through a bad time in the 1990s, when it didn't keep up with the marketplace. Wozniak and Jobs both left Apple, but Jobs returned in 1997 to take control again. He decided to focus on invention and innovation, aiming to make great products. With their best-selling iPod and iTunes, Apple moved into consumer electronics. By the end of the first year, more than 20 million songs had been purchased from Apple's site.

Business know-how

1 How inventive are you? Work in pairs. Answer the questions.

- Have you ever invented something?
- Do you often think of a better way to do something?
- Do you have the ability to visualize things?
- Do you often ask 'Why'?

2 Inventiveness is a skill that can be developed. The key, according to psychology professor Richard Wiseman, is to have lots of novel experiences. Read the ideas below and discuss the advice with your partner.

Become more inventive

- Go into shops you don't usually visit
- Look at books you don't usually read
- Speak to people with different interests from you
- Walk a different way to school
- Listen to different music
- Go to a museum or gallery and *really look* at things
- Make friends with different sorts of people
- Do a drawing of a problem that is worrying you

Writing

Write a paragraph for a chat room about one of your heroes – in business or another field, such as sport or music. Include

- what he or she is famous for
- his or her main qualities.

Chat home

My hero

The British entrepreneur Richard Branson started his first business in the 1970s when he opened a record shop in Oxford Street, London. Later he created Virgin Records, and signed many famous artists including Phil Collins and the Sex Pistols. Nowadays his businesses include music and media stores, airlines, train companies, and internet services. He is very adventurous and has travelled around the world by boat and hot-air balloon. I admire him because he is a successful businessman who works hard, but also has fun. He is an inspiring leader with a good sense of humour.

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can talk about the past
- ☐ I can talk about business innovations
- ☐ I can give an opinion about something

Key words

The office

calculator
correction fluid
Post-it notes

Inventions

build
come up with
develop
experiment
improve
innovation
inspiration
inventor
patent
prototype
Research and Development (R & D)
unconventional

Look back through this unit. Find five more words or expressions that you think are useful.

14 Dealing with people

Start up

- 1 Work in pairs. Discuss the questions.

What things make you ...

irritated? depressed? stressed? upset?

EXAMPLE

I get irritated when people don't reply to my emails.

- 2 Do the quiz. Add up your a, b, and c answers. Then read your profile.

- 3 Work in groups. Read the quiz again. Why do you think some responses are better than others?

You and others

We all have to deal with difficult situations in everyday life – at home, at school, and at work. But we deal with them in different ways. What would you do in each of these situations? Be honest!

1

A month ago, a colleague did something that upset you. If you were alone together, you would

- a calmly tell them what upset you
- b say nothing about it – it's too late to talk about it now
- c refuse to talk and simply walk away.

2

You work in customer services. If you had a call from an angry customer, you would

- a ask questions to understand why the caller is angry
- b tell the caller that it isn't your fault
- c hang up.

3

If you were leaving a job that you hated, and there was a party for you, you would

- a go to it, look happy, then forget about it afterwards

b go to it for five minutes, then explain that you have to leave

c refuse to go to it.

4

If you did badly in an interview for a job you really wanted, you would

- a list your strengths and weaknesses and decide how to improve
- b rewrite your CV
- c go home and be really miserable.

5

If you shared an office and your colleague had a very irritating habit, you would

- a explain to your colleague how you feel
- b ignore it, because you've probably got irritating habits too
- c complain to your boss.

Mostly As You are aware of your own and other people's feelings, but read the rest of this unit – there's still plenty you can learn.

Mostly Bs You think about your feelings and other people but you don't necessarily do the right thing every time. Read this unit – you may find it interesting!

Mostly Cs You have a bit of trouble understanding people and situations, but this is a skill you can improve. Read this unit and find out more.

● Language spot

Second Conditional

- Second Conditional sentences talk about things that are unlikely, or untrue future situations.

If you did badly in an interview, you would decide how to improve.

If my colleague had an irritating habit, I would complain to my boss.

Find all the sentences using the Second Conditional in the quiz. Then tick (✓) the correct rules and put a cross (X) next to the incorrect rule.

- We use the Past Simple after *if*
- We use *would* after *if*
- To give advice we use: *If I were you, I would ...*

» Go to **Grammar reference** p.121

1 Match the beginnings and ends of the sentences.

- 1 If I had problems with my studies,
 - 2 If I had several different tasks to complete,
 - 3 If I wanted to get some experience abroad,
 - 4 If I had an interview for a job,
 - 5 If I had trouble with money,
 - 6 If I had the chance to work in America,
- a I would write myself a timetable.
 - b I would go.
 - c I would give myself a budget.
 - d I would look for an exchange programme.
 - e I would talk to my teacher.
 - f I wouldn't stay up late the night before.

2 Imagine these situations. Write sentences to give your advice.

EXAMPLE

Your friend is going to an interview and doesn't know what to wear.

If I were you, I would wear a smart suit and black shoes.

- 1 Your friend is not sure whether to buy an MP3 player or a portable DVD player.
- 2 Your classmate wants to learn another language. She doesn't know whether to study Chinese or Japanese.

In this unit

- Second Conditional
- complaining
- dealing with difficult situations
- completing personality tests

3 Your brother has been offered a good job in London. He's not sure what to do.

4 Your friend's uncle has given her £10,000. She doesn't know what to do with the money.

3 Training courses are designed to help you change your behaviour and be more effective in your studies or at work. Work in pairs. Choose two courses you would like to do. Explain to your partner why you would choose them.



A WORLD OF OPPORTUNITIES

Now is a great time to gain new knowledge and learn new skills. Choose from a wide range of courses.

TELEPHONE SKILLS

This will help you deal more effectively with customers on the phone and handle those difficult calls better.

TIME MANAGEMENT

It's easy to waste time. This course helps you organize your time and prioritize your tasks.

LISTENING SKILLS

This important skill will help you achieve better results and get on better with colleagues and clients.

PRESENTATION SKILLS

Don't spoil your work with a poor presentation. Learn how to speak well in public and get your point across.

All learning has an emotional base.

Plato

There is no thinking without feeling, and no feeling without thinking.

McCown et al.

Reading

1 Think of two interactions you have had, where you had a strong emotional response. Make notes based on these questions.

- What sort of interaction was it (email, telephone call, face-to-face, etc.)?
- Who was it with (friends, classmates, family, etc.)?
- What happened?
- How did you feel?
- What would you do differently next time?

2 Work in pairs. Take turns to tell each other about your interactions. Ask questions to help your partner remember better.

3 Read the article and answer the questions.

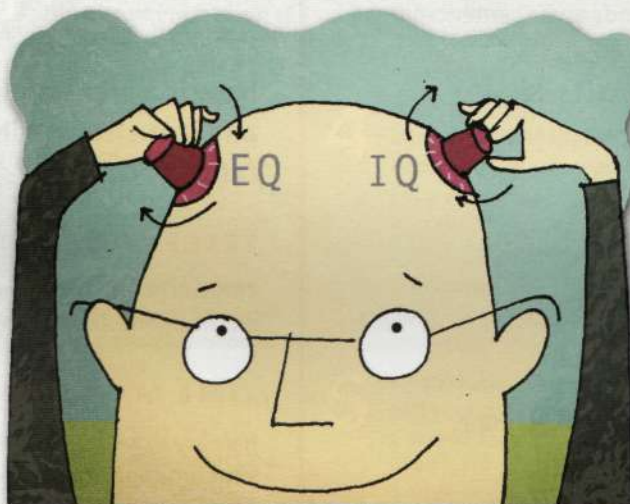
- 1 Why are the situations in paragraph 1 difficult?
- 2 Does a high IQ guarantee success in life?
- 3 What is emotional intelligence?
- 4 Why are people with high emotional intelligence good communicators?
- 5 How do businesses benefit from having staff with a high EQ?

A different kind of intelligence

1 Your best friend has said something that upset you, your team mate hasn't done enough work, you'd like to ask your boss for a rise. In these situations you have to deal with emotions. We feel emotions every day of our lives. But did you know they can make or break a career?

2 We often think that intelligence guarantees a successful life, but it isn't always enough. In fact, psychologists have found that people with a high IQ (Intelligence Quotient) don't necessarily have better lives than those with an average IQ. People who can manage their emotions have a better chance of success. And this skill isn't linked to how clever you are.

3 In 1995, the psychologist Daniel Goleman wrote a book called *Emotional Intelligence*. It explained



that understanding your emotions and managing your relationships with other people was an essential skill. How well you manage your emotions is called your Emotional Quotient (EQ). Amazingly, people who have high IQs but low EQs often work for people who have lower IQs but higher EQs. So being

clever can get you a job, but to succeed you need to understand emotions. What happens if you find out you've got a low EQ? Don't worry – you can improve it.

4 People with high emotional intelligence are aware of the link between their feelings and their actions. They

understand other people's feelings, show sensitivity to people's needs, and are good communicators. A study of more than 300 top executives in global companies showed that people with a high EQ performed better. Sales staff with high EQs selected by L'Oreal sold much more than their colleagues. And after supervisors in a factory were trained in listening skills, they exceeded productivity goals by \$250,000.

5 Nowadays businesses recognize that emotional intelligence is essential to their success. In fact, a \$40 billion EQ training industry helps to improve performance, productivity, and customer relations. Many companies now use EQ tests when they are recruiting new staff. So if you're looking for a job, improve your EQ!

There is only one corner of the universe you can be certain of improving ... and that's your own self.

Aldous Huxley

The greatest ability in business is to get along with others and influence their actions.

John Hancock

Vocabulary

Find words in the article to complete the table.

Verb	Noun
1 succeed	
2	improvement
3 feel	
4	explanation
5 listen	
6 perform	

Speaking

Companies often give employees tests to find out what type of person they are. They might ask questions like: 'If you were a tree, what kind of tree would you be?'. The answers help them match their employees with the right job. Work in groups. Ask and answer questions about these things. Have fun interpreting the answers!

EXAMPLES

- A** *If you were a colour, what colour would you be?*
B *I'd be blue.*
A *Is that because blue is a relaxing colour and you're a calm person?*
B *If you were a pair of shoes what would you be?*
A *I'd be a really old comfortable pair of trainers.*
The sort of trainers you wear when you want to have fun.

COLOUR

car

building

animal

painting

SONG

city

PAIR OF SHOES

game

food

It's my job

- 1 Work in pairs. What do you think are the responsibilities of a band manager? Note your ideas.
- 2 Read the job profile. Did you guess all of Anna's responsibilities?

Anna Scarpino

Age: 23

Job: Manager of a jazz band

Nationality: American

Responsibilities

Managing a band is like having ten jobs in one. I guess I must be good at multitasking! I take care of the finances, I apply for funding, I manage the website, and I organize and promote our gigs and tours. Apart from that, I organize auditions for new band members and I choose who we recruit. I produce our CDs, too. And did I mention I'm also the conductor?

Essential skills

To succeed in this job you have to be efficient, be a good writer of emails (and text messages!), and be a great time manager. There are so many things to do – I have to plan my diary a long time in advance. But above all, the manager of a band has to be good at dealing with people.

Favourite things

I really enjoy talking to all the different kinds of people from theatre managers to musicians. I've become a persuasive talker and I usually get what I want.

Challenges

For me, the biggest problem is delegating, because I like being in control. This is something I need to learn!



- 3 Do you think you need a high EQ to be a good band manager? Why? / Why not?

● You are **ten times** more likely to keep a complaining customer that you help, than the customer who says nothing.

● **Bad news** travels fast! A customer who is treated badly by a company will tell ten to fifteen friends about the experience.

● Winning a new customer **costs five times** more than keeping an old one.

Call centre

Complaints



1 Work in pairs. Discuss the questions.

- Do you find it difficult to complain? Why?
- How do you think a business should deal with customer complaints?
- What happens if a company ignores complaints?
- How can a complaint help a company?

2 Listen to dialogue 1 between Anna and Graham, and answer the questions.

- 1 Why is Graham angry?
- 2 Does Anna get upset?
- 3 What does she offer to do?

3 Listen to dialogue 2 and tick the expressions you hear.

Expressions

Dealing with complaints

- ☐ I'm sorry about that.
- ☐ I'm afraid that...
- ☐ What seems to be the problem?
- ☐ What would you like me to do?
- ☐ I'll look into it immediately.
- ☐ I'm going to...

Complaining

- ☐ There seems to be a problem with...
- ☐ I'm sorry to bother you but...

Threatening

- ☐ If you don't..., I'll...

Accepting an apology

- ☐ That's OK / all right.

4 Listen and complete dialogue 3.

- Karina** Lightwaves Sales department, Karina _____¹. How can I _____² you?
- Brian** I'm sorry to _____³ you, but I'm waiting for an order from you, and I'd like to know where it is.
- Karina** I'm _____⁴ sorry about that. What was your order?
- Brian** Well, I ordered five multimedia projectors from you in August.
- Karina** In August?
- Brian** That's _____⁵. The payment has gone _____⁶, but the projectors still haven't been delivered.
- Karina** Something has clearly gone wrong here.
- Brian** Yes. And it's really quite _____⁷ now.
- Karina** Yes, of course. I understand. First of all, I'm going to _____⁸ with our Accounts department. Then I'm going to _____⁹ our Dispatch department to see what has _____¹⁰ wrong. Could you give me your order number?
- Brian** Yes. Just a moment. It's...

5 Read the tips. Can you think of any other helpful advice?

●	How to deal with complaints
●	• Be polite and keep calm
●	• Apologize
●	• Ask about the problem
●	• Be sympathetic
●	• Explain what you're going to do to help

6 Look again at the dialogue between Karina and Brian. Find examples of where Karina follows the tips.

Speaking

Work in pairs. Student A go to p.111.
Student B go to p.114.

Business know-how

1 Work in pairs. Discuss these questions.

How does your behaviour change when you are angry?

What are the advantages and disadvantages of showing you are angry or hiding your anger?

2 Read these strategies for managing anger. Which are new to you? Which seem most useful?

Dealing with your anger

- Breathe deeply – it helps you stay calm.
- Delay talking until your anger is under control. Say 'Can we discuss this later?'
- Keep your voice quiet and calm.
- Take time to think before you speak.
- Listen and say 'I understand.' This really helps you understand the other person.
- Avoid making personal comments or using bad language.

Writing

1 Two weeks ago you ordered the book *How to improve your EQ* (€40) from ABOnline. The order number was #456-8790-003. Unfortunately, you were sent *Adventures in Cinema* (€14). You have already sent two emails to ABOnline but haven't received a reply. Before you write, decide:

- what you want to complain about
- what you want ABOnline to do

2 Write an email to ABOnline.

Project

Go online and find some personality tests – search for **EQ + tests**. Make notes and report back to the class on your opinion of the tests you did. Do the results really represent your personality?

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can talk about unreal conditions
- ☐ I can make complaints
- ☐ I can deal with complaints
- ☐ I can discuss different types of training
- ☐ I can do a personality test

Key words

People

conflict
depressed
emotions
interaction
irritated
needs
sensitivity
stressed
upset

Workplace

complaint
customer relations
CV
performance
productivity
recruit

Look back through this unit. Find five more words or expressions that you think are useful.



15 Getting a job

Start up

Work in groups. Discuss the questions.

- What kind of job would you like?
- What skills and qualities do you need for it?
- What sort of duties would you have?
- What sort of working week would you have?

Vocabulary

1 Match the captions and the pictures.

- We would like you to start on 1 November. We can help you if you need to relocate. _____
- Why does Anya look so happy? _____
She's leaving. She's just won €2 million on the lottery! _____
- Your advertisement asks for someone with good computer skills. _____
- I'm afraid I've got a terrible cold. _____
- I've got six months off. I can't wait to go back to work! _____
- I'm delighted to announce that Cristina has been made team leader. _____

2 Match the expressions and the cartoons.

- | | |
|------------------|----------------------------------|
| be offered a job | apply for a job |
| resign | take maternity / paternity leave |
| be off sick | be promoted |



In this unit

- talking about plans
- will / won't, may / might
- discussing feelings
- job interviews
- completing a job application form

9 to 5

Talking about plans

1 Listen to the dialogue and answer the questions.

- 1 Why is Lisa depressed?
- 2 What does Joe plan to do at the weekend?
- 3 Why is Lisa worried?
- 4 What does Lisa decide to do at the weekend?



2 Listen again and tick the expressions you hear.

Expressions

Talking about plans

What are your plans for the weekend?

- | | |
|-------------------|-------------------|
| I'm likely to ... | I'll probably ... |
| I plan to ... | I may not ... |
| I hope to ... | I might ... |

Talking about feelings

- I'm looking forward to (it).
 I'm not worried about (it).
 I'm not looking forward to (it).
 I'm dreading (it).

3 Listen and complete the dialogues. Use

won't will may(not) might(not) 'll

A

Lisa Anyway, what are your plans for the weekend?

Joe Actually, I _____¹ probably take it easy tomorrow. I _____² tidy the flat, do some shopping and then meet some friends. Or I _____³ go out – I _____⁴ just watch a DVD at home.

B

Joe Yeah, I'm looking forward to it. Hang-gliding is really amazing. But I _____⁵ go if the weather's horrible. If it rains, I _____⁶ go swimming. What about you?

Lisa Oh, I don't know ... but my weekend _____⁷ be much fun. In fact, it _____⁸ be pretty awful.

C

Joe OK, he _____⁹ promote you ... but your appraisal _____¹⁰ be fine. You shouldn't be worried about it.

● Language spot

will / won't, may / might

Match these sentences with the rules below.

- 1 I may not go out – I may just watch a DVD at home.
- 2 I won't go if the weather's horrible.
- 3 I'll probably take it easy tomorrow.
- 4 He might not promote you.
- 5 If it rains, I might go swimming.
- 6 My weekend won't be much fun.

- a We use will / won't to talk about things in the future. ☐ ☐
- b We use may or might to talk about things that are possible now or in the future. ☐ ☐
- c Remember to use will / won't in First Conditional sentences. ☐
- d You can use may or might in Conditional sentences. ☐

➤ Go to Grammar reference p.121

IKEA factfile

- 160 million copies of the catalogue distributed each year
- 200 stores worldwide
- 310 million people visited a store last year
- 76,000 employees
- £7.6 billion annual global sales
- 10,000 products available
- Germans and British – biggest buyers of their goods

IKEA is somewhere you can't go with both hands in your pockets. You have to be active.

Goran Nilsson

IKEA

Write six sentences about next week. Use *will*, *won't*, *may*, or *might*.

EXAMPLES

I won't have an exam next week.

I might buy the new Coldplay CD.

I will go to the doctor to have a vaccination.

have an exam
go to the doctor
on the Internet
go to the cinema
meet an old friend
go away for the weekend
buy something online

buy a CD
do some research
have a meeting
give a presentation
buy some clothes
send an email

Pronunciation**Dark 'l'**

- 1 Listen and repeat the sentences. Pay attention to the pronunciation of 'll'.

- 1 I'll do these invoices tomorrow.
- 2 She'll start the research this afternoon.
- 3 He'll be promoted next year.
- 4 They'll have to work faster than that.

- 2 Work in pairs. Tell your partner about your plans for next week. Think about your pronunciation of the letter 'l'.

Speaking

Work in groups. Student A go to p.111. Student B go to p.115. Student C go to p.115.

Company profile**IKEA**

- 1 Work in pairs. Talk about your family's buying habits.

- Where do you usually buy: furniture, kitchens and bathrooms, home accessories such as vases and picture frames, office equipment, carpets and rugs?
- Do you ever buy furniture that you have to build yourself? What are the pros and cons of this type of furniture?

- 2 Read about IKEA and answer the questions.

- 1 What do you think are the secrets of IKEA's success?
- 2 What do you feel about IKEA's attitude to the customer?
- 3 Do you agree with their employment policy?



Shopping at IKEA, the world's leading furniture store, is different. First you study the catalogue at home. Then you drive to the giant store to see the furniture. Then you collect your selection at the self-service warehouse. Finally you have to take it home and build it yourself!

The creator of this concept, a Swedish business man called Ingvar Kamprad, realized in 1956 that furniture was easier to store if it was 'flat-packed', and more profitable if your customer built it. Kamprad is now one of the richest men in the world with a personal fortune of €46 billion.

IKEA's vision is 'to create a better everyday life for many people' by offering 'a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them'. To do this, it has developed cost-efficient manufacturing and retailing methods. Although most IKEA products are still designed in Sweden, they are now manufactured in nine countries, mostly in Eastern Europe.

There are many job opportunities in IKEA, not only in the stores but also in distribution, purchasing, product development, IT, and their restaurants and food services.

IKEA has a strong company philosophy. They look for fun, enthusiastic, sociable people who work well in teams. They employ people of different views, ages, nationality, gender, and ethnic backgrounds. They believe that this will improve business results, strengthen their competitiveness, and make IKEA a better place to work.

Listening

- 1 Think of the experience, skills, and qualities that you would need for this job. Make notes.

jobnews.com *Welcome to the job market online*

1,000s of jobs online now

job seeker home

sign in

contact

help

Search jobs

Enter key words

Select job sector

Select job type

Experienced Clerk / Administrator is required for an expanding company

This is a small, friendly, but busy company. We want someone who is flexible and can get the job done. Duties will include:

- meeting and greeting clients
- telephone – handling messages, taking calls, etc
- receiving orders and deliveries
- dealing with the post
- typing documents
- data entry and database management
- handling incoming and outgoing emails
- organization of conferences

Hours of work are 9.30 –16.30
Monday to Friday

If you wish to apply for this job, please click on the apply button.

☒ Apply

- 2 Work in pairs. Look at these three candidates for the job. What can you tell about them from the photos? Which one do you think might be the best candidate?



Paulette



Antonio



Tareq

- 3 Listen to the candidates and make notes.

experience

skills and qualities

strengths

weaknesses

your comments

- 4 Work in pairs. Compare notes. Decide who you think gets the job.

- 5 Listen to the interviewer. Which candidate did she choose and why? Make notes.



Not young or blonde enough

Eight flight attendants, aged 35 to 55, won a discrimination case against an Australian airline. One applicant wasn't asked about her experience – she had to sing and dance instead!

What mistakes do candidates often make during job interviews?

- not much knowledge of the company
- not wanting to discuss skills, experience, or career plans
- very little enthusiasm
- no eye contact
- late arrival

2001 survey of 1,000 US companies

Reading

1 Read the article and match some of the interview mistakes with the advice.

- a Don't wear the wrong clothes.
- b Don't eat or drink.
- c Do your homework – learn about the company.
- d Prepare appropriate answers to questions.
- e Don't appear tired or bored.
- f Don't be too aware of time passing.

2 Work in groups. Decide which candidate's behaviour was:

- the most embarrassing
- the most stupid
- the most offensive
- the most inappropriate

How NOT to impress at an interview!

Going for a job interview is a chance to impress and show a company your best qualities. Or it should be! Interviewers told us about their worst experiences. Are you ready for some surprises?



1 One woman started eating a hamburger and fries during the interview. She said that she hadn't had lunch.

2 One candidate saw a photo of my wife on the desk and asked if it was my mother.

3 I was amazed when a woman brought her dog to the interview. She even asked for a bowl of water.

4 I must be very boring. A candidate once went to sleep during the interview. I had to wake him up!

5 The candidate made a phone call on his mobile. It was to his brother – he asked him how to answer the question.

6 During the interview an alarm clock went off in the candidate's bag. He got up

and said he had to leave because he had another interview.

7 Our company does telemarketing. But one candidate said she didn't like talking on the phone!

8 A candidate came in wearing earphones. She said she could listen to me and to the music at the same time.

9 We interviewed someone who forgot the name of our company half way through the interview. We weren't impressed.

10 Our company has a casual dress policy. But one candidate took this too far! He came to the interview wearing shorts, flip-flops, and a T-shirt.

Business know-how

- 1 Work in pairs. Imagine you are interviewing someone to be the secretary of your place of study. What questions would you ask?
- 2 Interviewers want to know about your education and past experience, what sort of person you are, and what you can offer. Read the key questions in *Business know-how*. Write your answers to the questions.

Key interview questions

- What are your best / worst subjects at school?
- Have you had any experience of this type of job?
- What skills and qualities do you have?
- What are some of your strengths and weaknesses?
- Tell me about an achievement in your last job or at school.
- Why are you interested in this company?
- What experience have you had of working in a team or a group?

Speaking

Work in groups of three. Go to p.111.

Writing

- 1 Complete the following job application form for yourself.

First name

Family name

Address: No. and Street

City / Town

Postcode

Home telephone number

Languages you speak ☐ English ☐ Other (Specify)

Do you have a driving licence? ☐ Yes ☐ No

Education

School

City / Town Years attended

Qualifications

University

City / Town Years attended

Qualifications

Employment experience

Name of employer

Duties / responsibilities

List any useful skills and experience you have

Project

Go to www.jobcentreplus.gov.uk. Choose a job and write a paragraph explaining why you would like the job and what skills and experience you have.

Checklist

Assess your progress in this unit.

Tick (✓) the statements which are true.

- ☐ I can talk about future plans
- ☐ I can talk about feelings
- ☐ I can carry out a simple job interview
- ☐ I can complete a simple job application form

Key words

Work expressions

apply for a job
be made redundant
be off sick
be offered a job
be promoted
maternity leave
paternity leave
resign

Going for a job

application
candidate
duties
education
interview
strength
weakness

Look back through this unit. Find five more words or expressions that you think are useful.

Speaking activities

Student A

Unit 1 p.9

Take turns to introduce a visitor to a colleague at Alchemy Advertising. Your colleague should be busy (on the phone, working at a computer) when you make the introductions.

You are Steven/Silvia Johnson

Introduce **Student C**: Kevin/Kia Brooke, Assistant Manager with PTC Plastics to **Student B**:

Martin/Martina DeVita, market researcher

Be careful! Kevin/Kia is busy. You are interrupting.

Unit 2 p.13

Take it in turns to role-play the following phone conversations.

- 1 You are the caller – Andrew/Anna Drake, Opus Music. Ask to speak to Alicia Diaz.
- 2 You are a secretary at New Line Stores. Say that Steve Chinaloy is in a meeting. Ask the caller to try again in half an hour.
- 3 You are the caller – Frank/Frances Rich, Greenlight Publishing. Ask to speak to Ingrid Musil.
- 4 You are the receptionist at New Milton Press. Ms Hutton is out of the office. She is back tomorrow.

Unit 3 p.18

- 1 You were late for a very important meeting with your manager! Unfortunately, your train stopped for more than an hour because of a problem with its engine. You couldn't call the office because your mobile phone battery was empty. Apologize, explain what happened, and promise that next time your mobile phone will work. You are often late so you will have to be very apologetic! You start: *I'm very sorry...*
- 2 You are a manager. One of your members of staff was an hour late for an important business dinner with a client. You were at the restaurant with the client and it was very embarrassing. It is now the next day.

Unit 3 p.19

- 1 You are a hotel receptionist at the Millennium Hotel, Rome. Answer the caller's enquiries. Apologize if the hotel doesn't offer the facilities the caller requires.

Millennium Hotel, Rome ★★ ★

FOR ALL YOUR BUSINESS NEEDS

- all rooms offer en suite bathroom, minibar, TV, phone, trouser press and hairdryer
- internet access in every room
- fitness centre, including indoor swimming pool, sauna and gym
- business centre: secretarial services, computer, fax, open 8.00 a.m. until 7.00 p.m.
- two award-winning restaurants and two bars
- 24-hour room service
- meeting rooms to suit all needs (12–300 people)
- free car parking on site

check list

- trouser press
- free parking
- gym
- near to station
- air conditioning
- five meeting rooms

Unit 4 p.25

- 1 You are the caller – Simon/Simone Okri. You work for Palmer Sports.
You want to speak to Caroline Banville.
You want to rearrange your meeting with Caroline for tomorrow. Unfortunately you cannot attend the meeting at 3 o'clock, but after 4 o'clock is fine.
Can Caroline call you on 0208 775345 to let you know if this is OK?
- 2 You are the secretary. Tell the caller that Richard Coldman is out of the office. Offer to take a message. Remember to check your notes!

Unit 5 p.31

You want to arrange an urgent sales meeting with your colleagues on Thursday. The meeting will take about one hour. Find the best time for you all to meet. If you aren't free at the same time, you may need to change your arrangements.

- 9.00 a.m. free
- 10.00 a.m. interview candidate for new administration secretary
- 11.00 a.m. Meeting with Mr Watanabe
- 12.00 p.m. free
- 1.00 p.m. have lunch with head of Spanish sales team
- 2.00 p.m. contact suppliers
- 3.00 p.m. interview candidate for new administration secretary
- 4.00 p.m. free
- 5.00 p.m. meet new clients
- 6.00 p.m. free

Unit 7 p.42

Take it in turns to talk about your problems. Give your partner as much advice as you can. Start by telling your partner your first problem.

Problem 1 I never get promoted. My boss says I'm doing really well but I see my colleagues getting promoted and I don't. I'm meeting my boss next week to discuss my future. What can I do to persuade him?

Problem 2 I can never sleep before I have to give a presentation. I'm so tired when the time comes that I don't perform very well. I've got an important sales presentation to do next month. What can I do?

Unit 7 p.43

You are customers. You have problems with the menu. Ask for information from the waiter and order your food.

Main Courses

Traditional English cottage pie
Lamb shank with vegetables and red wine sauce
Penne pasta with rocket, olives, and feta cheese
Salmon fish cakes with salad
Cod stuffed with pesto

Desserts

Tarte au citron with cream
Crème brûlée
'Death by chocolate' with cream

Unit 8 p.50

- 1** You are in the middle of a phone conversation. Student B wants you to make a booking at a hotel. You have made notes – but unfortunately it's a bad line. You aren't sure that your notes are correct. Explain the situation to Student B and check your information. Remember to use items from the *Expressions* box.

	Power Hotel
	double room, no bath
	3 nights 23 to 25 June

- 2** You are in the middle of a phone conversation. You want Student B to meet a client at the airport. You have given the information – but unfortunately it's a bad line. Make sure they get it right! Remember to stress the important words.

Name	Sandra Parenti
Airport	Gatwick
Flight number	BD 401
Arrival time	4.30

Unit 9 p.70

Take it in turns to ask your work colleague to do the following things. Use as many different question forms as possible.

Can / Could you / Would you mind ...?

photocopy / letters
pick up / visitor / airport
lunchtime meeting / tomorrow
phone / New York office
close / window
stay / 10 o'clock / evening
answer / phone

Unit 9 Company profile p.70

Gap Inc. is a company specializing in basic casual styles for men, women, and children. It consists of three main chains of stores – Gap, Old Navy, and Banana Republic. It employs more than 150,000 people around the world. Gap, the first Gap Inc. store in Europe, was opened in 1987 in London, England. Gap is very successful in the UK. In 1997 Gap Inc. went into the electronic mail-order business.

Student B's questions

- When was Gap Inc. founded?
- Who founded Gap Inc.?
- Where is Gap Inc. located?
- What were the revenue and earnings of Gap Inc. in 2004?
- How many stores does Gap have now?
- In which countries can you find their stores?

Unit 10 p.76

- 1 You are going to make a phone call. Before you begin, decide:

- who you are
- who you want to speak to
- who you work for
- your message

Try to be as polite as possible. Use expressions from page 76. The person answering the phone begins.

Answer the phone and identify yourself and your company / department.

Say who you are and who you want to speak to.

Explain that the person is unavailable.

Ask to leave a message.

Take the message, then confirm it with the caller.

Thank the other person and say goodbye.

- 2 Now change roles. You are going to answer the phone. Before you begin, decide:

- who you are
- who you work for

Unit 11 p.79

- 1 It's Wednesday morning. You and your partner are preparing to go away on a business trip. Check that your partner has done / is going to do the following tasks. Use question tags.

book cab for airport on Monday
print out e-tickets
pick up Polish money from bank on Tuesday
pack English-Polish phrasebook
don't forget sales report!
cancel meeting with Tim O'Grady for this afternoon

- 2 It's Friday morning. You and your partner are going to have a meeting with an important client in the afternoon. Your partner will ask you about tasks you have (or haven't!) done. Reassure your partner that you have done (or are going to do) what he/she asks. Use expressions from p.79.

Unit 12 p.87

- 1 You are an employee. Call your boss and ask for the following things very politely.

- an extra day to finish your report
- to go home early because you have a headache
- to go to a conference in the USA
- a meeting about a project
- to leave early in order to meet your sister at the airport

- 2 You are the boss. Answer the call and listen to your employee's requests. Decide whether or not to agree to each one.

Unit 13 p.93

A leading fast-food chain wants to introduce a new menu item in their restaurants in your country. They want it to appeal to the local market. In your group you have to decide:

- the new menu item
- its price
- its name
- how to promote it

- 1 Brainstorm ideas.
- 2 Discuss your ideas and try to come to an agreement. Make notes of your decisions.
- 3 Present your proposal to the rest of the class.

Unit 14 p.100

- 1 You work in the sales department of Sound and Vision, an electrical goods supplier. Student B is going to call you with a complaint. Try to find out what the problem is and then decide what you are going to do. Follow the tips on p.100 and try to use expressions from the list.
- 2 You work for Axis, a small website design company. In the last two months, you have received several letters from Space Energy, your electricity supplier. In these letters, Space Energy says that you owe them €200. This is not the case, and you have written to Space Energy to explain this. Your letter has not been acknowledged. This morning you have received another letter from Space Energy. They say that if you do not pay the €200 debt immediately, your electricity supply will be cut off. This would be a disaster.
Decide what you want Space Energy to do, then call them. Use expressions from p.100.

Unit 15 p.104

Tell your group about your plans for next week. Try to use the Expressions from p.103 and *will / won't, may or might*.

probably	possibly	feeling
go to the dentist		☹
	see the new James Bond film	☺
start driving lessons		☹

Unit 15 p.106

Activity 2

Read the job advert below. Take it in turns to be the interviewer, the candidate, and the observer. The observer makes notes about the interview, then gives feedback.

Job title: Administrative assistant

Hours: 20 per week

Location: Oxford

Wage: £6.50 an hour

Employer: An agency that finds workers for the local car-manufacturing industry

Job description: Must have excellent customer service skills. Must be computer literate. Needs an outgoing, 'can-do' attitude, and must be happy to work in a team. Duties include answering the telephone, typing, filing, and other administrative work. Knowledge of the car industry is an advantage.

The candidate

You have some administrative and customer care experience working for a local sports centre. You have studied computer skills at college, but you have never used a computer for your job. You don't know much about the car industry, but you are keen to learn.

Expressions

Let me think ...

Could you repeat the question, please?

I feel that ...

I believe that ...

The interviewer

Ask the questions from *Business know-how*.

Please come in.

Nice to meet you.

Please sit down.

Well, that's about it. Thank you for coming today.

The observer

Make notes about

- education
- experience
- skills and qualities
- strengths and weaknesses
- suitability for the job

Watch how the interviewer and the candidate ask and answer questions. Are they good listeners? Is it a successful interview?

Student B

Unit 1 p.7

Student B's questions

- What is Amazon.com?
- What sort of things does it sell?
- How many products does it have?
- Where is Amazon based?
- How many websites does it have?

Amazon does not say precisely how many it employs, but it is probably over 5,000 people. It also offers tailored services, product reviews, a secure payment system, and the opportunity to 'look inside' over 250,000 books. Amazon's incredibly powerful database (data warehouse) manages product flow, interacts with consumers, offers a fast service, and gets business intelligence. It doubles in size every year, and is updated six times a day. However Amazon does make mistakes. It once offered pocket computers for £7 instead of £192. Some people ordered 50 computers before Amazon temporarily closed its website!

Unit 1 p.9

Take turns to introduce a visitor to a colleague at Alchemy Advertising.

Your colleague should be busy (on the phone, working on a computer) when you make the introductions.

You are Alan/Alana Prince

Introduce **Student A**: Larry/Lauren Sinclair, Retail Manager with New Harvest Organics to **Student C**: Kim Chan, database administrator

Be careful! Kim is busy. You are interrupting.

Unit 2 p.13

- 1 You are the receptionist at the Harper Artists agency. Put the caller through to Alicia Diaz.
- 2 You are the caller – Lou/Lucia Bond, Goth Fashions. Ask to speak to Steve Chinaloy.
- 3 You are Ingrid Musil. Say you are sorry, but you are in a meeting.
- 4 You are the caller – Charles/Charlotte Beckett, C and M designs. Ask to speak to Ms Hutton. Say you will call back.

Unit 3 p.18

- 1 You are a manager. One of your members of staff was very late for an important meeting. You aren't happy because this person is often late.
- 2 You were an hour late for a business dinner with an important client. You tried to get a taxi from your home to the restaurant but all the taxi companies were busy. So you decided to drive to the restaurant. Unfortunately, there were no parking spaces near the restaurant and you had to walk a long way. Your manager was at the restaurant and he wasn't very happy! It is now the next day. Apologize to your manager, explain what happened, and promise that next time you will book a taxi in advance. You start: *I'm very sorry...*

Unit 3 p.19

- 1 You are interested in staying at the Millennium Hotel, Rome. Call the hotel and ask about its facilities.

checklist

- internet access
- gym
- room service
- restaurant in hotel
- air conditioning
- meeting room for 25 people

- 2 You are a hotel receptionist at the Jules Verne, Paris. Answer the caller's enquiries. Apologize if the hotel doesn't offer the facilities the caller requires.

Jules Verne Hotel

an oasis in the heart of Paris

- room description: en suite bathroom, air conditioning, minibar, satellite and local TV, phone, deposit box, and hairdryer
- restaurant and bar
- business facilities (conference room, two meeting rooms, computer facilities)
- guest parking, daily rate €6
- free airport shuttle bus
- 0.5 km from the station

Unit 4 p.25

- 1 You are the secretary. Tell the caller that Caroline Banville is in a meeting. Offer to take a message. Remember to check your notes!
- 2 You are the caller – Christian/Christine Hiassen. You work for Adonis Sportswear.
You want to speak to Richard Coldman.
There is a problem with Richard's order of 2,000 pairs of trainers.
You are travelling in Germany. Your mobile phone number is 0345 6262444. It is very important that you speak to Richard today!

Unit 5 p.31

Your colleague wants to arrange an urgent sales meeting on Thursday. The meeting will take about one hour. Find the best time for you all to meet. If you aren't free at the same time, you may need to change your arrangements.

- 9.00 a.m. free
- 10.00 a.m. free
- 11.00 a.m. discuss new contract with IPC (important client!)
- 12.00 p.m. have conference call with Paris office
- 1.00 p.m. free
- 2.00 p.m. free
- 3.00 p.m. free
- 4.00 p.m. discuss costs with Production Manager
- 5.00 p.m. meet wife in Central London
- 6.00 p.m. have pre-theatre dinner

Unit 7 p.42

Take it in turns to talk about your problems. Start by listening to your partner's first problem. Give your partner as much advice as you can.

Problem 1 I don't get on with my boss. She's rude to me and always criticizes me.

Problem 2 I always find it difficult to meet deadlines. I've got an important job to finish by next week. What can I do to improve things?

Unit 7 p.43

You are the waiter. Help the diners understand the menu. Then take their orders.

Main courses

Traditional English cottage pie

Cottage pie is minced meat with potato on top. It is cooked in the oven.

Lamb shank with vegetables and red wine sauce

Lamb is meat from a baby sheep. The shank is part of the leg.

Penne pasta with rocket, olives, and feta cheese

Rocket is a type of salad. Feta cheese is Greek and is made from sheep's milk.

Salmon fish cakes with salad

Fish cakes are a mixture of fish, bread, and herbs. They are made into balls, and fried.

Cod stuffed with pesto

Cod is a white fish. Pesto is a green Italian sauce made with basil and Parmesan cheese.

Desserts

Tarte au citron with cream

A tart with a lemon filling.

Crème brûlée

This is cream, baked in the oven.

'Death by Chocolate' with cream

A heavy chocolate pudding with chocolate sauce and fresh cream

Unit 8 p.50

- 1 You are in the middle of a phone conversation. You want Student A to make a booking at a hotel. You have given the information – but unfortunately it's a bad line. Make sure they get it right! Remember to stress the important words.

Tower Hotel

Double room with bathroom

2 nights 24 to 26 June

- 2 You are in the middle of a phone conversation. Student A wants you to meet a client at the airport. You aren't sure that your notes are correct. Check your information using items from the Expressions box.

Sandro Parenti

Heathrow Airport

Flight number BD 481

Arrives 14.30

Unit 9 p.70

Take it in turns to ask your work colleague to do the following things. Use as many different question forms as possible.

Can / Could you / Would you mind ...?

type / letters
take / 30-minute lunch break
give / talk / sales conference
pass / dictionary
finish / report / 5 o'clock
come / office / early / tomorrow
check / letter

Unit 10 p.76

- 1 You are going to answer the phone. Before you begin, decide:

- who you are
- who you work for

Try to be as polite as possible. Use expressions from p.76

The person answering the phone begins.

Answer the phone and identify yourself and your company / department.

Say who you are and who you want to speak to.

Explain that the person is unavailable.

Ask to leave a message.

Take the message, then confirm it with the caller.

Thank the other person and say goodbye.

- 2 Now change roles. You are going to make a phone call. Before you begin, decide:

- who you are
- who you work for
- who you want to speak to
- your message

Unit 11 p.79

- 1 It's Wednesday morning. You are preparing to go on a business trip with your partner. Your partner will ask you about tasks you have (or haven't!) done! Reassure your partner that you have (or are going to do) what he/she asks. Use expressions from p.79.
- 2 It's Friday morning. You and your partner are going to have a meeting with an important client in the afternoon. Check that your partner has done / is going to do the following tasks. Use question tags.

book a meeting room on Monday

arrange for drinks

check PowerPoint presentation before Friday

don't forget to invite Kirsten to the meeting!

cancel all other appointments

meet the client at the airport

Unit 12 p.87

- 1 You are the boss. Listen to your employee's requests. Decide whether or not to agree to each one.
- 2 You are an employee. Call your boss and ask for the following things very politely.
 - a holiday next week
 - to do language classes during office hours
 - to collect for charity in the workplace
 - to buy a new plant for the office
 - to have a party for someone's birthday in the office

Unit 14 p.100

- 1 You work for Zap, a high street retailer of electrical goods. You have recently bought thirty top-of-the-range TLC sound systems from Sound and Vision, your supplier. You have already sold ten of these to your customers. Unfortunately, three of these systems had serious technical problems and you had to refund your customers.

You want Sound and Vision to deal with the problem. You have left several messages at Sound and Vision, but nobody has called you back.

Decide what you want Sound and Vision to do, then call them. Use expressions from p.100.

- 2** You work for Space Energy, an electricity supplier. Student A is going to call you with a complaint. Try to find out what the problem is and then decide what you are going to do. Follow the tips on p.100 and try to use expressions from the list.

Unit 15 p.104 (Student B)

Tell your group about your plans for next week. Try to use the Expressions from page 00 and will/won't, may, or might.

probably	possibly	feeling
go to Anna's party		☺
	present a project	⊗
have a job interview		⊗

Student C

Unit 1 p.9

Take turns to introduce a visitor to a colleague at Alchemy Advertising. Your colleague should be busy (on the phone, working at a computer) when you make the introductions.

You are Robert/Roberta Kind

Introduce **Student B**: Michael/Michelle Cohen, Sales Manager with Blue Sky Hotels to **Student A**: John/Joanna Hall, copywriter.

Be careful! Michael/Michelle is busy. You are interrupting.

Unit 5 p.31

Your colleague wants to arrange an urgent sales meeting on Thursday. The meeting will take about one hour. Find the best time for you all to meet. If you aren't free at the same time, you may need to change your arrangements.

9.00 a.m.	8.40 flight from Amsterdam - arrive in London 9.40
10.00 a.m.	get back in office about 10.30
11.00 a.m.	free
12.00 a.m.	plan new computer system with IT Manager - very important!
1.00 p.m.	have lunch with ex-colleague
2.00 p.m.	free
3.00 p.m.	free
4.00 p.m.	write report on business trip
5.00 p.m.	meet secretary to discuss her poor performance
6.00 p.m.	take children to swimming pool

Unit 15 p.104 (Student C)

Tell your group about your plans for next week. Try to use the expressions from p.103 and will / won't, may, or might.

probably	possibly	feeling
buy a new PC		☺
	see my friend, Saul	☺
have a job interview		☺

Grammar reference

1 Present Simple

Positive

I/You/We/They **work** efficiently.

He/She/It **works** efficiently.

= subject + infinitive (+ -s)

Negative

I/You/We/They **don't** deal with money.

He/She/It **doesn't** deal with money.

= subject + **do / does + not** + infinitive

Questions

Short answers

Do I/you/we/they **do** research? Yes, I do.

Does he/she/it **do** research? No, I don't.

= **Do / Does** + subject + infinitive

Does he enjoy teamwork?

Yes, he does. / No, he doesn't.

NOT *Yes, he enjoys.*

Be careful with the he/she/it forms.

He likes problem-solving. NOT *He like problem-solving.*

She doesn't work late. NOT *She don't work late.*

We use the Present Simple to talk about things that are always true.

I enjoy teamwork.

They don't work well under pressure.

We can also use the Present Simple with an adverb of frequency to talk about things that we do regularly.

I sometimes travel to Germany for my job.

They don't usually have a meeting on Mondays.

Do you often give presentations?

Frequency adverbs go before the main verb, but after *be*.

He is never late.

Some verbs and expressions are followed by the *-ing* form rather than the infinitive. These include:

be good at, enjoy, like, love, hate, mind.

I don't mind doing routine activities.

Don't confuse *like + -ing* with *would like to + infinitive*, which expresses a wish.

I like working under pressure.

I would like to be a sales manager.

2 Present Simple v Present Continuous

Present Continuous

Positive

I am learning a lot of new skills.

= subject + **am/is/are + -ing** form

Negative

The company **is not (isn't)** saving much money.

= subject + **am / is / are + not + -ing** form

Questions

Short answers

Are you working today?

Yes, I am.

No, I'm not.

Am / Is / Are + subject + **-ing** form

We use the Present Continuous to talk about things that are happening at the moment, or around now. We often use time phrases such as *now*, *currently*, and *at the moment*.

I'm currently looking for a new job.

She's training to be an accountant at the moment.

Present Simple

We use the Present Simple to talk about situations that are generally true, or which continue for a long time.

I finish work at 5 p.m.

He never checks my work.

We cannot use the Present Simple to talk about something that we are in the process of doing.

Present Simple *I work* in Sales.
(= it's my job)

Present Continuous *I'm working* on a new ad. (= now)

3 Past Simple

Positive

I booked a flight last night.

= subject + infinitive + **-ed**

Negative

The train **did not (didn't)** arrive on time.

= subject + **did + not** + infinitive

Questions

Short answers

Did they go to the airport?

Yes, they did.
No, they didn't.= **Did** + subject + infinitiveHe **didn't** arrive. Did he arrive?NOT He ~~didn't~~ arrived. / Did he ~~arrived~~?

Did you travel by train?

Yes, I **did**. / No, I **didn't**.NOT Yes, I ~~travelled~~.

We use the Past Simple to talk about an action or event which happened in the past.

I **waited** at the airport for five hours.Note that many of the most common verbs have irregular Past Simple forms. All these verbs, except *be*, form the Past Simple negatives and questions in the same way as regular verbs. They include:

Infinitive	Past Simple	Infinitive	Past Simple
be	was / were	give	gave
buy	bought	go	went
come	came	have	had
do	did	make	made
find	found	see	saw
get	got	take	took

I **didn't** see him there. NOT I ~~didn't~~ saw him there.Did you **see** him there? NOT Did you ~~saw~~ him there?I **wasn't** at the station. NOT I ~~didn't~~ be at the station.Were they there? NOT Did they ~~be~~ there?In Past Simple sentences, we often use time expressions such as *yesterday*, *last week*, *a month ago*, *ten years ago*, *in 1965*, *on Tuesday*.

Last year, we went on several business trips.

She collected her visa on Tuesday afternoon.

I saw Isabel on the train yesterday.

4 Present Perfect v Past Simple

Present Perfect

Positive

I **have** (I've) studied management.= subject + **have / has** + past participle

Negative

We **have not** (haven't) finished the report.= subject + **have / has** + **not** + past participle

Questions

Short answers

Has she **been** to America?Yes, she has.
No, she hasn't.= **Have / Has** + subject + past participle

The past participle is formed in the same way as the Past Simple form. However, many common verbs have an irregular past participle form. These include

Infinitive	Past participle
be	been
have	had
do	done
go	been / gone
see	seen

We use the Present Perfect to talk about general experiences that have happened in the past up to now. It is not important when these happened.

I've met several famous people.

We often use *Have / Has* + subject + *ever* to ask about someone's experiences.Have you **ever** sent an email to the wrong person?Has the company **ever** sent you on a training course?

Past Simple

We use the Past Simple to talk about experiences that happened at a particular point in the past.

I met an old friend on the flight.

We often use past time expressions with the Past Simple, such as *yesterday*, *(two days) ago*, *last week / Sunday / month / year*. Note that we can answer a Present Perfect question with the Past Simple, to give specific information about an experience in the past.Have you **ever** been abroad on business?

Yes, I went to a conference in Paris three months ago.

5 Present Continuous v be going to

Present Continuous

We can use the Present Continuous to talk about future arrangements.

Note that it is common to use a future time expression, such as: *tomorrow*, *this afternoon / week*, *next Friday / month / year*, *on Thursday*, at 3.00.

I'm meeting the new Sales Manager tomorrow.

be going to

Positive

I'm going to change my computer.

= subject + **am / is / are going to** + infinitive

Negative

They are not (aren't) going to meet their targets.

= subject + **am / is / are** + **not going to** + infinitive

Questions

Short answers

Is he going to give a talk?

Yes, he is.

No, he isn't.

= **Am / Is / Are** + subject + **going to** + infinitive

We use *be going to* + infinitive to talk about general intentions and plans.

He's going to prepare the sales report.

It is also possible to use future time expressions with *be going to*. Note the difference in meaning between these two sentences.

Present Continuous

We're meeting next week (= it has been arranged).

be going to

We're going to meet next week (= I am intending to, but it has not necessarily been arranged).

We also use *be going to* + infinitive to predict the future based on information that we have now.

Sales are falling. It's going to be a difficult year.

6 must, have to / don't have to

must

We use *must* / *mustn't* and *don't have to* to talk about obligation.

Positive

We must find ways to increase revenue.

= subject + **must** + infinitive

Negative

Staff must not (mustn't) send personal emails.

= subject + **must** + **not** + infinitive

We do not usually use *must* in questions. We use *do / does ... have to* to ask if something is obligatory or important.

Do we **have to** attend the conference?

We do not use *do / does* to form the negative.

I mustn't be late. NOT *I don't must be late.*

We use *must* / *mustn't* when giving rules or telling someone what to do.

You must hand over the report by Friday.

Guests mustn't park their cars on the grass.

We also use *you must* to recommend something.

You must meet Keith. He's a really interesting person.

have to

have to in the positive and interrogative is formed in the same way as regular verbs.

In the positive, *have to* has a similar meaning to *must*.

We have to go to the Managing Director's presentation.

She has to deliver the report this afternoon.

In questions, *have to* is more common than *must*.

Does the candidate for the job have to have experience?

don't have to

We do not (don't) **have to go** if we don't want to.

He does not (doesn't) **have to go** if he doesn't want to.

= subject + **do / does** + **not** + **have to** + infinitive

We use *don't have to* / *doesn't have to* + infinitive to talk about things that are not necessary.

You don't have to hand over the report today. We don't need it until tomorrow.

7 should / shouldn't

Should and *shouldn't* are other ways of talking about obligation, but are less strong than *must* / *mustn't* or *have to*. We use *should* and *shouldn't* to give advice.

Positive

We should get there before the others.

= subject + **should** + infinitive

Negative

You **should not** (shouldn't) leave your phone there.

= subject + **should** + **not** + infinitive

Questions

Should I wait for them to arrive?

= **Should** + subject + infinitive

8 Comparatives and Superlatives

Adjective	Comparative	superlative
One syllable <i>cheap</i>	+ -er <i>cheaper</i>	+ -est <i>the cheapest</i>
One syllable <i>large</i>	+ -r <i>larger</i>	+ -st <i>the largest</i>
One syllable ending in one vowel + consonant <i>big</i>	double consonant + -er <i>bigger</i>	double consonant + -est <i>the biggest</i>
Two syllables -y <i>easy</i>	y → i + -er <i>easier</i>	y → i + -est <i>the easiest</i>
Two syllables <i>famous</i>	+ more <i>more famous</i>	+ most <i>the most famous</i>
Irregular adjectives <i>good</i> <i>bad</i> <i>far</i>	<i>better</i> <i>worse</i> <i>farther / further</i>	<i>the best</i> <i>the worst</i> <i>the farthest / the</i>

Comparatives

We use comparative adjectives to describe how two things are different.

We offer a **higher** interest rate (than other banks).

Their products are **more expensive** (than ours).

TV adverts are **better** (than radio adverts).

Superlatives

We use superlative adjectives to describe how more than two things are different.

They sell **the cheapest** models in the world.

We offer **the most competitive** prices.

This shop has **the best** reputation.

9 Present Perfect, for and since, yet**Present Perfect****Positive**

I **have** (I've) worked as a designer.

= subject + **have / has** + past participle

Negative

He **has not** (hasn't) finished the project.

= subject + **have / has** + **not** + past participle

Questions**Short answers**

Have you travelled much?

Yes, I have.

No, I haven't.

= **Have / Has** + subject + past participle

We use the Present Perfect to talk about situations or actions that have happened at some time in the past up to now. It is less important when something happened than the experience itself.

I've **trained** as a stylist.

She **hasn't done** this kind of work before.

Have you **had** much experience in the fashion industry?

for and since

When we want to talk about an experience, we can use the Present Perfect with **for** and **since**.

for + period of time He's done this job **for** five years.
I've been here **for** two hours.

since + specific time He's done this job **since** 2004.
I've been here **since** 9 o'clock.

yet

We use **yet** in negative Present Perfect sentences and questions to talk about things we expect to happen.

They **haven't arrived** at the show **yet**.

Has she talked to the suppliers **yet**?

10 The Passive

The Passive is used when it is not important or relevant to mention who performs / performed an action. It is often used when we describe procedures.

Present Passive

Positive

The mail **is taken** to the sorting office twice a day.

= subject + **am / is / are** + past participle

Negative

We **are not given** a chance to comment on the plans.

= subject + **am / is / are** + **not** + past participle

Questions

Short answers

Is a reminder **sent** to everyone? Yes, it is.

No, it isn't.

= **Am / Is / Are** + subject + past participle

We often use the Present Passive to talk about systems and processes.

Past Passive

Positive

We **were informed** yesterday.

= subject + **was / were** + past participle

Negative

The mail **was not delivered** this morning.

= subject + **was / were** + **not** + past participle

Questions

Short answers

Was email **invented** by a man?

Yes, it was.

No, it wasn't.

= **Was / Were** + subject + past participle

We use the Past Passive to talk about completed events or about systems and processes in the past.

Question Tags

A question tag is a short question that we add at the end of a statement. We use question tags when we want someone to confirm information.

With a positive statement, the tag is usually negative.

*He knows that the meeting is today, **doesn't he**?*

With a negative statement, the tag is usually positive.

*You haven't seen Lisa today, **have you**?*

We use the auxiliary verb to make a question tag.

If there is no auxiliary verb, use **do**.

*He's working from home tomorrow, **isn't he**?*

*You **won't** forget the tickets, **will you**?*

*They **can** still deliver on time, **can't they**?*

*You like him, **don't you**?*

We can also use question tags when we think we already know the answer to a question. In this case, the question tag is a continuation of the statement rather than a real question. Note the difference in intonation.

Real question: *You can offer us a discount, **can't you**?*

Continuation of statement: *He isn't here, **is he**?*

12 First Conditional

We use the First Conditional to talk about possible future situations.

If clause

Main clause

If people like your product, you'll be successful.

If + Present Simple + **will ('ll)** + infinitive

We usually use a comma between each part of the sentence when the **if** clause begins the sentence. When it comes after the main clause, there is no comma.

You'll be successful if people like your product.

We can use **when** instead of **if**. **When** is slightly stronger than **if**, and means 'only when' or 'once'.

*Sales will improve **when** they lower prices.*

***When** they lower prices, sales will improve.*

We use **unless** + Present Simple to mean **if... not**.

***Unless** we leave now, we'll be late.*

*We'll be late **unless** we leave now.*

Unless must be followed by a positive verb.

***Unless** stores **can** build a reputation...*

***NOT Unless** stores ~~can~~ build a reputation...*

If, **when**, and **unless** are not usually followed by **will**.

13 Past Continuous

We use the Past Continuous to talk about a situation in progress at a specific time in the past.

Positive

We were waiting for the train.

= subject + **was / were** + **-ing** form

Negative

She was not (wasn't) working here then.

= subject + **was / were** + **not** + **-ing** form

Questions

Were you listening to him?

= **Was / Were** + subject + **-ing** form

We use the Past Continuous to talk about an action that was happening at a particular point in the past. It is often used in a sentence with *when* + Past Simple.

He was getting off the bus when he had a brilliant idea.

We can change the order of the sentence. It is possible to use either *when* or *while* before the Past Continuous.

He fell when / while he was getting off the bus.

When / While he was getting off the bus, he fell.

If a sentence begins with *When / While* + Past Continuous, we usually put a comma between the first and second parts of the sentence.

14 Second Conditional

We use the Second Conditional to talk about things that are unlikely, or untrue future situations.

If clause

Main clause

If I travelled around, I would (I'd) buy a laptop

If + Past Simple + **would** + infinitive

We usually use a comma between the two parts of the sentence when the *if* clause begins the sentence. When it comes after the main clause, there is no comma.

I would buy a laptop if I travelled around.

In the main clause we sometimes use *could* (= would be able to) instead of *would*. It has no short form.

If you had a car, you could drive to work.

The expression *If I were you / him / her, etc.* is used to give advice.

If I were you, I'd look for another job.

If I were him, I'd get some training in people skills.

We can also use *was*, but this is informal

If I was you, I'd look for another job.

15 will / won't, may / might

Will / won't + infinitive is used to talk about the future.

I will (I'll) finish the application this evening.

There won't be many people at the event.

We use *may / may not* or *might / might not (mightn't)* + infinitive to talk about things that are possible.

They may decide to come along.

We may not have anything to worry about.

Remember that we can use *will / won't* in First Conditional sentences.

If my cold gets worse, I'll go to the doctor.

We won't have the meeting if nobody is here.

We can also use *may / might* instead of *will* to talk about a situation that is only possible, not certain.

If they offer me a promotion, I may / might stay.

Listening scripts

Unit 1

Listening

I arrive at the office at about half eight and make a coffee, then go into my regular morning meeting with my team and manager. It's only a short meeting, but we get a briefing for the day's work and we discuss any problems or issues that may be coming up. Then I go to my desk and I check my emails. They come in overnight because we have offices all over the world. Then I make phone calls and send emails to get the information I need to answer any queries.

I work at my desk most of the day. I speak to customers a lot on the phone – and I quite like that. I like helping them and giving information. I also make phone calls to the warehouse and to our Sales departments around the world. I talk to lots of people that I've never met!

I get a bit tired at my desk so I like getting up to send faxes. It's a bit of exercise! And I often have a chat and a gossip with my colleagues at the coffee machine.

In the afternoon I do the same sort of work, but I usually find time to surf the Net for five or ten minutes. It breaks the routine of the day. I often have to key in data. It's a bit boring, but it's part of the job. At 5 o'clock, I fill in a time sheet. And that's a typical day!

Vocabulary – Numbers

1 saying numbers

250 two hundred and fifty
5,789 five thousand, seven hundred and eighty-nine

2 saying fractions

$\frac{1}{2}$ a half
 $\frac{1}{3}$ a third
 $\frac{3}{4}$ three quarters

3 saying decimal points

three point five
fifteen point oh six
seven point nine six

Pronunciation – Numbers

1 Well, I'm delighted to announce that last year we achieved our target in the Far East with sales figures of over 150,000.

2

A Hi, Tim.

B Oh, hi.

A What's up?

B Can you believe it? I was only out of the office for a couple of hours and I received 90 emails!

3

A How many applicants are there for the job?

B Fifty.

A That's a lot.

4

Anderson Electronics increased their production by an impressive 13.5%.

5

A Have you heard the news?

B No, what is it?

A Redundancies.

B In our department?

A No, the Sales team. They're laying off fourteen people.

B That's terrible.

6

A How many names do we have on our database?

B Er ... just a minute ... here we are. 2,317.

A Great.

9 to 5

1

L=Lisa, D=Dan

L Hello.

D Good morning. How can I help you?

L My name's Lisa Scacchi. I have an appointment with Richard Merle.

D OK, I'll let him know you're here.

L Thank you.

D Richard? I have Lisa Scacchi for you here in reception ... OK ... He'll be down in a couple of minutes. Why don't you take a seat?

L Thanks.

2

S=Sara, R=Richard

S ... OK ... Uh-huh ... Great! I'll send you an email with the details, OK? Bye. Sorry, Richard.

R No problem. Have you got a moment?

S Yes, of course.

R I'd like you to meet Lisa Scacchi, my new PA. Lisa, this is Sara Parkes, our Accounts Manager.

S Hello, Lisa. Pleased to meet you.

L It's nice to meet you, too.

3

R=Richard, J=Joe, L=Lisa

R Joe, are you busy?

J I'm always busy!

R Well, I'd like you to meet Lisa Scacchi. She's my new PA.

J Lisa?

L That's right.

J I think we've already met.

L Really?

J Yeah ... you live in Wandsworth, don't you?

L That's right.

J I knew it. We go to the same gym!

L That's amazing!

Unit 2

Listening

I=Interviewer, M=Montse, K=Kenichiro

I Where do you work?

M I'm training to be a Human Resources officer for a car manufacturer.

I What are you working on?

M I'm helping to prepare an advert for a vacancy in the Sales department. I'm writing the copy so that we get the right candidates. My manager checks my work, of course. I only started a few months ago.

I What line of work are you in?

K I'm training to be a fashion buyer for a chain store. I work in the Purchasing department. I've only been in the job a few weeks.

I What are you doing at the moment?

K I'm doing a bit of everything. I'm working in a team with other more experienced buyers. There's a lot to learn but I'm enjoying it. We're currently buying for next year's spring season – it's great knowing what next year's colours are going to be!

Pronunciation – Phone numbers

1 07488 750812

2 03589 552647

3 0044 208 8943326

4 0039 055 292647

Call centre – Making a call

J=Jamie, S1=Switchboard, M=Ms Archer,

C=Carol, S2=Secretary

1

S Hello.

J Hello, is that Euro Style?

S1 Yes. How can I help you?

J Could I speak to Ms Archer, please?

S1 Hold on a moment, and I'll put you through.

J Thanks

2

M Hello, Sales Division.

J Oh, hello. Is that Ms Archer?

M Speaking.

J Hello, my name's Jamie Saunders.

3

C Hello, this is Carol Black calling from Tempus Holdings. Is Mrs Chatto in the office?

S2 I'm sorry, but she's out of the office today. She's back tomorrow.

C Oh, OK, I'll call back then. What's her extension number?

S2 4562.

Unit 3

9 to 5

J=Joe, L=Lisa, R=Richard, C1=Client 1, C2=Client 2

- 2
- 1
- J Hey, Lisa – what's up?
- L Oh no... this is terrible. Richard's in the meeting...
- J Yeah, it started over half an hour ago. Were you meant to be in there with him?
- L Yes, I was. This was my first meeting in my new job.
- J Well, you can't join them now. It's nearly over.
- L Oh no. I've had such a terrible morning!
- J What happened?
- L I wanted to be really prepared for this meeting, so I took home some files and I worked late. I went to bed about 1 o'clock, and I set the alarm clock for 6 o'clock...
- J And didn't it go off?
- L Oh yes, the alarm clock went off. Unfortunately, I was so tired I didn't hear it and I woke up late. I rushed to the station but I missed a train and I had to wait for the next one. When the train got into London, I tried to get a taxi but there weren't any! So I caught a bus. But the bus got stuck in a traffic jam, so I just got off and ran here. And I still arrived late!
- J Lisa, you look a bit hot. Would you like a drink?
- L Yes, please!
- 2
- R Thank you for coming in today.
- C1 It was very interesting. Goodbye.
- C2 Goodbye.
- R Bye.
- L Oh, Richard...
- R Lisa...
- L I'm so sorry I'm late. I had a terrible journey to work. I feel really bad about it.
- R Don't worry about it.
- L It'll never happen again, Richard. I promise.
- R That's OK. And by the way, we've got an 8 o'clock conference call tomorrow morning. So good luck!

Unit 4

Listening 1

- 1 I really love being on the water – I love speed, too, so I guess this sport is ideal for me. I only started two or three years ago, and yeah – it was pretty difficult at first. I can't

remember how many times I fell in the sea! But I learnt fairly quickly. There's just you, the surf board, and the sail. It's beautiful!

- 2 It's a very skilled sport. You have to be very quick, and really concentrate. And it's highly competitive, too. It's a physical and psychological contest with your opponent. You have to use special equipment, of course. There's a very light sword – what we call a foil. It can be a bit dangerous so you have to protect your body. You wear a face mask, and a special jacket. I find it very romantic actually. I remember all those fantastic sword fights in the old films!

Listening 2

C=Cristina, J=Jacek

- C World Summer Camps. Cristina speaking.
- J Hello. I'm calling about the summer camp jobs I saw advertised on the Internet.
- C OK. Can I ask you a few questions?
- J Yes, of course.
- C Excellent. So what's your full name?
- J Jacek Gornulski.
- C Could you spell that, please?
- J Sure, that's J-A-C-E-K G-O-M-U-L-S-K-I.
- C Thanks, Jacek. And what's your date of birth?
- J 15th May 1987.
- C And your nationality?
- J I'm Polish.
- C And are you still in full-time education?
- J Yes. I'm studying languages at university, the University of Warsaw.
- C Excellent. Have you worked or travelled in the United States?
- J Yes, I have. I've never worked, but I've been to the States on holiday. I went there last year.
- C Have you ever worked in a summer camp before?
- J No, I haven't.
- C What sports can you do?
- J Well, I really enjoy competitive sports like football and basketball. And tennis, of course. I play tennis for the university team.
- C Can you swim?
- J Oh yes, I love swimming! And I've done some sailing, too.
- C Have you got any relevant qualifications or experience?
- J Yes, I have. I've taught sports at a summer school here in Poland. It was a lot of fun.
- C Can you drive?
- J Yes, no problem.
- C OK, Jacek, thank you for calling. Now if you could give me your address, we'll send you more details about our summer camps and ...

Call centre – Leaving a message

J=Jitka, S=secretary

S Hello.

- J Hello. Could I speak to Tom Price, please?
- S I'm afraid he's in a meeting at the moment. Can I take a message?
- J Yes, please. Could you tell him that Jitka Saunders called.
- S Can you spell that, please?
- J That's J-I-T-K-A ...
- S OK...
- J S-A-U-N-D-E-R-S. Could he call me back before half past five? It's urgent.
- S Of course. Has he got your phone number?
- J I'm out of the office today. Can he call me on my mobile? That's 07700 886432.
- S Can I check that? That's 07700 886432.
- J That's right.
- S OK, I'll give Tom the message.
- J Thank you very much. Goodbye.
- S Goodbye.

Expressions

- 1 Hi. This is Dave calling from the IT department. Can you delete all emails on your computer from Klaus Trawoeger? That's Klaus, K-L-A-U-S, Trawoeger, T-R-A-W-O-E-G-E-R. There's a virus in the attached files so don't open them. OK? Thanks very much. If you have any problems, call me on extension 4677. That's 4677. Just don't open those files. This is very important. Thanks.
- 2 Erm... hello. This is Tina Winters from Ricchissimo Fashions. That's R-I-double C- H-I-double S-I-M-O. And this is a message for James Tate. Could James call me this afternoon? I want to discuss tomorrow's meeting. OK? And my name's Tina Winters. That's T-I-N-A W-I-N-T-E-R-S. Thank you. Bye.

Unit 5

9 to 5

J=Joe, L=Lisa

- 1
- J Hi, Lisa.
- L Oh, hi Joe.
- J Is Richard free? I've really got to see him about my PowerPoint presentation.
- L Well, he's not at the moment. He's showing some visitors around the studio.
- J OK, what about this afternoon? Is he free at 2 o'clock?
- L I'm afraid not. He's meeting the Marketing Director of Talent.
- J OK, after three?
- L Well, he's making a call to the New York office at 3.15. And then at 3.30 he's going to a sales meeting. That's going to last all afternoon.

List 1

- J OK, what about tomorrow morning?
 L He's talking to a director from Fab Films about the hotel's advertisement at 10.30 a.m.
 J Can he make a breakfast meeting?
 L Er ... yeah, I think so.
 J OK, let's fix a meeting for 8.30.
 L Sure. I'll let him know.
 J Thanks
- 2
 J Er, Lisa, if you're not busy, how about going for a drink after work?
 L Today?
 J Yeah.
 L Oh, I'm sorry, I can't. I'm taking my sister shopping.
 J Well, what about Thursday?
 L I'm sorry, I'm busy. I'm going out with some friends from university.
 J How about Friday? And before you say anything – I've got two tickets for the Coldplay concert.
 L Coldplay?
 J Yeah, and my friend can't make it. So ... are you doing anything on Friday evening?
 L I am now – I'm going to see Coldplay!

Pronunciation – going to

- 1 He's going to take the job in New York.
- 2 Are they going to change your computer?
- 3 They aren't going to meet their sales target.
- 4 We're going to do a lot of work tonight.

Unit 6

Listening

- 1 This happened two or three years ago. I was in Indonesia on a business trip ... and I was invited to the Area Manager's house for dinner, which was lovely. I met his wife and children. The kids were terribly sweet. Especially his son who was only ten years old. He was so cute! Anyway, I patted the boy on the head ... and I noticed that everybody looked embarrassed. I knew I'd done something wrong, but I didn't know what it was. I learnt afterwards that in Indonesia you must never touch someone's head, because it's rude. Anyway, my hosts were really nice and I had a very enjoyable evening. In fact, I saw them again earlier this year. Their son is a lot taller now and I can't even touch his head!
- 2 Well, this wasn't a big cultural faux pas, but it was interesting. I had to go to Australia last year. I was travelling around a lot – I had lots of meetings – so I often took taxis. I give generous tips when I travel – after all, they're all expenses – but I realized that nearly all the taxi drivers seemed offended

by me. You see, in Australia it's always best to sit in the front seat of a taxi. You know, actually next to the driver. If you sit in the back, they think you're being superior – that you think you're better than them!

- 3 I eat out a lot in London. I love Japanese and Chinese food, so I never have problems eating with chopsticks. I find it really easy. So I was amazed when I was in Beijing for work. I discovered that the way I usually used chopsticks was really wrong. I learnt that you must never leave your chopsticks standing up in the bowl. You know, it's really interesting. There are so many small differences between cultures, it's easy to make mistakes without realizing it.

Pronunciation – must / musn't

You must arrive in the office before 10 a.m.
 You mustn't send private emails.
 You must answer the phone promptly.
 You mustn't surf the Net.

Call centre – Choosing an option

- 1 Welcome to Banana online banking. Please select one of the following three options.

If you're calling in connection with your membership number or pass code, please press one.

For customers with general banking enquiries, please press option two.

For all other online banking enquiries, please press three or hold to speak to an advisor.

2

- 1 Hello, thank you for calling Safe Car customer service. The office is now closed. However, we are able to offer you three options.
 To tell us of a change of address, please press one. To change your registered vehicle details, press two. Or to renew your Safe Car membership, press three.

- 2 Welcome to the Millennium Gallery recorded information line. If you have a touch-tone telephone and require recorded information, please press the hash key and listen to the menu. At the end you will return to the main menu.

Please have a pen handy to write down any telephone numbers.

For general information about the gallery, please press one now.

For exhibitions and ticketing information, please press two now.

For educational events, please press three now.

For shopping and eating, please press four now.

If you'd like to speak to someone in the information department, please press five now.

- 3 Welcome to Onion Financial Services. For quality purposes, your call may be recorded. Please have your card, account, or reference number ready.

To speak to us about the Onion credit card, please press one.

For a loan or reserved product, please press two.

Or please press three to tell us about a lost or stolen card.

Unit 7

Listening

L=Liam, K=Kim

- L OK, Kim, so what do you think?
 K Well, a conference folder is always a good idea – I mean, it's really practical ...
 L Yeah ... but not very original.
 K That's true. What's the price on that one? £4.90? We'd need hundreds of them.
 L Right. That's far too expensive. You know, I quite like the idea of the stress balls – they're a good price – and I like the humour. It's a fun item.
 K Yeah – and there can be a lot of pressure at a trade fair. People need to relax somehow!
 L And they'll use the stress ball – and they'll think of us.
 K Beating the stress!
 L Exactly. And I was also thinking of the pocket radio ...
 K Uh-huh ...
 L It's a nice little gadget – you can tune in to the latest news ...
 K But would people really use one? Everybody's got their iPods and laptops. I don't think they'd use it.
 L Point taken. So, what about a mouse mat?
 K We've all got lots of mouse mats already. Who needs another one?
 L A biro?
 K You just lose them. Or leave them in your hotel room. But we could go for a conference bag – yeah, I know it's not original – but just think, we can have our logo on it – our contact details – and it's practical. People can put all their freebies in it!
 L That's brilliant!

9 to 5

L=Lisa, R=Richard, W=Waiter

1

- L This is the first time I've ever been to a Japanese restaurant.

- R Really? I come to them all the time. The food's really fresh – and the service is efficient. So, what are you going to have?
- L I'm not sure. Can you tell me what 'miso and wakame' soup is?
- R That's a soup made from soy beans, with spring onions and seaweed in.
- L Seaweed? I don't like the sound of that. What's 'takoyaki'?
- R Takoyaki? Those are balls made of octopus.
- L OK... what about the 'sashimi sampler'?
- R That's a selection of different kinds of fish.
- L I'm afraid I don't really like seafood.
- R Maybe a Japanese restaurant wasn't such a good idea.
- 2
- W Are you ready to order?
- R Yes, I think so. Lisa?
- L I'd like the chicken noodle soup and the beef teriyaki.
- R And I'll have the miso soup and the takoyaki, please.
- W And to drink?
- R A bottle of fizzy water, please.
- W Thank you very much.

- 3
- R OK, Lisa, tell me the truth. What's the soup like?
- L It's delicious! So don't worry, we can go to Japanese restaurants whenever you want!

Unit 8

Listening

- 1 You live in a busy, stressful world. You want to be a loving son, but there's no time to see your parents. You want to say, 'I care about you', but can never find the right moment. You want to say, 'I'm sorry', but it's difficult to do. You want to say 'I love you' and show that it's true. So why not take the time and go online to 'Flowersfromyou'?
- 'Flowersfromyou.com' will deliver flowers from you to the ones you love. Don't feel guilty. Let 'Flowersfromyou.com' give that special person a special day.
- 2 Do you live like this? Then you need a holiday. Call Sunshine Holidays on 08081 100100 to turn this... into this.

Call centre – Checking information

J=Jamie, A=Andy

- J ... so I think that's all the information. Did you get all that?
- A I'm sorry, I can't hear you very well.
- J That's strange, I can hear you.

- A Can I just check what you said?
- J Yes, of course.
- A OK, you want me to get in touch with Stefan George.
- J No, it's Stephen George.
- A Sorry, I didn't catch that.
- J His name's Stephen. That's S-T-E-P-H-E-N.
- A Stephen. OK. Did you say his phone number's 020 7886 9987?
- J No, I didn't. It's 7887 9986.
- A 7887 9986?
- J That's right. And for the meeting next week, Tuesday's better than Thursday.
- A Would you mind saying that again?
- J Tuesday's better than Thursday.
- A Yes, I've got that. And the morning is more convenient.
- J No, the *afternoon* is more convenient.
- A Sorry, what did you say?
- J The *afternoon* is more convenient!
- A OK, that's great. I'll get in touch with Stephen as soon as I can. Bye.
- J Bye.

Pronunciation – Emphasizing information

- 1
- A Did you say the Nissan was more expensive?
- B No, I said the Toyota was more expensive.
- 2
- A Did you say 07803?
- B No, I said 07903.
- 3
- A Is it more compatible with my computer?
- B No, it's less compatible.
- 4
- A Is the address 37 Essex Street?
- B No, it's 37 Wessex Street.

Unit 9

Listening 1

M=Maria, A=Alex

- M OK, let's do this quiz. Question one: Do you like reading fashion magazines?
- A Fashion magazines? No, not really.
- M Hang on. Or reading about celebrities?
- A Oh, yeah, of course. Everybody does that, don't they?
- M Well, I do! So number two: Do you prefer branded clothes?
- A I'm not bothered. All those labels and things. I think they're annoying.
- M Well I like them. They guarantee quality and that's important.
- A Question three. So, what about wearing this year's fashion?
- M I don't know. No, not really. I just wear clothes that I like.

- A Yes. I like wearing the latest clothes – but I'm not very interested in big names.
- M So question four... well, we know you don't like visible labels...
- A That's right, I hate wearing advertisements for a company on my clothes.
- M Well I really like them – I think they're fun. Question five: Do you wear sportswear when you're not doing a sport?
- A Yes, a lot. In fact, most of the time.
- M I don't wear it as much as you... but I wear it around the house. So, my answer's yes, too. Question six: Have you ever wanted accessories you've seen in a magazine?
- A No.
- M Really?
- A Only sunglasses.
- M Those are accessories! And I have, too. So that's 'yes' for both of us. Number seven.
- A No, I don't buy clothes because my friends are wearing them.
- M Neither do I. So, what about your wardrobe? Question eight: Do you have clothes you haven't worn?
- A Yes, I do. But only ties that my parents have bought me. And they are *not* fashionable!
- M Me too. Quite a few actually. Question nine: Do you have trainers for different purposes?
- A Er, no, I don't think so. I wear the same ones for everything.
- M Well, I have my special trainers for running, and others for general wear, so yes, I do.
- A Last question: Do you like people to admire the way you look?
- M Definitely. I want to look good.
- A I don't, I don't want people to 'admire' the way I look. Why should I?
- M Well, I'm sure we're fashion victims. Let's take a look at the scores...

Listening 2

Mark Mahfouz I've had my own designer label since 2003. It was a big step after college, but you have to be confident in this business. I've got contracts with some major clients, mainly in Italy and Germany. I've specialized in menswear up to now. I haven't designed for women yet, but I've got big plans to start next year!

Lisa Merle I've worked as a fashion buyer for the last two years. Basically, I commission and buy clothes from designers and manufacturers for high-street clothes stores. I've travelled abroad to fashion shows and suppliers, and I've met a lot of people. The most important thing in my line of work is being able to deliver on time.

Antonia Benedetti I'm doing an internship with OK Plus, an accessories manufacturer in New York. I've been here for just over three

months. It's great to get some real work experience. I haven't been involved in design work yet, but I've gained some good business experience in the Quality Control and Sales departments.

John Tosches I've worked in fashion for the last ten years. I've been a model, a designer, even a talent agent. Since 2004 I've worked as a stylist. Stylists can work for designers, manufacturers, magazines, even celebrities! A stylist creates a total look for them. It's important to communicate your ideas clearly and passionately. Communication is the key to the fashion business. And networking. You have to network or die!

Language spot

S=Steve, A=Antonia

- S OK, Antonia, thanks for coming in to see me. I just wanted to check on your progress, and to see what you've done so far ... How's it going?
- A It's been really interesting. I've learned a lot since I've been here.
- S That's very good to hear. When did you start?
- A Just over three months ago.
- S Have you worked in Quality Control yet?
- A Yes, I have. In fact, I've been there all this week. It's fascinating.
- S What about the Management department?
- A No, I haven't worked there yet. I think that's planned for next month.
- S So have you worked in the Sales department yet?
- A Yes, I have. I did mainly administrative jobs. You know, filing, organizing the stock room, things like that.
- S Have you had any telephone contact with customers?
- A No, I haven't been on the phones yet.
- S Have you worked on our current orders, checking that we've delivered our goods on schedule?
- A Yes, I have.
- S And have you worked in the Design department?
- A No, I haven't done that yet. But I'm really looking forward to it.
- S Well. Everything seems to be going very well. It's good having you here.
- A Thanks. I'm having a great time.

9 to 5

R=Richard, L=Lisa, J=Joe, S=Sara

- L Hello.
- R Hi, Lisa.
- L Hi, Richard.
- R Have you finished typing up my report yet?
- L Nearly ... I'm just making the last few changes.
- R Well, could you bring it to me as soon as possible?

- L Yes, of course.
- R By the way, can you email me an updated list of our contacts? And can you get it to me before lunch?
- L Sure.
- R Thanks.
- J Lisa, are you busy?
- L Yes, I am. Richard's a bit stressed today. I have to do this contacts document before lunch. And finish typing his report! Why?
- J My computer keeps crashing. Would you mind printing the briefing notes we received from Harper's Hotels?
- L Of course not. That's fine. Just give me a couple of minutes ...
- L ... Oh, hi Sara.
- S Hello, Lisa. Could you possibly give these files to Richard? He wants them pretty urgently.
- L Yes, of course. Hello.
- R Lisa, I really need that report ...
- L I'm sorry, Richard. I'll get it to you in ten minutes.
- R And can you get those files I need from Sara?
- L No problem. I'll bring them in now.
- R Thanks.
- L Phew.
- J I think this is a bad moment. I'll come back for the briefing notes later.
- L Thanks, Joe.

Unit 10

Listening

Trainer

OK, we've talked ... we've talked ... about how to write a better email message. Now let's move on to making sure that it reads well and has all the information that you need.

- Always complete the Subject line so the recipient knows what the message is about. 'Hi!' is not usually enough!
- End your email with a signature. Include your company name, job title, and contact details. You can make this appear automatically on every email.
- Only use 'Reply to all' if all the people need to read your email.
- Read your message through, and check spelling, grammar, and punctuation. Typing in capitals is considered to be like shouting!
- Remember to attach that document or picture. It's easy to forget.
- Check with your recipient before sending large attachments. Mailboxes can fill up quickly.

I think that's more or less everything. Does anybody have any questions?

Pronunciation – Email addresses

- 1
- A Could you tell me your email address?
- B Yes, of course. It's Alicia – that's A-L-I-C-I-A – underscore – Ramirez. R-A-M-I-R-E-Z at sagacity dot A-U. And Sagacity is spelt S-A-G-A-C-I-T-Y.
- A Excellent.
- 2
- A What's your email address?
- B It's gemma dot james at wiggly hyphen world dot co dot uk. That's Gemma - G-E double M-A - James - J-A-M-E-S.
- A How do you spell 'wiggly'?
- B W-I double G-Y.
- A Great.
- 3
- A What's your email address, Ryszard?
- B It's Ryszard – upper case R, then lower case Y-S-Z-A-R-D dot Milosz – M-I-L-O-S-Z at Q W T dot com.
- A U W T?
- B No, Q, as in 'quiet'.
- A OK, got it. Thanks.
- 2
- 1 You can email me at alex underscore bozoukova – that's B-O-Z-O-U-K-O-V-A at linknet (all one word) dot co dot uk.
- 2 My email address is kirkham dot jed – K-I-R-K-H-A-M dot J-E-D (all lower case) – at LBF (that's all upper case) hyphen marketing dot com.

Call centre – Taking a message

T=Tina, J=Joe, R=Robert

- T Webshop Production, Tina Jones speaking. How can I help you?
- J Hello, this is Joe Enderby from JYT. Can I speak to Robert Adams, please?
- T I'm afraid he's away from his desk at the moment. Would you like to hold?
- J I'm sorry, I can't. Could you ask him to call me? I'd like to talk to him about our recent order.
- T OK ... I'll just take a message. Could you spell your name, please?
- J Of course. That's J-O-E and Enderby, E-N-D-E-R-B-Y.
- T Great. Joe Enderby from JYT for Robert Adams, and you'd like to talk about your recent order.
- J That's right.
- T I'll see that Robert gets the message. Does he have your contact details?
- J Yes, he does.
- T Oh, just a moment. Robert's coming back to his desk now. I'll put you through.
- J Thank you.
- R Hello, this is Robert Adams speaking.

- J Hello, Robert. It's Joe Enderby from JYT. Am I calling at a convenient time?
 R Yes, of course. No problem. What can I do for you?
 J It's about one of our recent orders ...

Unit 11

Listening

- S=Steve, N=Nuria, D=Dylan, B=Beate, A=Andy, L=Laura
 S OK, it's coming up to ten to three and today's hot topic is 'Stress and happiness in the workplace'. We've got Nuria from Madrid on the line. Good afternoon, Nuria.
 N Hi, Steve.
 S Tell us about your experience.
 N Well, I think it's very important to know what's going on in a company. It can be very stressful when you don't know what's happening. Last year I was working for a company, and when I arrived at work one morning, there was a 'for sale' sign outside the building.
 S For sale? Was the company in trouble?
 N No, it was moving premises – from the centre of town to out of town. But they didn't tell their employees anything about it. Not knowing what's going on can be really stressful. Being kept informed makes everyone feel better.
 S Thank you, Nuria. And now we have Dylan – calling all the way from New York. I guess it's morning in America?
 D That's right. Steve, if your callers think working in Europe is stressful, they should try working in the USA. Over here, lots of employees have to work a six-day week. You often have to work late evenings in the office, too. And you know, a lot of bosses expect their staff to work twelve hours a day – and that is stressful!
 S Thank you, Dylan, and I hope you have a good day. OK, next up is Beate from Switzerland. Hi, Beate.
 B Hello, Steve. I just want to say that the situation in my company is a lot easier than Dylan's. You can come in late to work, go home early, take long breaks on a sunny day – there's no problem with the management in my company. But we have to attend all meetings, and we have to get the work done – that's the important thing. But the atmosphere here is relaxed, and that's a very positive thing.
 S Thank you Beate. OK, we've got time for two more callers before the news. First we have Andy.
 A Hi Steve. I'm calling from here in the UK, and ... well, the company I work for has a gym, a

swimming pool, and there are tennis courts, too. I don't have a high salary, but the company takes care of me. I get a lot of support from my manager – so, it's great.

- S Thank you Andy, And finally Laura from Rome. Ciao, Laura.
 L Hello, Steve. I think it's very important that workers are paid for overtime. You know, I often have to work extra hours in the office, I don't have any choice, but I never get paid for them. People should be paid for the work they do.
 S Thank you, Laura. Now let's go over to the news room ...

9 to 5

- R=Richard, L=Lisa, J=Joe
 R What time is it?
 L Twenty past ten.
 R You booked a cab for a quarter past, didn't you?
 L Yes, I did.
 R What time's the train?
 L 11.10. So there's still plenty of time.
 R Joe, you've packed the DVDs, haven't you?
 J Yes, I have. They're in the bag.
 R And what about back-up disks of the PowerPoint presentation? We've got copies, haven't we?
 J Don't worry, I prepared them yesterday. They're with the laptop.
 R Have you got printed examples of the artwork?
 J Yes, I have ... but I haven't packed them.
 R We should take them, shouldn't we? Just in case there's a problem with PowerPoint?
 J That's a good idea. I'll get them now.
 L Lisa Scacchi ... Thanks very much. Bye ... The taxi's here, Richard.
 R Great. Erm ... Sara's coming into the office later, isn't she?
 L That's right. She's meeting a client this morning. But she's in this afternoon.
 R You can tell her about the Circle account, can't you?
 L Yes, I can. No problem.
 R And you'll keep me updated on any developments, won't you?
 L Of course I will. Don't worry.
 R Thanks, Lisa. You're a star. OK, see you tomorrow.
 L Have a good journey. And good luck!
 R Thanks.
 L Er ... Richard!
 R What is it?
 L You haven't forgotten anything, have you?
 R Er ... I don't think so. What?
 L The train tickets? They're still on your desk.
 R Argh!

Unit 12

Start up

- 1
 R=Researcher, M=Man, W=woman
 R Excuse me ... I wonder if you have a minute to spare ...
 M Er ... yeah ...
 R We're doing some research into customer satisfaction with this store, and I'd like to find out your opinions.
 M OK ...
 R Do you feel there's a good choice of products here?
 M Yeah, sure. There's a pretty good range of most products.
 R What about the prices?
 M Well, personally I think they're on the high side. I mean, if you shop around, you can get better prices ...
 R And are you happy with the level of service?
 M Er, yes, I guess so.
 R Do you find the layout of the shop clear?
 M Well, it all seems a bit crowded to me.
 R So, do you have any difficulty finding goods in this store?
 M If I'm buying something for the first time, I don't really know where to look. There are too many signs.
 R And the quality of the goods?
 M Erm ... it's OK. It's fine.
 R Can you find fashionable items here?
 M Well, I'm not really into fashion, but ... yeah, I guess the men's clothes are fashionable.
 R And finally, do you find this an exciting store to shop in?
 M I don't find any shopping exciting, so no, I don't.
 R OK, that's great. Thank you very much for your time.
 M No worries.
 2
 R Excuse me, we're doing some research into customer satisfaction with this store, and I wondered if I might ask you a few quick questions to get your opinion.
 W OK, that's fine.
 R Great. So, first of all, do you find there's a good choice of products here?
 W Oh, on the whole, the choice of goods is excellent, which makes it a convenient place to shop.
 R And what do you think of the prices?
 W I think the goods here are rather expensive.
 R And the quality of the service?
 W My mum says it used to be good here, but I don't think it's great anymore. The shop

assistants don't seem to be interested in the customers – they're more interested in talking to each other.

R Is the layout of the shop clear?

W No, it isn't. They keep moving everything around in here. Frankly, I find it quite chaotic. And it's become very difficult to find anything you want.

R Ah, right – that was my next question, actually. So you think it isn't a clear layout, and it isn't easy to find goods.

W Yes, that's right.

R Uh-huh. So, what about the quality of the goods?

W Good on the whole...

R Are the goods fashionable?

W No, not really. I don't come here to buy fashion items. It really isn't the place.

R So, is shopping here an exciting experience?

W No, not at all. I mean, they don't even play music!

R OK, that's excellent. Thank you very much for your time.

W Not at all.

Listening

I=Interviewer, **M**=Marta

I OK, now turning to Marta Ferkovic, our next guest. You do a really interesting job, Marta, don't you?

M Yes, I'm an ethnographer. I study people.

I And why do you do that?

M Well, I'm employed by marketing companies to help them understand consumers and how they interact with products. Companies want to know how consumers use their products so that they can target them better. They want to know how the customer thinks and feels!

I So, you're a kind of spy?!

M Well, yes, I am! It's important that people feel relaxed with me and don't know I'm watching them. I always say I'm like a naturalist. Naturalists usually watch animals secretly in their natural habitat.

I Tell us about some of your recent work.

M I've done a lot of research lately with my team into how people behave in supermarkets. We've watched how shoppers enter them and how they choose things.

I How did you do that?

M Mostly with cameras, but for some of the time we actually followed shoppers around! We've proved that human beings *always* walk towards the *right* as they enter a shop—always to the right, without exception.

I Incredible!

M And also men and women shop in different ways. When men are shopping in supermarkets um... they don't often use

shopping lists. And they make very quick decisions. They often walk through the store very quickly but then they stop and just take things from the shelves. Women plan more – they often have shopping lists and they read the labels more.

I Fascinating! So, what do companies do with the information?

M They use the information to improve their sales! For example, I expect you've seen that a lot of shops put their clothes on tables. It looks very attractive that way and people like to touch them. We've proved that if customers touch clothes, they are more likely to buy them. And have you noticed how many stores have their jeans at the back of the shop? That's so you walk right through the store past *all* their goods before you get to the basics!

I That's very cynical, isn't it?

M It's just good business.

Call centre – Making arrangements

A

A=Adam, **S**=Secretary

A Hello. Could I speak to Francis Goldman, please?

S I'm sorry but he's out of the office. He's travelling back from Paris.

A I really have to talk to him urgently. I wonder if you could give me his mobile number.

S Yes, of course. One moment...

B

C=Carlos, **R**=Renate

C Carlos del Solar speaking.

R Hello, Carlos. This is Renate Handke. I'm calling about tomorrow. Something's come up. Would you mind if I changed the time of our meeting?

C What time would suit you?

R Could we possibly make it at 3.30?

C That's absolutely fine. No problem.

C

Karen Hello, Andrzej. This is Karen Armstrong from Riverside. It would be good to meet up next week. Would I be able to see you on Thursday? I'm free most of the day. You can reach me on my mobile or leave a message at the office. Thanks.

Pronunciation – Polite requests

1

1 I wonder if you could give me his mobile number.

2 Would you mind if I changed the time of our meeting?

3 Could we possibly make it 3.30?

4 Would I be able to see you on Thursday?

5 Do you think you could pass on the message?

6 Would you mind taking a message?

2

P = polite, **R** = rude

1 I wonder if you could give me his mobile number. **P**

2 Would you mind if I changed the time of our meeting? **R**

3 Could we possibly make it at 3.30? **R**

4 Would I be able to see you on Thursday? **P**

5 Do you think you could pass on the message? **R**

6 Would you mind taking a message? **P**

Unit 13

Start up

C=Catherine, **M1**=Man 1, **M2**=Man 2, **W1**=Woman 1, **W2**=Woman 2

C OK, you've had five minutes to look at the inventions. Now which four of these do you think became successful products? Any ideas?

M1 Well, we thought the inflatable cot.

C Absolutely. The inflatable cot's been extremely successful.

M1 I know. In fact, I have one at home.

C OK, what else?

W1 It sounds odd, but erm... we thought the shoes for police dogs.

C Excellent. That's number two.

M2 We also thought that the spectacles for chickens were a good idea... you know, to stop the birds pecking and hurting each other.

C Well, it may be a good idea – but that one didn't catch on. So what do you think is the third successful product?

W2 What about the multi-shirt clothes hanger? I mean, that's a great way to store lots of shirts.

C You're absolutely right. And what about the last one, any ideas?

M1 Erm... well, I liked the idea of the jet-powered surfboard – but nobody else did. So we decided that the trap to catch insects was a product that lots of people would use.

C Great. Those are the four successful products. Now let's look at the reasons why they...

Listening

P=Presenter, **C**=Chris

P Welcome to Business Futures. Today we're going to talk about the inventor Trevor Baylis. Trevor is famous for inventing the clockwork radio – a radio that you can wind up and that doesn't need batteries. And I have in the studio with me Chris Bonner, the author of the new book *Brilliant Ideas*.

C Hello.

Glossary

- P So, Chris. Can you tell us something about Trevor?
- C Well, Trevor owned a successful swimming pool company. He was also an underwater stuntman for films. But in his free time he loved inventing – he still has a workshop in his home where he works on his inventions.
- P How did Trevor come to invent the clockwork radio?
- C Well, in 1993 he was watching a programme on TV. It was about the spread of AIDS in Africa. He heard that because radios were too expensive, many people in villages never got educational and health information.
- P I see. So, Trevor decided to invent a cheaper sort of radio.
- C Exactly. He started experimenting in his workshop. He remembered that in the old days people didn't use electricity to listen to music. They used to wind up the record player manually using clockwork.
- P So, how successful was his prototype?
- C Well, his first prototype ran for fourteen minutes on a two-minute wind. He called it Freeplay technology.
- P So what did he do next?
- C He took his invention to Marconi and Phillips, and to other large organizations, but they all turned it down. They didn't think that the people in poor countries would be able to pay for the product.
- P Then how did he get it manufactured?
- C Well, by the end of 1993 Baylis was going to give up. He was tired of all the rejections. But in April 1994 he went on a TV programme about innovation and inventions. A South African business man, Hylton Appelbaum, saw the programme and decided to invest. Hylton realized that the radio had great potential for the rural poor in Africa.
- P End of story?
- C No, not really. They encountered lots of technical problems. The prototype wasn't loud enough and they had to make a lot of adjustments to improve the radio before they could manufacture it. Eventually, the radio could play for an hour on a 30-second wind.
- P What a saving on batteries! Where was the radio manufactured?
- C They set up a company called Baygen in South Africa. Trevor kept control of the patents. The company employed 250 disabled people to work in the factory. Today the radios are manufactured in China.
- P What's next for Trevor?
- C Well, Trevor never stops inventing. He's currently developing electric shoes.
- P Electric shoes?
- C Yes, he realized that walking can make

electricity. So he's working on prototypes that will create enough electricity for portable CD players and mobile phones.

- P Well, thank you very much, Chris. And if you want to read about other inventors, you can buy his book, *Brilliant Ideas*.

9 to 5

L=Lisa, R=Richard, J=Joe

- L Oh, Richard ... I erm, I was just looking through this catalogue. I want to get a new printer at home ... but, well, I don't know much about technical stuff ...
- R Can I take a look?
- L Yes, of course. What do you think?
- R Well, in my opinion, you can't go wrong with this Aculaser printer ...
- J That looks interesting.
- L Hi, Joe.
- J Thinking of buying a printer, Richard?
- R No, but Lisa is ... I suggested the Aculaser. It's fast and easy to use. Don't you agree?
- J It's OK ... but actually, I think this Laserjet's a better printer ...
- R I disagree.
- J Oh come on. The Laserjet can handle 500 sheets. It's got a built-in USB, high-quality colour printing ... That's good, isn't it?
- R Yes, absolutely. But the Aculaser has 2400 x 600 dpi reproduction and ...
- L Alchemy Advertising ...
- R ... it can deliver prints in just nine seconds.
- J But the Laserjet ...
- L Excuse me. Do you mind discussing this somewhere else? I've got work to do.
- R OK. Come on Joe. I think we should discuss this over a coffee.
- J I agree.

Unit 14

Call centre – Complaints

1

G=Graham, A=Anna

- G Hello, this is Graham Young. I'd like to speak to Jonathan Andrews, please.
- A I'm afraid that Jonathan is out of the office today.
- G But this is ridiculous! I've called him three times this week, I called him last week, I've left messages on his voicemail, and he never calls me back ...
- A I'm very sorry about that. I know that Jonathan has been very busy recently.
- G Well, tell him that if he doesn't call me by the end of the week, I'll have to think again about doing business with him!
- A Well, I know that Jonathan is definitely in the office tomorrow, so I'll let him know that you have tried to call him and I'll get him to

call you back. Once again, I'm really very sorry that ...

- G That's all right. I know it isn't your fault.

2

A=Alessandro, W=Woman

- A Apricot banking services, Alessandro speaking.
- W Hello. I'm ringing because there seems to be a problem with my account.
- A Oh, I'm sorry about that. What seems to be the problem?
- W Well, I think I've been charged twice for a transfer of funds. And anyway, the charges look very high.
- A OK, I'll look into it immediately ... can I ask you for your details?
- W Yes, of course ...

3

K=Karina, B=Brian

- K Lightwaves Sales department, Karina speaking. How can I help you?
- B I'm sorry to bother you, but I'm waiting for an order from you, and I'd like to know where it is.
- K I'm very sorry about that. What was your order?
- B Well, I ordered five multimedia projectors from you in August.
- K In August?
- B That's right. The payment has gone through, but the projectors still haven't been delivered.
- K Something has clearly gone wrong here.
- B Yes. And it's really quite urgent now.
- K Yes, of course. I understand. First of all, I'm going to check with our Accounts department. Then I'm going to contact our Dispatch department to see what has gone wrong. Could you give me your order number?
- B Yes. Just a moment. It's ...

Unit 15

9 to 5

J=Joe, L=Lisa

- J What's that? A double espresso?
- L Oh, hi Joe. Yeah – I need the energy.
- J Well, don't worry. The weekend starts in half an hour.
- L Not for me! I've still got lots of stuff to finish for Richard. Anyway, what are your plans for the weekend?
- J Actually, I'll probably take it easy tomorrow. I'll tidy the flat, do some shopping, and then meet some friends. Or I may not go out – I may just watch a DVD at home.
- L What about Sunday?
- J Well, I hope to go hang-gliding with some friends.

- L Really? Cool!
- J Yeah, I'm looking forward to it. Hang-gliding is really amazing. But I won't go if the weather's horrible. If it rains, I might go swimming. What about you?
- L Oh, I don't know ... but my weekend won't be much fun. In fact, it'll be pretty awful.
- J Why?
- L Well, I've got my appraisal with Richard on Monday, and I'm not looking forward to it.
- J Well don't let it ruin your weekend. What have you got to worry about?
- L I don't think Richard's been very happy with my performance recently.
- J That's crazy! Richard thinks you're great. In fact, I think he might even promote you.
- L You're joking!
- J OK, he might not promote you ... but your appraisal will be fine. You shouldn't be worried about it. So forget all about it and come hang-gliding with me on Sunday.
- L OK, I'll come!
- J Great!

- A
- L Anyway, what are your plans for the weekend?
- J Actually, I'll probably take it easy tomorrow. I'll tidy the flat, do some shopping, and then meet some friends. Or I may not go out – I may just watch a DVD at home.

- B
- J Yeah, I'm looking forward to it. Hang-gliding is really amazing. But I won't go if the weather's horrible. If it rains, I might go swimming. What about you?
- L Oh, I don't know ... but my weekend won't be much fun. In fact, it'll be pretty awful.

- C
- J OK, he might not promote you ... but your appraisal will be fine. You shouldn't be worried about it.

Pronunciation – Dark 'I'

- I'll do these invoices tomorrow.
- She'll start the research this afternoon.
- He'll be promoted next year.
- They'll have to work faster than that.

Listening

I=Interviewer, P=Paulette, A=Antonio, T=Tareq

- 1
- I OK, Paulette, let's take a look at your work experience. Have you had any experience of this type of job?
- P Well, I've worked for several companies, including banks. And I had to do administrative tasks such as database management, typing, and taking calls.
- I And do you enjoy this kind of work?
- P Yes, I do. Very much. I like systems, you know, where everything is very organized.
- I So, what skills and qualities do you have?
- P Well, I have excellent computer and typing skills. I enjoy working in an office environment, and I think I'm a very hard worker. I like getting the job done.
- I Excellent. So, what are some of your strengths and weaknesses?
- P Well, I work quickly, and I'm very efficient.
- I And your weaknesses?
- P Mmm, that's a bit difficult. I don't know, really. I'm sure I have some ... oh, yes ... possibly that I work too hard!
- I Right. And finally, have you got any questions about the job?
- P Er ... no, not really. The advertisement was very clear.
- I OK, thank you for coming today, Paulette.
- P Thank you.

- 2
- I So, Antonio, let's talk a little about your work experience. Have you had any experience of this type of job?

A Well, I only left university three months ago. But I've had lots of jobs during my summer holidays, because it's important to get as much work experience as possible.

I Good ... good ...

A So in my holidays I've worked for travel agencies, you know, dealing with people's questions over the phone, taking bookings ...

I Right ...

A And I've taken jobs in factories, too ... so I've worked in different kinds of places. But I've also edited the student magazine – and it was great fun.

I So what skills and qualities do you have?

A I have a lot of enthusiasm, and I like working with people. I like that a lot. And obviously I have computer and telephone skills.

I What are some of your strengths and weaknesses?

A Hmm, can I talk about a weakness first?

I Yes, of course.

A Well, I can't drive – so I hope there isn't any driving involved in this job.

I No, there isn't.

A Great. And I think my strengths are ... well, my enthusiasm, as I said before. And I think

I'm good at dealing with customers and clients. In fact, I love talking.

I Have you got any questions?

A Yes, I have a few. First of all, could you describe a typical day?

I Yes, of course. The first thing to say is ... it's busy ...

3

I OK, Tareq, let's talk about what you can bring to this company. Have you had any experience of this type of job?

T Yes, I have. In fact, my present job is very similar to this. I have the same kind of responsibilities.

I Oh, yes ... I can see that on your CV. So why are you thinking of leaving your present position?

T I like my job, and I get on well with my colleagues. But it's a very large company – it employs hundreds of people – and I prefer working in a smaller team. It's more satisfying.

I So what skills and qualities do you have?

T Well, I'm well-organized and reliable and I enjoy working with people. And I have good computer skills, of course.

I What are some of your strengths and weaknesses?

T Well, I think I'm good at working under pressure.

I And your weaknesses?

T That's difficult. Sometimes I find it difficult to stop working. My girlfriend says that is a weakness!

I OK, Tareq, have you got any questions for me?

T Yes, I have one. It's about the organization of the conferences ...

4

I This wasn't an easy decision. Paulette had excellent experience, and I'm sure that she is very hard-working and efficient ... but I don't think that she has the people skills necessary for this job. And I wasn't happy that she didn't ask any questions. So I had to choose between Tareq and Antonio. Both were good candidates in different ways. Tareq has excellent experience and I think he is a very reliable young man. Antonio is full of enthusiasm, and I think he has a lot of good qualities. Unfortunately, I think he possibly enjoys talking too much. I'm not sure that this is the kind of job he really wants. So, I've chosen Tareq.

Glossary

Vowels

i:	feature
i	flexibility
ɪ	build
e	attend
æ	advertise
ɑ:	card
ɒ	job
ɔ:	brainstorm

ʊ	good
u:	group
u	influence
ʌ	budget
ɜ:	service
ə	advertise
eɪ	application
əʊ	bonus

aɪ	apply
aʊ	browser
ɔɪ	employ
ɪə	behaviour
eə	airline
ʊə	security

Consonants

p	patent
b	bank
t	train
d	decrease
k	campaign
g	global
tʃ	check-in
dʒ	job

f	fall
v	vacancy
θ	strength
ð	deal with
s	slogan
z	skills
ʃ	share
ʒ	leisure

h	Human Resources
m	manage
n	network
ŋ	challenging
l	link
r	range
j	interview
w	web page

accessories /æk'sesəriz/ *n* things that you wear or carry that are not clothes, for example jewellery and bags

advertise /'ædvətaɪz/ *v* to tell the public about a product or a service in order to encourage people to buy or to use it

analytical /,ænə'ltɪkl/ *adj* good at analysing (= understanding or explaining something after examining it closely)

application /,æplɪ'keɪʃn/ *n* a formal, written request for a job

apply for a job /ə'plai fɔr ə'dʒɒb/ *v* to make a formal, written request for a job

at /æt/ /ət/ a symbol (@) used in Internet addresses, for example between the name of a person and the company they work for

atmosphere /'ætməsfɪə(r)/ *n* the mood or feeling in a place

attach /ə'tætʃ/ *v* to send a file with an email

attend /ə'tend/ *v* to go to a scheduled event, for example a meeting

auction /'ɔ:kʃn/ *v* to sell something to the person who offers the most money

authentic /ɔ:'θentɪk/ *adj* (used about a copy of something) made in the same way, using similar materials, as the original

award /ə'wɔ:d/ *n* a prize given to a person, company, etc. for doing something well

badge /bædʒ/ *n* a piece of printed plastic or card, often showing your name and company, that you wear on your clothes to identify yourself

baggage reclaim /,bægrɪdʒ 'ri:klem/ *n* the place at an airport where you get your suitcases, etc. again after your flight

bank clerk /'bæŋk klə:k/ *n* a person who works in a bank, serving customers and doing other jobs

basic /'beɪsɪk/ *adj* designed in a very simple way

be made redundant /bi'meɪd rɪ'dʌndnt/ *v* to lose your job, because the job you had no longer exists

be offered a job /bi'ɒfəd ə'dʒɒb/ *v* to be asked to work for a company

be off sick /bi'ɒf'sɪk/ *v* to stay at home and not go to work, because you are ill

be promoted /bi'prə'məʊtɪd/ *v* to be moved to a more important job in a company

behaviour /bi'hervɪə(r)/ *n* the way people act; people's habits

benefit /'benəfɪt/ *n* a helpful and useful effect that something has

bonus /'bʌnəs/ *n* an extra payment that is added to somebody's pay as a reward

brainstorm /'breɪnstɔ:m/ *n* to try to think of good ideas by making suggestions in a group, then discussing the best ones

browser /'braʊzə(r)/ *n* a program that lets you look at websites

budget airline /ˈbʌdʒət ˈeəlaɪn/ *n* a company that provides cheap flights

build /bɪld/ *v* to make something by putting parts together

business card /ˈbɪznəs kɑːd/ *n* a small card printed with somebody's name and details of their job and company

calculator /ˈkælkjəleɪtə(r)/ *n* a small electronic device or computer program for calculating with numbers

campaign /kæmˈpeɪn/ *n* a series of planned activities to persuade people to buy something

candidate /ˈkændɪdət/ *n* a person who is applying for a job

career opportunities /kəˈrɪər ɒpəˈtjuːnɪtiz/ *n* chances to work in a particular area of an industry, company, etc.

carry-on bag /ˈkæri ɒn bæɡ/ *n* a bag that you take onto an aeroplane with you

casual /ˈkæʒuəl/ *adj* (used about clothes) not formal

chain store /ˈtʃeɪn stɔː(r)/ *n* a shop that is one of many similar shops in different cities, with the same name and owned by the same company

challenging /ˈtʃæləndʒɪŋ/ *adj* (of work) that tests your ability and skills, especially in an interesting way

chat /tʃæt/ *v* to have a friendly and informal talk with somebody

check-in /ˈtʃek ɪn/ *n* the place or process in an airport where you show your ticket and passport, and leave your luggage

client /ˈklaɪənt/ *n* **1** a person who uses a particular company **2** any of the computers connected to the main computer (called the **server**) on a network

come up with /kʌm ˈʌp wɪð/ *v* to think of something new and original

comfortable /ˈkʌmfəbl/ *adj* (of shoes, clothes, etc.) that feel good and pleasant to wear

commercial /kəˈmɜːʃl/ *n* an advertisement on television, radio, etc.

commercial awareness /kəˈmɜːʃl əˈweənəs/ *n* the ability to see opportunities for making money; business sense

communication skills /kəˈmjʊːnɪˈkeɪʃn skɪlz/ *n* the ability to talk and listen to people effectively

(the) competition /ðə ˌkɒmpəˈtɪʃn/ *n* the people or companies who are competing against you

complaint /kəmˈpleɪnt/ *n* a statement that a customer makes to say that they are not satisfied with a service or product

conflict /ˈkɒnflɪkt/ *n* a situation in which people are involved in a disagreement or an argument

connect /kəˈnekt/ *v* to join things together, for example a computer to the Internet

consumers /kənˈsjʊːməz/ *n* people who buy goods and services

contact /ˈkɒntækt/ *n* a person that you know, especially somebody who can be helpful to you in your work

correction fluid /kəˈrekʃn fluːɪd/ *n* white liquid that you brush onto paper to cover mistakes you make

Customer Care /ˌkʌstəməˈkeə(r)/ *n* the department in a company that deals with customers' questions, complaints, etc.

customer relations /ˌkʌstəməˈrɪleɪʃnz/ *n* the way in which a company deals with its customers

customer service /ˌkʌstəməˈsɜːvɪs/ *n* help that a company provides for customers, for example if they have a problem using a product

customize /ˈkʌstəmaɪz/ *v* to make or change something to meet the needs of a particular user, region, etc.

CV /ˌsiːˈviː/ *n* a document in which you give details of your work experience, education, and other information that may help you get a job

database /ˈdeɪtəbeɪs/ *n* a computer program that organizes a large amount of information, for example

about a company's customers or products

database administrator /ˈdeɪtəbeɪs ədˈmɪnɪstreɪtə(r)/ *n* a person who manages a computer database

deal with /ˈdiːl wɪð/ *v* to be responsible for something; to handle something

decrease /dɪˈkriːs/ *v* to become less; to fall in number

departure lounge /dɪˈpɑːtʃə laʊndʒ/ *n* the place in an airport where you wait for your flight to leave

depressed /dɪˈpresd/ *adj* very sad and without hope

designer /dɪˈzaɪnə(r)/ *n* a person who decides how clothes, etc. will look by making drawings

designer /dɪˈzaɪnə(r)/ *adj* (used about clothes, etc.) expensive and having a famous brand name

develop /dɪˈveləp/ *v* to think of a new product and try to make it successful

differentiate /ˌdɪfəˈrenʃieɪt/ *v* to make a product different from other products of the same type

distribute /dɪsˈtrɪbjʊːt/ *v* to give things to a large number of people

dot /dɒt/ *n* a full stop (.) that is used in email or website addresses

duties /ˈdjuːtiz/ *n* the things that you have to do as part of your job

easy to use /ˌiːzi təˈjuːz/ *adj* simple to understand and operate

eco-friendly /ˌiːkəʊ ˈfrendli/ *adj* not causing damage to the environment

education /ˌedʒʊˈkeɪʃn/ *n* the schools, colleges, etc. where you studied, and the exams that you passed

efficient /ɪˈfɪʃnt/ *adj* working well, without wasting time or energy

emotions /ɪˈməʊʃnz/ *n* strong feelings, such as happiness, fear, or anger

employ /ɪmˈplɔɪ/ *v* to pay somebody to work for you

en suite /ˌɒn ˈswiːt/ *adj* (of a bedroom) with a private bathroom attached; (of a bathroom) attached to a bedroom

enormous /ɪˈnɔːməs/ *adj* very big

enquiries /ɪnˈkwairiz/ *n* questions or requests for information about something

entrepreneur /ˌɑːntrəprəʊˈnɜː(r)/ *n* a person who makes money by starting businesses, especially when this involves financial risk

essential /ɪˈsenʃl/ *adj* absolutely necessary

ethnographer /eθˈnɒɡrəfə(r)/ *n* a person who studies how people behave

exhibitor /ɪɡzˈɪbɪtə(r)/ *n* a company, or a person, demonstrating products or services at a trade fair

expenditure /ɪksˈpendɪtʃə(r)/ *n* the amount of money spent on something

experience /ɪksˈpɪəriəns/ *n* jobs that you have done that are connected with a particular area of work

experiment /ɪksˈperɪmənt/ *v* to try making or doing something in different ways, in order to find the best way

Facilities /ˈfæˌsɪlətɪz/ *n* the department in a company that organizes the maintenance of the buildings, including office space

factor /ˈfæktə(r)/ *n* one of the things that causes or influences something

fall /fɔːl/ *v* to become less; to go down in level

fashionable /ˈfæʃənəbl/ *adj* having a style that is popular at a particular time

faux pas /ˈfəʊ paː/ *n* an action that causes embarrassment because it is not what people usually do

feature /ˈfiːtʃə(r)/ *n* something that a particular product has or does

field trial /ˈfiːld ˌtraɪl/ *n* a form of market research where you let people try a new product in a real situation

fill in /fɪl ˈɪn/ *v* to write information in the spaces on a form

Finance /ˈfaɪnæns/ *n* the department in a company that deals with billing, salaries, taxes, investment, and budgets

financial /faɪˈnænʃl/ *adj* relating to money

flexibility /ˌfleksɪˈbɪləti/ *n* the ability to change something according to your needs without having to follow fixed rules

flexible /ˌfleksɪbl/ *adj* something that is not fixed, but can be changed according to a person's needs

focus group /ˈfəʊkəs gruːp/ *n* a small group of people who are asked to discuss and give their opinion about something, for example a new product

forward /ˈfɔːwəd/ *v* to send an email that you have received to another person

found /faʊnd/ *v* to start a company

freebies /ˈfriːbiːz/ *n* something that a company gives free to people, for example to advertise itself

gate /geɪt/ *n* a numbered exit in an airport where you get onto your aeroplane

global /ˈɡləʊbl/ *adj* covering the whole world

globalize /ˈɡləʊbəlaɪz/ *v* to start doing business in countries all over the world

hand out /hænd ˈaʊt/ *v* to share something, for example money, between a number of people

hands-on /ˈhændz ˈɒn/ *adj* doing something rather than just talking about it

Human Resources /ˌhjuːmən riˈzɔːsɪz/ *n* the department in a company that deals with staff and is responsible for recruiting and training

impress /ɪmˈpres/ *v* to make somebody feel that something is good

improve /ɪmˈpruːv/ *v* to make something better

increase /ɪnˈkriːs/ *v* to become more; to rise in number

influence /ˈɪnfluəns/ *v* to have an effect on the way somebody thinks or behaves

influential /ɪnfluˈenʃl/ *adj* having a lot of influence on somebody / something

Information Technology / IT

/ˌɪnfəmeɪʃn tekˈnɒlədʒi/ /aɪ ˈtiː/ *n* the department in a company that is responsible for the computer systems, and trains staff in computer use

innovation /ˌɪnəˈveɪʃn/ *n* 1 the development of new things, ideas, or ways of doing something 2 a new product, idea, etc. that is developed

inspiration /ˌɪnspɪˈreɪʃn/ *n* the process that makes you want to create something new and helps you to have ideas

interaction /ˌɪntərˈækʃn/ *n* an occasion when you communicate with somebody, especially as part of your work

internship /ɪnˈtɜːnʃɪp/ *n* a time when a student or a person who has recently finished studying gets practical experience of a job

interpersonal skills /ˌɪntˈpɜːsənəl skɪlz/ *n* ability to develop and maintain good relationships with people

interview /ˈɪntəvjuː/ *n* a formal meeting at which somebody is asked questions to see if they are suitable for a particular job

inventor /ɪnˈventə(r)/ *n* a person who has invented something or whose job is inventing things

invest /ɪnˈvest/ *v* to spend money on something, for example a product or company, in order to make it successful

irritated /ˈɪrɪteɪd/ *adj* a little annoyed; very slightly angry

ISP /aɪ es ˈpiː/ *n* **Internet Service Provider**, a company that provides you with an internet connection and services such as email, etc.

join /dʒɔɪn/ *v* to start working for a company

key in /kiː ˈɪn/ *v* to type information into a computer

leaflets /ˈliːfləts/ *n* printed sheets of paper that advertise something

leisure /ˈleɪʒə(r)/ *n* things that people do in their free time

liaise /liˈeɪz/ *v* to work closely with and

- pass on information to a person or group
- link** /lɪŋk/ *v* to make a connection between things
- loan** /ləʊn/ *n* money that somebody borrows from a bank
- logical** /'lɒdʒɪkl/ *adj* able to think very effectively, basing your thinking on facts and following the rules of logic
- losses** /'lɒsɪz/ *n* money that a company loses
- lower case** /,ləʊə 'keɪs/ *adj* small letters; abc, etc., not ABC, etc.
- luxurious** /lʌg'ʒʊəriəs/ *adj* expensive and very comfortable
- make a good impression** /,meɪk ə gʊd ɪm'preʃn/ *v* to make somebody think about you in a positive way
- make eye contact** /meɪk 'aɪ kəntækt/ *v* to look at the person who you are talking to
- manage** /'mænɪdʒ/ *v* 1 to be in charge of a business 2 to use your time, money, etc. in a planned and sensible way
- manufacturer** /,mænjə'fæktʃərə(r)/ *n* a company that makes goods in a factory
- market researcher** /,mɑ:kɪt rɪ'sɜ:tʃə(r)/ *n* a person whose job is to ask people questions about what they buy, what they like, etc., in order to have an idea what products a company will be able to sell
- market share** /,mɑ:kɪt 'ʃeə(r)/ *n* the amount of sales of a particular product that a company has, compared to total sales of the product by all companies
- maternity leave** /mə'tɜ:nəti li:v/ *n* if a woman takes maternity leave, she has some time off work because she has had a baby
- membership number** /'membəʃɪp ,nʌmbə(r)/ *n* a unique number that you are given when you join an organization, which you use to prove who you are
- menswear** /'menzweə(r)/ *n* clothing for men
- merge** /mɜ:ʒ/ *v* if a company merges with another, they join together to form one company
- message** /'mesɪdʒ/ *n* 1 an important idea that a company tries to communicate in its advertising 2 a spoken piece of information that you leave for somebody on the phone when you cannot speak to them yourself
- motivate** /'məʊtɪveɪt/ *v* to make somebody want to do something
- needs** /ni:dz/ *n* the things that somebody requires
- negotiate** /ni'gəʊʃieɪt/ *v* if you negotiate with somebody, you discuss something, for example a price, and try to reach an agreement
- negotiation skills** /ni'gəʊʃi'eɪʃn skɪlz/ *n* the ability to reach an agreement that is favourable to you in formal discussions
- network** /'netwɜ:k/ *n* a number of computers that are connected together
- observation** /,əbzə'veɪʃn/ *n* the activity of watching and possibly filming people's behaviour
- organizational skills** /,ɔ:gənaɪ'zeɪʃnəl skɪlz/ *n* the ability to plan and manage things well
- organize** /'ɔ:gənaɪz/ *v* to make preparations and arrangements for something
- overtime** /'əʊvətaɪm/ *n* extra time that you work at your job after you have finished your normal working hours
- passport control** /,pɑ:spɔ:t kən'trəʊl/ *n* a place in an airport where you have to show your passport to an official as you pass through
- patent** /'peɪnt/ *n* a legal right to be the only person to make, use, or sell an invention or a product
- paternity leave** /pə'tɜ:nəti li:v/ *n* if a man takes paternity leave, he has some time off work because his wife or partner has had a baby
- performance** /pə'fɔ:mns/ *n* how well somebody does their job, or how successful a company is
- persuade** /pə'sweɪd/ *v* to make somebody do something by giving them good reasons for doing it
- Post-it note®** /'pəʊst ɪt nəʊt/ *n* a small piece of coloured, sticky paper that you use for writing a note on, and that can be easily removed
- problem-solving** /'prɒbləm sɒlvɪŋ/ *n* finding ways of dealing with problems
- product** /'prɒdʌkt/ *n* a thing that a company offers for sale
- Production** /prə'dʌkʃn/ *n* the department in a company that produces the finished products
- productivity** /,prɒdʌk'tɪvəti/ *n* the rate at which a worker or company produces goods
- profit** /'prɒfɪt/ *n* the money that a business makes, especially after paying its costs
- promotion** /prə'məʊʃn/ *n* a move to a more important job in a company
- promotional materials** /prə'məʊʃnəl mə'tɪəriəlz/ *n* posters, leaflets, free gifts, etc., that are used for advertising a product
- prototype** /'prəʊtətaɪp/ *n* the first design of something from which other forms are developed
- Purchasing** /'pɜ:tʃəsɪŋ/ *n* the department in a company that is responsible for buying the materials the company needs to make its products
- qualifications** /,kwɒlɪfɪ'keɪʃnz/ *n* the exams that you have passed in your life
- questionnaire** /,kwestʃən'ɛə(r)/ *n* a list of questions that are answered by many people, and are used to collect information about a particular subject
- range** /reɪndʒ/ *n* a number of different types of something
- recruit** /rɪ'kru:t/ *v* to find new people to join a company
- relaxed** /rɪ'læksd/ *adj* calm and not anxious or worried
- research** /rɪ'sɜ:tʃ/ *v* to ask questions and do tests to find out information that you need

Research and Development (R & D)

/rɪˈsɜːtʃ ənd dɪˈveləpmənt/ *n* the department in a company that tries to develop new products and improves existing ones

resign /rɪˈzam/ *v* to officially tell somebody that you are leaving your job

respond /rɪˈspɒnd/ *v* if you respond to something, you say something in reply to what somebody says

responsibility /rɪˈspɒnsəˈbɪləti/ *n* the duty of being in charge of a particular activity, area, department, etc.

retailer /riːˈteɪlə(r)/ *n* a business that sells goods directly to the public

rise /raɪz/ *v* to become more; to go up in level

room service /ruːm ˈsɜːvɪs/ *n* a service provided in a hotel, by which guests can order food and drink to be brought to their rooms

run a business /ˌrʌn ə ˈbɪznəs/ *v* to be in charge of a company

Sales and Marketing /ˈseɪlz ənd ˈmɑːkɪtɪŋ/ *n* the department in a company that is responsible for advertising and market research, and which organizes the selling of the products

sales representative /ˈseɪlz

ˌreprəˌzentətɪv/ *n* a person whose job is to visit customers, show them products, and take orders from them

sample group /ˈsɑːmpl ɡruːp/ *n* a number of people taken from a larger group and used in tests to give information about the group

samples /ˈsɑːmplz/ *n* examples of a product that people can look at and try to see what it is like

security control /sɪˈkjʊərəti kənˌtrəʊl/ *n* the place in an airport where passengers and their bags go through a metal detector to make sure they are not carrying dangerous objects

sensitivity /ˌsensəˈtɪvəti/ *n* the ability to understand other people's feelings

shake hands /ʃeɪk ˈhændz/ *v* to take somebody's hand and move it up and down as a way of saying hello

share /ʃeə(r)/ *n* any of the equal parts into which a company is divided and sold

signature /ˈsɪɡnətʃə(r)/ *n* 1 your name, and often details of your job, company, telephone number, etc., that you arrange to appear automatically at the end of your emails 2 your name, written by hand in your usual style, on a letter, cheque, etc.

significant /sɪɡˈnɪfɪknt/ *adj* large in amount

skills /skɪlz/ *n* particular abilities, especially ones that need training

slogan /ˈsləʊɡən/ *n* a phrase that is easy to remember, used especially in advertising to make people remember a company or product

sponsorship /ˈspɒnsəʃɪp/ *n* an arrangement where a company gives money to a sports team or event in return for having its name displayed in public

sportswear /ˈspɔːtswɛə(r)/ *n* clothes that are worn for playing sports, or in informal situations

stand /stænd/ *n* a table or a vertical structure where things are displayed or advertised, for example at an exhibition

strategy /ˈstrætədʒi/ *n* a plan that is made to achieve a particular purpose

strength /streŋθ/ *n* an ability or quality that a person has

stressed /stresd/ *adj* too anxious and tired to be able to relax

stylish /ˈstɑɪlɪʃ/ *adj* fashionable; elegant and attractive

stylist /ˈstɑɪlɪst/ *n* a person whose job is to create a particular image

substantial /səbˈstænʃl/ *adj* large in amount

supplier /səˈplaɪə(r)/ *n* a person or organization that provides goods or services

support /səˈpɔːt/ *n* help that you give or make available to somebody

survey /sʌveɪ/ *n* an investigation of the opinions, behaviour, etc. of a particular group of people, which is usually done by asking them questions

take care of /teɪk ˈkeər əv/ *v* to be responsible for something; to have something as one of your duties

teamworking /ˈtiːmwɜːkɪŋ/ *n* working together in groups

train /treɪn/ *v* to learn the skills for a particular job

training /ˈtreɪnɪŋ/ *n* the process of learning the skills that you need to do a job

turnover /ˈtɜːnəʊvə(r)/ *n* the total value of goods or services sold by a company during a particular period of time

unconventional /ˌʌnkənˈvenʃənəl/ *adj* interesting, and different from what is usual

underscore /ˌʌndəˈskɔː(r)/ *a* line (—) that is sometimes used in email or website addresses

upmarket /ˌʌpˈmɑːkɪt/ *adj* expensive, and intended for people of a high social class

upper case /ˌʌpə ˈkeɪs/ *adj* capital letters; ABC, etc., not abc, etc.

upset /ʌpˈset/ *adj* feeling unhappy, anxious, or annoyed

USP /juː ɛs ˈpiː/ *n* **unique selling point**, a feature of a product or service that makes it different from all others

vacancy /ˈveɪkənsi/ *n* a job that is available for somebody to do

weakness /ˈwiːknəs/ *n* something that a person is not good at

web page /ˈweb peɪdʒ/ *n* a document that anyone with an internet connection can see, usually forming part of a website

wide /waɪd/ *adj* including a large number or variety of different things

word of mouth /ˈwɜːd əv ˈmaʊθ/ *n* the process of people telling each other about something

workforce /ˈwɜːkfɔːs/ *n* all the people who work for a company

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