3rd Edition

Pre-Intermediate

MARKET LEADER



Business English Practice File

John Rogers







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	LANGUAGE WOR	RK		TALK BUSINESS			
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Careers

VOCABULARY

Choose the best word (a, b or c) to complete each space in the advert.

Lambrois 303

care	ers guid	ance se	rvic	e				
If you don't have a career								
Don't delay, call us today on: 020 72489894.								
a) givea) employa) figuresa) person	b) b) b) as b) ment b) nel b)	job training earning follow levels make progress counts staff	c) c) c) c) c) c) c) c)	opportunity employee break taking earn qualifications do job maths human				
to involve	to be in charge to	deal to look to	make su	re to be responsible				
 Lev Migachov works in research and development. His jobinvolves developing new products and new ideas. Suzana Lonza is the receptionist. She								
with recruit	tment and training.							
products a	nd trying to improve	their quality.						
Jose Manzano is our Security Officer. Hethat our staff and premises are protected against crime.Hans Reiter is our new Maintenance Engineer. He checks all our equipment regularly								
	erstand what are liber right for and what are lily good with people delay, Company and ladder a) work a) doing a) climb a) diploma a) give a) employ a) figures a) employ a) figures b) a) person bomplete ead to involve Lev Migach developing Suzana Lortakes mess Nadine Dewith recruiting a Eriks products a Jose Manza	erstand what is really importa a lot of money or in having the will also review your existing be right for you. They may als and what areas of with people and their needs? delay, call us today of a) ladder a) work b) a) doing b) a) diplomas b) a) diplomas b) a) give b) a) employment b) a) figures b) b) complete each sentence with to involve to be in charge to developing new products and no Suzana Lonza is the receptionis takes messages. Nadine Deschamps works for How with recruitment and training. Linda Eriksen is our Quality Comproducts and trying to improve to Jose Manzano is our Security Of are protected against crime.	erstand what is really important to you. For exa a lot of money or in having the opportunity to will also review your existing skills, experience be right for you. They may also ask you to	erstand what is really important to you. For example, and a lot of money or in having the opportunity to				

	immediately after them.	
	1 to be in chargeof 4 to make sure	
	2 to deal 5 to be responsible	
	3 to look	
LANGUAGE REVIEW	A Complete the interviewer's questions from a job interview with words from the box.	
Requests	from the box.	
	contact let moving send sharing start working	
	1 Would you mind Working at weekends?	
	2 Could you us have your previous employer's details?	
	3 Would you mindour appointment to Monday?	
	4 Could you in two weeks' time?	
	5 Could you us as soon as possible?	
	6 Would you mind an office with three other people?	
	7 Could you us a copy of your certificates?	
	B Match the interviewee's answers to the interviewer's questions in	
	exercise A.	
	a) Not at all, as long as it's in the morning.	
	b) Certainly. I'm free to start as soon as you like.	
	c) Yes. I'll let you know my decision by Friday, if that's all right.	
	d) Sure. I'll put copies in the post straightaway.	
	e) That's fine, as long as we all have enough workspace.	
	f) How often would that be?	
	g) Well, in fact they're included in my CV.	
Past abilities	Study the examples. Then complete the dialogues below with <i>could</i> or	
ast abitities	was able to.	
	• could (general ability)	
	A: Can you use a PC?	
	B: Yes, I can. In fact, I could use a PC when I was 10!	
	• was able to (one occasion)	
	A: So were you late for the interview?	
	B: No. Sue gave me a lift, so I was able to get there in time.	
	1 A: What foreign languages can you speak?	
	B: Ispeak Italian quite fluently when I was a child but I've forgott	en
	a lot.	
	2 A: What was your greatest achievement in your previous job?	
	B: Well, I reorganise the Sales Department in a month.	
	3 A: What did you like best about your previous job?	
	B: My boss really trusted me so Iuse my own initiative.	
	4 A: So you worked in Turkey three years ago. Could you give us some details?	
	B: Certainly. As a matter of fact, Iwin a very big contract.	
	5 A: So how did the interview go?	
	B: Fine, I think. I answer all the questions!	

WRITING Curriculum vitae

A Complete Antonia's CV with the headings from the box.

Achievements Address E-mail Experience Interests Personal details Profile Qualifications Referees Special skills Telephone

Curriculum Vitae

Antonia Sophia Mehditash

Address 1	Rua Humberto Madeira 23, P – 3004-520, Coimbra, Portugal
2	+351 239 856 207
3	a.s.mehditash@netvisao.pt
4	
An Assistant Marketing Director in more challenging position with mo tight deadlines.	a medium-sized company, Orey Tours, seeking a re responsibility. Able to work on own initiative to
5	
Contributed to the development	nt of a successful sales strategy
	les, marketing and advertising personnel
 Designed Excel spreadsheets for 	
besigned Exect spreadsheets in	
6	
Negotiating contracts with fore	ign and domestic airlines
Working as part of a team	33
2 To 10 To 1	, MS Excel, Adobe InDesign, Dreamweaver, JavaScript
7	
2005 – date	Assistant Marketing Director (Orey Tours, Coimbra)
July – Sept 2004	Work placement at Portugália Airlines (London office)
8	
2002-2004	MBA at Brentford College (UK / Distance course)
1998-2002	BA in Economics at the University of Coimbra
9	
Date of birth:	6th June 1979
Driving licence:	Full, clean
COLUMN TANK AND ASSESSMENT OF THE PROPERTY OF	
¹⁰	W 27 (80) (92)
I sing in a choir and play basketba	ll in an amateur team.
11	
	Ma Calia Cutlornar
Ana Luisa Santos	Ms Celia Gutlerner
Professor of Economics	Director MBA Programmes
Avenida do Brasil 27	Brentford College
P – 1600 Lisboa	27 Burrard Street
Tel: +351 1 722 0893	Brentford TW9 OAK
Email: alsantos@netcabo.pt	Email: Gutlerner@BCMBA.ac.uk

В	Which heading in the CV in exercise A would you put each of these
	items under?

1	2001: IELTS Certificate (Academic) – Overall Band 8	Qualifications
2	Designed Orey's website	
3	Excellent conversational Spanish and some French	
4	I also enjoy helping other people design their websites.	***************************************
5	Also an excellent team worker.	

Applying for a job

This draft letter of application is not appropriate. Rewrite it using some of the expressions from the Useful language box. Make any other necessary changes.

Hello

I saw your ad in our local paper last week, so I want to apply for the job of Communications Assistant. I know I am the person you're looking for. I just got various A levels from school and all my friends say they love chatting with me. So write soon and tell me if you want to know more about me.

Regards

USEFUL LANGUAGE

contacted at any time.

Dear Sir or Madam,
With reference to your advertisement in ...
I would like to apply for the position of ...
I feel I am well qualified for the position because ...
I would be happy to give you more details and can be

Please let me know if there are any other details you need.

I enclose a copy of my CV.

A full CV is attached.

I look forward to hearing from you.

Yours faithfully,

Editing D Re

Read the text about how to prepare for a job interview.

In each line 1-6 there is one wrong word.

For each line, underline the wrong word in the text and write the correct word in the space provided.

Before you go for a job interview, make sure that you do your homework. Find out as much as you <u>could</u> about the company, about its history, about what it does, how many people it employ, and so on. During the interview, try to keeping to the point. Give complete answers but do not talk for longer then necessary. Finally, remember that you can ask the interviewer question. This will show that you are really interested for the opportunity.

1				٠				9		C	2	1	1				•			٠
2	•	•		•	•		•	•					•	•	•			•		•
3	9	٠	•		•	•	•		•	•		•	٠			•	•			
4	¥		٠						•											٠
5	•						•	•	•	•	•	•	•	•	•	•	•	•	•	•
4																				

Companies

VOCABULARY

Α

Use the prepositions at, by, for, in, of, to and on to complete the extract from a company report.

PINELCOM

Financ	ial	performance
IIIIuiic	·	periormanee

Pinelcom is committed
A huge increase
Finally, I would like to congratulate our staff on their outstanding performance. Thank you all once again

- B Match the companies to the industry sector they belong to.
 - 1 Lenovo, Apple, Dell, Microsoft —
 - 2 Bayer, Johnson & Johnson, Novartis
 - 3 BMW, General Motors, Nissan, Toyota
 - 4 HSBC, ING
 - 5 LG, Nokia, Samsung, Siemens
 - 6 AP Møller-Maersk, Qatar Airways, Ryanair
 - 7 Ikea, Tesco, Wal-Mart, Zara

- a) Electrical / Electronics
- b) Engineering
- c) Banking and finance
- d) Pharmaceuticals / Chemicals
- e) IT (Information Technology)
- f) Retail
- g) Transport
- Read the sentences and write the missing letters to complete the words.
 - 1 Human $r e \le o v r c e s$ deals with employees, keeps their records and helps with any problems they might have.
 - 2 If someone is ___ f-e ___ oy __, it means that they don't work for only one company.
 - 3 Cisco Systems is a famous American IT company which __pp ____ Internet equipment.
 - 4 A company which owns another company is called a __r__ company.
 - 5 A __ bs ____ is a company which is more than 50 per cent owned by another company.
 - 6 The main building or location of a company or organisation is its ___ d o____e.
 - 7 Banking and tourism belong to the ___v __ industry.
 - 8 All the people who work in a particular country, industry, or factory are called the ___ kf ___.

LANGUAGE REVIEW Present

tenses

A Match each sentence with the meaning expressed by the verb in *italics*.

- 1 American Express *provides* travel and financial services.
- 2 Ms Delgado *is replacing* Sandra as Office Manager until next Friday.
- 3 We are improving our services to meet the needs of a much wider range of customers.
- 4 We are opening our sixth subsidiary next month.
- 5 We need a different set of skills to address our company's challenges.
- 6 We *observe* our customers' reactions carefully.

attend

- a) temporary situation
- b) future arrangement
- c) ongoing situation
- d) routine activity
- e) factual information
- f) verb usually used only in the present simple

think traval

B Correct the three sentences that use the wrong present tense.

- 1 What do you do on Friday morning?
- 2 We rarely raise our prices by more than 3 per cent.
- 3 Karlo is staying in Shanghai until the end of the conference.
- 4 Our largest subsidiary, based in Berlin, is going through a difficult period.
- 5 Our company looks for a new sales manager.

coordinate on have

6 At the moment, we are not knowing the profit figures.

Complete the text with the correct form (present simple or present continuous) of verbs from the box.

know

nronaro

attend coordinate go have know prepare speak think traver
Leandra Korakis is Marketing Manager at Kayavis Food & Wine S.A., an expanding
medium-sized business in Thessaloniki. She coordinates the work of a team
of seven people. Kayavisdistributors in eleven countries in Europe and
America so Leandra often ³ abroad. Next week, she ⁴
to Canada to visit their new retail outlet. She 5 Greek, English and
Danish. At the moment she ⁶ an intensive German course because the
owner of Kayavis 7 of opening a shop and a large restaurant in Frankfurt.
Leandra

Make questions for these answers. All the information is in the text in exercise C.

1	What does Leandra do?	She coordinates the work of a team of
		seven people.
2		Eleven.
3		Next week.
4		To visit their new retail outlet.
5		Greek, English and Danish.
6		Because she will have to work in Germany.
7		In Frankfurt.

Informal e-mails

A Read the tip. Then number the sentences of the informal e-mail in the correct order.

-			
100	ı	n	C
	ı	ν	b

Remember that in business correspondence, information is often presented in the following order:

- appropriate greeting
- thanks and / or reference to previous contact
- main point
- other point(s)
- · reference to future contact
- appropriate ending

To	From: supersound@ntlworld.com To: Rik_Barneveld@ntlworld.nl; sandraverdonck@planet.nl Subject: Our next meeting										
a) b)	and the desired field for your information.										
c) d)) If there are any points you'd like to add, please let me know.										
	investment op										
e)	Dear Rik & Sa	ndra,	1								
f)	Looking forwa	rd to seeing you both on 14th June.									
g)	Our investmer	nt plan will certainly be the main focus of our next									
		h is scheduled for 14th June.									
h)	Ya Ling		8								

- B Write Rik's reply (50–70 words) to Ya Ling's e-mail in exercise A.
 - Include the points in the tip.
 - In addition, suggest that setting up online sales should be on the agenda and say why.

From: To: Subject:	Rik_Barneveld@ntlworld.nl supersound@ntlworld.com 14th June meeting
Hi Ya Ling,	

In five of the lines **1–10** there is **one wrong word**. Five lines, however, are correct. If a line is **correct**, put a tick () in the space provided.

If there is a wrong word in the line, underline the wrong word in the text and write.

If there is a **wrong word** in the line, **underline the wrong word** in the text and **write the correct word** in the space provided.

F	r	O	r	n	
-	-	_	-		

sandraverdonck@planet.nl

То:

supersound@ntlworld.com

Subject:

14th June meeting

Hello Ya Ling,

Thanks you for informing me about the meeting and for the agenda attached. I am very sorry to tell you that, unfortunately, I won't be able to make 14th June because of previous engagements. We have been looking for a new Office Manager for our Utrecht subsidiary for almost a month and we have now shortlisted seven candidates. I'll be away 12th–15th June to interview they, as well as to sort out a couple of other matters related to the lease of our offices. As I can't be there in person, I'm attach some ideas for the investment plan. I hope they are of some use. I have also made some suggestion for the agenda. Good luck with the meeting. I hope it goes as well as the April one!

Once again, please accept my apologise for not being there with you all.

						-	-	,					,					
1																		
2	e de											1	•				•	
3		•			•										•	•		
4		•		•			•		•			•	•					
5		•			•				•		•		•		٠		•	
6		•	•					•					•					
7			•															
8	•			•	٠		•		•		•		•	•	•			
9			•	•				•	•	•		•			•		•	•
10																		

Best wishes, Sandra

Linking ideas	D	Complete the sentences with because, but or so.
		· · · · · · · · · · · · · · · · · · ·

- 1 The motivation of the sales staff is now increasing because we bought some new company cars.
- 2 It is a difficult time for the industry our company is still growing.
- 3 Sales are falling management does not seem very worried about it.
- 4 Sales were not as good as they had hoped they launched a marketing campaign.
- 5 The best option is to buy new machinery the old machines are always breaking down.
- 6 There is a steady growth in sales profits are not rising.
- 7 Local competition is extremely strong we are planning to buy out two local competitors.
- 8 We are planning to open a new store in New York next year we want a foothold in the US market.
- 9 We increased our market share considerably our share price rose to an all-time high.
- **10** We were unable to finance the new project of severe cash flow problems.

Selling

VOCABULARY

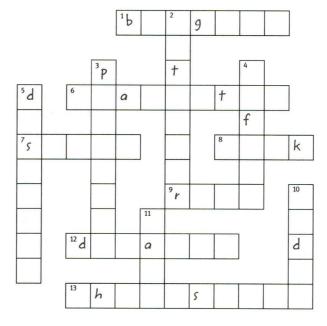
Use the clues to complete the crossword puzzle.

Across

- 1 Ais something you buy cheaply or for less than the usual price. (7)
- **6** A money-back is a promise to return the money paid for a product or service if the customer is not satisfied. (9)
- 7 If the goods you require are out of, they are not available. (5)
- 8 If you buy goods in, you buy large amounts of them. (4)
- 9 Always the small print before you sign a sales contract. (4)
- **12** Your credit card are the name, number and expiry date on your credit card. (7)
- **13** Ais a person or company that sells goods in large quantities to businesses. (10)

Down

- 2 Ais a company or a person that sells goods to members of the public. (8)
- 3is a formal word meaning buy. (8)
- 4 To means to give someone their money back (e.g. because they are not satisfied with what they have bought). (6)
- 5 To means to send goods to a place. (8)
- 10 Anis a request by a customer for goods or services. (5)
- 11 Ais a large area where there are lots of shops, usually a covered area where cars cannot go. (4)



LANGUAGE REVIEW

Modals

A Match each sentence to the meaning expressed by the modal in italics.

- 1 You should order online, it's more convenient.
- **2** We have to work very hard to reach our sales targets.
- 3 You mustn't show your PIN to anyone.
- **4** The supermarket is just down the road so we *don't have to* take the car.

a)	lt	is	not	nec	es	sa	ry.

- b) It would be a good idea.
- c) It is necessary.
- d) Don't do that!

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

1	If you want to be an effective salesperson, it is necessary to know how to deal
	with people.

If you want to be an effective salesperson, you have to know how to deal with people.

2 It is a good idea for retailers to dispatch orders quickly.

Retailers

3 One of the good things about malls is that *it is not necessary to* walk a lot from one shop to another.

4 It is not a good idea to talk a lot about yourself.

You.....

- 6 This deal is very important for all of us, so no mistakes please!

 This deal is very important so we!

C Match the sentence halves.

these medicines.

- 1 We were all in agreement —
- 2 Her new flat is near her workplace
- 3 We didn't have any more paper in stock
- 4 They usually order online
- 5 They don't have an online catalogue
- 6 They say some of the goods are damaged
- a) which means they don't have to queue!
- b) so we'll have to exchange them.
- so we didn't have to discuss the deal any further.
- d) so she won't have to drive to work anymore.
- e) so we had to order some more.
- f) so we have to ask them to send us one.

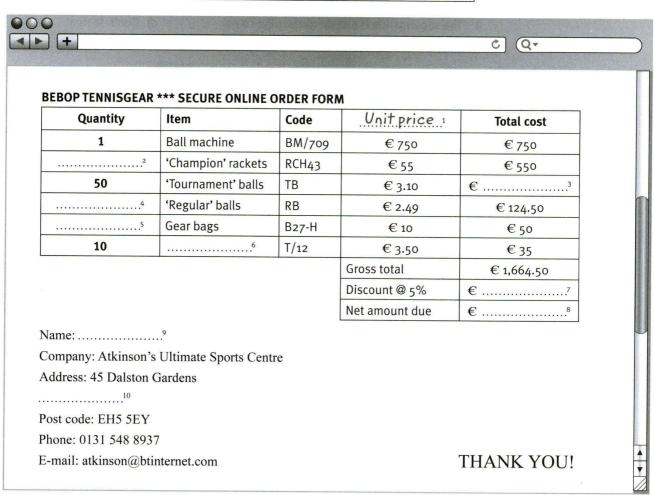
Complete the table with the verbs from the sentence halves a-f in exercise C.

Past	Present	Future
	don't have to	

WRITING Placing an order

A Complete the online order form with items from the box.

5 10 50 83.23 155 1,581.27 Edinburgh T-shirts Tim Atkinson Unit price



Replying to an order

These phrases are often used when replying to an order. Complete them with words from the box.

deliver doing hesitate placing receipt

- Thank you for placing an order with (name of the company).
- Thank you for your order of (date).
- We confirm² of your order dated (date).
- Shipping normally takes two to three days / a week / etc.
- We can within a week / a month / etc.
- If you have any queries, please contact us.
- We look forward to receiving further orders from you.
- Looking forward to⁵ business with you again.

Choose one from each pair of items in the box to complete this formal e-mail.

We look forward to doing / We hope we can do All the best / Yours sincerely things / goods Dear / Hello Thanks / Thank you Just to say / We confirm

To: Cc:	1.53	ts@easynet.co.uk
Subj	ect: Your order 21	
	¹ Mr Atkinson,	
	² for your order o	f 21st June.
	³ that you have o	rdered the following items from our online catalogue:
The s		BM/709 RCH43 TB RB B27-H T/12 der. charged to your credit card and the
will b	e shipped on 24th June.	
If you	have any queries, please c	ontact us at bebopsales@easynet.co.uk.
	⁵ business with y	ou again.
	6,	
Neelu	ım Singh	

Editing D

D Read the text about writing business e-mails.

In most of the lines **1–9** there is **one extra word** which does not fit. Some lines, however, are correct.

If a line is **correct**, put a tick (\checkmark) in the space provided.

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

Basically, the rules for writing business e-mails and letters are the same: be clear, be so polite and do not write more than you have to. Over the past ten years, business correspondence has generally become a simpler and more informal, and this tendency is even more visible in e-mails. But some things they have not changed. Clarity of layout is still important so you should to use paragraphs and space them out. Grammar and spelling too need to be accurate and if you want to make a good impression on your business partners. Even the best spellchecker cannot find all the mistakes you make so always to check your e-mails carefully.

1									1			•	•	•		•
2			•				Ş		?							•
3				•					•	•	•			•		
4		٠		•		•				•			•			•
5											•					
6			•		•					•						•
7										•		•		•		
8			•					•					•		•	
Q																

Great ideas

VOCABULARY

Match a verb from box A with a noun from box B to complete the sentences below. Use a suitable form of the verb-noun combination.

Andrew A	В
to develop —	the environment
to extend	advantage of (something)
to make	a (product) range
to meet	a business idea
to protect	a breakthrough
to take	a need
to win	an award

- 1 Brainstorming is an effective way of developing a business idea
- **3** 'Eco-consumers' choose companies which do not produce a lot of toxic waste and have a clear policy of......

- 7 A good business idea is one that generates profits and at the same time

B Complete each set of sentences with the same word.

.....

- 1 The marketing department wants tohold.....a meeting next week.

 We are planning tohold.....our next sales conference in Mumbai.

 Do you know which animalshold..... the record for the longest migration?
- 2 During lectures, it's a good idea if younotes as you listen.
 The main goal of any business is tomoney.
 She wants tosome suggestions about improving our database.

Our cars come in two colours. If you want extra colours, I'm afraid we have tothe price by 5 per cent.

Some people buy luxury products because such products their status and give them a new, more upmarket image.

5	I can't find a solution to all problems, of course, but Imy best.
	A lot of people want to part-time work when they retire.
	We a lot of business with Chinese telecommunications companies.
6	If you continue to be late for work, you willthe sack.
	All members of staffan end-of-year bonus.
	I'll talk to the manager during the break if I the chance.

LANGUAGE REVIEW

Past tenses

A Match the sentence halves.

- 1 They were still working on their new designs
- 2 As they had an exciting idea to promote,
- 3 They invited high-profile entrepreneurs on TV
- 4 Apple released the first iPad in April 2010
- 5 We were having a boring meeting
- 6 An Australian entrepreneur expressed interest in the new product

- a) that they were exhibiting at the Inventors' Fair.
- b) when suddenly Jackson announced that he was stepping down as General Manager.
- c) when they saw an opening in the market.
- d) they decided to exhibit at the Inventors' Fair.
- e) and asked them to talk about innovation and change.
- f) and sold 3 million of the devices in 80 days.

B Correct the sentences that use the wrong past tense.

- 1 Because Hiltex was worried that its competitors would copy its new machines, it was immediately filing patents for them.

 Because Hiltex was worried that its competitors would copy its new machines, it immediately filed patents for them.
- 2 At first, the agency was not believing that the machine would save so much time.
- 3 I was planning to visit the International Inventors' Fair but I did not have time.
- 4 The story goes that Professor Auenberg was having the idea for the electric shoebrush while he was washing up.
- 5 They failed to see the gap in the market and so missed a unique opportunity.
- **6** Z40, the new drug developed by Pharmatek, marked a breakthrough in the treatment of cancer.
- 7 Zirkon already made good profits when it introduced its new digital camera in 2010.
- 8 Last year, we spent a lot on marketing and so attracted a lot of new customers.

Complete the sentences with the correct form (past simple or past continuous) of the verbs in brackets.

1	Our company Was losing (lose) money at an alarming rate but then in 2010
	we(launch) our Hermes 5 tablet computer. Sales
	(go up) dramatically and our financial situation (improve) rapidly.
2	We(have) a successful negotiation when suddenly our boss
	(phone) us to say he(want) completely
	different conditions.
3	We(plan) to patent our new drug but we(wait) far
	too long. A month after our discovery, our main competitor (sell)
	basically the same product.

Julia(decide) to take a few months off in 2001, when she
(work) for Clairval Cosmetics. While she(tour)
New Zealand, she (develop) an interest in Maori culture. She
(take) samples of some of the plants used in their rituals because
she (believe) they could be used in some of her company's products

information

Put the lines of the message in the correct order.

)	I want to take our 15 Spanish visitors
)	as they are leaving early on Monday morning.
Delian because	of the Spanish version of the catalogue.
)	opening hours, entrance fee and price
	Please find out the following for me:
	to the Exhibition of Inventions on Sunday

Write a reply to the message in exercise A, based on the following information.

International Exhibition of Inventions, **New Techniques and Products**

Geneva, Palexpo 1st-5th May

USEFUL INFORMATION

Dates: 1st-5th May

Place: Palexpo, Geneva

Opening hours:

Wednesday-Saturday: 10 a.m. to 7 p.m.

Sunday: 10 a.m. to 6 p.m.

Admission charges:

Adults: Fr12.00

Children under the age of 15: Fr8.00

Groups of 10 or more persons: Fr8.00 per person

Tickets available at the doors of the exhibition.

Official catalogue:

Contains a description of all the inventions (available

in French, German and English): Fr25.00

Hotel reservation:

Central Tourist Office

P.O. Box 1649 - CH - 1244 Genève 1

Tel: 004122 908 73 24

Fax: 004122 908 73 25

Please contact your nearest travel agent for special rates. Quote the name of the event and the code IDS 39K.

Message: On Sunday, the International Exhibition is ope	en from

- You work for a large insurance company which always has a lot of confidential documents to destroy. At the Exhibition of Inventions you saw a new type of shredder. Write an e-mail (75–85 words) to your Head of Department, including:
 - · details about the machine
 - shreds paper and cardboard
 - fully automatic
 - fitted with energy-saving device
 - very quiet
 - why you think it would be a good idea to buy this machine
 - · where your Head of Department might get further information.

To: Re: Date:	Montse Balaguer Document shredder 7th May
Dear M	ontse,
	••••••

Editing D

Read this text about Jeff Bezos, the founder of Amazon.

In seven of the lines **1–10** there is **one extra word** which does not fit. Three lines, however, are correct.

If a line is **correct**, put a tick () in the space provided.

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

Jeff Bezos was just 31 when he launched Amazon.com in 1995. The road to success was long and hard but his company later it became the internet's biggest retailer, with the revenues of almost \$2bn and a customer base of over 10 million. To his fans, Bezos is a visionary, a retail revolutionary in the tradition of Richard Sears, whose mail-order business was changed American shopping in the late 19th and early 20th centuries. 'He saw the future in a concrete way before they anyone else did', says Brad Silverberg, co-founder of a Seattle-based and venture capital firm. 'He has done more than anyone else never in the world to change people's buying habits. People go to the web and buy stuff because of Jeff Bezos. He created a household word — that's for an amazing accomplishment.' To many, Bezos will always remain the man who taught the world to shop online.

1															
2							i	1							
3												•			
4															
5											•		•	•	
6											•	•	•		
7					•				•			•	•		•
8						•				•					
9		•	•			•						•			
10															

Stress

VOCABULARY

A Choose the best word (a, b or c) to complete each space.

The dictionary defines stress as 'a continuous feeling of worry that prevents you from
relaxing.' At work there are a lot of potentially stressful situations. For example
having to a formal meeting or a presentation
to senior executives can cause stress, especially the first time. In fact, all kinds of
situations are more stressful when you have never found yourself in them before.
However, experience does not always solve the problem. Indeed, many people say
that they always feel under stress when ³ a valuable contract or meeting
important visitors from abroad or even just when working to
deadlines. Other situations that employees generally find difficult to cope with
include dealing with a customer who has a ⁵ and asking the boss
for a pay
All the situations mentioned above are examples of short-term stress. Experts
agree that this kind of stress is less damaging to health than long-term stress, which
happens when employees constantly work ⁷ pressure or have to
cope with an ever-increasing
⁹ can, of course, be a solution but companies should try to reduce
stress levels before their employees are severely ¹⁰ otherwise
absenteeism may increase and some staff may even decide to

1	a)	direct	b)	go	(c)	lead
2	a)	make	b)	speak	c)	show
3	a)	dealing	b)	negotiating	c)	transferring
4	a)	sharp	b)	tight	c)	narrow
5	a)	complaint	b)	complaining	c)	complain
6	a)	rising	b)	bargain	c)	rise
7	a)	on	b)	in	c)	under
8	a)	workload	b)	workforce	c)	workaholic
9	a)	life cycle	b)	lifestyle	c)	work-life balance
10	a)	worked out	b)	overworked	c)	worked over
11	a)	recruit	b)	resign	c)	participate

B Complete the sentences with the correct prepositions.

1	Being stuckwork can be
	quite stressful, especially if you have an important appointment.
2	In Ireland, example, the economy is shrinking and business owners
	are worriedhow they will keep their business alive.
3	Gentaro is part a multinational company based Milan.
4	I wish I could relax a bit more instead having to work
	strict deadlines all the time.
5	Lisa worked until 11 o'clock night to meet the deadline
	presenting the report.
6	Mike says going a stress counsellor is out
	the question

LANGUAGE REVIEW

The present perfect tense

Three business people were asked about stressful experiences. Look at the table then answer the questions using short answers.

Have you ever	asked your boss for a pay rise?	led a formal meeting?	negotiated a very valuable contract?
Sergio	Х	1	Х
Marie	1	×	1
Lucy	1	×	Х

- 1 Has Sergio ever led a formal meeting? Yes he has.
- 2 Has Sergio ever asked his boss for a pay rise? No, he hasn't.
- 3 Has Marie ever negotiated a very valuable contract?.....
- 4 Has Marie ever led a formal meeting?.....
- (5) Have Lucy and Sergio ever negotiated a very valuable contract?.....
- 6 Have Lucy and Marie ever asked their boss for a pay rise?.....
- 7 Has anybody ever led a formal meeting?.....

Now read about other people's stressful experiences and make questions for the answers.

Have you ever	been late for an important event?	taken part in a conference call?	dealt with an aggressive customer?
Heinrich	1	Х	×
Yaling	Х	Х	1
Ahmed	/	Х	1

- 1 Has Yaling ever been late for an important event?

 No, she hasn't.
- 2 Have Heinrich and Ahmed ever been late for an important event? Yes, they have.

- No, she hasn't.

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

I 've worked 1 (work) for Dat@ready since last summer. So far it
(be) enjoyable and I
might not get on with my colleagues but all of them
supportive since the very first day. Last week, for example, 1
meet some tight deadlines, which
One of my colleagues
(need) for the quarterly report. This
work. I 12 (work) in four different companies over the last ten years but I

WRITING

Punctuation

Rewrite the article, using punctuation and capital letters where necessary.

according to a recent survey over 14 per cent of all employed people in the eu suffer from stress two of the main reasons are overwork and fear of redundancy in addition a large number of employees are suffering from headaches backache and chest pains because of overcrowded offices poor ventilation and badly designed furniture and equipment over the last few years this has resulted in increased levels of absenteeism and a gradual decrease in productivity

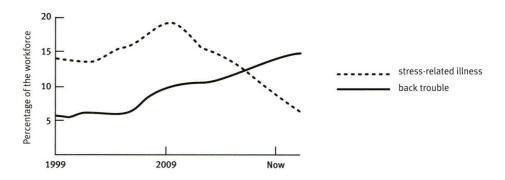
В	Put each set of wo	rds in the co	rrect order to	make a sentence
0 1	Put each set of wo	ius iii tiie cc	mect order to	make a sentence.

- a) at some point / in their life. / stress / Everyone experiences

 Everyone experiences stress at some point in their life.
 - b) handle stress / But men and / very differently. / women generally But men and women generally handle stress very differently.
- 2 a) men than / from stress-related illnesses. / women suffer / However, more
 - b) as good / coping strategies / as women's. / That is / are not / because their
- 3 a) come from / from work. / home and / These pressures
 - b) are only / at work. / many men / under pressure / By contrast,
- 4 a) are much / than men. / To begin / more flexible / with, women
 - b) with the / Also, they / than men. / pressures better / usually cope
- Put the four pairs of sentences in exercise B in the best order to make a paragraph.

Reports

Look at the graph and complete the sentences a–f with the correct form (present simple, past simple or present perfect) of the verbs in brackets. Then number the sentences in the correct order to make a report for the International Health Symposium.



		(show) the changes in the percentrick because of back trouble and stress		
		sed by stress-related illness riod 1999–2009. They per cent in 2009.		
		ble is still a problem today but we ss in bringing down the percentage of stress.		
	d) To begin with, we can se	ee that absences caused by back troor adually since 1999.	uble	
		ey(fall) dramatically	y and now	
	f) Their percentage	(<i>go up</i>) from 6 per cent in it now (<i>stand</i>) at ab	•	
USEFUL LANGUAGE				
The graph / table / slide s As you can see from this g Firstly, To begin with,		To conclude, In conclusion, Secondly, Next, Finally,		
	seminar tomorrow mor	you cannot attend.	ou have a terrible	
	Message: To: Slawa Kowalska From:			
Editing	Read the text about stre	ess at work.		
	In each line 1–6 there is one	wrong word.		
		wrong word in the text and write the	e correct word in th	e
First of all, less results of stres of days of wor	s are often illness and absent from k is lost because of stress and stre	n work. Every year, millions ess-related illness.	1mean 2	
As regards em	ployees, on the other hand, a low	er level of stress leading not only to	4	

increased job satisfaction but also to best relationships at work and at home. Of course, it also contributes a great deal to a generally feeling of happiness.

Entertaining

VOCABULARY

A Complete the story with the words from the box.

aperitif bill book cash cosy course delicious dessert dishes efficient entertain guest marketing menu negotiate order recommended relax starter variety

As I had toentertain¹ an important visitor from abroad, I asked different colleagues if they knew a good restaurant in town. They all² 'Mirella's Garden'. 'Very³ atmosphere,' they said, 'the food is
absolutely ⁴ and the service is very ⁵ .
It was quite busy when we arrived. Fortunately, I had asked my assistant to
I began to
hadn't made a gaffe! We looked at the lunch
When the waiter came to take our
The food was indeed superb. Mr Yared spoke about his family and his hobbies and asked about mine. We talked only briefly about the contract we had to
As it was getting late, we didn't have a
horror that I didn't have it on me. Of course – it was at home, in my other jacket. No
International?' the manager asked. Indeed it was. 'No need to phone, sir; we'll put this on your account,' the manager continued. 'MCI has had an account with us for three years. My wife is MCI's
each other and we both burst out laughing. The day was saved.

B Choose the best word (a, b or c) to complete each sentence.

	ioose the best word (a, b		•			
1	Many people have only twomeals a day: breakfast and dinner.					
(a) meals	b)	dishes	c)	courses	
2	Jane invited me round for di	nne	r last night. Her husband	is a	wonderful	
	a) cooker	b)	dish	c)	cook	
3	Tom worked in Bangkok for	a ye	ar and now he is very kee	en c	n Thai	
	a) kitchen	b)	dish	c)	cuisine	
4	They are vegetarians so we	sho	uld not buy any			
	a) meal	b)	meat	c)	food	
5	This chocolate mousse is de	elicio	ous. Could I have the		?	
	a) recipe	b)	cookbook	c)	receipt	

1	cabbage / venison / cucumber / brocco All the other words are name	- A - A	The same of the sa
2	roast / baked / boiled / grilled / fried /		•
3	medium-rare / well-done / excellent / ra		
4	draught / healthy / spicy / salty / rich /	fatte	ning
M	atch the sentence halves.		
1	Last week, I had to look —	a)	come over and see them in Antalya.
2	First, I showed them around	b)	the Old Town.
3	I certainly look forward	— c)	after five clients from Turkey.
4	I hope I can take		on really well.
5	One of them did not turn	e)	to a very good restaurant.
6	The food was delicious and we all got	f)	to seeing them all again.
7	Then, I took them out	g)	up their invitation next summer.
8	They said I should	h)	up, unfortunately.
1 Us	se the explanation in brackets to ch	10056	
1 Us	se the explanation in brackets to che box. Then use the correct form of	oose the	e the correct multiword verb fro verb to complete the sentences
1 Us	se the explanation in brackets to che box. Then use the correct form of	noose the v	e the correct multiword verb fro
1 Us	se the explanation in brackets to che box. Then use the correct form of carry out come up with give up hole	d on	e the correct multiword verb frowerb to complete the sentences.
Us th	se the explanation in brackets to che box. Then use the correct form of carry out come up with give up holy put off put through set up turn dow We looked for a new sales m (tried to find)	d on n	e the correct multiword verb from verb to complete the sentences. look for er with at least three years' experiences.
Us th	se the explanation in brackets to che box. Then use the correct form of carry out come up with give up holy put off put through set up turn dow We looked for a new sales m (tried to find) The government is encouraging people to	d on n	e the correct multiword verb froverb to complete the sentences. look for er with at least three years' experience
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1 1 2	se the explanation in brackets to che box. Then use the correct form of carry out come up with give up holy put off put through set up turn down We looked for a new sales m (tried to find) The government is encouraging people to (start) Rick thought March was too early for our until May. (arrange Unfortunately, we had to	the vide on an anager	e the correct multiword verb froverb to complete the sentences look for er with at least three years' experience new businesses. inar so he
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1 Us th 1 2 3	se the explanation in brackets to che box. Then use the correct form of carry out come up with give up holy put off put through set up turn down We looked for a new sales m (tried to find) The government is encouraging people to (start) Rick thought March was too early for our until May. (arrange Unfortunately, we had to another engagement. (refuse) Carol awell-paid jo	d on n anage o	e the correct multiword verb froverb to complete the sentences look for er with at least three years' experience new businesses. inar so he
1 th 1 2 3	se the explanation in brackets to che box. Then use the correct form of carry out come up with give up holy put off put through set up turn down We looked for a new sales me (tried to find) The government is encouraging people to (start) Rick thought March was too early for our until May. (arrange Unfortunately, we had to another engagement. (refuse) Carol a well-paid jo We are a survey to	d on n anage o	e the correct multiword verb froverb to complete the sentences. look for er with at least three years' experience new businesses. inar so he
1 th 2 3 4	se the explanation in brackets to che box. Then use the correct form of carry out come up with give up holy put off put through set up turn down we looked for a new sales m (tried to find) The government is encouraging people to (start) Rick thought March was too early for our until May. (arrange until	d on nn anage o	e the correct multiword verb froverb to complete the sentences look for
1 1 2 3 4 5 6	se the explanation in brackets to che box. Then use the correct form of carry out come up with give up holy put off put through set up turn down we looked for a new sales me (tried to find) The government is encouraging people to (start) Rick thought March was too early for our until May. (arrange until	d on nn anage o	e the correct multiword verb froverb to complete the sentences look for
1 th 1 2 3	se the explanation in brackets to che box. Then use the correct form of carry out come up with give up holy put off put through set up turn down we looked for a new sales m (tried to find) The government is encouraging people to (start) Rick thought March was too early for our until May. (arrange until	d on nn anage o	e the correct multiword verb froverb to complete the sentences look for

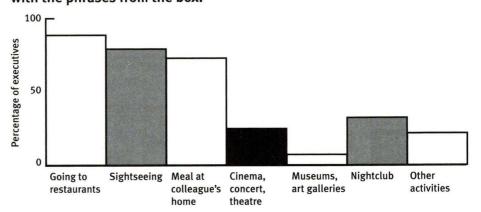
LANGUAGE REVIEW

Multiword

verbs

WRITING Reports

Two thousand executives from different countries named their three favourite forms of entertainment when they are abroad on business. Look at the bar chart showing the results of the survey then complete the report with the phrases from the box.



almost as many far less frequently finally secondly the bar chart shows the most popular activity with a very small number

The bar chart shows. I how popular certain forms of entertainment are with executives while they are abroad on business. 2 is clearly going to restaurants: 85 per cent of the executives interviewed mentioned it in their top three. 3, seeing the sights was mentioned by 75 per cent of the respondents and 4 said they enjoyed being invited round to a colleague's home for a meal.
Other forms of entertainment were mentioned
tennis, guided tours and wine or beer tasting, were mentioned by 15 per cent of the respondents.

Hotel bookings

Your company is organising a one-day conference on Friday 6th June. You are expecting delegates from your overseas branches. Match the sentence halves in this e-mail from the Canadian branch.

To: Fro	BMarks@easynet.co.uk m: Jim.Byrne@lycos.com		
1	Could you book one single room —	a)	and leaving on the 7th in the morning
2	If possible, he would prefer	b)	but not too expensive?
3	He's arriving on Thursday 5th	c)	a non-smoking room.
4	Don't book him into the Royal this time,	– d)	in the name of Robert Dorey.
5	Could you find him somewhere comfortable	e)	it's too far from the centre.
Tha	nks.		
Jim			

Look at the advertisement. Write a reply (30–40 words) to the e-mail in exercise B confirming the booking and giving some details about the hotel.



Double rooms from £190
Single rooms from £110
Prices include English or Continental Breakfast
Non-smoking 4th & 5th floors
Just a 5-minute walk from the city centre
The best value for money!

To:	Jim.Byrne@lycos.com
From:	BMarks@easynet.co.uk
Dear Jim,	
Looking forv	vard to Robert's visit.
Best wishes	,
Brian	

D Rewrite Robert's e-mail using paragraphs, punctuation and capital letters where necessary.

To:

BMarks@easynet.co.uk

From:

robdorey@lycos.com

dear brian this is to thank you for your hospitality during and after the conference you gave me a lot of your time and made my visit very memorable walking round the old town in the evening was really fascinating also i thought the food in that mediterranean restaurant where we had supper was just perfect it was a great pleasure to meet you if you come to canada i would like to return your kindness and generosity once again thank you regards robert

New business

VOCABULARY

Α

Complete each sentence with an appropriate economic term from the box.

balance of trade exchange rate foreign investment government bureaucracy gross domestic product (GDP) inflation rate interest rate labour force tax incentives unemployment rate

- 1 If you plan to borrow money, you will want to know the interest rate
- 2 In countries where the is high, young people tend to study more.
- 3 How many yen to the euro? Do you know the, by any chance?
- 4 According to a recent survey, 12 per cent of the are earning less than the minimum wage.
- 5 So many forms to fill in just to import one photocopier! Nobody needs all this
- 6 The higher the of a country, the richer its people are.
- 7 When the value of a country's exports is greater than the value of its imports, we say that the is 'favourable'.
- 8 Prices increased again last month so therose to 5.3 per cent.
- 9 Less government bureaucracy will encourage
- **10** The government is offering attractive to encourage foreign investment.

B Match the economic terms (1–6) to their definitions (a–f).

- 1 foreign debt-
- 2 public expenditure
- 3 recession
- 4 subsidies
- 5 trade deficit
- 6 trade surplus
- a) the total amount of money spent by a government on schools, roads, the army, etc.
- -b) money that a country owes to lenders abroad
- situation when a country sells more goods to other countries than it buys from other countries
- **d)** situation when a country pays more money for imports than it gets from exports
- e) money that a government pays to make something cheaper to buy
- f) a period when trade and business activity decreases

C Complete the sentences with economic terms from exercise B.

- 1 To help farmers, the EU has given out millions of euros in agricultural
- 2 The country was able to repay some of its loans from abroad and so reduce its
- 3 Industrial production is still decreasing. It seems that the country is heading for a

LANGUAGE REVIEW Time clauses

A Correct the sentences which are wrong. The first one has been done for you.

- 1 We can't invest in that country until their economy will be stable.

 We can't invest in that country until their economy is stable.
- 2 I'll let you know as soon as I receive their new brochure.
- 3 I'll let you know as soon as I've received their new brochure.
- 4 We'll phone you when the goods will be here.
- 5 When we've discussed the contract, we can close the meeting.
- **6** When we discuss the contract, we must remember to ask about transport costs.
- 7 We'll deal with insurance after they will tell us about their special discount.
- 8 Our guests would like to visit the production unit before they will go back to Qatar.
- **9** Before they sign this contract, they want us to promise better terms for future business.
- 10 I don't recommend investing there until they've reduced government bureaucracy.

B Match the two parts of each dialogue.

- 1 A: When do you want to discuss the project? -
- 2 A: Have you read Peter's sales report?
- 3 A: So have they won the contract, then?
- **4** A: It seems we're not doing business with Alfatex anymore.
- 5 A: It would be useful to know today's exchange rates.
- 6 A: These figures need checking.
- 7 A: Are you going to the trade fair now?

- a) B: No, never again. Certainly not until they apologise for their terrible mistakes.
- b) B: We don't know yet. We'll have more information after we've talked to the team leader.
- c) B: Yes, I agree. We'll find out as soon as we get the *FT*.
- d) B: Yes, I have. I'd like to discuss it with you when you have a minute.
- e) B: Yes. If anybody phones while I'm out, tell them I'll be back by 1.30.
- f) B: Well, could we possibly do that before the meeting starts?
- g) B: When you've typed them all up, we can check them together.

C Make one sentence from the two sentences given.

1	We'll meet all the candidates. Then we'll decide how many to employ. After we've met all the candidates, we'll decide how many to employ.
2	Julia will finish her report soon. I want to see it immediately.
	Ias soon as
3	I will not invite them anymore. They must apologise first.
	Iuntil
4	Perhaps we'll employ him. Let's contact his referees first.
	Let's before
5	I'll type up the report. Then I'll give you a copy.
	I'll when I've
6	You'll be on the plane. Read the contracts then.
	when
7	Prices are going to increase soon. Let's buy now.
	before
R	We'll win the contract. We'll inform our shareholders immediately

As soon as,

WRITING Linking ideas

A Match each government measure with its purpose.

Government measure

1 create free training programmes -

- 2 make exports easier
- 3 pass a very strict environmental law
- 4 raise taxes
- 5 lower the interest rate
- 6 reduce bureaucracy

Purpose

- a) attract foreign investors
- b) stimulate consumer spending
- c) reduce the budget deficit
- d) reduce unemployment
- e) improve the balance of trade
- f) stop companies polluting the air and water

Express each of the ideas in exercise A in one sentence, using the linker in order to.

1 In order to reduce unemployment, the government is creating free training programmes. or The government is creating free training programmes in order to reduce unemployment.

2	The government is making
3	In order to stop companies

3	In order to stop companies
4	

5

Reports Look at the table and then correct the four numerical mistakes in the report about men employed. The first one has been done for you.

	Percentage									
	М	en	Women							
Sector was waiting a fa	2000	2010	2000	2010						
Manufacturing	33	25	20	10						
Health, education and public	17	20	40	45						
administration services										
Financial and business services	10	15	10	20						

REPORT

A third of all men employed were in manufacturing in 2000, compared with only a fifth in 2010.

quarter

On the other hand, around one in eight men employed were in health, education and public administration services in 2000, while the same industry accounted for one-fifth of men's jobs in 2010.

As regards the percentage of men employed in financial and business services, it increased from 12 per cent in 2000 to 15 per cent twenty years later.

Use the table in exercise C to write a similar report (75–85 words) about women employed.

]	REPORT
(One-fifth of all women employed
(On the other hand,
F	As regards the percentage

Editing E Read this economic profile of a country.

In most of the lines **1–13** there is **one extra word** which does not fit. Some lines, however, are correct.

If a line is **correct**, put a tick () in the space provided.

If there is an **extra word** in the line, write that word in the space.

Our country has become a completely modern market economy. It is characterised by high-tech agriculture, the up-to-date industry and an extensive government welfare measures. Other features include very good living and standards, as well as high dependence on their foreign trade. We export food and the energy and have a comfortable balance of payments surplus. The government has reduced so the formerly high unemployment rate and maintained low inflation and a stable currency. It has also lowered income tax rates and raised environmental taxes. In this way so it has been able to maintain overall but tax revenues. Finally, in order to deal with long-term demographic changes which could reduce the labour force, the government it has introduced a number of labour market reforms.

1											1				•					
2							1	-	ŀ	?	6	?	•						•	
3								•	٠											0
4				•			•							•						0
5																				
6	•	•			•							•					•		•	
7					•									•	•	•			•	
8		•												•						
9				•		•												•	•	
10					•		•													
11			•																	
12												•								
13																				

Marketing

VOCABULARY

Use the clues to complete the crossword puzzle. 1 The percentage of sales a company or a product has is its market (5) Companies sometimes promote their products by giving gifts to customers. (4) Companies carry out market research to get information about what buyers and want. (4) The life of a product is the length of time people continue to buy it. An advertising campaign takes place over a period of time and usually has a specific(3) 10 Good marketing should increase the volume of (5) 11 A company's sales target is how much it wants toin a certain period of time. (4) Down 2 An advertising advises companies on advertising. (6) 3 A company's product is the set of products made by that particular company. (5) 4 A company's advertising is the amount of money available for advertising during a particular period. (6) 5 Sales show how much a company has sold over a certain period of time. (7) 8 Production are what a company must spend on production. (5) Celebrities often appear in for clothes and cosmetics. (3)

Choose the best word (a, b or c) to complete each space in the text.

T	he	name	game
			0

A brand can be defined as a name given to a product by a company so that the product can easily be recognised by its name or its design. In our very competitive business world, a good brand is one of the keys to the success of any company. It is often a powerful² tool.

However, the name is not everything. For a brand to be successful, marketers have to know what the consumer and wants so a lot of market⁴ is necessary. This gives them

a 'consumer⁵', that is to say a kind of picture of the typical customer. It is a picture not only of the customer's needs and wants but also of their beliefs and values. If the brand then clearly reflects those values, it is more likely to be successful. The customer has so much......⁶ nowadays that a good brand is a necessity so that one product is clearly different from another in his or her mind. A good brand, of course, also has long-term benefits as it will⁷ to many different market8 and to people from different cultures.

1	a)	informative	(b)	competitive	c)	conservative
2	a)	sales	b)	sell	c)	sold
3	a)	wishes	b)	needs	c)	orders
4	a)	study	b)	research	c)	science
5	a)	summary	b)	report	c)	profile
6	a)	choice	b)	option	c)	suggestion
7	a)	attract	b)	persuade	c)	appeal
8	a)	shares	b)	portions	c)	segments

LANGUAGE REVIEW

Question formation

Complete the questions with words from the box.

	how long	how many	how much	what	when	which	who	why
1	When	did you	ı launch this a	advertis	ing camp	aign?		
			ou contact a					
3	how muc	h money	did you spen	d on the	campai	gn?		
4	how many	new pr	oducts did yo	u launcl	n? Was it	two or th	ree?	
5		did yoι	ı target your ı	new pro	duct at?			
6	which	market	segments ha	ıs your p	roduct b	een mos	t succe	ssful in?
7		do you	expect peopl	e to con	tinue to	buy this	product	: ?
8		is vour	sales forecas	t?				

h) This time only one, in fact. However it is a very special product indeed.

atch the marketing manager's responses (a-h) to the interviewer's	
uestions in exercise A.	
Almost 20,000 euros.	3
As I said, it's been doing extremely well and we expect a considerable	
increase in the winter.	
In late spring.	
So far it's been doing very well with middle-class males in their thirties	
to mid-fifties.	
We had health-conscious people in mind as well as the elderly.	
We think it will have a life cycle of about three years.	
Well, we like to rely on our own people.	
	Almost 20,000 euros. As I said, it's been doing extremely well and we expect a considerable increase in the winter. In late spring. So far it's been doing very well with middle-class males in their thirties to mid-fifties. We had health-conscious people in mind as well as the elderly. We think it will have a life cycle of about three years.

	What does 'launch' mean?	
2	like / Manager / our / talk / you / to / to / Would / Marketing / ?	
3	a / advertising / Do / lot / on / spend / they / ?	
4	advertise / did / range / their / they / Where / new / ?	
5	targets / meet / Did / your / you / sales / ?	
6	expecting / figures / sales / Were / better / you / ?	
7	my / Have / sales / read / report / you / quarterly / ?	
8	a / How / do / often / report / write / you / ?	
	atch the answers a–h to the questions in exercise C.	
	Not yet, I'm afraid. I'll go through it first thing this afternoon.	
a) b)	and the state of t	
5/		
h`		
Υ	To make a new product available to the public. Yes, that would be very useful. Thank you. In all national papers and also on TV. No, we are very satisfied. In fact, we've sold a lot more than we thought we would. We certainly did. Ou work for the Marketing Department of Hamilton Food and Drink	·
•	ou work for the Marketing Department of Hamilton Food and Drink roducts. You receive the following enquiry. Write a reply (100–140 w o Mr Rijsbergen based on the notes below.	10
	Dear Sir,	
	I am interested in your range of diet products which I saw advertised in <i>Healthy Home</i> . Could you please send me a copy of your catalogue? Further details of your new brand of mineral water would also be very welcome.	•
	Many thanks.	

thanks for enquiry / enclose catalogue / also enclose leaflet about Fontaine, (latest brand of spring water) & say a few words about this product (offers real benefits; recommended by medical authorities) / offer to send representative with sample / end suitably

WRITING

Answering enquiries |

Reports B	Put the sentences a-g into the correct order to make an extract from a report. The words in bold will help you.									
	a) About one-fifth of the consumers who have tried our new products said they									
	were dissatisfied with the taste of the <i>Spring Balm</i> toothpaste. Also, 47 people									
	complained of skin irritation after using our deodorant spray.									
	b) I shall begin with my findings about the products themselves.									
	c) It is based on information gathered from over 500 interviews with consumers.									
	d) On the other hand, many of those who <i>have</i> heard about the <i>Spring Balm</i>									
	collection complain that they cannot find our products anywhere.									
	e) Secondly, as regards the price, almost 90 per cent remarked that our									
	products are overpriced in comparison with well-established brands.									
	f) The aim of this report is to determine the reasons for the failure of the									
	launch of our new range of <i>Spring Balm</i> toiletries.									
	g) Thirdly, with regard to promotion and place, it is clear that the name									
	Spring Balm still means nothing to most consumers.									
	Spring bain stitt means nothing to most consumers.									
C	Now complete the recommendations of the report with words from the box.									
	available basis delay regard retail sure withdrawn									
	e above findings, I would like to make the following recommendations.									
	deodorant spray should be temporarily									
	.3. Our laboratory should also develop a new flavour for the toothpaste.									
	to price, we should look carefully at our competitors' policy and make5									
that our price is correct.										
	we should advertise more on TV and possibly on the Internet and make sure that									
specialised										
	outers.									
Editing D	Read this text about successful marketing.									
	In most of the lines 1–10 there is one extra word which does not fit. Some lines,									
	however, are correct.									
	If a line is correct , put a tick (🗸) in the space provided.									
	If there is an extra word in the line, write that word in the space provided.									
	The space provided.									
	ssful marketing consists of three broad areas. Firstly, do you need 1do									
	assionate curiosity for the customer. So you need to be prepared 2									
to do a lot of hard	d work to get in a deep understanding of their needs, their 3									

The key to successful marketing consists of three broad areas. Firstly, do you need to have a really passionate curiosity for the customer. So you need to be prepared to do a lot of hard work to get in a deep understanding of their needs, their behaviour and everything that really motivates for them. Secondly, you need a good business sense, because you want it to make some money. Obviously, when you are in business, one of your main goals is to make a profit because no business can survive if it is not profitable. Finally, you also have to have a great communication skills. In marketing, you have to do communicate with a lot of different people, such as your customers, as well as with all the other people involved in your projects. And it is not all about being able you to speak or write effectively, it is also about being a good listener.

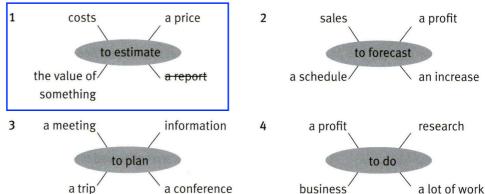
2		•		•	•	•		•	•	•	•		•	•	•	•	•	•	•
3		•	•		•	,	•			•	•	•	•		•	•		٠	
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LANGUAGE WORK

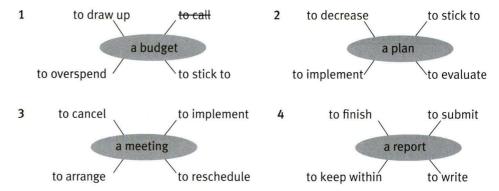
Planning

VOCABULARY

A Cross out the noun which does not normally go with the verb in the bubble.



B Cross out the verb which does not normally go with the noun in the bubble.



- Complete each sentence with a word combination from exercise A or B.

LANGUAGE REVIEW

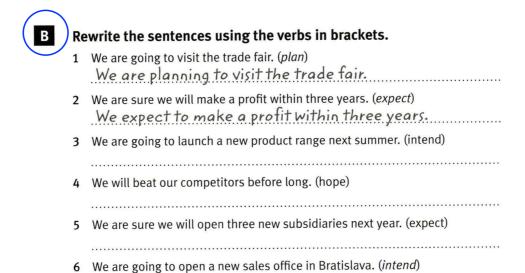
Talking about the future

A These words and phrases refer to the future. Put them in order, starting with the soonest. Today is 1st lune.

•••	th the soonest loddy is	ist juile.		
a)	in four days' time		f)	the day
b)	in ten minutes	1	g)	the wee
c)	in three weeks' time		h)	tomorro
d)	next month		i)	tonight

e) next year

f)	the day after tomorrow	
g)	the week after next	
h)	tomorrow morning	
:)	tonight	



Look at Florian Straub's diary for next week and study the examples.

Then complete the conversation between Jessica and Florian's secretary.

It is now Friday 11th.

.....

Mon 14th	Fri 18th
a.m. visit Bielefeld factory	a.m. Geneva
p.m. meet Korean visitors	p.m.
Tues 15th	Sat 19th
a.m. 9-10 give talk on word-of-mouth advertising	a.m.
p.m. prepare departmental meeting	p.m. back from Geneva
Wed 16th	Sun 20th
a.m. 10-11.30 departmental meeting	a.m.
p.m. to Geneva	p.m.
Thurs 17th	<u>Notes</u>
a.m. Geneva	
p.m.	

Examples

- 1 Florian Straub is visiting the Bielefeld factory on Monday morning.
- 2 On Wednesday morning, he is attending a departmental meeting.

Jessica: Hello. I'd like to make an appointment to see Florian Straub on

Wednesday afternoon.

until Saturday.

Jessica: Right. How about Monday?

Secretary: He's tied up all day Monday. Would Tuesday suit you?

Jessica: Tuesday? Fine. What sort of time?

Secretary: Well, he's until ten o'clock, but he could see you after that.

Otherwise in the afternoon he's but I'm sure he could fit

you in.

Jessica: Three o'clock would be great.

Secretary: Three. Right. I've made a note of that. I'll call you back to confirm

the appointment.

Jessica: Thank you very much.

WRITING Linking ideas

A Look at the examples. Then answer the questions below.

Our new range of cosmetics is not doing very well. **For instance**, sales of our Cleopatra day cream have fallen by 20 per cent.

Our competitors are already working on new designs. **That is why** we should launch our new range as soon as possible.

If they want to attract more tourists, they should increase the number of international flights. **In addition**, they should improve services.

Which linker (in **bold**) is used to:

- a) introduce an explanation?b) introduce an example?c) make an additional point?
- B Complete the sentences with the best linker from exercise A.
 - 1 There are different ways you could improve your performance. For instance, you could try to visit five customers a day instead of three.
 - 2 I have informed everyone personally....., they have all read my report.
 - 3 I have not met my sales targets..... I am worried I will not get a bonus.
 - 4 I want you to meet the deadlines we agreed on....., I expect you to hand in your report by Thursday.
 - 5 Prices in the city centre have gone up...... we should look for new office space in the suburbs.
 - 6 Montenegro is attracting more foreign investors....., a number of French and British companies have recently invested huge sums in the tourism industry there.

Scheduling

Andrea Varady is the manager of Lindcom Hungary. She is expecting three senior executives from Lindcom International Headquarters, Stockholm. Look at the schedule she has produced.

Wednesday 24th May

- 11.15 Arrival Ferihegy Airport
 Transfer to Majestic Hotel
- 13.00 Meet all staff, Budapest Office Buffet Lunch, Budapest Office
- 15.30 Sales Team: Performance Evaluation

Thursday 25th May

- 08.00 Meeting with Ms Szilvia Koltai, Sales Manager
- 10.00 Minibus to Lindcom Electronics in Hatvan
- 11.00 Tour of Lindcom Electronics / Meet staff
- 12.00 Lunch with local manager
- 13.30 Return to Budapest

Free afternoon or sightseeing excursion

- 18.00 Airport transfer
- 19.45 Departure for Stockholm

Andrea receives this e-mail from Stockholm informing her about some changes. Complete the e-mail with words from the box.

sending are leaving cannot has to have to seeing

	Per.Jonsson@lindcom.se varadyandrea@freemail.hu
Unfortunat at headqua We for Budape Saturday r The perfor The meetin whichever Apart from	tely, we
	 Write an e-mail (35–45 words) to all Sales staff. Inform them of the change of time. Encourage everybody to be there. Apologise for possible inconvenience.
	From: varadyandrea@freemail.hu To: Sales staff Subject: Visit from International Headquarters, Stockholm Date: 16th May
	Unfortunately our guests from Stockholm

Editing Read the text below about setting up a business abroad.

In each line **1–8** there is **one wrong word**.

For each line, **underline the wrong word** in the text and **write the correct word** in the space provided.

Deciding to move abroad to set up your own business is probably one of \underline{a}
biggest decisions you will ever made. That is why you should plan your move
well in advance. Firstly, it is a good idea to make several visit to the area where
you intend to relocate. This will allow you to research your customers base, to
assess local competition and to make usefully business contacts.
Secondly, you could begin to learn the language of the country were you want
to go. As the way people doing business varies from one country to another, yo
also need to learn about the culture local costumes and business etiquette.

						_								
1														
2														
3								٠			٠			
4					•					•	•			
5							•			•		•		
6			•											•
7									•		•			•
8														

Managing people

VOCABULARY

A Complete the first gap in the sentences below with a verb from Box A and the second gap with a preposition from Box B.

Box A					Box	В	
believe communicate deal	in	in	to	to	to	with	with
delegate invest listen respond							

-					20				2
Carron	MICHALL	to	manage	naan		mora	011000	coful	× 2
Seven	wavs	w	manage	DCOD.	10	more	Succe	551 U.I.	IV

- 1 Your staff will often have good ideas and suggestions, so ...listen to... what they have to say.
- 2 Do not think you have to do everything yourself tasks other people.
- 4 Good employees want to develop professionally, so courses and seminars for them.

- 7 And finally, remember that trust is essential. Your staff need a manager that they can strongly

B Complete the sentences with the correct prepositions.

- Staff often complained ___about ___ the new manager, saying he didn't believe ____in ___ their abilities.
 Robert was arguing _____ his boss _____ taxation.
 Did she talk _____ you ____ her plans to leave the company?
- Good. So you all seem to agree me the main points.
- 5 They apologised everyone their failure to deal the crisis.
- **6** The team had to report their progress the manager every month.

These sentences are not correct. Supply, correct or delete the prepositions as appropriate.

- Robert never listens my suggestions.
 Robert never listens to my suggestions.
- 2 Socialising colleagues is sometimes a good way to learn about what is happening in different departments.
- 3 Linda would like to discuss about the report's recommendations with you.
- 4 My company spends a lot of money for training courses for employees.
- 5 He may become a good manager. It depends of his communication skills.
- 6 She told to her boss that her new job was challenging.

LANGUAGE REVIEW

Reported speech

My boss asked me why my report wasn't ready. working / computer / I / my / properly / replied / wasn't /. a / He / I / needed / new / one / said / that /. a head / to / Then / he / should / plan / said / try / I /. forganised / was / answered / well / I / usually / I / that /. check your answers to exercise A. Then complete the sentences with actual words spoken. Why	2		d / my / why / me / boss / report / .
2 working / computer / I / my / properly / replied / wasn't / . 3 a / He / I / needed / new / one / said / that / . 4 ahead / to / Then / he / should / plan / said / try / I / . 5 organised / was / answered / well / I / usually / I / that / . 6 a / asked / computer / Finally, / get / him / I / I new / when / would / . 6 a / asked / computer / Finally, / get / him / I / I new / when / would / . 6 a / asked / computer / Finally, / get / him / I / I new / when / would / . 6 a / asked words spoken. 1 'Why	2		
a / He / I / needed / new / one / said / that / . ahead / to / Then / he / should / plan / said / try / I / . organised / was / answered / well / I / usually / I / that / . check your answers to exercise A. Then complete the sentences with actual words spoken. I why			
4 ahead / to / Then / he / should / plan / said / try / I / . 5 organised / was / answered / well / I / usually / I / that / . 6 a / asked / computer / Finally, / get / him / I / I / new / when / would / . 6 a / asked / computer / Finally, / get / him / I / I / new / when / would / . 6 a / asked / computer / Finally, / get / him / I / I / new / when / would / . 6 a / asked / computer / saked my boss. 1 'Why isn'tyour report ready / saked my boss. 2 'Well, my computer / 'I replia / 'I he said. 3 'I think you / 'he said. 4 'And you should / 'he said. 5 'But I'm / 'I answered. 5 'When / 'I asked finally. Correct the sentences which are wrong. The first one has been done for the lot of them invest in a good training course. 2 She said that gaining the staff's trust is important. 3 He said me he had to deal with a lot of problems in his previous job. 4 She said I should communicate with colleagues more clearly. 5 She said I should communicate with colleagues more clearly. 5 She saked them to agree on a date for their next meeting. 6 He told that last month's sales figures were very good. 1 Ook at the examples. Then report the questions below. 1 He asked her what she wanted to do. 1 He asked her what she wanted to do. 2 He asked her what she wanted to do. 3 He asked her if she planned ahead. 3 He asked her if she could deal with a crisis. 5 Do you adapt easily to new situations? 6 He asked her if she could deal with a crisis. 7 Do you adapt easily to new situations? 8 He asked her if she could deal with a crisis. 8 He asked her . 8 He asked her . 8 He asked her . 9 Why is this year's budget so small?			
4 ahead / to / Then / he / should / plan / said / try / I / . 5 organised / was / answered / well / I / usually / I / that / . 6 a / asked / computer / Finally, / get / him / I / I / new / when / would / . 6 a / asked / computer / Finally, / get / him / I / I / new / when / would / . 6 a / asked / computer / Finally, / get / him / I / I / new / when / would / . 6 a / asked / computer / ? asked my boss. 2 'Well, my computer / , 'I repling a lithink you / , 'he said. 4 'And you should / , 'he said. 5 'But I'm / I answered. 6 'When / ? I asked finally. Correct the sentences which are wrong. The first one has been done for the lithink you / . 8 'She said that gaining the staff's trust is important. 8 He said me he had to deal with a lot of problems in his previous job. 8 She asked them to agree on a date for their next meeting. 8 He told that last month's sales figures were very good. 1 He told that last month's sales figures were very good. 1 Asked her what she wanted to do. 1 He asked her what she wanted to do. 2 He asked her what she wanted to do. 3 He asked her if she planned ahead. 4 'And you deal with a crisis? He asked her if she could deal with a crisis. 5 Do you adapt easily to new situations? 6 He asked her 6 He asked her 6 He asked her 7 He asked her 7 He asked her 8 He asked her 8 He asked her 9 He asked her 1 Why is this year's budget so small?	3	a / He / I / needed / new /	one / said / that / .
Check your answers to exercise A. Then complete the sentences with actual words spoken. 1 'Why			
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writing Reports

A Match the percentages in the box with the expressions 1–8.

	0%	4%	31%	48%	54%	73%	94%	100%	
1	Abo	ut thre	e-quart	ers of tl	ne staff				73%
2	Alm	ost eve	erybody	/ Most	of the s	staff			
3	Alm	ost on	e-third o	of the st	aff				
4	Ever	ybody							
5	Hard	dly any	body						
6	Just	under	half of	the staf	f				
7	Mor	e than	half of	the staf	f				

B Lindcom International's managers wanted to know if their employees think they are good managers so they sent everyone a questionnaire. Look at the summary of the questionnaire findings and complete the conclusions section of the report with phrases from the box.

YOU AND YOUR MANAGER: SUMMARY OF QUESTIONNAIRE FINDINGS

8 Nobody

		Often	Sometimes	Never
1	Does your manager listen to your suggestions?	5%	35%	60%
2	Does s/he respond to your concerns?	2%	73%	25%
3	Does s/he say 'well done'?	19%	34%	47%
4	Does s/he give you the information you need?	97%	2%	1%
5	Do you enjoy working with her/him?	33%	52%	15%

almost everybody almost half most of the staff one-third a quarter of

CONCLUSIONS

> Match the sentence halves to make the recommendations section of the report.

RECOMMENDATIONS

- I Management should build on its strengths -
- 2 We must urgently look into ways of
- 3 Moreover, we should adopt
- 4 We should also remember to praise
- 5 As a result, our people would certainly enjoy
- a) working with us more than they do at present.
- b) and continue to communicate information efficiently.
- c) our employees for their good work.
- d) taking into account our employees' suggestions.
- e) a more sympathetic attitude towards them.

Requesting information



You work for Lindcom UK. Read the course advertisement. Then complete the letter using the appropriate information (a–l).

The Morningside Business & Administration Training College FORTHCOMING COURSES

Cultural Differences in the Workplace

The aim of this two-day workshop is to enable participants to understand cultural differences in order to improve relationships in the workplace.

Course fee: £150

Dates: to be advised

Venue: The Morningside BAT College, 13 Buccleuch Avenue, Edinburgh, EH4 7BG

Tutor: Fredrik Karlsson, MBA, PhD (Lund University)

For further details, write to Donald Strachan at the above address.

- a) All the best,
- b) Dear Mr Strachan
- c) Hi Donald!
- d) Dear Sir / Madam
- e) Please write soon.
- f) Sue Lowles,Deputy Manager Lindcom UK
- g) We look forward to hearing from you.

- h) Yours faithfully
- i) Lindcom UK, 30 Burrard Street, Brentford, TW9 2AK
- j) 11th May
- k) Mr Donald StrachanThe Morningside BAT College,13 Buccleuch Avenue, Edinburgh,EH4 7BG
- l) Yours sincerely

2		3	•••••
4		o stekuno)	in to Histor
your <i>Cultural</i> In particular, maximum nu	Differences in the Wo	w the start dates and the on the course.	
of five or mor	e would also be welc	ome.	
5		The reason her order	
i		ingro (\$	
6		ent kind to a training and the contract of the	

Conflict

VOCABULARY

- A Match the sentence halves to make six tips for being a more successful negotiator.
 - 1 Good answers don't always come
 - 2 Sometimes you have to compromise -
 - 3 Don't get angry too quickly -
 - 4 Don't agree with everyone all the time
 - 5 Say when you like an idea -
 - 6 Keep the same attitude towards others -

- a) you can't be tough all the time.
- b) or they'll think you're weak.
- c) enthusiastic negotiators are rare!
- d) be consistent.
- -e) so don't be too impatient.
- f) try to stay calm.
- Make the adjectives negative by adding the correct prefix from the box. Use a good dictionary to help you.

	in-	im-	ir-	un-	
1		Un		sympat	hetic
2				patient	
3				formal	
4				respon	sible
5				cooper	ative
6				polite	
7				respon	sive
8				emotio	nal
9				critical	
10				consist	ent

- Complete each sentence with the negative form of one of the adjectives a-c.
 - 1 It was very ... impolite ... to be late for the meeting and not even apologise. a) polite b) emotional c) formal 2 He prefers meetings where everybody can relax and feel comfortable. c) formal **b)** responsive a) patient 3 It takes two to tango. They have to try to help and stop being so c) credible **b)** cooperative a) critical 4 He signed the contract without reading it. What an attitude! b) responsive c) emotional a) responsible 5 She'll criticise you one day and praise you the next. How can anyone be so? c) emotional b) consistent a) patient 6 I think he is too He seems to accept whatever people say without thinking. a) cooperative b) credible c) critical

LANGUAGE REVIEW

Conditionals

A Match the question halves.

- 1 Wouldn't we seem impatient -
- 2 Will you get a bonus
- 3 Won't you make a concession
- 4 Would you increase your order
- 5 Wouldn't they be disappointed
- 6 Will Ana ever win their trust

- a) if she keeps being inconsistent?
- b) if they didn't win the contract?
- c) if you exceed the sales target?
- d) if we told them to hurry again?
- e) if we delivered immediately?
- f) if they make one?

B Complete Speaker B's short answ	vers
-----------------------------------	------

- B:wouldn't. They've always been terribly slow.5 A: If she comes this morning, will you talk to their representative?
 - B:will.
- 6 A: Do you think he'd resign if he didn't win the contract?
 - B: No, I'm sure
- 7 A: Will you inform us if there's a delay?
 - B: Yes,.....

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

- 1 I'm sure they ... wouldn't ... continue doing business with you if they weren't satisfied.
- 2 If he was able to deal with pressure, he be an excellent negotiator.
- 3 If I lose this order, I'm afraid it affect my commission.
- 4 If you don't increase the discount, we be able to increase the size of our order.
- 5 We have to turn to another supplier if you were able to deliver this month.
- 6 You get an extra day off even if you win this contract, I'm afraid.

D Complete the sentences with the correct form of the verbs in brackets.

- 1 We 'll give (give) you a 15 per cent discount if you pay cash.
- 2 If they(pay) late, we'd close their account.
- 3 If you (deliver) this week, we'll place a bigger order.
- 4 We (deliver) this week if you paid cash.
- 5 We'll give her a free gift if she (increase) her order.
- **6** If they make a concession, we(do) the same.
- 8 We would consider a bigger discount if you (order) a larger quantity.

Business letters

A People often start a business letter by saying why they are writing.

Complete these typical opening sentences with the verbs from the box.

	complain	confirm	enquire	invite	request	
1	I am writir	ng to <i>c.o</i>	nfirm	. the dat	es we agreed	for our next meeting.
2	I would lik	ce to		your ad	vice.	
3	I am writir	ng to		. about t	he low qualit	ry of the goods you supplied.
4	I would lik	ce to		you to \	isit our stand	d at the trade fair.
5	I would lik	e to		about t	he course ad	vertised in the Financial Times.

When you reply to a business letter, you usually begin by making reference to a previous communication. Complete the beginning of the replies to the five letters in exercise A with the words from the box.

	complaint	confirming	enquiry	invitation	request								
1	Thank you	for confi	rming	the dates	0								
2	With reference to your for advice												
3	With refere	nce to your		about t	he low quality .								
4	Thank you t	for the		to visit your	stand								
5	With refere	nce to your		about t	he course								

C Put the sentences into the correct order to make an e-mail.

From: To: Subject:		SunSingAd@bluesky.net.au infophillips@bizcom.au : Our order BG/503									
Dea	ar Mr Mı	Munroe									
a)	As we	urgently need those supplies, could you please send the at items and pick up the wrong ones as soon as possible.									
b)		lowever, you sent us toner cartridges for photocopiers instead f the laser jet ones we had ordered.									
c)	We lo	Ne look forward to hearing from you.									
d)		am writing with reference to the above order for office supplies.									
e)	In add paper.	ition, three of the boxes of paper contained coloured									
		norning, we ordered five toner cartridges (Ref. LXJ2) in boxes of white A4 photocopying paper (Ref. PA4/1). erely									

Write a reply (60-75 words) to the e-mail in exercise C. The Useful language box will help you.

From: To: Subject:	infophillips@bizcom.au SunSingAd@bluesky.net.au Order BG/503
Dear Ms L	i.
Yours sinc	erely
Yours sinc	-

USEFUL LANGUAGE	
Opening Control of the Control of th	Explaining and a second
Further to your	I am afraid there was a mix-up over your order.
With reference to your	Promising action
Thank you for your	The goods will be sent by special delivery.
Apologising	Closing
We would like to apologise for the problems you had.	We look forward to receiving further orders from you.
Once again, our apologies for the inconvenience you had.	We very much hope that you will continue to do business with us.

Editing Read the text below about the influence of culture on negotiating behaviour.

In each line **1–9** there is **one wrong word**.

For each line, **underline the wrong word** in the text, and write the **correct word** in the space provided.

1					+	-	+	0)	,	2	1			
2															
3															•
4	•	•													
5		•	•												•
6															•
7															•
8	٠	•									•				
Q															

Products

VOCABULARY

- Read the sentences and write the missing letters to complete the adjectives.
 - 1 If a product is e c o n o m i c a l, it doesn't cost a lot of money to use.
 - 2 A product that is f s h _ _ _ b _ is popular at a particular time.
 - 3 An _ttr_ct__e product is one that people find beautiful and exciting.
 - 4 A product that is p _ p _ l _ r is enjoyed or liked by a lot people.
 - 5 An _ ff _ c _ _ _ t product is one that you can use without wasting energy or time.
 - 6 A product that is r _ l _ _ _ l _ can be trusted to work well.
- В Complete the sentences with words from the box.

	lasting	made	quality	selling	tech	wearing	
1	Rolex m	nakes his	h- quali	ty	watche	S	

- Rolex makes high-.4.99111.7..... watches.
- Timberland makes fashionable and hard-.....boots. 2
- 3 Dell manufactures high-.....computer products.
- 4 Samsung has produced some best-..... mobile phones.
- 5 Tungsram makes long-.....light bulbs.
- 6 Samsonite sells practical and well-.....bags and suitcases.
- C Make new adjectives by joining a word from Box A to a word from Box B. Use the new adjectives to complete the definitions.

	Box A					Вох	(B		
custom	down	first	multi	up	class	made	market	market	purpose

- 1 An ... upmarket ... product is expensive and usually of high quality.
- 2 If products arethey are made especially for one person or group of people.
- 3 A.....product is one that has several different uses.
- 4products are cheap and sometimes not good quality.
- 5products are of excellent quality.
- D Choose the best word (a, b or c) to complete each space in the text on page 49.
 - 1 a) planned
- **(b)** designed
- c) sketched

- a) fabricated
- b) manufactured
- c) assembled

- 3 a) tested
- b) examined
- c) researched

- a) specifications
- b) qualities

- a) promoted
- b) exhibited
- c) improvements

- a) discount
- b) delivering
- c) displayed

- a) profitable
- **b)** available
- c) distribution c) marketable

- a) destroy
- b) discontinue
- c) distinguish

The life cycle of a product

All products have a life cycle. Therefore, new products are being developed all the time to replace older products which are coming to the end of their lives.

LANGUAGE REVIEW

Passives

A Match the sentence halves. Then underline the passive forms.

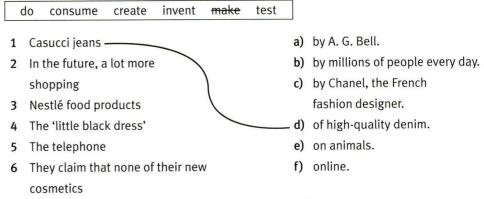
- 1 If sales continue to fall -
- 2 Most of the world's soccer balls are made in Asia
- 3 Our new computer games will be distributed
- 4 The existing model can be improved easily
- 5 The packaging will be modified
- 6 When Alkaphen was launched,

- a) and our product will become a lot more environment friendly.
- b) the competition was already testing a similar drug.
- be discontinued.
- d) nationwide well before the advertising campaign begins.
- e) so we don't have to design a new product.
- f) by very young people who live in poverty.

Rewrite these as passive sentences. Only use *by* if it is important to say who did the action.

- 1 They make Suzuki cars in Hungary, too. Suzuki cars are made in Hungary, too.
- 2 Someone is repairing your washing machine now.
- 3 Bayer developed this new drug.
- 4 They were still researching the effects of Alkaphen.
- 5 Bayer has retained all selling rights.
- 6 The question is, have we promoted our new range enough?
- 7 If sales continue to fall, we will have to discontinue it.
- 8 We should test this new product immediately.
- 9 We could improve its distribution.
- 10 We definitely have to improve the packaging.

Use a passive form of the verbs in the box to link the sentence beginnings (1–6) with the endings (a–f).



1 d Casucci jeans are made of high-quality denim.

WRITING Linking ideas

A Study the example sentences and notice the words used to link them. Then link sentences 1–4 in a similar way.

A fashion designer created the 'little black dress'. <u>She</u> was a genius. The fashion designer <u>who</u> created the 'little black dress' was a genius.

A brand is a name. It makes it easy for customers to recognise a product.

A brand is a name that/which makes it easy for customers to recognise a product.

A warehouse is a large building. Goods are stored \underline{there} until they are distributed to shops to be sold.

A warehouse is a large building <u>where</u> goods are stored until they are distributed to shops to be sold.

A recession is a period of time. The economy is doing badly then. A recession is a period of time when the economy is doing badly.

1	This new instant coffee has been produced by a well-known company. The company has always sold its coffee in the higher price ranges.
2	The shop floor is an area in a factory. Ordinary workers do their work there.
3	A retailer is a person. She or he owns or runs a shop selling goods to members of the public.
4	Sick leave is a period of time. You stay away from your job because you are ill then.

Enquiring about a product

Complete the advertisement for a new product with phrases from the box.

further information - high performance - meta-	further informat	igh-performance including	_
market leader run user-friendly			

Just Scanlt!

At ScanIt International we put a lot of effort making our products as <u>user-friendly</u> as possible.Our new scanner Alpha JTX2 continues that trend.

Alpha JTX2 will help you² your business smoothly and efficiently. It is a3 scanner designed for those who need documents in a hurry.

- Get professional results in seconds
- High-resolution scanning
- Automatic document feeder (up to 30 sheets)
- Copies up to ten pages per minute
- One-touch buttons for e-mailing images to colleagues or publishing them on a website.

Alpha JTX2: the⁴ in scanning technology. Only £199,⁵ adaptor for slides and negatives.

For and a free trial, call FREEFONE 0800 427 8732 or e-mail us at scanit@hitech.co.uk

- Write an e-mail (70–90 words) to Scanlt International on behalf of your company to request further information about the scanner described in exercise B.
 - Start with Dear Sir / Madam.
 - Say where you saw the advertisement.
 - Ask what you need to know:
 - Can the JTX2 scan 3-D objects?
 - What types of paper can be used?
 - Say you are interested in a free trial and ask how long the trial period is.
 - Finish your message with a suitable ending.

Editing D Read the text below about launching a new product.

In most of the lines **1–8** there is **one extra word** which does not fit. Some lines, however, are correct

If a line is **correct**, put a tick (\checkmark) in the space provided.

If there is an **extra word** in the line, write that word in the space.

Are you planning to launch a new product or service? If you are, must remember that not only what you say about it is important but also *how* you say it well. You should try to emphasise on the features of your product which no other product has, i.e., its *unique selling points*. You should also try to describe them the benefits of your goods or services from your customers' perspective.

Successful business and people usually know or at least have a good idea of what their customers want or need. This knowledge can be very useful in building customer satisfaction and the loyalty.

1				?	?	Ļ		Ş	1	-	•	•	•	•
2							•				•			
3														
4														
5														
6	,													
7									•					
0														

Talk business

INTRODUCTION

The aim of this *Talk business* section is to make you more aware of some of the main features of English pronunciation. This will help you understand spoken English more easily. Hopefully, it will also help you discover areas you may need to work on for your spoken English to sound more natural.

THE SOUNDS OF ENGLISH

1 Look, listen and repeat.

Vov	vel sounds	Diphthongs
$/_{\rm I}/$	qu i ck f i x	/eɪ/ pl ay s a fe
/i:/	cl ea n sh ee t	/aɪ/ m y pr i ce
/e/	s e ll w e ll	/ɔɪ/ ch oi ce oi l
/æ/	b a d b a nk	/aʊ/ d ow nt ow n
/a:/	sm ar t c ar d	/əʊ/ g o sl ow
/p/	t o p j o b	/Iə/ n ear h ere
/3:/	sh or t c our se	/eə/ f air sh are
/ <mark>U</mark> /	good books	
/u:/	sch oo l r u les	
$/\Lambda/$	m u ch l u ck	
/3:/	first term	
/ə/	a 'bout 'Can a d a	

Consonant sounds

1 Contrasting voiceless and voiced consonants

Voiceless			Voi	ced
/p/	pay		/b/	b uy
/f/	file		/v/	v alue
/t/	tax		/d/	d eal
$/\theta/$	think		/ð/	th is
$/t\int/$	cheap		/d3	/ j ob
/s/	sell		/z/	zero
/k/	card		/g/	g ain
/5/	option		/3/	deci si on

2 Other consonant sounds

/m/ mine	/n/ net	/ŋ/ brandi ng	/h/ h igh
/1/ l oss	/r/ rise	/w/ win	/j/ y ear

Tips

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



Any good dictionary today gives you useful information on the pronunciation of individual words. With the help of the *Longman Business English Dictionary* or the *Longman Wordwise Dictionary*, for example, you will be able to work out the pronunciation of any English word on your own once you are familiar with the phonetic symbols above. In addition, the dictionary also gives you essential information about *word stress*. When a word has more than one syllable, we always put more stress on one of the syllables, i.e., we speak that syllable more strongly. Look at the dictionary entry for *compete*:

com-pete $/\text{kom}^l\text{pi:t}/v[l]$ to try to win something or to be more successful than someone else:

- The 'sign shows you that the syllable immediately after it should be stressed: comPETE. You will find various exercises on word stress in Units 9, 10 and 12.
- The : sign shows you that the vowel is long. The contrast between *long* and *short* vowels is very important for mutual understanding. In Unit 1, for example, you will find an exercise on /I/ and /I:/, while Unit 7 has an exercise on /D/ and /O:/.

SOUNDS AND SPELLING

In English,

- a) the same sound can be spelt in different ways.
- b) the same letters can be pronounced in different ways.
- a) Consider for example /əu/, the sound of *go* slow. It can be spelt o as in *open*, oa as in *loan*, oe as in *toe*, ough as in although, ow as in know, or eou as in Seoul.
- b) Take the letter u for instance. It can be pronounced $/\Lambda/$ as in cut, $/\upsilon/$ as in full, $/\upsilon$:/ as in turn, $/\upsilon$:/ as in sure, /ju:/ as in tune, or $/\iota$ / as in busy.

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

br ea k	E urope	in s urance	advi c e	tr ai n
b uy er	fr ie ndship	kn ow ledge	s ai d	w a nt
ch air	h ear t	l au gh	sc ientific	th eir
con sc ious		mill i on		h eigh t

	Vowels							
	/p/ /e/ /a:/							
1	j o b	1 sell	1 card					
2		2	2					
3		3	3					

	/eɪ/		/ea/		/aɪ/		
1	p ay	1	sh are	1	price		
2		2		2			
3		3		3			

Consonants							
/ʃ/ /s/ /j/							
1 op ti on	1 s ell	1 y ear					
2	2	2					
3	3	3					

Sound-spelling relationships are explored in Units 2, 6, 8, 9 and 10.

SHADOWING

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

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

INDIVIDUAL SOUNDS

A 1 2 Listen to the difference between I and I:/.

/1/	/i:/
Tim pick bit	t ea m p ea k b ea t

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

art d**ea**ler editor man**a**ger policeman t**ea**cher

/ı/ as in qu i ck f i x	/iː/ as in cl ea n sh ee t

♦ 3 Check your answers. Then listen and practise saying the words.

CONNECTED SPEECH

C 49 4 Listen to the pronunciation of can and can't.

She can speak Arabic. She can't speak Greek.

She can speak Arabic but she can't speak Greek.

What's the rule?

- Within a sentence, a weak form of can is often used: /kən/ or /kn/.
- can't is usually pronounced /ka:nt/ in British English.
- D Practise saying the sentences.
 - 1 He can use JavaScript but he can't use Dreamweaver.
 - 2 She can't start this week but she can start at the end of the month.
 - 3 I can't speak Mandarin Chinese fluently but I can understand a lot.
 - 4 We can let you know next week but we can't promise anything.
 - 5 She can use spreadsheets but she can't design a website.
 - **♦** 5 Now listen to the recording and practise saying the sentences.

STRESS AND INTONATION

- E 🕩 6 Listen to how these questions are spoken.
 - 1 Can you hold?
- 4 Could you take a message?
- 2 Did you say R-E-I-T-H?
- 5 Could you tell me your name and address?
- 3 Hello. Is that John Reith?

Tip

A 'yes / no' question is usually asked with the voice going up at the end.

6 Now listen again and practise saying the questions.

TELEPHONING

- A 🕠 7 Listen and complete these phrases.
 - 1 Can I....have.... your name, please?
 - 2 Just one, please.
 - **3** Hold......
 - 4 I'd to speak to Ms Allan.
 - 5 I'm she is in a meeting just now.
 - 6 Can I.....a message?
 - 7 Could you ask her to call me this afternoon, please?
 - 8 Could you me to the IT department, please?
 - **♦** 7 Now listen again and practise saying the sentences.
- B 40 8 Listen and complete each column with the letters of the alphabet.

/eɪ/as in pl ay s a fe	/iː/ as in cl ea n sh ee t	/e/ as in sell well	/aɪ/ as in m y pr i ce	/ລຸບ/ as in g o sl ow	/u:/ as in school rules	/ɑː/ as in sm ar t c ar d
. a	ь д	f				
h	c	1				
	d					
	е					

Tips

- The key words will help you remember the pronunciation of each letter of the alphabet.
- When dictating or taking down a strange word, you need to know how to pronounce each letter of the alphabet clearly and accurately.
- 9 Listen to the extracts from phone conversations and write down the words that are spelt out.
 - 1 Name:....
- 4 Company name:
- 2 Address:.....
- 5 Name:....
- 3 Street name:
- D 10 Listen to these examples.

	International code	Country code	Area code	Subscriber's number
1	00	Brazil: 55	São Paulo: 11	2466 5984
2	00	Turkey: 90	Istanbul: 212	613 3367

- 11 Now listen to the extracts and write down the phone numbers.
 - 1 If you'd like more details, please call our Bucharest office on
 - 2 And our number in Tunis is

 - 5 Our agent in Bratislava can be reached on

Tips

- Phone numbers are pronounced in groups. The digits are said separately.
- At the end of each group your voice goes up, except for the last group, when your voice goes down to signal that it is the end of the number.

INDIVIDUAL

Note

The symbol • is used to separate the syllables in the words.

Α	())	12	Listen to	how	the verb	forms	are	pronounced.
---	-------------	----	-----------	-----	----------	-------	-----	-------------

1 syllabledealsmakesgrows2 syllablesin·volvesre·cruitssu·pplies3 syllablesfi·nan·cesde·vel·opscon·tin·ues

B 🕩 13 Listen to the recording. How many syllables do you hear?

1	receive	2	receives	2
2	start			
3	rise		rises	
4	produce		produces	
5	deliver		delivers	
6	change		changes	

What's the rule?

If the infinitive ends in /s/, /z/, / \int /, z/, /t \int / or /dz/, the third person singular ending of the present simple is pronounced /zz/ and the word gets an extra syllable.

Underline the forms which are one syllable longer than the infinitive. Then check your answers.

1	move	moves	6	cost	costs
2	focus	focuses	7	offer	offers
3	describe	describes	8	increase	increases
4	catch	catches	9	invest	invests
5	advertise	advertises	10	discuss	discusses

14 Now listen and practise saying the pairs of verb forms.

CONNECTED

Tip

We often use the weak form /ə/ when *are* appears within the sentence.

- **1**5 Listen to the way *are* is pronounced in these sentences.
 - 1 We are looking for a reliable partner.
 - 2 What are you doing tomorrow evening?
 - 3 Our new chocolates are not selling well.

15 Listen again and practise saying the sentences.

E 4) 16 Listen and complete the sentences.

1	a lot of business with China.
2	quite well this year.
3	good progress.
4	the best ice cream in the world.
5	a sales meeting every Friday.
6	a break because there's a power cut.

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



A

Complete the company description with words from the box.

				Transcript Contract C	
achieved	employ	leading	located	operate	rose

Zengő Furniture Company Rt. (ZFC Rt.) specialises in manufacturing and retailing office furniture. Based
in Pécsvárad, in the south of Hungary, we are the Hungarian company in our field. We
² eight stores ³ throughout the country and
Last year, our sales
previous year. Our earnings before interest and tax were 4.9 million euros, or 12 per cent of sales. This result is
better than the result we

17 Listen to check your answers.

B \(\bigsim \) 18 Listen to an interview with Pierre Chevrel, the General Manager of Espace Mode. Use up to three words or a number in each space to complete the fact sheet below.

Espace Mod	u C
-------------------	-----

COMPANY FACT SHEET

_	
Location:	Grenoble
Main activity:	Clothes manufacturers and²
Customers:	Men and women from all walks of life in the ³ 16–25. We also ⁴ to agents and mail-order catalogues.
Market position:	We are among the French ⁵ in the clothing sector.
Staff:	We employ nearly ⁶ people.
Financial information:	Annual turnover of over ⁷ million euros.
	Profits of ⁹ of sales.
Future plans:	We are working on exciting new designs which reflect a completely new concept

Use the fact sheet in exercise B to prepare a business presentation about Espace Mode. Use the tip and the Useful language box to help you.

Tip

To present your company effectively, structure your information clearly. For example, you could use the headings shown in the fact sheet in exercise B.

Introducing	Turning to a new topic	Concluding
I'd like to start by saying	If we can now look at	Finally, a few words about
I'm going to talk about	Now I'd like to turn to	I would like to conclude by
My main objectives are	The next point I'd like to raise is	Now, let me summarise the main
The aim of my presentation is to	What I'd like to talk about now is	points again.
The purpose of this presentation is to		So, to sum up
		Thank you all for your attention.

Selling

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

shou/d mustn't receipt answer listen foreign know designer honesty shouldn't

♦) 19 Listen to check your answers. Check with the key. Then listen again and practise saying the words.

INDIVIDUAL SOUNDS

B Circle the word in each set where the letter(s) in bold is/are pronounced differently.

1	ret ai ler	p ay ment	exch a nge (m a nufacturer
2	ref u nd	s u pplier	prod u ct	customer
3	m o ney	o ffer	st o ck	p o licy
4	ret ur n	s er vice	adv er tise	p ur chase
5	cl o thes	c o mpany	neg o tiate	teleph o ne
6	rec eip t	d ea l	p e riod	dispatch

♦ 20 Listen to check your answers. Check with the key. Then listen again and practise saying the words.

CONNECTED SPEECH

21 Listen and complete these sentences.

1	rney increase their order.
2	pay on receipt of
	the goods?
3	We can pay for the flat now so
	worry about a bank loan.
4	Their business is quite small sob
	careful with cashflow.
5	The software was available as a download so
	buy it on disc.
6	order some photocopying paper.
	We're almost out of stock

21 Listen again and check your answers. Notice how have to is pronounced.

What's the rule?

Have to is usually spoken as one word.

Before a vowel sound (sentences 1 and 6), it is often pronounced / hæfto/.

Before a consonant sound (sentences 2, 3, 4 and 5), it is often pronounced / hæftə/.

1) 21 Listen again and practise saying the sentences.

NEGOTIATING

A	Put the items a-h into the correct order to	make	an extract from	1
	a negotiation.			

		-
a)	Now, let's talk about how much you want to order, shall we?	1
b)	On an order of that size, and since it's your first order with us, we can offer	
	5 per cent but then we can offer 10 per cent off all list prices for further orders	
	above €10,000.	
c)	Mm, I see. OK then. I suppose we can agree to that since you plan to put in	
	further orders.	
d)	I'm sorry, we can't do that if we can't get the goods earlier. However, we can	
	pay cash on delivery.	
e)	I'm afraid we can't guarantee that but we could possibly deliver by mid June.	
	As regards payment, we would expect you to pay as soon as the goods have	
	been shipped.	
f)	Right. If we buy 100 'UTec' and 150 'Supaswing' tennis rackets, what discount	
	can you give us?	2
g)	Fine. That's it, then. I think we've covered everything.	
h)	All right, that sounds fair. Now, if we place an order this week, will you be able	
	to deliver the goods within two weeks?	

B Match each item 1-5 with an appropriate response (a-e).

- 1 If we order 200 units, will you give us a 10 per cent discount?
- 2 We would expect you to cover insurance as well.
- 3 We'd like you to deliver immediately.
- 4 We'll ship the goods by train. Is that all right?
- 5 You'll have to pay us in advance this time.

- a) We'd rather you shipped them by road, in fact.
- b) I'm sorry but that's not possible.
 We can only guarantee delivery within ten days.
- c) Sorry but we can't agree to that.We can only cover freight.
- d) Well, we'd prefer to pay you on delivery as usual.
- re) I'm afraid we can only offer 5 per cent on orders of that size.

Tip

When we give a negative answer, we do not usually say just 'No'. Instead, we often use phrases like: 'We'd rather ...', 'I'm sorry but ...', 'Well, we'd prefer ...' and 'I'm afraid ...'. We also generally explain why we respond negatively.

22 Listen again and practise saying the responses.

INDIVIDUAL SOUNDS

A 4) 23 Listen to how these verb forms are pronounced.

1 syllablestoppedmovedwatched2 syllableswaitedreducedoffered3 syllablesadvertisedattracteddecided

B 4) 24 Listen to the recording. How many syllables do you hear?

1	receive	2	received	2	5	launch	enter more	launched	*******
3	adapt		adapted		7	start		started	
4	end		ended						

What's the rule?

If the infinitive of a regular verb ends in t or d, the -ed of the past form is pronounced t and the verb gets an extra syllable.

Underline the forms which are one syllable longer than the infinitive. Then check your answers.

1 earn earned 5 discover discovered 8 increase increased 2 need needed 6 ask asked 9 invest invested 3 describe described 7 focus focused 10 discuss discussed

4 test tested

\clubsuit 25 Now listen and practise saying the pairs of verb forms.

CONNECTED

D 4) 26 Listen and complete the conversations.

1 A: Were they trying to develop a new drug?

B: Well, everybody thinks they were.

2 A: She around the world on her own.

B: Are you sure she was?

3 A: Our competitors their range of products very well.

B: Weren't they really?

4 A: The new producta lot of customers.

B: Well, in fact I think it was.

5 A: He the next advertising campaign.

B: Yeah and he was designing a new product at the same time.

Tip

- In positive sentences was and were are usually pronounced /wəz/ and /wə/.
- At the beginning or at the end of a sentence, was and were are often pronounced /wpz/ and /ws;/.
- wasn't and weren't are always pronounced /'wpznt/ and /ws:nt/.
- 1) 26 Listen again and practise saying the sentences.

M	atch the sentence halves.		
1	Hold on —	a) to the point.	
2	The main aim of the meeting	b) quite understand.	
3	Sorry, I don't	c) of a later launch date.	
4	Luigi, how do you	d) is to decide the date of the launch.	
5	I'm in favour	e) a moment.	
6	Let's get back	f) feel about this?	
4))	27 Listen to eight extracts fro	om meetings and decide what each s	pea
is	doing.		
•	Write one letter (a-d) next to the n	number of the speaker.	
•	Use each letter twice.		
Sp	peaker 1:b	a) stating the aim	
Sp	peaker 2:	b) changing the topic	
Sp	oeaker 3:	c) asking for comments	
Sp	oeaker 4:	d) summarising	
Sp	peaker 5:		
Sp	peaker 6:		
Sp	oeaker 7:		
Sr	oeaker 8:		
1 2 3 4 5	I'm not very happy about that, Just a minute,	get started? business.	
7		by 'specialist	stor
8		launching the product j	
Ü	before summer.	, , , , , , , , , , , , , , , , , , ,	
	hese are the opening lines of a	a meeting. Put them in the correct orc	
T			er.
	As you know, we're going to launc	ch a very special new product – a unique	er.
	As you know, we're going to launc soft drink with low sugar and carb		er.
	soft drink with low sugar and carb		er.
a)	soft drink with low sugar and carb Firstly, we still have to decide whe	oon dioxide content. en exactly we should launch the product.	er.
a) b)	soft drink with low sugar and carb Firstly, we still have to decide whe I've called this meeting for two ma	oon dioxide content. en exactly we should launch the product. ain reasons.	er.
a) b) c)	soft drink with low sugar and carb Firstly, we still have to decide whe I've called this meeting for two ma Sania, what do you think would be Secondly, we need your ideas for a	oon dioxide content. en exactly we should launch the product. ain reasons.	er.
a) b) c) d) e)	soft drink with low sugar and carb Firstly, we still have to decide whe I've called this meeting for two ma Sania, what do you think would be Secondly, we need your ideas for a happy with the name Vitafruit.	oon dioxide content. en exactly we should launch the product. ain reasons. e the best date?	er.
a) b) c) d) e)	soft drink with low sugar and carb Firstly, we still have to decide whe I've called this meeting for two ma Sania, what do you think would be Secondly, we need your ideas for a happy with the name Vitafruit.	oon dioxide content. en exactly we should launch the product. ain reasons. e the best date?	er.

MEETINGS

E ◆ 3 29 Listen and check your answers to exercise D. Then listen again and find three differences between the recording and the text in exercise D.

Tip

Some words have groups of two or three consonant sounds pronounced together. Such groups can be at the beginning, in the middle or at the end of words. Pronouncing those groups of consonants correctly often requires a lot of practice.

A	4)) 30	Listen and	write the	missing	letters	to comple	te the	words
---	----------------	------------	-----------	---------	---------	-----------	--------	-------

1	<u>Pr</u> essure	o e m	$__$ o m o t i o n
2	woroad	liyle	deaine
3	c o a	a	psychologi
4	He resi three mo	ago.	
5	It's audy about	ess in the worace.	
6	She's pla lo d	of proje	

◄) 30 Listen again and practise saying the words and sentences. Pay attention to the groups of consonants: do *not* put a vowel sound between the consonants!

CONNECTED SPEECH

/z/ She's completely changed her lifestyle.
 /hæznt/ He hasn't seen a stress counsellor yet.
 /v/ They've appointed a new management team.
 /hævnt/ They haven't introduced flexitime yet.

C 4) 32 Listen to the recording and complete the sentences.

```
    never made a presentation.
    never travelled abroad.
    gone on a training course.
    been under a lot of stress.
    taken time off work this year.
    finished our report.
```

■ 32 Listen again and practise saying the sentences. Pay attention to the contractions.

STRESS AND INTONATION

33 Listen and complete the question tags in the sentences.

T	rney were overworked,tney?
2	She's been under stress recently,she?
3	They weren't feeling relaxed, they?
4	You haven't missed the deadline,you?
5	He resigned last week,he?
6	She didn't come to work yesterday,she?

Tip

Thousand overworked

In spoken English, you can use a question tag if you expect someone to agree with you. When you use such question tags, your voice goes down: He hasn't finished yet, has he?

33 Listen again and practise saying the sentences.

MAKING AND
RESPONDING TO
SUGGESTIONS

4))	34	Listen and complete Speaker B's suggestions.	
		How about introducing flexitime?	
		asking your boss to stop putting them up	?
		call a meeting to discuss the problem so v	
		look for ways of making them less strict?	
d)	B:	make sure they don't have to work overtir	ne
		more than once a week.	
e)	B:	carry ou	t a
		survey to find out how many people would go to a gym.	
f)	B:	Well, you take it home with you and finish	it over
		the weekend, then.	
g)	B:	hire someone part-time i	f he
		can't manage alone?	
Ma	atcl	n Speaker A's problems (1–7) with the suggestions (a–g) in exerc	cise A.
1		Employees who leave early have become a serious problem.	a
2		There's always a long queue at the reception desk. I don't think Peter	
		can cope on his own.	
3	A:	Our admin staff all say they can't balance their work and home lives	
		because of the longer hours.	
4	A:	I'm afraid I can't finish this report by Friday.	
5		I don't think I'm the only one who's interested in keeping fit.	
6		I can't meet my sales targets.	
7		Everybody complains about the tight deadlines.	
()	35	Listen to suggestions (1–8) and match them with the responses	
		below.	
	15	ellent idea! We could offer a full month after they've been with us for	
		er three years.	
b)		n, good idea. Most of our employees have children. I'm sure they'd	
		come the idea.	
c)		, I suppose that's worth considering. We'd certainly have a longer	
		ekend!	1
d)	Ma	ybe, but I think sending out a questionnaire would be more effective.	
		not sure I agree. In my view, we should keep at least one smoking	
		a somewhere.	
F)	l'm	afraid that's out of the question. We can't afford to take on a psychologist.	
		n't agree at all. They already have free membership of the sports centre.	
		t sounds interesting but I think varying the menus and offering healthier	
		als is more important.	

Entertaining

INDIVIDUAL

Circle the word in each group where the letter(s) in bold is/are pronounced differently.

1	cr a b	l a mb	water	s al mon
2	entert ai nment	veget a bles	b a ked	st ea k
3	o nion	br o ccoli	l o bster	b o ttled
4	dess er t	s er vice	t ur key	atmosph ere
5	m e dium	sw ee t	veal	h ea lthy
6	st ar ter	s a lty	dr au ght	ch ar ge

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

37 Listen to how for, of, at and from are pronounced.

1	A:	You've bought some chocolates. Who are they for?	/icf/
	B:	I bought them for you!	/fə/
2	A:	What's it made of?	/pv/
	B:	I think it's made of wood.	/əv/
3	A:	What are they looking at?	/æt/
	B:	I think they're looking at you!	/ət/
4	A:	Where was he from?	/from/
	B:	They say he was from Iceland.	/frəm/
5	A:	I wonder if this is the train to Brussels or from Brussels.	/from/
	B:	Sorry, no idea!	

What's the rule?

Many prepositions have two different pronunciations – a strong form and a weak form. We normally use the weak form (see Speaker B in conversations 1-4) but, if the preposition is at the end of the sentence (Speaker A in conversations 1–4), we use the strong form. We also use a strong form when we want to show a contrast (Speaker A in conversation 5).

37 Listen again and practise the conversations.

What's the rule?

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

- 38 Listen to the way certain words are linked in these sentences.
 - 1 She put off the meeting.
- 3 I looked up their address.

2 She put it off.

- 4 I looked it up.
- **4)** 38 Now listen again and practise saying the sentences.
- D Indicate where similar links could be made in these sentences.
 - 1 Several extra visitors turned up.
- 4 Jim took part in an unusual event.
- 2 They took up our invitation.
- 3 She took us out to an excellent
- 5 We should set up online sales as soon as we can.
- restaurant.
- 39 Check your answers. Then listen and practise saying the sentences.

MAKING SMALL TALK

A	Complete the extracts from conversations with words from the box. You will
	not need all the words.

	unui	u can	uiu	uo nav	e now	KIIOW	like	meet
	nice	please	see	thank	thanks	what	woul	ld
1	۸	D = ! -l	have		. =1			_
1	A:	David,	. May e	yc	u met Eli	sa Vasco	oncelo	s?
	В:	No. Hello,	Elisa.	Nice to		yı	ou.	
2	A:)	lameel, de	o you		Sy	lvia?		
	B: `	Yes, of co	urse. H	i Sylvia,	good to .			you agair
3	A:	How do yo	ou		? My	name's	Ralph	Karsten.
	B: .			to meet	you. Mine	's Brend	dan Le	nihan.
4	A: .			are thing	s?			
	B: 1	ine		It's	good to	be here.		
5	A: .			get you	somethi	ng to dri	ink?	
	B: 7	Γhat		be r	nice, than	ks. I'll h	ave so	me fruit jui

40 Listen and check. Then listen again and practise speaker B's part.

B 41 Listen and tick the most appropriate response a), b) or c) for each item that you hear.

- 1 a) How about you?
 - b) Yeah. Just a little delay.
 - e detay.
 - c) Yes. I'm on the first flight to Paris tomorrow.
- 2 a) It's great. And just a five-minute walk from here.
 - b) It's 502 2798.
 - c) Yes. There are two excellent hotels in the Old Town.
- 3 a) Never again, thank you very much.
 - b) Well, I never.
 - c) Just once. I attended a conference here two years ago.
- 4 a) Yes, please.
 - b) Help yourself to some food.
 - c) As long as I stick to the city centre, I'm fine.
- 5 a) Till the end of the conference.
 - b) At the Palace Hotel.
 - c) Yes, quite a long time, in fact.
- 6 a) Sure. It's 233 2453.
 - b) Yes, of course. Just go ahead.
 - c) E-mailing is much faster.

C 49 42 Listen to conversation openings (1–7) and match them to the responses (a–g).

a)	Did you? Were you based in Kuala Lumpur?	
b)	Mm. Is that one of the martial arts?	
c)	So do you work in a laboratory?	
d)	What a coincidence! And what sort of music does she like?	
e)	You must be exhausted! Why didn't you fly?	1
f)	Really! That's one of the largest cities in Poland, isn't it?	
g)	I'm glad you like it! And what's your favourite dish?	

Tip

Responding with just one or two words is not usually enough for a successful conversation.

To show interest and keep the conversation going, make a comment or ask a question related to the topic, as in examples in exercise C.

New business

INDIVIDUAL SOUNDS

A 43 Listen to the difference between /p/ and /ɔɪ/.

/ɒ/ as in t o p j o b	/ɔː/ as in sh or t c our se
no t spot w o k	n ough t sp or t w al k

- B Underline all the letters that are pronounced /ɔː/ in these sentences.
 - 1 We'll send them all on a training course.
 - 2 Let's sort out this problem before Pauline gets here.
 - 3 According to this report, interest rates will soon fall.
 - 4 We need to reform our tax system in order to stimulate exports.
 - 5 They've closed forty of their stores and cut their workforce by a quarter.

\P 44 Listen and check your answers. Then listen again and practise saying the sentences.

Tip

To improve your pronunciation, getting the difference between long and short vowels is one of the most important things. So, make sure your long vowels are really long! (See also Unit 1, exercises A and B.)

STRESS AND INTONATION

C ■ 49 45 Listen to how these dates are spoken. Notice the main stresses in bold.

1 15th June

the fifteenth of June (BrE)

2 June 15th

June fifteenth (AmE)

Tip

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

D Write the dates in full.

1 14 May

3 16 April

2 Sept. 15

4 Dec. 17

- 4) 46 Listen and check your answers. Then listen again and underline the two stressed syllables you hear in each date.
- E Say these dates out loud.

1 20 February

4 July 30, 2010

7 12 October 1999

2 February 20

5 23 May 1990

8 3 November

3 30th August 2008

6 January 13, 2003

4) 47 Listen and check. Then listen again and practise saying the dates.

NUMBERS

A 48 Listen to the recording and circle the number you hear.

				-	
1	f 13	£30	5	\$18,000	\$80,000
2	14%	40%	6	€1,200	€12,000
3	350 million	315 million	7	2/5	2.5
4	¥1,416	¥1,460	8	1.47	1.74

- 48 Listen again and practise saying the numbers.
- B Match the questions (1–6) with the answers (a–f).
- 1 Did the unemployment rate decrease? -
- 2 Do you know the latest Footsie index¹?
- 3 What's the basic rate of income tax in the UK?
- 4 And what percentage of all income taxpayers pay the basic rate?
- 5 What's the euro-dollar exchange rate?
- 6 What's the population of the UK?

¹Footsie index: the Financial Times Stock Exchange 100 Index – the main measure of the amount by which the leading 100 shares sold on the London Stock Exchange have gone up or down in value. It is updated once every minute of the working day.

THE COUNTRY IN FICURES

- a) About 75 or 80 per cent, I think.
- **b)** Hold on Yes. It closed 114.2 points higher at 5,833.9 points.
- c) Mm, I'm not sure but I think one euro is about 1.3 US dollars. Hold on, I'll check.
- d) Mm, just over 62 million, I'd say. So that's over 250 people per square kilometre.
- e) Well, I guess it must be around about 20 per cent.
- f) Yes. It went down by 0.5 per cent to reach 7.9 per cent.
- \blacktriangleleft 49 Listen and check your answers. Then listen again and practise saying the sentences.
- **C** 50 Listen to the economic profile and complete the summary with the numbers you hear.

IIII	UNIKI IN FIGU	RES			
Growth rate:	%	Labour force		Budget	
GDP per capita:	\$		million	Revenues:	\$
Inflation rate:	%	Services:	%		billion
		Industry:	%	Expenditure:	\$
		Agriculture:	%		billion
		Unemployment rate:	%		

- D 🕩 51 Listen to how Speaker B corrects Speaker A.
 - 1 A: Was that 2.5 per cent?

B: No. 2.8 per cent.

2 A: Did you say 2.4 per cent?

B: Sorry, no. 3.4 per cent.

- Read these conversations and underline the numbers that Speaker B will stress.
 - 1 A: So the unemployment rate went up by 1.2 per cent.
 - B: Sorry, no, it was 1.1 per cent.
 - 2 A: So, 36.7 per cent of the people in Denmark own a computer.
 - B: 37.7 per cent, to be precise.
 - 3 A: Did you say the GDP totalled £853 billion last year?
 - B: Not quite. I said £843 billion.
 - **♦** 52 Listen and check. Then listen again and practise Speaker B's part.

Marketing

IN	DIV	IDUAL
	50	UNDS

A • 53 Listen to how the letters in bold are pronounced.

available place marketing advert want percentage

- Write the words from exercise A next to the key phrase which contains the same sound (see page 52).
 - 1 /ə/ as in about Canada
 available
 4 /ɪ/ as in quick fix

 2 /æ/ as in bad bank
 5 /ɑː/ as in smart card

 3 /eɪ/ as in play safe
 6 /ɒ/ as in top job
- Put the words in the box in the correct column, according to the pronunciation of the letter(s) in bold.

advantage behaviour campaign company corporate favourite forecast image quality target thanks wasn't

/ə/ as in a bout Can a d a	/æ/ as in b a d b a nk	/eɪ/ as in pl ay s a fe	/ɪ/ as in quick fix	/ɑː/ as in sm ar t c ar d	/p/ as in top job
			advantage		

♦ 54 Listen and check. Listen again and practise saying the words.

CONNECTED SPEECH

- **♦** 55 Listen to how the words in *italics* are pronounced in these questions from a customer survey.
 - 1 Which age group do you belong to?
 - 2 How much did you spend on soft drinks last month?
 - 3 Would you consider buying a different brand?

Tip

In informal speech, *do you* is often pronounced /djə/ or /djv/. *Did you* and *Would you* are often pronounced /'didjə/ or /'didjv/ and /'wvdjə/ or /'wvdjv/.

- **♦** 55 Listen again and practise asking the questions.
- **E ■** 56 Listen to the recording and complete the questions.

 - 3 How many bottles of water buy last week?
 - 4try fruit-flavoured mineral water?
 - 5 What kind of soft drinks usually buy?
 - 56 Listen again and practise asking the questions.



A 57 Listen to these telephone conversations. Notice how Speaker B uses stress to correct Speaker A.

- 1 A: ... and your agent in Uruguay is Juan José Buaro. B-U-A-R-O ...
 - B: Sorry, no. B-U-E-R-O.
- 2 A: All right. See you on Tuesday, then.
 - B: Hold on a minute. The meeting is on Thursday.

B Look at the telephone conversations. Underline the part that Speaker B will stress to correct Speaker A.

- 1 A: Ah, hello Miss Peterson.
 - B: Hello Mr Gallegos, it's Mrs Peterson, actually. How can I help you?
- 2 A: ... and my sales report will be with you by the thirtieth.
 - B: Sorry, Ranesh. We're talking about the thirteenth.
- **3** A: So their number is 020 8224 7895.
 - B: No, 8224 6895.
- 4 A: ... and you said the advertising agency was at 75 Birchington Street.
 - B: Well, it's Birchington Road, actually.
- 5 A: I hear you increased your market share by 9.5 per cent.
 - B: Sorry, I said 5.5 per cent.
- **6** A: And you said 40 per cent of the people you interviewed had difficulty finding our products.
 - B: That's not quite right. I said 14 per cent.

58 Listen and check. Listen again and practise Speaker B's replies.



59 Listen to how Speaker B asks for the unclear piece of information to be repeated.

- 1 A: We interviewed more than **** people.
 - B: Sorry, how many people did you interview?
- 2 A: **** is unhappy about our sales figures.
 - B: The line's very bad, I'm afraid. Who's unhappy about our sales figures?

Ask Speaker B to repeat the missing information in each of these statements.

1	A:	So our new hair conditioner will be launched on *****.	
	B:	I couldn't hear you.	. ?
2	A:	We've already spent ***** on advertising.	
	B:	Sorry,	. ?
3	A:	The **** Manager was really very pleased.	
	B:	Sorry,	?
4	A:	He'd like to meet you on ***** in the afternoon.	
	B:	It's a very bad line.	?
5	A:	Our new range of toiletries should be targeted at *****.	
	B:	Sorry,	?
6	A:	Our total sales were over *****.	
	B:	Sorry,	?

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

INDIVIDUAL SOUNDS

A 4) 61 Listen to how the letters in bold are pronounced.

holiday do information ordinary other overspend work

Put the words from exercise A in the correct column, according to the pronunciation of the letters in bold.

/ɒ/ as in t o p j o b	/ɔː/ as in sh or t c our se	/uː/ as in school rules	/ʌ/ as in m u ch l u ck
holiday			

/3ː/ as in first term	/ə/ as in a bout Can a d a	/əʊ/ as in g o sl ow

Put the words from the box in the correct column in exercise B, according to the pronunciation of the letters in bold.

company forecast move office open period world

4) 62 Check your answers. Then listen and practise saying the words.

What's the rule?

Before a consonant sound

(sentences 1 and 2), to is often pronounced /tə/.
Before a vowel sound

(sentence 3), to is often

pronounced /tu/.

CONNECTED SPEECH

- **D** 63 Listen to the pronunciation of *to* in these sentences.
 - 1 They expect to make a huge profit.
 - 2 They are going to relaunch the series very soon.
 - 3 They are hoping to attract foreign investors.
- E Say these sentences.
 - 1 What are you going to do?
 - 2 They intend to expand in Poland.
 - 3 He is planning to take early retirement.
 - 4 We're hoping to open a subsidiary in Madrid.
 - 5 They're going to do some research on their new product.
 - **♦** 64 Listen to the recording and practise saying the sentences.

STRESS AND INTONATION

For each verb, write the corresponding noun ending in -tion or -sion.

1	in <u>form</u>	information	5	celebrate	 9	modernise	
2	implement		6	renovate	 10	discuss	
3	prepare		7	expand	 11	decide	
4	consider		8	expect	 12	revise	

♦) 65 Listen to the recording and underline the stressed syllable in each verb and noun. Listen again and practise saying the words.

())	66	Listen	to	six	e
	(1))	(1) 66	♠ 66 Listen	6 Listen to	(1) 66 Listen to six

A	4) 66 Listen to six extracts from meetings and decide what the female
	speaker is doing in each case. Write one letter, a), b) or c), next to the
	number of the extract. Use each letter twice.

Extract 1:	Ь	a)	dealing with an interruption
Extract 2:		b)	interrupting
Extract 3:		c)	requesting a clarification
Extract 4:			
Extract 5:			
Extract 6:			

CHECKING INFORMATION

Match the statements (1-6) with the appropriate request for clarification (a-f).

- 1 A: We forecast an increase in sales. -
- 2 A: I don't think I can finish my report by Wednesday.
- 3 A: Unfortunately, they didn't estimate the costs properly.
- 4 A: I hope Peterson will attend the board meeting.
- 5 A: They're not expecting to move into their new offices until January.
- 6 A: It seems that there's going to be a slight delay.

- a) B: You mean, it was a lot more expensive?
- b) B: So what you're saying is that they are not sticking to their plan.
- c) B: What exactly do you mean by 'slight delay'?
- d) B: Are you saying that business is picking up. then?
- e) B: You mean, you're not completely sure he'll come?
- f) B: So what you're saying is that you won't be able to meet the deadline.

4) 67 Listen to the recording to check your answers. Then listen again and practise Speaker B's responses.

A secretary from Lindcom Hungary is calling Szilvia, the Sales Manager. Complete the conversation with the sentences from the box.

Kati:	Szilvia?
Szilvia:	Yes. Speaking.
Kati:	Hi. I'm phoning about our visitors from Stockholm. I'm afraid they've changed their plans.
Szilvia:	2
Kati:	Yes, they are. But they're arriving on Thursday, not on Wednesday as they originally planned.
Szilvia:	3
Kati:	Well, I think they're going to be very busy all day Thursday. You know, the performance evaluations and all that. They could see you after that but I'm sure Friday morning would be better. Would 10 o'clock be convenient for you?
Szilvia:	4
Kati:	How about earlier, say 8.30?
Szilvia:	5
Kati:	Fine. I'll confirm the appointment as soon as possible.
Szilvia:	6

- a) I see. So what about our meeting?
- b) All right. Let's make it 8 o'clock, just to be on the safe side.
- c) Well, I'm seeing an important client at 10.15. I can't change that, I'm afraid.
- d) Thanks, Kati. That's great.
- e) Yes. Speaking.
- f) You mean, they're not coming next week?

4) 68 Listen and check your answers.

Underline all the forms in exercise C which are used to talk about the future.

Managing people

INDIVIDUAL

A Make four groups of words with the same sounds.

training		; appr oa ch		persu a sive g oa l		nu	mber		
	or der	o ther	rep or t	shareh o ld	der t a	lk	tr u st	p ay	
1	s a les	†	raining	J					
2	l au nch								
	100000000000000000000000000000000000000								

♦) 69 Listen to the recording to check your answers. Then listen again and practise saying the words.

CONNECTED SPEECH

- 1) 70 Listen to the way certain words are linked in these sentences.
 - 1 They told every one of us.

flow

- 2 She finds_it_easy to delegate_authority.
- 3 He believes in his employees' abilities.
- 4 They've invested a lot in training courses.
- 5 She likes to communicate information as often as possible.

What's the rule?

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

- 70 Listen again and practise saying the sentences.
- C Show where similar links could be made in these sentences.
 - 1 He gained a lot of experience abroad.
 - 2 She told us that Alan wouldn't agree.
 - 3 The department isn't investing enough in training.
 - **♦** 71 Listen to the recording and check your answers. Then listen again and practise saying the sentences.

STRESS AND INTONATION

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

assistant consultant deputy invoice manager	support
---	---------

00	00	000	000
budget	mistake	shareholder	suggestion

72 Listen and check. Then listen again and practice saying the words.

SOCIALISING

- A Complete the sentences used when people say goodbye.
 - 1 Keep!n..... touch.
 - 2 We'll in touch soon.
 - 3a safe journey back.
 - 4 I hope we'll see yousoon.
 - 5 Thanks for looking me so well.
 - 6 Thanks ever so much your hospitality.
 - **◆** 73 Listen and check your answers.
- B Match the questions (1–6) with the appropriate replies (a–f).
- . What do you usually do after work?-
- 2 Any plans for this evening?
- 3 What do people here usually do at weekends?
- We're going out. Why don't you join us?
- 5 How do you usually spend the summer?
- 6 So what do you think of Copenhagen?

- a) It's great. Thanks for showing me around.
- b) That's very kind of you but some other time.
- c) Well, I'd just like to stay in the hotel and relax.
- d) We all go to see my parents in Toulouse.
- e) Not much. I sometimes watch a DVD.
- f) Many people go to their holiday cottages in the hills.
- **♦** 74 Listen and check your answers. Then listen again and practise saying the responses.
- **C** ◆ 75 Tick the most appropriate response a), b), or c) to each item that you hear.
 - 1 a) I really enjoyed the meal.
 - b) I hope we meet again soon. It's been great to be here.
 - c) People always say that to me.
 - 2 a) That was really hard work, wasn't it?
 - b) I've enjoyed it too. Thank you.
 - c) Yes, I like pleasure too.
 - 3 a) Goodbye! Keep in touch!
 - b) And even better to you.
 - c) No, you're the best.
 - 4 a) Not at all. Now it's your turn to invite us.
 - b) Many happy returns!
 - c) You're welcome. It's been great to have you with us.
 - 5 a) It's very kind of you but perhaps some other time.
 - b) It's Saturday afternoon already.
 - c) Thanks. Same to you.

TAKING A MESSAGE

To your colleague Jim is away and has asked you to check his voice mail. Listen to the four messages. Note down who rang and what was said or asked. Then write a short note for your colleague. The first one has been done for you.

Max called about your presentation on Friday. He asked what time you wanted to start. He also asked if the boardroom was OK.

INDIVIDUAL SOUNDS

A

4) 77 Listen to the schwa sound (/ə/) in these words (see page 52).

00	00	000	000
pati e nt	pr o pose	behavi ou r	compr o mise
nerv ou s	s u ccess	c o nsist e nt	symp a thy

Tip

Notice that nonstressed syllables often have a schwa sound (/ə/).

77 Listen again and practise saying the words.

B In each word, underline the letter(s) pronounced /ə/.

1 advice

3 company

5 customer

2 solution

4 complaint

6 entertainment

 \blacktriangleleft 78 Listen to the recording and check your answers. Then listen again and practise saying the words.

CONNECTED

79 Listen to how the forms in bold are spoken.

1 We won't pay.

4 We'd complain.

7 She'll send it.

2 We'll see.

5 I'll do it.

8 She'd sign it.

3 We wouldn't answer.

6 I'd agree.

D 4) 80 Listen and complete the sentences with 'll, won't, 'd, or wouldn't.

1 1..d....resign immediately.

2 |send them a fax.

3 We.....deliver the goods this week.

4 Theyclose our account.

5 Wereduce the price.

6 We pay all transport costs.

7 They pay you a higher commission.

8 We sign the contract.

1) 80 Listen and check. Listen again and practise saying the sentences.

STRESS AND INTONATION

E

4) 81 As you listen to the recording, match the sentences halves.

Tip

Notice the rising intonation at the end of the first part of the sentence and the falling intonation at the end of the second part.

hadas and has well at mil ama altes	november 18 💊 weekings and the
1 If we pay late,	a) they'll give you a bonus.
2 If you delivered this week,	b) we'll give you an extra discount.
3 If you gave us a 10 per cent discount,	c) they'll close our account.
4 If you exceed the sales target,	d) we'd pay all transport costs.
5 If you pay cash,	e) we'd place our order early next week

81 Listen again and practise saying the sentences.

DEALING WITH CONFLICT

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

Speaker 1:	ее	a)	a misunderstanding about a deadline
Speaker 2:		b)	a personality clash between colleagues
Speaker 3:		c)	a team leader unhappy about the schedule
Speaker 4:		d)	an e-mail sent to the wrong person
Speaker 5:		e)	a buyer and a seller disagreeing about some of
			the terms of a deal
	Ĩ	f)	staff and manager unable to work together

- 1) Stall and manager unable to work together
- g) staff unhappy about extra administrative work

B 4) 82 Listen again and decide what the consequence of each conflict was.

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

Speaker 1:	fa) nobody agreed to work part-time
Speaker 2:	b) the company decided to employ more staff
Speaker 3:	c) the employee asked to work in a different group
Speaker 4:	d) the manager left the company
Speaker 5:	e) somebody apologised
	f	the company cancelled the order
	g) some employees resigned

- 83 Listen and complete the telephone conversation.
 - A: Phillip's Office Supplies International. Good morning.
 B: It's Mary Li here, from Sun Sing Advertising.
 A: Hello, Ms Li. How can I?
 B: I'd like to make a complaint.
 - A: What seems to?
 - B: You have just sent us the wrong invoice, I'm afraid.
 - A: Can you give me the details, please.
 - B: Right. The invoice number is 202A and the order number you quote is BG/505. In fact, our order number is BG/503.

 - B: Thank you.
 - A: Don't Goodbye Ms Li.

83 Listen again and practise Speaker B's part.

12 Products

NOS	
D	
WORK	

manufactured 6 modified 7 discontinued 8 86 Listen again and practise saying items 1 atch the sentence endings (a–h) with the item	o d u c e
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atch the sentence endings (a–h) with the iter after the tests. e) b	
after the tests.	·8.
after the tests.	<i>(</i> , a) <i>(</i>
against fire t) ii	cause of poor sales.
in all the national newspapers.	1/0400

4) 86 Check your answers. Then listen again and practise saying the

h) ... within a week.

STRESS AND INTONATION

contractions, e.g., they have been is pronounced /ðeɪvbɪn/, etc. Notice the weak forms, e.g., /ə/ for are, /wə/ for were, etc. Notice also the stress on

the verbs, e.g., delivered,

discontinued, etc.

d) ... extensively.

sentences.

Tips

Notice the



- 1 a) Yes, I could.
 - b) Well, we are expert furniture makers.
 - c) Sure. To start with, it's made of the finest wood.
- 2 a) It comes in three shades of brown, each with a matt or gloss finish.
 - b) I'm afraid it's not available this year.
 - c) It's got a very attractive colour and it's great value for money.
- 3 a) The special screen gives excellent images.
 - b) Without the battery it's just under 250g.
 - c) As I said, you can hold it in the palm of your hand.
- 4 a) No, I said it did.
 - b) Yes. It is the most economical on the market.
 - c) As you can see, it's ideal for travelling.
- 5 a) lagree. Absolutely unique.
 - b) It will be sold everywhere.
 - c) Its small size and its beautiful design.
- 6 a) There's a 12-month basic guarantee on all our products.
 - b) Of course. We always do.
 - c) Everything is still under guarantee.

PRESENTING A PRODUCT

B Complete the text with words from the box.

advantage	appeal	costs	features	ideal	length	steel	stylish	
value w	eighs							

	to our customers.
•	It's and it's made of stainless
•	Itjust under 2.2 kilos and itsis
	21 centimetres.
•	It's for the office.
•	Another is that it's very user-friendly.
•	And finally, it
	for money!

- **♦** 88 Listen to the presentation and check your answers.
- 89 Listen to extracts from six presentations. Match the extracts to the products a–f.

•		_
a)	a burglar alarm	
b)	a coffee machine	1
c)	an executive briefcase	
d)	a printer	
e)	an air-conditioner	
f)	a watch	

Answer key

LANGUAGE WORK

1 Careers

Vocabulary

Α

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

В

2 looks

3 deals

4 is responsible

5 makes sure

6 is in charge

C

2 with 3 after 4 that 5 for

Language review

Α

2 let

3 moving

4 start

5 contact

6 sharing

7 send

В

b4 **c**5 **d**7 **e**6 **f**1 **g**2

C

1 could

2 was able to

3 could

4 was able to

5 was able to

Writing

A

2 Telephone

3 E-mail

4 Profile

5 Achievements

6 Special skills

7 Experience

8 Qualifications

9 Personal details

10 Interests

11 Referees

В

2 Achievements

3 Special skills

4 Interests

Profile

C Sample answer

Dear Sir or Madam,

With reference to your advertisement in *The Hastings Herald* of 25th June, I would like to apply for the position of Communications Assistant.

I feel I am well qualified for the position as I have A levels in Social Sciences and Literature. As for my personal qualities, I am outgoing and like meeting new people.

Please let me know if you require any further information.

I look forward to hearing from you.

Yours faithfully,

[your name]

D

2 employs not employ

3 keep not keeping

4 than not then

5 questions not question

6 in not for

2 Companies

Vocabulary

A

2 at 8 in 3 of 9 on 4 by 10 at 5 to 11 in 6 at 12 for

7 of

В

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

C

2 self-employed

3 supplies

4 parent

5 subsidiary

6 head office

7 service

8 workforce

Language review

A

2a 3c 4b 5f 6d

E

1 What are you doing on Friday morning?

5 Our company is looking for a new Sales Manager.

6 At the moment, we do not know the profit figures.



- 2 has
- 3 travels or goes
- 4 is going or is travelling
- 5 speaks
- 6 is attending
- 7 is thinking
- 8 knows
- 9 is preparing

D Sample answers

- 2 How many countries does Kayavis have distributors in?
- 3 When is Leandra going to Canada?
- 4 Why is she going to Canada?
- 5 What foreign languages does she speak?
- 6 Why is she learning German? / Why is she attending a German course?
- 7 Where is the owner of Kayavis thinking of opening a shop and a large restaurant?

Writing

A

a 4 b 7 c 5 d 2 e 1 f 6 g 3 h 8

B Sample answer

From: Rik_Barneveld@ntlworld.nl To: supersound@ntlworld.com

Subject: 14th June meeting

Hi Ya Ling

Thanks for the draft agenda of our forthcoming meeting. It seems fine to me. However, I think we should also discuss setting up online sales. Increasing sales and profits is extremely important for our company and going online is probably the best way to achieve that. I too look forward very much to seeing you soon. Kind regards, Rik

C

- 3 🗸
- 4 /
- 5 them not they
- 6 1
- 7 attaching not attach
- 8 suggestions not suggestion
- 9 /
- 10 apologies not apologise

D

- 2 but
- 3 but
- **4** so
- 5 because
- 6 but
- **7** so
- 8 because
- 9 50
- 10 because

3 Selling

Vocabulary

Across Down 1 bargain 2 retailer guarantee 3 purchase 7 stock 4 refund 8 bulk 5 dispatch 9 read 10 order 12 details 11 mall

13 wholesaler

Language review

A

1 b 2 c 3 d 4 a

В

- 2 should dispatch orders quickly
- 3 you don't have to
- 4 shouldn't talk a lot about yourself
- 5 don't have to pay until August
- 6 mustn't make any mistakes
- 7 must have

C

2 d 3 e 4 a 5 f 6 b

D

Past: didn't have to; had to Present: don't have to; have to Future: 'Il have to; won't have to

Writing

A

- 2 10
- **3** 155
- **4** 50
- **5** 5
- 6 T-shirts
- **7** 83.23
- 8 1,581.27
- 9 Tim Atkinson
- 10 Edinburgh

В

- 2 receipt
- 3 deliver
- 4 hesitate
- 5 doing

C

- 1 Dear
- 2 Thank you
- 3 We confirm
- 4 goods
- 5 We look forward to doing
- 6 Yours sincerely

D

- **3** a
- 4 /
- 5 they
- 6 to
- 7 and
- 8 /
- **9** to

4 Great ideas

Vocabulary



- 2 made a breakthrough
- 3 protecting the environment
- 4 takes advantage of
- 5 wins an award
- 6 extend our range
- 7 meets a need

В

- 2 make
- 3 reduce
- 4 raise
- **5** do
- 6 get

Language review

A

2 d 3 e 4 f 5 b 6 a

В

- 2 At first, the agency *did not believe* that the machine would save so much time.
- 4 The story goes that Professor Auenberg *had* the idea for the electric shoebrush while he was washing up.
- 7 Zirkon was already making good profits when it introduced its new digital camera in 2010.

C

- 1 was losing; launched; went up; improved
- 2 were having; phoned; wanted
- 3 were planning; waited; was selling
- 4 decided; was working; was touring; developed; took; believed

Writing

Α

b3 **c**6 **d**5 **e**4 **f**2

B Sample answer

On Sunday, the International Exhibition is open from 10 a.m. to 6 p.m.

The admission charge for groups of 10 or more is 8 francs per person.

The official catalogue is published in French, German and English only.

C Sample answer

To: Montse Balaguer

Re: Document shredder

Date: 7th May

Dear Montse,

At the International Exhibition of Inventions, New Techniques and Products last Sunday I saw a new type of confidential document shredder which I think would save us a lot of time and money.

The machine shreds both paper and cardboard and is fully automatic. It is also very quiet.

I think it would be a very good investment as it would be more economical in the long run than using the services of a specialist firm.

You can get more information from their website on www.safe-shreds.com.

Regards,

[your name]

D

- 3 the
- 4 /
- 5 was
- **6** they
- 7 and
- 8 never
- 9 /
- 10 for

5 Stress

Vocabulary

A

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

В

- in; to
- 2 for; about
- 3 of: in
- **4** of; to
- 5 at; for
- 6 to; of

Language review

A

- 3 Yes, she has.
- 4 No, she hasn't.
- 5 No, they haven't.
- 6 Yes, they have.
- 7 Yes, Sergio has.

B Sample answers

- 3 Has Yaling ever dealt with an aggressive customer?
- 4 Has Heinrich ever dealt with an aggressive customer?
- 5 Have Heinrich and Ahmed ever taken part in a conference call?
- 6 Has Yaling ever taken part in a conference call?

- C
- 2 's been *or* has been
- 3 haven't had or have not had
- 4 expected
- 5 thought
- 6 have been
- 7 had to
- 8 was
- 9 offered
- 10 needed
- 11 saved
- 12 've worked or have worked
- 13 've never felt or have never felt

Writing

A Sample answer

According to a recent survey(,) over 14 per cent of all employed people in the EU suffer from stress. Two of the main reasons are overwork and fear of redundancy. In addition, a large number of employees are suffering from headaches, backache and chest pains because of overcrowded offices, poor ventilation and badly designed furniture and equipment. Over the last few years this has resulted in increased levels of absenteeism and a gradual decrease in productivity.

В

- **2 a)** However, more men than women suffer from stress-related illnesses.
 - b) That is because their coping strategies are not as good as women's.
- 3 a) These pressures come from home and from work.
 - b) By contrast, many men are only under pressure at work.
- 4 a) To begin with, women are much more flexible than men.
 - b) Also, they usually cope with the pressures better than men.

C

The order is: 1, 4, 3, 2

D

b)	showed; increased	4
c)	have made or are making	6
d)	have risen	2
e)	has fallen; stand	5
f)	went up; stands	3

E Sample answer

To: Slawa Kowalska From: [your name]

I'm very sorry I won't be able to attend the seminar tomorrow morning. I need to stay at home for a couple of days because I can't shake off these terrible headaches. Moreover, I feel exhausted because I haven't slept well for a whole week.

These are probably symptoms of stress so I will see my doctor and perhaps a stress counsellor as well.

I'll be back in my office on Wednesday morning.

F

- 2 absence not absent
- 3 are not is
- 4 leads not leading
- 5 better *not* best
- 6 general not generally

6 Entertaining

Vocabulary

A

2	recommended	12	dishes
3	cosy	13	order
4	delicious	14	starter
5	efficient	15	course
6	book	16	negotiate
7	guest	17	dessert
8	relax	18	bill
9	aperitif	19	cash
10	menu	20	Marketing

11 variety

В

3 c 4 b 5 a

2 c

- 2 bottled should be crossed out; all the other words are methods of cooking.
- 3 excellent should be crossed out; all the other words describe how meat (e.g. steak) is cooked.
- 4 draught should be crossed out; all the other words are used to describe food or a dish.

Language review

A

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

В

The order is: 1, 5, 2, 7, 6, 8, 4, 3 An alternative order is: 1, 5, 2, 7, 6, 3, 8, 4

C

- 2 set up
- 3 put (it) off
- 4 turn down
- 5 gave up
- 6 carrying out
- 7 hold on; put (you) through
- 8 came up with

Writing

A

- 2 The most popular activity
- 3 Secondly
- 4 almost as many
- 5 far less frequently
- 6 with a very small number
- 7 Finally



2 c 3 a 4 e 5 b

C Sample answer

To: Jim.Byrne@lycos.com From: BMarks@easynet.co.uk

Dear Jim,

We've booked Robert Dorey into the Astoria for two nights (5th and 6th).

He will be in Room 507, which is on a non-smoking floor. The Astoria is a very comfortable four-star hotel just five minutes from the centre.

Looking forward to Robert's visit.

Best wishes.

Brian

D Sample answer

To: BMarks@easynet.co.uk From: robdorey@lycos.com

Dear Brian(,)

This is to thank you for your hospitality during and after the conference.

You gave me a lot of your time and made my visit very memorable. Walking round the old town in the evening was really fascinating. Also(,) I thought the food in that Mediterranean restaurant where we had supper was just perfect.

It was a great pleasure to meet you. If you come to Canada, I would like to return your kindness and generosity.

Once again, thank you.

Regards(,) Robert

7 New business

Vocabulary

A

- 2 unemployment rate
- 3 exchange rate
- 4 labour force
- 5 government bureaucracy
- 6 gross domestic product
- 7 balance of trade
- 8 inflation rate
- 9 foreign investment
- 10 tax incentives

В

2a 3f 4e 5d 6c

C

- 1 subsidies
- 2 foreign debt
- 3 recession

Language review

A

- 4 We'll phone you when the goods are here.
- 7 We'll deal with insurance after they've told us about their special discount.
- 8 Our guests would like to visit the production unit before they go back to Qatar.

В

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

C Sample answers

- 2 I want to see Julia's report as soon as she's finished it. (or ... as soon as she finishes it.)
- I won't invite them until they've apologised. (or ... until they apologise.)
- 4 Let's contact his referees before we employ him.
- 5 I'll give you a copy of the report when I've typed it up.
- 6 Read the contracts when you're on the plane.
- 7 Let's buy now before prices increase.
- 8 As soon as we win the contract, we'll inform our shareholders. (*or* As soon as we've won the contract,)

Writing

A

2 e 3 f 4 c 5 b 6 a

B Sample answers

- 2 The government is making exports easier in order to improve the balance of trade.
- In order to stop companies polluting the air and the water, the government is passing a very strict environmental law.
- 4 The government is raising taxes in order to reduce the budget deficit.
- 5 In order to stimulate consumer spending, the government is lowering the interest rate.
- 6 The government is reducing bureaucracy in order to attract foreign investors.

C

A third of all men employed were in manufacturing in 2000, compared with only a *quarter* in 2010.

On the other hand, around one in *six* men employed were in health, education and public administration services in 2000, while the same industry accounted for one-fifth of men's jobs in 2010.

As regards the percentage of men employed in financial and business services, it increased from 10 per cent in 2000 to 15 per cent ten years later.

D Sample answer

One-fifth of all women employed were in manufacturing in 2000, compared with only one-tenth a decade later. On the other hand, 40 per cent of women employed were in health, education and public administration services in 2000, while this sector accounted for 45 per cent of women employed ten years later.

As regards the percentage of women employed in financial and business services, it doubled from 2000 to 2010, when it accounted for one-fifth of women employed.

E

3	an	9 🗸
4	and	10 so
5	their	11 but
6	the	12 🗸
7	✓	13 it
Q	60	

8 Marketing

Vocabulary

A

Across		Down		
1	share	2	agency	
5	free	3	range	
6	need	4	budget	
7	cycle	5	figures	
9	aim	8	costs	
10	sales	9	ads	
11	sell			
E	3			

5 C

6 a

7 c

8 c

3 b Language review

A

2 a

- Why 2
- How much 3
- 4 How many
- 5 Who
- Which 6
- 7 How long
- 8 What

В

c 1 **d** 6 **e** 5 f 7 g 2 h 4 **b** 8

C

- Would you like to talk to our Marketing Manager? 2
- Do they spend a lot on advertising? 3

4 b

- 4 Where did they advertise their new range?
- Did you meet your sales targets? 5
- Were you expecting better sales figures?
- 7 Have you read my quarterly sales report?
- How often do you write a report? 8

D

f 4 **g** 6 h 5 **d** 1 **e** 2 **b** 3 c 8

Writing

A Sample answer

Dear Mr Rijsbergen,

Many thanks for your enquiry of 2nd June.

Please find enclosed our current catalogue, which contains detailed information about all our healthy food and drink products.

We also enclose a leaflet about Fontaine, our leading brand of spring water. Fontaine is a lightly sparkling natural spring water with no calories which offers real benefits. We are particularly proud that the medical authorities of our country have already recommended it for consumption in hospitals and school restaurants.

Please let us know if you would like one of our representatives to visit you and present you with a sample of all our best-selling soft drinks.

We look forward to hearing from you.

With best wishes,

[your name]

- f 1 **g** 6 **b** 3 c 2 **d** 7 **e** 5

C

- 2 withdrawn
- 3 delay
- regard
- 5 sure
- available
- 7 retail

D

- 3 in
- 4 for
- it 5

- 7 a
- 8 do
- 9
- **10** you

9 Planning

Vocabulary

- A
- 2 a schedule should be crossed out
- information should be crossed out
- 4 a profit should be crossed out

В

- to decrease should be crossed out
- to implement should be crossed out
- to keep within should be crossed out

C

- 2 reschedule (the) meeting
- finished (my sales) report 3
- 4 do research
- stick to (the) budget

Language review

A

a 5 **b** 1 c 7 **d** 8 e 9 f 4 h 3 i 2 **g** 6

В

- We intend to launch a new product range 3 next summer.
- We hope to beat our competitors before long. 4
- We expect to open three new subsidiaries next year.
- We intend to open a new sales office in Bratislava.

C Sample answers

- 1 leaving for Geneva
- 2 coming back
- giving a talk
- preparing for a meeting

Writing

A

- a That is why
- For instance b
- In addition

ANSWER KEY

- В
- 2 In addition
- 3 That is why
- 4 In addition or For instance
- 5 That is why
- 6 For instance
- С
- 2 have to
- 3 cannot
- 4 are leaving
- 5 has to
- 6 seeing

Date:

D Sample answer

From: varadyandrea@freemail.hu

To: Sales staff

Subject: Visit from International Headquarters,

Stockholm 16th May

Unfortunately our guests from Stockholm cannot be with us on Wednesday 24th. So the performance evaluation is on Thursday 10.30–12.30.

I expect all members of the Sales team to be there. I'm sorry if these changes cause you any inconvenience.

E

- 2 make not made
- 3 visits not visit
- 4 customer not customers
- 5 useful not usefully
- 6 where not were
- 7 do not doing
- 8 customs not costumes

10 Managing people

Vocabulary

A

- 2 delegate (tasks) to
- 3 deal with
- 4 invest in
- 5 Communicate with
- 6 respond to
- 7 believe in

В

- 2 with; about
- 3 to; about
- 4 with; on
- 5 to; for; with
- 6 on; to

C

- Socialising with colleagues is sometimes a good way to learn about what is happening in different departments.
- 3 Linda would like to discuss about the report's recommendations with you.
- 4 My company spends a lot of money <u>on</u> training courses for employees.
- 5 He may become a good manager. It depends <u>on</u> his communication skills.
- 6 She told to her boss that her new job was challenging.

Language review

Α

- 2 I replied my computer wasn't working properly.
- 3 He said that I needed a new one.
- 4 Then he said I should try to plan ahead.
- 5 I answered that I was usually well organised.
- 6 Finally, I asked him when I would get a new computer.

В

- isn't working properly
- 3 need a new one
- 4 try to plan ahead
- 5 usually well organised
- 6 will I get a new computer

C

- 3 He *told* me he had to deal with a lot of problems in his previous job. *or* He said *that* he had to deal with a lot of problems in his previous job.
- 6 He said that last month's sales figures were very good. or He told me (him /her /us, etc.) that last month's sales figures were very good.

Note: The second sentence (She said that gaining the staff's trust *is* important.) is correct because when we report something that is still true, we do not need to change the verb. However it is also correct to change the verb into the past: She said that gaining the staff's trust *was* important.

D

- 1 if she adapted easily to new situations.
- 2 how often she invested in courses.
- 3 if she was having difficulty contacting their consultant.
- 4 why this year's budget was so small

Writing

Α

2 94%

6 48% 7 54%

3 31%4 100%

7 54% **8** 0%

5 4%

В

2 a quarter of

4 almost half

3 One-third

5 almost everybody

C

2 d 3 e 4 c 5 a

D

2 k 3 j 4 b 5 g 6 l 7 f

11 Conflict

Vocabulary

A

2 a 3 f 4 b 5 c 6 d

В

impatient 2

3 informal

irresponsible

uncooperative

6 impolite

7 unresponsive

unemotional 8

uncritical

10 inconsistent

C

2 informal

3 uncooperative

4 irresponsible

inconsistent

uncritical

Language review

A

2 c 3 f 4 e 5 b 6 a

В

2 they wouldn't

they will 3

4 No, they

5 (Yes.) I will

6 he wouldn't

7 we (or I) will

C

2 'd wouldn't won't

3 'll

4 won't

D

2 paid

3 deliver

would deliver or 'd deliver 4

5 increases

will do or 'll do 6

will cover or 'll cover

8 ordered

Writing

A

request 2

complain

4 invite

5 enquire

В

2 request

complaint

invitation

5 enquiry

b 3 **c** 6 **d** 1 f 2

D Sample answer

infophillips@bizcom.au From:

SunSingAd@bluesky.net.au

Subject: Order BG/503

Dear Ms Li

Further to your e-mail of 23rd March, we would like to apologise for the problems you had.

There was obviously a mix-up over your order and the goods you received were meant for another customer.

The correct order was sent by special delivery and should already be with you.

Once again, our apologies for this inconvenience.

We look forward to further orders from you.

Yours sincerely

Steve Munroe

Head of Customer Service

E

2 are not is

negotiators not negotiator

4 interrupting not interrupt

true not truth 5

6 careful not carefully

7 to not on

has not have 8

as not like

12 Products

Vocabulary

A

2 fashionable

3 attractive

4 popular

5 efficient

6 reliable

В

2 hard-wearing

3 high-tech

4 best-selling

long-lasting

6 well-made

C

custom-made

3 multipurpose

4 Downmarket

5 First-class

D 2 b

3 a 4 c **5** a 6 c 7 b 8 h

Language review

2 f; are made

d; will be distributed

e; can be improved

a; will be modified

b; was launched

В

- 2 Your washing machine is being repaired now.
- 3 This new drug was developed by Bayer.
- 4 The effects of Alkaphen were still being researched.
- 5 All selling rights have been retained by Bayer.
- 6 The question is, has our new range been promoted enough?
- 7 If sales continue to fall, it will have to be discontinued.
- 8 This new product should be tested immediately.
- 9 Its distribution could be improved.
- 10 The packaging definitely has to be improved.

C

- 2 f; In the future, a lot more shopping will be done online.
- 3 b; Nestlé food products are consumed by millions of people every day.
- 4 c; The 'little black dress' was created by Chanel, the French fashion designer.
- 5 a; The telephone was invented by A. G. Bell.
- 6 e; They claim that none of their new cosmetics are (*or* have been) tested on animals.

Writing

A

- 1 This new instant coffee has been produced by a well-known company *which* (*or that*) has always sold its coffee in the higher price ranges.
- 2 The shop floor is an area in a factory *where* ordinary workers do their work.
- 3 A retailer is a person *who* owns or runs a shop selling goods to members of the public.
- 4 Sick leave is a period of time *when* you stay away from your job because you are ill.

В

- 2 run
- 5 including
- 3 high-performance
- 6 further information
- 4 market leader

C Sample answer

From:

To: scanit@hitech.co.uk

Subject: Request for information about the Alpha JTX2

Dear Sir / Madam,

With reference to your advertisement in the September issue of *TechNews*, we would like to request further information about the Alpha JTX2.

In particular, we need to know whether it can scan 3-D objects and also what types of paper it takes.

We are considering asking for a free trial. Could you tell us how long we would be able to keep the machine? Thank you in advance.

Looking forward to hearing from you.

Yours faithfully,

[your name]

D

- 2 well
- 6 and
- 3 on
- 7 /
- 4 them
- 8 the

5 🗸

TALK BUSINESS

Introduction

Vowels					
	/D/		/e/	1 1 1	/a:/
1	j o b	1	s e ll	1	c ar d
2	j o b kn ow ledge	2	fr ie ndship	2	h ear t
3	w a nt	3	s ai d	3	l au gh

	/eɪ/		/ea/		/aɪ/
1	p ay	1	sh are	1	pr i ce
2	br ea k	2	ch air	2	b uy er
3	tr ai n	3	th eir	3	h eigh t

_					
			Consonants		
	/5/		/s/		/j/
1	op ti on	1	s ell	1	y ear
2	con sci ous	2	advi c e	2	E urope
3	in s urance	3	sc ientific	3	mill i on

1 Careers

Sound work

B See audio script 3.

Survival business English

- A See audio script 7.
- B See audio script 8.
- C See audio script 9.
- E See audio script 11.

2 Companies

Sound work

В

start:	1 syllable	starts:	1 syllable
rise:	1 syllable	rises:	2 syllables
produce:	2 syllables	produces:	3 syllables
deliver:	3 syllables	delivers:	3 syllables
change:	1 syllable	changes:	2 syllables
	rise: produce: deliver:	rise: 1 syllable produce: 2 syllables deliver: 3 syllables	rise: 1 syllable rises: produce: 2 syllables produces: deliver: 3 syllables delivers:

- C See audio script 14.
- E See audio script 16.

Survival business English

- A See audio script 17.
- В
- 2 retailers
- 3 age range
- 4 supply wholesale products
- 5 top three
- **6** 300
- 7 190
- **8** 7.6
- 9 4 per cent
- 10 in teenage fashion
- 11 the leader

3 Selling

Sound work

A

should must'n't receipt answer lis**t**en foreign Know designer Honesty shouldn't

В

- s**u**pplier 2
- money
- advertise
- c**o**mpany
- dispatch
- C See audio script 21.

Survival business English

A

a 1	b 3	c 7	d 6
e 5	f2	g 8	h 4
-			

В

3 b **4** a **5** d

4 Great ideas

Sound work

R

	4			
2	finance:	2 syllables	financed:	2 syllables
3	adapt:	2 syllables	adapted:	3 syllables
4	end:	1 syllable	ended:	2 syllables
5	launch:	1 syllable	launched:	1 syllable
6	count:	1 syllable	counted:	2 syllables
7	start:	1 syllable	started:	2 syllables

- C See audio script 25.
- **D** See audio script 26.

Survival business English

A

2 d 3 b 4 f **5** c 6 a

В

Speaker 2: a Speaker 3: d Speaker 4: c Speaker 5: b

Speaker 6: d

Speaker 7: c Speaker 8: a

C See audio script 28.

D

a 2 b 4 **c** 3 **d** 7 **e** 5 f 1 g 6

E

- 1 a major new product / a very special new product
- have to agree / have to decide
- 3 are not satisfied / are not very happy

5 Stress

Sound work

- A See audio script 30.
- C See audio script 32.
- **D** See audio script 33.

Survival business English

A See audio script 34.

В

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

a 7 **b** 3 **c** 1 **d** 2 **e** 4 f8 **g** 6 h 5

6 Entertaining

Sound work

- A
- 2 vegetables
- 3 onion
- atmosphere
- 5 healthy
- 6 salty
- **D** See audio script 39.

Survival business English

- A See audio script 40.
- В

2 a 3 c **5** a 4 C 6 b

C **a** 6

b 4 **c** 5 **d** 3 e 1 f7 g2

7 New business

Sound work

- B See audio script 44.
- **D** See audio script 46.
- **E** See audio script 47.

Survival business English

- A See audio script 48.
- В
- 2 b **3** e 4 a 5 c 6 d
- C See audio script 50.
- See audio script 52.

8 Marketing

Sound work

- В
- 2 advert
- 3 place
- 4 percentage
- 5 marketing
- 6 want
- C See audio script 54.
- **E** See audio script 56.

Survival business English

- B See audio script 58.
- D See audio script 60.

9 Planning

Sound work

- B See audio script 63.
- C See audio script 63.
- F See audio script 65.

Survival business English

- A
- Extract 2: a
- Extract 3: c
- Extract 4: c
- Extract 5: a
- Extract 6: b
- В
- 2 f
- **3** a

3 a

4 e

4 c

5 b

6 c

6 a

6 a

- - **5** b
- **D** See audio script 68.

10 Managing people

Sound work

- A See audio script 69.
- C See audio script 71.
- **D** See audio script 73.

Survival business English

- A See audio script 73.
- В

C

- **2** c
 - **3** f
- **4** b **5** d
- **2** b
- **3** a **4** c
- D Sample answers
- 2 Sue Short from Datatrax phoned about your order number AB/987. She said they didn't have Item 14 in stock. She asked if they could send you another model of the same quality.

5 c

- 3 Phil from Human Resources phoned about next week's job interviews. He asked how many candidates you wanted to interview. He also asked if you needed any help.
- 4 Yeliz Gumus rang about your visit to Izmir. She said she'd booked you into the Crowne Plaza Hotel. She asked if you could send her your flight details.

11 Conflict

Sound work

- B See audio script 78.
- D See audio script 80.
- E

1 c 2 d 3 e 4 a 5 b

Survival business English

A

- Speaker 2: f
- Speaker 3: a
- Speaker 4: g Speaker 5: b
- speaker 5.

В

- Speaker 2: g
- Speaker 3: e
- Speaker 4: b
- Speaker 5: c
- C See audio script 83.

12 Products

Sound work

- A See audio script 84.
- В
- 2 It has
- 3 Its
- 4 Its; it is
- 5 It has
- 6 It is
- C
- 1 It's (It is) delivered
- 2 They're (They are) manufactured
- 3 It was modified
- 4 They were discontinued
- 5 It's (It has) been advertised
- 6 They've (They have) been promoted
- 7 It'll (It will) be tested
- 8 They'll (They will) be insured

D

b 8

- **c** 5
- **d** 6 **e** 4
- f2

2 **g** 7

Survival business English

- A
- **2** a **3** b
- **4** b
- B See audio script 88.
- (
- **a** 5 **b** 1
- **c** 6
- **d** 3

5 c

e 2

6 a

Audio scripts

Introduction

The sounds of English

Vowel sounds

- /1/ quick fix
- /i:/ clean sheet
- /e/ sell well
- /æ/ bad bank
- /a:/ smart card
- /p/ top job
- 10:/ short course
- /U/ good books
- /u:/ school rules
- $/\Lambda/$ much luck
- first term
- /3:/ a'bout 'Canada /ə/

Diphthongs

- play safe /eɪ/
- my price /ai/
- choice oil /IC/
- /au/ d**ow**nt**ow**n
- go slow /20/
- /iə/ near here
- /eə/ fair share

Consonant sounds

1 Contrasting voiceless and voiced consonants

less	Voiced		
p ay	/b/	b uy	
f ile	/v/	v alue	
tax	/d/	d eal	
th ink	/ð/	th is	
ch eap	/ & /	j ob	
s ell	/z/	zero	
c ard	/g/	gain	
op ti on	/3/	deci si on	
	<pre>pay file tax think cheap sell card</pre>	pay /b/ file /v/ tax /d/ think /ð/ cheap /d/ sell /z/ card /g/	

2 Other consonant sounds

- /m/**m**ine
- /n/ net
- /ŋ/ branding
- /h/ high
- /1/ loss
- /r/ rise
- /w/ win
- /j/ year

2

Tim; team

pick; peak

bit: beat

3

/I/ as in quick fix: editor; manager /i:/ as in clean sheet: art dealer; policeman; teacher

4

She can speak Arabic. She can't speak Greek. She can speak Arabic but she can't speak Greek.

- 5
- 1 He can use JavaScript but he can't use Dreamweaver.
- She can't start this week but she can start at the end of the month.
- I can't speak Mandarin Chinese fluently but I can understand a lot.
- We can let you know next week but we can't promise anything.
- She can use spreadsheets but she can't design a website.

6

- 1 Can you hold?
- Did you say R-E-I-T-H?
- Hello. Is that John Reith?
- Could you take a message?
- Could you tell me your name and address?

7

- Can I have your name, please? 1
- 2 Just one moment, please.
- 3 Hold on.
- I'd like to speak to Ms Allan. 4
- 5 I'm afraid she is in a meeting just now.
- Can I take a message?
- Could you ask her to call me back this afternoon, please?
- Could you transfer me to the IT department, please?

8

/eɪ/ as in play safe: a; h; j; k

/i:/ as in clean sheet: b; c; d; e; g; p; t; v

/e/ as in sell well: f; l; m; n; s; x; z

/aɪ/ as in my price: i; y

/əu/ as in go slow: o

/u:/ as in school rules: q; u; w

/a:/ as in smart card: r

- Hello. My name's Glen Strachan. That's S-T-R-A-C-H-A-N.
- The address is 47, Buccleuch Square, Edinburgh. I'll spell that for you: B-U-C-C-L-E-U-C-H.
- So I'll go over the name of the street again: El Falaky. That's E-L, new word, F-A-L-A-K-Y, number 52, Cairo.
- I work for de Vuyst Consultants in Brussels. That's small D-E new word V-U-Y-S-T. Got that?
- Miyako? Sure. M-I-Y-A-K-O.

- 00 55 11 2466 5984
- 2 00 90 212 613 3367

- If you'd like more details, please call our Bucharest office on 00 40 1 3322 040.
- And our number in Tunis is 216 1 768 009.
- Please contact our Montevideo subsidiary. The country code is 598 and their number is 2 600 5467.
- Yes, we do have an office in Madrid. The number is 328 67 53. The country code is 34, by the way, and then 91 for Madrid.
- Our agent in Bratislava can be reached on 421 7 753 0886.

1 syllable: deals; makes; grows

2 syllables: involves; recruits; supplies 3 syllables: finances; develops; continues

13

1 receive; receives

2 start; starts

3 rise; rises

4 produce; produces

5 deliver; delivers

6 change; changes

14

1 move; moves

6 cost; costs

2 focus; focuses

7 offer; offers

3 describe; describes

8 increase; increases

4 catch; catches

9 invest; invests

5 advertise; advertises

10 discuss; discusses

15

1 We are looking for a reliable partner.

2 What are you doing tomorrow evening?

3 Our new chocolates are not selling well.

16

1 We do a lot of business with China.

2 We're doing quite well this year.

3 They're making good progress.

4 They make the best ice cream in the world.

5 She has a sales meeting every Friday.

6 She's having a break because there's a power cut.

17

Zengő Furniture Company Rt. (ZFC Rt.) specialises in manufacturing and retailing office furniture. Based in Pécsvárad, in the south of Hungary, we are the leading Hungarian company in our field. We operate eight stores located throughout the country and employ 145 people altogether.

Last year, our sales rose to over 40 million euros, which represents a 19 per cent increase over the previous year. Our earnings before interest and tax were 4.9 million euros, or 12 per cent of sales. This result is better than the result we achieved the year before, when the margin was equal to 8.7 per cent of sales.

18

Interviewer: So, Mr Chevrel, your company is called Espace

Mode. Is that how you say it? **Pierre:** That's right, yes. Exactly.

Interviewer: Where are you based and what exactly do

you do?

Pierre: We are situated in Grenoble and we are

manufacturers and retailers of clothes under the 'C-Kool' and

'Mirabelle' brand names.

Interviewer: Who are your customers?

Pierre: Young men and women from all walks of life in the age range 16 to 25. People who want to feel good and look beautiful! We also supply wholesale products to agents and mail-order catalogues.

Interviewer: What is the current position of your company

and how many people do you employ?

Pierre: Well, we are among the French top three in the clothing sector. As regards our workforce, we employ almost 300 people.

Interviewer: Now that we are on to figures, would you like

to give us some financial information?

Pierre: Certainly. Last year, we achieved an annual turnover of over 190 million euros and generated profits of

7.6 million, that is to say 4 per cent of sales.

Interviewer: Finally, how about the future?

Pierre: We are working on exciting new designs which will reflect a completely new concept in teenage fashion. I'm sure this will make *Espace Mode* the leader of the European fashion market.

Interviewer: We are certainly looking forward to seeing those new designs. Thank you very much, Mr Chevrel. We now come to the end of our business programme ...

19

should; mustn't; receipt; answer; listen foreign; know; designer; honesty; shouldn't

20

1 retailer; payment; exchange; manufacturer

2 refund; supplier; product; customer

3 money; offer; stock; policy

4 return; service; advertise; purchase

5 clothes; company; negotiate; telephone

6 receipt; deal; period; dispatch

21

1 They won't have to increase their order.

2 Do I have to pay on receipt of the goods?

3 We can pay for the flat now so we don't have to worry about a bank loan.

4 Their business is quite small so they have to be careful with cashflow.

5 The software was available as a download so he didn't have to buy it on disc.

6 We'll have to order some photocopying paper. We're almost out of stock.

- 1 A: If we order 200 units, will you give us a 30 per cent discount?
 - B: I'm afraid we can only offer 5 per cent on orders of that size.
- 2 C: We would expect you to cover insurance as well.
 - D: Sorry but we can't agree to that. We can only cover freight.
- 3 A: We'd like you to deliver immediately.
 - B: I'm sorry but that's not possible. We can only guarantee delivery within ten days.
- 4 A: We'll ship the goods by train. Is that all neme
 - B: We'd rather you shipped them by road in fact.
- 5 C: You'll have to pay us in advance this time.
 - D: Well, we'd prefer to pay you on delivery as usual.

23

1 syllable: stopped; moved; watched
2 syllables: waited; reduced; offered
3 syllables: advertised; attracted; decided

24

1 receive; received 5 launch; launched 2 finance; financed 6 count; counted 7 start; started 4 end; ended

25

1 earn; earned 6 ask; asked
2 need; needed 7 focus; focused
3 describe; described 8 increase; increased
4 test; tested 9 invest; invested
5 discover; discovered 10 discuss; discussed

26

- 1 A: Were they trying to develop a new drug?
 - B: Well, everybody thinks they were.
- 2 A: She was travelling around the world on her own.
 - B: Are you sure she was?
- A: Our competitors weren't promoting their range of products very well.
 - B: Weren't they really?
- 4 A: The new product wasn't attracting a lot of customers.
 - B: Well, in fact I think it was.
- 5 A: He was planning the next advertising campaign.
 - B: Yeah and he was designing a new product at the same time.

27

Speaker 1: All right, then. It seems that we all agree when we should launch our new product so let's move on now to advertising.

Speaker 2: As you all know, the purpose of our meeting this afternoon is to decide how we're going to promote our new range.

Speaker 3: It's getting rather late, so let's sum up and see what we've got so far.

Speaker 4: Martin suggested that we should target supermarkets only. Helen, any thoughts on that?

Speaker 5: OK everyone? So the next item on our agenda is our R&D budget.

Speaker 6: Right. Quite a few suggestions have been made. So let's stop here for a minute and recap.

Speaker 7: So, you know what the problem is and you've heard a number of possible solutions. What are your views on this? Kim?

Speaker 8: I've called this meeting to exchange ideas about a new marketing strategy.

28

- 1 Right. Let's now have a look at our sales!
- 2 I'm not very happy about that I'm affects
- 3 Just a minute, please.
- 4 Shall we get started?
- 5 Let's get down to business.
- 6 Well, I'm not sure about that.
- 7 What exactly do you mean by special second
- 8 I'm in favour of launching the product seem before summer.

29

Shall we begin? As you know, we're going and carbon dioxide content. I've called the main reasons. Firstly, we still have to agree should launch the product. Secondly, we make the mame, as many of you are not sense.

So, let's turn to the launch date. Sania, what is would be the best date?

30

- 1 pressure; problem; promotion
- 2 workload; lifestyle; deadline
- 3 contracts; asks; psychologists
- 4 He resigned three months ago.
- 5 It's a study about stress in the workplace.
- 6 She's planned lots of projects.

31

- 1 She's completely changed her lifestyle.
- 2 He hasn't seen a stress counsellor yet.
- 3 They've appointed a new management team
- 4 They haven't introduced flexitime yet.

32

- 1 They've never made a presentation.
- 2 He's never travelled abroad.
- 3 They've gone on a training course.
- 4 She's been under a lot of stress.
- 5 He hasn't taken time off work this year.
- 6 We haven't finished our report.

33

- 1 They were overworked, weren't they?
- 2 She's been under stress recently, hasn't shell
- 3 They weren't feeling relaxed, were they?
- 4 You haven't missed the deadline, have you
- 5 He resigned last week, didn't he?
- 6 She didn't come to work yesterday, did she

- a) B: How about introducing flexitime?
- b) B: What about asking your boss to stop putting them up?
- c) B: Shall we call a meeting to discuss the make can look for ways of making them less shall
- d) B: We could make sure they don't have to work overtime more than once a week.
- e) B: I think we should carry out a survey to many people would go to a gym.
- f) B: Well, I suggest you take it home with over the weekend, then.
- g) B: Why don't we hire someone part-time manage alone?

- 1 What about finishing earlier on Fridays?
- 2 Why don't we have individual interviews with each member of staff?
- 3 Have you thought of making working hours more flexible?
- 4 I think we should forbid smoking on all our premises.
- 5 Why don't we redecorate the staff restaurant to make it look more cheerful?
- 6 How about offering staff free yoga classes?
- 7 I suggest that we increase staff holidays from three to four weeks.
- 8 It might be a good idea to set up a counselling service.

36

- 1 crab; lamb; water; salmon
- 2 entertainment; vegetables; baked; steak
- 3 onion; broccoli; lobster; bottled
- 4 dessert; service; turkey; atmosphere
- 5 medium; sweet; veal; healthy
- 6 starter; salty; draught; charge

37

- 1 A: You've bought some chocolates. Who are they for?
 - B: I bought them for you!
- 2 A: What's it made of?
 - B: I think it's made of wood.
- 3 A: What are they looking at?
 - B: I think they're looking at you!
- 4 A: Where was he from?
 - B: They say he was from Iceland.
- A: I wonder if this is the train to Brussels or from Brussels.
 - B: Sorry, no idea!

38

- 1 She put off the meeting.
- 2 She put it off.
- 3 I looked up their address.
- 4 I looked jit up.

39

- 1 Several extra visitors turned up.
- 2 They took up our invitation.
- 3 She took us out to an excellent restaurant.
- 4 Jim took part in an unusual event.
- 5 We should set up online sales as soon as we can.

40

- 1 A: David, have you met Elisa Vasconcelos?
 - B: No. Hello, Elisa. Nice to meet you.
- 2 A: Jameel, do you know Sylvia?
 - B: Yes, of course. Hi Sylvia, good to see you again.
- 3 A: How do you do? My name's Ralph Karsten.
 - B: Nice to meet you. Mine's Brendan Lenihan.
- 4 A: How are things?
 - B: Fine thanks. It's good to be here.
- 5 A: Can I get you something to drink?
 - B: That would be nice, thanks. I'll have some fruit juice.

41

- 1 Did your flight get in on time?
- 2 How's your hotel?
- 3 Have you been here before?
- 4 Do you know your way around?
- 5 How long are you staying?
- 6 Could I use your phone, please?

42

- 1 I've just got off the train from Kyiv.
- 2 The food here is really delicious.
- 3 My daughter plays the piano as well.
- 4 I go to tai chi classes three times a week.
- 5 I'm in food quality control.
- 6 I worked in Malaysia for three years.
- 7 I'm from Gdansk.

43

not; nought

sp**o**t; sp**or**t

wok; walk

44

- 1 We'll send them all on a training course.
- 2 Let's sort out this problem before Pauline gets here.
- 3 According to this report, interest rates will soon fall.
- We need to reform our tax system in <u>or</u>der to stimulate exports.
- They've closed forty of their stores and cut their workforce by a quarter.

45

- 1 the fifteenth of June
- 2 June fifteenth

46

- 1 the fourteenth of May
- 2 September fifteenth
- 3 the sixteenth of April
- 4 December seventeenth

47

- 1 the twentieth of February
- 2 February twentieth
- 3 the thirtieth of August two thousand and eight
- 4 July thirtieth, two thousand and ten
- 5 the twenty-third of May nineteen ninety
- 6 January thirteenth two thousand and three
- 7 the twelfth of October nineteen ninety-nine
- 8 the third of November

48

- 1 Thirteen pounds
- 2 Forty per cent
- 3 Three hundred and fifty million
- 4 One thousand, four hundred and sixteen yen
- 5 Eighty thousand dollars
- 6 One thousand, two hundred euros
- 7 Two-fifths
- 8 One point seven four

- 1 A: Did the unemployment rate decrease?
 - B: Yes. It went down by 0.5 per cent to reach 7.9 per cent.
- 2 A: Do you know the Footsie index?
 - B: Hold on Yes. It closed 114.2 points higher at 5,833.9 points.
- A: What's the basic rate of income tax in the UK?
 - B: Well, I guess it must be round about 20 per cent.
- 4 A: And what percentage of all income taxpayers pay the basic rate?
 - B: About 75 or 80 per cent, I think.
- A: What's the euro-dollar exchange rate?
 - B: Mm, I'm not sure but I thought one euro was about 1.3 US dollars. Hold on, I'll check.
- A: What's the population of the UK?
 - B: Mm, just over 62 million, I'd say. So that's over 250 people per square kilometre.

And now in our business programme, here is *The Country*

The growth rate of the economy last year was 3.1 per cent and the GDP per capita was \$26,200.

The inflation rate was 2.3 per cent.

The labour force is estimated at 2.967 million; 81 per cent are employed in the services, 14 per cent in industry and 5 per cent in agriculture.

The unemployment rate fell to 4.9 per cent. Finally, let's turn to the budget. Revenues totalled \$54.7 billion and expenditure \$53.1 billion.

With me in the studio is Professor Gary Myers of the National Institute of Economics. So Professor Myers, what are the prospects for the next six months?

51

- 1 A: Was that 2.5 per cent?
 - B: No. 2.8 per cent.
- A: Did you say 2.4 per cent?
 - B: Sorry, no. 3.4 per cent.

52

- A: So the unemployment rate went up by 1.2 per cent.
 - B: Sorry, no, it was 1.1 per cent.
- A: So, 36.7 per cent of the people in Denmark own a computer.
 - B: 37.7 per cent, to be precise.
- 3 A: Did you say the GDP totalled £853 billion last year?
 - B: Not quite. I said £843 billion.

available; place; marketing; advert; want; percentage

54

/ə/ as in about Canada: company; corporate /æ/ as in bad bank: campaign; thanks /eɪ/ as in play safe: behaviour; favourite /I/ as in quick fix: advantage; image /a:/ as in smart card: forecast; target /p/ as in top job: quality; wasn't

55

- 1 Which age group do you belong to?
- How much did you spend on soft drinks last month? 2
- Would you consider buying a different brand? 3

56

- 1 Do you take the packaging into account?
- 2 How often do you buy spring water?
- 3 How many bottles of water did you buy last week?
- 4 Would you try fruit-flavoured mineral water?
- 5 What kind of soft drinks do you usually buy?

57

- A: ... and your agent in Uruguay is Juan José Buaro. B-U-A-R-O ...
 - B: Sorry, no. B-U-E-R-O.
- A: All right. See you on Tuesday, then.
 - B: Hold on a minute. The meeting is on Thursday.

58

- A: Ah, hello Miss Peterson.
 - B: Hello Mr Gallegos, it's Mrs Peterson, actually. How can I help you?
- 2 A: ... and my sales report will be with you by the thirtieth.
 - B: Sorry, Ranesh. We're talking about the thirteenth.
- 3 A: So their number is 020 8224 7895.
 - B: No, 8224 6895.
- A: ... and you said the advertising agency was at 75 Birchington Street.
 - B: Well, it's Birchington Road, actually.
- 5 A: I hear you increased your market share by 9.5 per cent.
 - B: Sorry, I said 5.5 per cent.
- 6 A: And you said 40 per cent of the people you interviewed had difficulty finding our products.
 - B: That's not quite right. I said 14 per cent.

59

- 1 A: We interviewed more than **** people.
 - B: Sorry, how many people did you interview?
- 2 A: **** is unhappy about our sales figures.
 - B: The line's very bad, I'm afraid. Who's unhappy about our sales figures?

60

- 1 A: So our new hair conditioner will be launched on *****.
 - B: I couldn't hear you. When will it be launched?
- 2 A: We've already spent **** on advertising.
 - B: Sorry? How much have you spent?
- 3 A: The **** Manager was really very pleased.
 - B: Sorry, who was very pleased?
- A: He'd like to meet you on ***** in the afternoon.
 - B: It's a very bad line. When would he like to meet me?
- 5 A: Our new range of toiletries should be targeted at *****.
 - B: Sorry? Who should our new range be targeted at?
- 6 A: Our total sales were over *****.
 - B: Sorry, how much were they?

holiday; do; information; ordinary; other; overspend; work

/p/ as in top job: holiday; office /ɔ:/ as in short course: ordinary; forecast /u:/ as in school rules: do; move /A/ as in much luck: other; company /3:/ as in first term: work; world /ə/ as in about Canada: information; period

/əu/ as in go slow: overspend; open

63

- They expect to make a huge profit. 1
- They are going to relaunch the series very soon.
- They are hoping to attract foreign investors.

- What are you going to do?
- 2 They intend to expand in Poland.
- 3 He is planning to take early retirement.
- 4 We're hoping to open a subsidiary in Madrid.
- 5 They're going to do some research on their new product.

- 1 inform; information
- 2 implement; implementation
- 3 prepare; preparation
- 4 consider; consideration
- 5 celebrate; celebration
- 6 renovate; renovation
- 7 expand; expansion
- 8 expect; expectation
- 9 modernise; modernisation
- 10 discuss; discussion
- 11 decide; decision
- 12 revise; revision

66

Extract 1:

- M: So after their meeting with the Marketing Manager, we'll take them to our research centre and ...
- F: Hold on a minute. What about lunch?
- M: Sorry Ana. We agreed five minutes ago that lunch would be *after*, not *before* the visit to the centre.

Extract 2:

- F: ... and in about two weeks, we'll probably ...
- M: But we can't wait that long!
- F: If you'll just let me finish, David, please. So what I was saying was ...

Extract 3:

- M: One thing is sure. We need to give our customers the opportunity to spread the cost of the products they wish to purchase.
- F: How do you mean exactly?

Extract 4:

- M: I don't think November is a good time to start the renovation. It's rather busy then, isn't it?
- F: You mean, we do quite a lot of business then?

Extract 5:

- F: ... and another measure we've taken is to cancel the endof-year party.
- M: Erm, could I just comment on that?
- F: Sorry Jimmy. I'll deal with comments and questions in a couple of minutes.

Extract 6:

- $\mathsf{M}\colon \mathsf{As}$ you can see from this graph, our sales figures ...
- F: Sorry, Bill. I think you've got the wrong slide on.

67

- 1 A: We forecast an increase in sales.
 - B: Are you saying that business is picking up, then?
- 2 A: I don't think I can finish my report by Wednesday.
 - B: So what you're saying is that you won't be able to meet the deadline.
- 3 A: Unfortunately, they didn't estimate the costs properly.
 - B: You mean, it was a lot more expensive?
- 4 A: I hope Peterson will attend the board meeting.
 - B: You mean, you are not completely sure he'll come?
- 5 A: They're not expecting to move into their new offices until January.
 - B: So what you're saying is that they are not sticking to their plan.
- 6 A: It seems that there's going to be a slight delay.
 - B: What exactly do you mean by 'slight delay'?

68

Kati: Szilvia?Szilvia: Yes. Speaking.

Kati: Hi. I'm phoning about our visitors from Stockholm.

I'm afraid they've changed their plans.

Szilvia: You mean, they're not coming next week?

Kati: Yes, they are. But they're arriving on Thursday, not

on Wednesday as they originally planned. **Szilvia:** I see. So what about our meeting?

Kati: Well, I think they're going to be very busy all day

Thursday. You know, the performance evaluations and all that. They could see you after that but I'm sure Friday morning would be better. Would

10 o'clock be convenient for you?

Szilvia: Well, I'm seeing an important client at 10.15. I can't

change that, I'm afraid.

(ati: How about earlier, say 8.30?

Szilvia: All right. Let's make it 8 o'clock, just to be on the

safe side.

Kati: Fine. I'll confirm the appointment as soon as possible.

Szilvia: Thanks, Kati. That's great.

69

- 1 sales; training; persuasive; pay
- 2 launch; order; report; talk
- 3 money; number; other; trust
- 4 flow; approach; goal; shareholder

70

- 1 They told every one of us.
- 2 She finds it easy to delegate authority.
- 3 He believes in his employees' abilities.
- 4 They've invested a lot in training courses.
- 5 She likes to communicate information as often as possible.

71

- 1 He gained a lot of experience abroad.
- 2 She told us that Alan wouldn't agree.
- 3 The department isn't investing enough in training.

72

budget; invoice mistake; support shareholder; deputy; manager suggestion; assistant; consultant

73

- 1 Keep in touch.
- 2 We'll be in touch soon.
- 3 Have a safe journey back.
- 4 I hope we'll see you again soon.
- 5 Thanks for looking after me so well.
- 6 Thanks ever so much for your hospitality.

- 1 A: What do you usually do after work?
 - B: Not much. I sometimes watch a DVD.
- 2 A: Any plans for this evening?
 - B: Well, I'd just like to stay in the hotel and relax.
- 3 A: What do people here usually do at weekends?
 - B: Many people go to their holiday cottages in the hills.
- 4 A: We're going out. Why don't you join us?
 - B: That's very kind of you but some other time.
- A: How do you usually spend the summer?
- B: We all go to see my parents in Toulouse.
- A: So what do you think of Copenhagen?
 - B: It's great. Thanks for showing me around.

- 1 We're all sorry to see you leave.
- 2 It's been a pleasure working with you.
- 3 Goodbye. All the best.
- 4 Thanks very much for your hospitality.
- 5 Have a good weekend.

76

- Hello. This is Max. I'm calling about your presentation on Friday. Just a couple of questions. What time would you like to start? And is the boardroom OK? Thanks. Bye.
- 2 Hi. Sue Short from Datatrax here. I'm phoning about your order number AB/987. We don't have Item 14 in stock, I'm afraid. Can we send you another model of the same quality?
- 3 Hi. This is Phil from Human Resources. I'm phoning about next week's job interviews. How many candidates do you want to interview? And something else: do you need any help?
- 4 Hello. Yeliz Gumus here. I'm ringing about your visit to Izmir. I've booked you into the Crowne Plaza Hotel. Could you send me your flight details, by the way? Thanks.

77

patient; nervous propose; success behaviour; consistent compromise; sympathy

78

- 1 advice
- 2 solution
- 3 company
- 4 complaint
- 5 customer
- 6 entertainment

79

- 1 We won't pay.
- 2 We'll see.
- 3 We wouldn't answer.
- 4 We'd complain.
- 5 I'll do it.
- 6 I'd agree.
- 7 She'll send it.
- 8 She'd sign it.

80

- 1 I'd resign immediately.
- 2 I'll send them a fax.
- 3 We'll deliver the goods this week.
- 4 They'd close our account.
- 5 We wouldn't reduce the price.
- 6 We'd pay all transport costs.
- 7 They won't pay you a higher commission.
- 8 We won't sign the contract.

81

- 1 If we pay late, they'll close our account.
- 2 If you delivered this week, we'd pay all transport costs.
- 3 If you gave us a 10 per cent discount, we'd place our order early next week.
- 4 If you exceed the sales target, they'll give you a bonus.
- 5 If you pay cash, we'll give you an extra discount.

82

Speaker 1: ... so it was relatively easy to agree on transport and insurance but they wouldn't give us the usual 10 per cent discount. We told them 5 per cent was unacceptable. They wouldn't compromise so in the end we said we didn't want the goods and we turned to a new supplier.

Speaker 2: ... yeah, bosses come and go, don't they? The new one seems OK. At least she listens to us. That's what we need in sales – more than in any other department, I think. The one before was so inconsistent and unsympathetic, he just couldn't work with us. That's when three of our best representatives decided to leave the company.

Speaker 3: ... and he called me into his office on Tuesday morning and started shouting at me! Would you believe it? He said that I always handed in my reports late. Fortunately, I still had that e-mail he'd sent me, informing me he was expecting my report on Thursday afternoon. I showed it to him and in the end he did say he was sorry for being unfair. Good thing he did, otherwise I was prepared to resign.

Speaker 4: Every week I had four or five employees come up to me and complain about all the paperwork and about having to work much longer hours because of that. I knew they were right, there had been far too many redundancies. What could I do? I thought the best compromise was to hire some part-time administrative assistants and that's exactly what we did.

Speaker 5: We were working on the same project in three different teams, each working according to a different schedule. We were getting on well in my team — until Tony Debeer joined us, that is. We disagreed about almost everything and I found him very arrogant. We couldn't be more different, in fact. I found it all very stressful so I just said to our team leader that the schedule no longer suited me and I asked her to transfer me to another team.

83

- A: Phillip's Office Supplies International. Good morning.
- B: It's Mary Li here, from Sun Sing Advertising.
- A: Hello, Ms Li. How can I help you?
- B: I'd like to make a complaint.
- A: What seems to be the trouble?
- B: You have just sent us the wrong invoice, I'm afraid.
- A: Can you give me the details, please.
- B: Right. The invoice number is 202A and the order number you quote is BG/505. In fact, our order number is BG/503.
- A: Now, let me see. I'm terribly sorry. It's our fault entirely. I'm afraid there's been a mix-up.
- B: When do you think you can sort it out?
- A: I'll look into it and call you back as soon as possible.
- B: Thank you.
- A: Don't mention it. Goodbye, Ms Li.

84

- 1 stylish; grow; produce
- 2 comfortable; manufacture
- 3 Our new products are attractive and practical.
- 4 They're also flexible and user-friendly.
- 5 It's designed for customers with busy lifestyles.
- 6 They haven't announced the launch date yet.

- 1 It's ideal for storing CDs.
- 2 It's got lots of interesting features.
- 3 Its weight is just under 3 kilos.
- 4 Its most attractive feature is that it's easy to operate.
- 5 It's got all you need for home and office use.
- 6 It's available in three different colours.

- 1 It's delivered within a week.
- 2 They're manufactured in Korea.
- 3 It was modified after the tests.
- 4 They were discontinued because of poor sales.
- 5 It's been advertised in all the national newspapers.
- 6 They've been promoted extensively.
- 7 It'll be tested in our laboratories.
- 8 They'll be insured against fire.

87

- 1 Could you tell us something about the special features of your office furniture?
- 2 What colours is it available in?
- 3 And what about the weight of this handheld TV?
- 4 Did you say it has an energy-saving device?
- 5 So what's its unique selling point?
- 6 What kind of guarantee do you offer?

88

Our new model has several special features which will appeal to our customers. It's stylish and it's made of stainless steel. It weighs just under 2.2 kilos and its length is 21 centimetres. It's ideal for the office. Another advantage is that it's very user-friendly. And finally, it costs 99 euros – great value for money!

89

Extract 1: ... and it comes in two elegant colours and gives you optimum efficiency while taking up a minimum of space. In just a few minutes, water is heated to the ideal temperature for a rich Italian taste. And a small heater built into the top will always keep your cups perfectly warm.

Extract 2: ... and it's got a timer, which makes it ideal for office or domestic use. It's 75cm high, 45cm wide and 30cm deep and weighs 40kg. It's ideal for room sizes of up to 25 square metres. Besides its incredible cooling facility, it also has a heating mode ...

Extract 3: It is designed for those who want hi-tech in their business and need high-quality colour documents. It can detect paper type and then select the ideal mode for any paper or film ...

Extract 4: It's the most exclusive model in our Eternity collection, designed for you to enjoy the art of precision timekeeping. It's got a steel casing, a pearl white dial and a large red second hand. It comes with a black natural rubber strap that has our logo in blue and white enamel on it ...

Extract 5: It is robust but not noticed easily. It uses PIR (Passive Infra Red) technology to detect body heat if somebody breaks in. And the whole system is controlled by a user-friendly keypad ...

Extract 6: Spacious and light, it is provided with a removable divider, key-operated locks and digital combination. Made from highly resistant cowhide leather, it includes a new innovative twisting handle ...

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