# Real Business English B1

## 21st century skills at work

Student's Book with audios

by
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**Information and additional products/material for this series can be found here:**
www.deltapublishing.co.uk/real-business-english

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1. Edition 1 3 2 1 | 2026 25 24

The last figure shown denotes the year of impression.

DELTA Publishing, an imprint of the Ernst Klett Sprachen GmbH
© Ernst Klett Sprachen GmbH, Rotebühlstraße 77, 70178 Stuttgart 2024
Original edition published by Ernst Klett Sprachen GmbH, 2017
Original edition: Global English Training GET, © PONS, Stuttgart 2004

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**Printing and binding:** Elanders Waiblingen GmbH

ISBN 978-3-12-501780-1

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# Real Business English

REAL Business English was developed for REAL companies with input from REAL international companies.

Each unit deals with a specific topic commonly found in companies around the world. Through a variety of activities, you will gain practical experience talking and writing about your own company. The aim is to offer you as much personalized practice as possible, while still dealing with a variety of topics which companies in various industries encounter. Example:

**In class, talk about the questions below.**

- What does your company do to encourage teamwork?
- Have you ever participated in team-building activities? Tell the group about your experience.

English can be spoken and written differently around the world. Therefore, each unit contains tips on the differences between British English and American English. Example:

| BE | AE |
|---|---|
| organise | organize |
| programme | program |

In addition to highlighting differences in global English, REAL Business English offers a look at cultural differences when doing business internationally. Example:

**Read the text. What else do you know about eating out in Britain or North America?**

Grammar explanations with exercises and vocabulary practice can be found in the Workbook, along with the answers to all activities.

The DETLA Augmented App lets you access all audio files and PDF versions of this book. Simply download the app onto your device and scan the pages with an audio symbol to access the audio files. To access the PDFs, scan the first page of every unit, where you see this symbol .

We're happy to support you in learning REAL Business English!

# Contents

**1 Company Structures** **6**
1 Departments
2 Responsibilities within departments
3 Company set-up
4 Working routines

**2 Communicating** **12**
1 On the phone
2 Appointments
3 Letters and emails

**3 Online** **18**
1 Using the Internet
2 Comparing websites
3 Emails

**4 Career** **24**
1 Talking about experiences
2 Education
3 Plans and objectives

**5 Good Job!** **30**
1 About your job
2 Job applications
3 Job interviews

**6 Processes** **36**
1 Describing things
2 Describing processes
3 Instructions

**7 Persuading and Selling** **42**
1 Being polite
2 Presentations
3 Offers
4 Persuading and negotiating

**8 Buying** **48**
1 Giving reasons
2 Getting the best deal
3 Payment and delivery
4 Placing an order

**9 Market Performance** **54**
1 Large numbers
2 Describing trends
3 Predictions
4 Future plans

**10 Working Together** **60**
1 Meetings
2 Writing minutes
3 Assigning tasks
4 Participating in meetings

**11 Visitors** **66**
1 Meeting and introducing people
2 Small talk
3 Showing visitors around
4 Eating out

**12 Business Trips** **72**
1 Times and phone numbers
2 Travel preparations
3 Checking in and out of hotels
4 Cultural differences

**13 Trade Fairs** **78**
1 About trade fairs
2 Preparing for the trade fair
3 At the stand

**14 Building Teams** **84**
1 Team players and team leaders
2 Finding the best people for the team
3 Building team spirit

**15 Working Flexibly** **90**
1 Balancing work and life
2 Teleworking
3 Advice and obligation
4 Budgets

**16 Managing Change** **96**
1 Making decisions
2 Making changes
3 Criticism
4 Company reports

## Appendix

Info Gap Activities **102**
Transcripts **105**
Useful Phrases **129**
Wordlist **134**

# 1 Company Structures

You are at an international conference. How do you introduce yourself?

## 1 Departments

**A** **Match the department titles with the correct picture.**

Purchasing | Human Resources | Research and Development | Production | Marketing | ~~Accounting~~ | Information Technology | Legal

.....

.....

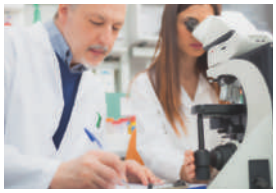
.....

.....

Accounting

.....

.....



.....

**B Listen and complete with the correct departments.** 1

Sales | Purchasing | ~~HR (Human Resources)~~ | Marketing | Production | Legal | Accounting | IT (Information Technology) | R & D (Research and Development)

1. Martina Thorogood works in HR.
2. Hannah Clare works in .....
3. Chad Braxton works in .....
4. Stan Moslowski works in .....
5. Paige Harrison works in .....
6. Cole Touhey works in .....
7. Theresa Erich works in .....
8. Wendy Goldberg works in .....
9. Ray Hander works in .....

**C Listen and write down the department for each description you hear.** 2

Accounting | Sales | Purchasing | Human Resources | Production | Marketing

1. .....
2. .....
3. .....
4. .....
5. .....
6. .....

**D What other departments does your company have? Describe them.**

## 2 Responsibilities within departments

**A Put Martina's introduction in order.**

☐ a. Our department is also here for the employees. We organize training days for them, plan events and answer questions on tax and other job-related subjects like holiday and benefits.

☐ b. I began in Human Resources while I was at university. I did a few internships and when I finished college, I found this job. That was ten years ago.

☐ c. Mainly my job is to find new employees for the company. I update want ads and job openings online, organize job fairs and also conduct job interviews. But it isn't just our job to find new people.

☐ d. Hello and welcome back to Human Resources. I'd like to show you around so you can learn a bit about what we do.

☐ e. Human Resources is a really interesting department. I think what I like most is contact with people.

**B Read Martina's introduction again and mark the sentences true (T) or false (F).**

☐ 1. Martina first worked in Human Resources as a student.
☐ 2. She studied for ten years.
☐ 3. An intern is a student who works for a company during his or her studies.
☐ 4. The Human Resources department organizes job fairs.
☐ 5. Martina enjoys dealing with people.
☐ 6. Employees in HR are only responsible for new employees.

**C Write your own text about your department and job.**

**D Listen and mark the sentences true or false.** 3

- ☐ 1. The telephone sales staff sells phones.
- ☐ 2. External salespeople travel to companies.
- ☐ 3. Telephone sales staff makes presentations on the phone.
- ☐ 4. It is Theresa's job to organize meetings for the department head.
- ☐ 5. She is working at the company temporarily.
- ☐ 6. External sales staff makes presentations at companies.
- ☐ 7. The sales staff is responsible for designing new products.

**E Listen and answer the questions about the dialogue.** 4

1. Ray is responsible for .....
2. Paige works in .....
3. ..... studied law.
4. Paige negotiates with customers because she has to .....
5. Wendy began working at the company ..... years ago.
6. Ray learned about computers because he ..... extra courses after college.

**Chad**
whole department is working on the annual report; needs three more weeks; checking final figures to make sure they add up

**Theresa**
extra sales training for new staff members; new, good products on the market; currently arranging training schedule for sales staff to get information and details

**Hannah**
saving costs by trying to find the best quality for the lowest price

**Stan**
starting a new programme to watch waste; currently throwing too many things away (= throwing money out the window); department has plans and needs to implement them

**Wendy**
cost savings have a big effect on what we do; material for experiments costs too much but they have to purchase things they need; cutting costs is difficult

**Cole**
working on a major advertising campaign for the new line of products; should help increase sales; could help financial troubles

**Ray**
working on new logistics software; needs three more weeks; organizing software courses; setting up new monitors

**Martina**
working on the new pay structure and benefits programme for all employees; optimistic about the results

**BE**
organise
programme

**AE**
organize
program

**F Read the minutes at the bottom of page 8 and answer the questions.**

1. Chad …

☐ works in IT. ☐ is checking figures. ☐ is writing the annual report alone.

2. Right now, Theresa is organizing …

☐ sales training. ☐ computer training. ☐ language training.

3. Hannah has to …

☐ save time. ☐ save her job. ☐ save money.

4. Stan wants to …

☐ save on time. ☐ reduce garbage. ☐ streamline production.

5. Wendy has problems because …

☐ material is expensive. ☐ they don't have any work. ☐ their experiments don't work.

6. At the moment, Cole is preparing …

☐ a press release. ☐ a product presentation. ☐ an ad campaign.

7. Ray is …

☐ buying a new computer. ☐ writing a new program. ☐ working on administrator software.

**G Match the people with what they do. Then listen and check.** ▶ 5

| | |
|---|---|
| [h] 1. Who writes contracts? | a. Martina |
| ☐ 2. Who makes the products for the company? | b. Chad |
| ☐ 3. Who develops new products? | c. Theresa |
| ☐ 4. Who does software development? | d. Hannah |
| ☐ 5. Who makes sure customers know about the products? | e. Stan |
| ☐ 6. Who does purchasing? | f. Wendy |
| ☐ 7. Who works in Sales? | g. Cole |
| ☐ 8. Who does interviews with job applicants? | h. Paige |
| ☐ 9. Who works in the Accounting Department? | i. Ray |

**H Walk around and ask others about their jobs. Take notes.**

Name: .....

Job title: .....

Department function: .....

Job responsibilities: .....

.....

Current work/projects: .....

.....

## 3 Company set-up

**A Read the following information about company hierarchies.**

MONDAY **NEWS** № 34747/53

Only fresh news founded 1953

### Hierarchies

Companies in the English-speaking world have very different structures. You will often find older, more established firms with a larger hierarchy. This is usually where the **Chief Executive Officer (CEO)** works, then comes the **Board of Directors**. These people generally make all final decisions about the company.

Below the Board you will usually find **Vice Presidents** for the different departments. They report directly to the Board.

Then there are **managers** and **group leaders** who are in charge of different sections and various duties in each department. This structure is found not only in huge conglomerates but also in smaller firms.

However, you will find **flat management structures** in more modern, progressive companies in such fields as information technology (IT) and software development. Even though there are still bosses, in general the employees have a larger say in how the company runs. People work more in teams and the group is responsible rather than a single person.

**B Work in pairs to exchange information and complete your organigram.**

**The incomplete organigram below shows the management structure of a large steel company. Ask your partner questions in order to fill in the missing information. Then, answer your partner's questions. Student A uses the information on this page. Student B uses the information on page 102.**

Andres Peters
.....

- Dr Thomas Alders — **Sales & Marketing**
  - Joe Grant — **Sales**
  - Alain Dancla — **After-Sales**
  - Tony Singh
  - .....
  - Oliver Becker
  - .....
- Kim Tan
  - .....
  - Anette Yentob — **Accounting**
- Kai Wolf — **Production**
  - Mike Webber — **Purchasing**
  - Denise Allen
  - .....
  - Donna Harris — **Quality Assurance**
- Nicole Hyek — **Business Administration**
  - Yvette Sandler — **Human Resources**
  - Arnold Fish — **Legal**
  - Hans Boll
  - .....

**C In groups, draw the structure of your company. Then compare.**

## 4 Working routines

**A** **Listen and match the types of employment to the people speaking.** 6

freelance | full-time | part-time | temp/temporary

1. .....
2. .....
3. .....
4. .....

**B** **Do you know any other types of employment? Discuss in class.**

**C** **Read the text. What are your working hours? Ask and answer the questions below.**

### Working hours

The amount of time we spend at work depends a lot on the type of work and contract we have. **Full-time** positions generally mean about 40 hours a week. However, this varies from country to country and from company to company. In Asian countries such as Japan, employees often work much longer hours than their European colleagues.

To make working hours more employee-friendly, many companies use **flexitime** and **time accounts**. Flexitime means that you have to be in the office at certain times, e.g. from 9:00 a.m. until 3:00 p.m. This is called **core time**. Employees can come to work and leave when they want, but they must be there for the core time. A time account is similar, but even more flexible. It is based on time, either weekly, monthly or yearly. You could have an account of 37.5 hours a week which you have to work. But, when exactly you work doesn't matter. You could start work at six in the morning or three in the afternoon. The main thing is that you finish your work.

**Overtime** is the time you work above the scheduled hours. In many companies, you can either take time off to equal out your time account, or you are paid money for the extra time you worked.

There are many jobs that require someone 24 hours a day. To solve this problem, there are **shifts**. A shift is usually eight hours, and that makes three shifts a day: the **morning shift**, the **evening shift** and the **night shift**. Many people also call the night shift the **graveyard shift**.

| | |
|---|---|
| Do you ever … | work overtime? |
| How often do you … | start work? |
| When do you (normally) … | finish work? |
| How long do you … | take a flexiday? |
| How many … | eat in the cafeteria? |
| | take a long weekend? |
| | hours a day/week do you work on average? |
| | take a coffee break? |
| | work at weekends? |
| | take work home? |
| | take a holiday? |
| | …? |

**BE**
canteen
holiday
at the weekend

**AE**
cafeteria
vacation
on the weekend

**D** **Is there anything that surprises you about your partner's routine? Give reasons.**

*Example:* I'm surprised that Rita doesn't take a coffee break. I take about four each day.

**E** **Would you like to change your working schedule? Why or why not?**

# 2 Communicating

Which modern technologies help us communicate? What are their advantages and disadvantages?

## 1 On the phone

**A** **Mix and match the questions and answers to come up with mini dialogues.**

May I please speak to …?
How can I help you?
Can I take a message?
Could I leave a message, please?
Can she return your call?
Is … in?

I'm calling about …
Yes, please. My number is …
Hold on, please.
Yes, no problem.
Yes, I'll put you through.
I'm afraid the line's busy.
Please tell her that I called.
I'm afraid he's not in.

**B** **Find phrases above with similar meanings.**

1. I'll connect you. *I'll put you through.*
2. I'm sorry. The line's engaged. .....
3. Just a moment, please. .....
4. Would you like to leave a message? .....
5. Can I speak to …, please? .....
6. I'm afraid he's not at his desk. .....

**C In pairs, put the telephone conversation in order. Then listen and check.** 7

- [c] 1. **Suzanne** a. You're welcome. Bye.
- [ ] 2. **Madge** b. Fine. I'll pass on your message.
- [ ] 3. **Suzanne** c. Good morning, Jones & Partner.
- [ ] 4. **Suzanne** d. Sure. Please tell him Madge Simms from Biloxi Chemical called.
- [ ] 5. **Madge** e. Hello, this is Madge Simms. May I please speak to Mr Bob Collins?
- [ ] 6. **Suzanne** f. Yes, he's got it.
- [ ] 7. **Madge** g. Hold the line, please. I'll put you through.
- [ ] 8. **Suzanne** h. Has he got your number?
- [ ] 9. **Madge** i. Thank you.
- [ ] 10. **Suzanne** j. I'm sorry. Bob's not in at the moment. Can he return your call?

**D The person you are calling is not available. In pairs, make two phone dialogues.**

**E Do you find it difficult to speak English on the phone? Discuss in class.**

**F Listen to six short conversations and decide which answer is correct.** 8

1. Antonio wants to speak to …

[ ] Cara Wilson. [ ] Sarah Williams. [ ] Sarah Wilson.

2. Mary's phone number is …

[ ] 264422. [ ] 262244. [ ] 264224.

3. Ken is …

[ ] in a meeting. [ ] with a customer. [ ] on his way to a customer.

4. Cecile works at …

[ ] Person Services Ltd. [ ] Personnel Services Ltd. [ ] Personal Services Ltd.

5. Betsy's appointment is …

[ ] today at 12:15. [ ] tomorrow at 12:15. [ ] today at 5:00.

6. Dipika can park …

[ ] on the right. [ ] on the left. [ ] wherever she wants.

Phone numbers: "0" is pronounced as "zero" or "oh". Double numbers (e.g. 44):

**BE**
"double-four"

**AE**
"four four"

**G Listen to the telephone conversation and answer the questions.** 9

1. Who answers the phone?
2. What did the man order?
3. What was the price on the invoice?
4. What was the invoice number?
5. How do you spell the man's last name?
6. What is his phone number?

## 2 Appointments

**A Do you prefer a paper planner or a digital calendar? Why?**

**B Brainstorm reasons for making business and personal appointments.**

| Personal | Business |
|---|---|
| *see the doctor* | *meet with a customer* |
| *get a massage* | *give a presentation* |

**BE**
diary

**AE**
planner
calendar

**C Do you have similar appointments in your calendar? Compare and discuss.**

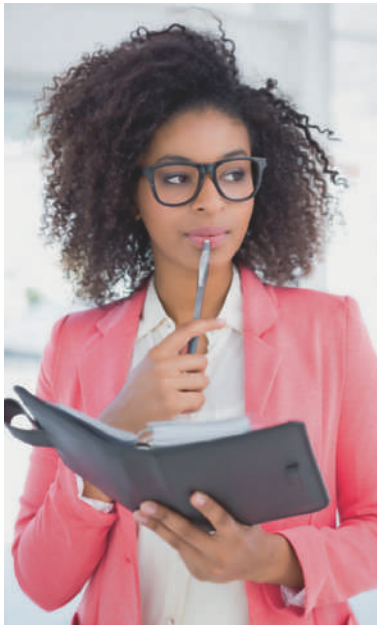
**D Read the dialogues below. Find at least one example for the following:**

Suggesting a time for a meeting: *Could we meet at 3:30?*

Suggesting an alternative time: .....

Saying yes: .....

Saying no politely: .....



A: Can we find a time for a meeting?
B: How about Wednesday morning?

A: We could have lunch together.
B: That's a good idea.

A: What are you doing on Thursday?
B: I'm going to the trade fair on Thursday, but I'm free on Friday.

A: How about two o'clock this afternoon?
B: I'm afraid I'm tied up all day. Could we meet tomorrow morning instead?

A: Could we meet at 3:30?
B: Yes, that's fine.

A: Are you free tomorrow afternoon?
B: I have a meeting until three, but I've got time after that.

A: Do you feel like going to the gym after work?
B: That sounds great! Shall we say around 5:30?

**E Using your own diary, make appointments with different people.**

## 3 Letters and emails

**A Read the text about writing letters and emails in English.**

**Starting a letter or email with an appropriate opening (also called salutation)**

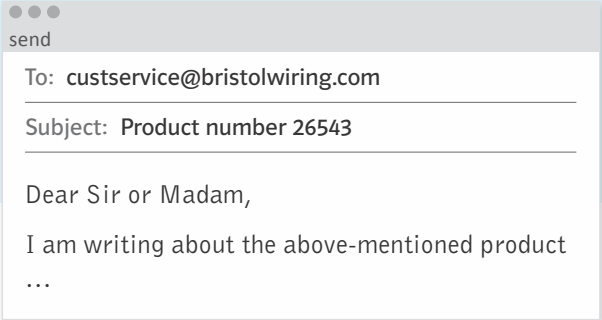
1. Use **Dear Mr** [surname] or **Dear Ms** [surname] if you write to someone for the first time or if the letter is formal. Remember that **Ms** is used for both married and unmarried women. Ms is preferable to Mrs or Miss, especially in professional contexts.
2. If you call the reader by his or her first name, write **Dear** [first name].
3. When you do not know the recipient's name or gender, you have several options. You can write **Dear Sir or Madam** (especially in BE) or, if you know the person's job title, you can use that: **Dear Sales Representative**. **To whom this may concern** is also acceptable in AE, but many people try to avoid it because it sounds very impersonal.
4. When writing a formal letter or email to a group of people, use **Ladies and Gentlemen**. Other, more informal ways of addressing a group include **Hello Everyone, Dear Sales Team** or **Dear Colleagues**.
5. Many people put a comma or colon after the salutation while others prefer not to use any punctuation at all (especially in BE). Colons are more widely used in AE, especially in formal business letters. Unlike the British, Americans also write Mr., Ms. and Mrs. with a period.

**Ending a letter or email with an appropriate closing**

1. **Sincerely** is an acceptable closing for almost all types of letters and emails. You can also write **Sincerely yours, Respectfully, Cordially, Best regards** or **Regards**.
2. In British English, if you begin your letter with **Dear Sir or Madam**, use **Yours faithfully**.
3. If you use a comma or colon after the salutation, use a comma after the closing.

**Referencing attachments or order numbers**

1. In many business letters, there is a **reference line** (emails: **subject line**) before the greeting. You may see something like this: Product number 26543. You can use **above-mentioned** or **above** to refer back to the information in the reference line.
2. If you send extra documents (e.g. a brochure or catalogue) with your letter, you can say: **Enclosed please find ...**
3. For emails, you can say: **Please find attached ...**




**B How would you start and end the following letters?**

1. You want to write to Wendy Adams, a woman you do not know well. She is British.

   Greeting: Dear Ms Adams ..... Closing: .....

2. You need some information from a customer service representative.

   Greeting: ..... Closing: .....

3. You want to write to Bruce Wayne. You know him well.

   Greeting: ..... Closing: .....

4. You want to order something from Bristol Wiring in England.

   Greeting: ..... Closing: .....

**C You would like to make an inquiry. What phrases are not appropriate?**

I am writing about the …
I am sorry to tell you that …
I am writing to complain about …
I am writing concerning the …
I am writing regarding the …
I am writing to apologise for …
I am writing in reference to your …
I am writing in connection to the …
I am writing to inquire about the …
I regret to inform you …

| BE | AE |
|---|---|
| enquiry | inquiry |
| to enquire | to inquire |
| apologise | apologize |

**D Put the opening sentences from letters and emails of inquiry in the correct order.**

1. above / invoice / the / regarding / I / writing / am

.....

2. catalogue / am / writing / on / I / product / of / about / the / 52 / page / your

.....

3. advertisement / would / enquire / about / the / Internet / from / to / above / the / I / like

.....

4. prices / writing / I / about / to / the / am / enquire

.....

5. your / writing / new / reference / are / of / to / in / We / line / printers

.....

**E Choose the correct words to complete the response to an inquiry.**

sincerely | question | regards | ~~Dear~~ | provide | brochure | interest | hearing | contact | writing

Dear Mr Schmidt,

Thank you for your ..... (1) in our products.

Enclosed please find our ..... (2). This will ..... (3) you with the information you requested.

Please do not hesitate to ..... (4) us if you have any questions.

We look forward to ..... (5) from you soon.

Yours ..... (6),

Mary Pierce

**F** **Are the phrases below from an inquiry, an apology or a complaint?**

We are very sorry for …
Please inform us …
We regret to inform you …
Thank you for …
We look forward to …
We are expecting …

**G** **Use the phrases above to complete the email.**

send

To: k.preston@email.com

Subject: Your Order No 79332

Dear Ms Preston,

(1) ..... the above-mentioned order, which we have received by email today.

(2) ....., however, that we cannot deliver this order by 11 March.

(3) ..... a delivery of the product on 15 March and can send out the shipment to you on the same day.

(4) ..... the inconvenience.

(5) ..... if you agree to a later shipment or if you would like to cancel the order.

(6) ..... hearing from you.

Yours sincerely,
Theresa Erich
Sales Assistant

**BE**
11 March 2016
(day-month-year)

11.03.16

**AE**
March 11, 2016
(month-day-year)

03/11/16
03.11.16

**H** **Discuss what types of letters or emails you frequently write at work.**

**I** **Write a short inquiry, complaint or apology to a business partner you work with.**

**J** **Swap with a partner and write a response.**

I

.....
.....
.....
.....
.....
.....
.....

J

.....
.....
.....
.....
.....
.....
.....

# 3 Online

How much time do you spend online in your daily life, at work and at home?

## 1 Using the Internet

### A In groups, come up with additional words and phrases for each category.

| Computer equipment | Using a computer | Email | Internet |
|---|---|---|---|
| mouse<br>wireless router<br>docking station<br>scanner<br>..... | to turn on/off<br>to type in/up<br>C drive<br>CPU (central processing unit)<br>..... | attachment<br>Listserv<br>domain name<br>..... | homepage<br>Wi-Fi<br>cookie<br>..... |

### B Match the words to the definitions.

- ☐ 1. blog — a. emails, usually advertisements, that are sent to large numbers of people
- ☐ 2. spam — b. a computer network within a particular company or organization
- ☐ 3. navigate — c. a small symbol on a computer screen that indicates where you are working
- ☐ 4. intranet — d. a website where someone writes about personal experiences and opinions
- ☐ 5. cursor — e. to find your way around on a particular website or on the Internet

**C Maia Nowak is talking to an intern. Complete the text with the sentences below.**

a. Then, we need to think of a good keyword to search for.
b. Wow, only 16 hits!
c. I'd like you to do some of the legwork on the Internet.
d. We need to narrow down the results.
e. First, we need to open the Internet browser.

"I'm glad to have you on our team as an intern, Matt. Let me explain what we're currently working on. As you know, most of our customers are local. We want to expand our sales outside of the current area and need to do research in order to find the right customers.

..... (1) Come over to my computer terminal and I can show you some basic things.

It's pretty easy, but when you want to do some detailed research, you really have to look around.

..... (2) Just click on the button up here.

..... (3) Let's try something. We want to expand outside the area. Addington is about 400 miles from here. So, let's type in 'Addington' and click on 'search.' OK, that's 400 hits on Addington – way too many.

..... (4)

This time, I'm entering the words 'Addington,' 'Business' and 'Computer.'

..... (5) That's much better."

**D Maia uses *first* and *next* to put ideas in order. Do you know other signal words?**

**E Work in pairs. Explain how to log in to a particular program or database.**

*Example:* First, you have to enter your password to log in. Then, wait for a few seconds until the homepage appears. Click on …

**F Listen and mark the sentences true or false.** ▶ 10

☐ 1. Matt is happy with the progress of his work.
☐ 2. Matt will need less time for his research than he thought.
☐ 3. Theresa says that doing research takes time.
☐ 4. Matt found a search engine that makes it easier to filter information.
☐ 5. Theresa wants Matt to work with the standard search engine.
☐ 6. Matt may need Theresa's help later.

**G Listen and complete the sentences.** ▶ 11

1. Matt wants to show Theresa .....
2. Theresa's meeting starts .....
3. Matt found ..... companies.
4. First, Theresa wants to .....
5. Theresa has written a questionnaire to .....
6. Matt offers to help Theresa with .....

## 2 Comparing websites

**A What makes a good website? The ideas below will help you.**

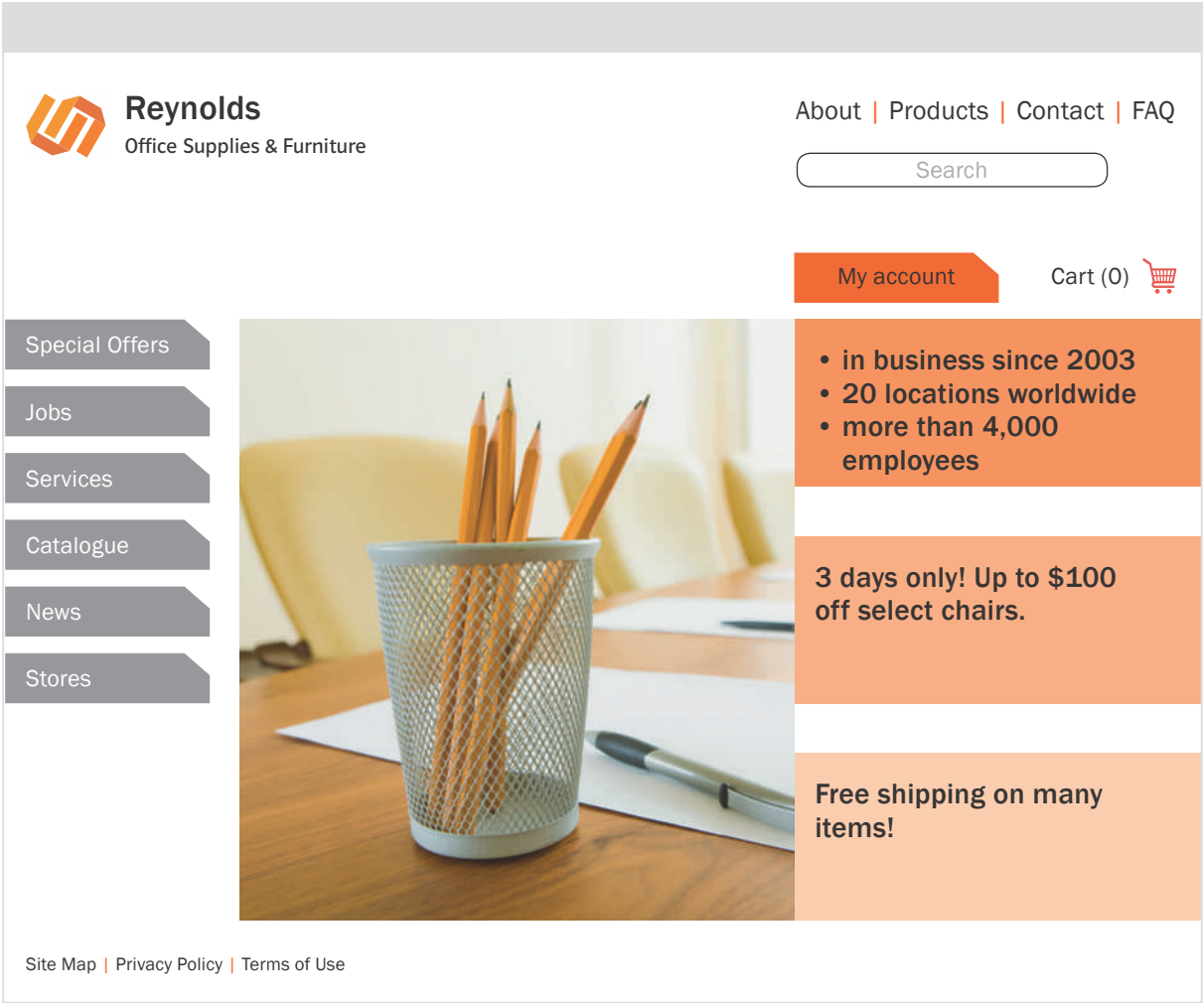
user-friendly | color | fast-loading | images | easy to read | simple | professional | clean | not cluttered | navigation | design | photos | clear | well-organized | structure | content | browser compatibility | FAQs | mobile version | resolution

*Example:* The navigation should be easy. A good website needs …

**BE**
colour
colourful

**AE**
color
colorful

**B What do you (not) like about the homepage below? Make notes and discuss.**



**C Match the phrases to make sentences.**

| | |
|---|---|
| ☐ 1. Our new homepage is less cluttered | a. faster than before. |
| ☐ 2. The navigation is easier and more | b. the second one. |
| ☐ 3. The pages load | c. than the green. |
| ☐ 4. The structure is not as clear | d. than the old one. |
| ☐ 5. I like this design | e. and less colorful. |
| ☐ 6. Oh no, this is the most confusing website | f. user-friendly. |
| ☐ 7. I think the homepage should be simpler | g. as it could be. |
| ☐ 8. The first text is not as easy to read as | h. I've ever seen! |
| ☐ 9. I think the blue is nicer | i. better than that one. |

**D Compare your company's website with a similar website within your industry.**

*Example:* Our website is not as cluttered as theirs. It's easier to find things.

**E How do you feel about social networking sites? Are they important for business?**

## 3 Emails

**A How do you say this in English? Write the words next to the symbols.**

backslash | underscore | dot | at | dash or hyphen | slash | colon

1. @ .....
2. . .....
3. _ .....
4. / .....
5. – .....
6. \ .....
7. : .....

**B Listen and make notes.** ▶ 12

1. What's Matt's email address? .....
2. What's the website address of the hotel? .....
3. What's the woman's email address? .....

**C As a class, take turns writing the international alphabet on the board. Then practice spelling your name.**

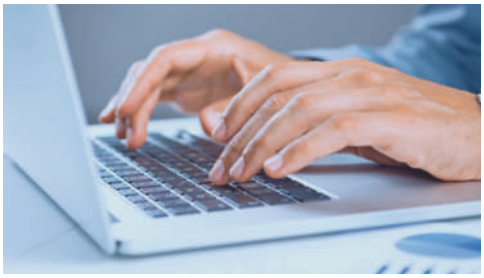
*"A" as in Alpha, "B" as in Bravo, "C" as in …*

**D Walk around the room and exchange email and website addresses.**

**E What do you think are the most annoying email habits? Discuss.**

**F Complete the text with the headlines below.**

Use abbreviations carefully
Write good subject lines
Polite language results in effective emails
Do not CC everyone
Provide your contact information
Keep it short and simple
State your purpose for writing from the start



# 7 Tips for Writing Professional Emails

**1.** .....

The subject line tells the recipient what your email is about. It should be short and clear. *Examples:* Change of meeting time, Project meeting tomorrow at 2:30, Request for information.

**2.** .....

Do not make your email more complicated than necessary. Write sentences that are no longer than fifteen to 20 words and use simple language. When the writing is too formal, it doesn't sound natural.

**3.** .....

Many abbreviations have become standard in business emails (FYI for "for your information" or ASAP for "as soon as possible"). It is fine to use them, but do not use too many of them. Also, keep in mind that some abbreviations are for informal emails only (LOL for "laughing out loud" or CU for "see you"). As a general rule, we write emails the way we speak. If you wouldn't speak to the CEO the same way you speak to a co-worker, then an email written to the CEO should reflect that.

**4.** .....

Think about whether it's really necessary to send copies of your email to several people. If it's not, don't. Nobody wants to waste their time reading unnecessary emails.

**5.** .....

Don't forget to add a signature block with your phone number or other important contact information. Make it easy for your reader to contact you.

**6.** .....

Use polite language, even in informal emails. "Please" can and should be used for all types of requests. Using words like "could" and "would like" is more polite than using "can" or "want."

**7.** .....

State your reason for writing in your opening sentence. In other words, answer the question: What is this email about? This will help the reader recognize the purpose of your message, and it will help you avoid wordy, ineffective openings that may confuse the reader. *Example:* I am writing to request/update you/inform you about/explain/thank you for/etc.

**G Write a subject line for the email below. Then compare in class and choose the best one.**

send

Subject:

Dear Ms. Powell,

Thank you for sending me the information I requested.

We are very interested in the office chairs on page 15 of your catalogue. I already have permission to place an order, but I have one question first. Could you convert the measurements into the metric system for me? I am not familiar with the measuring system that you use in the United States and would greatly appreciate your help. Thank you.
I look forward to hearing from you soon.

Yours sincerely,
Mike Morgan

**H Read Lynn's response. Cross out the words and phrases that do not fit.**

send

Subject:

Dear Mr. Morgan,

Thank you for your email. I am **pleasing** / **appreciate** / **glad** (1) to hear that you like our office furniture.

**Before** / **Because** / **When** (2) I can answer your question, I need some **example** / **statement** / **clarification** (3). There are two types of office chairs **in** / **on** / **at** (4) page 15 of our catalogue. Are you **interested** / **interest** / **interesting** (5) in "Bilbao" or "Santander?" **Getting** / **Making** / **Serving** (6) the metric dimensions to you will not be a problem. I'll send them to you by email as soon **than** / **as** / **that** (7) I receive your reply.

Please let me know if there is **anything** / **anyone** / **someone** (8) else I can help you with.

Sincerely,
Lynn Powell

**I Write an email following the guidelines below. Choose *a* or *b*.**

**a.**
**You want to have a meeting with one of your colleagues.**
1. Say why you want to get together.
2. Suggest a time and a place.
3. Provide additional information if necessary.

**b.**
**You need your colleague's help.**
1. Describe your problem.
2. Say what your colleague can do for you.
3. Provide additional information if necessary.

**J Trade with a partner and write a response.**

**a.**
**Unfortunately, you are very busy.**
1. Say why you can't make it to the meeting.
2. Suggest a different time.
3. Ask for clarification if anything is unclear.

**b.**
**You want to help your colleague.**
1. Say how you feel about your colleague's problem.
2. Describe how you can help.
3. Ask for clarification if anything is unclear.

# 4 Career

What's more important – qualifications or experience?

## 1 Talking about experiences

**A** Make up a story about one of the pictures. Make notes first.

Where are the people? .....

How are they feeling? .....

What is the situation? .....

What do you think happened before? .....

What is going to happen next? .....

**B** **Work with a partner. Think of memorable events and milestones in a person's life.**

college graduation, your first day of work, .....

.....

.....

.....

.....

**C** **Tell the class about a memorable day in your own life. Again, make notes first.**

Where were you? .....

Who was there with you? .....

What happened? .....

When did it happen? .....

How were you feeling at the time? .....

## 2 Education

**A** **Match the academic subjects with the correct picture.**

Political Science | Chemistry | Journalism | ~~Psychology~~ | Engineering | Law | History | Mathematics

..... Psychology ..... ..... .....

..... ..... ..... .....

**B** **Listen to the job interview and mark the sentences true or false.** ▶ 13

- ☐ 1. Greg went to high school in Montana.
- ☐ 2. Greg was accepted to more than one university.
- ☐ 3. The University of New York has a good reputation for business courses.
- ☐ 4. Greg received his bachelor's degree in Business Marketing.
- ☐ 5. Greg was accepted into the graduate program at the University of Boston.
- ☐ 6. He got his MBA in Germany.
- ☐ 7. After he came back from Germany, Greg continued his studies in Boston.

**C** **Read the text and compare the US education system with the one in your country.**

## Education in the US

Education is **compulsory** for all children and teenagers between the ages of approximately five and sixteen. As each of the 50 states has its own laws on education, the age range varies slightly from state to state.
There are two types of schools: **public** and **private**. Public schools are financed by the state or community while private schools run themselves, much like businesses.
Education is generally divided into three main parts: **elementary school** (age 6 – 11*), **middle school** or **junior high school** (age 11 – 14*) and **high school** (age 14 – 18*).
Almost all American schools offer instruction in math, science, social studies (e.g. history and geography), physical education, English and foreign languages. Extracurricular activities, such as sports, academic clubs, art and music are also an important part of the school program.
When students finish high school, they receive their **high school diploma**. We say they **graduate** from high school. After high school graduation about 70 % of all graduates go on to college or university. There is no big difference between colleges and universities. Both offer **bachelor** and **master** degrees; for example Bachelor of Arts (BA), Bachelor of Science (BS) or Master of Business Administration (MBA). However, you can only earn a **doctorate** (PhD) at a university.

* approximate age range

**BE**
maths
public school
state school

**AE**
math
private school
public school

| Education in the US | Education in your country |
|---|---|
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |

**D** **Circle the correct word.**

1. Would you please tell me a bit about your **education** / **educating** / **educational** background?
2. I went to **basic** / **fundamental** / **elementary** and high school in the US.
3. I applied **to** / **with** / **in** different colleges and universities.
4. I decided to **visit** / **follow** / **attend** the University of New York in Manhattan.
5. I **made** / **earned** / **became** my degree in Psychology.
6. I spent a year of my **graduate** / **graduation** / **graduating** studies abroad.
7. I thought about **taking** / **doing** / **making** my PhD.
8. I want to **get** / **become** / **do** some practical experience first.

**E** **Make questions and find out your colleagues' educational background.**

| | |
|---|---|
| | grow up? |
| | go to school? |
| | get your first job? |
| Where did you | start school? |
| When did you | finish school? |
| What did you | graduate from university? |
| What | study at university? |
| Did you | do after you finished school? |
| … | subjects were you good at? |
| | degree did you earn? |
| | work while you were in school? |
| | study abroad? |
| | do an apprenticeship? |
| | … |

**F** **Complete the table below with the information from the text.**

## Education in the UK

In the UK*, all boys and girls have to attend school between the ages of five and sixteen. Children younger than five often go to **nursery school**, although this is **optional**.

At age five, children start **primary school**. After six years, they go on to **secondary school**. Around the age of 16, most pupils take the **GCSE examinations**. Once they complete their GCSEs, they can either look for work or go on to what is called the **6th form** (the last two years of secondary education). Here, students aged sixteen to eighteen prepare for higher qualifications such as the **A-levels** (Advanced levels), which are required for university entrance.

Most pupils in the UK attend **state schools** which are free of charge. In addition to state schools there are also a number of **independent or public schools** where parents have to pay for their children's education. Some of these schools have an excellent reputation.

** England, Scotland, Wales and Northern Ireland have separate systems, so the schools vary.*

**BE**
nursery school
pupil
secondary school

**AE**
preschool/
nursery school
student
high school

| Age | Schools | | Important qualifications |
|---|---|---|---|
| > 18 | college/university | ..... | academic degree, such as BA, MA or PhD |
| ..... | secondary school | optional | ..... |
| 11 – 16 | secondary school | ..... | GCSEs (General Certificates of Secondary Education) |
| 5 – 11 | ..... | compulsory | – |
| < 5 | ..... | optional | – |

**G Choose one of the topics below and discuss.**

In the UK, it is common for students to wear a school uniform. It usually consists of a blazer, a shirt and tie, and trousers (or a skirt). How do you feel about school uniforms?

Home schooling is when children are educated at home rather than at school. It is perfectly legal in the US and in the UK. Do you think home schooling is a good idea?

## 3 Plans and objectives

**A In groups, come up with examples for each of the following:**

| Personal goals | Financial goals | Educational goals | Career goals |
|---|---|---|---|
| *learn how to plant a kitchen herb garden* | *get out of debt* | *finish your MBA* | *start a business* |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

**B Complete the questionnaire your instructor will give you. Then compare notes.**

**C Company goals: listen to the conversation and decide which answer is correct.** ▶ 14

1. Matt wants to …

☐ thank Maia. ☐ ask Maia a favor. ☐ help Maia.

2. Matt is going to work …

☐ for a different company. ☐ part time. ☐ in the Sales Department.

3. Matt is going to start his job …

☐ in July. ☐ in the spring. ☐ after his vacation.

4. Matt is going to travel …

☐ by ship. ☐ for two months. ☐ by himself.

5. Matt is going to …

☐ be Maia's assistant. ☐ help the manager. ☐ sell phones.

6. Matt is going to have a party on …

☐ his first day of work. ☐ the last day of August. ☐ the sixth of August.

**D** **Write down and prioritize the five most important goals of your company.**

1. .....
2. .....
3. .....
4. .....
5. .....

**E** **Which words do the speakers use? Listen and complete the sentences.** 15

ambitions | aim (2x) | goal (2x) | objective | ~~target~~ | targets

1. We're right on target.
2. We've set a ..... to increase production 25 % by year's end.
3. It's the company's ..... to increase our market share.
4. I hope you reach your .....
5. Won't your ..... have a negative effect on quality?
6. In my department we had to set ..... to save money.
7. My only ..... now is for this day to end.
8. That's an ..... we both have.

**F** **Do you think it is important to set goals in your personal life? Discuss.**

**G** **Write about a goal that you have set for yourself. What can you do to achieve it?**

.....
.....
.....
.....
.....

.....
.....
.....
.....
.....
.....
.....

# 5 Good Job!

Which skills are particularly important in today's business world?

## 1 About your job

**A** **Match the phrases to make questions. Then talk about your job with a partner.**

| | | |
|---|---|---|
| [d] | 1. When did you | a. difficult thing about your job? |
| [ ] | 2. What are you | b. do you wear to work? |
| [ ] | 3. What are the things that | c. need to do your job? |
| [ ] | 4. What is the most | d. start working for your company? |
| [ ] | 5. What is a typical | e. the atmosphere at your workplace? |
| [ ] | 6. What skills do you | f. office look like? |
| [ ] | 7. What does your | g. responsible for? |
| [ ] | 8. What kind of clothes | h. you like the most about your job? |
| [ ] | 9. How would you describe | i. day at work like? |

**B** **How important is the following to you on a scale from 1 (not at all) to 10 (very)?**

| | | |
|---|---|---|
| [ ] a high salary | [ ] flexible working hours | [ ] friendly co-workers |
| [ ] little or no overtime | [ ] a boss you like | [ ] a workplace near your home |

**C** **Liz is a project manager. Mix and match to describe her responsibilities at work.**

| | |
|---|---|
| create | decisions |
| report | work |
| motivate | meetings |
| develop | project plans |
| coordinate | strategies |
| make | team members |
| estimate | goals |
| organize | to the management |
| set | costs |
| assign | activities |
| delegate | tasks |

**D** **What are you responsible for at work? Give examples.**

**E** **Look at the job postings below. What do they say (if anything) about the following:**

1. position
2. company
3. location
4. salary and benefits
5. necessary qualifications or skills
6. responsibilities

## Software Engineer

Excellent salary + full medical insurance
Based in: Toulouse

**Responsibilities**
- design and develop new software systems
- analyze customer needs
- make suggestions for system improvements
- write software manuals and train users

**Skills and qualifications**
- MA in Computer Science or equivalent experience
- minimum of three years' experience
- excellent knowledge of English and French
- ability to work in a team

## Human Resources Manager

Location: San Antonio, TX

Teleco is a leading telecommunications provider. We are looking for a highly motivated HR Manager with experience in the public and private sector.

We are interested in talking to candidates with the following qualifications:
- At least five years of experience
- BA in Human Resources or Business preferred, but not required
- Excellent communication skills
- Experience in recruitment and training
- Fluent in Spanish

**F** **Discuss any open positions in your company. Do they sound interesting?**

**G** **Create a job ad for a position in your company.**

Position: .....

Based in: .....

Responsibilities: .....

Skills and qualifications: .....

.....

.....

.....

.....

.....

.....

.....

.....

## 2 Job applications

### A Complete the definitions with the words below.

résumé | cover letter | CV (Curriculum Vitae)

1. A ..... is a document that describes your education and work experience.
2. A ..... is similar to a CV but is often shorter and less detailed. Some people use the words interchangeably.
3. A ..... is a document that accompanies your résumé.

**BE**
covering letter
CV

**AE**
cover letter
résumé/resume

### B CV or cover letter? Where do you . . .

| | CV | cover letter |
|---|---|---|
| 1. say which position you are applying for? | ☐ | ☐ |
| 2. list your degrees and qualifications? | ☐ | ☐ |
| 3. say where you heard about the job? | ☐ | ☐ |
| 4. mention your hobbies and personal interests? | ☐ | ☐ |
| 5. explain why you are a good candidate for the job? | ☐ | ☐ |
| 6. list your work experience in chronological order? | ☐ | ☐ |
| 7. explain why you are interested in the position? | ☐ | ☐ |
| 8. say that you would like a personal interview? | ☐ | ☐ |

### C Write the phrases in the correct category: professional or educational.

~~worked in telephone sales~~ | attended Stanford | analyzed business plans | earned a BA in History | minored in German | installed networks | graduated in 2006 | earned an MBA | assisted marketing team | developed sales system | gave presentations | majored in Economics

| Professional information | Educational information |
|---|---|
| worked in telephone sales | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

### D Is it possible to have too many qualifications for a job? Discuss.

**E Here are six excerpts from a CV. Write the headings into the gaps.**

Personal information | Work experience | Education | Special skills | Languages | Hobbies and interests

1. .....
Strong communication skills

2. .....
Project Manager, April 2014 – present
Wigmore Enterprises, Seattle, WA

3. .....
Bilingual in English and Spanish

4. .....
University of Chicago
Bachelor of Arts, May 2012
Major: English

5. .....
Hiking, photography and cooking

6. .....
1506 Phinney Avenue
Seattle, WA 98130

**F Your instructor will give you a CV. What is different from a CV in your country?**

**G Fill in the CV and discuss it with a partner.**

*Example: I used to be a marketing assistant. Now I'm the marketing manager.*

PERSONAL INFORMATION

Place of birth: .....

Nationality: .....

PROFESSIONAL EXPERIENCE

..... to ..... .....

..... to ..... .....

..... to ..... .....

EDUCATION

..... to ..... .....

..... to ..... .....

SKILLS

.....

.....

## 3 Job interviews

**A Complete the letter with the words below.**

arrange | application | forward | position | candidate | Yours sincerely | impressed | interview | appointment

Dear Mr Phillips,

We have reviewed your ..... (1) and would like to thank you for your interest in our company.

Your CV ..... (2) us and we believe you are a possible ..... (3) for a ..... (4) with us.

We want to invite you to a personal ..... (5) on Monday, 25 April at 4:00 p.m.

Should you not be able to make this ..... (6), please contact us as soon as possible to ..... (7) another time.

We look ..... (8) to meeting you.

..... (9),

Howard A. Mason

**B What are do's and don'ts at job interviews? Make a list and discuss.**

| Do | Don't |
|---|---|
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |

**C Listen to a job interview and mark the sentences true or false.** 16

- ☐ 1. Martina works in a new office building.
- ☐ 2. Stan's current company is having money problems.
- ☐ 3. Stan went to university directly after high school.
- ☐ 4. He studied Business Administration.
- ☐ 5. He worked to pay for his university studies.
- ☐ 6. Stan thinks you have to work hard to achieve things.
- ☐ 7. Stan is currently head of Production.
- ☐ 8. Stan deals with the department's money.

**D** **Read the text.**

## *Talking about your career*

During a job interview, it is important to describe clearly what you have done in the past.

Many young people decide to **learn a trade** instead of going to university. Examples of trade jobs include electricians, plumbers and mechanics. An electrician works with electrical appliances, a plumber with the water supply to homes and a mechanic fixes cars. Trades can be learned at **vocational schools**. Many trade jobs also require practical experience or an **apprenticeship**.

In many careers, you are tested by the government or a **state agency**. If you pass this test, you receive a **certificate** that you are qualified to do a specific job. You can then say: "I'm a **certified** public accountant."

In Britain, people often say "qualified" instead of "certified."

However, even without certification, you can be **qualified** to do a job because of your **experience**. You can say: "I'm experienced in chemical processes." You can also describe what you are **able to** do: "I'm able to understand chemical processes."

**E** **Listen to the interview. What do you find out about Paige, Ray and Wendy?** 17

| | Paige | Wendy | Ray |
|---|---|---|---|
| experience in flying | | | |
| network technician | | | |
| studied in Kansas | | | |
| qualified lawyer | | | |
| certified teacher | | | |
| studied at Cambridge | | | |
| certified pilot | | | |
| certified scuba diver | | | |
| MA in Chemistry | | | |
| likes learning alone | | | |
| plays the piano | | | |

**BE** qualified

**AE** certified

**F** **Role play: Practice a job interview with a partner. Make questions first.**

Could you tell me …
Tell me …
Why do you …
What are …
Can you …

your career goals?
about your current job?
think you are a good candidate for the job?
want this job?
about your educational background?
your main responsibilities?
your hobbies?
give me an example?
your strengths and weaknesses?

**BE** practise

**AE** practice

# 6 Processes

How have methods of production changed over the last 50 years?

## 1 Describing things

**A** What are these called? Tick the boxes.

- ☐ stapler
- ☐ eraser
- ☐ stamp

- ☐ wastebaskets
- ☐ file cabinets
- ☐ cubicles

- ☐ envelopes
- ☐ index cards
- ☐ sticky notes

- ☐ calculator
- ☐ projector
- ☐ ink cartridge

- ☐ paper cutter
- ☐ clipboard
- ☐ shredder

- ☐ folder
- ☐ briefcase
- ☐ notepad

- ☐ paper clips
- ☐ staples
- ☐ thumbtacks

- ☐ tape dispenser
- ☐ hole punch
- ☐ pencil sharpener

**B Look around your office and name at least ten additional things that you see.**

**C What is it for? Make sentences.**

*Example:* You use a calculator to solve math problems. /
A calculator is used for solving math problems.

| | |
|---|---|
| a calculator | cut paper into long, thin pieces |
| a file cabinet | hold sheets of paper together |
| a projector | solve math problems |
| a notepad | carry books or papers |
| a shredder | show images on a wall or big screen |
| an eraser | write things down |
| a paper clip | store documents |
| a briefcase | erase pencil marks from paper |
| … | … |

**BE**
rubber
filing cabinet

**AE**
eraser
file cabinet

**D Look at the pictures in "1A" again and find examples for the descriptions below.**

1. It's square.
2. It's heavy.
3. It's made of metal.
4. It's bright red.
5. It makes a noise.
6. It uses electricity.
7. It's shiny.
8. It's portable.
9. It has cables.
10. It fits into your pocket.
11. It's made of paper.
12. It's for writing notes.

**E Write the words in the correct category. Add more examples of your own.**

light blue | sweet | long | expensive | plastic | huge | glass | heavy | pocket-sized | tiny | cardboard | silver | rectangular | egg-shaped | dark gray

color .....

size .....

material .....

shape .....

other .....

**BE**
grey

**AE**
gray

**F Describe an object that can be found in your office. The others guess what it is.**

It's … | It's made of … | It has … | It makes … | It's for … | You use it to … | It's used for … | It can be used to …

*Example:* It's very small. Usually, it's made of metal, but it can also be made of plastic.
You use it to hold sheets of paper together.

**G What is it? Listen to the descriptions and tick the boxes.** ▶ 18

| | | | | |
|---|---|---|---|---|
| 1. | ☐ printer | ☐ computer | ☐ USB stick | ☐ photocopier |
| 2. | ☐ truck | ☐ hot air balloon | ☐ airplane | ☐ train |
| 3. | ☐ Legal | ☐ Accounting | ☐ R & D | ☐ Human Resources |
| 4. | ☐ interview | ☐ internship | ☐ résumé | ☐ job offer |

## 2 Describing processes

**A Listen and answer the questions.** 19

1. Where was this software written? In India
2. Where is this pineapple imported from? .....
3. Where is the coffee grown? .....
4. Where was this oil shipped from? .....
5. Where are these cars produced? .....
6. Where is this cheese produced? .....
7. Where are these products assembled? .....

**B Describe the work that is done in each department of your company.**

| | | |
|---|---|---|
| In the Marketing Department | new products | are designed/developed/tested |
| In Production | new employees | are manufactured/produced/assembled |
| … | advertising campaigns | are trained/recruited |
| | … | are organized |
| | | … |

**C Your company wants to hire a new employee. Put the five steps in order.**

- ☐ a. hire the best person for the job
- ☐ b. interview the candidates for the position
- ☐ c. write a job description and inform people about the job opening
- ☐ d. select the most qualified candidates and schedule interviews
- ☐ e. collect and review applications

**D Describe the hiring process. Use the text blocks from "C" and some of these words:**

First(ly) | Next | Finally | First of all | The second step is | Lastly | After that | Second(ly) | Then | The next step is

.....

.....

.....

.....

.....

.....

**E Describe a process in your company and name all its steps.**

**F What should be done? Match the sentences.**

| | |
|---|---|
| [c] 1. Matt has done a great job. | a. It should be cleaned. |
| [ ] 2. The printer isn't working. | b. It should be translated into English. |
| [ ] 3. The anti-virus software is old. | c. He should be promoted. |
| [ ] 4. The bathroom is dirty. | d. It should be repaired. |
| [ ] 5. Bob doesn't know about the problem yet. | e. He should be informed. |
| [ ] 6. The instruction manual is in Chinese. | f. It should be updated. |

**G Write three sentences about your ideal workplace. Then compare and discuss.**

*Example:* All employees should be paid well.

.....

.....

.....

.....

.....

.....

**H Match the questions and answers. Then listen and check.** ▶ 20

| | |
|---|---|
| [d] 1. When do you think the report will be ready? | a. No, I think it can be repaired. |
| [ ] 2. Is the project completed? | b. These papers need to be sorted first. |
| [ ] 3. Do you have a deadline on this job? | c. Yes, I do. It must be finished by July 20. |
| [ ] 4. Do we have to replace this machine? | d. I think it could be written this week. |
| [ ] 5. When will the new business cards be printed? | e. No, it isn't. But it should be completed in May. |
| [ ] 6. What do we need to do first? | f. They will be printed next week. |

**I Think of something that could be improved at work. Suggest solutions.**

| Problem | Possible solution |
|---|---|
| 1. We have an open-plan office. It's noisy. | – plants can be used as sound barriers<br>– an unused room could be turned into a "quiet room"<br>– headphones could be used |
| 2. | |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |

## 3 Instructions

**A** **Do you read instruction manuals when you purchase new products? Discuss.**

**B** **Read the text.**

### INSTRUCTIONS

Whether at home or at work, we sometimes have to read instructions to find out how to perform certain tasks. This includes everything from assembling furniture to washing clothes or setting up electronic devices.

Instructions in English do not always use articles or pronouns.

**Look at this example:**

***Open box. Remove product.*** =
*~~First~~ open ~~the~~ box. ~~Then~~ remove ~~the~~ product.*

This is not grammatically correct, but it helps keep the instructions short and easy to understand.

**C** **Listen and match the instructions to the pictures. One text does not fit.** 21

Speaker .....

Speaker .....

Speaker .....

Speaker .....

**D** **Read the text. Can you think of similar examples? Which is the funniest?**

### AMUSING INSTRUCTIONS

***Here are some instructions and product warning labels that were actually printed on different products throughout the world:***

| | |
|---|---|
| **can of peanuts** | Warning: Contains nuts. |
| **hairdryer** | Do not use while sleeping. |
| **children's cough medicine** | Do not drive car after use. |
| **packet of nuts** | Instructions: Open packet, eat nuts. |
| **washing machine** | Do not put any person in this washer. |
| **computer screen** | Keyboard not found. Press F1 to continue. |
| **bag of chips** | You could be a winner! Details inside. No purchase necessary. |
| **TV dinner** | Place in microwave and heat for two minutes. Caution: Product will be hot after heating. |
| **coat hanger** | Caution: Do not swallow. |

**BE**
tin of peanuts
bag of crisps

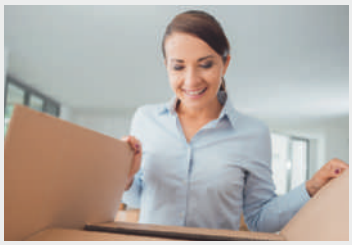
**AE**
can of peanuts
bag of chips

**E** **Complete the instructions with the words below.**

print | plug | install | computer | ~~take~~ | press | turn on | cable | printer | remove | connect | follow | box

| BE | AE |
|---|---|
| switch on/off | turn on/off |

## Setting up your new printer is easy. Here's how it works:



**STEP 1:** Take the printer out of the ..... all packaging material and place the printer near your computer.

**STEP 2:** Connect the printer's power ..... one end of the cable into the printer and the other into a power outlet.

**STEP 3:** ..... the printer to the computer. Plug the USB cable from your printer into a USB port on your .....

**STEP 4:** ..... the software. Turn your computer on and insert the CD that came with the printer. ..... the installation wizard until the software is installed.

**STEP 5:** ..... the printer. ..... the power button on the top right of your printer.

**STEP 6:** ..... a test page to make sure your ..... is working properly.

**F** **Write a mini instruction manual for a simple process.**

.....

.....

.....

.....

.....

.....

# 7 Persuading and Selling

What do you think good customer service involves?

## 1 Being polite

**A How would you say this more politely? Match the sentences.**

| | |
|---|---|
| [b] 1. I want to talk to Bill! | a. May I use your phone, please? |
| [ ] 2. I want the report tomorrow! | b. May I speak to Bill, please? |
| [ ] 3. What do you want now? | c. Would you please answer the phone for me? |
| [ ] 4. What? | d. Sorry, I'm in a hurry. Can we talk later? |
| [ ] 5. I want to use your phone. | e. Could you repeat that, please? |
| [ ] 6. Answer the phone! I'm busy. | f. Could you give me the report tomorrow? |
| [ ] 7. Not now! I have to go. | g. Can I help you with anything else? |

**B Listen and fill in the missing words.** ▶ 22

Can I | ~~Could you~~ | May I | I'd like | You needn't | Could you

| BE | AE |
|---|---|
| needn't | don't have to |

1. Could you ..... repeat that, please?
2. ..... speak to Mary, please?
3. ..... type the report today.
4. ..... be of any assistance?
5. ..... email it to me, please?
6. ..... an answer soon, please.

**C Listen and mark the sentences true or false.** ▶ 23

- ☐ 1. Theresa knows the Warrington account well.
- ☐ 2. "Lend a hand" means to help.
- ☐ 3. Cole needs some background information on the Warrington company.
- ☐ 4. Theresa doesn't have any information for Cole.
- ☐ 5. Cole would like to know how much Warrington bought from Furnishcorp last year.
- ☐ 6. Theresa can't help him with this.
- ☐ 7. Theresa doesn't have to give Cole the information this week.

**D Read the text about politeness.**

## *Saying things politely*

We can use different phrases to express **politeness** when we **request** (= ask for) something:
*I was (just) wondering if you could help me.*
*I wanted to ask you if you could give me some information.*

We often use the expression **Do you mind** … for polite requests:
*Do you mind if I leave earlier today? Do you mind if I sit here?*

Note the answers to the questions:
*Do you mind if I sit here? – No, I don't mind.*
**I don't mind** means it is okay. **I (do) mind** means it is not okay.

**E Choose the best response(s).**

1. I just wanted to return this book to you.
   - ☐ Thanks. I don't mind.
   - ☐ Thanks. I was wondering where it was.
   - ☐ Thanks, but I don't mind if you keep it a bit longer.
2. Do you mind if I borrow your pen?
   - ☐ No, not at all. Here you are.
   - ☐ Of course. Go ahead.
   - ☐ Actually, I do mind. I don't need it now.
3. Do you mind if I open the window?
   - ☐ No, I don't mind. It's freezing outside.
   - ☐ Yes, I do. I could use some fresh air.
   - ☐ Not at all. It's hot in here.
4. I was wondering if you could do me a favor?
   - ☐ Of course. What can I do for you?
   - ☐ Sure. What do you need?
   - ☐ Not at all. It's my pleasure.

| BE | AE |
|---|---|
| favour | favor |

**F In pairs, practice using polite language. Use the ideas on page 102.**

## 2 Presentations

### A In class, talk about the questions below.

- How do you feel about speaking in front of a group of people?
- Do you have to give presentations at work? Give examples.
- What can go wrong during a presentation? Has any of this ever happened to you?

### B Match the situations below with the phrases you can use.

| | |
|---|---|
| [i] 1. introducing the main topic | a. To give you an example … / For example … / A good example of this is … |
| [ ] 2. explaining the structure of your presentation | b. In conclusion … / To sum up … / Let's summarize what we've looked at. |
| [ ] 3. beginning a new section | c. As I said earlier … / I'll come back to this later. |
| [ ] 4. moving on to the next section | d. Take a look at this … / As you can see from the … / Here we can see … |
| [ ] 5. analyzing a point | e. Any questions? / Does anyone have any questions or comments? |
| [ ] 6. giving examples | f. My presentation is divided into three parts. / I'm going to talk about three points today. / First … Then … Finally … |
| [ ] 7. referring to previous points and moving forward | g. The next topic I'd like to discuss is … / Now let's move on to … / Now let's now turn to … / That brings me to the next point. |
| [ ] 8. referring to visuals | h. What does this mean for us? / Let's look at this in detail. |
| [ ] 9. summarizing | i. I'm going to talk about … / My topic today is … / I am here today to talk to you about … |
| [ ] 10. inviting questions | j. Let's start by looking at … / First of all … |

### C Guess the missing words. Then, listen to the whole presentation and check. 24

look | notice | move | numbers | feel | ~~pleased~~ | start | increase | time | summarize

1. Cole and I are very pleased that you could find the time at such short ..... .
2. We'll ..... with some background information. Then we'll ..... on to sales and marketing activities. And lastly we'll ..... .
3. If you take a ..... at the information here, you can see that we have got over 50 new customers, which is an ..... of 39 % in just a few months.
4. You can see from the ..... here that the increase in external sales appointments was very large.
5. And we'd like to thank you for your ..... .
6. But first, if you have any questions, please ..... free to ask.

**BE**
analyse
summarise

**AE**
analyze
summarize

### D Prepare a mini presentation on a project, product or service of your choice.

## 3 Offers

**A** **Who is responsible for answering inquiries and writing offers in your company?**

**B** **Which sentences could be from cover letters sent with offers? Tick the boxes.**

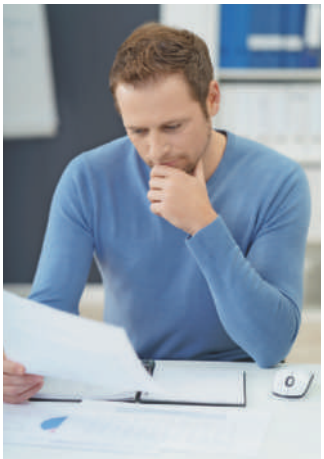
- ☐ 1. I am sending some free samples by separate mail.
- ☐ 2. Please find enclosed the check for $ 2,345.
- ☐ 3. We offer a 10 % discount for orders over 500.
- ☐ 4. Thank you for your interest in our products.
- ☐ 5. Please send the items to the address below.
- ☐ 6. Thank you for your inquiry regarding our new line of products.
- ☐ 7. We are pleased to make the following offer:
- ☐ 8. Please let us know when we can expect the delivery.

**BE**
post
cheque

**AE**
mail
check

**C** **Put the sentences in order and write the offer below.**

| | | |
|---|---|---|
| We offer a 10 % discount for first-time buyers. | We are sending you some samples by separate mail. | Thank you for your enquiry of October 17 regarding our promotional products. |
| Dear …, | We look forward to doing business with you. | Please find enclosed the leaflet about our new line of products. |
| If you have any questions, feel free to contact us at any time. | Sincerely, | For information on shipping and terms of delivery, please refer to the main catalogue. |



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.....

**D** **Circle the correct word.**

1. inquire **in** / **about** a product or service
2. **offer** / **make** a discount
3. refer **to** / **at** the catalogue
4. feel **convenient** / **free** to contact me
5. **make** / **do** business with
6. send something **with** / **by** separate mail
7. **make** / **do** an offer
8. your interest **in** / **for** our company

**E** **Write an offer for a client who is interested in a product/service of your company.**

## 4 Persuading and negotiating

**A** **Look at the three sentences. What is the difference in meaning? Discuss.**

- He **suggested** buying the car.
- He **advised** us to buy the car.
- He **persuaded** us to buy the car.

**B** **Has anyone ever persuaded you to buy something you didn't need or want?**

**C** **You are going to hear six short texts. Which text goes with which situation?** ▶ 25

| Text 1 | Text 2 | Text 3 | Text 4 | Text 5 | Text 6 | |
|---|---|---|---|---|---|---|
| | | | | | | a. You want to organize a meeting. |
| X | | | | | | b. You want to invest some money. |
| | | | | | | c. You want to get a better job. |
| | | | | | | d. You want to move to another city. |
| | | | | | | e. You want to increase sales. |
| | | | | | | f. You want to ask for a salary increase. |

**D** **In pairs, ask for and give advice. You can use the ideas below or your own ideas.**

*Example:* I want to spend more time with my family. – If I were you, I would …

I want to spend more time with my family.
I want to buy a house/an apartment/a car.
I'm nervous when I have to speak in public.
My boss doesn't appreciate my work.
I don't get along with my co-worker/neighbor.
How do I create a better work-life balance?
I'd like to find a way to enjoy exercise.

If I were you, I would …
Why don't you …
You could …
…

**BE**
flat
neighbour

**AE**
apartment
neighbor

**E** **In pairs, brainstorm situations where you have to negotiate. Then compare in class.**

| in your personal life | at work |
|---|---|
| *buying a new car* | *getting a higher salary* |
| | |
| | |
| | |
| | |
| | |
| | |

**F Read the text and discuss the negotiation tips below. Add one of your own.**

## NEGOTIATION SKILLS

We all negotiate both professionally and privately. Some of us are better at it than others. Here are five tips that will help you improve your negotiation skills.

**1. Find out what your partner wants**
Ask questions to find out about the other person's needs and expectations:
• *What can I do for you?*
• *What do you need?*
Listen actively and paraphrase to make sure you understand what the other person is saying:
• *So, you're saying …, right?*
• *If I understand you correctly, …*
• *Let me make sure we're on the same page …*

**2. Think of alternatives**
Before you walk into the negotiation, think about why your partner might say "no" to some of your suggestions. Try to come up with different options and identify some things that you are willing to compromise on:
• *What if we tried this: …?*
• *Why don't we do this: …?*
• *Have you ever thought about …?*

**3. Stay calm and don't argue**
Negotiating is not about proving that you are right and the other person is wrong. It is about finding a solution that everyone is happy with. If you disagree with something, say so, but do it nicely:
• *I understand what you're saying. However, …*
• *I'm afraid I don't quite agree.*

**4. Consider timing**
There are good times to negotiate and bad times. Bad times are when there is a high level of stress or when one of you is tired. Plan your negotiations around these times. If necessary, you can also suggest a break during the negotiations or reschedule for a better time:
• *Let's come back to this after lunch.*

**5.**

.....

.....

.....

.....

.....

**G Negotiate! Student A uses the information below, and student B looks at page 103.**

**Student A**

**Situation 1**
You have achieved the targets you agreed on with your boss. You want a reward for your hard work. Argue for one or more of the following: a promotion, a higher salary, training opportunities, etc.

**Situation 2**
Your company has just been relocated. You can now walk to work and want to sell your car. You have found a potential buyer. Try to make a good deal.

**Situation 3**
You want to order 70 office chairs. However, you will only purchase the chairs if you get a 5 % discount.

**Situation 4**
A customer is interested in one of your company's products or services. Try to make a sale. Consider the following: discounts, means of payment, delivery, guarantee, etc.

# 8 Buying

What do you think makes a good supplier?

## 1 Giving reasons

**A** Match the sentence parts.

| | | |
|---|---|---|
| [c] | 1. I bought this bag **because** | a. the low price and the great design. |
| [ ] | 2. The shirts weren't expensive, **so** | b. we can't buy the new equipment. |
| [ ] | 3. We don't have the money. **Therefore**, | c. we decided to buy a more modern one. |
| [ ] | 4. I chose this product **because of** | d. I like it. |
| [ ] | 5. It's fun and easy to use. **That's why** | e. it is useful for business trips. |
| [ ] | 6. It was old-fashioned. **For that reason** | f. I bought two of them. |

**B** What are promotional products or freebies? In pairs, write down examples.

**C** In class, discuss the questions below.

- Does your company give freebies to customers? If so, what are they?
- Why are promotional products important for businesses?
- Do you like receiving freebies? How long do you usually keep them?
- Have you got any promotional products at home?

**BE**
Have you got …?
I have got …

**AE**
Do you have …?
I have …

**D** **You want to buy freebies for visitors to your company. Discuss the options below.**

**Multifunctional Pen**
- useful for business trips
- has got a laser pointer
- has got an LED light
- comes in silver or black

price: £1.99

**Chocolate Gift Box**
- has got the company's logo on it
- elegant appearance
- contains twelve gourmet chocolates

price: £8.49

**Robot USB Flash Spider**
- has got a unique design
- available in several colours
- comes in a transparent box
- not just for tech geeks

price: £2.05

**Melon**
- organically grown
- unusual gift idea
- traditional gift in Japan
- comes in a wooden box

price: variable

**Windproof Umbrella**
- has got the company's logo or message on it
- comes in grey, blue or black
- top quality

price: £5.65

**Award-Winning Wine**
- red, white or rosé
- custom label
- 2-bottle or 3-bottle gift sets available

price: variable

**E** **In pairs, think of one additional freebie. Compare in class and vote on the best idea.**

## 2 Getting the best deal

**A** **Listen to the conversation. Match the descriptions to the correct company.** ▶ 26

one-month contract | good prices | mixed references | two years' experience | excellent references | seven years' experience | cheaper than General Cleaners | more expensive than the others | positive references | two-month contract | 20 years' experience | one-year contract

| General Cleaners | Cleaning Men | Clean Team |
|---|---|---|
| ..... | ..... | ..... |
| ..... | ..... | ..... |
| ..... | ..... | ..... |
| ..... | ..... | ..... |

**B Read the six extracts from business emails and decide what the situation is about.**

accepting an offer | ending a contract | rejecting an offer | binding a supplier | asking for an offer | asking for information

1. I am writing to you because we're looking for a new supplier of office equipment. We need a variety of computer accessories and would greatly appreciate it if you could make us an offer by the end of the month.

This is an example of .....

2. Thank you for the offer you sent us. We regret to inform you that your prices are too high for our budget. For that reason, we have decided to go with another supplier.

This is an example of .....

3. Despite our complaints about the delays, there has been no action taken by you to improve the situation. Therefore, we have decided to terminate our contract with you.

This is an example of .....

4. We're looking for new office space at the moment, and I would like to ask you a few questions about the office building on the corner of 2nd Avenue and Logan Street.

This is an example of .....

5. Thank you for the quote you sent us. After reviewing your offer carefully, we are happy to inform you that we have decided to give you the contract.

This is an example of .....

6. We would like to thank you for the wonderful services you have provided. As a result of that, we would like to offer you an exclusive contract with us for the next five years.

This is an example of .....

**C Find the phrase that does not fit. Give reasons.**

- ☐ We are interested in …
- ☐ We are a fast-growing company in …
- ☐ Please send us an offer for …
- ☐ Could you send me your offer by …
- ☐ We hope that you like our offer …
- ☐ Would it be possible to send me …

**D You want to buy promotional products. Write an email asking for an offer.**

- Say why you are writing.
- Briefly introduce your company.
- Say which product(s) you are interested in and how many you need.
- Mention the date when you need the offer by.
- Ask any additional questions you may have.
- Don't forget to use an appropriate greeting and closing.

## 3 Payment and delivery

**A Listen to the conversation. Which words do Hannah and Bill use?** ▶ 27

1. You've got good prices, but I do have some questions about the **conditions** / **terms**.
2. Will the payment be made before delivery, or is it possible to receive **a bill** / **an invoice** and pay later?
3. Our **rule** / **policy** is to pay after receipt of the products.
4. I also have a question regarding the delivery. How will the products be **shipped** / **mailed**?
5. And when will we receive **the goods** / **products**?
6. Well, if we have the items **available** / **in stock**, then the order will usually be processed within one day.
7. Actually, a 2% discount can be offered on items paid **within** / **in** ten days of delivery.

**B Listen again and mark the sentences true or false.** ▶ 27

- ☐ 1. Hannah is visiting Bill.
- ☐ 2. Normally, the company requires payment **before** delivery.
- ☐ 3. Smaller items are normally sent by mail.
- ☐ 4. A shipping company delivers larger items.
- ☐ 5. Orders placed before noon are delivered the next day.
- ☐ 6. The company offers a discount for larger orders.
- ☐ 7. There's a discount if the invoice is paid within ten days.
- ☐ 8. Hannah will place her order by phone.

**C In class, talk about the payment and delivery policies of your company or one you work with.**

**D Listen to five extracts from negotiations. Which two topics are mentioned in each case?** ▶ 28

| | | | | |
|---|---|---|---|---|
| 1. | ☒ prices | ☒ delivery terms | ☐ discounts | ☐ contracts |
| 2. | ☐ packaging | ☐ payment | ☐ insurance | ☐ delivery |
| 3. | ☐ discounts | ☐ shipping | ☐ prices | ☐ special offers |
| 4. | ☐ transport | ☐ prices | ☐ discounts | ☐ delivery dates |
| 5. | ☐ delivery | ☐ packaging | ☐ special offers | ☐ prices |

**E In small groups, discuss the questions below.**

- Do you always try to get the lowest price on everything you buy?
- Do you enjoy bargaining in other countries? If so, what have you bargained for? How did you do it? Was it easy or difficult?
- What do you think the word *bargain hunter* means? Would you consider yourself a bargain hunter?
- Do you sometimes buy things that you don't need?
- Some people say that "money makes the world go round." Do you think that's true?

**F Read the email first. Then complete the definitions with the words below.**

prior | withdraw | ~~debit~~ | amount | clears

1. To debit means that the bank takes money out of a bank account.
2. ..... is another word for before.
3. When a check ....., the bank has accepted it, and the money has been taken out of the account.
4. To ..... means to take money out of a bank account.
5. ..... of money is another way to say sum of money.

**BE** cheque

**AE** check

send

Subject: Order KM3982

Dear Mr Jacobs

Thank you very much for the above-mentioned order. Unfortunately, we received no information about how you would prefer to pay. Also, as a new customer, payment must be made prior to shipment of the product. There are several payment options to choose from:

- **Direct debit:** Provide us with your bank account information and the amount will be withdrawn directly from your account;
- **Credit card:** Provide us with your credit card number and the amount will be debited from your account;
- **Cheque:** Send us a cheque and after it clears, your order will be shipped;
- **Cash on delivery (C.O.D.)**: Payment can be made by cheque or cash when the product is delivered to your address.

You will be contacted soon so that the payment conditions can be arranged.

Once again, we would like to thank you for your order. We hope that you will be satisfied with our products and service.

Yours sincerely
Barbara Burgess

**G Read the email again and mark the sentences true or false.**

- ☐ 1. Mr Jacobs forgot to write about his payment method.
- ☐ 2. New customers have to pay before they receive a product.
- ☐ 3. Direct debit means money will be taken from an account.
- ☐ 4. Mr Jacobs has to pay by credit card.
- ☐ 5. Mr Jacobs has already paid online.
- ☐ 6. With C.O.D. the money will be taken from an account.
- ☐ 7. Someone will contact Mr Jacobs soon.
- ☐ 8. Ms Burgess thinks that Mr Jacobs will return the product in the future.

**H Discuss the pros and cons of different payment options.**

## 4 Placing an order

**A Tell each other about something that you have recently ordered.**

- How did you place the order: online, by phone, etc.?
- How did you pay for the item: by credit card, bank transfer, etc.?
- When did you receive the item?
- Did you experience any problems with your order?

**B Complete the questions and answers with the words below.**

offer | invoice | accept | by | stock | orders | options | pay | sold | within

1. Can you deliver ..... Friday? – Yes, we normally deliver ..... 24 hours.
2. Will a discount be given for large .....? – We ..... a 2 % discount on orders over 200.
3. Can we ..... by credit card? – I'm sorry, but we only ..... payment by bank transfer.
4. Are the items in .....? – The black ones are in stock, but the silver ones are ..... out.
5. What are the payment .....? – You can pay by ..... or check.

**C Student A looks at the situations below and student B at the situations on page 103.**

**Student A**

**Situation 1**

Your company wants to buy cookies. You decide to order 100 boxes from your supplier. Because this is a large order, you expect a discount.

- Say what kind of cookies should be delivered: chocolate chip, plain or a mixture?
- Say by when the cookies must be delivered. Negotiate delivery times when necessary.
- Negotiate a discount.
- Ask how you should pay: by invoice or bank transfer?
- Place an order.

**BE**
biscuits

**AE**
cookies

**Situation 2**

Your company sells promotional products. Your partner wants to order travel mugs with the company's logo on them. Talk politely to him or her and negotiate when necessary.

- The red travel mugs are in stock, but the blue ones are sold out.
- Delivery: the next day if orders are placed before noon
- Minimum price: € 2.58
- Payment: by invoice or bank transfer
- Free delivery or discount on larger orders

# 9 Market Performance

Briefly describe the recent market performance of your department or company.

## 1 Large numbers

**A** Which numbers do you hear? Listen and tick the boxes. 29

| | | | |
|---|---|---|---|
| 1. | ☐ £13.9 million | ☐ £30.9 million | ☐ £30.3 million |
| 2. | ☐ €700,720 | ☐ €170,720 | ☐ €770,720 |
| 3. | ☐ €17.07 million | ☐ €70.07 million | ☐ €77.07 million |
| 4. | ☐ $14.4 million | ☐ $44.4 million | ☐ $40.4 million |
| 5. | ☐ €60.3 million | ☐ €16.23 million | ☐ €16.3 million |
| 6. | ☐ $400,014 | ☐ $400,040 | ☐ $140,440 |

**B** How do you say this in English? Write the words next to the symbols.

plus | percent | euros | multiplied by | minus | pounds | equals | divided by

1. = .....
2. + .....
3. ÷ .....
4. £ .....
5. % .....
6. € .....
7. x .....
8. - .....

**C Practice reading these numbers out loud.**

| | |
|---|---|
| $364,559 | £121 million |
| 15.3 million | 25,468.71 |
| 75.6 % | 989,132.04 |
| €10,203.52 | 67.08 % |
| $34,310,706 | 2,870,540.11 |

**BE**
People usually use the word *and* when talking about hundreds. *Example:* 625 is pronounced as six hundred and twenty-five.

**AE**
Americans sometimes leave out the word *and*: six hundred twenty-five.

**D Use your calculator to solve the problems below. Then read the equations out loud.**

1. 54,675.65 + 1,863.76 = .....
2. 690.43 x 2 = .....
3. 510,706.09 + 34,321.67 = .....
4. 709.56 - 87.60 = .....
5. 38.2 - 7.28 = .....
6. 120.24 ÷ 4 = .....

## 2 Describing trends

**A What comes to mind when you hear the word *trend*? Discuss in class.**

**B Read the text about describing trends.**

### TRENDS

Trend means change. We often read about trends in the newspaper: prices, fashion, ideas and feelings can all be expressed with the word **trend.**

We also use the word **trend** to speak about the **performance of products and sales**. When the numbers go up, they **increase**. Other words for this are **rise**, **climb**, **grow**, **go up**, **take off** and **skyrocket**. The opposite is to **decrease**. You will also hear **drop**, **fall**, **go down** or **decline**.
The nouns **upswing** and **expansion** are used to describe positive trends, whereas **downswing**, **downturn** and **loss** describe negative trends.

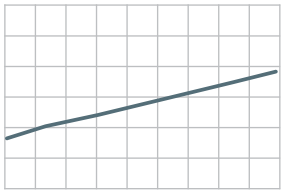
If the change is **small**, we say it is **slight** or **minor**: e.g. a slight increase. To describe **big** changes, we say **major**, **dramatic** or **significant**: e.g. a dramatic upswing.

The words **gradual** and **steady** describe **slow** changes; **sudden** and **rapid** describe **fast** changes. When there is no change, you can say that the numbers **stayed the same**.

**C Listen and write the missing words in the gaps.** ▶ 30

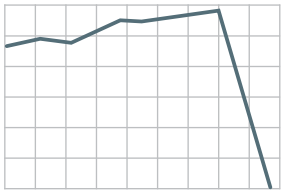
1. Sales ..... in August.
2. The price ..... 10 % last year.
3. Our profit has ..... slightly.
4. Oil prices have .....
5. The numbers ..... significantly.
6. The production costs .....

## D Which description fits? Tick the box.



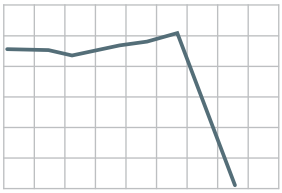
1. Prices

- ☐ stayed the same.
- ☐ increased steadily.
- ☐ fell slightly.



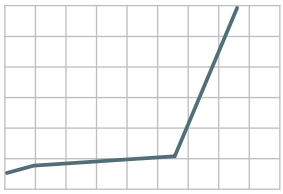
3. Income

- ☐ has shown a major drop.
- ☐ has shown a minor drop.
- ☐ has climbed steadily.



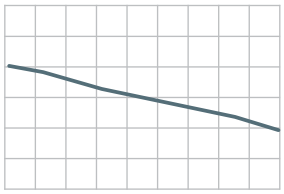
5. Customer numbers

- ☐ declined significantly.
- ☐ went down slightly.
- ☐ rose steadily.



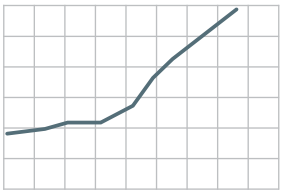
2. Sales

- ☐ skyrocketed.
- ☐ rose slightly.
- ☐ went up a little.



4. Costs

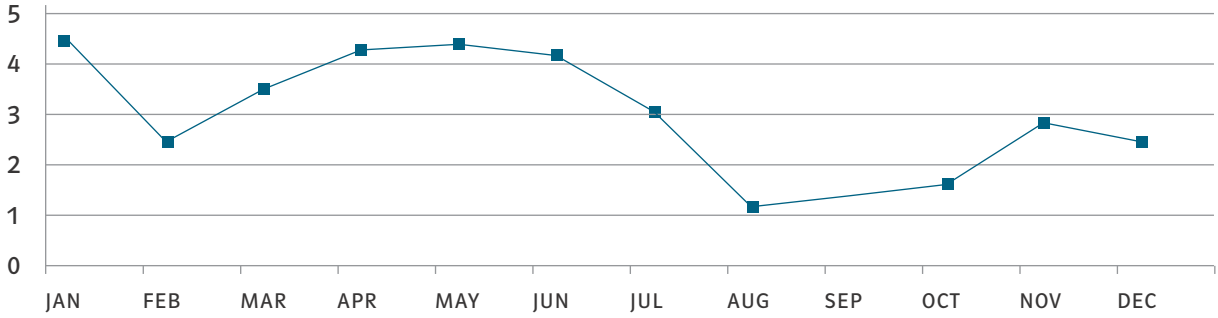
- ☐ have gone up steadily.
- ☐ have dropped dramatically.
- ☐ have declined slightly.



6. Profit

- ☐ decreased dramatically.
- ☐ enjoyed a major upswing.
- ☐ increased a little.

## E Describe the chart below.




## F Listen to Theresa's presentation and mark the sentences true or false. ▶ 31

- ☐ 1. Theresa presented the sales figures from last year.
- ☐ 2. January and February were both slow months.
- ☐ 3. Turnover continued to grow into March.
- ☐ 4. This positive trend continued into April.
- ☐ 5. Sales enjoyed growth in May and June.
- ☐ 6. July was extremely slow last year.
- ☐ 7. Sales in September were up slightly.
- ☐ 8. The year ended extremely well.

**G Prepare a short presentation following the guidelines below.**

- First, draw a chart that shows a trend or development in your company.
- Present your chart to the group. Explain what the chart shows. Give reasons for the changes.
- Try to use some of the expressions from "D".
- Answer questions.

## 3 Predictions

**A Listen to the conversation and mark the sentences true or false.** ▶ 32

- ☐ 1. Chad thinks the future will not be good.
- ☐ 2. The company doesn't have enough money in the bank.
- ☐ 3. Chad thinks the company will need six months to pay back the banks.
- ☐ 4. The annual report was sent out last week.
- ☐ 5. Chad thinks there won't be enough money to pay for the company's expansion.
- ☐ 6. Chad hopes Paige will tell the public the truth.
- ☐ 7. Chad believes Theresa knows the information is false.

**B Listen again. Which words do Chad and Paige use? Some words do not fit.** ▶ 32

expect | predicts | hope | suppose | believe | guess | suspect | doubt

1. And she ..... that the company will do well in the near future, doesn't she?
2. I ..... the future will be as bright as Theresa says.
3. I ..... we'll be having some very difficult months soon.
4. I ..... we'll need at least a year to repay all of the loans we have at the moment.
5. And I ..... we won't have the money very soon either.
6. I ..... someone will have to spread this news.

**C Agreeing and disagreeing: Write the sentences in the correct category.**

I think you're right. | I'm afraid I disagree. | I'm not sure about that. | I don't think so. | Exactly. | I don't quite agree. | That's quite true. | I couldn't agree with you more. | You're absolutely right. | Not necessarily. | I see it differently. | I think so, too.

| Agreeing | Disagreeing |
|---|---|
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |

**D Referring to the presentations in "2G", discuss and predict the future.**

| | | |
|---|---|---|
| I believe | | |
| I hope | the positive trend will continue | over the next few months. |
| I suppose | the situation will improve | next year. |
| I doubt | the numbers will increase | within the coming weeks. |
| I guess | the numbers will decrease | in the near future. |
| I expect | … | … |
| … | | |

## 4 Future plans

**A Read the text and answer the questions below.**

Dear Colleagues,

Those of you who attended my presentation on last year's sales figures know that we have been performing well on the market. However, this does not mean that we can relax now! Therefore, I would like to inform you of some plans for the company for this year.

We will be increasing production by 10 % to meet the needs of the market. We have too many orders at the moment and need to be able to fill them. Stan Moslowki from our Production Department has agreed to introduce a third shift. This shift will begin working as of next Monday.

We will also be expanding our advertising in the coming months. The Marketing Department is working on a television ad campaign. The spots will be appearing on local TV over the next few weeks.

In addition, we will be hiring new employees for telephone sales and service. Human Resources has placed ads online and in local newspapers and will be interviewing applicants this entire month. If you know anyone who is qualified and needs a job, please contact Martina in HR. We will be offering a bonus of two vacation days to any employee who helps recruit someone.

I'd like to thank you for the excellent work you have done. I know that we will all be working hard to reach the goals the company has set.

Kind regards,

Theresa

1. Production will be going up …

☐ by 10 percent. ☐ by 15 percent. ☐ by 20 percent.

2. A new production shift will be starting …

☐ next week. ☐ next month. ☐ next year.

3. The TV spots will be shown …

☐ next Monday. ☐ very soon. ☐ this week.

4. HR will be hiring new employees in …

☐ Production. ☐ Sales. ☐ Marketing.

5. If employees help to recruit new staff, they will be getting …

☐ an extra day off. ☐ a financial bonus. ☐ two days of vacation.

**B What are your department's plans for the near future?**

**C Walk around and ask others what they will be doing tomorrow. Take notes.**

*Example:* What will you be doing at six-thirty in the morning? – I'll be having breakfast.

| Time | Activity |
|---|---|
| 6:30 a.m. | |
| 10:00 a.m. | |
| noon | |
| 3:30 p.m. | |
| 7:00 p.m. | |

**D Lea is talking about her plans. Put the text in order. Then listen and check.** 33

☐ a. After I get back, I'll also be starting a second job. My sister has a restaurant and she needs some help in May because one of her waitresses will be getting married and will be away for a few weeks.

☐ b. My plans for the coming year? Well, I've thought about this for a while and even made a schedule for myself.

☐ c. First, I'll be taking an evening course at the local university. I want to learn more about business administration, so I'll be going back to school.

☐ d. Once summer comes, I'll be working more in my garden. I love the summer and the flowers. From September, I'll be working in the Telephone Sales Department. It'll be a change, but I think I have the qualifications to do the job well.

☐ e. Then finally, I'll be changing my name because I'll be getting married in December. I've got a lot planned for the year, but I know I'll be successful.

☐ f. Then, during the break at Easter, I'll be taking a short trip to the Caribbean. I need a few days of sunshine and sand.

**E What will you be doing next year? Write a short text about your plans.**

.....

.....

.....

.....

.....

.....

.....

.....

# 10 Working Together

Why is it important to have meetings?

## 1 Meetings

**A** **In pairs, write the words next to the definitions. Then compare in class.**

absent | to postpone | to attend | minutes | to vote | ~~agenda~~ | chairperson | to assign | to propose | to brainstorm | to wrap up

1. a list of topics that will be discussed at a meeting *agenda*
2. to hold a meeting at a later time .....
3. to make a choice for or against someone or something .....
4. the person who leads the meeting .....
5. to suggest something .....
6. not at the meeting; not present .....
7. to work together in order to create new ideas .....
8. to finish .....
9. to give someone work to do .....
10. a written record of what was said in a meeting .....
11. to go to a meeting .....

**B What do you think is the difference between these types of meetings?**

| | | |
|---|---|---|
| project meetings | brainstorming meetings | department meetings |
| board meetings | meetings with clients | meetings with suppliers |

**C Discuss the following questions in class.**

- What types of meetings do you have in your company? Are they formal or informal?
- Do you use videoconferencing or do you always have face-to-face meetings?
- How often do you have to attend meetings?
- Do you doodle when you are bored in a meeting?

**D Walk around and ask others about the last meeting they attended. Take notes.**

Where and when was the meeting? .....

How many people attended? .....

What was the purpose of the meeting? .....

What was your role? ☐ chairperson ☐ minute taker ☐ participant

Which topics were discussed? .....

.....

Is a follow-up meeting scheduled? If so, when? .....

## 2 Writing minutes

**A Read the text about effective minute-taking.**

At most meetings someone takes notes to keep a record of the discussion. We call this **taking the minutes**. Meeting minutes usually include the following:

- **Date and time** of the meeting
- **Names** of the participants
- **Purpose** of the meeting
- **Topics** discussed
- **Decisions** made
- **Actions** agreed upon
- **Tasks** assigned

**Tips for effective minute-taking:**

1. Decide how you want to take notes. While some people like to use **pen and paper**, others prefer to take a **laptop** or **tablet** to the meeting. If you want to **record the meeting**, don't forget to ask all participants if they're okay with that.
2. Don't try to write everything down. It's enough to **record the most important points,** e.g. the results of votes, next steps planned, tasks to be completed and the person responsible for completing them.
3. When the meeting is over, **tidy up your notes**. Add more detail if necessary and take out any information that is not relevant. When you are finished, **proofread** your text carefully. Send a **copy** of the minutes to everyone who attended the meeting.

**B** **In pairs, come up with additional tips for effective minute-taking. Compare in class.**

**C** **Listen to four clips from meetings. What does each speaker say?** ▶ 34

1. Miranda suggested …
- ☐ a new marketing strategy.
- ☐ a market survey.
- ☐ a new location.

2. Antonio said we should …
- ☐ make our products better.
- ☐ take some products off the market.
- ☐ develop new products.

3. Takashi offered to …
- ☐ translate the Japanese texts himself.
- ☐ look for a new translation agency.
- ☐ check the Japanese translations.

4. The next meeting will be …
- ☐ tomorrow at noon.
- ☐ next Tuesday.
- ☐ on December 8.

**D** **You are the minute taker at a meeting. Listen and take notes.** ▶ 35

1. Miranda said .....

.....

2. Antonio offered to .....

.....

3. The training session will be .....

.....

## 3 Assigning tasks

**A** **Which of the following statements are correct? Listen and tick the boxes.** ▶ 36

**Conversation 1:**

- ☐ a. The woman translates the French texts herself.
- ☐ b. The woman doesn't translate the French texts herself. She has them translated.
- ☐ c. The woman translates the Spanish texts herself.
- ☐ d. The woman doesn't translate the Spanish texts herself. She has them translated.

**Conversation 2:**

- ☐ a. The man changes the oil on his car himself.
- ☐ b. The man has the oil changed.
- ☐ c. The man has his car serviced twice a year.
- ☐ d. The man has the tires changed in the spring and in the fall.

| BE | AE |
|---|---|
| tyre | tire |
| autumn | fall |

**B** **Do you usually do these tasks yourself or do you have them done for you? Discuss.**

making coffee in the office | tidying up your desk | cleaning the office | organizing meetings | installing computer programs | arranging appointments | changing the tires on your car

## C Read the text.

**Who is to do what?**
When you assign tasks in a meeting, you probably want to keep track of the following:
1. Which tasks need to be completed?
2. Who is responsible for completing them? By when?

There's a quick and easy way to write this information down. Imagine you're in a meeting and someone says: "Janet, can you look for new suppliers of office materials? Please get offers and make a decision by June 1." If you want to keep your notes short and clear, you can write:

| | |
|---|---|
| Office materials | – *Janet is to look for new suppliers of office materials.*<br>– *She is to make a decision by June 1.* |

**BE**
is to

**AE**
is supposed to

## D Who is to do what? Listen and complete the sentences below. ▶ 37

week | do | install | June | call | interview | report | month | provide

1. Theresa is to ..... the new clients by next .....
2. Martina is to ..... job candidates.
3. Wendy is to ..... on her budget by next .....
4. Chad is to ..... all staff with the annual report.
5. Paige is to ..... a workshop on legal changes.
6. Ray is to ..... the new software by .....

## E Choose the best response(s).

1. Please have the minutes ready by noon tomorrow and send them off to everyone.
   - ☐ Actually, I don't quite agree with you.
   - ☐ No problem. I'll type them up by then.
   - ☐ Sure. We can speak about it at the next meeting.
2. Could you please translate this letter into Spanish for me?
   - ☐ No problem. When do you need it by?
   - ☐ Sure. I'll do it first thing in the morning.
   - ☐ Fine. I don't care.
3. I'd like you to proofread the text before it goes onto the website.
   - ☐ Go ahead. I really don't mind.
   - ☐ Thanks, I really appreciate your help.
   - ☐ I'll do it this afternoon because I'll be out tomorrow.
4. I'd like you to personally train our new employee.
   - ☐ Of course. I'm sure he can handle it.
   - ☐ Sure. His first day is on Monday, right?
   - ☐ I'd be happy to. When do you need it by?

**F** **You are to organize a company picnic. In groups, discuss who is to do what.**

| Things to do: | Who is to do it? |
|---|---|
| find the venue | |
| contact a caterer | |
| hire a band | |
| send invitations | |
| clean up after the event | |
| hire a photographer | |
| rent equipment (tables, chairs, etc.) | |
| plan games or activities | |
| get supplies (trash bags, etc.) | |

| BE | AE |
|---|---|
| rubbish bag | trash/garbage bag |

**G** **Tell the class what you have decided and why.**

*Example:* David is to hire a band. He has some good connections to musicians.

## 4 Participating in meetings

**A** **Listen and mark the sentences true or false.** ▶ 38

- ☐ 1. Paula said she was relocating to Bilbao very soon.
- ☐ 2. John said the first item on the agenda was the report.
- ☐ 3. Paula said that she had worked on surveys before.
- ☐ 4. John ended the meeting because the group had covered all points.
- ☐ 5. Takashi said that he was going to Singapore soon.
- ☐ 6. Maia said she had relocated to Prague in March.
- ☐ 7. John said that he wasn't coming to the next meeting.
- ☐ 8. The meeting finished on time.

**B** **You are the chairperson in a meeting. What can you say in the situations below?**

- [d] 1. Welcoming the participants
- ☐ 2. Stating the purpose of the meeting
- ☐ 3. Apologizing for someone who is absent
- ☐ 4. Introducing the agenda
- ☐ 5. Asking for someone's opinion
- ☐ 6. Asking for agreement
- ☐ 7. Ending the meeting

a. What do you think, Jennifer?
b. There are four items on the agenda. First, …
c. Are we all in favor?
d. Hello everyone. Thank you for coming today.
e. Well, that seems to wrap things up.
f. We're here today to discuss the new IT project.
g. Ian can't be with us today. He's still in Chicago.

**C** **What else can you say in the situations above? Brainstorm ideas.**

**D Complete the phrases with some of the words below.**

comments | repeat | example | afraid | comment | think | say | agree | opinion

1. I couldn't ..... more.
2. Does anyone have any questions or .....?
3. Could you give me an .....?
4. In my ....., we should wait until next year.
5. I'm ..... I disagree.
6. Can I just ..... something?
7. I'd like to ..... on that.

**E Which of the phrases from "D" can you use in these situations?**

1. Expressing agreement .....
2. Asking for clarification .....
3. Interrupting .....

**F Simulate a meeting following the guidelines below.**

- Work in groups of three or four.
- Decide on a chairperson and a minute taker.
- Work through the agenda below or write your own agenda.

Date: .....

Chair: ..... Minutes: .....

| No. | Item | Aim | Who is to do it? | By when? |
|---|---|---|---|---|
| 1 | Finalize vacation plans for the next three months. | No more than two people should be away at the same time. | | |
| 2 | Get copier repaired. Any other problems with office equipment? | | | |
| 3 | Do we need new office furniture? If so, what? | Decision! Next steps? | | |
| 4 | Can we have some work done by freelance staff? | Decision! Next steps? | | |
| 5 | Any other business | | | |

**G Report to the class what your group has decided.**

# 11 Visitors

How important are first impressions to you?

## 1 Meeting and introducing people

**A** Complete the sentences with some of the words below.

know | say | ~~think~~ | catch | introduce | must | see | call | greet

1. My name is Brian Eliot. I don't ...think... we've met.
2. May I ..... myself? My name's Antonio García.
3. I'm Megan Davis. Please ..... me Megan.
4. Sorry, I didn't ..... your name.
5. Good to ..... you again, Gwen. How have you been?

**B** Match the sentences to make mini dialogues.

| | |
|---|---|
| [d] 1. May I introduce Jessica Turner to you? | a. No problem. It's Yumi Iwabuchi. |
| [ ] 2. I'm sorry, but I don't remember your name. | b. Yes, I do. How are you doing, Will? |
| [ ] 3. I believe we've met before. | c. Please call me Claire. |
| [ ] 4. Do you know my new colleague, Will Rider? | d. It's nice to meet you. |
| [ ] 5. Pleased to meet you, Ms Patterson. | e. Yes, nice to see you again. How are you? |

**C** **Discuss the questions below.**

- Do you enjoy meeting new people? Why or why not?
- Who was the last new person you met at work? Where did you meet him or her?
- How do people greet each other in your country? Do they kiss, bow or shake hands?
- How far apart do people stand from each other when they talk in your country?

**D** **Listen and mark the sentences true or false.** 39

- ☐ 1. It's Anouk's first day at the office.
- ☐ 2. Mike has never met Anouk before.
- ☐ 3. The swipe card records when you come and go.
- ☐ 4. Mike dislikes the food at the cafeteria.
- ☐ 5. The cafeteria opens at noon.
- ☐ 6. You can buy smoothies near the office.
- ☐ 7. There are no restrooms on the third floor.
- ☐ 8. Anouk knows Gwen already.

**BE**
toilet/loo (informal)
ground floor
first floor

**AE**
bathroom/restroom
first floor
second floor

## 2 Small talk

**A** **Do you think it is important to have good small-talk skills? Why or why not?**

**B** **Which topics are appropriate when making small talk? Discuss in class.**

- ☐ salary
- ☐ your last holiday
- ☐ political issues
- ☐ current news events
- ☐ your religious beliefs
- ☐ cultural differences
- ☐ health problems
- ☐ the traffic in your home town
- ☐ a colleague's appearance

**C** **In pairs, come up with additional topics that are "safe" to talk about.**

.....

.....

.....

.....

**D** **Write down the topics the speakers talk about. Which topic is inappropriate?** 40

| Speaker | Topic |
|---|---|
| 1 | *a film / movie* |
| 2 | |
| 3 | |
| 4 | |
| 5 | |
| 6 | |

**E** **What would you say or do in each of the situations below? In pairs, come up with ideas.**

**Situation 1**
On an airplane: You are sitting next to a well-dressed business man/woman. You would like to change seats with him/her so you can sit on the window seat. Make small talk!

**Situation 2**
In the elevator: You and a new employee enter the elevator on the ground floor and exit on the 15th floor. Do you stand in silence or try to make the new employee feel welcome?

**Situation 3**
At a conference: You are waiting in line at the buffet. Start a conversation with the person behind you.

**Situation 4**
At the airport: You have to pick up a business partner. You have only spoken on the phone before.

**BE**
queue
lift

**AE**
line
elevator

**F** **Rank these free-time activities from most interesting (10) to least interesting (1).**

- ☐ socializing
- ☐ mountain biking
- ☐ eating out
- ☐ water sports
- ☐ gardening
- ☐ playing an instrument
- ☐ watching movies
- ☐ working on cars
- ☐ painting
- ☐ playing virtual-reality video games

**G** **Walk around and compare your answers. Who has similar interests to you?**

**H** **Write the words in the correct category.**

yoga | snooker | bowling | soccer | shopping | exercise | crossword puzzles | scuba diving | to the cinema | sit-ups | the violin | volunteer work | board games | beach volleyball | running

| BE | AE |
|---|---|
| cinema | movie theater |
| football | soccer |

| do | play | go |
|---|---|---|
| ..... | ..... | ..... |
| ..... | ..... | ..... |
| ..... | ..... | ..... |
| ..... | ..... | ..... |
| ..... | ..... | ..... |

**I** **Find out more about each other's hobbies and interests. Use the ideas below.**

Do you like/have/go/play …
Are you interested in/good at …
Have you seen/been/tried …
What's your favorite …
What do you think of …
Did you see/go … last night?
How do you feel about …

It's interesting/fun/entertaining …
I love/like/enjoy …
I don't like … very much.
I'm not really interested in …
To be honest, I don't know much about …
In my opinion …
It depends.

## 3 Showing visitors around

**A Complete the conversation with the phrases below. Then listen and check.** 41

have time to | was your flight | to freshen up | let's get going | show you around | nice to see you | used to be | can drive you | please call me | was wonderful

**Cole** Ms Rossi! It's ..... (1) again.

**Ms Rossi** Cole, ..... (2) Marina.

**Cole** How ..... (3), Marina?

I hope you didn't have any problems.

**Ms Rossi** It ..... (4). And you have got a nice airport.

**Cole** We do now. It ..... (5) very old, but they've redesigned everything.

**Ms Rossi** Will I ..... (6) go to my hotel before our meeting?

**Cole** I think so. I ..... (7) over quickly if you'd like.

**Ms Rossi** That would be nice of you. I'd like ..... (8) a bit.

**Cole** We've got about three hours. I could drive you over before I ..... (9).

**Ms Rossi** That's good. Then ..... (10).

**B Match the topics to the texts. Then listen and check.** 42

| | |
|---|---|
| ☐ 1. Employees | a. A major change occurred in the 1950s when we entered the office and corporate furnishing market. It was a new step for us, but we've been very successful. |
| ☐ 2. How the company started | b. Our biggest aim is to provide quality at a good price. Of course we do have expensive products also, but the quality is very high. |
| ☐ 3. Performance | c. Let me tell you a bit about the people who work here. We've got a staff of team players. Through training and mentoring, we have been successful in developing teams that work effectively together. |
| ☐ 4. Current products | d. We're proud of the quality of our products. If we're not sure it will be successful, we don't put it on the market. |
| ☐ 5. Goal | e. A major change in our production department has allowed us to now produce 24 hours a day. We introduced a new shift last year to increase production. |
| ☐ 6. Historical developments | f. Our company was founded in the 19th century by an Italian immigrant family. Originally, we produced home furnishings. |
| ☐ 7. Trends | g. I would have to say that the biggest trend we have noticed is that people want more for less. More quality, lower price. But we've been able to handle that. |
| ☐ 8. Production | h. We're one of the market leaders, and our market share has doubled within the last decade. |

**C What would you tell a visitor about your company? In groups, brainstorm ideas.**

**D Giving directions: listen and fill in the missing words.** 43

1. Go down Fifth Avenue for about ..... miles.
2. Turn left at the ..... at Walker Street.
3. Turn left again at the ..... traffic light.
4. On the ....., you'll see a tall office building.
5. Go past that building and take the .....
6. Go straight ahead and ..... the bridge.
7. Directly after the bridge, turn ..... onto Oak Street.
8. Turn ..... at the blue house on the corner and park the car anywhere you want on the street. Our office is ..... the library.

**E How do visitors get from the closest train station to your office? Write clear directions.**

turn left/right | walk up/down | cross the street | walk along | main road | corner | overpass | ...

**F Student A looks at the situations below and student B at the situations on page 104.**

**Student A**

**Situation 1**

A visitor has just arrived at your company. It is your job to show him/her around.

- Greet your partner and make small talk.
- Show your partner around the company. Concentrate particularly on your department.
- Respond to your partner's questions.

**Situation 2**

You have arranged to meet a colleague after work.

- Start the conversation. Find out what type of food your colleague likes and suggest a restaurant.
- Explain how to get there.

## 4 Eating out

**A Tell the group about your last business lunch. Who was there? Where did you go?**

**B Decide if the following is true (+), false or not mentioned (–) in the dialogue.** 44

- ☐ 1. Theresa is supposed to go out to dinner with Ms Rossi.
- ☐ 2. The guest should sit down first.
- ☐ 3. Theresa should take Ms Rossi to an Italian restaurant.
- ☐ 4. Ms Rossi likes drinking wine with her meals.
- ☐ 5. Theresa should not talk about business at all.
- ☐ 6. Theresa is not a good talker.
- ☐ 7. Ms Rossi enjoys discussing politics.
- ☐ 8. Martina thinks Theresa will do fine.

**C Discuss different eating habits around the world. Start with the questions below.**

When meeting foreign business partners, it is important to know different eating habits.

- Should you clean your plate when eating in China? What about the United States?
- In Saudi Arabia, should you eat with your left hand or with your right hand?
- A Japanese business partner comes to visit you. Do you take him to a steakhouse or a fish restaurant?
- If you go to an English pub with a business partner, do you pay for yourself at the end of the night?
- You have a lunch meeting with a French business partner. Do you order sandwiches or go out to a good restaurant?

**D Read the text. What else do you know about eating out in Britain or North America?**

Visitors to North America and the British Isles are sometimes surprised by the variety of food. One stereotype of Americans is that they only eat hamburgers and fast food. The British are stereotyped as bad cooks with bad cuisine. But due to large numbers of immigrants to Britain and North America, there is a wide range of restaurants and cuisines in these countries.

One of the most important things to remember when entering a restaurant in North America is to wait for a seat. Some restaurants have **self-seating**, but not all. There is usually a sign by the door telling the customer, "Please Wait To Be Seated." A **host** or **hostess** will greet you at the door and show you to a table. You'll be served at your table by a **waiter** or **waitress**, also called a **server**. Don't be surprised in the US if your server greets you with a friendly: "Hi, I'm Tammy. I'll be your waitress today."

**Tammy Wilcox, 21, serving lunch at Ernie's Café in Chicago.**

A typical meal begins with an **appetizer** or **starter**. This could be anything from soup to salad, wontons or calamari. The appetizer is followed by the **entrée**, also known as the **main course**. And if you still have room after the main meal, you can order **dessert**.

Don't be surprised if your waiter arrives with the **bill** or **check** before you ask for it, and don't forget to **leave a tip**. Waiters and waitresses get paid very little in the US, so tips are expected as part of their wage. Typically, we tip 15 to 20 % of the total bill. You can leave your tip on the table, hand it to your server or add it to your credit card; that is up to you.

**E Which is correct? Listen and tick the boxes.** ▶ 45

1. You cannot get the Surf and Turf with …

☐ steak. ☐ oysters. ☐ lobster. ☐ jumbo shrimp.

2. The Surf and Turf comes with …

☐ french fries. ☐ a tomato salad. ☐ a baked potato. ☐ mashed potatoes.

3. The Reuben sandwich does not include any …

☐ seafood. ☐ rye bread. ☐ meat. ☐ Swiss cheese.

4. The woman orders …

☐ a bottle of wine. ☐ a glass of wine. ☐ a bottle of water. ☐ some fruit juice.

# 12 Business Trips

What do you like or dislike about travelling?

## 1 Times and phone numbers

**A** Listen and complete. 46

5:30 a.m. | 7:45 a.m. | 8:15 a.m. | 10:20 a.m. | 3:50 p.m. | 5:30 p.m. | 6:20 p.m. | 7:45 p.m. | ~~9:45 p.m.~~

1. The man has a connecting flight at 9:45 p.m..
2. The taxi will be there at .....
3. The shuttle bus leaves at .....
4. The man will be in the office until about .....
5. The woman would like a wake-up call at .....
6. The flight is scheduled to arrive at .....
7. The woman usually gets to the office at .....
8. The flight leaves at .....
9. The scheduled arrival time is .....

**B** Do you wear a watch? Why or why not?

**C Complete the text with some of the words below.**

area code | dial | ~~digit~~ | toll-free | country code | pause | zero | double

### Telephone numbers

1. When giving a phone number, we usually say each ....*digit*.... individually. *484 – four eight four (not: four eighty-four).*
2. The number "0" is often pronounced as "oh". You can also say "....". *303 – three oh three.*
3. When we say a number, we usually .... after groups of three or four digits. *201 6958 – two oh one; six nine five eight.*
4. In British English, we use the word "...." if two digits are the same and "triple" if three digits are the same. *269 4255 – two six nine; four two double five.*
5. In the US and Canada, all phone numbers have seven digits, plus a three-digit .... *(305) 874 4163.*
6. .... numbers are free for the caller. In the UK, they are known as "freephone numbers" and often begin with 0800. In the US, they are called "800 numbers". 800 numbers usually begin with 1-800 or 1-888. Many businesses use these numbers. *For reservations call 1-800 994 1946.*

**D Listen and write down the phone numbers.** 47

1. .... 3. .... 5. ....
2. .... 4. .... 6. ....

## 2 Travel preparations

**A What do you have to do before going on a trip? You can use the ideas below.**

| | |
|---|---|
| book | prices |
| reserve | ticket |
| pack | money |
| compare | flight |
| confirm | travel insurance |
| find | hotel |
| exchange | bags |
| buy | weather forecast |
| make | dog sitter |
| check | reservations |
| … | … |

**B What are some things that you always take with you on a trip? Make a list.**

## C Match the sentences below to the situations.

| Situation A: booking a flight | Situation B: renting a car | Situation C: booking a hotel room |
|---|---|---|

[B] 1. What size would you like: full-size, mid-size or compact?
[ ] 2. Is breakfast included in the price?
[ ] 3. Would you like a window seat or an aisle seat?
[ ] 4. Wireless Internet access is available in the lobby.
[ ] 5. The price includes unlimited mileage and insurance.
[ ] 6. Do I have to change planes in Toronto?
[ ] 7. Breakfast is served between 6:30 and 10:30 a.m.
[ ] 8. Do you want to go economy, business or first class?
[ ] 9. You will need a valid driver's license and credit card.
[ ] 10. You can check in any time after 4:00 p.m.
[ ] 11. Will there be an additional driver?
[ ] 12. There are no seats available on the early morning flight.

**BE**
car hire
to hire a car
driving licence

**AE**
car rental
to rent a car
driver's license

## D In groups, come up with words and phrases for each category.

| Hotel features | Room features |
|---|---|
| reception | safe |
| lobby | air-conditioning |
| | |
| | |
| | |

| Hotel staff | Useful verbs |
|---|---|
| housekeeper | check in/out |
| valet | order room service |
| | |
| | |
| | |

## E Discuss the questions below.

- What do you like the most/least about staying in hotels?
- What is important to you when choosing a hotel (price, number of stars, online reviews, location, eco-friendliness, etc.)?
- Have you ever been dissatisfied with a hotel? What was the problem (noise, bad food or service, dirty rooms, unfriendly staff, etc.)?
- What's the best hotel you've ever stayed in? What did you like about it?

**F Listen and mark the sentences true or false.** 48

- ☐ 1. Rafael Herrera wants to book a hotel in the city center.
- ☐ 2. He will be travelling alone.
- ☐ 3. He's planning to stay from April 9 until April 14.
- ☐ 4. The hotel offers free Internet access in all rooms.
- ☐ 5. Breakfast is included in the cost of the room.
- ☐ 6. Hotel guests have to pay extra for parking.
- ☐ 7. The confirmation number is 9605-XXP-7.
- ☐ 8. Rafael Herrera's credit card expires next month.

**G Do you usually book your flights online or with a travel agent?**

**H Complete the definitions with the words below.**

overbooked | direct | domestic | departure | take off | nonstop | layover

1. A ..... flight flies to its final destination without stopping.
2. A ..... is a stop between flights where you change planes.
3. A flight is ..... when there are more passengers than seats.
4. The ..... time is the time when the plane is supposed to leave the gate.
5. A .....flight stops on the way, but you do not have to change planes.
6. A .....flight is a flight within the same country.
7. To ..... means that the plane leaves the ground and starts flying.

**I Listen and choose the correct option.** 49

1. Robert would like to book …

☐ an evening flight. ☐ a flight to New York. ☐ a round-trip ticket.

2. The Air Germany flight …

☐ is a nonstop flight. ☐ leaves at 10:15. ☐ arrives at 12:15.

3. Robert decides against the Danish Royal Airlines flight because …

☐ it flies into Newark. ☐ it leaves too early. ☐ it's not a direct flight.

4. The American Airwings flight …

☐ is completely booked up. ☐ arrives at Newark at 3:35. ☐ departs before noon.

5. In the end, Robert decides to book a flight …

☐ on Air North America. ☐ in business class. ☐ that leaves at 1:45.

**J Compare two airlines that you have travelled with. Which one was better? Why?**

## 3 Checking in and out of hotels

### A What questions do you think the people in the picture might be asking?

**Hotel guest**

1. What time is check-out?
2. .....
3. .....

**Front desk receptionist**

1. Do you have a reservation?
2. .....
3. .....

### B Listen and answer the questions. 50

1. How long will Adil Azizi be staying?
2. How would he like to pay?
3. What room is he in?
4. Adil wants to see a bit of the city. What is he interested in?
5. The receptionist has several ideas. Give one example.
6. Why does Adil ask about laundry service?

### C With a partner, write a dialogue similar to the one in "B".

### D Complete the text with the words below.

charged | let | taxi | invoice | check out | minibar | ordered | pleasant | trip | cover | room | checked in

| BE | AE |
|---|---|
| taxi | car/cab |

**Adil** Good morning. I'd like to ..... (1), please.

**Clerk** Of course. What ..... (2) were you in, sir?

**Adil** 634. Here's the key. By the way, I've spoken with my company, and they have agreed to ..... (3) the costs for the room. So, ..... (4) me give you the company credit card.

**Clerk** Thank you, sir. According to the system, you ..... (5) room service once. Will that also be ..... (6) to the company credit card?

**Adil** Oh no, I'd forgotten about that. I also had an orange juice and a bottle of water from the ..... (7). You can charge that to my personal credit card. Here it is.

**Clerk** I don't need your card, sir. I already have the information from when you ..... (8).

**Adil** Ah, that's right. Could you print out an ..... (9) for me?

**Clerk** Certainly. Here you are. I hope you had a ..... (10) stay with us.

**Adil** I did. Thank you.

**Clerk** Do you need a ..... (11) to the airport, sir?

**Adil** No, thanks. A colleague is picking me up.

**Clerk** Very well, sir. Have a safe ..... (12) home!

## 4 Cultural differences

**A Talk about your last trip. Here are some ideas to help you.**

| | |
|---|---|
| Where did you | go? |
| How long did you | stay? |
| Did you travel | on business or for pleasure? |
| What was | by plane/train/car? |
| Did you | the weather like? |
| What did you | experience any problems? |
| … | do and see? |
| | … |

**B What are some stereotypes people have about your country?**

.....

.....

.....

**C Do you think these stereotypes are true or not true?**

**D What comes to mind when you think about some other cultures? Brainstorm ideas.**

| 1. British | 2. Japanese | 3. French |
|---|---|---|
| afternoon tea | hard-working | |
| | | |
| | | |

| 4. American | 5. | 6. |
|---|---|---|
| | | |
| | | |
| | | |

**E In class, discuss the questions below.**

- What has surprised you when meeting people from other countries?
- What do you think is important when visiting another county?
- Do you think people should adapt to the culture of the country they are visiting?
- Which culture, besides your own, do you find interesting? Why?

**F Prepare a short presentation about your country following the guidelines below.**

- Consider some of these ideas or come up with ideas of your own: work ethic, food and drink, negotiating styles, clothing, personal space, punctuality, language, gift-giving etiquette.
- Include tips on what travelers can do to avoid problems or misunderstandings.

# 13 Trade Fairs

What is the purpose of trade fairs?

## 1 About trade fairs

**A** What are some of the biggest trade fairs in your country?

| Trade fair | City |
|---|---|
| ..... | ..... |
| ..... | ..... |

**B** Match the words and phrases to the definitions.

| | |
|---|---|
| [f] 1. someone who presents something at a trade fair | a. wholesale |
| [ ] 2. to finalize a business agreement | b. a booth |
| [ ] 3. to show or display your products | c. retail |
| [ ] 4. someone who is interested in buying your products | d. to close a deal |
| [ ] 5. to sell things in large quantities to other businesses | e. to exhibit |
| [ ] 6. to sell things in small quantities directly to the public | f. an exhibitor |
| [ ] 7. an area where exhibitors display their products | g. a potential customer |

**C What are other words for "trade fair"?**

- [ ] trade convention
- [ ] company show
- [ ] trade show
- [ ] expo
- [ ] fair trade

**D Read the text and answer the questions below.**

## Trade Fairs

Many trade fairs attract exhibitors and visitors from all over the world. Trade fairs provide companies with an excellent way of displaying products, contacting **potential customers**, **agents** and **distributors**, or just meeting each other and keeping up to date within their trade. Participating in trade fairs also lets us **get a feel for** a foreign market.

Trade fairs originated many centuries ago and are still held in cities where major **trade routes** crossed. In the old days, the goods usually traded were precious metals, such as silver and gold, as well as spices and fabrics.

Nowadays, there are trade fairs for practically every kind of product. In fact, because of the great variety of products, there are many specialized trade fairs that concentrate on narrow **product ranges** or one particular **business sector**.

Most trade fairs are basically industrial trade fairs. In other words, the **stands** or **booths** are occupied by manufacturing firms (the **exhibitors**) who are looking for orders from **wholesalers** and **retailers** and not the general public.

Many trade fairs are **annual events** held in the same location year after year. They usually take place in large **convention centers** specifically designed for this purpose.

1. According to the text, what is the purpose of trade fairs?
2. What does the expression "to get a feel for" mean?
3. What does the text say about the history of trade fairs?
4. Is your town or city located on a historic trade route?
5. What is the difference between wholesalers and retailers?

**E In class, talk about the questions below.**

- Do you sometimes go to trade fairs? If so, tell the class about your experience. If not, what would be an interesting trade fair for you to go to?
- Do you enjoy going to trade fairs? Why or why not?

## 2 Preparing for the trade fair

**A Which words can you use to say how often you do something? Tick the boxes.**

- [x] often
- [ ] occasionally
- [ ] unfortunately
- [ ] hardly ever
- [ ] extremely
- [ ] all the time
- [ ] frequently
- [ ] recently
- [ ] never
- [ ] already
- [ ] suddenly
- [ ] from time to time
- [ ] somehow
- [ ] rarely
- [ ] seldom
- [ ] now and then

**B Listen to the conversation and answer the questions.** 51

1. How often has the company had an exhibit at the Decoria Trade Fair before?

☐ never ☐ occasionally ☐ frequently

2. How often have they had delivery problems?

☐ hardly ever ☐ all the time ☐ occasionally

3. How often is Theresa right?

☐ always ☐ quite often ☐ hardly ever

4. How often has Wendy attended trade fairs?

☐ very seldom ☐ sometimes ☐ never

5. How often do they check out the competition at fairs?

☐ almost always ☐ rarely ☐ from time to time

**C In small groups, prepare for a trade fair following the guidelines below.**

Imagine you are going to represent your company at an upcoming trade fair. First, decide which trade fair you are going to. Do some Internet research and find a real trade fair scheduled to be held in your area. Then, work through the questions below. Some of them require you to do some more research. Mark the questions that you are unable to answer.

☐ What other companies will be there?
☐ Is it a trade fair for professionals or also for the general public?
☐ What will you exhibit?
☐ How much booth space will you book and where?
☐ Who should work at your booth: company employees or temporary staff?
☐ What are the fees (and associated costs) for exhibitors?
☐ How can you minimize costs? Think about special hotel rates, parking discounts, etc.
☐ What promotional material will you use (catalogues, flyers, freebies, etc.)?
☐ What are your goals for participation?

**D What are some do's and don'ts of trade show exhibiting? Make a list and discuss.**

*Example*: DO wear your name tag. DON'T let the booth get messy.

| | |
|---|---|
| prepare | badly about your competitors |
| let | for business cards |
| stand | professionally |
| dress | in your booth |
| ask | information about your company |
| talk | a professional-looking display |
| eat | your name tag |
| provide | promotional material |
| hand out | the booth get messy |
| wear | around chatting with your colleagues |
| … | … |

## 3 At the stand

### A What skills and characteristics should booth staff have?

.....

.....

.....

### B Listen and mark the sentences true or false. ▶ 52

- ☐ 1. Laura works for a large furniture store.
- ☐ 2. Laura is looking for companies who will buy her products.
- ☐ 3. Cole's company sells both wholesale and retail.
- ☐ 4. Cole's company can only send products by ship.
- ☐ 5. If Laura buys a lot from Cole, she will get a discount.
- ☐ 6. Cole's company has a representative in Italy.
- ☐ 7. Gianni told Laura about Cole's company.
- ☐ 8. Laura and Cole closed a deal during their conversation.

### C Listen again. Who says this: Laura or Cole? ▶ 52

| | Laura | Cole |
|---|---|---|
| 1. Excuse me, I would like some information about your company. | ☐ | ☐ |
| 2. We are a large chain of high-quality office and home furnishings. | ☐ | ☐ |
| 3. We are proud of our good reputation. | ☐ | ☐ |
| 4. We are mainly in the wholesale sector. | ☐ | ☐ |
| 5. Now we are located in different countries. | ☐ | ☐ |
| 6. Well, we do have different partners throughout the world. | ☐ | ☐ |

### D What can you say to describe your own company to a client? Write five sentences.

| | | |
|---|---|---|
| We<br>Our company<br>… | is/are<br>was/were<br>has/have<br>does/do<br>… | been in business since …<br>one of the largest …<br>founded in …<br>a store/a factory/an office in …<br>a lot of business in …<br>a wholesaler/a retailer/an IT company<br>a multinational company<br>… |

1. .....
2. .....
3. .....
4. .....
5. .....

## E Match the sentence halves to create conversation starters.

| | |
|---|---|
| [g] 1. Have you heard | a. a little about our company? |
| [ ] 2. Would you be interested | b. in seeing our new products? |
| [ ] 3. May I tell you | c. attended this trade fair? |
| [ ] 4. Are you familiar | d. one of our free samples? |
| [ ] 5. How many times have you | e. I help you? |
| [ ] 6. Have you received | f. with our new product range? |
| [ ] 7. How may | g. of us before? |

## F Which words or phrases do you hear? Listen and circle the correct option. ▶ 53

1. … we'll **enter** / **be entering** the office furniture market …
2. … our production **is being expanded** / **expanding** …
3. Goods **were being returned** / **returned** to us …
4. … we **were treated** / **were being treated** badly …
5. New staff **are being trained** / **will be training** …
6. … **isn't being produced** / **wasn't produced** any more …
7. This range is now **selling** / **being sold** …
8. … we'll **be enjoying** / **enjoy** even more success …

## G Write the phrases in the correct category.

we will be needing suppliers | production is being increased | our products are being redesigned | I will be moving to San Diego | we are being treated fairly | I will be attending the trade fair | the goods are being sold | we will be opening a new store

| Current activities | Future plans |
|---|---|
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |

## H Give examples of your company's current activities and future plans.

1. What is currently being done in your company?

.....

.....

2. What will your company be doing in the future?

.....

.....

## I Complete the dialogue with the phrases below.

it's very cozy | anything quite like it | not at all | like myself | thanks for stopping by | familiar with | range of | designed to please | I'm sure | thinking to myself | don't get me wrong

**Wendy** Good morning, sir. Are you ..... (1) our new product range?

**Tim** No, not yet. But I was just ..... (2) that you have some very unique office furniture. I've never seen ..... (3).

**Wendy** Yes, our design is a bit different. However, we also produce a more traditional ..... (4) furniture.

**Tim** Oh, ..... (5), I like the design. This chair over here is a real eye-catcher. Do you mind if I try it out myself?

**Wendy** No, ..... (6). Make yourself comfortable.

**Tim** Wow, ..... (7)! If I had a chair like this, I probably wouldn't get any work done.

**Wendy** You know, we spend a large part of our day sitting, so a chair needs to be comfortable. This one is ..... (8) the body as well as the eye.

**Tim** And it's probably great for people who have back problems, ..... (9). Here, let me give you my card. If you could send me some more information about your products, I'd greatly appreciate it.

**Wendy** I'd be glad to. Would you mind if I passed your name on to our Sales Department? ..... (10) they'd like to contact you themselves.

**Tim** Not at all. Thank you very much for your help.

**Wendy** You're very welcome. And ..... (11) our booth.

## J Student A looks at the situation below and student B at the situation on page 104.

**Student A**

You are representing your company at a trade fair. Someone you don't know visits your stand and is interested in your products/services. Use information relevant to your department or company.

- Start a conversation with your visitor.
- Give some information about your company.
- Answer your visitor's questions.
- Ask them about their company.
- Get your visitor's business card.

## K What is the best way to follow up on contacts after a trade fair?

# 14 Building Teams

How important is teamwork in your current position?

## 1 Team players and team leaders

**A** **In pairs, think of jobs that require a lot of teamwork. Make a list and compare.**

.....

.....

**B** **Match the phrases. Then discuss and add some ideas of your own.**

A good team player is someone who …

| | | |
|---|---|---|
| [g] 1. communicates | a. mistakes |
| [ ] 2. treats others | b. people in front of others |
| [ ] 3. does not criticize | c. badly about others |
| [ ] 4. admits | d. rumors |
| [ ] 5. has a positive | e. attitude |
| [ ] 6. is always | f. fairly and respectfully |
| [ ] 7. does not spread | g. clearly |
| [ ] 8. does not talk | h. reliable |

**BE**
rumour
criticise/criticize

**AE**
rumor
criticize

**C Which leadership qualities do the speakers mention? Tick the boxes.** 54

- ☐ flexibility
- ☐ confidence
- ☐ optimism
- ☐ sense of humor
- ☐ honesty
- ☐ charisma
- ☐ fairness
- ☐ commitment
- ☐ tolerance
- ☐ patience
- ☐ cooperation
- ☐ enthusiasm

**D Tell the group about someone you see as a leader. Consider the points below.**

Briefly describe who the person is and what he or she does. The person can be a politician, someone who works for your company, a well-known entrepreneur, etc.

.....

.....

Use the qualities listed in "C" to describe the person.

.....

.....

Describe any other leadership qualities that the person has.

.....

.....

**E In class, discuss the questions below.**

- How important is it to have a good leader on a team?
- What can happen if you don't have a good team leader?
- Where do you learn leadership skills?
- Do you think some people are natural leaders?
- Would you consider yourself a leader? Why or why not?
- Do you think there are differences between male and female leadership styles?

## 2 Finding the best people for the team

**A Listen to the dialogue. Which of the skills do Theresa, Cole and Wendy have?** 55

| | Theresa | Cole | Wendy |
|---|---|---|---|
| 1. organizational skills | | X | X |
| 2. writing skills | | | |
| 3. leadership skills | | | |
| 4. people skills | | | |
| 5. market knowledge | | | |
| 6. team experience | | | |
| 7. a positive attitude | | | |
| 8. communication skills | | | |

**B** **Who does Cole want on the team? Listen and write the names in the boxes.** 56

Lilith | Sandy | Theresa | Rodney | Steven | Jessica | Vanessa | Wendy | Mark | Charles | Hannah | Kyle

| On team | Not on team |
|---|---|
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |
| ..... | ..... |

**C** **Listen again and complete the phrases. Which words do the speakers use?** 56

on | busy | dedicated | experience | ~~addition~~ | who | reputation | enough | in | feeling | attitude | gossip

1. … would be a good *addition* ..... to the team.
2. I don't have a good ..... about …
3. He'd be great ..... the team.
4. … doesn't have ..... experience yet.
5. … is a ..... employee who we can trust.
6. … likes to ..... too much.
7. … too ..... with other projects.
8. I want him .....
9. … the type of person ..... works better alone.
10. … just doesn't have the right .....
11. … has a lot of ..... working in teams.
12. … has a good .....

**D** **You're looking for an addition to your team. What should the person be like?**

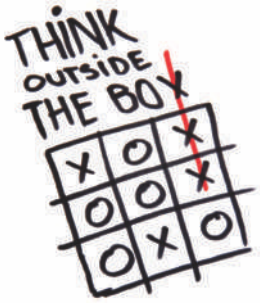
| | | |
|---|---|---|
| We need someone who<br>The person we're looking for<br>It's a job that<br>… | is<br>has<br>doesn't<br>should be<br>requires<br>… | highly motivated<br>well organized<br>a positive attitude towards work<br>good at …<br>interested in …<br>excellent … skills<br>gossip/spread rumors<br>experience in …<br>flexibility/creativity/etc.<br>a good communicator<br>… |

## E Match the definitions to the idioms.

| | |
|---|---|
| [c] 1. to get the ball rolling | a. to come up with ideas that are new and unusual |
| [ ] 2. to step on somebody's toes | b. to stay calm |
| [ ] 3. to think outside the box | c. to do more than people expect |
| [ ] 4. to keep a cool head | d. to prepare for work |
| [ ] 5. to roll up your sleeves | e. to start something (e.g. a new project) |
| [ ] 6. to go the extra mile | f. to say (or do) something that upsets someone |

## F Complete the sentences with idioms from "E". There may be more than one option.

1. Having worked for an advertising agency, he really knows how to .....
2. Stressful times come and go. When you are a team leader, you have to be able to .....
3. Having known her for many years, I have a good feeling about Zoe. She loves her work and is always willing to .....
4. This project should have started two months ago. We need to .....




## G Read Cole's email. Cross out the words and phrases that do not fit.

send

Subject: Re: Customer service team

Dear Colleagues,

I am **pleased** / **pleasing** (1) to welcome you all **by** / **to** (2) the team! **How** / **As** (3) you know, our project is very important for the future of our company. We've got busy times ahead of us, but I'm ready to **roll** / **pull** (4) up my sleeves and get to work. I hope you are as excited about this project **than** / **as** (5) I am. If we all **make** / **do** (6) our part and work together, we can create a unique customer service concept **that** / **who** (7) opens up new opportunities for success.

Please plan to **attend** / **attending** (8) a kick-off meeting on Tuesday, April 22, in the conference room **at** / **on** (9) the 3rd floor. The meeting begins at 10:00 a.m. and will **take** / **hold** (10) approximately two hours. Before you come, I would like you to think about a few points, **what** / **which** (11) should help us **get** / **make** (12) the ball rolling:

- Can you think of examples of **particularly** / **particular** (13) good customer service?
- **Which** / **How** (14) would you rate our current customer service?
- What can we do to show that we're willing to **go** / **roll** (15) the extra mile for our customers?

You don't need to write anything down. Just try to **think** / **come up** (16) with ideas that we can discuss during the meeting. Don't be afraid to think outside the **sleeves** / **box** (17)!

I really look forward to seeing you all on Tuesday. Please let me know if you have **some** / **any** (18) questions.

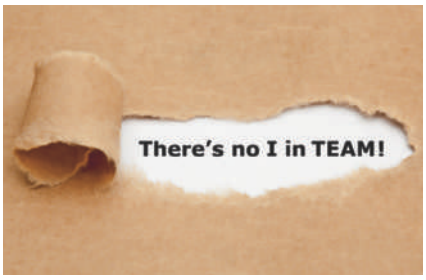
Best wishes,
Cole

## 3 Building team spirit

**A In class, talk about the questions below.**

- What does your company do to encourage teamwork?
- Have you ever participated in team-building activities? If so, tell the group about your experience.
- How do you feel about team-building events? Do you think they help improve teamwork, or are they a waste of time?

**B Discuss the quotes below. Do you agree or disagree?**




**C Read the texts. What do you think is the purpose of these team-building activities?**

get to know each other better | improve communication | build trust | increase motivation | resolve conflict | improve creativity | increase productivity

### Two Truths and a Lie

Each person in your group writes down two truths about themselves and one lie.

The first person reads their statements to the group. The other group members vote on which one is the lie. The players who guessed the lie correctly will get one point. The person who wrote the sentences will get two points for every person they fool.

The game continues in the same manner until all players have shared their statements.

*Example:*

*I have a black belt in karate.*

*I'm allergic to chocolate.*

*I love singing karaoke.*

### Minefield

This game can be played indoors or outdoors. Use chairs, books, boxes or other objects to set up the "minefield". Participants work in pairs. One partner is blindfolded and not allowed to talk. The other person can see and talk, but is not allowed to enter the minefield or touch their partner. The goal is for the blindfolded person to get from one side of the field to the other without touching the "mines", by listening to the verbal instructions of their "guide".

After you have finished, answer the following questions:

- On a scale from one to five, how much did you trust your partner at the beginning?
- How much did you trust your partner at the end?
- How did you feel about being guided by another person?
- What did your partner do to help you feel safe?
- What communication strategies did you use? Which ones worked best?

**D** **Try out one of the team-building activities described in "C".**

**E** **Plan a team-building day for your department. Use the photos for inspiration.**

Location: .....

Purpose: .....

Activities: .....

.....

**F** **Present your ideas to the class and compare. Which ideas would work best? Why?**

**G** **Write an email inviting your colleagues to the team-building day.**

- Say where and when the event will take place.
- Briefly outline what you have planned for the day.
- Say something to get people excited about the event.

.....

.....

.....

.....

.....

.....

.....

# 15 Working Flexibly

What changes have been made in the working world during the past few years?

## 1 Balancing work and life

**A** **What have you got to do in your daily life? Tick the boxes and add to the list.**

- ☐ take care of the family pet
- ☐ pick up the kids from school
- ☐ look after aging parents
- ☐ repair things around the house
- ☐ .....
- ☐ .....
- ☐ .....
- ☐ commute to and from work
- ☐ keep the garden tidy
- ☐ keep the car in good condition
- ☐ go grocery shopping
- ☐ .....
- ☐ .....
- ☐ .....

**B** **In groups, talk about the tasks listed in "A".**

- Which tasks are the most time-consuming?
- Which tasks do you find particularly stressful or annoying?

**C** **Do you have a good work-life balance? If so, how do you achieve it?**

**D** **Read the statements below. Do you agree or disagree? Give reasons.**

| | |
|---|---|
| It's more difficult for women to achieve a healthy work-life balance. | It's not possible to be highly successful at work and care properly for a family at the same time. |

**E** **What can companies do to help their employees have a good work-life balance?**

.....

.....

.....

## 2 Teleworking

**A** **Read the text. Can you think of additional advantages of teleworking?**

### *Teleworking*

One of the biggest changes in the workplace we have seen in the past few years is teleworking. Teleworkers work at home, but are connected to their company's network. If workers get equipped properly, there are very few office-based jobs which can't be done from home. Teleworking provides a number of **advantages** for both employers and employees:

**Reduced costs:** When some of the employees work from home, less office space is needed. Companies also save on office supplies, furniture, heating, air-conditioning and electricity.

**Higher productivity:** Teleworkers tend to be more productive because there are fewer interruptions from co-workers and supervisors. Studies have shown that people working from home often accomplish 30 % more in the same amount of time.

**Happier employees:** A flexible approach to working hours often leads to greater job satisfaction. Teleworkers can schedule their work time around the other demands in their personal lives. Also, they don't have to drive back and forth to work every day. This reduces stress and frees up extra time that they can spend doing things they enjoy.

**More eco-friendly:** Teleworking can help reduce traffic jams, air pollution and fuel consumption.

**BE**
teleworking
teleworker

**AE**
telecommuting
telecommuter

**B** **Now think about the disadvantages of teleworking. Make a list and compare.**

.....

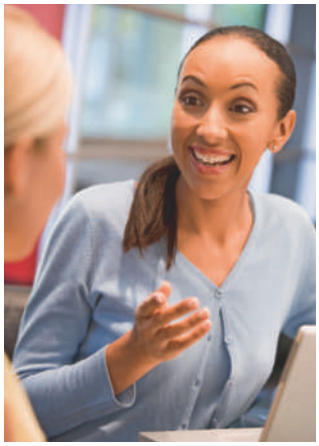
.....

.....

.....

.....

**C Listen to the conversation and mark the sentences true or false.** 57



- ☐ 1. Martina supports telecommuting.
- ☐ 2. The company wants to try it first to see if it works.
- ☐ 3. The staff will get equipment set up in their homes.
- ☐ 4. Working times will be fixed to a strict schedule.
- ☐ 5. Martina thinks that staff will have more time for personal things.
- ☐ 6. There will be some basic rules to follow.
- ☐ 7. The project will begin next week.
- ☐ 8. Ray will explain the technical side to the staff.

**D Listen again. Which advantages of telecommuting do the speakers mention?** 57

**E In groups, make a plan for implementing a telework program in your company.**

| | |
|---|---|
| 1. Tasks/jobs that are suitable for telework (e.g. financial analysis, data entry, preparing budgets, design work) | .....<br>.....<br>.....<br>..... |
| 2. Equipment/technology needed to set up the home offices | .....<br>.....<br>.....<br>..... |
| 3. Qualities teleworkers should have (e.g. self-motivated, able to work independently) | .....<br>.....<br>.....<br>..... |
| 4. Rules and expectations (e.g. work schedule, availability during business hours, communication with supervisors) | .....<br>.....<br>.....<br>..... |

**F Present your ideas to the class and compare.**

**G If your company offered you the opportunity to work from home, would you do it?**

## 3 Advice and obligation

**A** **Which of these safety items do the speakers mention? Tick the boxes.** 58

### Home office safety checklist

- ◯ 1. Check your smoke detectors on a regular basis.
- ◯ 2. Make sure you have access to a fire extinguisher.
- ◯ 3. Keep emergency contact numbers near your phone.
- ◯ 4. Keep liquids away from the equipment.
- ◯ 5. Keep cables out of the way to minimize the danger of tripping over them.
- ◯ 6. Turn off electrical equipment during thunderstorms.
- ◯ 7. Report accidents to your supervisor.

**B** **What is the difference between the three sentences below?**

- You've got to make money.
- You should place your desk next to a window.
- You could put a couch in your office.

| BE | AE |
|---|---|
| You've got to … | You have to … |
| | You've got to … |

**C** **Your colleague is planning to set up a home office. What would you tell him or her?**

| | | |
|---|---|---|
| | | safety a priority in your home office. |
| | make | company equipment properly. |
| You've got to … | use | some plants to freshen the air. |
| You have to … | add | enough electrical outlets. |
| You should … | install | adequate lighting. |
| You could … | buy | a good office chair that supports your back. |
| | keep | enough storage space. |
| | have | your office separate from your living space. |
| | choose | a nice color scheme for your office. |
| | | your office clean and avoid clutter. |

**D** **What changes would you make to your office? Brainstorm ideas and compare.**

.....

.....

.....

.....

.....

.....

.....

**E** **Discuss the questions below.**

Would the changes you want to make require a budget? If so, could you or your company realistically make those changes?

## 4 Budgets

**A** **Do you manage budgets in your current position? Tell the group about your experience.**

**B** **Write the words next to the definitions.**

expenditure | asset | ~~debt~~ | loan | bankrupt | fixed costs | to allocate | profit | interest | balance sheet

1. the amount of money that you owe ...debt...
2. the money that a bank charges for lending you money .....
3. the money you borrow from a bank .....
4. the amount of money that is spent on something .....
5. money that is made in a business after all the expenses are paid .....
6. not able to pay what you owe .....
7. costs that do not change .....
8. set money aside for a specific purpose; to designate .....
9. something of value (e.g. property) that is owned by a company .....
10. a document showing the balance of income and expenditure .....

**C** **Match the phrases to form sentences.**

| | |
|---|---|
| [f] 1. We pay eight percent | a. ten million dollars in assets. |
| [ ] 2. Our travel | b. bankrupt two years ago. |
| [ ] 3. They took out | c. money to product development. |
| [ ] 4. The business has | d. some assets to reduce its debt. |
| [ ] 5. The company sold | e. fairly easy to calculate. |
| [ ] 6. Our company didn't make | f. interest on the loan. |
| [ ] 7. We decided to allocate more | g. expenditures were too high. |
| [ ] 8. Fixed costs are | h. a loan to buy the factory in India. |
| [ ] 9. The company went | i. any profit in the first two years. |

**D** **How will the budget change? Listen and complete the table.** ▶ 59

Purchasing | ~~Human Resources~~ | Sales | Marketing | Legal | IT | Research and Development | Production | Accounting

| Increase | Decrease | No change |
|---|---|---|
| ..... | Human Resources | ..... |
| ..... | ..... | ..... |
| ..... | ..... | ..... |
| ..... | ..... | ..... |

**E Read the extracts from a budget meeting. Which phrase matches what is said?**

| | | |
|---|---|---|
| less money for research | same amount for equipment | more money for advertising |
| same amount for training | ~~need to invest in the future~~ | less money for training |
| invest profit for company | more money for equipment | invest profit for employees |
| more money for research | less money for advertising | |

1. If we allot less money for marketing, we could invest the difference in the future. You never know what could happen. *need to invest in the future*
2. Our expenditures in advertising are currently much under what was written in the budget. I believe we were still successful in this area and should allocate about 10 % less money in this area. .....
3. We need to save money in the area of personnel. We've gone over budget on such things as training and seminars. We need to allocate less money here and implement a better controlling system. .....
4. Our budget for new equipment is good this year and I think we'll need about the same amount of money next year to ensure we're always up to date. .....
5. I think we need to spend a bit more on research. Our budget this year is very low and without any research, we can't develop further. .....
6. There is no money in the budget this year for anything extra, such as a year-end bonus to the staff. We made a profit this year and I really think we should designate some of this money to next year's budget. .....

**F What has been done at Tanaka Trading to reduce costs? Make sentences.**

*Example:* Teleworking has been introduced.

| | |
|---|---|
| 1. teleworking | introduced |
| 2. less money on administration | spent |
| 3. 40 employees | fired |
| 4. expenditure on advertising | minimized |
| 5. less money to IT | allocated |
| 6. lower interest rates | negotiated |
| 7. spending on language training | reduced |
| 8. less money in production | invested |
| 9. certain business processes | outsourced |

**G What could be done in your company to reduce costs? Brainstorm ideas.**

.....

.....

# 16 Managing Change

What do you know about the history of your company?

## 1 Making decisions

**A** **Match the definitions on the right to the expressions on the left.**

| | | |
|---|---|---|
| [d] | 1. to make up your mind | a. an alternative plan you can use if the original plan fails |
| [ ] | 2. to change your mind | b. intuition; a feeling that you can't explain, but know is correct |
| [ ] | 3. to sleep on it | c. to have doubts about a decision you have made |
| [ ] | 4. plan B, back-up plan | d. to make a decision |
| [ ] | 5. to have second thoughts | e. to change a decision you have made |
| [ ] | 6. gut feeling | f. to wait before making a decision |
| [ ] | 7. on the fence | g. when you can't decide between two options |

**B** **What type of decision maker are you? Discuss with a partner.**

- Do you usually stick to your decisions or do you tend to change your mind?
- Do you think it's important to always have a plan B?
- Do you make decisions quickly or do you prefer to sleep on things?
- Do you listen to your gut feeling when making decisions?
- Have you ever had second thoughts about a decision you have made?

**C** **In pairs, come up with examples of life-changing decisions. Compare in class.**

*Examples:* changing jobs, moving to another city or country

**D** **Tell the group about a life-changing decision you have made. Take notes first.**

- What was the situation? Who was involved?
- Which decision-making strategies did you use (if any)?
- How has your decision changed your life?
- If you were in the same situation today, would you make the same decision again? Why or why not?

**E** **How should good business decisions be made? Discuss.**

## 2 Making changes

**A** **Listen and mark the sentences true or false.** 60

- ☐ 1. Hannah is transferring to the Sales Department.
- ☐ 2. Furnishcorp made some important changes around 1950.
- ☐ 3. The company decided to specialize and produce for one sector only.
- ☐ 4. In the 1960s, the company started producing traditional furniture.
- ☐ 5. The new product range was successful for only about a year.
- ☐ 6. The company decided to go back to producing their original products.
- ☐ 7. Theresa thinks the company didn't learn from its mistakes.

**BE**
specialise

**AE**
specialize

**B** **Is change always good? Read the text and discuss.**

# CHANGE

Companies have new challenges and must make changes to keep up with the market. But change isn't easy. For example, take the **merger** of two companies. In some cases, there may be too many employees, or even two employees for the same job. When this happens, some people might be fired or offered a job at a different company, while others have to learn a new job at the same company.

When times are tough, we often ask ourselves: **"What would have happened if we had done this or that?"** But it doesn't help to look at our past and worry about what we could have or should have done. Companies are restructured all the time, and change is perfectly normal and natural.

Just think about the workplace ten years ago and compare it with today. New technology has completely changed the way we communicate. What would work be like today if we hadn't learned to use electronic media? Of course, change is difficult and uncomfortable, but very often it's for the best. As George Bernard Shaw said: "Progress is impossible without change, and those who cannot change their minds, cannot change anything."

**C What changes has your company made recently? Tick the boxes and add to the list.**

- ☐ set up new branch offices
- ☐ sold off a division to another company
- ☐ launched a new product range
- ☐ looked for new business partners
- ☐ .....
- ☐ .....
- ☐ merged with another company
- ☐ invested in new technology
- ☐ entered new markets
- ☐ .....
- ☐ .....
- ☐ .....

**D Discuss the changes in class. Here are some questions to get you started.**

- Why were the changes made?
- What other options did the company have?
- How do you feel about the changes? Were they good or bad?
- How have the changes affected your current position?
- …

**E What are some of the most radical changes other companies have made?**

.....

.....

.....

.....

.....

**BE**
get – got – got
shareholder

**AE**
get – got – gotten
shareholder/
stockholder

**F What would have happened if the companies hadn't made those changes?**

**G Listen and decide which option best completes the statement.** ▶ 61

1. If the company hadn't made the changes, it
   - ☐ would have been more successful.
   - ☐ probably wouldn't have survived.
2. If they had fired people, they
   - ☐ would have created a bad atmosphere.
   - ☐ would have gotten into legal trouble.
3. If they hadn't invested in stocks and funds, they
   - ☐ would have earned a lot of working capital.
   - ☐ wouldn't have earned a lot of working capital.
4. If they hadn't put money into R & D, sales
   - ☐ would have increased.
   - ☐ wouldn't have increased.

## 3 Criticism

**A** **Listen to twelve short texts. Match the adjectives to what the speaker says.** 62

- ☐ substandard
- ☐ unproductive
- ☐ faulty
- ☐ incompetent
- ☐ unreliable
- ☐ unskilled
- ☐ unsuccessful
- ☐ insufficient
- ☐ defective
- ☐ ineffective
- ☐ incorrect
- ☐ inaccurate

**B** **Which of the adjectives can be used to describe people, things or both? Discuss.**

people: .....

things: .....

both: .....

**C** **Listen again. In which cases does the speaker mention a positive change?** 62

| | change | no change |
|---|---|---|
| Text 1 | X | |
| Text 2 | | |
| Text 3 | | |
| Text 4 | | |
| Text 5 | | |
| Text 6 | | |

| | change | no change |
|---|---|---|
| Text 7 | | |
| Text 8 | | |
| Text 9 | | |
| Text 10 | | |
| Text 11 | | |
| Text 12 | | |

**D** **What should have (or could have) been done better? Match the sentences.**

- ☐ 1. The meeting was unproductive.
- ☐ 2. A lot of unskilled people used to work here.
- ☐ 3. Some of the numbers were incorrect.
- ☐ 4. The equipment was defective.
- ☐ 5. I didn't understand their decision.
- ☐ 6. The company had financial problems.

a. They shouldn't have been hired.
b. They should have explained it to me.
c. They could have sold some of their assets.
d. It could have been organized better.
e. It should have been replaced a long time ago.
f. They should have been checked more carefully.

**E** **In groups, make a list of things that went wrong in your department in the past.**

.....

.....

**F** **Discuss what should have (or could have) been done better.**

**G Listen to five statements. Which of the sentences below means the same?** 63

statement 1 → sentence ...d.....

statement 2 → sentence .....

statement 3 → sentence .....

statement 4 → sentence .....

statement 5 → sentence .....

a. If only I'd done more research!

b. If only she'd kept her promise!

c. If we'd only done what they said!

d. If only I'd listened to them!

e. If only we hadn't bought this equipment!

## 4 Company reports

**A Read the letter and the statements below. Choose the correct option.**

FURNISHCORP

Dear Shareholders,

In many ways, last year brought big changes for Furnishcorp. We made fundamental changes to our business units, increased our financial strength, and developed our ability to grow steadily.

Our financial performance rose, and we took steps in the marketplace to build competitive advantages, deepen customer relationships, and broaden our range of products and services. All this offers superior value to our customers.

Overall, we adapted well to a changing business environment. Nevertheless, we started this year with the same goal that we had last year, and we expect more uncertainty in the economy and the financial markets and with consumer confidence.

I am very optimistic about our future for many reasons, including the strength and flexibility of our business units, the growth opportunities we have, and the talent and direction of our organization. I believe these elements will enable us to win in the marketplace and to deliver strong, long-term value to our shareholders.

Sincerely,

*Michael Hartshorn*

CEO

| | true | false | not in the text |
|---|---|---|---|
| 1. Furnishcorp made minor changes to its business units. | ☐ | ☐ | ☐ |
| 2. The company improved its financial situation. | ☐ | ☐ | ☐ |
| 3. They acquired a record number of customers. | ☐ | ☐ | ☐ |
| 4. They will have the same goals next year. | ☐ | ☐ | ☐ |
| 5. The market is stable at the moment. | ☐ | ☐ | ☐ |
| 6. The CEO thinks that the company will grow. | ☐ | ☐ | ☐ |

**B Complete the text with the section headings below.**

Company achievements | Financial highlights | People | ~~Company profile~~ | Operations | Financial data | Chairperson's message

## Annual Reports

Every year medium-sized to large companies and corporations listed on the stock market in most English-speaking countries present their annual reports. These are comprehensive reports on the company, its financial situation and operations during the previous year. Annual reports can take different forms, but almost all of them include the following sections:

1. Company profile
   The company introduces itself. Readers learn about the company's history, its changes over the years and its goals for the future.

2. .....
   In this section a short overview of sales, expenses, income, profit, assets and expenditures is given.

3. .....
   The Chairperson of the Board is the leader of a company. In this section he or she writes a letter to the shareholders about the company's success over the past year and its goals for the future. The shareholders are important to a company because they are actually the owners and like to know what is being done with their money.

4. .....
   More detail can be given here about any successes a company had in the last year.

5. .....
   As with achievements, this section is reserved for the different departments of a company. It usually describes not only what they do, but also what successes and changes they have had.

6. .....
   A company is only as good as the people who work for it. In this section, the number of employees as well as statistics about their work can be presented.

7. .....
   This is for some people the most important section of an annual report. As in the financial highlights section, information about the company and its money is provided. However, here there is more detail about profit, loss, investments and expenditures.

**C In class, discuss the questions below.**

- What types of reports do people write in your company or department?
- Are they prepared on a regular basis, e.g. weekly, monthly, quarterly or annually?
- Are they formal or informal?
- What is their purpose?
- How do you feel about writing reports?

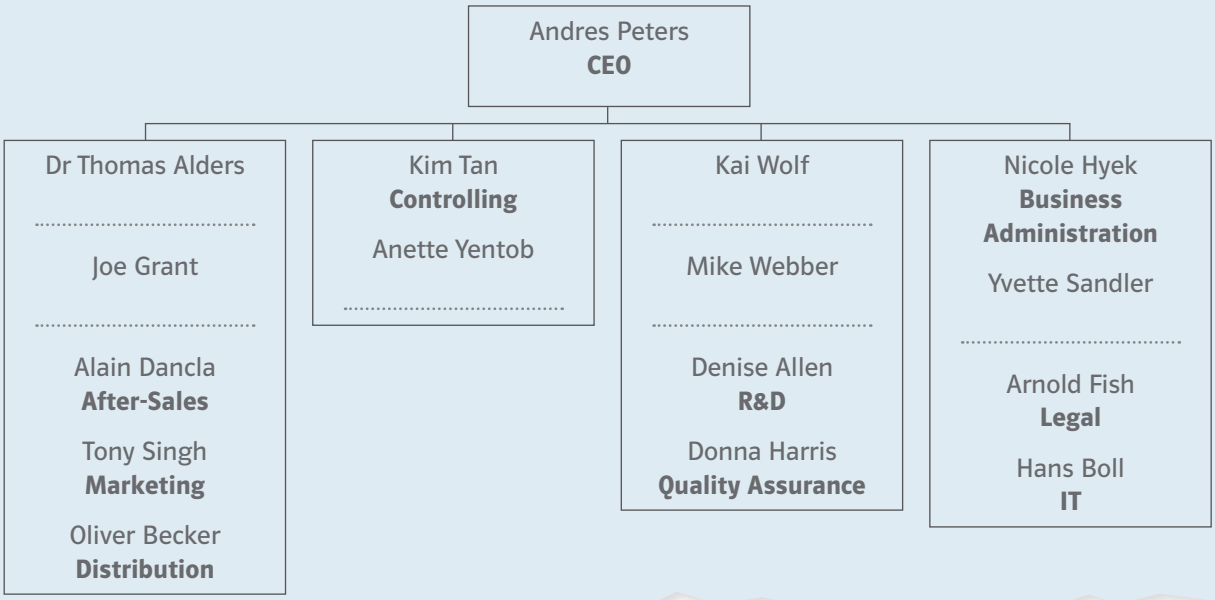
# Info Gap Activities

## Unit 1

page 10

**3B** **Work in pairs to exchange information and complete your organigram.**

The incomplete organigram below shows the management structure of a large steel company. Ask your partner questions in order to fill in the missing information. Then, answer your partner's questions. Student B uses the information on this page.




## Unit 7

page 43

**1F** **What would you say in the following situations?**

**Student A**
A customer gives you her email address, but you don't understand the last part. Ask her to repeat it.

**Student B**
You sent an offer to your partners last week. Inquire whether it has arrived.

**Student A**
Your business partner asks if she can use your phone. Answer appropriately.

**Student B**
A visitor arrives at your company and looks a little lost. Offer assistance.

**Student A**
You have come to the company to see Mr Usher. Ask for his office.

**Student B**
It is very cold in the conference room. You would like to close the window.

## Unit 7

page 47

**4G Negotiate! Student B uses the information below, and student A looks at page 47.**

**Student B**

**Situation 1**
Your employees have achieved the targets you agreed on together. You want to offer a reward but have to think about your budget. Think about the following possibilities: a promotion, more responsibility, training opportunities, etc.

**Situation 2**
You want to buy a used car. You have found one which suits your needs, but it costs more than you want to spend. Try to get the seller to lower the price.

**Situation 3**
You want to sell some office chairs. You can only offer a 3 % discount on the chairs the customer wants. You can offer a larger discount if the customer orders more products. Also, tell the customer about another model, which is currently on special offer.

**Situation 4**
You are interested in a specific product or service. Try to make a purchase. Consider the following: discounts, means of payment, delivery, guarantee … Try to find the cheapest solution.

## Unit 8

page 53

**4C Student B looks at the situations below and student A at the situations on page 53.**

**Student B**

**Situation 1**

Your company sells cookies. Your partner wants to order 100 boxes. Talk politely to him or her and negotiate when necessary.

- All kinds of cookies are in stock.
- Delivery: within two days
- Minimum prices: € 2.25 for plain cookies, € 2.45 for chocolate chip cookies and € 2.35 for a mixture.
- Payment: by invoice only

**Situation 2**

You want to buy promotional gifts for your customers. You decide to order travel mugs with your company's logo on them.

- Say what color travel mugs should be delivered: red, blue or both?
- Say by when the travel mugs must be delivered. Negotiate delivery times when necessary.
- Negotiate a discount.
- Ask how you should pay: by invoice, by check or by bank transfer?
- Place an order.

## Unit 11

page 70

**3F** **Student B looks at the situations below and student A at the situations on page 70.**

**Student B**

**Situation 1**

You arrive at a new client's company. Your business partner will show you around.

- Greet your partner and make small talk.
- Show interest in the company and ask questions.
- Say something about yourself and talk about your company.

**Situation 2**

You have arranged to meet a colleague after work, who recommends a local restaurant.

- Respond to your partner's questions/ suggestions.
- You don't know how to get to the restaurant. Ask for the way.

## Unit 13

page 83

**3J** **Student B looks at the situation below and student A at the situation on page 83.**

**Student B**

You are a corporate customer at a trade fair. You visit a stand to collect information so you can report back to your colleagues.

- Introduce yourself.
- Find out about the exhibitor's products/services.
- Answer the exhibitor's questions.
- Tell the exhibitor about your company's future plans.
- End the conversation politely.

# Transcripts

## Unit 1

1

**Martina:** I'm Martina Thorogood. My job is to find the right person for the job.

**Chad:** My name is Chad Braxton. It's my job to check that the company receives its money and to credit this money to the correct department.

**Theresa:** I'm Theresa Erich. My department finds customers and sells our products to them.

**Hannah:** I'm Hanna Clare. My department buys everything our company needs, from computers and desks to training modules and office supplies.

**Stan:** My name is Stan Moslowski. My department makes the products that our company sells.

**Wendy:** My name is Wendy Goldberg. My department develops new products and techniques.

**Cole:** I'm Cole Touhey and it's my job to promote and advertise my company's products.

**Paige:** I'm Paige Harrison. My department writes contracts and represents the company.

**Ray:** My name is Ray Hander. My department is responsible for the network, computers, new software and the intranet.

2

1. We make the products for the company.
2. We try to get customers to buy our products.
3. We do surveys and make advertising for the company.
4. We handle billing and other money matters.
5. We buy things the company needs.
6. We interview people and organize training.

3

Hi. I hope you had a good visit to the Human Resources Department. Martina is really nice, isn't she? Well, now I'd like to show you around the Sales Department. We think it is a very important department. Without sales, there is no money for the company. Now, over here you'll see our telephone sales staff. They speak with customers and give them information about our products. They also take orders when customers call. Some of the staff are doing a training course at the moment. And back here you can see a lot of empty desks. These are for the external sales staff. They visit customers, make presentations and, of course, sell our products. And they need to sell because they work on commission. The more they sell, the more money they get. The external sales staff also gets ideas from our customers about possible new products. I myself am not a saleswoman. I am an assistant to the head of the department. But I am only working here for two more months. I work for a temping agency and this is my current job. But I really enjoy it. It's my job to organise meetings for the boss. I am responsible for arranging his schedule.

4

**Martina:** So Ray, Paige and Wendy, thanks for taking some time out for us. Could you please let us know a bit about your jobs?

**Ray:** Sure, Martina. I began here about two years ago. The IT Department is a pretty busy place. I actually studied philosophy, but I learned a lot about computers, so I took extra courses to become a network administrator. We all know how important computers are for the workplace today, and when you have problems, we're the ones to call. I am responsible for the network. That means, it is my job to make sure everyone can work. I have to connect workstations, hook up new computers and register new users.

**Martina:** And Paige, would you tell us about the Legal Department?

**Paige:** No problem. Well, as you can probably guess, I studied corporate law. My main job is to write contracts between our company and the companies we work with. I have meetings with our customers, negotiate contracts and when that is finished, I write the final version of the contracts. It's a lot of work, but I love it.

**Martina:** Thanks, Paige. Now, Wendy, could you tell us about R & D?

**Wendy:** Sure. R & D – that's Research and Development – is the department which tries to make new products for the company. I studied chemistry and started to work here six years ago. I now work in a laboratory which researches new ways to make our products better. I run tests on the materials and look for ways to make them stronger and more efficient.

5

**Martina:** I'm Martina Thorogood. My job is to find the right person for the job.
**Chad:** My name is Chad Braxton. It's my job to check that the company receives its money and to credit this money to the correct department.
**Theresa:** I'm Theresa Erich. My department finds customers and sells our products to them.
**Hannah:** I'm Hanna Clare. My department buys everything our company needs, from computers and desks to training modules and office supplies.
**Stan:** My name is Stan Moslowski. My department makes the products that our company sells.
**Wendy:** My name is Wendy Goldberg. My department develops new products and techniques.
**Cole:** I'm Cole Touhey and it's my job to promote and advertise my company's products.
**Paige:** I'm Paige Harrison. My department writes contracts and represents the company.
**Ray:** My name is Ray Hander. My department is responsible for the network, computers, new software and the intranet.

6

**Martina:** I'm Martina Thorogood. My job is to find the right person for the job. I usually start work around 8:00 a.m. and finish in the evening sometime after 6:00 p.m. I work the whole day.
**Ray:** My name is Ray Hander. My department is responsible for the network, computers, new software and the intranet. I usually start work around 8:00 a.m., but I only stay until 1:00 p.m. I take care of my children in the afternoon while my wife works.
**Cole:** I'm Cole Touhey. It is my job to promote and advertise the company's products. I also work for other companies and try to help them with their advertising.
**Theresa:** I'm Theresa Erich. My department finds customers and sells our products to them. I'm not actually employed at this company, but am working here for the next three months while one of the employees is away.

## Unit 2

7

**Suzanne:** Good morning, Jones & Partner.
**Madge:** Hello, this is Madge Simms. May I please speak to Mr Bob Collins?
**Suzanne:** Hold the line please. I'll put you through.
**Suzanne:** I'm sorry. Bob's not in at the moment. Can he return your call?
**Madge:** Sure. Please tell him Madge Simms from Biloxi Chemical called.
**Suzanne:** Has he got your number?
**Madge:** Yes, he's got it.
**Suzanne:** Fine. I'll pass on your message.
**Madge:** Thank you.
**Suzanne:** You're welcome. Bye.

8

### Dialogue 1

**Mary:** Harrison Fencing, good morning.
**Antonio:** Good morning, my name is Antonio García. I'd like to speak to Sarah Wilson, please.
**Mary:** Sorry, who would you like to speak to, please?
**Antonio:** Sarah Wilson.
**Mary:** I'm sorry, sir. There's no one here by that name.
**Antonio:** Really? I dialed 25 66 646.
**Mary:** Sorry, sir, our number is 25 66 466.
**Antonio:** Oops, thank you. Goodbye.
**Mary:** That's quite all right, sir. Goodbye.

### Dialogue 2

**Spencer:** Spencer Williams speaking.
**Alan:** Hi Spence. It's Alan Connor here.
**Spencer:** Hi Alan. Can I help you with something?
**Alan:** Pardon the interruption, Spence, but I need Mary Kratz's telephone number and I can't find it anywhere.
**Spencer:** No problem. It's 26 44 22.
**Alan:** Thanks, Spence.
**Spencer:** Oh, don't mention it.

### Dialogue 3

**Carol:** Hello?
**Ted:** Hi Carol, this is Ted Norris. Is Ken around anywhere?
**Carol:** Hi Ted. Sorry, Ken isn't in the office today. He's somewhere on the road to a customer.
**Ted:** Have you got his mobile phone number?
**Carol:** Hold on a minute. It's, um, 609 259 9350.
**Ted:** Thanks, Carol. Goodbye.
**Carol:** Bye Ted.

### Dialogue 4

**Bob:** You've reached 69 88 45, Bob Michaels speaking. I'm sorry but I cannot take your call at the moment. Please leave a message and I'll get back to you as quickly as possible.
**Cecile:** Hi Bob, this is Cecile Bernard from Personnel Services Ltd. Please call me back on 22 44 99 as quickly as possible. I need more information from you on your order. Thanks.

### Dialogue 5

**Portia:** Cut and Go Hairstyling, this is Portia speaking.
**Betsy:** I'd like to make an appointment for a haircut.
**Portia:** I've got an opening this afternoon at 5. How's that for you?
**Betsy:** Pardon me, did you say 4 or 5?
**Portia:** 5.
**Betsy:** Oh, that won't work. Have you got something open tomorrow around 12?
**Portia:** Let me see, yes, I could squeeze you in at 12:15. Is that okay with you?
**Betsy:** That sounds wonderful. Thank you very much. Goodbye.
**Portia:** You're welcome. Goodbye.

### Dialogue 6

**Ben:** Ben Bigley, good morning.
**Dipika:** Hi Ben. It's Dipika here. I'm on my way to our meeting but I can't find your new offices. Could you help me out, please?
**Ben:** Sure, Dipika. Where are you now?
**Dipika:** I'm near a restaurant called Hot-n-Spicy on the corner of Main and Elm.
**Ben:** Okay. Can you see a big white building somewhere up on the right?
**Dipika:** No, but I can see one in my mirror somewhere to the left.
**Ben:** Okay, then just turn around, follow the street past that building and take the first left after it.
**Dipika:** Can I park somewhere after that?
**Ben:** Yeah, our car park is right there on the left. Park anywhere that's free.
**Dipika:** Thanks, Ben! See you in a few minutes.
**Ben:** Don't mention it. Bye!

▶ 9

**Tammy:** Morrison Leather, this is Tammy speaking. How can I help you?
**Hiroko:** Hi. My name is Hiroko Nakamura. I'd like to speak to someone about an invoice I received.
**Tammy:** Please hold the line. I'll connect you to the Accounting Department.
**Tammy:** I'm sorry sir, but all the lines are engaged. Can I take a message?
**Hiroko:** That would be fine.
**Tammy:** What is the enquiry you have regarding your invoice?
**Hiroko:** It appears that the cost of the leather shoes I ordered is different from the price quoted in the catalogue.
**Tammy:** I see. What are the two prices?
**Hiroko:** In the catalogue the shoes cost £59 and on the invoice they cost £79. That is quite a difference.
**Tammy:** I see. Could I have the product number please?
**Hiroko:** It's X69-494-9002.

**Tammy:** Would you please tell me the invoice number?
**Hiroko:** It's 2004-789865 A.
**Tammy:** And can I have your name and telephone number so someone can return your call?
**Hiroko:** Yes, my name is Hiroko Nakamura: N A K A M U R A. And my number is 55 25 78 45.
**Tammy:** Thank you. Someone will contact you as quickly as possible.
**Hiroko:** Thank you. Goodbye.
**Tammy:** B-bye.

## Unit 3

10

**Theresa:** Hey Matt. I just wanted to see how your research is going.
**Matt:** Hi Theresa. It's going pretty well, actually. I've been able to locate a few good possibilities.
**Theresa:** That's great to hear.
**Matt:** I wanted to have everything done before lunch, but it might take me a little longer.
**Theresa:** No worries. I know doing research is a lot of work, and it's time-consuming.
**Matt:** Yeah, I can't even imagine what it was like before computers.
**Theresa:** I can't either. I don't even want to think about it.
**Matt:** By the way, I'm not using your standard search engine. I hope that's okay with you? I found one that works better and more efficiently than the other one. Look, it limits the number of hits to what you're looking for. Plus, it makes it less difficult to filter information.
**Theresa:** Ah yes, I'm familiar with this search engine. Go ahead and use it. It's fine with me.
**Matt:** All right, thanks. I wasn't sure, so I just wanted to double-check.
**Theresa:** That's always a good idea. Do you have any other questions for me?
**Matt:** I don't think so. Not at this time, anyway. But I might need your help later today when it comes to putting the results together.
**Theresa:** Of course I'll help you with that. Just let me know when you're ready or if you run into any problems before that.
**Matt:** I will. Thanks, Theresa.
**Theresa:** You're very welcome.

11

**Matt:** Theresa? Have you got a minute?
**Theresa:** Sure. What can I do for you, Matt?
**Matt:** Actually, I finished doing the legwork, and I'd like to show you my results. Would this be a good time for you? I know you have a meeting sometime this afternoon.
**Theresa:** That's true. I have a meeting in an hour, so now's a good time. Let's sit down in my office. So, let's hear about it.
**Matt:** Well, I've located about 80 different companies which fit your target group and are less than 500 miles from Addington. Here's the list.
**Theresa:** Thanks, Matt. That's exactly what I was looking for. Good job!
**Matt:** Thank you.
**Theresa:** So, here's what we're going to do next. First, I'd like to send some information about our products to these companies. Then, we need to call them to find out about their needs.
**Matt:** You mean you want to call each individual company and speak to them in person?
**Theresa:** Exactly. I've already written a questionnaire to analyze customer needs. But we want to handle each talk uniquely. We don't want to sound like we're just looking for information.
**Matt:** I see. Well, if you want, I can help you with the calls.
**Theresa:** That would be really great, Matt. Why don't you come to my office first thing tomorrow morning and we'll go over the questionnaire together?
**Matt:** Sounds good. What time?
**Theresa:** Would 8:30 be okay for you?
**Matt:** You say the time, I'll be there.
**Theresa:** Thanks, Matt. I appreciate it. I'll see you at 8:30 then.

12

### Dialogue 1

**Woman:** Sorry to bother you, Ray. Do you have Matt's email address?
**Man:** I sure do. It's m.barlow@cbvox.com.
**Woman:** M dot …

**Man:** Barlow: B A R L O W.
**Woman:** At cbvox dot com?
**Man:** Correct.
**Woman:** Great! Thanks, Ray.
**Man:** You're welcome.

### Dialogue 2

**Man:** I'm going to Addington next week. Can you recommend a good hotel there?
**Woman:** Yes, I always stay at the Newport Plaza. It's great! Why don't you have a look at their website?
**Man:** All right. Is it Newportplaza dot com?
**Woman:** Erm, let me see … Actually, it's www dot Newport dash Plaza dot com.
**Man:** Newport dash Plaza dot com. Okay, here we go … Looks nice!
**Woman:** Yes, I think you'll like it.

### Dialogue 3

**Man:** Can I have your email address?
**Woman:** Sure. It's jd.rhys@yourmail.co.uk.
**Man:** J … and did you say B or D?
**Woman:** D as in delta: J D dot R H Y S …
**Man:** J D dot R H Y S at yourmail dot co dot uk. Correct?
**Woman:** Yes, that's correct.

## Unit 4

13

**Martina:** Thank you. Now, would you please tell me a bit about your educational background?
**Greg:** Sure. I first attended school in Montana, where I grew up. I went through elementary and high school there, but I wanted to leave Montana for a while to live in a city.
**Martina:** But Montana is so beautiful. Wasn't it difficult to leave?
**Greg:** It wasn't easy. But I wanted to see more of the world. I applied to different colleges and universities with good business programs throughout the United States. A few of them accepted me, but I decided to attend the University of New York in Manhattan.
**Martina:** Now that is going from one extreme to the next.
**Greg:** True, but I was eager to live on the East Coast and in a city. Plus, the University of New York has a great business school.
**Martina:** That's true. I know a lot of people who went to school there.
**Greg:** I earned my Bachelor of Science degree in Business Psychology and decided to apply for graduate school. I enjoyed the East Coast, so I concentrated my search there. I was lucky to get a place to study at the University of Boston.
**Martina:** My hometown! It's a nice place, isn't it?
**Greg:** It sure is. And the University of Boston has one of the most competitive business programs in the country. I also spent a year of my graduate studies in Germany. When I returned to Boston, I earned my MBA in International Marketing. I thought about doing my doctorate, but decided it would be a good idea to get a job first.
**Martina:** So, you would like to continue your schooling?
**Greg:** It's a goal of mine, but I want to get some real practical experience first.

14

**Matt:** Maia, I'm so happy you could join me for lunch.
**Maia:** That's no problem, Matt. What's up?
**Matt:** I wanted to thank you for helping me with my project a few weeks ago.
**Maia:** Don't worry about it, Matt. That's my job!
**Matt:** Maybe, but because of you, I'm going to start working here on a permanent basis. Martina offered me a full-time job in the Sales Department.
**Maia:** Congratulations! That's great news.
**Matt:** I really don't think I would have gotten this job without you, Maia. I really appreciate everything you have done for me. Now I'm going to have a steady job with all the benefits!
**Maia:** I'm glad to hear that. When are you going to start? Next month?
**Matt:** No, not until August. But before that I'm going to take a nice, long vacation.
**Maia:** That's always a good idea! Are you going anywhere?

**Matt:** Yes, my girlfriend and I are going on a cruise to the Bahamas – from July 10th until the 22nd. That's almost two weeks.
**Maia:** I'm jealous! I've never been on a cruise, but I went to the Bahamas last spring. It's such a beautiful place.
**Matt:** Yes, that's what everybody says. In any case, it'll be nice to take a bit of a break before I start my new job.
**Maia:** Absolutely. But, tell me … what exactly is your new job going to be?
**Matt:** I'm basically going to do the same thing as before, but there are some extras, too. For example, I'm going to do more telephone sales, and I'm also going to assist the manager in doing administrative work. My boss – or should I say my future boss – told me that they're planning to expand the Sales Department. That's why they hired me.
**Maia:** Well, I'm really happy for you, Matt. I know that you're going to do a great job!
**Matt:** I'll certainly do my best. But first, I'm going to have a party to celebrate my new job. I hope you can come.
**Maia:** When's your party going to be?
**Matt:** On Friday, August 6. That's the last day of my first week.
**Maia:** Let me check my calendar … Looks good. I don't have anything planned for that day.
**Matt:** Well, you have a plan now!

15

**Hannah:** How are things going in the Production Department, Stan?
**Stan:** We're right on target. We've set a goal to increase production 25 % by year's end, and we intend to reach it.
**Hannah:** That sounds great! But don't you think you've set your sights a bit too high? I mean, the economy is not doing so well at the moment.
**Stan:** I don't think that will affect us too much. It hasn't yet. You know it's the company's aim to increase our market share, so every new customer counts.
**Hannah:** Well, good luck. I hope you reach your objective.
**Stan:** I'm pretty positive we're going to. We're restructuring production, and our intention now is to produce quickly.
**Hannah:** Won't your ambitions have a negative effect on quality?
**Stan:** No, not in the least. We've introduced different shifts so we can produce around the clock. The more the machines run, the more we produce. And the costs are not as high as you might think.
**Hannah:** Well, in my department we had to set targets to save money.
**Stan:** Think of it this way. We have to spend money to make money.
**Hannah:** I guess you're right. My only goal now is for this day to end.
**Stan:** That's an aim we both have.

## Unit 5

16

**Martina:** Good morning, Mr Moslowski. My name is Martina Thorogood. I hope you found us okay.
**Stan:** No trouble at all. You have a very nice building here.
**Martina:** It is nice, isn't it? They finished it a few weeks ago and we've just moved in. Would you like coffee or tea?
**Stan:** Coffee would be fine, thanks.
**Martina:** So, Mr Moslowski, I read your résumé and checked with some of your references. You've had an impressive career so far. Why do you want this job?
**Stan:** Well, I've worked in production for a long time. I find it very interesting and want to remain in the area. My current firm is having some financial trouble, and I have heard that some people are going to lose their jobs soon.
**Martina:** Yes, the situation doesn't sound too rosy at the moment. But why do you think you would make a good head of the Production Department?
**Stan:** Well, as you can see from my résumé, I learned a trade after I finished high school. I like to use my hands and thought that would be the best career path for me to take. But I soon realized that I wanted more. I began taking classes in business administration at the local community college.

**Martina:** Did you study full-time or part-time?
**Stan:** I had to support myself financially, so I decided to work during the day and study in the evening. But I still wanted more. So, I applied to one of the local universities and was accepted into its business program. I also applied for a few scholarships to help pay for it, so I could spend more time on my studies.
**Martina:** Sounds like you know what you have to do to get ahead.
**Stan:** I guess you could say that. I grew up in a working-class family, and a good work ethic is important to me. I know nothing is free.
**Martina:** Well, this coffee is. Would you like some more?
**Stan:** Well, thanks.
**Martina:** So, tell me about your current job. What are your main duties?
**Stan:** Currently, I'm the assistant manager of production. I'm in charge of staffing and budgeting. I work in a team of altogether 50 people who all …

17

**Cole:** I'd like to thank you all for coming. As you've heard, we're writing a newsletter and we'd like to interview some employees. So, I'm going to ask you all a few questions. Feel free to offer as much information as you'd like, both professional as well as personal.
**All:** Sure. Yes. Okay.
**Cole:** Great. Now, I'd like to find out about your educational backgrounds first. Paige, can you start? You work in our Legal Department.
**Paige:** Yeah, that's right. I studied law at Cambridge in the UK and finally qualified as a lawyer in 1997.
**Cole:** And did you always want to study law?
**Paige:** Everyone in my family is involved with law. But my biggest passion is scuba diving. I'm a certified diver, you know.
**Cole:** Wow, that's a pretty good combination: a lawyer who's able to swim with the sharks.
**Paige:** That's right, Cole.
**Cole:** Okay, let's see about you, Wendy. What's your background?
**Wendy:** I've actually completed two courses of study. Although I'm British, I moved to the United States when I was 15 and finished high school in Kansas. I always liked teaching and chemistry, so I studied to become a high school chemistry teacher. I graduated from Kansas State and received my teacher's certification in Kansas as well.
**Cole:** How did you get into R & D then?
**Wendy:** Well, I really enjoyed teaching, but I wanted to move on a bit in my education. So I decided against becoming a teacher and got my master's degree. Then I found a job where I could combine my teaching abilities with chemistry and discovered that Research and Development was just the area for me. I always look forward to doing new experiments and finding out new things. It's great fun.
**Cole:** And privately? Any secrets about yourself?
**Wendy:** Actually, yes. I had extensive piano training and did an internship with the London Philharmonic Orchestra.
**Cole:** Wow! That's impressive! Can't wait for the company Christmas party. You can be the entertainment.
**Wendy:** Actually, that's not a bad idea. And what's the pay?
**Cole:** Maybe we can call your agent. Okay, Ray, let's move on to you.
**Ray:** Sure. Well, let's start with the private side first. It might surprise you all, but I am actually a trained and certified pilot. I always dreamt of being a commercial pilot, but unfortunately I wear glasses, so I had to stop dreaming of that job. But I love flying at the weekends.
**Cole:** Now, this is getting more impressive by the minute.
**Ray:** It's nothing really special, just my hobby.
**Cole:** So, how did you get involved with working on computers?
**Ray:** Well, next to flying, I like nothing better than playing with computers. I know a lot of people think working with computers all day is a strange job, but I love doing it. I took courses to become a certified network technician and also taught myself a lot.

**Cole:** Well, I'd like to thank you all for your time. I'll send you a copy of the newsletter before we publish it, so you can check that all the information is correct.

## Unit 6

18

1. This is something found in almost every office nowadays, and many people don't know how they did their work without it. It can be used to do work more efficiently and also for entertainment. It is usually white and has a screen attached to it. What is it?
2. This is something that can be used to transport people and products. It has a motor and can be driven, or rather flown, very fast. Some people are scared by it because it flies high in the sky. What is it?
3. This is a department in a company where some very important decisions have to be made. The most important decision is to decide what products should be researched and developed. Which department is it?
4. This is a formal conversation between a potential employer and a person looking for a job. What is it?

19

1. Where was this software written? – It was written in India.
2. Where is this pineapple imported from? – It's imported from Thailand.
3. Where is this coffee grown? – It's grown in Brazil.
4. Where was this oil shipped from? – It was shipped from Saudi Arabia.
5. Where are these cars produced? – They're produced in Germany.
6. Where's this cheese produced? – It's produced in France.
7. Where are these products assembled? – They're assembled in the United States.

20

1. When do you think the report will be ready? – I think it could be written this week.
2. Is the project completed? – No, it isn't. But it should be completed in May.
3. Do you have a deadline on this job? – Yes, I do. It must be finished by July 20.
4. Do we have to replace this machine? – No, I think it can be repaired.
5. When will the new business cards be printed? – They will be printed next week.
6. What do we need to do first? – These papers need to be sorted first.

21

1. Open DVD drive on computer. Insert CD. Follow on-screen instructions.
2. Open printer. Remove old cartridge. Remove replacement cartridge from box. Remove protective foil and seal. Insert replacement cartridge in printer. Close printer.
3. Press connect key. Enter desired number. Return receiver.
4. Ensure area is clear. Check for obstructions. Switch on power.
5. Insert card into slot. Read on-screen instructions. Enter PIN. Enter desired amount. Confirm transaction. Remove card. Remove currency.

## Unit 7

22

1. Could you repeat that, please?
2. May I speak to Mary, please?
3. You needn't type the report today.
4. Can I be of any assistance?
5. Could you email it to me, please?
6. I'd like an answer soon, please.

23

**Theresa:** Theresa Erich speaking.
**Cole:** Hi Theresa, it's Cole. Listen, I really need your help.
**Theresa:** Sure, Cole. What do you need?
**Cole:** Well, I don't know if you're familiar with the Warrington account …
**Theresa:** I sure am. They're one of the new customers we got a few months ago when we expanded.
**Cole:** Well, I need to put together a marketing concept for them, and I need some input. Could you lend me a hand?

**Theresa:** Cole, you know I'd do anything for you. You helped me out before when I really needed it, so shoot, tell me what you need.
**Cole:** Well, could you give me some of the background information about the company?
**Theresa:** I could mail you some over. I gathered a lot of material when I did my research. I'm sure I've got something that could help.
**Cole:** That would be fantastic. Now, you needn't send it over. I could probably print it out off the server, couldn't I?
**Theresa:** You could do that. But I may be able to help you more. I could highlight some precise numbers for you.
**Cole:** Theresa, you're wonderful. Could you get me this year's sales figures as well as the current open accounts we have with them?
**Theresa:** I might have to ask Charlie for those, but I'm sure I could put something together for you. When would you need this?
**Cole:** The sooner the better. Do you think you could have it this afternoon?
**Theresa:** That's cutting it close, but I think I could.
**Cole:** That's terrific. Thanks. But I'm not finished. Could I bother you with one more thing?
**Theresa:** Sure, Cole. What else can I do for you?
**Cole:** Well, would it be too much trouble to give me some comparison figures for some other clients who work in the same area as Warrington?
**Theresa:** I could do that, but I don't think I can get that to you this afternoon. Would tomorrow morning be okay?
**Cole:** Actually, you needn't even do it that fast. But once again, the sooner the better. How does Friday sound?
**Theresa:** I can do that, no problem.
**Cole:** Theresa, you don't know how much I appreciate this.
**Theresa:** Don't mention it, Cole. It's my pleasure. I'll mail you what I can this afternoon, okay?
**Cole:** Great! I don't know how to thank you.
**Theresa:** Well, you could invite me to lunch …
**Cole:** Deal!

24

**Theresa:** First of all, I'd like to thank everyone here. Cole and I are very pleased that you could find the time at such short notice.
**Cole:** But we know that what we have to present to you today will show you the success we have all had. We'll start with some background information. Then we'll move on to sales and marketing activities. And lastly we'll summarize. So Theresa, could you give us some background information?
**Theresa:** Sure, Cole. A few months ago we began to expand our sales and marketing further away from headquarters. My staff and I collected a lot of information for both sales and marketing.
**Cole:** That's right. We used the information from Theresa to locate new customers as well as to market our new products. If you take a look at the information here, you can see that we have got over 50 new customers, which is an increase of 39 % in just a few months.
**Theresa:** That is an exciting number. We never thought the results would be that high. We did a lot of mailings, sent our introduction brochures and even some samples, but the response was overwhelming.
**Cole:** We want to present ourselves as a modern company, so the marketing people put in a lot of hours creating more modern and eye-catching materials. We wanted to get away from the image of an old, established company. It was a risk, but it worked.
**Theresa:** You can see from the numbers here that the increase in external sales appointments was very large. We had to hire extra sales staff to handle all the appointments we had, I mean, still have.
**Cole:** Well, we're very happy that we could present this great information to you. And we'd like to thank you for your time.
**Theresa:** We've made a printout of the charts used in our presentation. You can get a copy at the door on your way out. But first, if you have any questions, please feel free to ask. Or we can also be contacted …

25

1. If I were you, I'd go directly to the bank and speak with someone there. There are a lot of different ways to invest money and bankers know a lot about this.
2. If I were you, I'd do it. You haven't been happy with your work for a while and a new job will give you more motivation. And if you don't get the new job, at least you'll update your résumé.
3. If I were you, I wouldn't do that right now. You know the company is having a lot of money problems at the moment, so I don't think your boss will be happy to give you more money.
4. If I were you, I'd try to expand the customer base. Get the Marketing Department to work with you and find new ways to market the products. I would also take sales seminars to increase my skills.
5. If I were you, I'd start by contacting the participants to see when they would have time. Then I'd try to find a place to hold the meeting. Then I'd put together an agenda and send it out to everyone.
6. If I were you, I'd travel to that city first and try to get to know it a bit. I'd see if it is as interesting as I thought. Then I would start looking for a job and a place to live. I'd probably choose a city where I knew some people.

## Unit 8

26

**Chad:** Chad Braxton speaking.
**Hannah:** Good morning, Chad. It's Hannah from Purchasing. Have you got a few minutes? I need to speak to you because I've got some offers.
**Chad:** Sure. How can I help?
**Hannah:** Well, we're looking for a new office cleaning contractor. I've got several offers, but I need some advice.
**Chad:** Sure. Tell me about the offers.
**Hannah:** The first is from General Cleaners. They've got twenty years' experience, competitive prices and good references. I've checked them out. But they've got a demand in the offer which I've got problems with.
**Chad:** What is it?
**Hannah:** The contract is binding for one year. That means we have to keep them, even if we're not satisfied with the service.
**Chad:** That is pretty demanding. But you said they've got good references.
**Hannah:** True, but one year is pretty long if you aren't happy.
**Chad:** What about the other offers?
**Hannah:** I've got one from Cleaning Men. They've got slightly lower prices than General Cleaners, but they haven't got the experience. They've been in business for only two years.
**Chad:** But have you got references on them?
**Hannah:** I have. But I've got positive and negative feedback. However, they haven't got this one-year contract. You contract them from month to month.
**Chad:** That's got positive and negative points. Positive is that you can cancel quickly. Negative is that they can cancel quickly, too.
**Hannah:** True. And that brings us to the final offer I've got. It's from the Clean Team. They've been in business for seven years and have got slightly higher prices, but offer to send experienced and trained workers. As well, they have a two-month cancellation policy. That gives us more time to find a replacement if we have to. Plus, they've got excellent references. I've checked them out and they sound the best.
**Chad:** So, it seems you've got your new contractor already.
**Hannah:** Well, yes, I suppose I have …

27

**Bill:** Hello, Ms Clare. I'm Bill Jenkins. Nice to meet you.
**Hannah:** Hello, Bill. Please call me Hannah. It's very nice to meet you in person. I hope you found us without any problems.
**Bill:** Yeah, it was no problem.
**Hannah:** Well, please have a seat. Would you like some tea or coffee?
**Bill:** Coffee would be great, thanks.
**Hannah:** Here you go.
**Bill:** Thank you.

**Hannah:** I really want to thank you for coming. I think you'll be able to help me a lot. I'd really like to place an order. You've got good prices, but I do have some questions about the conditions.
**Bill:** Sure. What would you like to know?
**Hannah:** Well, payment is the most important. Will the payment be made before delivery, or is it possible to receive an invoice and pay later?
**Bill:** Well, for first-time customers, normally invoices will be paid upfront: a bill will be sent to you and you pay it. Once we receive the money, your products will be shipped.
**Hannah:** Is there any way to change that? Our policy is to pay after receipt of the products.
**Bill:** Well, you are pretty well-known and I know you're doing well, so I guess an exception can be made here.
**Hannah:** Great, thanks. I also have a question regarding the delivery. How will the products be shipped?
**Bill:** Well, that depends on the size of the order. For smaller items, we normally use the post, in view of the fact that it saves money. But for larger items, we normally use a shipping agent.
**Hannah:** And when will we receive the goods?
**Bill:** Well, if we have the items in stock, then the order will usually be processed within one day. Delivery will then be made the following day. We do try to guarantee that orders placed before noon will be delivered the following day.
**Hannah:** That sounds great. Now, I do have one more question regarding the payment. Will a discount be given for larger orders or for quicker payment?
**Bill:** Actually, a 2 % discount can be offered on items paid within ten days of delivery.
**Hannah:** Wonderful. Okay, I think you've answered everything. I've already filled out the order form. Can I give it to you or …
**Bill:** You can give it to me. I've got to go back to the office later on anyway.
**Hannah:** Bill, I appreciate your assistance. And it was a pleasure meeting you.
**Bill:** The pleasure was all mine. And thank you for the order.

28

1. I'm sorry, but I just don't agree with your prices and terms of delivery. The prices are much too high and the delivery times are too long. We need the order quicker than that.
2. Well, I think we need to confer with headquarters regarding that. We just don't think that payment upfront is the right way to go about this. We'd prefer to pay after delivery.
3. I think we can live with the prices overall. However, we would like to receive a discount on orders over € 1,000. Say 2 %?
4. Well, that's interesting information. However, we do need to speak about a discount. With our former supplier we received a 10 % rebate at the end of the year if we purchased more than € 100,000 worth of materials.
5. The prices are fine. However, the delivery date is more important to us. We need to have quick delivery to all our locations. As well, we'd prefer billing on a monthly basis.

## Unit 9

29

1. £ 30.9 million
2. € 700,720
3. € 70.07 million
4. $ 44.4 million
5. € 16.23 million
6. $ 140,440

30

1. Sales went down in August.
2. The price dropped 10 % last year.
3. Our profit has increased slightly.
4. Oil prices have skyrocketed.
5. The numbers decreased significantly.
6. The production costs stayed the same.

31

I'd like to thank everyone for showing up on time today. As you know, I'm going to present a few facts and figures on the company's performance last year. We did a pretty good job, and I think we can all be proud of that. I'll show you some charts for sales, profit and turnover. And if you have any questions, please ask.

So, if you take a look at this chart, you can see the overall performance of sales last year. We had a difficult start in January, but that was mainly due to the very cold winter. We had a nice upswing in February, and our numbers in that month were 10% above those of the previous year.
March continued to show a steady increase in sales, but we dropped a bit in April. I really don't have an explanation for this, but with the holidays I guess people were buying less.
May was a great month with our sales up over 25% from April. And the trend continued in June with a gradual increase. The summer months are generally our slowest, but last year was different. July proved to be wonderful, and our sales were up over 50% from the previous year.
However, a downward trend began in August and continued right into September. We were worried about this as the end of the year is always our best time. We started a massive marketing campaign in September, and this proved to be the key to the huge increase in sales for October, November and December. The forecast for the coming year is …

32

**Chad:** Paige, have you got a second? I need to speak to someone.
**Paige:** Of course, Chad. Come in … What's on your mind?
**Chad:** Well, you've read the memo from Theresa, haven't you? The one where she informs us about what will be happening soon?
**Paige:** Yes. I have. And she predicts that the company will do well in the near future, doesn't she?
**Chad:** That is why I need to speak to you, Paige. You're a lawyer and know a lot about corporate law.
**Paige:** Chad, what are you saying?
**Chad:** Paige, I doubt the future will be as bright as Theresa says.
**Paige:** Chad, what's the problem?
**Chad:** Well, as you know, I work in Accounting, so I know the figures. I believe we'll be having some very difficult months soon. We just don't have the money in the bank.
**Paige:** Maybe so, but we do have the orders, or don't we?
**Chad:** That is something I don't know. But we are working on borrowed money at the moment. I expect we'll need at least a year to repay all of the loans we have at the moment. And then we're hiring new people, and surely that will cost us even more money.
**Paige:** But Chad, I think the annual report will be written soon. And certainly the board wouldn't permit such expansion if we didn't have the money.
**Chad:** From what I can see, we don't have the money. And I suspect we won't have the money very soon either.
**Paige:** Chad, do you think someone's hiding something?
**Chad:** I can't tell that yet. I have to deal with real figures, but someone is giving the employees and the public a false impression. We are operating in the red.
**Paige:** Oh dear, that doesn't sound good at all.
**Chad:** Paige, that's why I wanted to speak to you. I suppose someone will have to spread this news. But I don't want to.
**Paige:** Chad, if you expect me to do it …
**Chad:** No, no I don't. But people have to find out.
**Paige:** Do you think Theresa knows the information is incorrect?
**Chad:** I don't think so. She was just passing on the information that she was given. But I'm afraid that someone – and I don't know who – will get into trouble about this.
**Paige:** Oh dear. I guess we'll have to look into this.
**Chad:** I guess we will.

33

My plans for the coming year? Well, I've thought about this for a while and even made a schedule for myself. First, I'll be taking an evening course at the local university. I want to learn more about business administration, so I'll be going back to school. Then, during the break at Easter, I'll be taking a short trip to the Caribbean. I need a few days of sunshine and sand. After I get back, I'll also be starting a second job. My sister has a restaurant and she needs some help in May because one of her waitresses will be getting married and will be away for a few weeks. Once summer comes, I'll be working more in my

garden. I love the summer and the flowers. From September, I'll be working in the Telephone Sales Department. It'll be a change, but I think I have the qualifications to do the job well. Then finally, I'll be changing my name because I'll be getting married in December. I've got a lot planned for the year, but I know I'll be successful.

## Unit 10

34

1. Well, I really think we need to look for more suitable ways to locate new customers. Why don't we start with a market survey?
2. We didn't have a bad year in Sales, so I'm not complaining. However, I do think we can get more business if we improve our products.
3. I noticed that the translation agency doesn't always translate everything correctly. There were several errors in the Japanese texts, and Antonio also found a mistake in the Spanish translation. That's why I think we need to check all translations more carefully before they go onto the website. I could take care of the Japanese texts if you'd like.
4. It's getting late, so let's wrap things up. I really think we've covered a lot today. Our next meeting will be in four weeks, on Tuesday, December 8. Miranda, could you please have the minutes ready by tomorrow noon? Okay, thanks for your participation.

35

1. Actually, our financial situation is improving, but we still need to be careful with our expenses. I think we shouldn't purchase any new equipment this month.
2. You mentioned that you were looking for someone who could design the new poster. Actually, I have some good connections to graphic designers who do freelance work. One of them is Mark Chandler. He does excellent work, and I could contact him if you'd like.
3. As you all know, we finally had our new phone system installed. A representative from the phone company will be here next week to explain the system and answer your questions. So, please plan to attend a short training session on Thursday, August 14 at 11:00 a.m.

36

### Dialogue 1

**Man:** Do you usually translate the texts yourself, or do you have them translated?
**Woman:** I translate the French texts myself, but I have the Spanish ones translated.
**Man:** Where do you have them translated?
**Woman:** I work with a freelance translator. He's been doing a great job so far.

### Dialogue 2

**Woman:** Do you usually change the oil on your car yourself, or do you have it changed?
**Man:** I'm afraid I don't know much about cars, so I have it changed.
**Woman:** How often do you have your car serviced?
**Man:** Every six months – in the spring and in the fall. That's when I also get the tires changed.

37

1. I really feel that we need to provide more service to our customers. Theresa, you are in Sales, and I believe it would be a good idea for you to call all of our new clients by next week and provide them with a bit more service. Ask them if they have any questions about our products and services.
2. Well, as we know, we need to hire more staff. HR, this is your baby. However, I don't want just anyone to interview candidates for management positions. Er, Martina, I would like you to personally handle these.
3. Although we're expanding and are on good financial ground, we have to watch our spending. We all know that R & D has a large budget and spends a lot. That's the way it is. However, Wendy, I would like you to report on your expected spending budget for the coming year by next month.
4. We speak a lot about how well we're doing, but we can all read about this once the annual report is published. Chad, I would like for you to provide all staff members here at headquarters as well as our external sales staff with a copy as soon as you get the report.
5. There have been a lot of legal changes concerning contracts and employee rights in the past few months. And these can be very confusing for a lot of people. Paige, you're from

the Legal Department and know more about this subject than the rest of us. I'd like you to do a workshop for our employees on this subject.
6. We finally have heard that the new logistics software has been tested and completed. We should have the product in the next few weeks. I would like to make the installation a priority. Ray, I'd like the software installed on all computers by June so that we can move easily through the summer.

38

1. As you may have heard, my fiancé has moved to Bilbao. And since we have new offices there, I will be relocating very soon.
2. I can see everyone is here. 10:30 seems to be a good time. The first item on the agenda is the survey.
3. I'd be more than happy to conduct the survey. I'm experienced in that area. But I won't be able to start until after I get to Bilbao.
4. Okay, it's late and we're not getting anywhere. Go and enjoy your evenings, and I'll see you all tomorrow morning.
5. I just wanted to let you all know that I won't be here for the next meeting. I'll be at a conference in Singapore.
6. I guess you all have been wondering why I've been in a lot of meetings with the boss lately. I've requested a transfer to the new offices in Prague.
7. My vacation plans have changed, so I won't be able to attend the next meeting.
8. I told you at the beginning that we'd be finished by lunchtime, and we are. Thanks for your participation.

## Unit 11

39

**Mike:** Come in.
**Anouk:** Good morning. I'm Anouk Mercier. I'm looking for Mr Logan.
**Mike:** That's me. Ah, you must be the new employee in Customer Services! It's very nice to meet you.
**Anouk:** It's nice to meet you, too, Mr Logan.
**Mike:** Please, call me Mike. We're all on a first-name basis here.
**Anouk:** All right, that's good to know.
**Mike:** So, let me show you around a bit, and then I'll introduce you to your new colleagues.
**Anouk:** Great.
**Mike:** Oh, before I forget, I have your swipe card here. You can see that we have time clocks at most of the entrances. Just push the "in" button, swipe your card through here and you're registered as working. Would you like to try it?
**Anouk:** Sure. And I guess "out" is for when I leave.
**Mike:** Correct. Okay. So, now you're officially working. Over there to the left you can see the company cafeteria. The food's pretty good, actually. You have a choice of four main meals, including a vegetarian dish. They also have a salad bar and several desserts to choose from. They open at 11.
**Anouk:** Sounds good. Do they have smoothies or fresh juices?
**Mike:** Unfortunately not. But there's a place across the street.
**Anouk:** Great. And the restrooms?
**Mike:** They're right here, on the left. But we've got restrooms on each floor. Customer Services is on the third floor. Shall we take the stairs or the elevator?
**Anouk:** I don't mind taking the stairs …
**Mike:** All right, welcome to Customer Services. Let me introduce you to Gwen.
**Anouk:** I've already met Ms Burton, I mean Gwen, during my interview. She's a very nice lady.
**Mike:** Yes, she is. Gwen, I've brought our new colleague, Anouk Mercier.
**Gwen:** Anouk, I'm glad you're here. Welcome to the team!
**Anouk:** Thanks. Mike's shown me around a bit. I can't wait to get started.
**Mike:** Okay, I'll leave you two alone now. Anouk, good luck on your first day. It was a pleasure meeting you.
**Anouk:** Thank you, Mike. And thanks for showing me around.
**Mike:** Anytime. Have a good day now.
**Anouk:** You too.

40

1. I saw a great film last week. It's called "Five Days in November." It's a low-budget film made in Denmark. Have you seen it or heard about it?
2. The weather has been pretty strange lately, hasn't it? First snow, then sunshine and warm temperatures, and now it's cold again.
3. Traffic was awful this morning, wasn't it? I thought I'd be late for the meeting.
4. Don't tell anyone, but I think Leanne is having an affair with the new marketing manager. I saw them at the theatre together last Saturday.
5. Did you see the football match last night? I can't believe England lost 1–0 to France!
6. Have you ever been to Mexico? My wife and I are thinking of going there next year. It's a great place for snorkeling and scuba diving, and we both love water sports.

41

**Cole:** Ms Rossi! It's nice to see you again.
**Ms Rossi:** Cole, please call me Marina.
**Cole:** How was your flight, Marina? I hope you didn't have any problems.
**Ms Rossi:** It was wonderful. And you have got a nice airport.
**Cole:** We do now. It used to be very old, but they've redesigned everything.
**Ms Rossi:** Will I have time to go to my hotel before our meeting?
**Cole:** I think so. I can drive you over quickly if you'd like.
**Ms Rossi:** That would be nice of you. I'd like to freshen up a bit.
**Cole:** We've got about three hours. I could drive you over before I show you around.
**Ms Rossi:** That's good. Then let's get going.

42

Let me tell you a bit about the people who work here. We've got a staff of team players. Through training and mentoring, we have been successful in developing teams that work effectively together.
Our company was founded in the 19th century by an Italian immigrant family. Originally, we produced home furnishings.
We're one of the market leaders and our market share has doubled within the last decade. We're proud of the quality of our products. If we're not sure it will be successful, we don't put it on the market.
Our biggest aim is to provide quality at a good price. Of course we do have expensive products also, but the quality is very high.
A major change occurred in the 1950s when we entered the office and corporate furnishing market. It was a new step for us, but we've been very successful.
I would have to say that the biggest trend we have noticed is that people want more for less. More quality, lower price. But we've been able to handle that.
A major change in our production department has allowed us to now produce 24 hours a day. We introduced a new shift last year to increase production.

43

Go down Fifth Avenue for about two miles. Turn left at the stop sign at Walker Street. Turn left again at the first traffic light. On the right, you'll see a tall office building. Go past that building and take the next right. Go straight ahead and under the bridge. Directly after the bridge, turn right onto Oak Street. Turn left at the blue house on the corner and park the car anywhere you want on the street. Our office is next to the library.

44

**Theresa:** Martina, I wanted to ask you something.
**Martina:** Sure, Theresa. What's up?
**Theresa:** Well, Ms Rossi from Italia Furnishings is here visiting. Cole asked me to go out to dinner with her this evening. I just want to make sure I don't make any mistakes.
**Martina:** Ms Rossi is a very important client, but I've met her. She's a nice lady. My first piece of advice is just act naturally: be yourself! But follow some rules. First, try to find out what she likes to eat. You don't want to take her to someplace where she won't like the food.
**Theresa:** That sounds logical.
**Martina:** Then, when you get to the restaurant, let her sit at the table first. She should choose her seat.
**Theresa:** That sounds logical, too.

**Martina:** Now, the next step is to help her a bit with the menu. Ms Rossi speaks wonderful English, but menus can be difficult. You might want to make a suggestion.
**Theresa:** Okay.
**Martina:** Now, wait until she orders something to drink before you order. If she orders alcohol, you can too. If she doesn't, then maybe you shouldn't drink alcohol. Then, don't get into business too fast. Just make some small talk to get to know her better. Find out about her likes and dislikes. That will help you understand her better.
**Theresa:** That shouldn't be a problem. I'm a good talker.
**Martina:** True, you are. Just don't talk too much. Give her a chance and don't get into areas which might be dangerous.
**Theresa:** You mean like politics?
**Martina:** Yes. You should check the web for some up-to-date information on Italy. Read some current news.
**Theresa:** Martina, thanks for the tips. I'll let you know tomorrow how it went.
**Martina:** No problem. Good luck and relax, you'll do fine.
**Theresa:** I hope so.

45

**Server:** Hello, I'm Brandon. I'll be your server today. Are you ready to order?
**Woman:** Well, I've got a few questions first. I'm not from here, and I need some help with the menu.
**Server:** No problem. What would you like to know?
**Woman:** What is this Surf and Turf?
**Server:** Surf and Turf is a combination of meat and seafood. We offer steak, cooked as you like, with either lobster or jumbo shrimp. It comes with a baked potato and a small green salad on the side.
**Woman:** On the side?
**Server:** That just means that you get a baked potato and a small salad with it, on an extra plate.
**Woman:** Ah, I see. And what is a Reuben sandwich?
**Server:** That's one of my favorites! It's a grilled rye bread sandwich with corned beef, Swiss cheese, sauerkraut and Thousand Island dressing.
**Woman:** Um, I'm not sure …
**Server:** It's one of our most popular sandwiches.
**Woman:** I'm sure it's delicious. I just don't like sauerkraut very much.
**Server:** Oh, in that case it's probably not your best choice. How about the Veal Parmigiana instead? That's a slice of veal, sautéed in butter. Then it's baked in a fine tomato sauce with mozzarella and Parmesan cheese.
**Woman:** Ah, that sounds like something I'd like. I'll try that.
**Server:** Very well. And what would you like to drink?
**Woman:** A glass of white wine and some water, please.
**Server:** Tap water or bottled water?
**Woman:** Tap water is fine, thanks.
**Server:** All right. How about an appetizer while you wait for your meal? Maybe some soup?
**Woman:** No, thank you. I want to leave room for dessert.
**Server:** Good idea. We've got some freshly made blueberry cheesecake.
**Woman:** That sounds wonderful. I'll keep that in mind.
**Server:** Okay! I'll be right back with your drinks.

## Unit 12

46

1. I've got a connecting flight in Manchester at a quarter to ten tonight.
2. Your taxi will be here at a quarter to eight tomorrow morning, sir.
3. I have to catch the shuttle bus at twenty past six this evening. It'll get me to the airport around seven.
4. I'll probably be in the office until about five-thirty this afternoon.
5. I'd like to have a wake-up call tomorrow morning at half past five, please.
6. According to the schedule, the flight doesn't arrive until a quarter to eight this evening.

7. I usually get to the office in the morning around a quarter past eight, and I never get home before seven-thirty in the evening.
8. I just wanted to inform you that your departure time has been changed. Your flight leaves tomorrow morning at ten-twenty, not at nine forty-five as originally scheduled.
9. According to the schedule, we should arrive in Denver tomorrow afternoon at ten to four.

47

1. The phone number of the Southport Hotel? Certainly. It's area code 954, then 325 8161.
2. It would be best if you phoned me at home. My number is 496 5775.
3. You should call the airline directly. They'll be able to help. The number is 1 800 799 3909.
4. Hang on. I'll get you the number. Ready? It's 206 3013.
5. Give me a ring at the office tomorrow. I can be reached all day on 0179 6500856.
6. It's the best steakhouse in town. Let me give you the number: 954 414 8201.

48

**Leanne:** Eastern Hotels, my name is Leanne. How may I help you?
**Rafael:** Hello. My name is Rafael Herrera. I'm looking for a hotel in the Richmond area.
**Leanne:** Hold on a second, sir. Okay, we've got three hotels in the area, one directly downtown and the other two just outside the city.
**Rafael:** I'll be in the city on business, so the one downtown sounds perfect.
**Leanne:** All right. Will that be a single or double?
**Rafael:** My wife is coming with me, so I'd like a double room, please.
**Leanne:** Very good, sir. When will you be arriving?
**Rafael:** April 9th.
**Leanne:** And your departure date?
**Rafael:** Actually, we'd like to spend the weekend. We'll be leaving the following Sunday.
**Leanne:** Sunday … That would be the 14th, correct?
**Rafael:** Yes, that's correct.
**Leanne:** Very good.
**Rafael:** Could you tell me about some of the services offered at the hotel?
**Leanne:** Of course, sir. The Richmond Downtown Eastern offers an indoor rooftop swimming pool with a spectacular view over the city. There is also a gym with modern workout equipment and a fitness instructor, a sauna, steam room and two tennis courts. We offer free Wi-Fi as well as wired high-speed Internet in each room.
**Rafael:** Great! And … is there a restaurant?
**Leanne:** Yes, sir. There is a restaurant on the top floor. We also offer room service until midnight.
**Rafael:** That's good to know. Does the hotel have a parking garage?
**Leanne:** Yes, the hotel's parking garage is located across the street. We offer free parking for all our guests.
**Rafael:** How much is a double room?
**Leanne:** Ninety-five dollars per night, including breakfast.
**Rafael:** That's not bad. I'd like to book it.
**Leanne:** All right. May I have your name, please?
**Rafael:** Yes, it's Rafael Herrera: H E R R E R A.
**Agent:** Will you be paying by credit card, Mr Herrera?
**Rafael:** Yes, please.
**Agent:** May I have the number and expiration date?
**Rafael:** The number is 3659A 4514B 6652C. It expires in December of next year.
**Agent:** Thank you, sir. Your confirmation number is 9605-XXP-7. Is there anything else I can do for you?
**Rafael:** Not at this time. Thank you very much.
**Agent:** Thank you for choosing Eastern Hotels. Have a nice day.
**Rafael:** You, too.

49

**Robert:** Excuse me, do you speak English?
**Travel agent:** Yes, I do. How may I help you?
**Robert:** I need to get back to New York this Friday. Could you help me?
**Travel agent:** Certainly. Do you need a one-way ticket or round-trip?
**Robert:** One-way.
**Travel agent:** Let's see … I've got a nonstop flight that leaves Frankfurt at 7:20 a.m. and arrives at New York JFK at 9:45.
**Robert:** 7:20? That's a bit early.

**Travel agent:** Well, there is a flight on Air North America leaving Frankfurt at 8:35.
**Robert:** Erm, are there any flights around 10 or 11 o'clock?
**Travel agent:** There is a flight to JFK on Air Germany with a short layover in Berlin. The departure time is 10:15, arrival time 12:55 … Oh no, never mind. That flight's already booked up.
**Robert:** That's too bad.
**Travel agent:** Wait. I see there's also a Danish Royal Airlines flight leaving Frankfurt at 9:50.
**Robert:** Sounds good!
**Travel agent:** It flies into Newark, not JFK, and you'd have to change planes in Copenhagen.
**Robert:** Flying into Newark wouldn't be a problem; it's very close to Manhattan. But I would prefer a direct flight.
**Travel agent:** Let's see. There is an American Airwings flight to Newark leaving Frankfurt at 12:05. The scheduled arrival time is 3:35.
**Robert:** Great! Are there still seats available?
**Travel agent:** If you want to fly business class, yes. But economy is full.
**Robert:** Phew, business class is expensive …
**Travel agent:** Well, we do have one more possibility. There's another Air North America flight at 1:15.
It gets into Newark at 4:25. There are still seats available in economy.
**Robert:** That's perfect. I'd like to book it. Can I pay by credit card?
**Travel agent:** Sure, that's no problem. May I have your name, please?

50

**Adil:** Good evening. My name is Adil Azizi. I have a reservation.
**Clerk:** Good evening, Mr. Azizi. Let me just have a look … Yes, I've found it: a single room for three nights, correct?
**Adil:** That's correct.
**Clerk:** Could you fill out this form, please?
**Adil:** Certainly. I'd like to pay by credit card if that's all right?
**Clerk:** That's fine, sir. Let me go ahead and enter your credit card information. That'll speed up the process when you check out.
**Adil:** Sure. Here's my card.
**Clerk:** Thanks. You'll be staying in room 634. All the rooms have Wi-Fi and air conditioning. Here's your key. Just take the elevator to the sixth floor and turn left.
**Adil:** Thanks. Can I ask you something? I've never been to Philadelphia before and I'd like to see a bit of the city. Do you have any suggestions?
**Clerk:** You've come at a great time of year. Philadelphia is beautiful in the fall. What interests do you have? Museums? Sports?
**Adil:** Well, I do enjoy museums. I know there is a lot of history in this city.
**Clerk:** That's true. You will find Independence National Historical Park just a short walk from here. The Liberty Bell, Independence Hall and the rest of the landmarks are all there.
**Adil:** Ah, that's probably a good place to start.
**Clerk:** There's also a wonderful aquarium across the river in Camden.
**Adil:** Actually, I've heard about it. I think I'd enjoy that. And here at the hotel? Is there a fitness room?
**Clerk:** Yes, we do have a fitness room and an indoor pool. Unfortunately, the sauna is closed at the moment.
**Adil:** That's no problem. Have you also got a laundry service? I need to have some shirts washed.
**Clerk:** Yes, we do. Just dial 118 from your room and someone will come and collect your shirts.
**Adil:** Great! Thank you very much for your assistance.
**Clerk:** You're very welcome. And if there's anything else I can help you with, just let me know.
**Adil:** I will. Thanks once again.

## Unit 13

51

**Cole:** Hi Theresa, are you ready?
**Theresa:** I'll be with you in a minute. Have a seat.
**Cole:** Okay, I'll just get a cup of coffee.
**Theresa:** No problem. I'm ready now anyway.
**Cole:** Great. Okay, this is our first time we've had an exhibit at the Decoria Trade Fair. And I want it to be just as successful as the other fairs we attend.
**Theresa:** Same here.
**Cole:** Marketing has been working on a new ad campaign for our new line, and it should be ready by next week.
**Theresa:** I've got a copy of the materials here. Everything looks great.
**Cole:** Now, I've already placed an order for the material to be delivered to the fair grounds. Everything should be there when we set up the stand.
**Theresa:** That's a good idea, but every now and then we have had a problem with our deliveries at trade fairs. Don't you think it would be a better idea to take the brochures and handouts there ourselves?
**Cole:** As is frequently the case, Theresa, you are right. I'll have the order changed when I get back to my office.
**Theresa:** Good thinking, Cole. Okay, now we have a few people working on the stand all the time. It's important to have good people there.
**Cole:** I've got the list here. And I think it would be good to have Wendy from R & D come along, too. She knows the ins and outs of all of our products.
**Theresa:** Actually, I was thinking that, too. She told me she attended fairs from time to time in the past and she'd be very interested to have a look around.
**Cole:** Great. Then I'll put her on the list. That takes care of my next point, too. Have you got the list of who else will be there?
**Theresa:** Yes, here you go.
**Cole:** Thanks. We need to have enough people at the fair to check out the competition. More often than not we use these fairs to see what the competition is working on.
**Theresa:** It's a good plan. And from what I've heard, we just about always come up with some good ideas from that.
**Cole:** Very true. You have to know where you stand in the market.
**Theresa:** What's your next point?
**Cole:** Well, I was thinking that maybe you could take a look at this.

52

**Laura:** Excuse me, I would like some information about your company.
**Cole:** Sure, how can I help?
**Laura:** My name is Laura Giardina, and I represent New World Furniture of Rome in Italy. We are a large chain of high-quality office and home furnishings.
**Cole:** Yes, I know the name. I've heard many wonderful things about your company.
**Laura:** Thank you. We are proud of our good reputation. I am here because we are looking for new suppliers.
**Cole:** Wonderful. Let's see if we can make a deal. What would you like to know about us?
**Laura:** I'd like to know a bit about your sales. Do you sell mainly wholesale or retail?
**Cole:** We are mainly in the wholesale sector. We sell a lot to stores and dealers. However, we also take orders and make deliveries to larger individual customers.
**Laura:** I see. As you probably know, our main products are non-Italian. Would you be able to ship overseas?
**Cole:** Of course. That's not a problem.
**Laura:** Good. Now how about pricing? Do you offer discounts for bulk orders?
**Cole:** Well, that is something that we would have to negotiate. But I don't see a big problem with that.
**Laura:** Fine. Now, we are located in different countries. How would you provide after-sales service to us? What are your experiences in selling abroad?
**Cole:** Well, we do have different partners throughout the world. As a matter of fact, we have a very good partner in Rome who represents us in Italy and Switzerland. If you needed any assistance with new orders or had any problems, I'm sure he'd be more than happy to help.

**Laura:** You mean Gianni Cotto, don't you?
**Cole:** Yes, as a matter of fact I do. Gianni has been working with us for years.
**Laura:** It's a very small world. I went to school with Gianni and have stayed in contact with him over the years. He's the one who gave me the lead to your company.
**Cole:** I'll have to thank him.
**Laura:** Would you be available next week? I'd like to come by your offices to get a better picture of your products.
**Cole:** Certainly, let me speak with my colleagues from Sales. I'm very positive about this and you can be sure that I'll get back to you. I'm sure we can arrange something.

53

**Customer:** Good morning, my name is Mercedes Gomez.
**Cole:** Good morning. Cole Touhey. How may I help you?
**Customer:** Yes, I represent a retailing firm in Spain and we'll be entering the office furniture market there soon. We might be needing suppliers.
**Cole:** Well, Ms Gomez, it's great to meet you. I want to tell you that our production is being expanded as we speak. Soon we could be producing so much furniture that we may be needing agents like yourself in every country in Europe!
**Customer:** We have much to discuss. What about guarantees? Last year we had many problems with this. Goods were being returned to us as fast as we could sell them, and the manufacturer refused to help us. We felt we were being treated badly by the supplier.
**Cole:** Well, I think you'd find it different with us. I think I can say that customer relations are being revolutionized at Furnishcorp. New staff are being trained and I think they could be having even more success soon. We might be putting a guarantee of two years on all of our products. It is being discussed right now at headquarters.
**Customer:** Right. I noticed from your brochure that the Easicomfort range of office chairs isn't being produced anymore. Is that right?
**Cole:** Well, yes and no. This range is now being sold under the name Ergocomfort for marketing reasons, but it is basically the same range. The name wasn't understood by customers and now I'm confident we'll be enjoying even more success with this range.
**Customer:** Okay, well, I have to move on now. I could be meeting an associate tomorrow in this hall, so I might be coming near your stand again, okay?
**Cole:** Well, I'd sure appreciate that, Ms Gomez. And enjoy the fair!
**Customer:** Thank you, Mr Cole.
**Cole:** Erm, that's Mr Touhey, actually …

## Unit 14

54

1. Great team leaders are enthusiastic and optimistic. They're committed to their goals and can easily motivate others.
2. Phew, being a team leader is not an easy task! I think a good leader needs to be confident enough to make decisions, but at the same time, he or she should be willing to listen to other people's ideas. I guess what I'm trying to say is that a good leader needs to be cooperative, too.
3. I would say good people skills are really important. Good team leaders are fair and treat everyone with respect. Also, they're honest about personal limitations and not afraid to admit mistakes.

55

**Martina:** Paige, thanks for taking the time to help me sort this out.
**Paige:** No problem, Martina. It's a decision which is important for the future of the company, I know.
**Martina:** Okay, so as you know, we need to find a team leader who will lead the new customer service project.

**Paige:** I have thought about it and I think there are two people who are suitable: Wendy or Cole.

**Martina:** And I was thinking about Theresa. I guess we have to think about who the strongest is.

**Paige:** True. Now, I believe the team leader has to have people skills. And Wendy and Cole, who have worked here for a while, know how to deal with people. Plus, Cole has a really positive attitude to his work, which I like.

**Martina:** That's true. But Theresa does also. Plus she's handled a lot of projects which require leading people.

**Paige:** You're right there. Theresa does have leadership qualities. I think Wendy, who spends a lot of time in her lab, might be weak in this area. But Cole has proved to be a good leader as well. They've all got team experience, which is very important. And Theresa and Cole are people whose market knowledge is second to none.

**Martina:** Wendy, too. She did a good job at the trade fair recently, which shows she's got good communication skills and market knowledge.

**Paige:** My biggest problem with Theresa is that I don't think she's organized enough. She's good with people, I agree. But sometimes she gets things mixed up.

**Martina:** I see your point, which I also agree with. It's one quality that Theresa needs to improve. Cole and Wendy are much better in that area.

**Paige:** Now, what about communication skills? We know Wendy did a good job at the fair, but so did Theresa and Cole. They all know how to deal with people and can express themselves correctly.

**Martina:** True. However, I think Wendy is weaker in that area. She's a good speaker, but I sometimes have the feeling she's not always positive about what she says, which isn't good if you're leading a group. Plus, I've read some of the things she has written. She needs to improve her writing skills.

**Paige:** I think the same can be said for Theresa. She knows what she wants to say, but she has problems getting it down on paper.

**Martina:** Well, I guess that leaves Cole. We know he's a man whose writing skills are excellent. His experience in marketing has helped him there.

**Paige:** Okay, looks like we've found someone who could be our new team leader. Do you think we should call him in?

**Martina:** Why don't we wait? This is an important decision which we should speak to others about as well.

**Paige:** Fine. Why don't we get back together in about two days, which should give us enough time to think about it?

**Martina:** Great.

56

I believe Wendy would be a good addition to the team. She has the product knowledge, the personality, the experience, all of which will help us a lot.

I don't have a good feeling about Rodney, which is why I think we shouldn't even mention this to him. I've heard stories and am afraid they're true.

I have a good feeling about Charles. You know, he's the guy who made those presentations last month, two of which I thought were really good. He'd be great on the team.

I really think Kyle, the guy who just started to work here, doesn't have enough experience yet. Maybe we can do something with him in the future.

I really think Theresa would be wonderful on the team. She's a dedicated employee who we can trust. She's proven herself in the past.

Jessica, who I have worked with before, is not the type of person I can deal with. She's not organized enough and she likes to gossip too much.

Lilith, who began here as a student, is too busy with other projects, none of which will finish soon. We can't ask her to take on another one. She'd be great, but time's important for us, too.

Mark, who's only been here a short time, has shown us that he is very intelligent. I want him in.

Hannah is a wonderful worker, but she's the type of person who works better alone. And she's a little quiet for me, neither of which qualities would help us.

Sandy's work quality is poor, she's often rude, she just doesn't have the right attitude towards work, none of which will help us.

Steven, some of whose work has been wonderful, has a lot of experience working in teams. He'd be great on our team.

Vanessa, who I have never worked with personally, has a good reputation. She should definitely be part of the team.

## Unit 15

57

**Martina:** Theresa, Ray, please come in and have a seat.
**Theresa:** Thanks, Martina. So, what's the big secret?
**Martina:** Well, it's not really a secret. But there are going to be a few changes around here. That's why I asked Ray to join us.
**Theresa:** Changes?
**Martina:** Actually, I think you'll like them.
**Theresa:** Okay, what's up?
**Martina:** Well, you know that we want to save money; who doesn't? We've been doing some research and have decided to do a pilot project with telecommuting.
**Theresa:** Telecommuting? You mean, people working at home? For which department?
**Martina:** Well, we thought about this for a long time and have decided to try it with the telephone sales staff.
**Theresa:** Well, you know that I am a supporter of flexible time and such, but I need a lot more details.
**Martina:** As you know, there are many jobs which can get done from home. And telephoning is one of them. We thought that this would be the best chance for a pilot. We would just have to get everyone hooked up to the company's network and get a so-called work phone installed at the staff's homes.
**Theresa:** But what about working times? How would we know when people were working?
**Martina:** That's not a problem. Everyone would have to get logged on to the system to begin working. And if I understood Ray correctly, this could get entered into the company's time clock. Is that right, Ray?
**Ray:** It is, Martina. Getting logged on to the system would be like coming to work. And when an employee logs off, the clock stops.
**Theresa:** It sounds interesting.
**Martina:** It is interesting. And just think, the daily trip to and from work is gone. Staff will have so much more free time. Or they'll get more overtime.
**Theresa:** But who will coordinate everything?
**Martina:** Well, you're in charge of the telephone sales staff, so …
**Theresa:** So, my workload gets increased, right?
**Martina:** Actually, it will be a bit difficult in the beginning, but just think of the advantages. Work will get done when workers want it to get done. Of course we will have to have some ground rules, but we really think this will add to motivation.
**Theresa:** Well, I guess one of the biggest advantages I can see is the time that will get saved. I mean, it does sometimes take a long time to get here in the morning, especially in the winter. Plus it will be easier for parents to be at home with their kids.
**Martina:** Now you're thinking.
**Theresa:** When will the project get started?
**Ray:** We've already ordered the equipment necessary. Plus, we've had to order a few more computers. But our goal is that everyone gets hooked up within two months. And then we can start.
**Martina:** Theresa, I think it would be a good idea to hold a staff meeting sometime next week. I'll be happy to do it with you.
**Ray:** And I'll be there as well. We're going to have to explain some of the technical details to the staff.
**Theresa:** Okay, I'll check everyone's schedule and let both of you know what would be the best time.
**Martina:** Great. And here, let me give you this information …

58

1. You've got to keep your home office free from "cable clutter." Tangled cables and wires can cause tripping and falling.
2. One of the biggest dangers in home offices is fire. You've got to check your smoke detectors every month and replace the batteries once a year.

3. Compared to other areas of work, office work is fairly safe, but there's still a risk of physical injury. You've got to report work-related accidents or injuries immediately.
4. You've got to keep the equipment clean and in good working condition. Be careful not to spill liquids on your keyboard or computer.

59

1. Human Resources has received too much money in this year's budget, and we need to allocate less for the coming year.
2. I really don't see any need to designate more money for Accounting. This year's budget was fine, and I think we can keep it the same way for next year.
3. We've got less working capital for next year, but we can't reduce the budget for Sales. We need more.
4. This is an area where we can save a lot of money. We have to designate less for Purchasing.
5. No matter what anyone says, Production is one of our most important departments. Allocating less would kill us. We need to put more money in this area.
6. As with Production, without new products, we can't survive. But our budget for this year was good. I think we can keep the R & D allotment the same.
7. I believe we over-planned for Marketing for this year and would accept a lower allocation. We don't need as much money as we thought.
8. We lost two staff members this year, but we were still able to do our work without any problems. I think we can take this into consideration and lower the budget for the Legal Department.
9. We invested a lot of money this year in IT. But now we have the equipment and really only need to pay for its maintenance and updates. We can keep the same budget.

## Unit 16

60

**Hannah:** Theresa, I'm very excited that I'll be changing my job soon. I really am looking forward to working in Sales.
**Theresa:** I think you'll enjoy it.
**Hannah:** I think so too. However, I'd like to ask you some questions about the company. Working in Purchasing I never really needed to know much about the history of Furnishcorp, but I think that'll be important in Sales.
**Theresa:** It is. What would you like to know?
**Hannah:** Well, when and why did we enter the retail market?
**Theresa:** We were mainly an office furniture producer before 1950. But we realized back then that we couldn't just produce for one sector. We had to expand.
**Hannah:** Wasn't there enough business?
**Theresa:** I think we would have survived even if we had stayed only in the area of office furniture, but we wouldn't have grown unless we had gone into new areas of business. And the company wanted to expand.
**Hannah:** Were there any difficult times?
**Theresa:** The 1960s were difficult. The company stopped producing its traditional furniture and began to make trendy furniture. That was fine for a year or so, but customers demanded the more traditional products.
**Hannah:** I can understand that. Trendy items are only good for a certain time.
**Theresa:** Correct. So we made a big change back then and reintroduced our traditional products. Had we not done that, we may not be here today.
**Hannah:** I guess that's always a danger. You can't make money unless you sell what the customer wants.
**Theresa:** And that's why we listen to our customers today. We don't produce anything unless we know there's a demand for it.
**Hannah:** You can only learn from your mistakes, even if it's not always easy.
**Theresa:** Anything else you'd like to know?
**Hannah:** Well, are you hungry? We could continue later.

61

Our company is doing very well today, but it hasn't always been that way. It wasn't easy for a while. We had to make changes which weren't always easy to accept. If we hadn't made these changes, we probably wouldn't be in business today.

We had too many employees. We thought, if we fired people, it would be bad for workers' motivation in the company. But we had to reduce the number of employees. We decided not to replace employees who left or retired. We also had to increase productivity and introduce a new shift and longer working hours. It wasn't easy for the employees at first, but after a time things improved and they made more money with overtime. Another change was to invest more money in different stocks and funds. We earned a lot of working capital with this.
We took this money and put it into the budget for R & D. Now we had money to develop products and advertise them. That was very successful. Sales increased 15 %. Things have improved greatly and we are certain the future will be bright. We have learned to budget our money, think of long-term goals and plan for the future. Our experience in the past taught us to do this. Change is not always easy, but without it, things don't improve. They either stay at a certain level or even drop.

62

1. In the past we never had enough information from our boss. We finally spoke with him and things got better. That should have been done a long time ago.
2. Nothing is worse than working with incompetent people. No matter what you do, nothing gets done and nothing changes.
3. Our computer system was very ineffective. It never should have been purchased. We had a meeting with the department heads and now we have a new system.
4. We received training for the new accounting software, but it was substandard. That company should never have been hired. But we asked for new training from another company and that was good.
5. My monitor broke often. Someone tried to fix it many times, but it just doesn't work right. It should have been thrown away years ago.
6. A goal for this year could have been an increase in sales. However we were unable to convince the boss of this.
7. I was given incorrect information. It shouldn't have happened, but it did. I called them and they sent me the correct numbers.
8. The figures were inaccurate. I don't know why they were sent to me. The correct figures should have been sent, but they haven't arrived either.
9. Could a more unproductive suggestion have been made? What are we supposed to do now?
10. After many failed attempts to contact the client, a letter was sent to him. This should have been done earlier. But it still helped. We are doing a lot of business with him now.
11. The defective equipment could have been replaced long ago because we had the money to do it. It was only replaced last week.
12. These unskilled people should never have been hired. We spend far too much time trying to teach them their jobs.

63

1. Martin and Melanie gave me a lot of advice, but I just didn't want to listen to them. I thought I'd be able to do everything on my own. Now I know I was wrong.
2. I think we would have been better off if we hadn't made this purchase. We didn't need another server, but now that we have it, we've got a lot of problems.
3. Our company had some consultants here last year, and they made a lot of suggestions, but we didn't listen to them. And now look at the situation we're in!
4. I went into the presentation thinking I knew everything, but I guess I should have done a bit more research. I was asked questions, and I had no answers. Next time I'll know better.
5. I'm really angry at Ruth. I asked her for help, and she said she'd give me what I needed before the meeting. Well, she didn't, and I was totally unprepared.

# Useful Phrases

## Advice

**Here are some phrases we use when we are giving advice:**
*May I suggest …*
*If I were you, I'd …*
*Why don't you …?*
*It would be good if …*

**And we use these phrases when we are asking for advice:**
*Could you recommend …?*
*What would you suggest …?*
*What would / do you recommend …?*
*Can / Could you help me please?*

## Agreeing

**To agree with something, we can say:**
*I think you're right. I agree with you.*
*You're absolutely right. That's quite true.*
*I agree with you in principle.*
*I couldn't agree with you more.*

## Being polite

**Try to use some key words to show politeness:**
*Thank you.*
*Excuse me …*
*May / Can I …?*
*We're sorry for …*
*We apologise for …*
*Would you please …*

## Conditions

**When we speak about something that is not true but could be true, we use phrases like these:**
*If I had …, I would …*
*If we gave …, …*
*If I were you, I'd …*
*If I knew …, I'd …*

**To express a condition in the negative, we can use phrases like these:**
*We can't change that unless …*
*We won't buy more even if …*

## Correspondence

**Starting a letter**
**Remember to use the correct opening and punctuation in a letter:**
*Dear Sir or Madam*
*Dear Madam*
*Dear Sir*
*Dear Mr …*
*Dear Mrs …*
*Dear Ms …*
*Dear [first name]*

**Closing a letter**
**Make sure to use the correct phrase and punctuation at the end of a letter:**
*Yours faithfully,*
*Yours sincerely,*
*Kind regards,*
*Regards,*
*All the best,*
*Best,*

**Making enquiries**
**Here are some key phrases we use to begin a letter:**
*I am writing in regard to / regarding …*
*We are writing concerning / about / in reference to …*
*I am writing in connection to / to enquire about …*

**Customer service**
*Thank you for your interest in …*
*As you requested please find …*
*Enclosed please find …*
*Please do not hesitate to …*
*We will be in touch …*
*We look forward to hearing from you …*

**Complaining**
*I am writing to complain about …*
*I am writing to express my dissatisfaction with …*
*I am disappointed because …*
*I would be grateful if you could …*

**Apologising**
*I apologise for …*
*I am (very) sorry for / about / that …*
*Please accept my apologies.*

## Directions

**If you need to explain how to get somewhere, try these phrases:**
*Turn left / right at the corner …*
*Make a left / right at …*
*Go straight ahead …*
*Turn left / right onto / into …*
*Pass the …*
*Take the (first) left / right …*

## Disagreeing

**When we want to say we don't agree, we can say:**
*I'm not sure I agree with you.*
*I disagree.*
*I can't agree with you.*
*I don't share your opinion.*
*I couldn't agree with you less.*

## Education and training

**Education**
**Here are some phrases to talk about your educational background:**
*I have a degree in [subject].*
*He majored / minored in [subject].*
*They're taking classes in …*
*She's taking part in a course on …*
*I went to high school (AE) / secondary school (BE) in …*
*I have a bachelor's degree / master's degree / PhD in …*

**Qualifications**
**When we speak about our work, we can use these phrases to give information:**
*I'm in [type of work].*
*I'm a certified (AE) / qualified / trained (BE) [job title].*
*I have (got) training in …*
*I'm able to …*

**Training**
**When we speak about what kind of training we are planning to take, we can say:**
*I'll be taking a course in …*
*I plan to take part in a course in …*
*I'm going to take a course in …*

## Expressing thanks

**It's important to tell people that you are thankful:**
*Thanks for …*
*I really appreciate …*
*I'd be grateful for …*
*Thanks for …*

## Instructions

**Sequencing**
**When we give information, we want it to be in the correct order:**
*First(ly) you …*
*Second(ly) you …*
*Third(ly) you …*
*Next / Then you …*
*Last(ly) / Finally you …*

**Giving instructions**
**When we give instructions, we usually don't mention people:**
*Turn on the computer.*
*Enter your password.*
*Log onto the system.*
*Open the program.*

## Introductions

**The first time we meet someone, we want to make a good impression.**
**Here are ways to introduce yourself:**
*My name is …*
*Hello, may I introduce myself. My name's …*
*Please call me …*

**We can use these phrases to introduce someone to someone else:**
*I would like to introduce Mr / Mrs …*
*Have you met …?*

**If we didn't hear someone's name, we use:**
*Sorry, I didn't get / catch your name.*

**We can also respond to an introduction with these phrases:**
*Nice to meet you.*
*Nice to meet you, too.*
*How do you do? (very formal)*
*How are you doing? (less formal)*
*How have you been?*

**If you've already met someone before, you can use these phrases:**
*Nice to see you again.*
*I think we've met, but I can't remember your name.*

## Presenting information

**Introducing a subject**
*I'd like to start by …*
*First of all …*

**Finishing a subject**
*I've just told you about …*
*We've just looked at …*

**Starting a new subject**
*Let's now move on to …*
*Let's turn to …*

**Analyzing a point**
*Let's look at this in more detail.*
*What does this mean for us?*

**Giving an example**
*A good example of this is …*
*An illustration of this is …*

**Preventing questions**
*I'll come back to that later.*
*I won't comment on that now.*

**Ending**
*Let's summarize what we've heard.*
*In conclusion, …*

## Negotiating

**Here are some key phrases for negotiations:**
*We need to haggle about …*
*Let's try to reach (an) agreement (about …).*
*I need to confer with …*
*We must try to reach (a) consensus (about …).*
*That's too much / too expensive!*
*Let's look at …*
*We need to talk about …*
*Let's look for other solutions here.*
*I think we've found a win-win situation.*

## Questioning

**We have many different ways to ask questions:**
*I want to pose a question / enquire about …*
*I'd like to put forward a question (about …).*

## Regret

When we wish we hadn't done something, we can say:
*If only we hadn't …*
*If I'd just …*
*If we'd only …*

## Requests

**Direct requests**
When we want something to be done, we can say:
*Would / Could / Can you …, please?*
*I'd like you to …*
*… must / has to be done.*

**Indirect requests**
We can use these phrases to be a bit more indirect:
*I was (just) wondering if / whether …*
*I just wanted to …*
*Do you mind if …?*
*Would it be OK if …?*

## Talking about the future

To speak about plans for the future, we can use:
*I'm going to (begin / study …).*
*My goal / aim / target is to …*
*She intends to …*
*They've got a goal to …*

If we want to set a time limit on something, we can use:
*By the time …*
*Until …*
*By …*

When we want to say what we think will happen:
*It looks like it'll …*
*I hope I'll be …*
*She believes she'll …*
*I guess we'll …*
*She thinks she'll …*
*I presume he'll …*

## Telephoning

**Answering the phone**
The most common word we use to answer the phone is *Hello*. However, at work it is a good idea to add a bit more:
*Good morning / afternoon [name of company], …*
*[Name of company], my name is …*
*[Name of company], how can I help you?*

**Getting connected**
When we are the caller, we have to say what we want:
*I'd like to speak to …*
*May / Can I speak to …, please?*
*Would / Could you put me through to …, please?*

**Connecting someone**
When we want to connect a caller to someone else, we say:
*I'll connect you (to …).*
*I'll put you through.*
*Please hold the line.*
*Please hold on a minute.*
*One second, please.*

**Taking a message**
Sometimes we cannot connect a call and need to find out what the caller wants:
*May / Can I take a message?*
*Would you like to leave a message?*
*Could I leave a message?*
*May I have your name, please?*
*Would / Can you give me your number, please?*

## The workplace

**Where you work**
We can use *in*, *for* and *at* to speak about where we work.
*Martina works in … [name of department]*
*Bob works for / at … [name of company]*

**What you do**
We have different ways to say what our jobs are:
*My job is to …*
*I am responsible for …*
*It's my job to …*
*I'm in charge of …*

## Travel arrangements

**Airlines**

**Here are some key phrases for airline travel:**

*I'd like to book a flight to …*
*Are there any direct flights to …?*
*I'd like a seat in (first / business / economy) class.*
*I'd like a (window, middle, aisle) seat.*

**Hotels**

**Here are some key phrases for hotels:**

*I'm looking for a hotel in …*
*I'd like to reserve a …*
*I have a reservation for …*
*Do you also provide room service?*
*What time is breakfast?*
*What is the latest I can check out?*

## Trends

**Positive changes**

**Here are some key phrases for explaining trends:**

*There's been / We've experienced a slight / slim / minor increase.*
*There's been / We've experienced a major / dramatic / significant / impressive upswing.*
*There's been / We've experienced a gradual / steady / consistent climb.*
*There's been / We've experienced a fast / sudden / rapid gain.*

**Negative changes**

**Here is some key vocabulary for explaining trends:**

*Their sales dropped (from … to …).*
*Our profit plummeted.*
*We suffered a huge loss …*
*The prices fell (from … to …).*

# Wordlist

You can find a bilingual glossary at: www.klett-sprachen.de/real-business-english

## Unit 1

1 **company** ['kʌmpəni] .....
**company structure** ['kʌmpəni ˌstrʌktʃə] .....
**conference** ['kɒnfrns] .....
**to introduce oneself** [ˌɪntrəˈdjuːs wʌnˌself] .....
1 **department** [dɪˈpɑːtmənt] .....
1A **Purchasing** ['pɜːtʃəsɪŋ] .....
**Human Resources/HR** [ˌhjuːmən rɪˈzɔːsɪz (ˌeɪtʃˈɑː)] .....
**Research and Development/R & D** [rɪˌsɜːtʃ͡ən dɪˈveləpmənt (ˌɑːrənˈdiː)] .....
**Production** [prəˈdʌkʃn] .....
**Marketing** ['mɑːkɪtɪŋ] .....
**Accounting** [əˈkaʊntɪŋ] .....
**Information Technology/IT** [ɪnfəˌmeɪʃn tekˈnɒləʤi (ˌaɪˈtiː)] .....
**Legal Department** [ˌliːgl dɪˈpɑːtmənt] .....
1B **to receive** [rɪˈsiːv] .....
**to credit** ['kredɪt] .....
**customer** ['kʌstəmə] .....
**to sell** [sel] .....
**product** ['prɒdʌkt] .....
**desk** [desk] .....
**training module** ['treɪnɪŋ ˌmɒdjuːl] .....
**office supplies** ['ɒfɪs səˌplaɪz] .....
**to develop** [dɪˈveləp] .....
**technique** [tekˈniːk] .....
**to promote** [prəˈməʊt] .....
**to advertise** ['ædvətaɪz] .....
**contract** ['kɒntrækt] .....
**to represent** [ˌreprɪˈzent] .....
**to be responsible for** [biː rɪˈspɒnsəbl fə] .....
**network** ['netwɜːk] .....
**software** ['sɒfweə] .....
**intranet** ['ɪntrənet] .....
1C **survey** ['sɜːveɪ] .....
**to handle** ['hændl] .....
**billing** ['bɪlɪŋ] .....
2 **responsibility** [rɪˌspɒnsəˈbɪləti] .....
2A **employee** [ɪmˈplɔɪiː] .....
**training days** ['treɪnɪŋ ˌdeɪz] .....
**tax** [tæks] .....
**job-related** ['ʤɒbrɪˌleɪtɪd] .....
**holiday (BE)** ['hɒlədeɪ] .....
**benefits** ['benɪfɪts] .....
**internship** ['ɪntɜːnʃɪp] .....
**want ad** ['wɒnt ˌæd] .....
**job opening** ['ʤɒb ˌəʊpnɪŋ] .....
**job fair** ['ʤɒb ˌfeə] .....
2B **intern** ['ɪntɜːn] .....
**to deal with** ['diːl ˌwɪð] .....
2D **staff** [stɑːf] .....
**telephone sales staff** ['telɪfəʊn ˌseɪlz 'stɑːf] .....
**external** [ɪkˈstɜːnl] .....
**salespeople** ['seɪlzˌpiːpl] .....
**department head** [dɪˌpɑːtmənt 'hed] .....
**temporarily** ['temprrli] .....
**to design** [dɪˈzaɪn] .....
**commission** [kəˈmɪʃn] .....
**temping agency** ['tempɪŋ ˌeɪʤnsi] .....
**current** ['kʌrnt] .....
**schedule** ['ʃedjuːl] .....
2E **law** [lɔː] .....
**to negotiate** [nɪˈgəʊʃɪeɪt] .....
**network administrator** ['netwɜːk ədˌmɪnɪstreɪtə] .....
**workplace** ['wɜːkpleɪs] .....
**workstation** ['wɜːk ˌsteɪʃn] .....
**to hook up** ['hʊk͡ʌp] .....
**to register** ['reʤɪstə] .....
**corporate law** ['kɔːprət ˌlɔː] .....
**laboratory** [ləˈbɒrətri] .....
**efficient** [ɪˈfɪʃnt] .....
2F **annual report** [ˌænjuəl rɪˈpɔːt] .....
**figures** ['fɪgəz] .....
**to add up** ['æd͡ʌp] .....
**costs** [kɒsts] .....
**quality** ['kwɒləti] .....
**waste** [weɪst] .....
**to throw money out the window** [ˌθrəʊ 'mʌni ˌaʊt͡əv ðə 'wɪndəʊ] .....
**to implement** ['ɪmplɪmənt] .....
**cost savings** [ˌkɒst 'seɪvɪŋz] .....
**effect** [ɪˈfekt] .....
**to purchase** ['pɜːtʃəs] .....
**to cut costs** [ˌkʌt 'kɒsts] .....
**major** ['meɪʤə] .....
**advertising campaign** [ædˈvətaɪzɪŋkæmˌpeɪn] .....
**to increase** [ɪnˈkriːs] .....

**logistics** [lə'ʤɪstɪks] .....
**pay structure** ['peɪ ˌstrʌktʃə] .....
**to reduce** [rɪ'dju:s] .....
**garbage** ['gɑ:bɪʤ] .....
**to streamline production** ['stri:mlaɪn prəˌdʌkʃn] .....
**press release** ['pres rɪˌli:s] .....
2H **job title** ['ʤɒb ˌtaɪtl] .....
3 **company set-up** ['kʌmpəni ˌsetʌp] .....
3A **established** [ɪ'stæblɪʃt] .....
**Chief Executive Officer (CEO)** [ˌtʃi:f ɪg'zekjətɪv ˌɒfɪsə (ˌsi:i:'əʊ)] .....
**Board of Directors** [ˌbɔ:dˌəv dɪ'rektəz] .....
**Vice President** [ˌvaɪs'prezɪdnt] .....
**to report to so** [rɪ'pɔ:t tə] .....
**group leader** [ˌgru:p 'li:də] .....
**to be in charge of** [bi: ˌɪn 'tʃɑ:ʤˌəv] .....
**section** ['sekʃn] .....
**various** ['veəriəs] .....
**duty** ['dju:ti] .....
**conglomerate** [kən'glɒmrət] .....
**flat management structure** [ˌflæt'mænɪʤmənt ˌstrʌktʃə] .....
**progressive** [prə'gresɪv] .....
**field** [fi:ld] .....
3B **to exchange** [ɪks'tʃeɪnʤ] .....
**after-sales service** [ˌɑ:ftə'seɪlz ˌsɜ:vɪs] .....
**quality assurance** ['kwɒləti əˌʃɔ:rns] .....
4A **employment** [ɪm'plɔɪmənt] .....
**freelance** ['fri:lɑ:ns] .....
**full-time** [ˌfʊl'taɪm] .....
**part-time** [ˌpɑ:t'taɪm] .....
**temporary / temp** ['temprri/temp] .....
4C **to depend on** [dɪ'pendˌɒn] .....
**to vary from** ['væri ˌfrɒm] .....
**colleague** ['kɒli:g] .....
**flexitime** ['fleksitaɪm] .....
**time account** [ˌtaɪm ə'kaʊnt] .....
**core time** ['kɔ: ˌtaɪm] .....
**overtime** ['əʊvətaɪm] .....
**to equal out** ['i:kwəlˌaʊt] .....
**morning shift** ['mɔ:nɪŋ ˌʃɪft] .....
**evening shift** ['ɪ:vnɪŋ ˌʃɪft] .....
**night shift** ['naɪt ˌʃɪft] .....
**graveyard shift** ['greɪvjɑ:d ˌʃɪft] .....
**average** ['ævrɪʤ] .....
**canteen (BE)** [kæn'ti:n] .....
**cafeteria (AE)** [ˌkæfə'tɪrɪə] .....

## Unit 2

**to communicate** [kə'mju:nɪkeɪt] .....
**advantage** [əd'vɑ:ntɪʤ] .....
**disadvantage** [ˌdɪsəd'vɑ:ntɪʤ] .....
1A **line** [laɪn] .....
**busy** ['bɪzi] .....
**similar** ['sɪmɪlə] .....
1B **to connect** ['kənekt] .....
**engaged** [ɪn'geɪʤd] .....
1C **to hold the line** [ˌhəʊld ðə 'laɪn] .....
**to put through** [ˌpʊt 'θru:] .....
1D **available** [ə'veɪləbl] .....
1F **Ltd. (Limited)** ['lɪmɪtɪd] .....
**to squeeze in** ['skwi:zˌɪn] .....
1G **to order** ['ɔ:də] .....
**price** [praɪs] .....
**invoice** ['ɪnvɔɪs] .....
**to receive** [rɪ'si:v] .....
**enquiry (BE)** [ɪn'kwaɪəri] .....
**regarding** [rɪ'gɑ:dɪŋ] .....
**to appear** [ə'pɪə] .....
**quoted** ['kwəʊtɪd] .....
2A **to prefer** [prɪ'fɜ:] .....
2B **to brainstorm** ['breɪnstɔ:m] .....
**appointment** [ə'pɔɪntmənt] .....
2D **to suggest** [sə'ʤest] .....
**politely** [pə'laɪtli] .....
**trade fair** ['treɪd ˌfeə] .....
**to be tied up** [bi: 'taɪdˌʌp] .....
3A **appropriate** [ə'prəʊpriət] .....
**salutation** [ˌsæljə'teɪʃn] .....
**recipient** [rɪ'sɪpiənt] .....
**gender** ['ʤendə] .....
**to avoid** [ə'vɔɪd] .....
**impersonal** [ɪm'pɜ:snl] .....
**colon** ['kəʊlɒn] .....
**punctuation** [ˌpʌŋktʃu'eɪʃn] .....
**sincerely yours** [sɪn'sɪəli ˌjɔ:z] .....
**cordially** ['kɔ:diəli] .....
**yours faithfully** [ˌjɔ:z 'feɪθfli] .....
**to reference** ['refrns] .....
**attachment** [ə'tætʃmənt] .....
**reference line** ['refrns ˌlaɪn] .....
**subject line** ['sʌbʤɪkt ˌlaɪn] .....
**enclosed** [ɪn'kləʊzd] .....
**attached** [ə'tætʃt] .....
3C **inquiry (AE)** [ɪn'kwaɪri] .....
**to complain** [kəm'pleɪn] .....
**concerning** [kən'sɜ:nɪŋ] .....
**to regret** [rɪ'gret] .....
3E **response** [rɪ'spɒns] .....
**to provide** [prə'vaɪd] .....
**brochure** ['brəʊʃə] .....

**requested** [rɪˈkwestɪd] .....
3F **apology** [əˈpɒlədʒi] .....
**complaint** [kəmˈpleɪnt] .....
**to deliver** [dɪˈlɪvə] .....
**shipment** [ˈʃɪpmənt] .....
**inconvenience** [ˌɪnkənˈviːniəns] .....
**to agree to** [əˈgriːˌtuː] .....
**to cancel** [ˈkænsl] .....
3H **frequently** [ˈfriːkwəntli] .....

## Unit 3

1A **docking station** [ˌdɒkɪŋ ˈsteɪʃn] .....
**drive** [draɪv] .....
**central processing unit (CPU)**
[ˌsentrl ˈprəʊsesɪŋ ˌ
juːnɪt (ˌsiːpiːˈjuː)] .....
1B **to navigate** [ˈnævɪgeɪt] .....
**to indicate** [ˈɪndɪkeɪt] .....
**experience** [ɪkˈspɪəriəns] .....
1C **keyword** [ˈkiːwɜːd] .....
**hit** [hɪt] .....
**legwork** [ˈlegwɜːk] .....
**to narrow down** [ˈnærəʊ ˌdaʊn] .....
**result** [rɪˈzʌlt] .....
**to expand** [ɪkˈspænd] .....
1D **signal word** [ˈsɪgnl ˌwɜːd] .....
1E **database** [ˈdeɪtəbeɪs] .....
1F **progress** [ˈprəʊgres] .....
**search engine** [ˈsɜːtʃ ˌendʒɪn] .....
**to locate** [ləˈkeɪt] .....
**time-consuming**
[ˈtaɪm kənˌsjuːmɪŋ] .....
**to limit** [ˈlɪmɪt] .....
**familiar with** [fəˈmɪliə ˌwɪð] .....
**to put together** [ˌpʊt təˈgeðə] .....
1G **questionnaire** [ˌkwestʃəˈneə] .....
2A **user-friendly** [ˌjuːzəˈfrendli] .....
**cluttered** [ˈklʌtəd] .....
**content** [ˈkɒntent] .....
**compatibility**
[kəmˌpætəˈbɪləti] .....
**resolution** [ˌrezlˈuːʃn] .....
2C **confusing** [kənˈfjuːzɪŋ] .....
2E **social networking site**
[ˌsəʊʃl ˈnetwɜːkɪŋ ˌsaɪt] .....
3A **backslash** [ˈbækslæʃ] .....
**underscore** [ˌʌndəˈskɔː] .....
**dot** [dɒt] .....
**dash** [dæʃ] .....
**hyphen** [ˈhaɪfn] .....
**slash** [slæʃ] .....
3B **to recommend** [ˌrekəˈmend] .....
**annoying** [əˈnɔɪɪŋ] .....
**habit** [ˈhæbɪt] .....
3F **headline** [ˈhedlaɪn] .....
**abbreviation** [əˌbriːviˈeɪʃn] .....
**effective** [ɪˈfektɪv] .....
**purpose** [ˈpɜːpəs] .....
**formal** [ˈfɔːml] .....
**FYI (for your information)**
[ˌefwaɪˈeɪ (ˌfɔː jɔːrˌɪnfəˈmeɪʃn] .....
**ASAP (as soon as possible)**
[ˌeɪeseɪˈpiː (ˌəz suːn əz ˈpɒsəbl)] .....
**informal** [ɪnˈfɔːml] .....
**to reflect** [rɪˈflekt] .....
**to waste time** [ˈweɪst ˌtaɪm] .....
**unnecessary** [ʌnˈnesəsri] .....

## Unit 4

**career** [kəˈrɪə] .....
**qualification** [ˌkwɒlɪfɪˈkeɪʃn] .....
1B **memorable** [ˈmemrəbl] .....
**milestone** [ˈmaɪlstəʊn] .....
2 **education** [ˌedʒʊˈkeɪʃn] .....
2A **academic** [ˌækəˈdemɪk] .....
**subject** [ˈsʌbdʒɪkt] .....
**political science**
[pəˌlɪtɪkl ˈsaɪəns] .....
**journalism** [ˈdʒɜːnlɪzm] .....
**engineering** [ˌendʒɪˈnɪərɪŋ] .....
2B **accepted** [əkˈseptɪd] .....
**reputation** [ˌrepjəˈteɪʃn] .....
**bachelor's degree**
[ˈbætʃlə dɪˈgriː] .....
**graduate program**
[ˈgrædʒuət ˌprəʊgræm] .....
**Master of Business**
[ˌmɑːstərˌəv ˈbɪznɪs .....
**Admistration (MBA)**
ədˌmɪnɪˈstreɪʃn] .....
**educational background**
[edʒʊˌkeɪʃnl ˈbækgraʊnd] .....
**elementary school (AE)**
[elɪˈmentri ˌskuːl] .....
**high school (AE)** [ˈhaɪ ˌskuːl] .....
**to apply to** [əˈplaɪ tə] .....
**to attend university**
[əˈtend ˌjuːnɪˈvɜːsəti] .....
**to be eager** [biː ˈiːgə] .....
**business school** [ˈbɪznɪs ˌskuːl] .....
**to earn** [ɜːn] .....
**Bachelor of Science (BS)**
[ˌbætʃlərˌəv ˈsaɪəns] .....
**business psychology**
[ˌbɪznɪs saɪˈkɒlədʒi] .....
**competitive** [kəmˈpetɪtɪv] .....
**graduate studies**
[ˌgrædʒuət ˈstʌdiz] .....

**doctorate (PhD)** ['dɒktrət] .....
**schooling** ['sku:lɪŋ] .....
**goal** [gəʊl] .....
**practical experience** [ˌpræktɪkl ɪk'spɪəriəns] .....
2C **compulsory** [kəm'pʌsri] .....
**approximately** [ə'prɒksɪmətli] .....
**age range** ['eɪʤ ˌreɪnʤ] .....
**public school (BE)** [ˌpʌblɪk 'sku:l] .....
**public school (AE)** [ˌpʌblɪk 'sku:l] .....
**private school (AE)** [ˌpraɪvɪt 'sku:l] .....
**state school (BE)** ['steɪt ˌsku:l] .....
**middle school** ['mɪdl ˌsku:l] .....
**junior high school (AE)** [ˌpræktɪkl ɪk'spɪəriəns] .....
**instruction** [ɪn'strʌkʃn] .....
**math (AE) / maths (BE)** [mæθ / mæθs] .....
**science** ['saɪəns] .....
**social studies** [ˌsəʊʃl 'stʌdiz] .....
**physical education** [ˌfɪzɪkl eʤʊ'keɪʃn] .....
**foreign languages** [ˌfɒrɪn 'læŋgwɪʤɪz] .....
**extracurricular activities** [ˌekstrəkəˌrɪkjələ æk'tɪvətiz] .....
**diploma** [dɪ'pləʊmə] .....
**to graduate** ['græʤuət] .....
**master's degree** [ˌmɑ:stə dɪ'gri:] .....
**Bachelor of Arts (BA)** [ˌbætʃlər‿əv 'ɑ:ts] .....
2D **basic** ['beɪsɪk] .....
**fundamental** [ˌfʌndə'mentl] .....
**abroad** [ə'brɔ:d] .....
2E **apprenticeship** [ə'prentɪʃɪp] .....
2F **nursery school (BE)** ['nɜ:sri ˌsku:l] .....
**preschool (AE)** ['pri:sku:l] .....
**optional** ['ɒpʃnl] .....
**primary school (BE)** ['praɪmri ˌsku:l] .....
**secondary school (BE)** ['sekndri ˌsku:l] .....
**GCSE (General Certificate of Secondary Education)** [ˌʤi:si:es'ɪ: ('ʤenrlsəˌtɪfɪkət‿əv 'sekndri ˌeʤʊ'keɪʃn)] .....
**A-levels (Advanced levels)** ['eɪlevlz] .....
**free of charge** [ˌfri: əv 'tʃɑ:ʤ] .....
**independent** [ˌɪndɪ'pendənt] .....

3 **objective** [əb'ʤektɪv] .....
3A **debt** [det] .....
3B **instructor** [ɪn'strʌktə] .....
3C **favor (AE)** ['feɪvə] .....
**permanent** ['pɜ:mnənt] .....
**to appreciate** [ə'pri:ʃieɪt] .....
**steady job** ['stedi ˌʤɒb] .....
**to hire** [haɪə] .....
3D **to prioritize** [praɪ'ɒrɪtaɪz] .....
3E **ambition** [æm'bɪʃn] .....
**aim** [eɪm] .....
**target** ['tɑ:gɪt] .....
**market share** [ˌmɑ:kɪt 'ʃeə] .....
**to reach** [ri:tʃ] .....
**to intend** [ɪn'tend] .....
**to set one's sights too high** [ˌset 'wʌnz ˌsaɪts tu: 'haɪ] .....
**to affect** [ə'fekt] .....
**to restructure** [ˌri:'strʌktʃə] .....
**intention** [ɪn'tenʃn] .....

## Unit 5

**skill** [skɪl] .....
**particularly** [pə'tɪkjələli] .....
1A **atmosphere** ['ætməsfɪə] .....
**to describe** [dɪ'skraɪb] .....
1B **scale** [skeɪl] .....
**salary** ['sælri] .....
1C **to create** [kri'eɪt] .....
**to coordinate** [kəʊ'ɔ:dɪnət] .....
**strategy** ['strætəʤi] .....
**to assign** [ə'saɪn] .....
**to delegate** ['delɪgeɪt] .....
1E **job posting** ['ʤɒb ˌpəʊstɪŋ] .....
**software engineer** ['sɒfweə ˌenʤɪ'nɪə] .....
**medical insurance** ['medɪkl ɪnˌʃʊərns] .....
**based in** ['beɪst‿ɪn] .....
**to analyse** ['ænlaɪz] .....
**customer needs** [ˌkʌstəmə 'ni:dz] .....
**improvement** [ɪm'pru:vmənt] .....
**manual** ['mænjuəl] .....
**to train** [treɪn] .....
**equivalent** [ɪ'kwɪvlənt] .....
**ability** [ə'bɪləti] .....
**leading** ['li:dɪŋ] .....
**telecommunications provider** [ˌtelɪkəu̯mju:nɪ'keɪʃnz ˌprə'vaɪdə] .....
**sector** ['sektə] .....
**preferred** [prɪ'fɜ:d] .....
**required** [rɪ'kwaɪəd] .....

**recruitment** [rɪ'kru:tmənt] .....
**fluent** ['flu:ənt] .....
2 **application** [ˌæplɪ'keɪʃn] .....
2A **résumé (AE)** ['rezʊmeɪ] .....
**cover letter** ['kʌvə ˌletə] .....
**CV (Curriculum Vitae)**
[ˌsi:'vi: (kəˌrɪkjələm'vi:taɪ)] .....
**interchangeably**
[ˌɪntə'tʃeɪndʒəbli] .....
**to accompany** [ə'kʌmpəni] .....
2B **to mention** ['menʃn] .....
2C **to minor** ['maɪnə] .....
**to major** ['meɪdʒə] .....
2E **excerpt** ['eksɜ:pt] .....
**bilingual** [baɪ'lɪŋgwl] .....
3A **to arrange** [ə'reɪndʒ] .....
**impressed** [ɪm'prest] .....
**to review** [rɪ'vju:] .....
3B **do's and don'ts**
[ˌdu:z‿ən 'dəʊnts] .....
3C **to achieve** [ə'tʃi:v] .....
**head of production**
[ˌhed‿əv prə'dʌkʃn] .....
**to remain** [rɪ'meɪn] .....
**trade** [treɪd] .....
**scholarship** ['skɒləʃɪp] .....
**staffing** ['stɑ:fɪŋ] .....
**budgeting** ['bʌdʒɪtɪŋ] .....
3D **electrician** [ˌelɪk'trɪʃn] .....
**plumber** ['plʌmə] .....
**mechanic** [mɪ'kænɪk] .....
**electrical appliances**
[ɪˌlektrɪkl ə'plaɪənsɪz] .....
**vocational school**
[vəˌkeɪʃnl 'sku:l] .....
**state agency** [ˌsteɪt 'eɪdʒnsi] .....
**certificate** [sə'tɪfɪkət] .....
**certified** ['sɜ:tɪfaɪd] .....
**qualified** ['kwɒlɪfaɪd] .....
3E **lawyer** ['lɔɪə] .....
**passion** ['pæʃn] .....
**certification** [ˌsɜ:tɪfɪ'keɪʃn] .....
**to combine** ['kɒmbaɪn] .....
**commercial pilot**
[kə'mɜ:ʃl ˌpaɪlət] .....
**to publish** ['pʌblɪʃ] .....

## Unit 6

1A **stapler** ['steɪplə] .....
**eraser (AE)** [ɪ'reɪzə] .....
**wastebasket** ['weɪsˌbɑ:skɪt] .....
**file cabinet (AE)** [ˌfaɪl 'kæbɪnət] .....
**cubicle** ['kju:bɪkl] .....
**index card** ['ɪndeks ˌkɑ:d] .....
**sticky note** ['stɪki ˌnəʊt] .....
**calculator** ['kælkjəleɪtə] .....
**projector** [prə'dʒektə] .....
**ink cartridge** ['ɪŋk ˌkɑ:trɪdʒ] .....
**paper cutter** ['peɪpə ˌkʌtə] .....
**clipboard** ['klɪpbɔ:d] .....
**shredder** ['ʃredə] .....
**folder** ['fəʊldə] .....
**briefcase** ['bri:fkeɪs] .....
**notepad** ['nəʊtpæd] .....
**paper clip** ['peɪpə ˌklɪp] .....
**thumbtack** ['θʌmtæk] .....
**tape dispenser** ['teɪp dɪˌspensə] .....
**hole punch** ['həʊl ˌpʌnʃ] .....
1B **additional** [ə'dɪʃnl] .....
1C **to solve** [sɒlv] .....
**rubber (BE)** ['rʌbə] .....
**filing cabinet (BE)**
['faɪlɪŋ ˌkæbɪnət] .....
1D **square** [skweə] .....
**portable** ['pɔ:təbl] .....
1E **pocket-sized** ['pɒkɪtsaɪzd] .....
**cardboard** ['kɑ:dbɔ:d] .....
**rectangular** [rek'tæŋgjələ] .....
1G **photocopier** ['fəʊtəˌkɒpiə] .....
**attached** [ə'tætʃt] .....
**potential** [pə'tenʃl] .....
2A **to import** ['ɪmpɔ:t] .....
**to ship** [ʃɪp] .....
**to assemble** [ə'sembl] .....
2B **to recruit** [rɪ'kru:t] .....
2C **to schedule** ['ʃedju:l] .....
2H **deadline** ['dedlaɪn] .....
**to replace** [rɪ'pleɪs] .....
**business card** ['bɪznɪs ˌkɑ:d] .....
2I **to improve** [ɪm'pru:v] .....
**sound barrier** ['saʊnd ˌbæriə] .....
3B **furniture** ['fɜ:nɪtʃə] .....
**electronic device**
[ˌelektrɒnɪk dɪ'vaɪs] .....
**to remove** [rɪ'mu:v] .....
3C **on-screen instruction**
[ˌɒnskri:n ɪn'strʌkʃnz] .....
**protective foil** [prə'tektɪv ˌfɔɪl] .....
**seal** [si:l] .....
**to insert** ['ɪnsɜ:t] .....
**replacement cartridge**
[rɪ'pleɪsmənt ˌkɑ:trɪdʒ] .....
**key** [ki:] .....
**desired** [dɪ'zaɪəd] .....
**receiver** [rɪ'si:və] .....
**obstruction** [əb'strʌkʃn] .....
**slot** [slɒt] .....
**amount** [ə'maʊnt] .....
**to confirm** [kən'fɜ:m] .....

currency ['kʌrnsi] .....
3D cough medicine ['kɒf ˌmedsn] .....
coat hanger ['kəʊt ˌhæŋə] .....
3E plug [plʌg] .....
packaging ['pækɪʤɪŋ] .....
power outlet ['paʊə ˌaʊtlet] .....
USB-port [ˌjuːesbiː'pɔːt] .....
installation wizard
[ˌɪnstə'leɪʃn ˌwɪzəd] .....

## Unit 7

to persuade [pə'sweɪd] .....
1B to repeat [rɪ'piːt] .....
to be of any assistance
[ˌbiː əv eni ə'sɪstəns] .....
1C account [ə'kaʊnt] .....
to lend a hand [ˌlend ə 'hænd] .....
marketing concept
['mɑːkɪtɪŋ ˌkɒnsept] .....
input ['ɪnpʊt] .....
Shoot! [ʃuːt] .....
to gather ['gæðə] .....
to highlight ['haɪlaɪt] .....
precise [prɪ'saɪs] .....
sales figures ['seɪlz ˌfɪgəz] .....
to cut it close [ˌkʌt ɪt 'kləʊs] .....
terrific [tə'rɪfɪk] .....
to bother sb. ['bɒðə] .....
trouble ['trʌbl] .....
comparison [kəm'pærɪsn] .....
client ['klaɪənt] .....
1D politeness [pə'laɪtnəs] .....
to request [rɪ'kwest] .....
Do you mind if . . . ?
[ˌduː juː 'maɪnd ɪf] .....
1E to return [rɪ'tɜːn] .....
to borrow ['bɒrəʊ] .....
It's my pleasure.
[ˌɪst meɪ 'pleʒə] .....
2B to explain [ɪk'spleɪn] .....
in conclusion [ˌɪn kən'kluːʒn] .....
to sum up [ˌsʌm ʌp] .....
to summarise ['sʌmraɪz] .....
divided [dɪ'vaɪdɪd] .....
to refer to [rɪ'fɜː tə] .....
visuals ['vɪʒuəlz] .....
2C to guess [ges] .....
at short notice [ət ˌʃɔːt 'nəʊtɪs] .....
success [sək'ses] .....
to market ['mɑːkɪt] .....
increase ['ɪnkriːs] .....
mailings ['mɑːlɪŋz] .....
sample ['sɑːmpl] .....
overwhelming [ˌəʊvə'welmɪŋ] .....
eye-catching ['aɪˌkætʃɪŋ] .....
chart [tʃɑːt] .....
3 offer ['ɒfə] .....
3B check (AE) [tʃek] .....
discount ['dɪskaʊnt] .....
3C buyer ['baɪə] .....
promotional products
[prə'məʊʃnl ˌprɒdʌkts] .....
leaflet ['liːflət] .....
delivery [dɪ'lɪvri] .....
3D convenient [kən'viːniənt] .....
4A to advise [əd'vaɪz] .....
4C to invest [ɪn'vest] .....
banker ['bæŋkə] .....
customer base ['kʌstəmə ˌbeɪs] .....
participant [pɑː'tɪsɪpnt] .....
agenda [ə'ʤendə] .....
4D advice [əd'vaɪs] .....
work-life balance
[ˌwɜːklaɪf 'bælens] .....
4F negotiation [nɪˌgəʊʃi'eɪʃn] .....
expectation [ˌekspek'teɪʃn] .....
suggestion [sə'ʤestʃn] .....
to compromise ['kɒmprəmaɪz] .....
to reschedule [ˌriː'ʃedjuːl] .....
to argue ['ɑːgjuː] .....
to prove [pruːv] .....
solution [sə'luːʃn] .....
to disagree [ˌdɪsə'griː] .....
to agree [ə'griː] .....
4G reward [rɪ'wɔːd] .....
training opportunities
['treɪnɪŋ ˌɒpə'tjuːnətiz] .....
to relocate [ˌriːlə'keɪt] .....
means of payment
[ˌmiːnz əv 'peɪmənt] .....
guarantee [ˌgærn'tiː] .....

## Unit 8

supplier [sə'plaɪə] .....
1A equipment [ɪ'kwɪpmənt] .....
old-fashioned [ˌəʊlfæʃnd] .....
1B freebie ['friːbi] .....
1D visitor ['vɪzɪtə] .....
multifunctional [ˌmʌlti'fʌŋʃnl] .....
laser pointer ['leɪzə ˌpɔɪntə] .....
LED light [ˌeliː'diː ˌlaɪt] .....
appearance [ə'pɪərns] .....
to contain [kən'teɪn] .....
unique [juː'niːk] .....
tech geek [ˌtek 'giːk] .....
unusual [ʌn'juːʒl] .....
gift [gɪft] .....
custom label ['kʌstəm ˌleɪbl] .....

2A **contractor** [kən'træktə] .....
**demand** [dɪ'mɑ:nd] .....
**binding** ['baɪndɪŋ] .....
**satisfied** ['sætɪsfaɪd] .....
**feedback** ['fi:dbæk] .....
**experienced** [ɪk'spɪəriənst] .....
**cancellation policy**
[ˌkænsl'eɪʃn ˌpɒləsi] .....
**replacement** [rɪ'pleɪsmənt] .....
2B **extract** ['ekstrækt] .....
**to reject** [ri:ʤekt] .....
**variety** [və'raɪəti] .....
**accessories** [ək'sesriz] .....
**despite** [dɪ'spaɪt] .....
**delay** [dɪ'leɪ] .....
**to terminate** ['tɜ:mɪneɪt] .....
**office space** ['ɒfɪs ˌspeɪs] .....
**quote** [kwəʊt] .....
2C **fast-growing** ['fɑ:stˌgreʊɪŋ] .....
2D **briefly** ['bri:fli] .....
3A **condition** [kən'dɪʃn] .....
**term** [tɜ:m] .....
**bill** [bɪl] .....
**policy** ['pɒləsi] .....
**in stock** [ˌɪn 'stɒk] .....
**item** ['aɪtəm] .....
**first-time customer**
[ˌfɜ:staɪm 'kʌstəmə] .....
**upfront** [ʌp'frʌnt] .....
**exception** [ɪk'sepʃn] .....
**shipping agent** ['ʃɪpɪŋ ˌeɪʤnt] .....
**goods** [gʊdz] .....
**processed** ['prəʊsest] .....
**order form** ['ɔ:də ˌfɔ:m] .....
3B **to require** [rɪ'kwaɪə] .....
3D **insurance** [ɪn'ʃʊərns] .....
**to confer** [kən'fɜ:] .....
**headquarters** [ˌhed'kwɔ:təz] .....
**worth** [wɜ:θ] .....
3E **bargaining** ['bɑ:gɪnɪŋ] .....
**bargain hunter**
['bɑ:gɪn ˌhʌntə] .....
**Money makes the world go round.**
[ˌmʌni meɪks ðə'wɜ:ld gəʊ ˌraʊnd] .....
3F **prior to** ['praɪə ˌtə] .....
**to withdraw** [wɪð'drɔ:] .....
**to debit** ['debɪt] .....
**to clear** [klɪə] .....
**bank account** ['bæŋk ə'kaʊnt] .....
**sum** [sʌm] .....
**direct debit** [ˌdɪrekt 'debɪt] .....
**cheque (BE)** [tʃek] .....
**cash on delivery (C.O.D.)**
['kæʃ ɒn ˌdɪlɪvri] .....

3H **pros and cons**
[ˌprəʊz ən 'kɒnz] .....
4B **bank transfer**
['bæŋk ˌtrænsfɜ:] .....
4C **travel mug** ['trævl ˌmʌg] .....

## Unit 9

**market performance**
[ˌmɑ:kɪt pə'fɔ:məns] .....
1B **percent** [pə'sent] .....
**multiplied by** ['mʌltɪplaɪd ˌbaɪ] .....
**equals** ['i:kwəlz] .....
**divided by** [dɪ'vaɪdɪd ˌbaɪ] .....
1D **equation** [ɪ'kweɪʒn]v .....
2 **trend** [trend] .....
2A **to come to mind**
[ˌkʌm tə 'maɪnd] .....
2B **to express** [ɪk'spres] .....
**to rise** [raɪz] .....
**to climb** [klaɪm] .....
**to grow** [grəʊ] .....
**to go up** [ˌgəʊ 'ʌp] .....
**to take off** [ˌteɪk 'ɒf] .....
**to skyrocket** ['skaɪˌrɒkɪt] .....
**opposite** ['ɒpəzɪt] .....
**to decrease** ['di:kri:s] .....
**to drop** [drɒp] .....
**to go down** [ˌgəʊ 'daʊn] .....
**to decline** [dɪ'klaɪn] .....
**upswing** ['ʌpswɪŋ] .....
**expansion** [ɪk'spænʃn] .....
**downswing** ['daʊnswɪŋ] .....
**downturn** ['daʊntɜ:n] .....
**loss** [lɒs] .....
**slight** [slaɪt] .....
**minor** ['maɪnə] .....
**significant** [sɪg'nɪfɪkənt] .....
**gradual** ['græʤuəl] .....
**steady** ['stedi] .....
**sudden** ['sʌdn] .....
**rapid** ['ræpɪd] .....
2C **profit** ['prɒfɪt] .....
2D **income** ['ɪŋkʌm] .....
**to enjoy** [ɪn'ʤɔɪ] .....
2F **turnover** ['tɜ:nˌəʊvə] .....
**growth** [grəʊθ] .....
**figures** ['fɪgəz] .....
**previous** ['pri:viəs] .....
**forecast** ['fɔ:kɑ:st] .....
2G **guideline** ['gaɪdlaɪn] .....
3A **memo** ['meməʊ] .....
3B **to predict** [prɪ'dɪkt] .....
**to permit** [pə'mɪt] .....
**in the red** [ˌɪn ðə 'red] .....
**to expect** [ɪk'spekt] .....

to suppose [sə'pəʊz] .....
to suspect [sə'spekt] .....
to doubt [daʊt] .....
4A applicant ['æplɪkənt] .....
entire [ɪn'taɪə] .....
bonus ['bəʊnəs] .....
4D Caribbean [ˌkærɪ'bi:ən] .....

## Unit 10

1A absent ['æbsnt] .....
to postpone [pəʊs'pəʊn] .....
to attend [ə'tend] .....
minutes ['mɪnɪts] .....
to vote [vəʊt] .....
chairperson ['tʃeəˌpɜ:sn] .....
to propose [prə'pəʊz] .....
to wrap up ['ræp‿ʌp] .....
1C videoconferencing [ˌvɪdiəʊ'kɒnfrnsɪŋ] .....
face-to-face meeting [ˌfeɪstəfeɪs 'mi:tɪŋ] .....
to doodle ['du:dl] .....
bored [bɔ:d]v
1D minute taker ['mɪnɪt ˌteɪkə] .....
follow-up ['fɒləʊʌp] .....
2A to tape record ['teɪp rɪˌkɔ:d] .....
to complete [kəm'pli:t] .....
to proofread ['pru:fri:d] .....
2C market survey [ˌma:kɪt rɪ'sɜ:tʃ] .....
translation agency [trænz'leɪʃn ˌeɪʤnsi] .....
suitable ['su:təbl] .....
participation [pɑ:ˌtɪsɪ'peɪʃn] .....
2D expenses [ɪk'spensɪz] .....
graphic designer [ˌgræfɪk dɪ'zaɪnə] .....
3A serviced ['sɜ:vɪst] .....
tire [taɪə] .....
3C to keep track [ˌki:p 'træk] .....
3D to conduct ['kɒndʌkt] .....
financial ground [faɪ'nænʃl ˌgraʊnd] .....
spending ['spendɪŋ] .....
3F venue ['venju:] .....
caterer ['keɪtrə] .....
4A fiancé [fi'ɒnseɪ] .....
4B to state [steɪt] .....
4E clarification [ˌklærɪfɪ'keɪʃn] .....

## Unit 11

1A to catch [kætʃ] .....
1C to greet [gri:t] .....
to bow [baʊ] .....
1D swipe card ['swaɪp ˌkɑ:d] .....
to record [rɪ'kɔ:d] .....
to dislike [dɪ'slaɪk] .....
restroom (AE) ['restrʊm] .....
to be on a first-name basis [ˌbi: ɒn‿ə 'fɜ:stneɪm ˌbeɪsɪs] .....
time clock [ˌtaɪm 'klɒk] .....
entrance ['entrəns] .....
registered ['reʤɪstəd] .....
2D inappropriate [ˌɪnə'prəʊpriət] .....
affair [ə'feə] .....
snorkelling ['snɔ:klɪŋ] .....
scuba diving ['sku:bə ˌdaɪvɪŋ] .....
2E buffet ['bʊfeɪ] .....
elevator (AE) ['elɪveɪtə] .....
to exit ['eksɪt] .....
silence ['saɪləns] .....
queue (BE) [kju:] .....
lift (BE) [lɪft] .....
line (AE) [laɪn] .....
2F to socialize ['səʊʃlaɪz] .....
virtual reality [ˌvɜ:tʃuəl rɪ'ælətɪ] .....
2G interests ['ɪntrəsts] .....
2H soccer (AE) ['sɒkə] .....
crossword puzzle ['krɒswɜ:d ˌpʌzl] .....
volunteer work [ˌvɒləntɪə 'wɜ:k] .....
board game ['bɔ:d ˌgeɪm] .....
2I entertaining [ˌentə'teɪnɪŋ] .....
favorite ['feɪvrɪt] .....
3A to freshen up [ˌfreʃn'ʌp] .....
redesigned [ˌri:dɪ'zaɪnd] .....
3B to occur [ə'kɜ:] .....
furnishing ['fɜ:nɪʃɪŋ] .....
successful [sək'sesfl] .....
expensive [ɪk'spensɪv] .....
mentoring ['mentɔ:rɪŋ] .....
immigrant ['ɪmɪgrənt] .....
to double ['dʌbl] .....
3D traffic light ['træfɪk ˌlaɪt] .....
4A business lunch ['bɪznɪs ˌlʌnʃ] .....
4B logical ['lɒʤɪkl] .....
menu ['menju:] .....
likes [laɪks] .....
4C eating habit [ˌi:tɪŋ 'hæbɪt] .....
4D surprised [sə'praɪzd] .....
stereotype ['steriətaɪp] .....
cuisine [kwɪz'i:n] .....
due to [ˌdju: 'tə] .....
self-seating [ˌself'si:tɪŋ] .....
to be served [ˌbi: 'sɜ:vd] .....
waiter ['weɪtə] .....
waitress ['weɪtrəs] .....
server ['sɜ:və] .....

**appetizer** ['æpɪtaɪzə] .....
**calamari** [ˌkælə'mɑ:ri] .....
**entrée** ['ɒntreɪ] .....
**tip** [tɪp] .....
4E **oyster** ['ɔɪstə] .....
**lobster** ['lɒbstə] .....
**jumbo shrimp**
['ʤʌmbəʊ ˌʃrɪmp] .....
**french fries (AE)** [ˌfrenʃ 'fraɪz] .....
**baked potatoes**
[ˌbeɪkt 'pəteɪtəʊz] .....
**mashed potatoes**
[ˌmæʃt 'pəteɪtəʊz] .....
**rye** [raɪ] .....
**veal** [vi:l] .....
**sautéed** ['səʊteɪd] .....
**tap water** ['tæp ˌwɔ:tə] .....

## Unit 12

1A **connecting flight**
[kə'nektɪŋ ˌflaɪt] .....
**shuttle bus** ['ʃʌtl ˌbʌs] .....
**wake-up call** [ˌweɪkˌʌp 'kɔ:l] .....
**according to** [ə'kɔ:dɪŋ ˌtə] .....
**departure time**
[dɪ'pɑ:tʃə ˌtaɪm] .....
1B **wristwatch** ['rɪswɪtʃ] .....
1C **area code** ['eəriə ˌkəʊd] .....
**to dial** ['daɪəl] .....
**digit** ['dɪʤɪt] .....
**toll-free** [ˌtəʊl'fri:] .....
**country code** ['kʌntri ˌkəʊd] .....
**to pause** [pɔ:z] .....
**zero** ['zɪərəʊ] .....
**individually** [ˌɪndɪ'vɪʤuəli] .....
**triple** ['trɪpl] .....
**freephone number**
['fri:fəʊn ˌnʌmbə] .....
2 **preparation** [ˌprepr'eɪʃn] .....
2A **to reserve** [rɪ'zɜ:v] .....
**travel insurance**
['trævl ˌɪnʃʊərns] .....
**weather forecast**
['weðə ˌfɔ:kɑ:st] .....
2C **to rent** [rent] .....
**included** [ɪn'klu:dɪd] .....
**aisle** [aɪl] .....
**mileage** ['maɪlɪʤ] .....
**valid** ['vælɪd] .....
**driver's license (AE)**
['draɪvəz ˌlaɪsns] .....
**driving licence (BE)**
['draɪvɪŋ ˌlaɪsns] .....
2D **features** ['fi:tʃəz] .....
**housekeeper** ['haʊsˌki:pə] .....
**valet** ['vælеɪ] .....
2E **eco-friendliness**
['i:kəʊˌfrendlinəs] .....
**dissatisfied** [dɪs'sætɪsfaɪd] .....
2F **downtown** [ˌdaʊn'taʊn] .....
**rooftop** ['ru:ftɒp] .....
**steam room** ['sti:m ˌru:m] .....
**tennis court** ['tenɪs ˌkɔ:t] .....
**expiration date**
[ˌekspɪreɪʃn 'deɪt] .....
2G **travel agent** ['trævl ˌeɪʤnt] .....
2H **overbooked** [ˌəʊvə'bʊkt] .....
**domestic** [də'mestɪk] .....
**take off** ['teɪkɒf] .....
**layover** ['leɪˌəʊvə] .....
**passenger** ['pæsnʤə] .....
2I **round-trip** [ˌraʊnd 'trɪp] .....
**booked up** ['bʊktˌʌp] .....
**one-way ticket** [ˌwʌnweɪ 'tɪkɪt] .....
3B **laundry service** ['lɔ:ndri ˌsɜ:vɪs] .....
3D **charged** ['tʃɑ:ʤd] .....
**pleasant** ['pleznt] .....
4E **to adapt** [ə'dæpt] .....
4F **work ethic** [ˌwɜ:k 'eθɪk] .....
**punctuality** [ˌpʌnktʃu'æləti] .....
**etiquette** ['etɪket] .....
**misunderstanding**
[ˌmɪsʌndə'stændɪŋ] .....

## Unit 13

1B **to finalize** ['faɪnlaɪz] .....
**business agreement**
['bɪznɪs əˌgri:mənt] .....
**to display** [dɪ'spleɪ] .....
**quantity** ['kwɒntəti] .....
**wholesale** ['həʊlseɪl] .....
**booth** [bu:ð] .....
**retail** ['ri:teɪl] .....
**to close a deal** [ˌkləʊzˌə 'di:l] .....
**to exhibit** [ɪg'zɪbɪt] .....
**exhibitor** [ɪg'zɪbɪtə] .....
1C **convention** [kən'venʃn] .....
**expo** ['ekspəʊ] .....
**fair trade** [ˌfeə 'treɪd] .....
1D **to attract** [ə'trækt] .....
**agent** ['eɪʤnt] .....
**distributor** [dɪ'strɪbjətə] .....
**to get a feel for something**
[ˌgetˌə 'fi:l fə ˌsʌmθɪŋ] .....
**foreign market**
[ˌfɒrɪn 'mɑ:kɪt] .....
**to originate** [ə'rɪʤneɪt] .....
**century** ['senʃri] .....

**trade route** ['treɪd ˌruːt] .....
**to cross** [krɒs] .....
**precious metals** [ˌpreʃəs 'metlz] .....
**spices** ['spaɪsɪz] .....
**fabrics** ['fæbrɪks] .....
**product range** ['prɒdʌkt ˌreɪndʒ] .....
**business sector** ['bɪznɪs ˌsektə] .....
**stand** [stænd] .....
**occupied** ['ɒkjəpaɪd] .....
**manufacturing firm** [ˌmænjəfæktʃrɪŋ 'fɜːm] .....
**wholesaler** ['həʊlˌseɪlə] .....
**retailer** ['riːteɪlə] .....
2A **occasionally** [ə'keɪʒnli] .....
**unfortunately** [ʌn'fɔːtʃnətli] .....
**hardly ever** [ˌhɑːdli 'evə] .....
**recently** ['riːsntli] .....
**rarely** ['reəli] .....
**seldom** ['seldəm] .....
2B **exhibit** [ɪg'zɪbɪt] .....
**fairgrounds** [ˌfeə 'graʊndz] .....
**to know the ins and outs** [ˌnəʊ ðə 'ɪnz‿ən‿'aʊts] .....
2C **fees** [fiːz] .....
**associated costs** [ˌəsəʊʃiəɪtɪd 'kɒsts] .....
**to minimise** ['mɪnɪmaɪz] .....
2D **messy** ['mesi] .....
**display** [dɪ'spleɪ] .....
3B **chain** [tʃeɪn] .....
**overseas** [ˌəʊvə'siːz] .....
**pricing** ['praɪsɪŋ] .....
**bulk order** ['bʌlk ˌɔːdə] .....
**lead** [liːd] .....
3F **to treat** [triːt] .....
**revolutionized** [ˌrevl'uːʃnaɪzd] .....
**associate** [ə'səʊʃiət] .....
3I **cozy (AE)** ['kəʊzi] .....
**to stop by** [ˌstɒp 'baɪ] .....
**comfortable** ['kʌmftəbl] .....

## Unit 14

1B **to criticize (AE)** ['krɪtɪsaɪz] .....
**to admit** [əd'mɪt] .....
**rumour (BE)** ['ruːmə] .....
**attitude** ['ætɪtjuːd] .....
**reliable** [rɪ'laɪəbl] .....
1C **leadership qualities** ['liːdəʃɪp] .....
**flexibility** [ˌfleksɪ'bɪləti] .....
**confidence** ['kɒnfɪdns] .....
**sense of humour** [ˌsens‿əv 'hjuːmə] .....
**honesty** ['ɒnɪsti] .....
**charisma** [kə'rɪzmə] .....
**commitment** [kə'mɪtmənt] .....
**tolerance** ['tɒlrns] .....
**patience** ['peɪʃns] .....
**enthusiasm** [ɪn'θjuːziæzm] .....
**enthusiastic** [ɪnˌθjuːzi'æstɪk] .....
**committed** [kə'mɪtɪd] .....
**confident** ['kɒnfɪdnt] .....
**cooperative** [kəʊ'ɒprətɪv] .....
**honest** ['ɒnɪst] .....
**limitation** [ˌlɪmɪ'teɪʃn] .....
2A **people skills** [ˌpiːpl 'skɪlz] .....
2B **to consider** [kən'sɪdə] .....
2C **addition** [ə'dɪʃn] .....
**dedicated** ['dedɪkeɪtɪd] .....
**to gossip** ['gɒsɪp] .....
2D **to spread** [spred] .....
2E **idiom** ['ɪdiəm] .....
**to get the ball rolling** [ˌget ðə bɔːl 'rəʊlɪŋ] .....
**to step on somebody's toes** [ˌstep‿ɒn sʌmbədiz 'təʊz] .....
**to think outside the box** [θɪŋk ˌaʊt'ail ðə ˌbɒks] .....
**to keep a cool head** [ˌkiːp‿ə kuːl 'hed] .....
**to roll up your sleeves** [ˌrəʊl‿ʌp jə 'sliːvz] .....
**to go the extra mile** [ˌgəʊ ən ekstrə 'ail] .....
**to upset so.** ['ʌpset] .....
2G **opportunity** [ˌɒpə'tjuːnəti] .....
3A **to encourage** [ɪn'kʌrɪdʒ] .....
3C **to resolve** [rɪ'zɒlv] .....
**to fool** [fuːl] .....
**minefield** ['maɪnfiːld] .....
3G **to outline** ['aʊtlaɪn] .....

## Unit 15

1A **to commute** [kə'mjuːt] .....
1B **stressful** ['stresfʊl] .....
2 **teleworking (BE)** ['telɪˌwɜːkɪŋ] .....
2A **equipped** [ɪ'kwɪpt] .....
**air-conditioning** ['e nˌdɪʃnɪŋ] .....
**to tend** [tend] .....
**interruption** [ˌɪntə'rʌpʃn] .....
**to accomplish** [ə'kʌmplɪʃ] .....
**demand** [dɪ'mɑːnd] .....
**traffic jam** ['træfɪk ˌdʒæm] .....
**air pollution** ['eə pəˌluːʃn] .....

**fuel consumption**
['fju:əl kən,sʌmʃn] .....
2C **telecommuting (AE)**
[,telɪkə'mju:tɪŋ] .....
**pilot project** ['paɪlət ,prɒʤekt] .....
**supporter** [sə'pɔ:tə] .....
**workload** ['wɜ:kləʊd] .....
3 **necessity** [nə'sesəti] .....
3A **smoke detector**
['smeʊk dɪ,tektə] .....
**fire extinguisher**
['faɪə ɪk,stɪŋgwɪʃə] .....
**to trip over** ['trɪp‿əʊvə] .....
**thunderstorm** ['θʌndəstɔ:m] .....
**cable clutter** ['keɪbl ,klʌtə] .....
**tangled** ['tæŋgld] .....
3C **priority** [praɪ'ɒrəti] .....
**adequate** ['ædɪkwət] .....
4B **expenditure** [ɪk'spendɪtʃə] .....
**asset** ['æset] .....
**loan** [ləʊn]v .....
**bankrupt** ['bæŋkrʌpt] .....
**fixed costs** ['fɪkst ,kɒsts] .....
**to allocate** ['æləkeɪt] .....
**interest** ['ɪntrəst] .....
**balance sheet** ['bæləns ,ʃi:t] .....
**to owe** [əʊ] .....
**to designate** ['dezɪgneɪt] .....
**value** ['vælju:] .....
**working capital**
[,wɜ:kɪŋ 'kæpɪtl] .....
4D **allotment** [ə'lɒtmənt] .....
**maintenance** ['meɪntnəns] .....
4F **interest rate** ['ɪntrəst ,reɪt] .....
**outsourced** ['aʊtsɔ:st] .....

## Unit 16

1A **expression** [ɪk'spreʃn] .....
**to make up one's mind**
['meɪk‿ʌp wʌnz ,maɪnd] .....
**to change one's mind**
['tʃeɪnʤ wʌnz ,maɪnd] .....
**to sleep on something**
['sli:p‿ɒn ,sʌmθɪŋ] .....
**to have second thoughts**
[hæv 'seknd ,θɔ:ts] .....
**gut feeling** ['gʌt ,fi:lɪŋ] .....
**to fail** [feɪl] .....
**intuition** [,ɪntju'ɪʃn] .....
**doubts** [daʊts] .....
1C **life-changing** ['laɪf,tʃeɪnʤɪŋ] .....
2A **to transfer** ['trænsfɜ:] .....
**to survive** [sə'vaɪv] .....
**to reintroduce** [,ri:ɪntrə'dju:s] .....
2B **challenge** ['tʃælɪnʤ] .....
**merger** ['mɜ:ʤə] .....
**fired** ['faɪəd] .....
**uncomfortable** [,ʌn'kʌmftəbl] .....
2C **branch office** ['brɑ:nʃ ,ɒfɪs] .....
**division** [dɪ'vɪʒn] .....
**to merge** [mɜ:ʤ] .....
2E **radical** ['rædɪkl] .....
2G **stocks** [stɒks]v**funds** [fʌndz] .....
**to retire** [rɪ'taɪə] .....
3A **substandard** [sʌb'stændəd] .....
**unproductive** [,ʌnprə'dʌktɪv] .....
**faulty** ['fɔ:lti] .....
**incompetent** [,ɪn'kɒmpɪtnt] .....
**unreliable** [,ʌnrɪ'laɪəbl] .....
**unskilled** [,ʌn'skɪld] .....
**unsuccessful** [,ʌnsək'sesfl] .....
**insufficient** [,ɪnsə'fɪʃnt] .....
**defective** [,dɪ'fektɪv] .....
**ineffective** [,ɪnɪ'fektɪv] .....
**inaccurate** [,ɪn'ækjərət] .....
3G **promise** ['prɒmɪs] .....
**consultant** [kən'sʌltnt] .....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