

in company 3.0

ELEMENTARY STUDENT'S BOOK PACK

PREMIUM



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STUDENT'S BOOK PACK

in company 3.0 provides updated and expanded content and builds on the success of previous editions, making it the English course of choice for established business professionals. The course delivers strong, skills-based material with immediate and tangible outcomes. Short, accessible units focus on key business trends, people skills and everyday business scenarios, and demonstrate the practical application of functional language in business contexts.

NEW for this third edition is a neat and compact blended learning solution for both students and teachers. The interactive Online Workbook gives students the opportunity to practise language online and on-the-move, and teachers can track students' progress through an automatic gradebook. In addition, the Student's and Teacher's Resource Centres provide easy access to class audio, extensive video content and additional learning material, including photocopiable resources, tests and worksheets.

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This level includes:



Student's Book pack PREMIUM



Teacher's Book pack



Class audio CDs

in company 3.0 offers you:

- NEW Blended learning Integrated and flexible Online Workbook and Resource Centres for students and teachers
- NEW Business scenarios
 Challenging video case study units simulate real-life business situations
- NEW Video
 Extensive video content supports
 the business scenario units
- NEW Interviews
 Additional videos showcase global business professionals
- Global approach
 Texts, audio and video from a range of international sources
- Flexibility
 Extra materials and learning solutions allow course adaption for fast-track and one-to-one teaching
- NEW Starter level
 Provides beginner students with essential language for survival and success in work

Other levels in the incompany 3.0 series:



Starter



Pre-intermediate



Intermediate



Upper Intermediate

AI A2 BI B2 CI C2



System requirements for online components

Windows 7 & 8
CPU Speed Any 2 GHz dual core
(equivalent) processor or above
Browser IE 9, 10, 11 / Firefox / Chrome

Apple Macintosh OS

10.7 | 10.8 | 10.9

CPU Speed | Any 2 GHz dual core (equivalent) | processor or above. |
Browser | Safari 6

Internet connection require

RAM: 1G8 (32-bit), 2G8 (64-bit), Display: 1024 x 768 pixels, 32-bit colour, Audio sound card

While the online components may work for other browsers, we encourage using the browsers specified in the system requirements. For customer support please contact help@macmillan.com



Welcome to your new learning space with in company 3.0

Your Online Workbook and Student's Resource Centre have everything you need for learning Business English: extra language practice, video, audio and more!

Before joining, you will need:

- your code (see below)
- your email
- a password

Ready to get started?

- 1. Go to the website www.macmillanincompany3.com
- 2. Click 'Activate your code'.
- 3. Type in the code.
- 4. Enter your email address and password. Make a note of your password.

Important information!

Each student has one code; do not share your code.

Your code will last 18 months from the date you activate it.

If you need help, get in touch at help, macmillan.com

Your code:



System requi	irements for online components
according to	Windows 7 & 8

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ELEMENTARY STUDENT'S BOOK

A2



in company 3.0 at a glance

Third edition Student's Book:



activities on every page





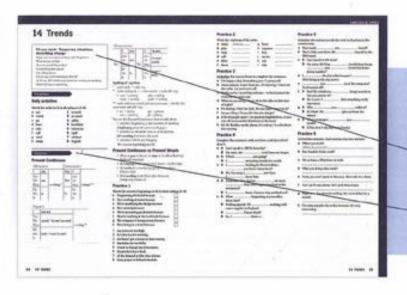
Survival skills units of focusing on functional Business English language and interpersonal skills

> Roleplay activities consolidate the skills learnt

Workplace scenarios offering challenging case studies that simulate business situations and allow interaction with the language in a dynamic way

Engaging videos illustrate true-to-life scenarios





15 Language links consolidating grammar and extending vocabulary from the Business communication units

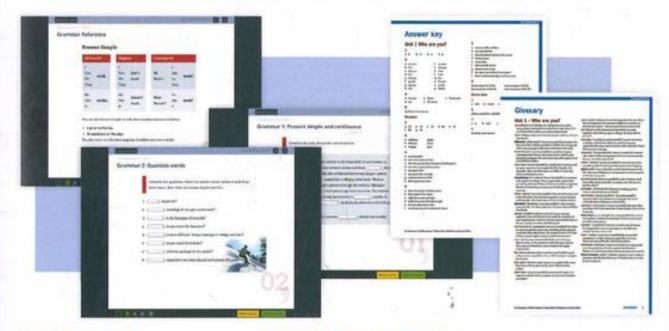
Phrase bank of key take-away phrases for quick revision

Grammar reference with detailed explanations of key points

Extra material

- Irregular verb list
- Additional material for communicative activities
- Self-evaluation forms for Workplace scenario activities
- Listening scripts

New Online Workbook and Student's Resource Centre



Online Workbook

Everything you need to build and expand on the Student's Book material outside the classroom, and all accessible online:

- Interactive activities to practise:
 - Vocabulary
 - Grammar
 - Reading
 - Writing
 - Listening
- Automatic markbook
- Grammar reference

Student's Resource Centre

An extensive collection of resources, all available to download:

- Student's Book audio
- 'In Company in action' Student's Book scenario videos
- 'In Company interviews' additional video material
- Glossary
- Answer key
- Phrase banks

Contents

Unit	Business communication skills	Reading and listening	Language links
Who are you?	Greetings and introductions Roleplay Introducing yourself and making small talk Talking about figures and numbers Spelling names and abbreviations	Reading Articles: Valuable brands; Young billionaires Listening Greetings and introductions Numbers Spelling names	Phrase bank Greetings, meet and asking about people Vocabulary Greetings, Count and nationalities, Spelling Grammar The werb to be, Sub- pronouns
Anytime, anywhere p15	Asking and answering questions Discussing opinions on phone use Roleplay Explaining why you cannot talk on the phone	Reading Quiz: Mobile phone etiquette Article: Smartphone addicts Technology blog: Tablets Listening Mobile phone conversations	Phrase bank Using mobile pl Vocabulary Using a mobile Grammar Present Simple
Daily routine	Asking about working conditions Fluency Talking about personal space at work Asking about people's daily routines Discussing opinions on email In Company interviews Units 1–3	Reading Articles: Hot-desking; Daily routine; Email use Listening Survey about sharing office space	Phrase bank Routines Vocabulary Collocations, Wo building, Prepositions Grammar Present Simple questions, Adverbs of frequen
04 Survival skills: Eating out p28	Discussing business lunches Describing favourite food Roleplay Making conversation in a restaurant	Reading Article: Tips for a successful business lunch Listening Conversations in a restaurant	
Workplace scenario A: Show me the ropes p30	Discussing your first day at work Roleplay Showing a new employee around the office	Reading Web page: Welcoming employees in In Company in action A1: A new employee A2: Show me the ropes	
The conference	Discussing the features of a conference centre Comparing different conference centres Roleplay Making enquiries about a conference centre Describing your breakfast	Reading Conference centre brochure Emails about a business trip Article: Eating a good breakfast Listening Conversation about a conference centre's facilities	Phrase bank Discussing arrangements Vocabulary Conference centr Sending an email Grammar there is / there are, i got
O6 Can you or can't you? p39	Talking about abilities Discussing who you can or cannot trust Describing what is permitted and not permitted Fluency Discussing identity theft Writing Job applications	Reading Articles: Trusting corporate bosses; Identity theft Listening A job interview Opinions on corporate bosses Description of an airport transport service	Phrase bank Ability, permiss and possibility; business correspondence Vocabulary At the airport, The interview Grammar can/can't
07 Entrepreneurs p46	The state of the s	Reading Profile of Dame Anita Roddick Company histories of Starbucks and Ikea Listening Asking about past events Questions and answers about a company's history	Phrase bank Company histor Vocabulary Parts of speech Grammar was/were, Past Sim regular verbs
08 Survival skills: Hotels pS4		Listening Conversations at a hotel reception	Y.
Workplace scenario B: Put your heads together pS6	A STATE OF THE STA	Reading Tips for running a successful meeting to In Company in action B1: A lost order B2: Putting our heads together	
What happened?		Reading Article: Popular products Listening Conversation about the day's events Conversation about a man's education	Phrase bank Talking about t past Vocabulary Collocations, Prepositions Grammar Past Simple irregul verbs
Travelling light	trip	Reading Article: Guide to bundle wrapping clothes Listening Advice on how to prepare for a business trip Conversations in a shop	Phrase bank Talking about t Vocabulary Business travel Grammar Countable nouns, Uncountable nouns, some in a and requests
Weather watch	Describing your last noneay	Reading Article: Insurance for bad weather Listening Conversations about the weather Description of a holiday	Phrase bank The weather Vocabulary Compound word Grammar Comparative and superlative adjectives

Unit	Business communication skills	Reading and listening	Language links
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Workplace scenario C: You can't miss it p80	Giving directions Roleplay Asking for and giving directions	Reading Email giving directions to In Company in action C1: You can't miss it C2: A change of plan	
Getting there p82	Discussing commuting by rail Talking about rail and bus services Fluency Talking about how long you spend doing different things	Reading Articles: Commuting stress; Commuting and time Listening Someone describing their journey to work People talking about their commuting experiences	Phrase bank Getting to work Vocabulary Transport, Expressions with get Grammar Verbs and prepositions of movement
14 Trends p89	Talking about your current situation Fluency Discussing social, business, technology and fashion trends	Reading Articles: 3D printers; How people use their time; Social trends in Britain Listening Conversations about what's happening now	Phrase bank Temporary situations, describing change Vocabulary Daily activities Grammar Present Continuous, Present Continuous vs Present Simple
Work and health	Discussing absenteeism Deciding how to reduce absenteeism Roleplay Discussing problems and possible solutions The Company interviews Units 13–15	Reading Articles: Absenteeism; The advantage of having a mother Listening Employees phoning in sick	Phrase bank Work and health, making decisions Vocabulary Health Grammar going to + verb, Subject questions
Survival skills: Up in the air p104	Talking about common air travel problems Fluency Discussing airport facilities Roleplay Discussing a problem at the airport	Reading Article: Problems with a new airport terminal Listening Airport announcements Complaints about air travel	
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18 It won't work p115	Discussing predictions about the future Talking about attitudes to technology Fluency Discussing possible future economic situations	Reading Articles: Predictions about the future; The future of the Internet Listening People discussing predictions Interview about using the Internet to sell products	Phrase bank Talking about the future and technology Vocabulary Computers and the Internet Grammar will, Conditional sentences
Who's calling?	Discussing phone calls and stress Answering questions about phone use Roleplay Checking and confirming information Writing emails after phone messages In Company interviews Units 17–19	Reading Article: Survey about telephone use Listoning A telephonist describing her job Telephone numbers Leaving messages	Phrase bank Reporting what people say, using the phone Vocabulary Telephone phrases, Clarifying, Adjectives Grammar say and tell, will for promises and predictions
20 Survival skills: Accidents will happen p130	Giving advice to travellers to your country Roleplay Describing health problems and offering advice	Reading Article: Health insurance for business travel Listening Conversations about health problems	
Workplace scenario E: Take the plunge	Discussing feelings about making presentations Roleplay Making presentations	Reading Web page: Tips for making presentations to in Company in action E1: Take the plunge E2: A presentation	

Learner information

in company 3.0 Student's Book instructions

Complete	Complete	Check your answers	<u></u>
Match	three one two	Work with a partner	22
Underline	yes / no	Ask and answer	<u>Roof</u>
Tick	yes/ no 🗸	Look at page	
Point		Work in groups	2222
Repeat	networking networking		

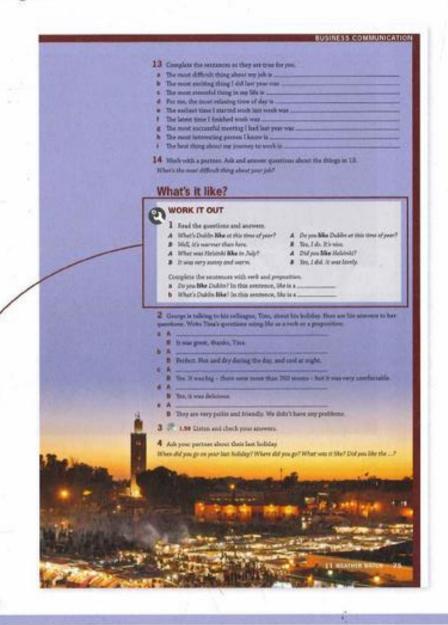
Classroom language

Try to use English all the time in class. Here are some useful expressions.



Work it out

These boxes have questions to help you work out the grammar rules, using examples from the reading and listening texts.





WORK IT OUT

- Read the questions and answers.
- A What's Dublin like at this time of year?
- B Well, it's warmer than here.
- A What was Helsinki like in July?
- B It was very sunny and warm.
- A Do you like Dublin at this time of year?
- B Yes, I do. It's nice.
- A Did you like Helsinki?
- B Yes, I did. It was lovely.

Complete the sentences with verb and preposition.

- a Do you like Dublin? In this sentence, like is a
- b What's Dublin like? In this sentence, like is a _____

01

Seven seconds is the average length of time you have to make a first impression. If your first impression is not good, you won't get another chance with that potential client.

Lydia Ramsey, The Sideroad

What is the first question you ask when you meet someone new?

Learning objectives:

Business communication skills

Greetings and introductions; Roleplay: Introducing yourself and making small talk; Talking about figures and numbers; Spelling names and abbreviations

Reading Valuable brands; Young billionaires Listening Greetings and

introductions; Numbers; Spelling names

Phrase bank Greetings. meeting and asking about

Vocabulary Greetings, Countries and nationalities,

Grammar The verb to be, Subject pronouns

Who are you?

1 .01-1.04 Listen to the conversations. Match the photos (A-D) to the conversations (1-4).



2 Complete the phrases in the conversations.

Conversation 1

- Excuse me, (a) _ _Mr Jensen?
- Yes, I am. Are you from Nixdorf?
- Yes, (b) ____ ___ Saskia Slater. Pleased to meet you.
- B Nice to meet you too.
- very tired after your flight?
- B A little, but (d) __
- A Good. My car's outside.

Conversation 2

- A Hello. Are you one of the organizers?
- I'm a delegate Jeff Simpson, from CMG.
- A Oh, I'm sorry. Pleased to meet you.
- B And (f) _ Jacques Leclerk, from OT Incorporated.
- A Yes, but how ...?
- Your badge. Where (g) _ ___ from? France?
- No, (h) _ ____ Belgian, actually.

Conversation 3

- Hello, Enrique. How (i) ___
- B I'm fine, thanks. And you?
- Yes, I'm fine too. (j) _
- alone? Yes, (k) __
- too. Would you like to join me?
- B Okay, thanks.

Conversation 4

- A Good afternoon. (m) _ from LPG.
- B Ah, yes. Mr Poulson.
- A No. (n)_ Mr Poulson. My surname is Leeman.
- B Sorry about that. And your first name?
- A Peter.
- B Thank you, Mr Leeman. Right, (o) ______ in room 303. Here's your key.
- Thank you.
- __welcome.

b 3.33

Affirmative	Contraction	n	Negative			Contractio	п		
am Belgian.	I'm Belgian.		I am not Belgia	in.		(a)	Belgia	n.	
You are Belgian.	(b)	Belgian.	You are not Be	lgian.		You aren't /	(c)	Bel	gian.
d) Belgian.	We're Belgia	in.	We are not Bel	gian.		(e)	/ We'r	e not Belg	gian.
			ke a simple nan the conversatio		dge	or a busin	ess card for y	ourself.	
	a A Excuse	/ you (name)?		C	A	Hello (na)	me) / How /	you?	
	B Yes/y	ou from (comp	any)?		В	fine / you	?		
	A Yes / (1	name) / Pleased	l/meet		A	fine / too	/ alone?		
	B Nice /	meet / too			B	Yes			
	b A Hello	you (wrong na	me)?		A	join?			
	B No/(r	name) / from (c	ompany)		B	Okay / Th	ank		
	A Sorry	/ Pleased / mee	t / I (name)	d	A	afternoor	ı / from (con	npany)?	
	B Where	/ from?			В	Yes / you	(name)?		
	A I/(cou	intry)			A	No/I (na	me)		
					В	Right / So	orry/key		
	Numbe	rs							
			teen? Listen ar	nd un				7 724	
	a 13 30			0	17		g 19	90	
	b 14 40	d 16	60	f	18	80			
	2 How do yo	ou say these nu	mbers? <u>Underli</u>	ne th	ne p	art of the v	word that is	stressed.	
	a eighteen	eighty	b thirteen	th	irty	c	sixteen	sixty	
	3 Underline	the correct for	m of the numb	ers.					
	a 200	two hundred /	two hundreds						
	b 350	three hundred a	and fifty / three i	hundi	red	five zero			
	c 4,335	four thousand, and thirty-five	three hundred a	nd th	irty	five / four	thousand and	three hu	ndre
	d 4,035		thirty and five /	four	thou	isand and t	hirty-five		
	e 2.5	two point five /							
	f 2.568	two point five h	undred and sixt	y-eigh	ht/	two point f	ive six eight		
	g 6.005		ero five / six poir	1 - 1000					
	h 3.09		/ three point zer						
			bers in words. T	hen	liste	en and che	ck your answ	rers.	
	Practise sayin	ng them aloud.			15				
	a 333 _				- 1				

-									
C	8,008								
d	8,088								
e	412								
f	6,107	_							
5	2 1.07	How	do you sa	y the	following	Lis	ten and repeat.		
a	\$16m	C	€365	е	60c	g	€16.60	1	€480m
b	£1.40	d	20p	f	£9.90	h	5.6m Swiss francs		
6	2 1.08	-1.11	Listen to	the	onversatio	ns a	nd write down the nu	mber	s you hear.
Co	nversation	11:	£			C	onversation 3: €		
Co	nversation	12:	\$			C	onversation 4: €		

Brand value

Interbrand BEST GLOBAL BRANDS

	ultancy with 42 offices in 28 countries. It is the publisher of an annual report ost valuable brands in the world.
In the latest report, the top be dollars. It is a brand which is 50 billion downloads from the	rand is Apple. The estimated value of the Apple brand is (b) billion recognized all over the world, with 72 million Mac computers in use and more than e (Tunes App Store.
	and is Google. It is worth (c) billion dollars, according to Interbrand. orands in the list are all American.
are profitable, but the compar in this list is Toyota, the Japan (e)green bran	nother of Interbrand's reports – the best green brands in the world. These are brands which nies also work hard to have a positive effect on people and the environment. The top brand nese car company. It is also number ten in the global ranking of top brands. In the top ands, five are American, five are German, five are Japanese and two are French. The other msung and Nokia – are from Switzerland, South Korea and Finland.
	1 .12 Complete the text above with the numbers in the box. Then listen to a conversation about Interbrand and check your answers. seven 98.38 100 20 93.2

- 2 The text is about the value of brands. Find four other words in the text which are related to money.
- 3 1.13 Complete the conversation with the correct form of the verb to be. Listen and check your answers.
- A Coca-Cola (a) _____ the top green brand in the world.
- B No, it (b) ______. Toyota is.
- A The brand value of Honda (c) ______ 18.4 billion dollars.
- B Yes, that's right.
- A Volkswagen and Siemens (d) ______ French brands.
- B No, they (e) They're German.
- 4 Work with a partner or with your teacher. Look at the table. Student A make six statements about the information – three correct and three incorrect. Student B confirm the information or correct it, as in 3. Then swap roles.

BEST GLOBAL GREEN BRANDS

	Brand name	Country of origin	Brasid value (\$3)	Clobal renk
1	Toyota	Japan	35.3	10
2	Ford	United States	9.1	42
3	Honda	Japan	18.4	20
4	Panasonic	Japan	5.8	68
5	Nissan	Japan	6.2	65
6	Johnson & Johnson	United States	4.7	81
7	Volkswagen	Germany	11.1	34
8	Danone	France	7.9	49
9	Nokia	Finland	7.4	57
10	Dell	United States	6.8	61
11	Sony	Japan	8.4	46
12	Hewlett-Packard	United States	25.8	15
13	BMW	Germany	31.8	12
14	Nestlé	Switzerland	7.5	56
15	Adidas	Germany	7.5	55
16	Samsung	South Korea	39.6	8
17	Mercedes-Benz	Germany	31.9	11
18	Siemens	Germany	8.5	45
19	Coca-Cola	United States	79.2	3
20	L'Oréal	France	9.8	39

The TEN YOUNGEST BILLIONAIRES in the world their your Shinedan-hard modes in against them tasks the malest people on earth. The imagazine imbests there are 1, 1900 to dollar billionaire.

Young billionaires

- Read the text and answer the questions.
- a According to the text, how many billionaires are there in the world?
- b How old is the youngest billionaire?
- 2 1.14 Listen to the conversation about one of the people on a list of the ten youngest billionaires and complete the questions below.
- a _____ is number one on the list?
- b ______ is he?
- d _____ married?
- e _____ is he worth?
- f _____ business is he in?
- 3 1.14 Listen again and make a note of the answers to the questions.
- 4 Work with a partner or your teacher. Ask and answer questions about the people on a list of the ten youngest billionaires. Student A look at page 136. Student B look at page 140.
- 5 Complete the text with the correct form of the verb to be.



FAMOUS family BUSINESSES

Many famous companies around the world (a) _______ family businesses.

For example, Walmart (b) ______ a well-known chain of discount department stores in the USA with 1.3 million staff. Rob Walton (c) ______ the present chairman of the company. He (d) ______ the son of the founder, Sam Walton.

In South Korea, members of the Koo family (e) ________ the owners of the LG Group. The company (f) _______ 60 years old. Bon-Moo Koo, the current chairman and CEO of LG, (g) ______ the grandson of the first chairman of the company.

Carrefour, the first hypermarket chain in Europe, employs more than 350,000 people. The son of co-founder Denis Defforey (h) ________ a shareholder and other family members (i) _______ on the board of directors.

Many other family businesses () household names, like Ford, Samsung, BMW and Bosch. Together, they (k) responsible for over 70% of the world's GDP.

6 Complete the table.

Affirmative	Contraction	Negative	Contraction
He is the owner.	He's the owner.	He is not the owner.	(a)/ He's not the owner.
She is the owner.	(b) the owner.	(c) the owner.	She isn't / (d) the owner.
It is the owner.	(e) the owner.	It is not the owner.	(f)/ It's not the owner.
(g)	They're the owners.	They are not the owners.	They aren't / (h) the
the owners.		1 122	owners.

- 7 Complete each sentence with a contraction.
- a Fiat ## an Italian company.
- b Mark Zuckerberg ______ the founder of Facebook.
- c Coca-Cola and Pepsi _____ multinational drinks companies.
- d Nike ______ a very well-known brand of clothing.
- e fifty-five million euros ______ a lot of money!
- f Angela Merkel ______ one of the most important politicians in Europe.

-			۰			
C.	100	-			22	\sim
	.,	-				~
S	~	•				-

- 1 .15 Listen to how the following abbreviations are pronounced.
- a MBA c USA e UN g HTML i UK k AGN b asap d GDP f EU h PDF j VAT l aka
- What do the abbreviations in 1 stand for? Check your answers on page 137.
 Are they the same in your language?
- 3 👰 1.16 Listen and underline the letters you hear.
- a A/H/J/K c F/X/M/N e G/D/T/V g I/Y/R/O
- b B/C/D/P d W/Q/U f S/Z/L

Now work with a partner. Say a letter from each group (a-g). Your partner points to the correct letter.

- 4 Work with a partner. Write down the names of five cities. Spell them to your partner as fast as you can.
- 5 1.17 Listen to the phone conversation and complete the details on the company message form.

Caller's company: Message: GHR SYSTEMS Date: 19/10 Time: 2.45 MESSAGE FOR: Caller's name: Caller's company:

- 6 1.17 Put the lines of the conversation in the correct order. The first one has been done for you. Then listen again and check your answers.
- [7] GHR Systems. Can I help you?
- It's Guillermo Moleda from Promax Electronica.
- Thank you. Goodbye.
- Yes, please. Could you ask him to call me back?
- Yes. Can I speak to John Evans, please?
- Yes; it's Guillermo, G-U-I-double L-E-R-M-O, Moleda, M-O-L-E-D-A. And Promax is P-R-O-M-A-X.
- Hold the line, please ... I'm sorry, Mr Moleda there's no answer. Can I take a messagei
- Certainly. Could you spell your name, please?

 Thank you, Mr Moleda. I'll give Mr Evans your message.
- Who's calling, please?
- 7 Work with a partner or your teacher to practise the conversation in 6. Use your own name and company or invent them.

O1 Who are you?

Phrase bank: Greetings, meeting and asking about people

Excuse me. Are you ...?

A: Hi, my name is ...

B: Nice to meet you. I'm ...

A: Hello, I'm ...

B: Pleased to meet you. I'm ...

A: How are you?

B: I'm fine, thanks. And you?

How old is she/he? Is she/he married?

Where is she/he from?

What kind of business is she/he in?

Vocabulary

Greetings

- 1 Underline the correct reply.
- 1 A How are you?
 - B a Hello, pleased to meet you.
 - b I'm fine, thanks. And you?
 - c Good morning.
- 2 A Pleased to meet you.
 - B a Hello, thank you.
 - b How are you?
 - c Nice to meet you too.
- 3 A This is Joanne.
 - B a Hello, pleased to meet you.
 - b Goodbye, Joanne.
 - c Thank you, Joanne.
- 4 A Where are you from?
 - B a Austrian.
 - b Austria.
 - c In Austria.
- 2 Complete the questions and answers with the words in the box and the correct form of the verb to be.

			first name	job	married	
a	A	What_		your.	surname ?	
	В	Baker.				
b	A	What _		your.		?
	В	David.				
C	A	What		your.		?
	В	1	a bu	isiness	manager.	
d	A		you_		?	
	В	Yes, I_	1 1100000			
e	A	What _		your.		
	В	It	02	1 463	4839.	
f	A	What_		your.		
	B	It	da	vidb@e	uskalnet.co	om.

Countries and nationalities

3 Where are the people and things from? Complete the table.

		Noun	Adjective
a	parmesan cheese	It's from Italy.	It's Italian.
b	the Rolling Stones	777	
С	Sebastian Vettel		
d	IKEA		
e	the tango		
f	Swatch watches		
g	Sheryl Sandberg		

4 Complete the sentences with a or an, an adjective and the words in the box.

60	e cheese city	company	footballer	singer	team
a	A BMW is a Gern	nan car			
b	Ajax is				
C	Lionel Messi is _				
d	Nokia is				
е	Edam is		-		
f	Adele is				
g	Seoul is				

Spelling

5 Complete the table with the letters A, I, L, U, J, V, E, G and S.

/e1/	/it/	/e/	/aɪ/	/su/	/u:/	/ai/
1	В	F	_	0	Q	R
Н	C		Υ		W	
	D	M			-	
K	_	N				
	_	-	1 50			
	P	X				
	T	X Z				

Grammar

The verb to be

Affirmative

1	am	
You We They	are	English.
He She It	is	

Interrogative

Am	1			am	I	
Are	you we they	English?	Where	are	you we they	from?
Is	he she it			is	he she it	

Negative

,P.		
I	'm not / am not	
You We They	're not / aren't / are not	English.
He She It	's not / isn't / is not	

Short answers

	I	am.		I	'm not.
Yes,	you we they	are.	No,	you we they	're not / aren't.
	he she it	is.		he she it	's not / isn't.

Practice 1

Complete the sentences with the correct form of the verb to be: is, are or am.

- a His name is George.
- **b** They _____ from the USA.
- c Ford ______ an American company.
- d I _____ the head of marketing.
- e We _____late for the meeting.
- f She _____ the boss of Hewlett-Packard.
- g Our products _____ world famous.
- h Mr and Mrs Baker _____ here.

Practice 2

Rewrite the sentences using contractions.

- a It is Monday today.
- It's Monday today.
- b She is not married.
- c I am the production manager.
- d You are late.
- e We are from the head office.
- f They are not colleagues.
- g We are not at the conference.

Practice 3

Rewrite the statements as questions.

a He's an accountant.

b He's Portuguese.

- Is he an accountant?
- c They're the manufacturers of the product.
- d She's the manager of this department.
- e She's happy in her new job.
- f Anita is good with computers.
- g We're late for the meeting.

Subject pronouns

Practice 4

Complete the sentences with the correct pronouns.

- a The Rothschilds are famous for banking, but <u>they</u> hav many different businesses.
- b Carmen is from Spain. ______ is Spanish.
- c His car is German. ______ is an Opel.
- d Johann is Swiss. ______ is from Lausanne.
- e 'What's his name?' '_____ is Erik.'
- f ______ am Frédéric Lemond. I'm from France.
- g The factory is in Portugal, but ______ is a German company.
- h Rina and Paolo are Italian, but ______ aren't from Rome.

Smartphone owners use their devices more for email than for making phone calls.

When, and why, do you turn off your mobile phone?

Learning objectives: Unit 2

Business communication

skills Asking and answering questions; Discussing opinions on phone use; Roleplay: Explaining why you cannot talk on the phone

Reading Mobile phone etiquette, Smartphone addicts, Tablets

Listening Mobile phone conversations

Phrase bank Using mobile phones

Vocabulary Using a mobile Grammar Present Simple

Anytime, anywhere

Mobile phone etiquette

Read the quiz below and answer the questions. Keep a note of your answers.

Your mobile is the slimmest, most sophisticated mobile phone on the market. You can talk to your friends and family at any time, and in any place. But do you use it well? Or do you annoy other people with your bad mobile phone habits? Do the quiz to find out.

- 1 You're at a restaurant. You start your soup, but then the phone rings. Do you:
 - a turn off the phone without answering?
 - b answer the call and then ask if you can call back later, after the meal?
 - c answer the call and have a long conversation?
- 2 You're at the gym. Do you:
 - a leave your phone in the changing room?
 - b keep your phone with you, but only answer important calls?
 - c take your phone with you and talk while you exercise?
- 3 You go shopping at the supermarket. Do you:
 - a do your shopping with your phone switched off?
 - b quickly call your partner to ask what to buy for dinner?
 - c call your mother to ask which brand of washing powder to buy and then chat for 25 minutes?

- 4 You go to the cinema with friends. You expect your boss to contact you. Do you:
 - a leave your phone off until the end of the film?
 - b call your boss before the film starts to ask what he or she
 - c answer when your boss calls in the most interesting part of the film?
- 5 You're on a crowded train. Do you:
 - a answer calls but not make calls?
 - b make one call home to say "I'm on the train" and to say when you expect to arrive?
 - c pass the time calling friends and sharing details of your personal life with other passengers?

See page 142 for the results.

WORK IT OUT

2 Complete the rule about making questions with regular verbs in the Present Simple form,

To make questions in the second person singular, you use + you + verb.

3 Work with a partner. Compare your answers to the quiz in 1 using Do you ...?

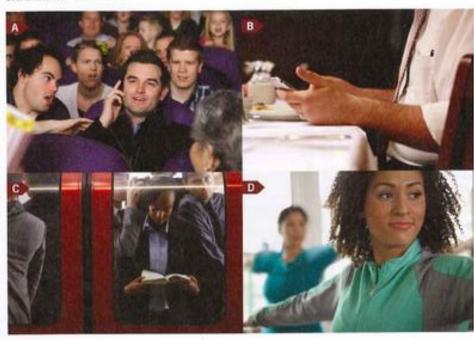
4 2 1.18-1.21 Listen to four situations from the quiz in 1. Match the situations to the photos.

Situation 1: _____

Situation 2:

Situation 3:

Situation 4:



5 🕝 1.18-1.21 Listen again and complete the sentences.

Situ	ıati	on	1

- a Oh, dear. Hello?
- b Alan, I'm fine. Listen, I'm at lunch. Can I
- c All right, Jake. _____ later, then.
- d Sorry

Situation 2

- e Hello, Della, _____ Chris ____
- f Chris.______
- g Yes, but ______ . It can wait till tomorrow.
- h Thanks. ______ tomorrow. I have all the documents ready. Bye.

Situation 3

i When you finish your exercise class, can you

Situation 4

- j Hi, darling, _____ the 6.30. There was a delay.
- k Can you ______ ? Or I can get a taxi.

6 Work with a partner. Speaker A call Speaker B. Speaker B explain why you cannot talk. Then swap roles. Make as many calls as possible! Use the phrases below to help you.

Speaker A

Hi, it's ...

Of course.

No problem ...

Speak ... later

Okay ... Bye.

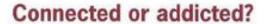
Speaker B

Hello. Look, I'm in/at ...

Can I/you call/text ...

Sorry about that.

Bye.



1 <u>Underline</u> the regular verbs in the Present Simple form in the text below. Which verbs are in the third person plural and which are in the third person singular?

SMARTPHONE ADDICTS

'Gen Y' or Generation Y refers to young people between 18 and 30 years old. Cisco publishes an annual report on technology use in the world – the Cisco Connected World Technology Report. Part of this report looks at how Gen Y people use their smartphones in 18 different countries. Many Gen Y people are smartphone addicts.

Sally-Anne is a smartphone addict. This means:

- She checks for emails, texts or social media updates every 30 minutes.
- She looks at her smartphone as part of her early morning routine. She gets up then checks her smartphone and gets dressed – then checks her smartphone and eats breakfast – then checks her smartphone.
- She takes her smartphone to bed.
- . She doesn't leave her smartphone behind when she goes into the bathroom.
- She sends text messages while driving.
- She regularly uses smartphone apps in her daily life.
- Does the smartphone addict enjoy life? Perhaps not two out of five users say they feel anxious without a smartphone to check.

2

WORK IT OUT

- 2 Complete the rules about regular verbs in the Present Simple form.
- a For the third person singular of the Present Simple (he, she and it), you usually add ______ to the end of the verb.
- b To form the negative in the third person singular, you put _____ + not before the verb (without s). This is often contracted to ______
- C To form questions in the third person singular, you use _____ + the subject + verb (without s).
- 3 Match the verbs in the box to the definitions.

follow	share	shop	spend	trust	tweet	update	upload
a b c d		_ belie _ add _ writ	things eve that s new info e a short (time)	rmation	to some	ething	
f g h		_ send	vhat a pe I files fro other peo	m your	PC to a v		yours

4 Complete the text with the correct form of the verbs in 3.

Social networking

As a typical	Gen Y smartphone ad	dict, Sally-Anne
(a)	her Facebook pa	ige at least once a day.
She (b)	a lot of time	with her friends online
She (c)	photos and	videos to share or store
She also has	a Twitter account and	
	a day. She (e)	online and she

(f)	her email address w	ith websites to
get discou	ints and receive information,	but she doesn't
(g)	Internet sites to kee	p her data safe.
Finally, at	work she doesn't (h)	rules abou
using corr	pany computers for persona	al activities.

For which of the following do you typically use a tablet/smartphone?

Tablet owners

Tablet owners

Email

72%

Playing games
Facebook

Reading news
Uistening to music
Shopping

44%

Watching movies or TV

Researching restaurants

Researching restaurants

Assembling travel

Tablet owners

67%

Facebook

10%

Number asked = 471

Email

Making phone calls

Facebook

53%

Listening to music

Researching restaurants

Playing games

Reading news

Shopping

5 Work with a partner. Practise asking and answering questions about Sally-Anne using the prompts.

a update / Facebook page / every week? - update / every day

A Does she update her Facebook page every week?

B No, she doesn't. She updates it every day.

b spend time / meeting friends? - spend time / friends online

c upload music / share? - uploads / photos / videos

d tweet / every week? - tweet / every day

e share / email address / shopping websites? - Yes

f trust / Internet sites / keep data safe? - No

g follow / rules / company computers? - No

6 Now ask your partner similar questions to 5 using Do you ...?

Smartphones and tablets

Look at the graphs on the left and answer the questions.

a Do you use a smartphone or tablet for work, pleasure or both?

b Which activities in the graphs do you do with your phone or tablet?

c Which activities don't you do? Why?

d Does your phone or tablet have any apps or features that you don't use? Why?

2 Work with a partner. Ask and answer the questions in 1.

3 Read the statements. Do you agree? Discuss them with a partner.

a A tablet is a nice thing to have but not useful at work.

b It is possible to use a tablet for most things.

You need a big screen for working on long documents.

d It's difficult to type long documents on a touch screen.

e Recharging a laptop is a problem when you travel.

4 Read two entries from a technology blog at the bottom of the page. Which of the writers agrees with each statement in 3?

5 Complete the sentences with words in **bold** from the blog.

a Heavy luggage is a problem when you travel, so I make sure my bags are _

b I have a very _____ mobile phone; it doesn't have apps.

c It's not important to me to look ________ - I just want technology that works well

d My office has ______ space, so we can't have big meetings there.

The IT department is very _____ - they fix computer problems quickly.

f I need a very _____ computer because I use special software for my work.

6 Are the sentences in 3 true for you?

HE GIZINO

1 Why I want a tablet

A tablet fills the gap between a laptop and a smartphone. Tablets are light and easy to carry around. It feels comfortable to hold a web page in your hands and on a tablet you can see the whole page, not just a mobile site on the small screen of a smartphone. Tablets are fantastic as e-readers for the same reason. A tablet is ready when you need it, but a laptop is slow to start and gets hot on your lap.

At work, a tablet is good for **basic** things like checking emails. Tablets are **perfect** for watching movies or playing games when you're **bored** on a business trip.

The battery on a tablet lasts all day, but a laptop battery needs recharging if you are away from your desk for a few hours. That's why I want a tablet.

2 Tablet? Not for me!

I have a smartphone and a laptop, so do I really net tablet? The screen on a tablet is too small for working long documents. Also, it's not efficient to type a lor on a touch keyboard. Another problem is that tablet a limited memory for storing documents. A laptop of most of the things a desktop PC does, but a tablet very powerful, so you can't use programs like Phot

A tablet is easy to carry – but it doesn't fit in your pa like a smartphone, so you need another bag. A tabl cool and nice to have, but it doesn't replace a lapto a smartphone. It's just one more piece of equipmer carry around.

02 Anytime, anywhere

Phrase bank: Using mobile phones

Turn/Switch off your phone.
Leave your phone off.
It's Della here. / This is Della here.
I'm sorry. Who is that?
Is that Jim?
Can I call you back later?
Can you text it to me?

Vocabulary

Using a mobile

1 Put the verbs in the box into the correct row to make collocations. Some verbs can go in more than one row.

off	switch	phone	make	call	answer
		use	turn on	text	take
		use	turn on	text	take

answer	your mobile
	a call
	a colleague

2 Complete the conversations with the phrases in the box.

Ah, that's better. You cut out. Ah, wrong number. Sorry.

Can you hear me now? I'm in the office.

No, I'm afraid it isn't. No problem. Speak to you later.

Oh, so am I. See you in a minute, then.

Pedro, I'm in a meeting. Can I call you back?

Yes, the signal isn't very good here.

a		Hello. Hello? Can you hear me now?	
	A	Can you mad me now.	
	В		
b	A	John, this is Pedro here.	
	B		
c	A	Hi, Maria. This is David. Where are you?	
	В	11, Maria. Has is David. Where are your	. 77
	A		
d	A	Hello. Is that Jack?	

3 Complete the text with the pairs of words in the box.

help + numbers hospitals + allow keep + brief make + call meeting + conversations public + exit send + receive turning + off

Mobile phone etiquette — eight easy tips

- Think of the people around you when you make or take calls in public. Be polite ask if it is okay to make or take a call.
- If you need to use your mobile phone while in a _____ or at a restaurant, leave the room. For some people, these ____ are annoying.
- Use your phone's silent vibrate feature in places, such as cinemas and restaurants. If you expect an important call, sit near an _______ to reduce interruptions.
- Remember that sometimes ______ your phone _____ may be the best solution.
- Use the messaging feature to _____
 and _____ text messages without saying a word.
- your conversations quiet and
- Use your mobile phone to ______ others

 More than 100,000 calls a day are made to
 emergency ______ to report crimes and
 emergencies.
- Follow the rules for mobile phone use. Some places, such as ______ or airplanes, don't _____ the use of mobile phones.

Grammar

Present Simple

Affire	native	Intern	ogative	ė.
I You We They	work.	Do	I you we they	work?
He She It	works.*	Does	he she it	work? (NOT works?)

Negative

I You We They	don't (do not)	work.
He She It	doesn't (does not)	work. (NOT works)

Short answers

Yes,	I you we they	do.	No,	I you we they	don't.
Yes,	he she it	does.	No,	he she it	doesn't.

* Spelling of the third person singular

For most verbs, you add -s:

- work → works
- live → lives
 buy → buys

For verbs ending in -s, -sh, -ch, you add -es:

- miss → misses
- watch → watches
- search → searches

For verbs ending in a consonant followed by -y, you change the -y to -ies:

- fly → flies
- study -> studies

Do, go and bave are irregular:

- do → does
- go → goes
 have → has

Practice 1

John.

Complete the sentences with the verbs in the box in the correct form.

dy use
d teacher.
very safe.
relax.
er the world
ings at work
v

an Audi.

Practice 2

Look at the information in the table.

	Juan	Ana
work in a city?	yes	no
drive to work?	yes	yes
have children?	no	yes
work in sales?	yes	no
live in the country?	no	yes
study in the evening?	yes	no
play golf?	no	no
speak Chinese?	no	no

Read the answers and write questions about Ana and Juan.

a Does Ana have children?

Yes, she does. She has two.

No, he doesn't. He lives in a flat in the city.

Yes, he does. He sells computers.

- No, she doesn't. But she speaks Japanese.
- Yes, they do.

Practice 3

Write short answers for the questions.

- a Does Juan drive to work? Yes, he does.
- b Does Ana work in a city?
- C Does Juan have children?
- d Does Ana study in the evening?
- e Do they play golf?

Practice 4

Complete the sentences about Juan and Ana.

- a Juan and Ana ______ to work.
- b She _____children.
- c Ana _____ in the country and Juan lives in the city.
- d Ana _____ in sales she works in accounts.
- e Ana ______ in the evening.
- f They _____ golf.
- g Juan _____ Chinese.

A child reminds us that playtime is an essential part of our daily routine.

Ralph Waldo Emerson

Do you do some things at the same time every day, or is every day different?

Learning objectives: Unit 3

Business communication skills Asking about working conditions; Fluency: Talking about personal space at work; Asking about people's daily routines; Discussing opinions on email Reading Hot-desking; Daily routine; Email use Listening Sharing office space Phrase bank Routines Vocabulary Collocations, Word building, Prepositions Grammar Present Simple questions, Adverbs of frequency to In Company interviews Units 1-3

Daily routine

- Read the article below from a business magazine. Say if the following sentences are true or false.
- a In IBM, all of the staff share desks.
- Hot-desking is the same as job-sharing.
- In IBM, employees reserve their desk the day before.
- d The article says that sharing desks reduces costs.
- The study says that some people are less productive when they have their own desks.

HOT-DESKIN

Do you start work and leave the office at the same time every day or do you work flexible hours? Do you have your own desk?

In many companies these days, employees share office space and work flexible hours. In IBM, for example, 60% of the staff 'hot-desk', or share their desks. Employees clear their desks before leaving work so they become free for other colleagues to use. In other companies, employees reserve their work space in advance for the next day. The companies say these systems are more flexible, save space and cut costs.

However, many workers find desk-sharing more stressful than traditional office organization. They prefer to have their own personal space and feel uncomfortable about sharing. A recent study claims that daily routine and office rituals help to create a happy working atmosphere. For example, some people like to drink from a favourite cup and put their name on personal office equipment. The study, by the recruitment firm Office Angels, says that some office workers are more productive with regular working hours and a personalized work space.

2 .22-1.24 A recruitment firm phoned people to ask them about how they work. Listen to three conversations and complete the table with ✓ or X.

	Conversation 1	Conversation 2	Conversation 3
shares a desk			
works flexible hours			
has own coffee cup			

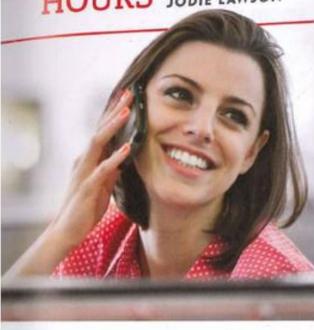
	work / do / flexitime / you /?			
	Do you work flexitime? have / do / your / own / you / co	offee / cup / ?		
C	regular / work / do / you / hours	s/?		
d	you / plastic / do / use / cups / ?	7		
8	have / desk / your / at / work / o	do/you/own/perso	nal/?	
	Work in groups. Ask other stud- port for the whole class.	ents in the class the q	uestions in 3. Then co	mplete t
h	our class, there are (a)	work. (c)	_% of the people in o	ur surve
5 Or	our class, there are (a) ot-desk', or share their desks, at v y they work regular hours and (d we their own coffee cup. (f) Do you work better when you h r do you like to have a new place	ave your own space ar	nd personal things ne	ar you?
Or in	Do you work better when you h r do you like to have a new place the box and the phrases below.	nave your own space ar to work each day? Tell onalized work space	nd personal things ne your partner. Use the	ar you?
Or in fle	Do you work better when you he do you like to have a new place the box and the phrases below. exible hours hot-desking personal.	nave your own space ar to work each day? Tell onalized work space	nd personal things ne your partner. Use the egular working hours	ar you?
Or in flore	Do you work better when you he do you like to have a new place the box and the phrases below. exible hours hot-desking persent the stressful ike / don't like I think is	nave your own space ar to work each day? Tell onalized work space	nd personal things ne your partner. Use the egular working hours	ar you?
Or in flore	Do you work better when you he do you like to have a new place the box and the phrases below. exible hours hot-desking persent a desk routine stressful like / don't like I think is day in your life	nave your own space ar to work each day? Tell onalized work space ro I think it's a good	nd personal things ne your partner. Use the egular working hours	ar you?
Or in flore	Do you work better when you he do you like to have a new place the box and the phrases below. exible hours hot-desking persent a desk routine stressful like / don't like I think is day in your life Match the words and phrases (a	nave your own space ar to work each day? Tell onalized work space ro I think it's a good	nd personal things ne. your partner. Use the egular working hours lidea to	ar you?
Or in flore	Do you work better when you he do you like to have a new place the box and the phrases below. exible hours hot-desking persent a desk routine stressful like / don't like I think is day in your life	to work each day? Tell onalized work space I think it's a good a-j) to the photos (1-2)	nd personal things ne. your partner. Use the egular working hours lidea to	ar you?
5 Or in flore Illi A 1 a b	Do you work better when you he do you like to have a new place the box and the phrases below. exible hours hot-desking personately a desk routine stressful like / don't like I think is day in your life Match the words and phrases (a turn on a computer	to work each day? Tell onalized work space I think it's a good a-j) to the photos (1-)	nd personal things ne. your partner. Use the egular working hours lidea to	ar you?
5 Or in flore Ili A 1 a b c d	Do you work better when you he do you like to have a new place the box and the phrases below. exible hours hot-desking persent ike / don't like I think is day in your life Match the words and phrases (a turn on a computer go to work take a call get up	to work each day? Tell onalized work space I think it's a good a-j) to the photos (1-1 f leave work g see friends h go to bed j run	nd personal things ne. your partner. Use the egular working hours lidea to	ar you?
Or in flore Illi	Do you work better when you he do you like to have a new place the box and the phrases below. exible hours hot-desking perse eserve a desk routine stressful like / don't like I think is day in your life Match the words and phrases (a turn on a computer go to work take a call	to work each day? Tell onalized work space I think it's a good a-j) to the photos (1-) f leave work g see friends h go to bed	nd personal things ne. your partner. Use the egular working hours lidea to	ar you?



2 Complete the text with the verbs in the box in the correct form.

begin enjoy get up involve leave like listen make read run take turn on





Jodie Lawson, Young Businessperson of the Year, is the managing director of roundpegsquare.com, an Internetbased recruitment agency. Her day (a) . 7.15 when the alarm goes off. But she doesn't often _ straight away. She lies in bed and _ to the news on the radio. (c) She usually goes to work by bus, but she sometimes .. She likes running and finds it relaxing. her about 35 minutes to get to work --It (e) _____ about the same as the bus. When she gets to the office, she (f) _ computer, (g) _ her emails and has breakfast a bowl of cereal. Her morning always (h) ... meetings, taking calls from clients and dealing with emails. Most days, she has lunch at her desk, but sometimes she goes out with a client, or (i) _ a lunchtime presentation. In the afternoon, she is usually out of the office visiting clients. She (j) ____ work around seven, but quite often goes to an evening meeting. To relax, she (k) ___ to see her friends and family, and (1) going away at the weekend and getting out of the city. She goes to bed between 11 and midnight.

3	2 1.25 Listen to an interview with Jodie Lawson and check your answers to 2.
4	Complete the questions (a-k) for the answers from the Jodie Lawson interview.
a	What time do you get up?
	My day begins at 7.15 when my alarm goes off, but I don't often get up then.
b	for breakfast?
	I have a bowl of cereal when I get to work.
C	work?
	I usually take the bus.
d	How take?
	It takes about 35 minutes.
e	What's the first thing when
	I turn the computer on, read my emails and eat-breakfast.
f	a typical morning involve?
_	We always have meetings in the morning, and I also take clients' calls and deal with emails. Wherelunch?
g	1 A A B B B B B B B B B B B B B B B B B
	I usually have it at my desk. What afternoon?
h	17100
	I am usually out of the office. I visit clients.
i	you go home?
	I leave work around seven, but I often go to an evening meeting.
j	How?

Apart from running, I like to see my friends and family.

Usually between 11 and midnight.

k What.

a	My day begins at 7.15 when my alarm goes off, but I don't get up then
6	I take the bus, but I do a lot of running - I run marathons - so
	I run to work.
	We have meetings in the morning.
d	I have lunch with a client.
е	I am out of the office.
f	I leave work around seven, but I go to an evening meeting.
7	Which of the sentences (a-d) are correct?
a	She sometimes runs to work.
b	She runs sometimes to work.
C	She is usually out of the office in the afternoon.
d	She usually is out of the office in the afternoon.

6

WORK IT OUT

8 Complete the rules with before and after.

Always, usually, sometimes, often and never are adverbs of frequency. The normal place for an adverb of frequency is (a) ______ the main verb, but you put it (b) _____ the verb to be.

- 9 Look at Frank Bauer's schedule for a typical week. <u>Underline</u> the word or phrase which best completes each sentence.
- a Frank always / usually arrives at work at 9.00.
- b He usually / sometimes has department meetings in the morning.
- c He often visits / doesn't often visit clients in the morning.
- d He usually / never has lunch at work.
- e He sometimes / always plays golf.
- f He never / always plays golf on Thursday afternoons.
- g He is never / sometimes in the office in the evening.

Time	Monday	Tuesday	Wednesday	Thursday	Friday
9.00	Arrive at work	Arrive at work	Arrive at work	Arrive at work	Arrive at work
11.00	Department meeting	Visit clients	Department meeting	Visit clients	Visit clients
1.00	Lunch at work	Lunch out	Lunch at work	Lunch at work	Lunch at work
3.00	Meeting	Meeting	Play golf	Meeting	Leave work
8.00	At home	At home	In the office	At home	At home

- 10 Tell a partner about the following:
 - a something you never eat
 - b a friend you don't often see
- c a restaurant you sometimes go to
- d a TV programme you often watch
- e the drink you usually ask for in a coffee shop or restaurant
- f something you always do in the summer.

How many, how often?

- 1 Answer the questions.
- a How many emails do you send in your work?
- b How many emails do you receive?

I send about 20 emails an hour / a day / a week.

- 2 Decide if the statements are true or false.
- a Electronic mail is fast and easy to use.
- b Most email communication is unnecessary.
- c People who spend a lot of time on email do less work.
- 3 Complete the text with the words in the box.

answer arrive do end find receive replies reply replying send switch writes

THE	
ABOUT	
ш	
\boxtimes	

The advantage of the traditional letter is that people know when to (a) ______ the correspondence. For example, A (b) _____ to B with a request for information.

B (c) _____ A writes back to B to say thank you.

End of story.

The problem with email is that it is too fast and too easy.

The communication never ends. You (d) _______
at your office and (e) _______ on your computer.

You (f) _______ 40 new emails. You start
(g) _______ to them. Other people (h) ______
your answers and reply to them. By the time you are ready to (i) _______ off your last reply, there are another 40 emails to read and reply to. It never stops.

People think that you need to (j) _______ to all emails in the same way that you (k) ______ all phone calls. Probably around 90% of emails are unnecessary. Electronic mail is a wonderful invention, but in fact it means you never (l) _____ any work. It's impossible with so many emails to answer!

- 4 Does the writer agree with your answers to 2?
- 5 Work with a partner. Ask and answer questions using the words in the tables.

How often	do you	make send write	phone calls text messages	e calls Thessages 7 T	Once Twice Three times	an a	hour. day. week.
		get read	emails letters		Every		



03 Daily routine

Phrase bank: Routines What time do you (start work)? Do you work flexitime? How often do you have meetings? How do you relax? I usually leave early on Friday. He is always late for work.

1 Match the words and phrases (1-11) to the verbs (a-k).

Vocabulary

Collocations

a	clear 3	1	a language
b	travel] 2	television
c	speak	3	your desk
d	eat	4	breakfast
e	play	5	tennis
f	see	6	abroad
g	watch	7	a computer
h	read	8	friends
i	cut	9	an email
i	turn on	10	costs
k	spend	11	time
fr	om 1 in the correc	t form.	word partnerships
а	Please remembe the office.	r to <u>clear</u> your A	csk_before you leave
b	How many from English?	do you	apart
C	1	all the	I get before I delet
	them.		
d			, but I enjoy
	some sports pro	grammes.	
e	computer.	_ all his	in front of his
f	In a balanced di a good		
15.77	When I British Airways		, I always fly with
h			production
i	I usually	my go out together.	on Friday
j		wit	h my boss on
	Thursdays and l		57 68
k		The Age of the Control of the Contro	as soon as I get to the
	office in the mo	rning.	

Word building

3 Complete the table with the missing words.

Adjective	Noun
	flexibility
	stress
traditional	
routine	
CACCOLUNIC CONTRACTOR	production
organized	

Prepositions

4	Complete the sentences	with a preposition: in, at, on,
for	, with, to or by.	

a	I leave the office	six.
h	Che lies	hed until 7 30

c	She goes to work	bus.
C	one goes to work	Dus.

d	It takes 45 minutes to get	work.
u	it takes 45 initiates to get	

0	I have eggs	breakfast.
~	THUY COBO	

g She has meetings	suppliers every day.
--------------------	----------------------

h They check the stock _____ the morning

Grammar

Present Simple questions

What	do	I	have for lunch?
Where		you	work?
When		they	have meetings?
Why		we	take the bus?
What time Who How How often	does	he she it	finish work? know there? go to work?

Practice 1

Match the questions (a-h) to the answers (1-8).

24.7	aten the questions (a-n) to the answe	40 fm	-
a	What time do you get up?	3	
b	Where does he work?		
c	Why do you like your job?		
d	How do they go to work?		
е	When does she phone clients?		
f	What do you do in the evening?		
g	Who do you see at the weekends?		
h	Where do you go on holidays?		

- 1 Most of them take the train.
- 2 My family and friends.
- 3 At half past six.
- 4 Because it's interesting.
- 5 In an office.
- 6 I watch TV and listen to music.
- 7 The Costa Brava.
- 8 Usually in the afternoon.

Practice 2

Put the words in the correct order to make questions.

- a meetings / what / start / time / do / the /?
 What time do the meetings start?
- b to/how/station/do/get/you/the/?
- c Saturday / on / work / do / why / you /?
- d lunch / what / have / you / do / for /?
- e boss / does / see / her / when / she /?
- f see / do / you / train / the / who / on /?
- g make / presentations / where / do / they / the /?
- h relax / she / how / the / does / evening / in /?

Practice 3

Read the text about Jeffrey Roberts. Write questions for the answers (a-j).

Jeffrey Roberts is a hospital manager. He works in a large hospital in Manchester, in the north of England.

He gets up at half past seven every day, and has eggs and toast for breakfast. Then he walks to the hospital because it is very close to his home. He starts work at eight o'clock. At 11 he stops work for a ten-minute coffee break.

He always has lunch at the hospital. In the afternoon, he has meetings with doctors. He finishes work at six o'clock.

On Tuesdays and Thursdays, he plays tennis in the evening. He usually goes away for the weekend with his wife.

a Where does he work?

In a hospital.

At 7.30.

Eggs and toast.

He walks.

Because it is very close to his home.

To have a coffee break.

At the hospital.

Doctors.

On Tuesdays and Thursdays.

He usually goes away with his wife.

Adverbs of frequency

These normally go before the main verb:

- · I always listen to the radio in the car.
- . He usually has a croissant for breakfast.
- · She often arrives late for work.
- . They sometimes have lunch together on Friday.
- · They don't often take time off.
- · We never give customers a refund.

The verb to be is an exception. Adverbs of frequency go after the verb to be.

- · I am always at work by nine o'clock.
- . The job is sometimes quite difficult.

Always and usually are slightly different. They express how often something happens, but only at a particular time and not in a general way. Look at the sentences below:

- · He sometimes plays tennis.
- He always plays tennis after work. (NOT He always plays-tennis.)
- · We often go to the cinema.
- We usually go to the cinema on Sundays. (NOT We-usually go-to-the-cinema.)

You ask questions about frequency of actions with How often ...?

- · How often is she late for work?
- * How often do you see John?

To answer, you use every or a day, a week, an bour, etc.

If you do not know exactly, you use about.

- · She is late every day.
- . She is late twice a week.
- . I see bim about twice a month.

Practice 4

Put the sentences in the correct order.

- a often / he / plane / by / travels He often travels by plane.
- b out / friends / I / go / usually / Friday / on / with
- c office / boss / out / my / is / of / often / the
- d always / at / have / Christmas / an / we / office / party We
- e days / don't / they / faxes / these / often / send They ______
- $\label{fmorning/always/in/I/the/am/tired} f \quad morning / always / in / I / the / am / tired$
- g have / in / doesn't / lunch / usually / she / office / the
- h in/I/on/holiday/August/never/go
- i every / he / Friday / work / late / is / for
- j once/cinema/I/month/go/the/a/to

04

A business lunch is part meal, part meeting. It's informal, but at the same time there's a long list of unwritten rules that can't be broken.

Christopher Elliott, Microsoft Business

Is it better to have a meeting in an office, or in a restaurant?

Learning objectives: Unit 4

Survival skills Discussing business lunches; Describing favourite food; Roleplay: Making conversation in a restaurant Reading Tips for a successful business lunch Listening Conversations in a

restaurant

Eating out

- Discuss the questions.
- a How often do you have business lunches never, occasionally, quite often or often?
- b Do you enjoy them?
- What is your favourite type of food for a business lunch?
- d Are you usually the host, or the guest?
- 2 Read the text from a business magazine. Complete the tips with the pairs of verbs in the box.

ask + order book + plan shoose + look get + wait put + turn signal + pay talk + relax

for a successful business lunch

Many juicy deals are made during a meal. So how do you organize a business lunch? Where, when and what do you eat?

- 1 The place: Chase somewhere that isn't cheap but isn't too expensive. Look for somewhere quiet, with tables that are not too close together.
- 2 The menu: ______ for different starters you can share, followed by a light second course. Skip the dessert and _____ coffee.
- Don't _____ up to say hello to other acquaintances in the restaurant. ____ until the end of the meal.
- 5 Don't ______ any papers on the table, at least until the end of the meal, and ______ off your mobile phone.
- 6 Don't _____ about politics or personal matters (unless you know the person well), but ____ too much formality creates distance and coldness



Is everything all right?

1 Look at the photos. What are these things in English?









- 2 Match the photos (1-6) to the descriptions (a-f).
- a I like it black with no sugar.
- b It comes from the sea, but it isn't a fish.
- We have it as a first course or a side dish.
- They usually grill it in restaurants and sometimes it comes with a sauce.
- They serve it rare, medium or well-done.
- f It comes from a local spring.
- 3 Work with a partner. Describe some of your own favourite food without saying the name. Can your partner guess what you are talking about?
- 4 What problems can you have when you eat out in a restaurant? Think about the items in 1 and add your own ideas. Make a list. Use the words in the box to help you. For example: The meat is tough.

cold dry hot overdone tough undercooked

- 5 1.26-1.28 Listen to three conversations in a restaurant. In each case there is a problem. Are any of the problems on your list from 4?
- 6 1.26-1.28 Listen to the conversations again. Complete the problems with the words in the box. Then match them to the correct conversation.

fish meat squid

Pr	oblem	Conversation
a	The guest is allergic to	
b	The guest doesn't eat	
C	The guest doesn't like the idea of	

7 1.26-1.28 Listen again and complete the phrases from the conversations where the speaker is refusing politely.

- a Hmm, I'm ______ want. Oh, what's this?
- b I'm _____, but I'm _____eat meat. I'm a vegetarian.
- c No, ______ I eat fish.
- d I'm sorry _____ before.
- e Oh, dear. I'm ______ fish. I can't eat it.
- f No, don't worry. I ______ or something.
- 8 Write your own conversation using the prompts. Then practise the conversation with a partner.
- A fantastic meal / Thank you
- B dessert?
- A No, thanks / full
- B Can / order / coffee? / do / wonderful Italian espresso
- A Do they? / sounds good / Thank
- B Okay / Waiter / two coffees
- 9 2 1.29 Listen and compare your conversation with the recording.



WORKPLACE SCENARIO



show someone the ropes

to show someone how to do something, especially a job

On your first day in a new job, you need someone to show you the ropes.





Learning objectives: Workplace Scenario A

Business communication

skills Discussing your first day at work; Roleplay: Showing a new employee around the office

Reading Welcoming employees

in Company in action

A1: A new employee; A2: Show me the ropes

Show me the ropes

1 Do you remember your first day in your current job? Work with a partner. Use the ideas in the map to talk about what you remember.





- 2 Mailready Solutions is a company that sells specialist office equipment. Today is Hannah Katima's first day at the company. Watch video A1 and underline the correct answers.
- 1 What is Hannah's new job title?
 - a Operations Manager
 - b Customer Relations Manager
 - c Sales Manager

- 2 Who is ill today?
 - a Sonali
 - b Jackie
 - c Alan
- 3 Watch the video again and answer the questions.
- What time is Hannah's appointment?
- Where are Bob and Jackie at the moment?
- Why isn't Alan in the office?
- What is Henry's job?
- Work with a partner and discuss the questions.
- How do you think Hannah feels? Why?
- What do you think a company should do to welcome a new employee?
- Read the extract from a web page for managers below. Are the ideas for welcoming employees the same as yours in 4?

GETTING PEOPLE STARTED

Studies show that employees who make a good start in a new job are more likely to stay with the company for a long time. The first day in a new job affects the rest of the employee's time at the workplace. Here are four tips for getting people started in the best possible way.

Seeing the boss

As the manager it's important that you greet a new worker when they arrive for the first time. Show them to their desk and have a short meeting to explain the first steps and schedule for the day.

The practical stuff

It is not a good sign if people arrive on their first day and things are not ready. Make sure that a desk, PC, office supplies, passwords, phone and access cards are all prepared.

A helping hand

All new employees need to be told about their tasks and how to do them. Some companies have schemes where experienced co-workers act as 'buddies'. A buddy is an experienced member of staff who helps a new starter during the first day of work. Choose someone you trust to act as a buddy for the new worker.

Be there at the end of the first work day to ask how things went. Again, at the end of the first week, make some time to get the new starter's ideas and feedback.

6 The extract in 5 mentions a 'buddy' system. What kind of things do you think a buddy does on the first day to help a new starter? Work with a partner and add your ideas to the list in column A.

A	What a buddy does	B What a buddy says			
1	Show the new starter around the office.	The kitchen is over there.			
2	Explain basic tasks.				
3	Introduce the new starter to other colleagues.				
4	Take the new starter to lunch.				
		7			

7 Look at the things a buddy says and add them in the correct place in column B in 6.

Can I introduce ... to you?
Enter your username here and then your password.
I'll show you where the photocopier is.
Let's go and have some lunch.
So you put your card in here and then type in your code.
This is ..., he/she's starting today.
Why don't we have lunch in the canteen?

8 For each new task you added to column A in 6, try to write what the buddy says in column B.





- 9 At 11 o'clock, Bob and Jackie arrive back at the office. Watch video A2. Which of the buddy tasks from 6 does Jackie do?
- 10 A buddy is talking to a new employee on their first day. Work with a partner and roleplay the conversation.

Speaker A: Turn to page 137.

Speaker B: Turn to page 142.

11 Evaluate your performance using the form on page 146.

You might be able to conduct

business partners, but when it

comes to meeting new contacts

a videoconference with key

and picking up new ideas, real-life business conferences

The conference

Read the text and answer the questions.

Hundreds of hotels and resorts add the words 'conference centre' to their name, but only just over 300 meet the strict criteria of the International Association of Conference Centres - IACC. The IACC includes conference centres around the world - in Australia, Europe, Asia and North America. The IACC website provides information about conference centres, with photos and links to the members' homepages.

- What is the IACC?
- In your opinion, what are the three most important features of a good conference centre?
- a convenient location
- comfortable accommodation
- luxury food and drink
- · well-equipped meeting rooms
- beautiful surroundings
- · a relaxing atmosphere

2 The company you work for plans to organize a conference in Sweden. Read the text below. Which of the things in the photos are mentioned?



Danny Bradbury

are difficult to beat.

Are telephone conferences and videoconferences better than face-to-face meetings in some situations?

Learning objectives: Unit 5

Business communication

skills Discussing the features of a conference centre; Comparing different conference centres; Roleplay: Making enquiries about a conference centre; Describing your breakfast Reading Conference centre; Business trip; Eating a good breakfast Listening Conference centre

facilities Phrase bank Discussing

Vocabulary Conference centres, Sending an email

Grammar there is / there are, have got

> Welcome to Slottsholm

Slottsholm dates from 1285 and is a beautiful castle built on a small island. It is now a hotel and conference centre, and the location and facilities offered make it perfect for your business needs.

Location Slottsholm is situated on the island of Muskö. It is 40 kilometres south of Stockholm and 106 kilometres from Stockholm Arlanda Airport.

Meeting rooms We have meeting rooms of different sizes. We have one large meeting room suitable for 25 to 40 participants, depending on the seating arrangement. There are also six small meeting rooms for eight to 12 people. Our Business Centre has computers for guests' use and the whole hotel has Wi-Fi.

Accommodation The castle offers comfortable, traditional accommodation. There are 40 single rooms and nine double rooms. All the rooms have a television, a refrigerator and a bathroom with a walk-in shower.

Leisure facilities The hotel has two lounges with log fires and views over the Baltic Sea. On the top floor there is a fitness centre and a coffee shop. The ground floor has a games room and a TV with satellite channels. There are also rubber boots and

raincoats to borrow for walking in wet weather.

Catering Our luxury dining room seats 75 people. We serve both traditional Scandinavian cuisine and modern European dishes, made from high-quality ingredients from local suppliers.



3	Answer the questions.				
a	How far is the conference centre from Stockholm Arlanda Airport?				
b	Is it near the sea?				
0	How many meeting rooms does it have?				
i	Is there a meeting room big enough for 100 people?				
9	What kind of accommodation does it have?				
	Does the centre have Internet connections for conference participants?				
2	Does it have dining facilities?				
1	Are there any places for relaxing?				
1	1.30 Listen to two people talking about another conference venue and comple				
h	e information.				
3	Name:				
9	Location:				
	Meeting rooms:				
1	Conference services and equipment:				
9	Accommodation:				
	Restaurants and cafés:				
9	Leisure facilities:				



WORK IT OUT

5 Look at the two sentences and the rule. Answer the questions.

It has 20 meeting rooms.

It's got a pool and a fitness centre.

You use two ways to express the same idea: have/has and have/has got.

- a Which form do you usually use when you speak?
- b Which form do you usually use in written English?

6 Complete the table.

Affirmative	-	Negative		Interrogative		
It has	a pool.	It (a) have	a golf course. any small meeting rooms.	(b)	it have	a garden? any round tables?
lt's (c)	two dining rooms.	It hasn't got		(d)	it got	
There's	a pool.	There (e)	a golf course.	(f)	there	a garden?
There (g)	two dining rooms.	There aren't	any small meeting rooms.	(h)	there	any round tables?

7 Rewrite the sentences using the word	
a Does it have a big meeting room? (go	t)
b It has 20 meeting rooms. (there)	
c I suppose they have all the usual serv	ices and equipment. (got)
d Does it have a restaurant? (got)	
e It has a dining room which seats up to	o 500. (there)
f It has a separate restaurant as well. (g	got)
g It hasn't got a spa. (there)	
8 2 1.30 Listen to the conversation i	in 4 again and check your answers.
	ce centre in 2 again. Complete the sentences
a #5 get meeting rooms of different s	
	small meeting rooms for eight to 12 people.
c The castle40 single roo	그 마다 그 이 살이 있는데 가다면서 하나 되었다면 보다 하는데
d a televis	
e The hotel top floor.	a fitness centre and a coffee shop on the
10 Work with a partner. You and your pa close to Stockholm and has room for 250	artner are looking for a conference centre which D participants, including a place to eat.
Speaker A: Look at the information on p	126
Speaker B: Look at the information on p	
Speaker B. LOOK at the information on p	age 190.
Choose the best conference centre.	
A conference trip	
1 Put the emails on page 35 in the corr	ect order.
2 Find words and phrases in the emails	s in 1 which mean the same as phrases a-e.
	th I which mean the same as parases a-e.
a the flight from Paris to Stockholm	
 the flight from Stockholm to Paris Send my good wishes to Sam. 	
Send my good wishes to Sam. Please reserve the flights.	
e Enjoy your journey.	
3 <u>Underline</u> the different ways of maki	ing requests in the emails in 1.



Stockholm conference

To: Ross McKenzie From: Sarah James

Subject: Stockholm conference

Dear Ross,

Re your trip to Stockholm – I need to organize everything. Can you let me know if you need anything special for your presentation? There's a good hotel next to the conference centre. Do you want to stay there? Best wishes,

Sarah



Re: Stockholm conference

To: Sarah James From: Ross McKenzie

Subject: Re: Stockholm conference

Thanks for everything.

Ross



Re: Stockholm conference

To: Ross McKenzie From: Sarah James

Subject: Re: Stockholm conference

Ross.

The new brochure looks great – pdf attached. Stefan says the conference centre has got the projector you need. Here are the details of your flight:

May 4th: Paris CDG 9.45 -

Stockholm Arlanda Airport 12.15 (AF1262)

May 5th: Stockholm Arlanda Airport 1.00 -

Paris CDG 3.40 (AF1263)

Please confirm that this is okay.

Give my regards to Sam.

Sarah



Re: Stockholm conference

To: Sarah James From: Ross McKenzie

Subject: Re: Stockholm conference

There's a problem with the outward flight. It arrives at 12.15 and the presentation is at 1.30. There are often delays at the airport and I don't want to be late. Could you see if there's a flight at 9.00? The return flight is okay.

By the way, Sam says hello.

Ross



Re: Stockholm conference

To: Sarah James From: Ross McKenzie

Subject: Re: Stockholm conference

Hi Sarah,

Good to hear from you. Can you find out if the conference centre has a projector with an HDMI connection for my laptop? The hotel sounds fine. Would you mind sending me a copy of the new brochure when it's ready?

Ross

nuss



Re: Stockholm conference

To: Ross McKenzie From: Sarah James

Subject: Re: Stockholm conference

Ross.

I'm afraid there isn't a flight before 9.45. Do you want to fly the day before? There's a flight at 4.05 that arrives at 6.35. That way you get an evening in Stockholm – lucky you! Is that okay? Please get back to me asap.

Sarah



Re: Stockholm conference

To: Ross McKenzie From: Sarah James

Subject: Re: Stockholm conference

Ross

The flights are booked. There's a link at the bottom of this email for you to print your boarding cards. Have a good trip. All the best.

Sarah



Re: Stockholm conference

To: Sarah James From: Ross McKenzie

Subject: Re: Stockholm conference

Sarah,

Yes, that's fine. Go ahead and book the flights.

Ross

















Checking the details

Your company is planning a conference. Before you make the booking, your boss has asked you to email the hotel to check on some details. Complete the email below.

	conference enquiry	
Good mom	ning.	1
We are inte	erested in booking your hotel for a conference in October. some details I would like to check:	
What room	layout options (a)?	
Does your	hotel (b) Wi-Fi?	4.1
(c)	facilities for disabled delegates?	
(d)	a car park?	
(e)	a projector with an HDMI connection?	
We look for	rward to hearing from you.	
Yours,		
		- 1

2 Work with a partner or your teacher.

Speaker A: You have not received a reply to your email, so you decide to phone the conference centre and get answers to your questions in 1.

Speaker B: You work at the conference centre. See page 144.

Conference breakfast

- 1 Answer the questions.
- a What kind of breakfast do you normally have?
- b Do you have a different kind of breakfast if you're away from home?
- c Which of the things in the photos do you like for breakfast?
- 2 Work with a partner. Discuss the questions. Then read the article to see what an expert says.
- a Why do people have problems concentrating when they don't eat breakfast?
- b Why do people who don't have breakfast sometimes put on weight?
- c What kinds of food are healthy breakfast foods? Make a list.



EAT A GOOD BREAKFAST

To meet the demands of a busy day, the body and mind need nutrients and energy. A well-balanced breakfast provides these. People who don't eat breakfast have low energy levels later in the morning.

Food provides energy for both physical and mental work. Here are some consequences of not having breakfast:

- Less ability to think and concentrate
- Less ability to learn
- More stress and irritability (How calm do you feel when you're very hungry?)
- More accidents
- Putting on weight
- Feeling tired
- Decreased physical performance

Studies show that people who eat breakfast daily live longer than those who don't. People who don't have breakfast also get fat more easily. If you skip meals, you are more likely to eat snacks. Most snack foods have a lot of calories, fat, sugar and salt, and they don't have many nutrients. This is probably one reason why people who skip breakfast put on weight.

For good health, start your day with a good breakfast: for example, wholegrain cereal and/or toast, low-fat milk or yoghurt, fruit and nuts or peanut butter on toast. If you get hungry and feel you need to eat between meals, choose healthy snacks (fresh fruit, vegetables, wholegrain bread or crackers, or nuts, for example).

05 The conference

Phrase bank: Discussing arrangements

Does the hotel have a big meeting room?

Is there a projector?

The hotel has got a car park.

There's a gym in the hotel.

Give my regards to ...

all the best.

Good to hear from you.

Go ahead and book the flights.

Can you let me know if ...?

Please confirm that this is okay.

Could you see if ...?

Please get back to me asap.

Can you find out if ...?

Would you mind ...?

Vocabulary

Conference centres

1 Complete the text with the words in the box.

beds cities concerts facilities international restaurants transport

What does Madrid offer?

Madrid is a friendly and open city. It is a first-class tourist destination and has all the (a) _____ of an ideal conference venue.

Location and access

Madrid's airport handles 901 (b) ______ arrivals a week from 84 cities around the world and 993 domestic arrivals from 29 Spanish cities. It is the centre of all road (c) _____ in Spain; six motorways connect it with the rest of the country. Five hundred and twenty-eight trains from the ten most important (d) _____ in Spain arrive in Madrid every week.

Conference infrastructure

Madrid has two large purpose-built conference centres. For trade fairs, it has an exhibition centre, as well as a smaller venue located in 'La Casa de Campo'.

Accommodation

There are 56,000 hotel (e) ______, 28,500 of them in four- and five-star hotels.

Art, history and culture

Madrid has some of the world's most important displays of paintings, housed in the Museo del Prado, Museo Thyssen and Centro de Arte Reina Sofia. There are also another 73 more museums in the city, and a varied cultural programme throughout the year with (f) ________ exhibitions, ballet and flamenco.

Eating out

Madrid offers a varied and delicious gastronomy and has hundreds of (g) ______, pavement cafés, bars and clubs. Its tapas bars are world-famous.

Sending an email

2 Complete the email extracts with the words and phrases in the box.

best wishes by the way details hope you are well I'm afraid re Here are the _ _ of your flight next week. Thank you for offering to pick me up at the airport. _____, my flight number is IB345. _ I can't help you because I am on holiday that week. Sorry about that. the date of the meeting next month, what about the 10th? I look forward to seeing you again. Have a good trip. _, Jamal Dear Alexis, I_ and that business is good. This email is to ask for some information about your product range.

Grammar

there is / there are

There is a television in every room. are some smaller rooms available.

There isn't a swimming pool in the hotel.
aren't any sports facilities.

Interrogative

Is | an Internet connection in the room?

Are any messages for me?

Short answers

Yes, there is. No, there isn't. Yes, there are. No, there aren't.

Practice 1

Complete the sentences with is, are, isn't or aren't.

- a There are 48 rooms in the hotel.
- b There ______ Wi-Fi in all the bedrooms.
- C There ______ air conditioning in the rooms, I'm afraid.
- d There ______ two luxury hotels in the city.
- e There _____ a fitness centre in the hotel, but there is a swimming pool.
- f There ______ two swimming pools in the hotel grounds.
- g There _____ a flight until eight o'clock, so I usually go by train.
- h You're lucky. There ______ one seat left on the flight.

Practice 2

Put the words in the correct order to make questions.

a centre / is / conference / there / in / restaurant / a / the /?

Is there a restaurant in the conference centre?

- b in / there / a / is / building / the / lift /?
- c showers / the / are / there / in / bathrooms /?
- d hotel/there/a/the/is/in/gym/?
- e airport / the / there / taxis / are / at /?
- f centre / there / the / hotel / in / business / a / is /?

have got

Affirmative

I You We They	've got (have got)	a problem. some good contacts.	
He She It	's got (has got)	a sauna. 54 rooms.	

Negative

I You We They	haven't	got	a boss. a mobile phone.
He She It	hasn't		a restaurant. any meeting rooms.

Interrogative

Have	I you we they	got	a good job? any good CDs? a car park?
Has	he she it		any sports facilities?

How many rooms has the hotel got?

Short answers

Yes, I/you/we/they have. Yes, he/she/it has. No, I/you/we/they haven't. No, he/she/it hasn't.

Practice 3

Rewrite the sentences using have got. Use contractions.

a He has an Audi.

He's got an Audi.

- b They have an office in London.
- c Does she have a company car?
- d He has a well-paid job in the city.
- e I don't have a mobile phone.
- f Do you have broadband?
- g It doesn't have a restaurant.
- h Do they have a web page?
- i She has three different email addresses.

Practice 4

Look at the information about the hotels and correct the mistakes in the sentences. Each sentence has one mistake.

	Concord Hotel	Regent Hotel
rooms	46	78
restaurant	no	yes
swimming pool	yes	no
car park	yes	no
business centre	no	yes

- a The Concord Hotel have 46 rooms.
- b The Regent Hotel have got 78 rooms.
- c The Regent Hotel not got a restaurant.
- d The Concord Hotel isn't have a restaurant.
- e There have a swimming pool in the Concord Hotel.
- f The Regent Hotel haven't a swimming pool.
- g The Concord Hotel are have a car park.
- h The Regent Hotel doesn't got a car park.
- 1 The Regent Hotel there are a business centre.
- I The Concord Hotel there haven't a business centre.

What you get by achieving your goals is not as important as what you become by achieving your goals.

Henry David Thoreau

What goals do you have?

Learning objectives:

Business communication

skills Talking about abilities; Discussing who you can or cannot trust; Describing what is permitted and not permitted; Fluency: Discussing identity theft; Writing: Job applications Reading Trusting corporate bosses, Identity theft Listening Job interview; Opinions on corporate bosses; Airport transport Phrase bank Ability, permission and possibility; business correspondence

Vocabulary At the airport, The

Grammar con/con't

Can you or can't you?

A job interview

1 🥷 1.31 Sally Bale goes to an interview for a job as an office assistant. Listen to the interview and answer the questions.

- Can she use a computer?
- Can she make web pages?
- Can she use social media?
- Can she touch-type (type with all her fingers, without looking at the keyboard)?
- Can she speak French?
- 2 2 1.31 Complete the sentences with can, can't and the verbs in the box. One verb is needed twice. Listen again and check your answers.

-	1	all the us	ual office programs	
b	Good, butyo			
C	We're hoping you			
d	Okay, so you	do that	you	social medi
0	I'm afraid I			
1	No, I, but I _		with tw	vo fingers.
3	Work with a partner. Ask as	nd answer a	usesione shout the eleil	le in 1
-		intransmer d	destions about the skil	NO ALL AL
4	Can you speak French?	na answer q	destions about the skii	ao an ao
4 8		uu auswei q	uestions about the skii	10 M L
4 4	Can you speak French? Yes, I can. / No, I can't.			
1	Can you speak French?	nings, but it	needs a person too! Wi	hat are your skills s
1	Can you speak French? Yes, I can. / No, I can't. A computer can do many th	nings, but it	needs a person too! Wi	hat are your skills s
4	Can you speak French? Yes, I can. / No, I can't. A computer can do many thur computer? Tick the tasks	nings, but it	needs a person too! Wi and add any others to t edit videos	hat are your skills s
4	Can you speak French? Yes, I can. / No, I can't. A computer can do many thur computer? Tick the tasks write documents send and receive emails	nings, but it you can do a	needs a person too! Wi and add any others to t edit videos download films	hat are your skills y he list.
4	Can you speak French? Yes, I can. / No, I can't. A computer can do many thur computer? Tick the tasks write documents	nings, but it you can do a	needs a person too! Wi and add any others to t edit videos	hat are your skills whe list. on bank accounts
4 4 4	Can you speak French? Yes, I can. / No, I can't. A computer can do many thur computer? Tick the tasks write documents send and receive emails make web pages	nings, but it you can do a	needs a person too! Wi and add any others to t edit videos download films move money betwee shop online at a supe	hat are your skills whe list. on bank accounts ormarket



Who do you trust?

- Read the text and answer the questions.
- What are 'fat cats'?
- Why don't people trust the bosses of big companies?
- Which people are less worried about how much executives earn?
- Why do young people have more faith in company bosses?

you retire. their employers.

the directors of large companies earn too much? Can we trust them to tell us the truth? Well, according to a recent British survey, we can't.

The survey shows that two out of three people think that you can't believe what our business leaders say. Four out of five think big company bosses - fat cats - get too much money for what they do. Many people also believe you can't trust employers because they might not pay your pension when

The findings show the impact of corporate scandals like Lehman Brothers and JP Morgan. However, your level of trust depends on who you are. Naturally, rich people are less worried about high executive earnings than the poor. Surprisingly, young people have more faith in the honesty of big business bosses than any other age group. Perhaps this is because the under-25s have little experience of life and business. As a result, they believe they can trust

2 1.32-1.34 Listen to three conversations and complete the table with ✓ or X.

Conversation 1 | Conversation 2 | Conversation 3 Corporate bosses earn too much. You can trust business leaders. 1.32-1.34 Listen again and complete the sentences.

_____I ask you some _____

Well, I

__ they get too much money?

you think? so, ____

- Do they deserve their high salaries, in your _____
- Who can you really trust? Use the language in 3 and ask your partner about the followin
- politicians
- journalists
- · car mechanics

- union leaders
- salespeople
- builders

Can I wear jeans?

- 1 Work with a partner. Think of questions that you can ask in an interview or on the first day in a new job about what is permitted and not permitted. Use Can I? Can I wear jeans in the office?
- 2 Make sentences about things that are permitted or not permitted in your company, using You can and You can't.
- a park / in the company car park
- b make personal calls / on the company phone
- c listen to music / on headphones
- d complain about / your job
- e sleep / in the office
- f eat and drink / at your desk
- g say what you think / to the boss
- h play computer games / at your desk
- 3 Are your partner's answers for 2 the same as yours? Compare your answers.
- A I can't park in the company car park. Can you?
- B Yes, I can. / No, I can't.

What can you do?

- 1 .35 Listen to a radio advert for the Hong Kong Airport Express and <u>underline</u> the correct answers.
- 1 It takes 24 minutes to get from
 - a your hotel to the station.
 - b the centre to the airport.
 - c your hotel to the airport.
- 2 It's possible to get a free shuttle bus
 - a from the airport to the plane.
 - b from your hotel to the airport.
 - c from your hotel to the station.
- 3 Trains depart
 - a every five minutes, from 10.00 until midnight.
 - b every five minutes, from 5.00 until midnight.
 - c every ten minutes, from 5.00 until midnight.
- 4 It's possible to check in
 - a at your hotel.
 - b at the airport.
 - c at the station and at the airport.
- 2 Look at the icons showing services at Hong Kong International Airport. Match them to the words in the box.

bus carpark information medical money post sleep taxi

3 Work with a partner. Discuss what it is possible to do at the airport using You can.
You can park your car.



Identity theft

- Match the words (a-h) to the definitions (1-8).
- a fraud
- b thief
- e rubbish
- d mailbox
- e cash dispenser / ATM
- f install
- g shred
- h prevent

- 1 a machine where you use a card to get money
- 2 a place where you can collect your letters
- 3 stop something from happening
- 4 put a program onto a computer
- 5 getting money by saying things that are not true
- 6 cut into small pieces
- 7 things people throw away because they're old or not useful
- 8 someone who steals
- 2 Read the first paragraph of the article to find out what identity theft is. Then work with a partner and discuss your answers to the questions.
- a How is it possible for someone to get private information about you?
- b If a person has your private information, what problems can you have?

IDENTITY

Identity theft is when someone uses your name, social security number or credit card number to commit fraud or other crimes. Identity theft is serious. Over nine million people in the USA are victims every year.

How do identity thieves get your information?

- They can look through your rubbish for documents with personal information.
- They can use false websites (to look like an online bank) to get you to give them your personal information.
- They can get your personal data from employees of financial institutions or telephone companies.

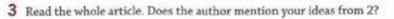
What can thieves do with a stolen identity?

- They can open a new credit card account or take out a bank loan in your name.
- They can use your debit card at cash dispensers to empty your bank accounts.
- They can use your social security number to get government benefits.

What can you do to protect yourself?

- You can shred private documents before you put them in the recycling bin.
- You can change your logins and passwords regularly.
- You can install special software on your computer to prevent thieves from getting your information.

Unfortunately, many consumers don't realize what is happening until it is too late and they can't do anything about it.



4 The article is about identity theft in the USA. Is it possible for this to happen in your country? Why / Why not?



WORK IT OUT

- 5 Match the sentences (a-c) to the functions (1-3).
- a They can look through your rubbish for documents with personal information.
- b She can type with two fingers.
- c You can use my parking space when I am on holiday.
- 1 permission
- 2 possibility
- 3 ability

Applying for a job

Look at the emails below. In each case, the second email is more formal and more appropriate for a job application. Complete the second email with the phrases in the box so it means the same as the first.

advertised on attached document Best regards Could you please do not hesitate to Further to I look forward to I regret to say I would like to I'm afraid you Please find Regarding take this opportunity to thank With regard

Job application

Hi there, Mr Watts. I was browsing your website the other day and saw the ad for a sales rep. I thought I'd like to apply. It sounds great and I'd love to work for such a cool company. I'm sending you my CV. I'm young and full of energy. I hope you give me an opportunity. Anyway, please reply soon. All the best, Ana.

Dear	B. S.	4.8.5-4	444
I MARK	DAR	- WW.RI	IIIS.

Yours sincerely, Ana Hudson

(a) apply for the post of sales				
	y interesting and y	your website. The job your company has a my CV as an		
(d) I am very l	I am a dyr	namic young person and I can make the most of		
(e)	hearing fro	m you.		



Re: Job application

Hello Ana. I got your application for the sales rep job. Is there anyone who can give you a reference? It doesn't say anything on your CV.

John Watts

Dear Ms Hudson.

Thank you for your application for the post of sales representative. (f) _______ to your CV, it does not include your referees. (g) ______ supply me with the names and email addresses of two people who can provide an up-to-date reference for you?

Best regards,

J M Watts

C

Re: Job application

Hi there, Mr Watts. I got your email about my references. Here's the information about my referees. It's in an attached document. Tell me if you need more details. Catch you later. Bye for now. Ana

Dear Mr Watts,

(h) ______ our previous correspondence, please find the attached document with information about my referees. Please (i) _____ contact me if you need more details.

I hope to hear from you soon.

0

Ana Hudson



Re: Job application

Hello, Ana. I've thought about your application, but I can't offer you work. You haven't got the right qualifications or enough experience really. Sorry about that. Thanks anyway and good luck finding a job somewhere else.

Mr Watts.

Dear Ms Hudson,

(k) ________ your request for work,
(l) _______ that I am unable to consider your application. (m) _______ do not have the necessary qualifications or sufficient experience.

Please let me (n) _______ you for your interest in our company and wish you every success in your search for employment.

Best wishes,

J M Watts

06 Can you or can't you?

Phrase bank: Ability, permission and possibility; business correspondence

Can you type?

I can use all the usual office programs.

Can I ask you some questions?

You can leave your car in the car park.

You can't trust them.

I would like to apply for the post.

I look forward to hearing from you.

Could you please supply me with ...?

Further to our previous correspondence ...

Please do not hesitate to contact me.

Vocabulary

At the airport

airport card earn

1 Complete the text with the words in the box.

	e waiting for your (a)eathrow, there are some great facilities at the
	to help you pass the time. You can look
at the large so and beauty st In fact, Heath streets! It's id	election of shops; there are brand-name fashion ores both before and after the security check. row Airport has more shops than many high leal for purchasing the things you forgot to lifts and souvenirs from a holiday or business
100	r for Heathrow Rewards, you can
	points on items purchased at the airport,

email flight relax trip

(d) ______ points on items purchased at the airport, including parking and travel on the Heathrow Express train. It's a (e) ______ that helps you save money – you can save your points and exchange them for £5 shopping vouchers, which are accepted at hundreds of stores. Or you can use your points for Instant Rewards, to pay for your purchases at the airport.

Some people prefer to (f) ______ while they wait for take-off and the Heathrow Rewards card gives you 90 minutes' free Wi-Fi, so you can send an (g) _____ or surf the web until your flight is called.

Pick up a form for Heathrow Rewards when you are next at the airport, or register online now.

The interview

2 Complete the sentences with the words in the box.

aj	plying	financial	programs	skills	speak	train	type
a	I am _		_ for the jo	b of offi	ce assist	ant.	
b	Do you	a have any	computer_		-?		
C	Which use?	standard o	office compu	ter		_ can yo	u
d	We can	n	you to	make a	web pag	e.	
е	Can yo	ou	witho	ut looki	ng at th	e keybo	ard?
f	How n	nany langu	ages can you	1		fluently	?

documents?

Collocations

- 3 Match the verbs (a-h) to the words and phrases (1-8).
- tell 1 jeans
- b do 2 television
- c scan 3 the truth
- d listen to 4 documents
- e watch 5 a language
- f learn 6 music g wear 7 money
- h earn 8 the shopping

Grammar

can/can't

You use can to talk about ability:

- · Can you type?
- · I can't use social media.

You also use can to talk about possibility:

- · Identity thieves can steal your personal data.
- . You can't trust business leaders.

You use can to ask for permission and to say if you have permission or not:

- · Can I sit here?
- · You can use my phone.
- · I'm sorry, you can't park there.

The negative of can is cannot or can't. You usually use can't when speaking, as cannot is very formal.

Affirmative			Interrogative		
I You He She It We They	can do	it.	Can	I you he she it we they	help?

Negative

1	1	
You		
He		
She	can't make	the tea.
It		
We		
They		

Short answers

Yes, I/you/he/she/it/we/they can. No, I/you/he/she/it/we/they can't.

Do you understand.

Practice 1

Rewrite the sentences using can or can't.

- He is able to type with his feet. He can type with his feet.
- She is able to see you now.
- We are not able to trust politicians.
- Is it possible for me to leave my bag here?
- It's not possible for her to finish the report on time.
- You're not allowed to park here.
- The machine is able to produce 250 units a minute.
- I'm afraid we are unable to give you a refund.
- It's impossible for them to stay.

Practice 2

Look at the information in the table and complete the sentences.

	Jorge	Diana	Alain	Yoko
touch-type	×	1	×	1
speak German	1	×	x	1
drive	1	1	x	1
use social media	×	X	1	1
make web pages	1	x	1	1
play golf	1	1	1	1

- Diana can drive, but she can't speak. German.
- b Both Diana and Alain _____
- Jorge can speak German, but he _
- The only person who _ is Alain.
- Yoko _ ___ everything.
- The only person who ___
- _ is Diana.

the other two.

Everyone _ ____ German, but Two people -

Practice 3

Complete the sentences with can, has, have, do, does, is and are or their negative forms.

- a I have got a problem with my car.
- He _____know the answer.
- ___ take a train from Berlin to Hamburg - it's very fast.
- d She _____ a nice house in the country and she goes there at weekends.
- Where _____ my documents?
- _ a bottle of water on the table. There ___
- The price ___ include VAT.
- I _____ give you a lift to the airport if you like.
- ____ know what time the plane arrives.

Practice 4

Read the text about Digital Download Day and answer the questions using three words for each answer.

October 3rd is Digital Download Day: DDD is the idea of Peter Gabriel and his company OD2. Participating record companies include Sony and EMI. On DDD, music fans can complete an online form to get free access to music. They can then download songs worth up to £5. In return, the record companies get valuable marketing information. DDD shows a change in the record industry's attitude to digital music. Nowadays, consumers often have a chance to sample new albums before they buy. Record companies realize that the Internet can be a friend as well as an enemy and that not all people who download music are pirates or criminals. In fact, many people don't know that there are legitimate ways of obtaining music on the Internet. DDD is an opportunity to show that it is possible to download music legally. Illegal file-sharing can be difficult and the quality of the tracks is often poor. The key is to make paid-for services easy to use and to provide a wide selection. In return, the record industry can take advantage of the Internet as a marketing tool. They can get information about consumer preferences and use email to advertise their products.

- Is October 3rd Digital Download Day? Yes, it is.
- b Is DDD the idea of EMI?
- Is Sony participating in DDD?
- Can fans complete a form?
- Do they pay anything?
- Do the record companies get anything?
- Are all people who download music criminals?
- Are there any problems with file-sharing?
- Is it possible to use the Internet for marketing?

07

An entrepreneur tends to bite off a little more than he can chew boping be'll quickly learn how to chew it.

Roy Ash, co-founder of Litton Industries

What skills does an entrepreneur need?

Learning objectives: Unit 7

Business communication skills Talking about the past; Fluency: Asking and answering questions about a company's history

Reading Body Shop entrepreneur, Dame Anita Roddick; Company histories of Starbucks and Ikea Listening Asking about past events; A company's history Phrase bank Company histories

Grammar was/were, Past Simple regular verbs by In Company Interviews Units 5-7

Vocabulary Parts of speech

Entrepreneurs

1 .36 Listen and match the conversations to the photos.

2 1.36 Listen again and complete the conversations.

Conversation 1

- A Is John on holiday today?
- B Yes, he is.
- A Hmm. (a) he on holiday last week too?
- B Yes, he (b) _____

Conversation 2

- A What time is the sales meeting today?
- B It's at 5 pm.
- A Really? That's very late. What time (c) _____ the meeting last month?
- B It (d) _____ at 9 am. It (e) _____ a breakfast meeting!

Conversation 3

- A Stella? Where are you? You aren't at the conference.
- B No. I'm not. I'm too busy. Are Jacques and Pedro there?
- A No. And they (f) _____ there yesterday, either. Yesterday they said they (g) _____ too busy!
- B Oh. (h) _____ the organizer angry that we (i) ____ there?
- 3 What tense are the words you wrote in the gaps?
- 4 Complete the tables with the Past Simple forms of the verb to be.

Affirmative

I/He/She/It	(a)	on holiday last week.
You/We/They	(b)	Gil Hollody last week.

Negative

I/He/She/It	(c)	on holiday last week.
You/We/They	(d)	Off floriday last week.

Interrogative

(e)	I/he/she/it	at the conference
(f)	you/we/they	yesterday?
148	(g)	the conference yesterday?
Where	(h)	your colleagues yesterday?

- 5 Complete the sentences with was or were.
- a Where ______ you on 1st January 2000?
- b When ______ your last holiday?
- c ______you at work last week?
- d What day of the week ______your last birthday on?
- e What ______ your first ever job?
- f _____ it difficult to park your car today?
- g What _____ on television last night?
- h ______ you a good student at school?
- 6 Work with a partner. Ask and answer the questions in 5.



The Body Shop

- Match the words and phrases (a-e) to the definitions (1-5).
- guru
- childhood
- trek
- source of income
- ecological

- 1 way of making money
- 2 working to protecting the environment
- popular name for business expert or leader
- period of life when you are a child
- 5 long journey (on foot or by horse)
- Read the introduction below to the article on page 48 and answer the questions.
- Who was Anita Roddick?
- b Why was she well-known?



In memoriam

DAME ANITA RODDICK

Entrepreneur and guru of 'new-age' business management, for many years Anita Roddick was the most famous British businesswoman. At its height in 2011, the franchise network of The Body Shop Included 2,100 shops in 55 countries and Roddick was one of the richest women in Britain.

Anita Roddick was born in Littlehampton in 1942. Her parents divorced when she was nine, but her mother remarried and she always described her childhood as a very happy one. As a young woman she trained as a teacher, worked for the United Nations and travelled extensively.



WORK IT OUT

3 Look at the examples of regular verbs in **bold** in the introduction. Complete

To make the Past Simple form of a regular verb, you usually add -ed. The examples below show how the spelling sometimes changes.

- a For work, add
- b For describe, add
- c For travel, double the final consonant and add.
- d For remarry, change the y to i and add.

help	marry	offer	open		
a res Anita while	staurant a a to estab e he was a	nd a hote lish a sho away on a	Gordon Roddick in 19 in their home town. In 19 as a source of income the trek in South America. The only 15 product lines.	975, her husband (c or herself and their ne first branch of Th	two baby daughters
contir	nue rec	ognize	alk want		
(e) _ about (g) _ the v	ut fair trad	de' long t	n 'green' business. She ro buy natural, ecological efore it was fashionable. o campaign against envir Queen (h) Roddick.	products. She (f) — Throughout her care onmental and social	er, Roddick wrongs around
cause	purcha	ise tes			
Thre	on upars la	ator I'Or	10	he Deal Chan for C	652 3 million
L'Or	takeover réal (k)	0	some control its products on ani	versy because of an	
In Fe virus	takeover réal (k) unce di ebruary 20 s, which s	e start	some control	that she was ill the problems of Heps	accusation that with the Hepatitis C
In Fe virus	takeover réal (k) unce di ebruary 20 s, which s	007, Dan he got fr	some control its products on ani e Anita (I) m a blood transfusion in a campaign to highlight the	that she was ill the problems of Heps	accusation that with the Hepatitis C
In Fe virus (m) had call In a 'insp man	takeover real (k) unce di ebruary 20 s, which s campaig tribute to piration' to ny years b	e start 007, Dan he got fr and (n) n insp Anita Ro busines efore it b	some control its products on ani e Anita (I) m a blood transfusion in a campaign to highlight the	that she was ill that she was ill 1971. Dame Anita in problems of Hepo onths later. don Brown (o) (p) so and (q)	accusation that with the Hepatitis C
In Fe virus (m) had lin a 'insp man caus	ebruary 20 s, which s campaig tribute to piration to se by brin	e start 007, Dan he got fr and (n) n insp Anita Ro busines efore it b ging sus	some control its products on ani e Anita (I) m a blood transfusion in a campaign to highlight the a few me	that she was ill 1971. Dame Anita in the problems of Hepi onths later. don Brown (o) (p) so and (q) ss market.'	with the Hepatitis Commediately atitis C. Tragically, she for green issues for millions to the second control of the second control
In Fe virus (m) had lin a 'insp man caus	ebruary 20 s, which s campaig tribute to piration' to ny years b se by brin	e start 007, Dan he got fr and (n) n insp Anita Ro busines efore it b ging sus	some control its products on ani e Anita (I) m a blood transfusion in a campaign to highlight ti a few me te dick, Prime Minister Gord women, saying that 'She came fashionable to do s inable products to a mas	that she was ill 1971. Dame Anita in the problems of Hepi onths later. don Brown (o) (p) so and (q) ss market.'	with the Hepatitis Commediately atitis C. Tragically, she for green issues for millions to the second control of the second control
In Fe virus (m) had call In a 'insp mar caus	ebruary 20 s, which s a stroke a campaig tribute to piration to my years b se by brin and rep	e start 007, Dan he got fr and (n) n insp Anita Ro busines efore it b ging susi	some control its products on ani e Anita (I) m a blood transfusion in a campaign to highlight the a few me	that she was ill 1971. Dame Anita in the problems of Hepi onths later. don Brown (o) (p) so and (q) ss market.'	with the Hepatitis Commediately atitis C. Tragically, she for green issues for millions to the second control of the second control



WORK IT OUT

7 Read the sentences and complete the rules with did and didn't.

Did Anita Roddick train as a pilot?

No, she didn't. She trained as a teacher.

Did her husband travel to South America? Yes, he did.

He didn't work in the shop.

- a You use __ + subject + infinitive to make questions in the Past Simple.
- You use subject + _ _ + infinitive to make negative statements in the Past Simple.
- 8 1.39 Work with a partner. Ask and answer questions about Anita Roddick. Then listen and compare.
- She worked for the World Health Organization.
- A Did she work for the World Health Organization?
- B No, she didn't. She worked for the United Nations.
- b Her parents divorced when she was 16.
- c Her husband helped her write a book.
- d The first branch of The Body Shop offered 100 product lines.
- People wanted to buy expensive products.
- f She campaigned against big supermarkets.
- She died in a car accident.
- 9 Anita Roddick is associated with 'fair trade' and other 'green' issues in business. Do you buy fair trade products? Does your company have any 'green' policies?

Company history

- Work with a partner. Discuss the questions.
- a Do you like coffee? What other kinds of drink do you like?
- b Is there a chain of coffee shops in your country? Do you ever go to a branch?
- c What chains are successful in your country?
- Match the words (a-d) to the definitions (1-4).
- supply
- 1 one of several shops, banks or offices owned by a company
- join
- 2 become part of
- brand
- 3 provide goods for other businesses
- branch
- 4 the name and image of a product
- Complete the questions with the words from 2. Then answer them.
- _____ your company when you finished your education?
- Does your company have a __ __ in New York?
- _____ other companies with goods or services? Does your company _
- What is your company's most important _____?





9

WORK IT OUT

4 Read two questions from an interview about the history of Starbucks and complete the rule with before and after.

So, when did the first branch of Starbucks open? How many branches did Starbucks open in 1987?

To make a question in the Past Simple form using a verb that is not to be, you normally use did (a) ______ the question word (who / where / why / what / when / how many / how much) and (b) _____ the subject.

5 1.40 You are going to hear an interview about the history of Starbucks. Write questions the interviewer can ask. Then listen to the questions and check your answers.

- a When / Howard Schultz / join / company? __
- b Where / Schultz / visit / 1983? ___
- c How much / share price / drop in 2007?
- d What / Starbucks / celebrate / 2011? _
- e How many / locations / Starbucks / reach / 2012? —
- When / Starbucks / offer / pay more corporation tax? _
- 6 🕮 1.41 Listen to the interview and complete the missing information (a–o) in the text

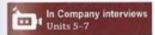


IKEA

- 1 Work with a partner. Read the text about IKEA from an online encyclopaedia. Discuss the questions.
- What does IKEA sell? What kind of business is it? Who owns the stores?
- 'Flat-pack' furniture is furniture you assemble yourself at home. Do you have any furniture like this?
- c Is there an IKEA store in your area?
- d IKEA is a very successful franchise. Why do you think this is?

IKEA is an international home products retailer that sells furniture, accessories, bathrooms and kitchens at retail stores around the world. The company, which pioneered flat-pack design furniture at affordable prices, is now the world's largest furniture manufacturer.

Inter IKEA Systems B.V., based in the Netherlands, owns the IKEA concept and trademark, and there is a franchising agreement with every IKEA store in the world.



- 2 Student A read the instructions below. Student B read the instructions on page 138. Here is some information about the history of the IKEA Group. Some of the information
- a Write the questions you need to ask to get the information to complete the gaps. When did Ingvar Kamprad establish IKEA?
- b Ask and answer questions with Student B.

A BRIEF COMPANY HISTORY

(a)	Ingvar Kamprad establishes IKEA at the age of 17. His business sells pens, wallets, watches, jewellery and nylon stockings. Anything to meet needs, with products at a reduced price.			
1945	Kamprad advertises in local newspapers to increase demand and starts a simple mail-order service.			
1948	IKEA introduces (c) into its range of products.			
1951	An important moment in the development of the IKEA concept – the company produces its first catalogue.			
1956	The company designs (e) for self-assembly.			
1958	The first IKEA store opens in Almhult - the largest furniture display in Sweden.			
1963	IKEA arrives in Norway – the first store outside Sweden opens in (g)			
1984	IKEA prints 45 million copies of its catalogue, in nine languages.			
1986	Ingvar Kamprad retires. (i) replaces him as president and CEO.			
1991	IKEA establishes its own industrial group of sawmills and factories to produce wood-based furniture			
1997	The company launches (k)			
2000	IKEA offers e-shopping to customers in Sweden and Denmark. Other countries soon follow.			
2004	The 200th IKEA Group store opens, in the (m)			
2012	Sales for the IKEA Group reach a total of €27bn. The group includes 253 stores in 24 countries.			

07 Entrepreneurs

Phrase bank: Company histories

They offered only 15 product lines.

The Body Shop franchise included 100 shops.

The first branch opened in 1971.

Why did the share price drop?

Did she train as a teacher?

How many stores closed?

When did he join the company?

Where did the first branch open?

Vocabulary

Parts of speech

1 W	rite the	correct	part	of	speech	next	to each	word
-----	----------	---------	------	----	--------	------	---------	------

n = no	oun	v = verb	adj = adjective
adj	_ecological	franchise	establish
_	_ inspire	fashionable	branch

_____industrial _____catalogue _____join ____controversy

2 Complete the sentences with the words in 1. Change the verbs to the correct form.

- a The label says that the soap is ecological.
- b He _____ the business in a garage.
- C Nowadays, most retailers have an online _______ as well as a printed one.
- d H&M sells cheap, _____ clothes.
- e There is a lot of ______ about nuclear power.
- f There is a ______ of IKEA in most European cities.
- g Benetton is an example of a successful clothes shop
- h The report says that ______ output fell by 1% in the last quarter.
- i There is an online application form for people who want to ______ the company.
- j The poor performance of a company usually its share price.
- k He is a fantastic leader who ______everyone.
- Most people have a favourite ______ of car

Grammar

was/were

Affirmative					
I He She It	was	in Madrid last week.			
You We They	were	at the meeting yesterday.			

egative		
-		

He She It	wasn't (was not)	in the office this morning.
You We They	weren't (were not)	here last year.

Interrogative

Where	was	I he she it	yesterday?
	were	you we they	

Yes/No questions

Was	I he she it you	interesting?
Were	we they	100

Short answers

Yes, I/he/she/it was.	Yes, you/we/they were.
No, I/he/she/it wasn't.	No, you/we/they weren't.

Practice 1

Complete the sentences with was, were, wasn't or weren't.

- a I #88. in Paris in June and the weather was wonderful.
- b Where ______ you yesterday? There _____ an important meeting and you _____ there.
- C There _____ only three of us at the conference, so it _____ a great success.
- d Jon _____ at work yesterday because he
- Arnold Schwarzenegger ______ an actor before he ______ a politician.
- f Nicolas Sarkozy and Jacques Chirac _____both presidents of France.
- g Henry Ford _____ English, he _____ American.
- h IBM _____ the first company to produce a PC.

?

Past Simple regular verbs

Affirmative I worked. He/She/It wanted. You lived.* (the same form for all persons) We stopped.** They studied.***

Spelling rules

- ends in -e → add -d
- ** ends in consonant + vowel + consonant → double the final consonant and add -ed
- *** ends in consonant + y -> change y to i and add -ed

Negative (didn't + infinitive for all persons)

I He/She/It You We They	didn't (did not)		on time, to the office.	
-------------------------------------	---------------------	--	----------------------------	--

Interro	Interrogative					Yes/No questions		
Where	did	I he she it you we they	go	yesterday?	Did	I he she it you we they	help?	

Short answers

Yes, I/he/she/it did.	No, I/he/she/it didn't.
Yes, you/we/they did.	No, you/we/they didn't.

Practice 2

Complete the text with the verbs in the box in the Past Simple form.

change close continue expand join open (x2) serve slow start supply

in 1971. It wasn't	f Starbucks opened in Seattle's Pike Place a coffee bar, but it (a) coffee ints and cafés. In 1982, Howard Schultz
	the company as the marketing director.
	the II Giornale chain of coffee
bars They (d)	espresso coffee made with
Starbucks' coffee	beans. In 1987, Schultz (e)
the name of the c	company to Starbucks Corporation.
	company to Starbucks Corporation. branches in Chicago and Vancouver,
It (f)	branches in Chicago and Vancouver, the year there were 17.
It (f) and by the end of	branches in Chicago and Vancouver, the year there were 17.
It (f) and by the end of The company (g)	branches in Chicago and Vancouver, the year there were 17. quickly and in 2002 it
It (f) and by the end of The company (g) (h)	branches in Chicago and Vancouver, the year there were 17. quickly and in 2002 it 1,177 new branches. However, in 2007,
It (f) and by the end of The company (g) (h) the economy (i) -	branches in Chicago and Vancouver, the year there were 17. quickly and in 2002 it
It (f) and by the end of The company (g) (h) the economy (i) — Starbucks (j)	branches in Chicago and Vancouver, the year there were 17. quickly and in 2002 it 1,177 new branches. However, in 2007, down and, as a result,

Practice 3

Rewrite the sentences in the negative form.

- a I received your email.
- I didn't receive your email.
- b The story appeared in The Times.
- c The plane arrived on time.
- d He closed the door.
- e She answered all the questions.
- f We studied at the same university.
- g The machine worked very well.
- h They agreed with the proposal.

Practice 4

Write questions for the answers.

- What did he study at university ?

 He studied engineering at university.
- b Why ______?
 Marie stopped working because she had a baby.
- They finished the job on Wednesday.

 d Who ______?
- He played golf with Mr Evans.

 Where _____?
- Alex and Sean stayed at the Continental.

 f What ______?
- The presentation started at 3.30.
- Dick visited the client every month.

 h How ______?

They waited three hours for the plane.

Practice 5

Complete the sentences with the words in the box.

66	in	did	do	dões	have	has	was	were	
a	4	an you	u help	me wit	h this?				
b		y new ank go			ge	ot air c	onditio	ning,	
C	_			it rain	a lot wi	nere yo	u live?		
ĺ	W	hat tir	me		yo	u finish	yester	rday?	
		ow ma mpan	100	ys' holi	day		уо	u have ir	your
	_			your tr	rip to G	erman	y last w	reek	
	su	ccessf	ul?	epitement (199					
ξ	W	here_			they w	hen th	e custo	mers arr	ived?

you got the time?

The great advantage of a hotel is that it's a great refuge from home life.

George Bernard Shaw

Is a hotel room better than your own bedroom at home?

Learning objectives: Unit 8

Survival skills Ordering food in a hotel dining room; Roleplay: Making a complaint in a hotel Listening Conversations at a hotel reception

Hotels

2 1.42-1.44 Complete the conversations with the words in the boxes. The again and check your answers. Conversation 1 a good stay a wake-up call double Do you need floor registration form A Good evening. B Hello. My name is Schmidt. I have a reservation. A Certainly, Mr Schmidt. Can I ask you to fill in the (a)? B Sure. A Thank you. Do you need (b) tomorrow? B No, thanks. A Right. It's a (c) room on the fourth (d) there's the key. B Thanks. A The lifts are just behind you. (e) any help with your lug. B No, that's okay. A Breakfast is (f) in the restaurant from seven until ten. Have (g) B Thanks. Good night. Conversation 2 booked and paid breakfast check credit card doesn't say key two nigh. A What's your name, madam? B Robson. A Yes, here it is. For (h) B Yes, that's right. Thank you. A Can I have your (i), please? Yes, here you are. A Thank you. The room is £150 a night, including (j) B Fine. I think my company (k), for the room. A Er, I'll just confirm that. No, the system (l), that has been paid for. B Oh, well. Not to worry, I'll (m), it with head office when I	-	hich one? What is the problem? nversation:				_	
a good stay a wake-up call double Do you need floor registration form A Good evening. B Hello. My name is Schmidt. I have a reservation. A Certainly, Mr Schmidt. Can I ask you to fill in the (a)? B Sure. A Thank you. Do you need (b) tomorrow? B No, thanks. A Right. It's a (c) room on the fourth (d) Here's the key. B Thanks. A The lifts are just behind you. (e) any help with your lug B No, that's okay. A Breakfast is (f) in the restaurant from seven until ten. Have (g) B Thanks. Good night. Conversation 2 booked and paid breakfast check credit card doesn't say key two nigh A What's your name, madam? B Robson. A Yes, here it is. For (h) B Yes, that's right. Thank you. C Can I have your (i) please? B Yes, here you are. A Thank you. The room is £150 a night, including (j) for the room. B Fine. I think my company (k) for the room. A Er, I'll just confirm that. No, the system (l) for the room.			ersations witl	n the word	s in the b	oxes. Th	en liste
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B Robson. A Yes, here it is. For (h)	A	What's your name, madam?					
Yes, that's right. Thank you. A Can I have your (i), please? Yes, here you are. Thank you. The room is £150 a night, including (j) Fine. I think my company (k) for the room. A Er, I'll just confirm that. No, the system (l) that has been paid for	0	D-b					
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B Fine. I think my company (k) for the room. A Er, I'll just confirm that. No, the system (l) that	В	Yes, here you are.					
A Er, I'll just confirm that. No, the system (I) that	-						-
has been naid for	A	Fine. I think my company (k)			for the re	om.	
s of 11 kg	AB	r m	ystem (l)			that	t the ro
Oh, well. Not to worry, I'll (m) it with head office when I	A B A	has been paid for					



Co	onversation 3
all	l right book a table get someone passport reservation that's fine
A	Thank you. Can I see your (p), please?
A	
В	Certainly. What time?
A	Eight o'clock. For two people, please.
В	We're very busy this evening. We have a table at 8.15. Is that (r)?
A	Yes, (s)
В	This is your key card. I'll (t) to help you with your bags.
A	Thank you.
3	Work with a partner. Practise the conversations in 2.
	1.45 A hotel guest arrives in the dining room for breakfast. Listen to the conversation and phrases which are different in the conversation below.
A	Good morning. Would you like to sit over here?
В	Thank you.
A	Would you like some orange juice?
В	No, thanks, but I'd love a coffee. And have you got any cereal?
A	Yes, sir, we've got muesli, corn flakes or Rice Krispies.
В	Muesli, please. Oh, and some toast.
A	Certainly, sir. Which delegation are you with?
В	I'm with Price and Whitney.
A	Thank you.
	Work with a partner and act out similar conversations. Change the underlined words that the conversations are different.



D 5 1	Complaining
- mamman?	1 Put the lines of the conversation in the correct order.
	Reception. Can I help you?
93141414141	It's my television. It doesn't work.
diminimini	Thank you. How long will it take?
	That's okay. Goodbye.
	Goodbye.
3	It won't be long. I'm really sorry about this.
***************************************	Oh, dear. I'm sorry to hear that. What's the matter?
	Yes. I'm in room 206. I'm afraid I have a small problem.
Name and Address of the Owner, where the Owner, which is the Owner, where the Owner, which is the Owner, where the Owner, which is the Owner, w	Right, I see. I'll ask someone to come up straight away.
	2 2 1.46 Listen to the conversation. Check your answers to 1.
	3 Match the prompts (a-f) to the pictures (1-6).
	a one of the towels / dirty d window / not close properly
	b pillows / not enough
	Wi-Fi / not available f air conditioning / broken
	4 Work with a partner. Practise having similar conversations to the one in 2.
16	Think of a different problem each time. Use the prompts in 3.
A	







WORKPLACE SCENARIO

B

put your heads together

to think about a problem or to plan something together with other people

If we put our heads together, we can find the answer.

Learning objectives: Workplace Scenario B

Business communication skills Problems with customers; Roleplay: A meeting to discuss a problem Reading Tips for running a

successful meeting
in In Company in action
B1: A lost order;
B2: Putting our heads

together





Put your heads togethe



1 Here are some typical problems that can happen when supplying products to customers. Match the customer complaints (1-4) to the problems (a-d).

Your email said you would deliver it on Monday.

When will you get more of them in stock?

This isn't what I ordered.

I pressed all of the buttons, but nothing happens.

- a The company delivered the wrong product.
- b The product is faulty.
- c The product is sold out.
- d The delivery of the product is late.
- 2 Sonali works for Mailready Solutions. She is talking to a customer on the phone. Watch video B1 and decide if the statements are true (T) or false (F).
- a Mr Stevenson is an important customer.

T/F

b Mr Stevenson called to make a new order.

1/1

c Sonali made a mistake with Mr Stevenson's last order.

T/F

- 3 Watch video B1 again and answer the questions.
- a How many machines did Mr Stevenson's company order?
- b What is the problem with the order?
- c What does Sonali think happened to the order?
- d What does Mr Stevenson want Sonali to do this afternoon?
- 4 Work with a partner and put these events in the correct order. Watch video B1 again to check your answers.
- The machines did not arrive.
- Brian took an order for 20 machines.
- Mr Stevenson asked for a 20% discount.
 - Mr Stevenson called Sonali.
- Brian forgot to put the order in the system.
 - Sonali couldn't find the order on the system.

5 Hannah calls a meeting to discuss the Internex UK problem. Read the tips for running a successful meeting and complete them with the words in the box.

agenda aim chance decision time limit

Т	IPS FOR RU	NNING A SUCCES	SFUL MEETING:
	Make the		ng clear at the beginning.
2	Set a	so people don't sp	peak for too long.
3	Make sure that everyone has a Don't let one person do all the talkin		
4	Stay in control	and keep to the	
5	Make sure ever	whody understands and	agrees on the final



- 6 Watch the meeting between Hannah, Sonali and Bob in video B2 and <u>underline</u> the correct answers.
- a Bob thinks Internex is a difficult customer / an important customer / a new customer.
- b The touchscreen shredder machines will definitely / will not / will possibly arrive from Germany in four weeks.
- c They decide to offer Internex some faster / cheaper / smaller machines.
- d They decide to offer Internex a 10% discount / a 20% discount / a 4% discount.
- e Hannah, Bob and Sonali will have another meeting this evening / this week / next month.



7	Watch video B2 again and tick the phrases Hannah uses.
'	[1] [1] [2] [3] [3] [3] [3] [4] [4] [4] [4] [4] [4] [4] [4] [4] [4
a	Is everybody ready to start?
b	We only have a short time for this meeting.
C	That's my opinion, what do you think?
d	The reason we are here is to discuss our options and to decide on the best one.
e	Can we keep to the agenda, please?
f	Sonali, what do you think?
g	We need to finish soon.
h	Is everybody clear on this?
8	Match each phrase Hannah used to a tip (1-5) from 5.
Tip	p 1 Tip 2 Tip 3 Tip 4 Tip 5 Tip 5
ne	Mailready Solutions has another problem with an important customer and Hannah eds to have a meeting with Bob to discuss it. Work with a partner and roleplay their nversation.
e.	nahar A. Turn to mare 142

10 Evaluate your performance using the form on page 145.

Speaker B: Turn to page 137.

09

Happy accidents make good inventions. Spills, explosions, odd chemical reactions and plain old forgetfulness produced some of today's most practical products.

Drea Knuften, Businesspundit

Can you name any products that were invented by accident?

Learning objectives: Unit 9

Business communication skills Talking about the past; Roleplay: Talking about your day; Talking about what you did yesterday; Talking about popular products; Discussing your past education

Reading Popular products Listening A couple describing their day; A man discussing his education

Phrase bank Talking about the past

Vocabulary Collocations, Prepositions Grammar Past Simple irregular

What happened?

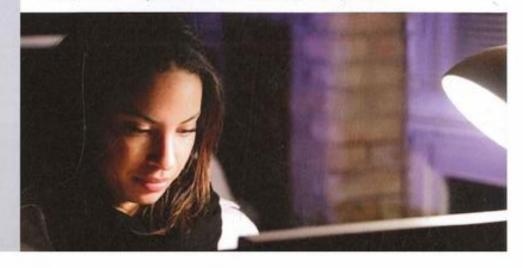
Yesterday

- Match the verbs (a-g) to the phrases (1-7).
- a tidy
- 1 after the baby
- b make
- 2 a million-dollar deal
- c have
- 3 the house
- d go

- 4 shopping
- e cook
- 5 furniture for the new office
- f look
- 6 the dinner
- g buy
- 7 lunch in Maxims
- 2 1.47 Listen to a conversation and answer the questions.
- a What time of the day is it?
- b What did the woman do?
- c What did the man do?
- 3 1.47 Many common verbs in English have an irregular Past Simple form. Listen to the conversation again. What is the Past Simple form of the verbs in 1? Which verbs are irregular?
- 4 Work with a partner. Use the ideas in the table and have conversations like the one below. Add two ideas of your own.

Good day	Bad day
arrive on time for work have a lot of time go out for a nice lunch meet an interesting person leave work on time	have problems with the car have a lot of work not have time for lunch be alone in the office all day work late

- A Did you have a good day or a bad day (yesterday / say which day)?
- B A good day.
- A Why was it good?
- B Well, I didn't have problems with the car. I arrived on time for work.



5 Complete the table with the verbs in the box in the Past Simple form.

a got	up home dressed	d	a film the boss a customer
b	to work home to work	е	friends a customer a colleague
	shopping to bed	f	breakfast lunch
с	work the office	, 1	a shower a bath

6 1.48 Listen and complete the conversation	ions.	
---	-------	--

- a A What time did you get up yesterday?
 - B I _____ at six. And you?
 - A I got up at half past seven and ______ at nine.
- b A Did you _____ Harry yesterday?
 - B No, I didn't. ______?
 - A Yes, I ______ with him.
- 7 Work with a partner. Have similar conversations. Use the verbs in 5.

Education

- 1 .49 Listen to the conversation and underline the correct answers.
- a Jeff went to seven / ten different schools.
- b Jeff went to a boarding school for one year / two years.
- 2 🌅 1.49 Listen again and answer the questions.
- a Where did Jeff go to school?
- b What type of school was his last school?
- c Did he like it?
- d Where did he go to university?
- e What did he get a degree in?
- f Did he enjoy university?
- g Why didn't he become an engineer?



	1 1 10	
a	Where / school? Where did you go to school?	
b	What type / school / go to?	
С	like school?	
d	Where / go / university/college?	
e	What / study / there?	
f	enjoy / university?	
g	How hard / work?	
h	get / a good degree/qualification?	
4	Swap partners. Ask and answer the quest	ione in 3 about your previous partner
2	here did Pedro go to school?	nois in 3 about your previous partner.
P	roduct history	
1	Scan the article in 3 and find the irregula	r Past Simple form of the verbs (a-i).
a	begin	f see
b		
-	make	g catch
7	make	g catch
7		
7	get	h find
c d e	get become think	h find
c d e	get become think What do you know about the products in t	h find
c d e 2	get become think What do you know about the products in tatorade microwave oven Post-It notes	h find I take the box? Do you know how they were invented. Velcro WD-40
c d e 2	get become think What do you know about the products in t	h find I take the box? Do you know how they were invented. Velcro WD-40
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G G G G G G G G G G G G G G G G G G G	become think What do you know about the products in the atorade microwave oven Post-It notes Complete the article with the products in 1945, engineer and inventor Percy Spencer stood front of a magnetron, an electrical part of a radar stem. He noticed a chocolate bar in his pocket gan to go soft. This made him curious about the at, so he then got a bag of corn and watched hange into popcorn next to the magnetron. e (a) was born. In 1967, maller household product, costing \$495, became ailable. 1968, Dr Spencer Silver from the company I accidentally made a glue that was not very	the box? Do you know how they were invent Velcro WD-40 1. 2. named it 'Water Displacer – 40th Attempt'. More than 15 years later, Rocket company executive Jc S. Barry made the product a household name – (c) In the early 1960s, University of Florida Gators football coach Ray Graves saw how his players got tired in the tropical heat. He asked his team doctor for help. The doctor and his team created mixture of water, salt, sugar, lemon juice, potassi and phosphate. The University of Florida still receives payments for (d)

THE UNIQUE **ORIGINS** wof some O3 **POPULAR PRODUCTS**

Then another employee, Art Fry, realized that Silver's glue was perfect for keeping bookmarks in his bible. Fry presented the bookmark idea to management and within five years, 3M launched

In 1953, three scientists at San Diego's Rocket Chemical Company tried to develop a chemical for preventing damage to rockets by displacing water - making the water move to another place. They finally succeeded after 40 different trials. They

George de Mestral, noticed that he and his dog were both covered in seeds from plants. De Mestral examined some of the seeds under a microscope. He saw that hooks on the seeds caught in loops in fur, hair or clothes, making them 'sticky'. De Mestral found a way to make these hooks and loops from nylon. Ten years after making his discovery, he obtained a Swiss patent for his idea, although it over ten years to become a popular product.

4 Make questions about the products in the article in 3 for the answers (a-i). Use the words in the table to help you. Use each word or phrase at least once.

Dr Spencer Silver in his pocket? have Which company Art Fry create available? for? the scientists become Who the bookmark idea to? How many substances Velcro present did Ray Graves' research team before they produced WD-40? Why try What George de Mestral get tired? How long Percy Spencer notice When the Florida football players work the seeds on his clothes? the first domestic microwave oven take to become a popular product?

a What did Percy Spencer have in his pocket?

A bar of chocolate.

b When did the first domestic microwave oven become available?
In 1967.

C 3M.

d The management of 3M.

e Forty.

f Because of the tropical heat.

g Gatorade – an energy drink.

h After a hunting trip.

i More than ten years.

5 Work with a partner. Talk about the last time you used one of the products in 2 (or a similar product).



09 What happened?

Phrase bank: Talking about the past

Did you have a good day?

What did you do?

I didn't make a million-dollar deal.

I ate a sandwich at home.

Where did you go to school?

What type of school was it?

I went to a boarding/comprehensive/private/state school.

I went to university/college in London/Berlin.

I studied economics/biology.

I got a degree in economics/biology.

Vocabulary

Collocations

- Match the words (a-i) to their collocations (1-9).
- a million-dollar
- 1 team
- university
- 2 heat
- bulletin
- 3 drinks
- d tropical

- 4 executives
- energy
- 5 deal
- company
- 6 products
- g chocolate
- 7 bar
- h household
- 8 degree
- research
- 9 board
- Complete the sentences with the collocations from 1.
- They bought the company in a million-dollar deal
- b They advertised the post internally on the company
- _ category is one of the fastest growing sectors in the beverage industry.
- d Energy consumption increased because people used air conditioning in the.
- online instead More and more people buy _ of going to the supermarket.
- f In Norway, 44% of _____ are women.
 g The company's _____ invented the new machine.
- h He studied for his ___ ____ at Harvard.
- from cocoa and John Cadbury created a __ sugar in the 19th century.

Prepositions

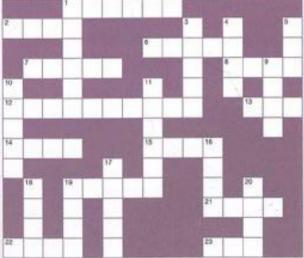
- 3 Complete the sentences with a preposition: on, in, at, for, from, about, after, over, with or to.
- a When I was 19, I moved to Detroit.
- b Did you arrive _____ the office _____ time?
- Ask each other questions _____ the story.
- d I visited clients all _____ the country.
- e Who looks _____ the accounts in the office?
- He had a problem _____ the car ____ his way to work.
- g We don't work _____ Friday afternoon.
- She bought furniture _____ her new office.
- David went _____ Switzerland _____ March.
- __ Heathrow ____ JFK took about The flight ____ six hours.
- _ the meeting, we went out ____
- When did you last go _____ holiday?

Grammar

Past Simple irregular verbs

Practice 1

Complete the crossword with the irregular Past Simple form of the verbs. Use the irregular verbs list on page 134 to help you.



-		_		_		_	_
Ac	ross			D	own		
1	buy	14	leave	1	become	16	go
	give	15	grow	3	find	17	beg
	write		spend	4	fall	18	com
7	drink	21	take	5	cut	19	sell
	lose	22	read	9	swim	20	cost
12	understand	23	sit	10	build		
	hove			11	forget		

Practice 2

Complete the text with verbs from Practice 1.

Henry Ford, the son of a farmer, w Michigan on July 30th, 1863. He (a)	
at 15 to work on his father's farm.	
to Detroit, where he (b)	an apprentice in a
machine shop. He returned to Gree	
gave him some land to start his ov	
and returned to Detroit to work as	
Edison Illuminating Company. He (A STATE OF THE PARTY OF THE PAR
spare time trying to build a petrol-	
he (d) his first car i	n the garden. He named
the car 'Tin Lizzie' and it (e)	
or brakes. Ford started two compa	nies that ended in failure
Finally, in June 1903, he (f)	
to invest \$28,000 in a new company	
production of the Model A car. The	car (h)
well and by 1907, the profits reach	ed \$1,100,000. In 1909.
Ford decided to manufacture only	one type of car, the Mode
T. At first, it (i) 14 h	ours to assemble a Mode
T car. Ford reduced this to one hou	
the overall cost of	each car, and between
1908 and 1916, the price of the Mor	del T (k)
from \$1,000 to \$360. In the 1920s, t	he Ford Motor Company
(I) rapidly and in 19	725 Ford produced
60% of America's total output of car 7th April 1947.	rs. Henry Ford died on

Practice 3

d When-

h When...

a Why did Henry Ford leave school
To work on his father's farm.

b What ______ Some land to start his own farm.

C When ______In 1896.

In 1907.

What ______
To manufacture only one type of car.

f How long _______
Fourteen hours.

Fourteen hours.

How much _____
From \$1,000 to \$360.

On 7th April 1947.

Practice 4

Correct the sentences about Henry Ford.

a His father was an engineer.

No, he wasn't an engineer: he was a farmer.

b In 1879, he became a manager.
No, he didn't become a manager; he became an apprentice.

c He hated engineering.

d In 1896, he built his first bicycle.

e In 1903, he began production of the Model T.

f The Model A sold badly.

g At first, it took 15 hours to produce a Model T.

h The price fell from \$2,000 to \$500.

In the 1920s, the company grew slowly.

Practice 5

Complete the conversation with the verbs in the box in the Past Simple form.

do find get have (x2) lose make not think spend take tell write

A Hello. When (a) ______ you _____ back from the conference?

B This morning. (b) ______ you ____ any problems while I was away?

A No, not really. We (c) ______ a small problem with one of the machines on Wednesday.

B Oh, no one (d) _____ me about that.

A Well, we (e) _____i it was very important. We only (f) _____ about 30 minutes of production.

B What (g) ______ you _____ about it?

A The technicians (h) ______ the problem almost immediately.

B How long (i) ______ to fix it?

A They (j) _____ a temporary repair and when the shift was over, they (k) _____ the night working on it.

B So it was okay the next day?

A Yes, it was fine. The head of maintenance

(l) _____ a report for you. It's over there.

Those who travel light, travel bappy.

What is the most important thing to pack for a business trip?

Learning objectives: Unit 10

Business communication skills Describing what you are wearing; Talking about what to take on a business trip; Discussing types of luggage; Roleplay: Asking about items in a shop

Reading Guide to bundle wrapping clothes

Listening How to prepare for a business trip; Conversations in a shop

Phrase bank Talking about travel

Vocabulary Business travel Grammar Countable nouns, Uncountable nouns, some in offers and requests

10 Travelling light

1		2
m	oney	dollar
in	formation	detail
lu	ggage	suitcase
wo	ork	job
ac	commodation	room
a	You can add -s to these v	vords to make the plural.
b	You can't put a number l	before these words.
C	You can put a or an befo	re these words.
d	These words are countab	ile.
е	These words are uncoun	table.
2	Complete the sentences	with a, some or any.
a	Have you got	luggage?
b	I need to get	dollars before I go to New York.
c	Have you got	information about flights to Berlin?
d	Do you have	details about the conference?
e	I usually do	work on the train when I travel into the office.
f	You're lucky to have	job!
g	I'm sorry, we haven't go	rooms available tonight.
h		accommodation for us in the city.



WORK IT OUT

3 Complete the rules with a, some and any.

before singular countable nouns. You use_

You use .. before plural countable nouns and before uncountable nouns.

c You usually use _ in questions and negative statements about uncountable nouns and plural nouns



Clothes and travel items

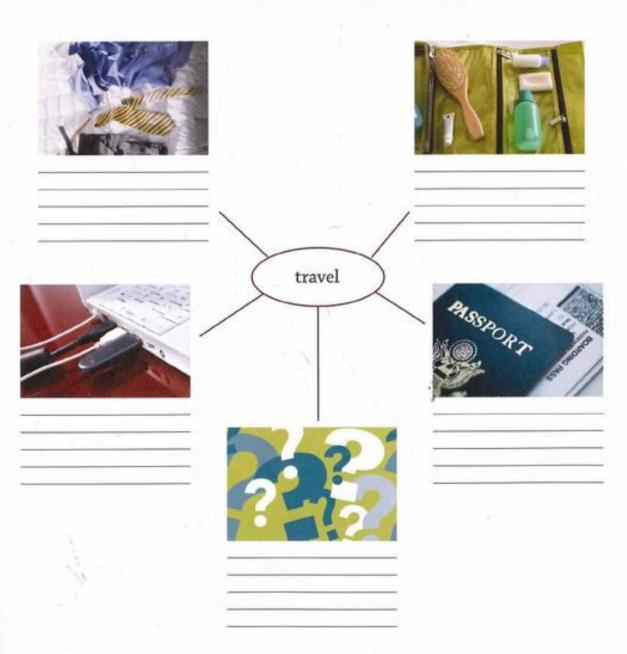
1 .50 Listen to eight sentences. For each one, write down the article of clothing in the box which is mentioned.

blouse scarf				pair of trousers tie
<i>pa</i>	ir of shoes	r.	<u> </u>	e
=			_	g
1				h

2 Imagine you are going to meet someone who doesn't know you at an airport or station where there are a lot of people. You need to describe your appearance by phone so they can recognize you. Roleplay the conversation with your teacher or a partner. Begin like this:

Hello, I'm here. I'm over by the car hire desks. I'm wearing a blue ...

3 What clothes do you take when you go on a business trip? What other things do you take? Look at the photos and write things in each category.



	1.51 Complete the conversation with much or many. Then listen and check
	ur answers.
A	So, when are you off?
В	In about ten minutes.
A	Everything ready?
В	Yes, I hope so.
A	How (a) bags have you got?
В	Just this one and my laptop.
A	Is that all?
B	It's only a short trip and I don't need (b) clothes. Just a couple of shirts
A	5 P. 이 전에서 가게 보고 있는데 이 이 이 이 이 이 이 이 이 이 이 이 이 이 이 이 이 이 이
В	How (c) money do you think I need?
A	Not (d) You can use a credit card in most places.
В	That's what I thought. I've got some cash, anyway.
A	Right. Well, have a good time.
В	Thanks. See you when I get back.
	WORK IT OUT
ŋ	WORK II OUT
•	5 Complete the rules.
	a You use many with nouns.
	b You use much with nouns.
H	nw many shirts do you take? How many pairs of shoes do you take? How many bags do you take? How many bags do you take?
C	theck it in or carry it on?
C	theck it in or carry it on? Answer the questions.
C 1	theck it in or carry it on?
C 1	theck it in or carry it on? Answer the questions. When you travel by air, how many bags do you take?
C 1 a b	The ck it in or carry it on? Answer the questions. When you travel by air, how many bags do you take? Do you check in your luggage or do you take it on the plane with you as hand luggage? Mark the phrases (a-i) to show if they apply to hand luggage (H) or checked luggage (C)
C 1 a b 2	The ck it in or carry it on? Answer the questions. When you travel by air, how many bags do you take? Do you check in your luggage or do you take it on the plane with you as hand luggage? Mark the phrases (a-i) to show if they apply to hand luggage (H) or checked luggage (C easily carry everything yourself
C 1 a b 2 a	The ck it in or carry it on? Answer the questions. When you travel by air, how many bags do you take? Do you check in your luggage or do you take it on the plane with you as hand luggage? Mark the phrases (a-i) to show if they apply to hand luggage (H) or checked luggage (carry everything yourself tip porters
C 1 a b 2 a b c	The ck it in or carry it on? Answer the questions. When you travel by air, how many bags do you take? Do you check in your luggage or do you take it on the plane with you as hand luggage? Mark the phrases (a-i) to show if they apply to hand luggage (H) or checked luggage (C easily carry everything yourself
C 1 a b 2 a b c	Theck it in or carry it on? Answer the questions. When you travel by air, how many bags do you take? Do you check in your luggage or do you take it on the plane with you as hand luggage? Mark the phrases (a-i) to show if they apply to hand luggage (H) or checked luggage (easily carry everything yourself tip porters check in just before your flight leaves
C 1 a b 2 a b c d e	Theck it in or carry it on? Answer the questions. When you travel by air, how many bags do you take? Do you check in your luggage or do you take it on the plane with you as hand luggage? Mark the phrases (a-i) to show if they apply to hand luggage (H) or checked luggage (C easily carry everything yourself tip porters check in just before your flight leaves use the automated check-in
C 1 a b 2 a b c d e f	Check it in or carry it on? Answer the questions. When you travel by air, how many bags do you take? Do you check in your luggage or do you take it on the plane with you as hand luggage? Mark the phrases (a-i) to show if they apply to hand luggage (H) or checked luggage (easily carry everything yourself tip porters check in just before your flight leaves use the automated check-in reduce your journey time avoid luggage problems if you miss a connection
C 1 a b 2 a b c d e f g	The ck it in or carry it on? Answer the questions. When you travel by air, how many bags do you take? Do you check in your luggage or do you take it on the plane with you as hand luggage? Mark the phrases (a-i) to show if they apply to hand luggage (H) or checked luggage (C easily carry everything yourself tip porters check in just before your flight leaves use the automated check-in reduce your journey time
C 1 a b 2 a b c d e f g	Theck it in or carry it on? Answer the questions. When you travel by air, how many bags do you take? Do you check in your luggage or do you take it on the plane with you as hand luggage? Mark the phrases (a-i) to show if they apply to hand luggage (H) or checked luggage (C easily carry everything yourself tip porters check in just before your flight leaves use the automated check-in reduce your journey time avoid luggage problems if you miss a connection wait for your luggage at the carousel when you arrive
C 1 a b 2 a b c d e f g h i	Theck it in or carry it on? Answer the questions. When you travel by air, how many bags do you take? Do you check in your luggage or do you take it on the plane with you as hand luggage? Mark the phrases (a-i) to show if they apply to hand luggage (H) or checked luggage (C easily carry everything yourself tip porters check in just before your flight leaves use the automated check-in reduce your journey time avoid luggage problems if you miss a connection wait for your luggage at the carousel when you arrive catch a bus or train, instead of having to pay more to take a taxi



Packing

Read the article and instructions about how to 'bundle wrap' and look at the pictures. The pictures are in the correct order. Put the instructions (a-g) in the correct order to match the pictures.



BUNDLE WRAPPING

FOR BEGINNERS

For the business traveller, it's important to arrive at your destination looking good. That means your clothes have creases where you want them and not where you don't want them. This depends on how you pack your clothes.

Clothing is like paper. If you fold paper, it leaves a mark, but if you wrap paper around a cylinder, you can straighten it out again and there are no creases. Most people fold their clothes and put them one on top of the other. This is the worst thing you can do. The solution is to 'bundle wrap'. Here's how you do it.

- a Tie the bundle up to stop it falling apart.
- b Lay the other clothes on top (going from large to small, e.g. jacket, skirt/dress, long-sleeved shirt, shortsleeved shirt, trousers, sweater, shorts) in alternating directions to make a pile with uniform thickness.
- c Put the 'core' on top to form the centre of the bundle.
- d Put the bundle in your suitcase.
- e Put your largest item (usually a jacket) on a flat surface like the bottom of your bag or a bed.
- f Wrap the top item of clothing around the 'core'. Then wrap the next item down around that, and so on.
- g. Fill a small bag with soft items like socks and underwear to form the 'core' for the bundle.







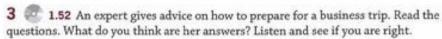








² Do you think 'bundle wrapping' is a good way to pack? Are there any disadvantages? How do you pack?



- 1 Why is packing so important?
 - a It's good mental preparation for your trip.
 - b It's important to have light luggage, but also to look good when you go to meetings.
 - c Your luggage is part of a good image.
- 2 What is the secret of good packing?
 - a Planning.
 - b Strength.
 - c A good suitcase.
- 3 How many sets of underwear do you need?
 - a One.
 - b One for each day.
 - c Three.
- 4 How can you make sure you look different every day?
 - a Take one outfit for each day.
 - b Combine your clothes in different ways.
 - c Take a selection of ties.
- 5 What is the most important thing to think about when you choose the size of your bag?
 - a How much you need to take.
 - b The choice between taking hand luggage and checking your luggage in.
 - c The weight limit on luggage for each passenger.

Emergency shopping

ones in 2. The problems are:

You have some grease on your trousers.

You forgot to pack your mouse.

	1.53-1.55 Sometimes you forget t dents'. Listen to three conversations.			
	versation 1:			
	versation 2:			
on	versation 3:			
. 0	1.53–1.55 Listen again and compl	ete the sentences.		
ŀ	fello. There's			
(Conversation 1)			
I		on it.		
- 00	Conversation 1)			
	need		on 1	my
	aptop charger. I	at home.		
	Conversation 2)			
7	hat's Thanks			_
-			meeting?	
	Conversation 2)			
F	fave you			
p	hone? I	mine.		
(Conversation 3)			
I	t's not the same brand, but			
	Conversation 3)			
100	Okay, then.		- ?	
	CONTRACTOR OF THE PARTY OF THE			

3 Work with a partner. One of you is a traveller. Have similar conversations to the

You need a USB cable to connect your laptop to a projector.



10 Travelling light

Phrase bank: Talking about travel

I need to get some US dollars.
Have you got any luggage?
How many bags have you got?
How much money do you need?
I'm wearing a blue suit.
I spilt some ... on ...
I need it for this afternoon.

Can I give it back to you after ...?

Vocabulary

Business travel

Read the article and find words and phrases which mean the same as phrases a-l.

- a make progress in your working life build your career
- b a journey related to your work
- c going from place to place for work reasons
- d use a computer to connect to
- e results
- finformal
- g the place you travel to
- h asks you to come
- a prediction about the weather
- a difficult or stimulating situation
- k finalize an important business agreement
- rules about what to wear

What to wear when you travel for business

Business travel is a great way to build your career but can be a real challenge when it comes to packing. If you go somewhere new on a business trip, the first question is what to wear.

Of course, you want to make a good impression, particularly if you have a meeting with a new client or you want to close a big deal. On the other hand, you also want to 'fit in' with the locals without packing your entire clothing collection. So how do you do it?

First of all, find out about the weather at your destination.

Log on to www.weather.com and type in the postcode or
city name of the place you intend to visit. It gives a ten-day
weather forecast and gives you a good idea of what to expect.

The next step is to ask about the dress code. Remember that dress codes can change a lot from city to city and region to region. Always ask before you go because if you get it wrong, it can have disastrous consequences. This is particularly true in international business travel. Get as much information as possible. If your hostess invites you to dinner at La Maison de Snob and tells you the dress code is 'casual', find out exactly what casual means to her. Shorts and flip flops? A skirt and blouse? What?

Grammar

Countable nouns

Countable nouns have a singular and a plural form. You can use them with a/an, some, any, one and other numbers.

Affirmative

Singular (with a or an)

- I have a job at an engineering company.
- · Do you have a branch in the capital?

Plural (with some or a number)

- . She has some friends in Seville.
- · He owns three cars.

Negative

Singular (with a or an)

- · They haven't got an office there.
- · We don't have a secretary at the moment.

Plural (with any)

· We can't find any customers for this product.

Interrogative

Singular (with a or an)

· Have you got an apartment or a house?

Plural (with any or bow many)

- · Are there any tickets for the concert?
- · How many friends have you got in Madrid?

Uncountable nouns

Uncountable nouns do not have a plural form. You can use them with some or any, but not a, an or a number.

Affirmative

(with some)

· I have some information for you.

Negative

(with any)

. I'm sorry, there isn't any wine left.

Interrogative

(with any or bow much)

- · Have you got any mineral water?
- · How much time have you got?

some in offers and requests

In questions where you offer or ask for things, you use some with both countable and uncountable nouns:

- · Would you like some milk in your coffee?
- · Do you want some grapes?
- · Can you give me some change for the machine?
- · Can I have some batteries for a calculator?

Practice 1

Complete the sentences with a, an, some or any.

- a I haven't got any money on me. Can you lend me
- b Have you got _____ brothers or sisters?
- c He wanted to see if there were _____ emails for him.
- d I need to buy ______ toothpaste before I leave.
- e I don't normally have _____ lunch, but today
 I had _____ sandwich.
- f Do you want _____ milk in your coffee? There's _____ in this jug.
- g You've got _____ great music in your CD collection!
- h I like skiing, but this weekend there wasn't snow.
- I I found _____ cockroach in my salad, so we left the restaurant.
- j I saw ______ advertisement for a great new job.

Practice 2

Complete the sentences with some or any and the words in the box.

flights information ink juice news people petrol presentations tablets

- a I can't go on until Monday because there aren't any flights until then.
- b There isn't ______ left in the cartridge. Can you buy a new one? I need to print out the report.
- c I've got ______ for you. I'm the new department boss!
- d ______ hate flying, but I usually enjoy it.
- e Would you like _____ with your breakfast?
- f They can't give me _____ about the new product line until next week.
- g There were ______ interesting _____ at the conference.
- h I need to stop to buy ______. The tank is nearly empty.
- I If you go to the shop, can you buy _____ I've got a headache.

Practice 3

Complete the questions with much or many.

- a How musch time have you got at the moment?
- b How _____ trains are there to Basle every day?
- c How ______ shirts do you take when you go away for a week?
- d How _____ is a coffee?
- e How _____ people do you work with?
- f How _____ kilometres do you run each week?
- g How _____ children has she got?
- h How _____ holiday do you get?
- i How _____ work do you do at the weekend?

Practice 4

Match the answers (1-9) to the questions (a-i) in Practice 3.

- Not much, I'm very busy at the moment
 Two weeks in August and a week at Christmas.
- 3 Seven; one for each day of the week.
- 4 Two; a boy and a girl.
- 5 That depends; last Saturday about six hours.
- 6 One euro fifty.
- 7 There are 20 of us.
- 8 There are two expresses.
- 9 Not many, I don't have time. About 25.

Severe weather has been revealed as the top cause of disruption to British businesses over the past 12 months, but managers appear to continue to underestimate it as a threat.

David Challinor, Personnel Today

What businesses do well in really bad or really good weather?

Learning objectives: Unit 11

Business communication

skills Discussing how the weather affects us; Fluency: Comparing weather conditions in different cities; Describing your last holiday

Reading Insurance for bad weather

Listening Conversations about the weather; Description of a holiday

Phrase bank The weather Vocabulary The weather, Compound words, like Grammar Comparative and superlative adjectives

In Company interviews Units 9-11

Weather watch

- Answer the questions.
- Does bad weather make you feel unhappy? Do you feel happy when it's sunny?
- What kind of weather do you really like? And dislike?
- Which of the businesses and industries in the box are affected by the weather? How?

construction electronics energy engineering farming insurance publishing tourism

- 2 Match the words (a-f) to the definitions (1-6).
- profits
- insurance
- c mild
- revenue
- deal (n)
- average wind speed
- 1 business agreement
- 2 not very cold, but not warm
- the overall speed of the wind during a day
- the money a company earns, minus costs
- money coming into a business
- 6 financial protection against risks
- Read the article and answer the questions.
- How can companies protect their businesses against the effects of the weather?
- How can you measure the weather?
- Why is it difficult to predict the weather in some countries?

ever mind the weather

Bad weather can make you unhappy, but what about its effects on company profits? It's difficult to sell ice cream when it's cold. Skiers don't want to go to a ski resort when there is no snow. So what precautions can these businesses take?

Companies often have insurance against negative changes in interest or foreign exchange rates and they can also insure against bad weather. In the USA, the market for this type of insurance is worth an estimated \$9 billion a year.

Agriculture, energy and leisure are just three examples of industries that depend on the weather. The number of visitors to a theme park like Disneyland falls on rainy days and a warm less demand for heating.

The companies can receive a payout from the insurance company for days when it is not warm. enough for customers to sit outside.

Airports can take out insurance against the average wind speed going above a certain level. This way, they receive compensation for loss of revenue on days when it's too windy to fly.



4 Write down words and expressions in the article which match the weather symbols below.	
a wind, windy b c	
d	
5 Is insurance against bad weather a good idea for your business or country?	
Comparing the weather	
1 You use adjectives a-d to describe the weather. What are the opposites?	
The first letter of each has been given to help you.	
a hot c	
b cool w	
d boiling f	
bosing .	
2 1.56-1.58 Listen to three conversations. Where is each person travelling to?	
3 2 1.56-1.58 Listen again and complete the conversations.	
Conversation 1	
B Yes, how do you do?	
A Did you have a good flight?	
B Yes, thank you. Brrr. Is Frankfurt always so (a)?	
A Yes, I'm afraid February is always quite (b)	
B It's (c)than cool. It's (d)!	
A What's Dublin like at this time of year?	Di-
B Well, it's (e) than here. We get a lot of rain, of course.	
A Ah yes. Isn't it one of the (f) cities in Europe?	
B No, I don't think so. It's just very changeable.	
Conversation 2	
A You're off travelling next week, Sue?	
B 'That's right. Frankfurt and then Helsinki.	
A That's nice. Take some warm clothes.	
B No, it's not (g) this time of year.	-
A Is that so?	
B Yes, Finland is sometimes (h)	
than London in July. A Really?	
B Yes, I was there last year and it was great. It was	
the (i) summer in 20 years, though.	1

Conversation 3

- A Where to, sir?
- B Heathrow Airport, please.
- A Where are you off to, then?
- B Spain.
- A Spain? Not (j) ______ enough for you here, then?
- B No, it's business, not pleasure.
- A Oh, right. Well, anyway, it can't be (k) _____ than here. They say it's the (l) _____ summer on record.
- B Yes, I heard that as well.
- A Thirty-seven degrees at Heathrow yesterday!
- B Is that right?
- A Yeah. And it's terrible for the garden. They say it's (m) _____ than 2006.
- Find examples of comparatives using adjective +-er + than in the conversations in 3.
- 5 Find examples of superlatives using the + adjective + -est in the conversations in 3.
- 6 Work with a partner. Use the information in the table to practise comparing the weather.

In January, it's colder in Helsinki than in Frankfurt.

In June, it's hotter in Frankfurt than in Dublin.

Frankfurt is wetter than Helsinki in February.

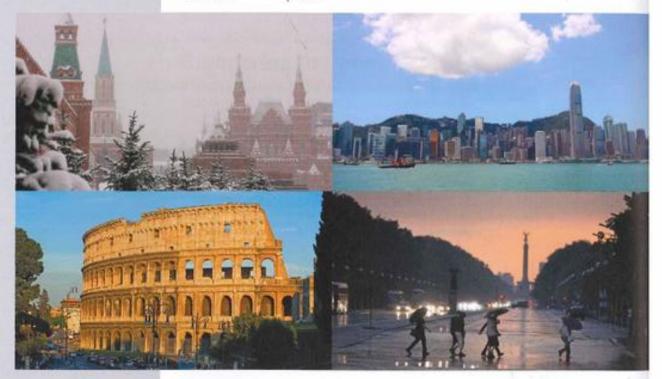
Frankfurt is drier than Dublin in October.

Averag	Average temperature (°C)				Average rainfall (mm)		
	Frankfurt	Dublin	Helsinki		Frankfurt	Dublin	Helsinki
Jan	1	5.3	-6.1	Jan	45.7	63.5	45.7
Feb	2	5.6	-6.1	Feb	40.6	50.8	35.5
March	6	6.7	-1.9	March	53.3	50.8	35.5
April	8.5	8.1	3.3	April	58.4	48.2	38.1
May	13.5	10.6	10.0	May	61.0	55.8	43.1
June	17	13.3	14.2	June	73.7	55.8	45.7
July	19	15.6	16.4	July	61.0	66.0	60.9
Aug	18.5	15.0	14.7	Aug	73.7	76.2	73.6
Sep	15.5	13.1	9.7	Sep	53.3	63.5	66.0
Oct	10	10.3	5.0	Oct	55.9	73.6	68.5
Nov	4.5	7.5	0.0	Nov	58.4	68.5	66.0
Dec	2	6.1	-3.9	Dec	55.9	68.5	55.8

7 Using the information in the tables, say what the hottest, coldest, driest and wettest cities are this month. Compare the places to where you live.

- 8 Work with a partner. Discuss which are the hottest, coldest, driest and wettest of the cities in the lists a and b. Use this example to help you.
- A What do you think is the coldest city in Europe?
- B I think it's Moscow.
- A I agree / don't agree. I think Stockholm is colder than Moscow.

a Europe	b Asia	
Athens	Bangkok	
Berlin	Beijing	
Istanbul	Hong Kong	
London	Jakarta	
Madrid	Seoul	
Moscow	Singapore	
Rome	Taipei	
Stockholm	Tokyo	
	The state of the s	



- 9 Work with a partner. Speaker A look at the information on page 143. Speaker B look at the information on page 139. Share information and check your answers to 8.
- 10 Discuss the statements. Which ones are true for you? Why?
 - a Holidays are more stressful than work.
 - b A fast Internet connection is more important than a comfortable office.
 - c A 35-hour week is more productive than a 40-hour week.
- 11 How do you make comparisons with longer adjectives?
- 12 Make comparisons using the prompts. There is a mixture of short and long adjectives.
 Use the correct form in each case.
- a video conference / face-to-face meetings (cheap / productive / convenient)

 Video conferences are cheaper than face-to-face meetings.

Face-to-face meetings are more productive than video conferences.

- b travelling by train / travelling by car (quick / safe / comfortable)
- c email / the telephone (easy to use / expensive / useful)
- d working at home / working in an office (efficient / lonely / relaxing)
- e TV advertising / Internet advertising (effective / costly / entertaining)

13	Complete the sentences so they are true for	r you.
a	The most difficult thing about my job is	
b	The most exciting thing I did last year was	
c		
d	For me, the most relaxing time of day is	
e	The earliest time I started work last week w	
f.	The latest time I finished work was	
g	The most successful meeting I had last year	r was
h	The most interesting person I know is	
	The best thing about my journey to work is	
1/	Work with a partner. Ask and answer quest	tions shout the things in 13
	That's the most difficult thing about your job?	dons about the things in 25.
	nat's the most afficult thing about your job:	
N.	Vhat's it like?	
0	WORK IT OUT	
	1 Read the questions and answers.	
	A What's Dublin like at this time of year?	A Do you like Dublin at this time of year?
	B Well, it's warmer than here.	B Yes, I do. It's nice.
	A What was Helsinki like in July?	A Did you like Helsinki?
	B It was very sunny and warm.	B Yes, I did. It was lovely.
	D It was very sainly and warm.	200, 1 1111 12 012 107 107
	Complete the sentences with verb and prep	
	a Do you like Dublin? In this sentence, lik	
	b What's Dublin like? In this sentence, like	ke is a
2	George is talking to his colleague, Tina, abo	out his holiday. Here are his answers to her
q	uestions. Write Tina's questions using like as	
a	Α	
	B It was great, thanks, Tina.	
b	A	
	B Perfect. Hot and dry during the day, an	d cool at night.
· c	A	Market Street Street
	B Yes. It was big - there were more than 2	200 rooms - but it was very comfortable.
In Company interviews	Α	
Units 9-11	B Yes, it was delicious.	
	Α	
1.	B They are very polite and friendly. We di	dn't have any problems.
1 3	1.59 Listen and check your answers.	
15 A	Ask your partner about their last holiday.	
	When did you go on your last holiday? Where did	you go? What was it like? Did you like the?
4	rnerrana you go on your mot nomany. Where and	you go: 111the Made to the Sample
Military Constitution		
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	AND DESCRIPTION OF THE PARTY OF	
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	The state of the s	
	THE RESERVE OF THE PARTY OF THE	11 WEATHER WATCH 75

11 Weather watch

Phrase bank: The weather

What's [Dublin] like at this time of year?
What was the weather like?
It's one of the wettest cities in Europe.
Take some warm clothes with you.
A mild winter affects the energy sector.
It's freezing!
It's colder/hotter in ... than in ...
Is ... always so cold/hot/wet?
We get a lot of rain.

Vocabulary

The weather

1 Complete the text with the words in the box.

chang	geable co	ldest	cool	drier	higher	highest
hot	maximum	n rai	nfall	sunny	warm	warmer

A RECORD-BREAKING AUGUST?

The UK experienced an exceptional period of hot weather in August this year. The heatwave lasted from the 3rd to the 11th. It remained generally (a) _ and dry until the 27th. Then the end of the month was cool and (b) -So how (c) _ was the month as a whole and did the high temperatures break any records? The overall average temperature for the month in England was 18.3°C. This was the (d). since 1997. In the last 100 years, there were only four (e) ___ . Augusts - 1947, 1975, 1995 and 1997. Temperatures in the afternoons were 3 to 3.5°C _ than normal in parts of southern, central and eastern England. It was hotter than 30°C somewhere in the country every day from the 3rd to of 38.1°C at Gravesend the 12th. A (a) _ on the 10th established a new UK record - the highest temperature since records began. However, the last few days were unusually (h) _ At Buxton, a maximum of 11°C on the 28th made it _ August day since 1986. On the 31st, on Bodmin Moor, the temperature at night fell to -1°C. _ over England and Wales was 77% below the average for August since 1971. During the last 100 years, only three Augusts were (k) ___ ... It was, of course, a very month, Sunshine over England and Wales totalled 210 hours, which was 19% above the average for the month.

Compound words

company	energy	exchange	peak	ski	weather
В					
forecast	profits	rate rese	set sec	tor	period
The sh	ki resort	had a ve	ry good v	vinter	because t
	lot of sno				
) It is ea	sier to ex	port goods			1 (
thecu	stomer.	make	s them ci	neap t	o buy for
The_	stomer.	w	as good.	but in	fact it rai
all day			6		
THE RESIDENCE OF THE PARTY OF T	nd August				_ of the y
	tourist in				
	country, j	ust two ele	ctricity o	ompai	nies domir
the_		6-111			LT
faulte	product.	reli be	cause of	a pro	blem with
	p. outure.				
ike					
Match	the quest	tions (a-h)	to the re	plies (1-8).
		v boss like?			
		new boss?			
	VMD18/3/25/2017/00	holiday like			
Did yo	u like the	film?			
Would	Would you like a cup of tea?				
	What's Rome like as a place to live?				
	What do you like about your job?				
What's	the salar	y like?			
Chales	erv nice.				
puesy	She's very nice. Meeting new people and working with a computer.				
		ople and wo	orking wi	th a c	omputer.
Meetir	ng new pe	ople and wo		ith a c	omputer.
Meetir It was	ng new pe great; we		time.	ith a c	omputer.

6 Yes, I did. Julia Roberts was fantastic.

8 It's a great city, but it can get a bit hot.

7 No, thanks, but I'd like a coffee.

Grammar

Comparative and superlative adjectives

Adjective	Comparative	Superlative
One-syllable a	djectives	
small	smaller	the smallest
safe	safer	the safest
hot	hotter*	the hottest
big	bigger*	the biggest
Adjectives end	ing in -y	
easy	easier	the easiest
lazy	lazier	the laziest
happy	happier	the happiest
Adjectives with	h two or more syllables	
expensive	more expensive	the most expensive
beautiful	more beautiful	the most beautiful
intelligent	more intelligent	the most intelligen
Irregular adjec	rtives	
good	better	the best
bad	worse	the worst
far	further	the furthest
	The state of the s	

^{*} adjectives ending in one vowel and one consonant → double the consonant

than and the

The comparative form uses than after the adjective when you compare two things.

The superlative form uses the before the adjective.

- · Berlin is larger than Hamburg.
- · It's botter today than yesterday.
- · A bike is more economical than a car.
- · Girls are usually better students than boys.
- . Who is the richest person in the world?
- · He's the worst accountant I know.
- · The USA is the most powerful country in the world.
- Rio de Janeiro is one of the most beautiful cities in the world.

Practice 1

Write the opposites of the comparative adjectives.

9	easier	more difficult
b	quieter	and the state of t
c	dirtier	
d	uglier	
e	heavier	
1	nearer	1-
g	warmer	
h	wider	
i	happier	
j	faster	
k	more expensive	
1	safer	
m	vounger	

Practice 2

Write the comparative and superlative forms of the adjectives.

au	Adjective	Comparative	Superlative
a	quiet	quieter (than)	the quietest
b	economical		
C	comfortable		-
d	quick		
0	noisy		
f	clever		
g	exciting		
h	dull		

Practice 3

Look at the information about three minivans. Complete the sentences with the comparative or superlative form of the adjective in brackets and the name of the van.

	Ford	Mazda	Toyota
Weight (lbs)	4,283	3,682	3,932
Length (in)	200.9	187.0	194.1
Width (in)	75.2	72.1	73.4
Height (in)	68.2	68.7	66.9
Engine (litres)	3.8	2.5	3.0
Max power (horsepower)	200	160	210
Fuel economy	19.4 mpg	18.4 mpg	20.5 mpg
Guarantee	36,000 miles	50,000 miles	36,000 miles
Price	\$34,110	\$26,095	\$28,916

- a The Toucla is heavier than the Mazda. (heavy)
- b The ______ is _____ than the Toyota.

 (long)
- c The ______ is the _____ (wide)
- d The ______ is _____ than the Ford and the Toyota. (high)
- The van with the ______ engine is the _____ (big)
- g The _____ is _____ than the Ford. (economical)
- h The ______ has the _____ guarantee. (good)
- i The _____ is the _____ (expensive)

12

Driving a bire car is rarely a pleasure.

Mark Jones, journalist

Do you only use hire cars when travelling on business, or do you also use them for holidays?

Learning objectives: Unit 12

Survival skills Discussing the advantages and disadvantages of hiring a car; Roleplay: Describing problems with a hire car and finding solutions Reading Advice about hiring a car

Listening Conversation at a car hire desk; Problems with a

hire car

On the road

Picking up a hire car

1 Do you ever hire cars? Imagine that on a trip to the UK you want to visit several different cities in south-east England. What are the advantages and disadvantages of hiring a car?

2 2.01 A customer arrives at the car hire desk in an airport to pick up a car. Listen to the conversation and answer the questions.

- a How did Mr Larson make his reservation?
- b Does he get the car he reserved?
- c Does he get a good deal?
- d If he has an accident, how much does he need to pay?
- e Where is the car?

che	ck your answers.
7	Hello.
	Hello. I have a reservation in the name of Larson.
	A Ford Focus. Is that all right?
	No, the price is the same. Can I check your driving licence?
	Thank you. Do you want excess insurance cover?
	How much is it?
10	Here you are.
	Okay. We don't actually have the car you requested, so we are offering you an upgrade.
	No, that's fine. I'll risk it.
	Just one moment. Mr S Larson?
	Yes. It was an Internet booking.
	An extra £13 a day. Otherwise you pay the first £500 if there is any damage.
	What car is it?
	Yes, that's fine. Do I need to pay any more?
15	Right. Please sign here. Here are your keys. You'll find the car park on the right when you go out. Here's the number to use at the barrier when you leave. Have a good trip.
	Read the information from a web page giving customers advice about hiring a car. aplete the web page with the words in the box.

insurance

CAR HIRE ADVICE HERE ARE OUR TOP TIPS FOR MAKING SURE YOU HAVE A SMOOTH JOURNEY.

before you leave

driving licence

	In some countri International D		n-EU), you need an
	(b)	is generally n	ot included in the
	booking price a amount of fuel to return with:	and you return the las at the start of y a full (c)	e vehicle with the same your rental. If you need , check where
			return point is located.
		companies will sel cheaper at a petr	l you a tank of petrol, ol station.
	C 22 C 2 C 2 C 2 C 2 C 2 C 2 C 2 C 2 C		

home - car hire companies do not accept photocopies.

Check you have your (a).

breakdown cover

٠	Excess (d)	cover can be expensive but
	may be worth it.	Make sure you understand how much
	you have to pay if	you damage the car.

•	Before you drive awa any (e)	y, check for any damage. If you spot _ or dents, make sure the company
	CONTRACTOR OF THE PARTY OF THE	you're not blamed for them when
*	Respect (f)	and traffic laws, and don't

petrol scratches

speed limits

-	respect (i) and traine laws, and done
	think that you are anonymous. If you break the law, the
	hire company gives your details to the police and you
	need to pay the (g)

 Keep the car hire company's contact details with you in case of emergencies. Check if there is any
 (h) ______ or who to call if you have a problem.

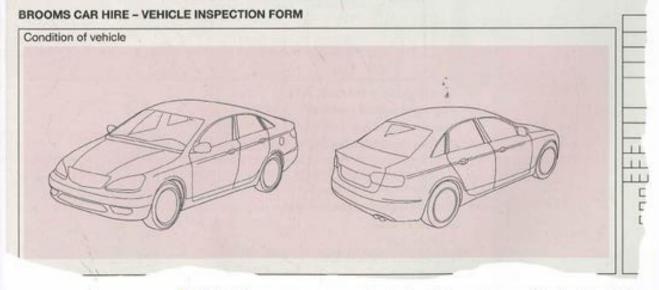


5 What do you think is the most difficult thing about driving in a foreign country in a hire car?

Problems

- 1 Discuss with a partner or your teacher. What things can go wrong when you hire a car?

 The car breaks down.
- 2 2.02 Listen to a phone call where a customer calls a car hire company about a problem. Answer the questions.
- a What is the problem an accident, a flat tyre or a stolen car?
- b Where is the customer now?
- c Where is the car?
- d What does the customer plan to do tomorrow?
- 3 2.03 What do you think is the solution to the problem? Listen to the conversation when the hire company calls back. Were you right? Is it a good solution?
- 4 2.03 Complete the conversation. Then listen again and check your answers.
- A Hello. Mr Larson?
- B Yes.
- A Can you take the car to QuickFix in Halston Road? It's about a mile from the hotel.
- B Oh, I suppose so. It's (a) ______ I hope it doesn't take long.
- A No, (b) ______ If you leave now, they can (c) ______
- B Okay, then. Thank you very much.
- A (d) _____ give you directions?
- B No, it's okay. I can use the sat nav.
- B Bye.
- 5 Work with a partner. Look at the picture and think of as many words as you can for the parts of a car or the things that can go wrong with a car. Write them in the correct place on the picture.



6 Work with a partner or your teacher. Student A is a customer and Student B works for a company. Roleplay a conversation like the one in 2.
Student A look at page 144. Student B look at page 143.

WORKPLACE SCENARIO



you can't miss it

used for saying that something is very easy to find

Our office is the big building next to the station - you can't miss it.

Learning objectives: Workplace Scenario C

Business communication skills Giving directions; Roleplay: Asking for and giving directions Reading Email giving

directions In Company in action

C1: You can't miss it; C2: A change of plan

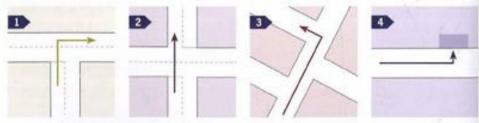
You can't miss it



1 Use the maps and the words in the box to complete the sentences.

on the corner on the left opposite bank The café is . the bank.

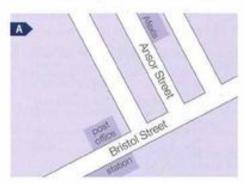
- The station is . the post office.
- The office building is _
- The hotel is
- 2 Match the pictures (1-4) to the directions (a-d).

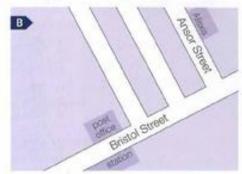


- a Go straight on at the traffic lights.
- Turn right at the T-junction.
- Take the second road on the left.
- Go down the road and it's on the left.
- 3 Hannah has an appointment to visit a customer, but she cannot find the building. Watch video C1 and underline the correct answers.
- 1 Where is Hannah at the moment?
 - a At the station.
 - b In her car.
 - c Opposite the post office.
- 2 What is the bad news that Alan has for Hannah?
 - a He can't help her.
 - b He doesn't know where she is.
 - c She is in the wrong part of town.



4 Look at these two maps. With a partner, decide which map gives directions from Barnfield Station to the Afexis office. Watch video C1 again to check your answer.





5 Person A is asking for directions. Match their questions with Person B's answers. Then practise the conversation with a partner.

	A		В
a	Excuse me!	1	Sure, it's opposite the train station.
b	Can you tell me where the post office is, please?	2	No problem.
c	Where is that?	3	Yes, how can I help?
d	Thanks for your help.	4	Go down this road and take the first left – you can't miss it.

6 Read the email and look at the map. Mark the position of the restaurant on the map.



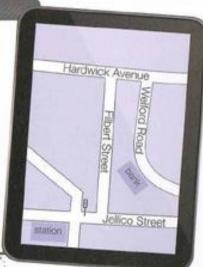
From: Henry

Subject: Jackie's birthday party on Friday

Jackie asked me to book a table at Antonio's for her birthday party. It's a new restaurant and it doesn't have a website yet, so I can't send you a link.

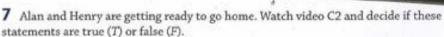
It's near the centre of town, just a short walk from Grove Park train station. As you come out of the station, turn right down Jellico Street and go straight on at the traffic lights. Then take the next left down Filbert Street and carry on until you get to the end of the street. Antonio's is on the right, at the corner of Filbert Street and Hardwick Avenue.

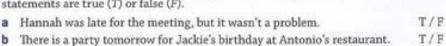
I need to tell them how many people are coming, so let me know!



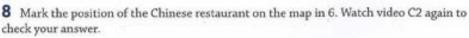
In Company in action







There is a bank on the same street as the Chinese restaurant.



check your answer.

9 Practise asking for and giving directions with a partner. Speaker A: Turn to page 139. Speaker B: Turn to page 146.

10 Evaluate your performance using the form on page 142.



Each year it seems to take less time to fly across the ocean and longer to drive to work.

Would you like to live nearer to your workplace?

Learning objectives: Unit 13

Business communication

skills Discussing commuting by rail; Talking about rail and bus services; Fluency: Talking about how long you spend doing different things Reading Commuting stress;

Commuting and time Listening My journey to work; Commuting experiences Phrase bank Getting to work Vocabulary Transport, Expressions with get Grammar Verbs and

prepositions of movement

15 Getting there

1 2.04 Listen to the conversation. Put the words in the order you hear them. animals afraid leaves (x3) explanation

2.04 Listen again and answer the questions.

Where are the speakers?

b Are they happy? Why / Why not?

3 Work with a partner. Discuss the questions.

How does rail travel sometimes cause health problems?

Why are these problems dangerous?

Why do passengers in trains get angry?

Why don't rail companies provide longer trains?

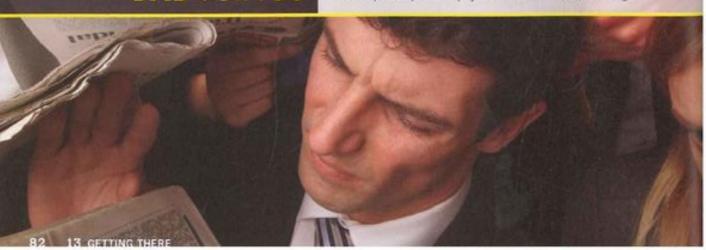
Read the article. According to the writer, what are the answers to the questions in 3?

Millions of rail passengers have health problems because they travel on overcrowded trains. A recent study by the Rail Passengers Council measured the heart rate and blood pressure of commuters on trains which were crowded. As a result of the poor conditions of their journey to work, they were stressed even before they arrived at the office.

Another problem is that trains are often delayed or cancelled without warning. The combination of uncomfortable trains and unreliable services can cause a level of tension which is dangerous. Regular commuters can suffer from high blood pressure, anxiety or even fatal heart conditions as a result. On top of all this, their season tickets are not cheap. They pay high prices for a poor service and this makes commuters very angry.

For the rail companies, it is cheaper to pay fines than to provide longer trains. Putting on an extra carriage is not profitable for a train company. It's not worth making the passengers' lives more comfortable. Most of the companies prefer to pay a small fine for overcrowding.

OFFICIAL -COMMUTING IS BAD FOR YOU



5	Find words and phrases in the article which match the definitions (a-f).
a	with too many people
b	the speed at which your heart works
C	a person who travels to work and back home again every day
d	you can't rely on it
e	tickets which are valid for an extended period of time
f	a financial penalty
6	Complete the sentences with the words from 5. Are the sentences true for you?
a	I am always angry when I get a parking
b	Your increases when you are scared, stressed or when you do exercise.
C	I drive to work because public transport in my country is and in my job it's important to arrive on time.
d	Our office is and there isn't enough space to work comfortably.
е	My company helps us to buy our for the bus or train with loans and subsidies.
f	I am a and I spend at least two hours on the train every day.

Timetables

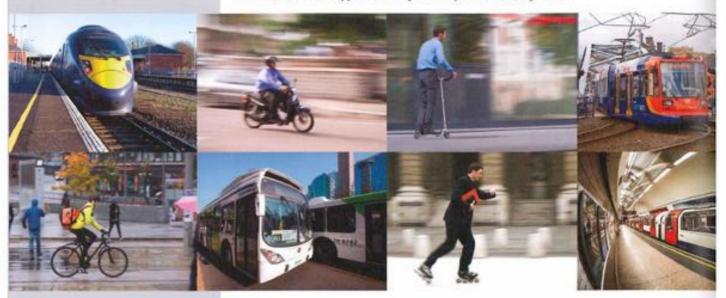
- 1 Look at the timetable of a commuter train route into Boston and say if the statements are true or false. If they are false, correct the information.
- a The first train leaves Needham Heights at ten past six.
- b The last train arrives at South Station at 13 minutes to ten.
- c In the early morning, there is less than an hour between trains.
- d Train 606 takes 40 minutes.
- e The 5.35 from Needham Heights has five stops before South Station.
- f Seventeen trains stop at Ruggles in the morning.
- g After 8 pm, if you miss a train, you need to wait at least an hour for the next one.
- 2 Write questions for the answers in 1.

 What time does the first train leave Needham Heights?
- 3 Write three more questions about the timetable. Ask your questions to your partner or teacher.
- 4 Tell your partner or teacher about commuter train or bus services in your area.

Train Number Inbound	600 AM	602 AM	604 AM	606 AM	608 AM	810 AM	612 AM	614 PM	616 PM	618 PM	620 PM	622 PM	626 PM	628 PM	630 PM	632 PM
NEEDHAM HEIGHTS	6.10	6,45	7.30	8.02	8.30	9.35	10.55	12.55	3.05	3.50	5.00	5.35	7.18	8.00	9.00	10.10
HERSEY	6.21	6.56	7.42	8.13	8.41	9.46	11.06	1,06	3.16	4.01	5.15	5.46	7.29	8.11	9.11	10.21
WEST ROXBURY	6.25	7.01	7.47	8.18	8.46	9.51	11,11	1.11	3.28	4.06	5.20	5.53	7.39	8.16	9.16	10.26
HIGHLAND	6.28	7.05	7.50	8.20	8.49	9.53	11.13	1.13	3.30	4.08	5.22	1.00	7.41	1	9.18	10.28
BELLEVUE	6.31	7.08	7.53	8.22	8.52	9.56	11.15	1.15	3.32	4.10	5.24		7.43		9.20	10.30
ROSLINDALE VILLAGE	6.34	7.12	7.57	8.25	8.55	9.59	11,17	1.17	3.34	4.13	5.26		7.45		9.22	10.32
FOREST HILLS	6.37	7.15	8.00	8.28	8.58	10.02	11.20	1.20	3.37	4.15	5.29	6.04	7.48	8.23	9.25	10.35
RUGGLES	6.41	7.20	8.05	8.33	9.04	10.07	11,24	1.24		Q.,	1000	1	7.52	8.27	9.29	10.39
BACK BAY	6,45	7.24	8.09	8.37	9.08	10.11	11.28	1.28	3.45	4.22	5.37	6.12	7.58	8.31	9.33	10.42
SOUTH STATION	6.50	7.29	8.14	8.42	9.13	10.16	11,33	1.33	3.50	4.27	5.42	6.17	8.01	8.36	9.38	10.47
Train Number Outbound	605 AM	607 AM	609 AM	611 AM	613 PM	615 PM	617 PM	619 PM	621 PM	623 PM	625 PM	627 PM	629 PM	631 PM	633 PM	635 PM
SOUTH STATION	7.05	7.25	8.40	10.00	12.00	2.00	3.00	4.00	4.40	5.20	5.55	6.25	7.10	8,10	9.15	10.30
BACK BAY	7.10	7.30	8,45	10.05	12.05	2.05	3.05	4.05	4.45	5.25	6,00	6.30	7.15	8.15	9.20	10.35
RUGGLES	CORNE	-	-0000000	NAME OF THE PARTY OF	12.08	2.08	3.08	4.08	4.49	5.29	6.04	6.34	7,19	8.18	9.23	10.38
FOREST HILLS	7.16			10.12	12.13	2.14	3.13	4.13	4.54	5.34	6.00	6.39	7.24	8.23	9.28	10.43
ROSLINDALE VILLAGE	7.20	1	8.59	10.15	12.16	2.18	3.16	4.16	4.57	5.37	6.12	6.42	7.27	8.25	9.31	10.48
BELLEVUE	7.22		9,01	10.17	12.18	2.21	3.18	4.19	5.00	5.40	6.15	6.45	7.30	8.29	9.34	10.49
HIGHLAND	7.24	1	9.03	10.19	12.20	2.23	3.20	4.21	5.03	5.43	6.18	6.47	7.32	8.31	9.36	10.51
WEST ROXBURY	7.26	7.42	9.05	10.21	12.22	2.27	3.22	4.23	5.06	5.49	6.21	6.49	7.34	8.33	9.38	10.53
HERSEY	7.32	7.54	9.10	10.27	12.27	2.32	3.27	4.28	5.11	5.54	6.26	6.54	7.39	8.38	9.43	10.58
NEEDHAM HEIGHTS	7.50	8.20	9.21	10.38	12.38	2.43	3.38	4.40	5.22	6.06	6.37	7.05	7.50	8.49	9.54	11.09

Tell me about your journey

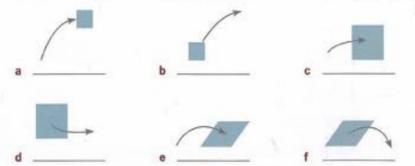
1 What different types of transport can you see in the photos?



2 The tables show different ways of talking about getting to work. Complete the tables with the words in the box.

by	drive	on	ride	tak	e walk			
а.	_	a	bus train taxi		to work		е	car bus train
b .			bike motorb		to work	go to work		bike motorbike
c .		a	car				1	foot
d .								

3 Label the diagrams with prepositions of movement: into, out of, on, off, to, from.



4 Look at the table. How many combinations can you make? get to work, get into a car, get on a bus

Verb +	Preposition +	Place
go	to	work
walk	into	a car
drive	out of	the office
ride	on	a bus
get	off	town

5 2.05 Listen to someone describing their journey to work. Which of the words from 4 do you hear?

your answers.	ompiete the tex	t with prepositions. Then listen	again and check
back. At 6.30 I (c)	walk (a) the station. by to park. I get (time because the sit down and try les at 7.30. I get the station (th	ut an hour and a half. That's the of the house, get (b) — It's a ten-minute drive and at the (d) — of the car and the 6.45 is normally very punctur to sleep. Sometimes I stand be (g) — the train at I. (i) the office. If I. work at eight or just after. If it	the car and driven the time of the morning walk (e) the al. I get (f) cause there are no seats. ime Street and usually walk go on foot, it's a half-hour
bus or take a t		work at eight or just arter in i	s ranning or r in rate, r get a
Pros an		ne words and phrases in the box	. Add your own ideas.
healthy hot	and sweaty inc	ous difficult to park ecological onvenient possible to listen to ti uncomfortable unreliable	
intini	+	-	
car			
train bicycle			
to work? B The (b)		that it	's cheap.
A Yes, but (c) dangerous.)		it can be
B Well (d)	55	there	's a lot of traffic.
A That's true	93		
B The (e)		is that you can get a l	oit hot and sweaty.
	rompts below to	in in the same way as the conv help you. Add your own ideas.	
there's a lot of	ORIGINAL TO SERVICE STATE OF THE PARTY OF TH	the service is good	you live near the station
your office is r	Transfer of the second	you can drive	you have a company car
	er in the office	there's an office car park	there are a lot of hills
it rains a lot		you need to look good at work	it's a long way
it rains a lot		you need to look good at work	it's a long way
Write down al Martin Jansse Jane Stevens:	l the different ty	ve people talk about their comm ppes of transport they mention	
Write down al Martin Jansse Jane Stevens:	l the different ty n:ld:	pes of transport they mention	

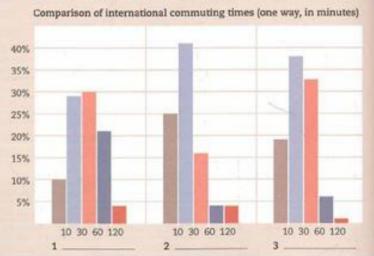
5 2.07-2.11 Listen again and complete the table about each person's journey to work.

Speaker	Transport type	Journey time	Advantages	Disadvantages
Martin Janssen	motorbike	25 minutes	fast and easy to park	bad drivers (especially taxi drivers)
Jane Stevens				
Sally Somerfield				
Dave Smart				
Treasa Chaytor				1 1/2

- 6 Put the words in the correct order to make questions. Ask your partner the questions,
- a do/go/how/to/work/you/?
- b it/long/does/how/take/you/?
- c good/what/things/are/about/the/it/?
- d disadvantages / are / what / the /?
- 7 Read the text and label the graphs Europe, North America and Japan.

COMMUTING AND TIME

The Japanese spend more time commuting than Europeans and, especially, North Americans. One out of four North Americans spends ten minutes or less commuting and for two thirds, the journey to work takes less than 30 minutes. Only 24% of North American commuters spend more than 30 minutes going to work and only 8% spend more than one hour. The majority of Europeans also live within 30 minutes of their workplace or school. The number of commuters who spend between 30 and 60 minutes travelling to work, however, is 33% in Europe - higher than in North America. In any case, very few Europeans or North Americans commute for more than one hour.



- 8 How much time do you spend doing different things? Look at the table and add seven more things to ask about. Ask and answer questions with a partner.
- A How much time do you spend getting to work?
- B About an hour and a half a day. How much time do you spend sleeping?
- A Seven hours a night. How about studying English?
- B I spend about three hours a week.

How much time do you spend ...?

getting to work	studying English	sleeping
talking on the phone	sending emails	going to meeting:
watching TV	working	relaxing
eating	getting exercise	socializing
on the Internet	downloading music	

13 Getting there

Phrase bank: Getting to work

My journey to work takes an hour. I go home by bus.

It depends if there's a lot of traffic.

What are the advantages of ...?

The good thing about ... is ...

The worst thing about the underground is the dirt.

The main advantage of ... is ...

I spend an hour a day on the Internet.

How much time do you spend in meetings?

Vocabulary

Transport

1 Complete the crossword using the clues.

Across

- 2 They _____ the train and didn't say anything. Everyone waited, but the train didn't come.
- 5 The _____ is one of the safest forms of transport.
- 7 I want to be there in time to _____ the plane
- 10 One advantage of a bike is that it is _____
- 11 The underground in London is called the
- 14 The service into the capital is not very
- 16 Sorry I'm late. There was a ______jam.
- 17 On this ______, there is a bus every five minutes.

Down

- Excuse me, are you a ______ or do you work for the rail company?
- 3 The flight was late and I missed the _____
- 4 My train was ______, so I was late for the meeting.
- 6 The _____ was full, so I had to stand for the whole journey.
- 8 A ______ is a person who travels to work and back every day.
- 9 A ______ is fast, but sometimes not very safe.
- 12 I can't ______, so I haven't got a car.
- 13 They _____ angry when they can't sit down.
- 15 You can get on a train, a plane or a.

-					
3			5		Barrie .
Service .		ш	ш	7	
		н	Н		-
-		н	Н		
	П	77		-	
	1000			118	
_	02	ш		n	
-	4		13		
		15			
			16		
		12	12	13 13	13 13 16

2 Complete the text with the words in the box.

bus commuters crowded drivers journey minutes seat travel

How do the Japanese commute?

In Japan, 53% of students and 48% of employees commute to school or work by train. Another 13% of students and 9% of workers use the bus. The car is chosen by 24% of workers and 6% of students for their daily (a)

About half spend less than 30 (b) going to work or school, but a quarter take more than one hour. Fifty per cent of the rail passengers (c) for more than one hour.

(d) ______ taking the bus do not travel as long as rail passengers: for 70% of them, the journey takes less than an hour. Sixty per cent of car (e) _____

however, take less than 30 minutes.

Fifty-five per cent of rail passengers say that the train is always very (f) _______, although 31% say they can find a (g) _______ most of the time. The situation is better amongst bus passengers. For 39%, the (h) ______ is always very crowded, but 49% are able to sit most of the time.

Expressions with get

3 Match the sentence beginnings (a-h) to their endings (1-8).

a	Johan gets to	
b	Please get out	
c	Celina got on	
d	He's late because he got	
e	I had to stand - it was impossible to get	
f	How did he get into	
g	There were no taxis, so I got	\neg

1 the office without his keys?

On the high-speed train you can get

- 2 of the car.
- 3 a bus to the hotel.
- 4 the bus and then realized it was the wrong one.
- 5 work at 7.30.
- 6 to Berlin in one hour.
- 7 off the train at the wrong station.
- 8 a seat because the train was very crowded.

Grammar

Verbs and prepositions of movement

How you move

In English there are different ways to express how you move:

1	go/come +	where +	how
	go	to work	on foot
	come	to the office	by car
		to school	by bike
		home	by bus
			100000000000000000000000000000000000000

- · He goes to the office on foot.
- · It's quicker if you come (here) by car.
- 2 how + where
 walk to work
 drive to the office
 cycle to school
 get home
 catch a bus
 take a taxi
 get a plane
 - · He walks to the office.
 - · It's quicker if you drive (bere).
 - · I was tired so I took a taxi bome.

In (1) you use a phrase to say how you move - on foot, by car, etc.

In (2) you use a verb of movement to say how you move drive, walk, run, fly, cycle, etc or an expression like take/catch/ get a bus/train/plane.

Direction

Direction		
verb of movement +	preposition +	where
go/get/drive/walk	to/from	the office
		work
walk/run	into/out of	the station
		the room
go/drive/ride	into/out of	town
3		the centre
get	into/out of	the car
		a taxi
get	on/off	a bus
7.0		a plane

Practice 1

Rewrite the sentences so that the second sentence means the same as the first.

- Johan _____ work.

 d Yesterday, I went from here to the centre on foot.
- the centre yesterday.

 Normally, I take the bus to work.
- f The best thing is to come into town by taxi.
 The best thing is _______into town.
- g A lot of people take the train from Oxford to London every day.

 by train every day.

by train every day

Practice 2

Complete the sentences with the pairs of words in the box.

from + to	into + meetir	ng	into	+ rain	late + to
on + rides	out + into	to+	on	to + tr	ain
took + into	trains + to				

- a It was fate, so I took a taxi for the airport.
- b Simon travels _____ work with his bike _____ the train every morning and then ...
- c ... at lunchtime, he gets _____ his bike and _____ home.
- d Lindsay flew _____ Lyon ____ Stansted ...
- e ... and then _____ the train _____
 London.

 f She got _____ the car to escape the
- g Jean walked ______ the room just as the
- h We got ______ of the taxi and ran _____
- the airport terminal.

 I There are high-speed ______ that go from Tokyo ______ Osaka in two hours 30 minutes.
- j Only 16% of company workers in the USA go work by bus or

14

One of the most consistent patterns in business is the failure of leading companies to stay at the top of their industries when technologies or markets change.

Joseph L. Bower & Clayton M. Christensen, Harvard Business Review

Do you like change or do you like things to stay the same?

Learning objectives: Unit 14

Business communication skills

Talking about your current situation; Fluency: Discussing social, business, technology and fashion trends

Reading 3D printers; How people use their time; Social trends in Britain

Listening Conversations about what's happening now Phrase bank Temporary situations, describing change Vocabulary Daily activities

Grammar Present Continuous, Present Continuous vs Present Simple

an inkjet printer spits out ink. They use lasers to melt the plastic or metal and slowly build up objects layer by layer.

the future.

There is a lot of excitement about the potential impact of this new production process, but how are firms using it now? There are two main ways.

The first is the creation of prototypes. Ford engineers are experimenting with 3D printers to produce prototypes of car parts in less time than the conventional method. Traditionally, angineers create a model for each piece of an engine. This

Trends

Disruptive technology

disruptive

These days, everyone is talking

about 3D printers. It's one of the

hottest topics in business and

one which is changing ideas

about industrial production in

3D printers soit out bits of metal

or plastic in much the same way

(adj) interrupting something or stopping it from continuing as usual

- 1 A disruptive technology is a new idea that completely changes how a production process and business works. Look at the examples below. What other examples can you think of?
- bottled water (changed the soft drinks market)
- · digital media (changed the entertainment market)
- 2 The use of 3D printers is another example of a disruptive technology. Read the article and answer the questions.
- a What materials do 3D printers use to make objects?
- b How are companies using 3D printers now?
- c What are the advantages of 3D printers in the production process?



takes four to five months. When they use 3D printers to create a prototype engine component, Ford can reduce production time by at least one month.

The other application is the production of parts with complex shapes. Researchers at GE are using 3D printers to build complicated jet engine parts. They are getting results which are more precise than with traditional methods. The advantages of 3D printers are better performance or less weight (or both). The process is more efficient and the company can save a lot of money in the future.





WORK IT OUT

- 3 Read sentences 1 and 2.
- 1 Traditionally, engineers create a model for each piece of an engine.
- 2 Ford engineers are experimenting with 3D printers.

Mark the sentences 1 or 2.

- a This is true over a long period of time.
- b This is the situation at this moment.
- c The verb is in the Present Simple form.
- d The verb is in the Present Continuous form.
- e The verb form is to be + -ing.
- 4 Complete the sentences with the verbs in the box in the Present Simple or the Present Continuous form. Are the sentences true for you?

change experiment reduce use

- a At the weekend, I _____ my free time to study.
- b The Internet _____ the way my company does business.
- In my business area, companies often _____ with new technologies.
- d At work we _____ costs at the moment to improve our results.
- 5 Work with a partner. Think of three things that are changing in your life or work at the moment and tell a partner or your teacher about them.

I am travelling more. Our market is getting bigger.

What are you doing?

- 1 @ 2.12-2.17 Listen to six conversations. Match the topics to the conversations.
- Conversation 1
- Conversation 2
- Conversation 3
- Conversation 4
- Conversation 5
- Conversation 6

- a order enquiry
- b sending an email
- c health enquiry
- d help needed
- e in a restaurant
- f job enquiry



2 .12-2.17 Complete the conversations with the verb in brackets in the correct form. Then listen again and check your answers. Conversation 1 A Hi, Jake. How (a) ___ (feel) today? _____ (take) these new vitamin pills. B A lot better, thanks, I (b) ____ They help a lot. A That's good. Right, see you later. B Bye. Conversation 2 C Sonia, can you help me with these figures? D I'm sorry, Frank. I'm a bit busy right now. I (c) ____ this report. How about this afternoon? C Okay. Thanks. D Right. See you after lunch. Conversation 3 E Order despatch department. Can I help you? _ (phone) from the Lyons office about our special order. When can we expect delivery? E I'm sorry, who (e) _ (speak) to? It that Jacques? F Yes, that's right. I (f) ______ (call) about order reference 5948. Conversation 4 _____ (call) to ask if you have any job vacancies. G Hello, 1 (g) ___ H No, I'm sorry, we (h) (not recruit) at the moment. G Oh, I see. What time of the year do you recruit? H We usually have vacancies in July. Get back in contact then. G Okay, thanks very much. Conversation 5 What (i) _____ _____ (send) an email to the printers. I Oh, it's better to phone. They never answer emails. J Don't they? Oh, all right. Conversation 6 K Excuse me, we (k) _____ (wait) for the bill. L I'm so sorry, sir. Here you are. K Thank you. We're in a bit of a hurry, you see.

- L No problem. I quite understand.
- 3 Practise the conversations in 2 with a partner.



24 hours

Look at the graph and complete the text with the phrases in the box.

are eating are having a shower are sleeping are working

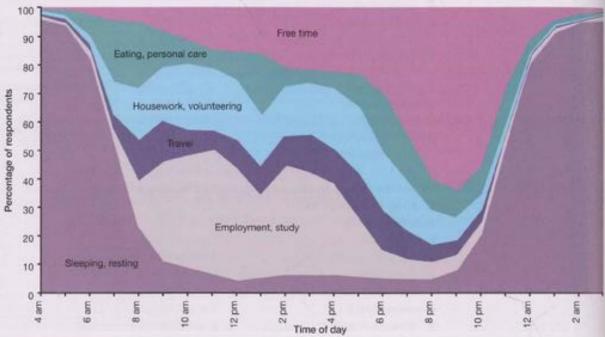
HE WAY WE USE OURTIME

How do people in the UK spend their time?

According to National Statistics Online, the answer is sleeping, working and watching television. These activities occupy over half the day. People spend around a third of the day sleeping. The statistics look at a snapshot of each hour of a 24-hour day so we can imagine that it is that particular time 'now'. They show the percentage of the population doing one of six activities at different times – sleeping; employment and study; travel; housework; eating and personal care; and free time.

For example:

- 8 am On weekdays, 77% of adults are awake and out of bed by 8 am. They (a) ______, having breakfast or going to work. Some are already working or doing the housework.
- 11 am Forty-five per cent (b) ______ or studying. They continue to work until at least 3 pm.
- 6 pm The majority of people (c) ______, or doing the housework or things like watching TV, or are online.
- 12 midnight Eighty-one per cent of adults (d) ______, while 12% are still enjoying free time and 4% are working or travelling.



2 According to the information in 1, say what people in the UK are doing right now.
About 20 per cent are ... Most people are ... Not many people are ...

Do you think it is similar in your country?

- 3 Match the questions (a-f) to the answers (1-6).
- a What do you do?
- b What are you doing now?
- c What are you thinking about?
- d What do you think about on your journey to work?
- e Where are you sitting?
- f Where do you sit in the office?
- 1 My holidays last summer.
- 2 I work in a transport agency.
- 3 Next to Johan, opposite the teacher who is on the other side of the table.
- 4 I'm writing a letter.
- 5 About all the things I need to do that day.
- 6 At my desk in the corner by the window.
- 4 Work with a partner. Ask and answer questions a-f in 3.

Is life improving?

Complete the text with the words in the box.

are buying are changing are dying are getting are living are recycling are spending are working is getting is going is improving is rising

Social trends

Britons are healthier and live longer than ever before. Life in Britain

(a) <u>is improving</u>, but people are not happier as a result. The Office of National Statistics publishes figures on health, wealth and life satisfaction in their report 'Social Trends'. The latest report indicates:

- The population (b) ______ poorer on average because of the recession and unemployment. However, compared to 20 years ago, people are twice as rich.
 People (c) _____ more of their time online for communication, shopping and entertainment.
- People (d) ______ longer and the population is getting older.
 Fewer people (e) ______ from heart disease and strokes.
- Partnerships (f) ______: people live together, but there are fewer marriages and more children are born outside marriage.
- More people are living in flats, not houses. The number of people who live on their own
 (g) ______ and domestic energy consumption (h) _____ up as a result.
- More women (i) ______. The differences between men and women (j) _____ smaller.
- Households (k) _____ more of their rubbish, but people still find it difficult to live more ecologically.
- People (I) _____ nearly all their music online.

- 2 Work with a partner or your teacher. Discuss the questions.
- a Are the social trends described in 1 the same in your own country?
- b How is your country different from Britain? What other social trends are there?
- c What are the trends in other areas like business and technology?
- $oldsymbol{3}$ A company wants to make business investments in your country. It needs information about the social conditions. Use 1 as a model to write a short report.

14 Trends

Phrase bank: Temporary situations, describing change

Engineers are experimenting with 3D printers.

What are you doing?

How are you feeling today?

I'm finishing this report.

I'm calling about ...

Excuse me, we're waiting for the bill.

At 11 am, 45% of the population are working or studying.

Life in Britain is improving.

Vocabulary

Daily activities

Match the verbs (a-h) to the phrases (1-8).

- see
- 1 to work
- watch
- 2 an email
- go

- 3 a film
- d have
- 4 breakfast
- e take
- 5 television
- call
- 6 a pill
- send
- 7 a friend
- study
- 8 English

Grammar

Present Continuous

Affirmative			Interrogative		
I	am		Am	1	
You We They	are	working."	Are	you we they	sitting?***
He She It	is		Is	he she it	

I	am not	
You We They	aren't / 're not (are not)	coming.
He She It	isn't / 's not (is not)	

Short answers

	1 -	am.		I	'm not.
Yes,	you we they	are.	No,	we aren't	're not / aren't.
3377	he she it	is.		he she it	's not / isn't.

Spelling of -ing form

- most verbs → add -ing
- verbs ending in $-e \rightarrow$ remove the -e and add -ing:
 - come → coming

take → taking

write - writing

- make → making
- *** verbs with one vowel and one consonant → double the consonant and add -ing:
 - sit → sitting
- get getting

run → running

fit - fitting

You use the Present Continuous form to talk about:

· activities happening at the moment of speaking.

I'm phoning about the advert in the paper.

· activities or situations you see as temporary,

He's working from home this week.

· situations which are changing.

The company is growing quickly.

Present Continuous vs Present Simple

- · When he goes to Zurich, he stays in the Hotel Bahnhof. (habitual situation)
- · He's staying at the airport hotel. (now on this trip)
- · She works for a marketing agency in Frankfurt. (always true)
- · She's working in the Paris office this week. (temporary situation)

Practice 1

Match the sentence beginnings (a-h) to their endings (1-8).

- I'm phoning the hotel because He's working at home because We're modifying the design because d He's running because We're increasing production because They're working at the weekends because g The company is losing money because She's living in a hotel because
- our costs are too high.
- 2 he's late for the meeting.
- she hasn't got a house in this country.
- the trains are on strike.
- I want to change my reservation.
- the product has a fault.
- of the demand at this time of year.
- their project is behind schedule.

Practice 2

Write the -ing form of the verbs.

a	enjoy	enjoying	g	learn	
b	play		h	organize	
C			. 1	buy	
d	sell		j	smoke	
e	drive		k	use	
	drink		- 1	tidy	

Practice 3

Underline the correct forms to complete the sentences.

- a I'm happy today. Everything goes / is going well.
- Just a minute, I can't hear you. I'm listening / I listen to the radio. Let me turn it off.
- c Saskia works / is working with me we both joined the company ten years ago.
- d What are you doing / do you do in the office at this time of night?
- e I'm looking / I look for Jack. Do you know where he is?
- f Are you liking / Do you like the new design?
- g A lot of people speak / are speaking English there, so you can ask someone for directions to the hotel.
- h It's Mr Bradley on the phone; he's asking / he asks about the meeting.

Practice 4

Complete the sentences with am/is/are or do/does/don't/

- a A Can I speak to Jill De Grouchy?
 - B I'm sorry, she ______ work here any longer.
 A Where _____ you going?
- - B I _____ just going outside for a walk.
- A I _____looking for Pierre Leblanc. _____you know where he is?
 - B No, I'm sorry, I ______ new here.
 - I know him.
- d A Remember that Jeanne _____ they serve vegetarian food at the restaurant?
 - _ know. Can you ring and find out? B 1_
- A What ____ happening at your office these days?
 - working with B Nothing special. We _ a new supplier in England.
 - ____ I know them?
 - B No, I _____ think so.

Practice 5

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

- a How much ______you ____
- b That's John over there. He ______ (stand) by the IBM stand.
- c A Can I speak to Mr Cruz?
 - B I'm sorry, Mr Cruz (work) from home. _ you ___ __ (want) his home phone number?
- (live) in a flat because I (like) living in the city centre.
- you _____ (use) the computer? Can I turn it off?
- f A Hey! The telephone ____ ____ (ring) next door. Can you answer it?
 - B No, I can't. I _____ (do) something really important.
- ___ you ____ __ (talk) to? g A Who
 - B It's Mark. He _____ (phone) from the airport.
- h A What newspaper ______you_ (read)?
 - B El Pais, but I only buy it on Sunday.

Practice 6

Correct the mistakes. Each sentence has one mistake.

- a Where you work?
- Where do you work?
- b How hard do Pedro work?
- c We no have a 3D printer at work.
- d What you doing after work?
- Sorry, you can't speak to Encarna. She's talk to a client.
- Joe's an IT consultant. He's work from home.
- g Right now, Joe doesn't working. He's on holiday for a month.
- h I'm enjoy my job a' lot at the moment. It's very interesting.

Time is generally the best doctor.

Is it better to stay at home when you are sick, or better to go to work if you can?

Learning objectives:

Business communication skills Discussing absenteeism; Deciding how to reduce absenteeism; Roleplay: Discussing problems and possible solutions Reading Absenteeism; The advantage of having a mother Listening Phoning in sick Phrase bank Work and health, making decisions Vocabulary Health Grammar going to + verb, Subject questions

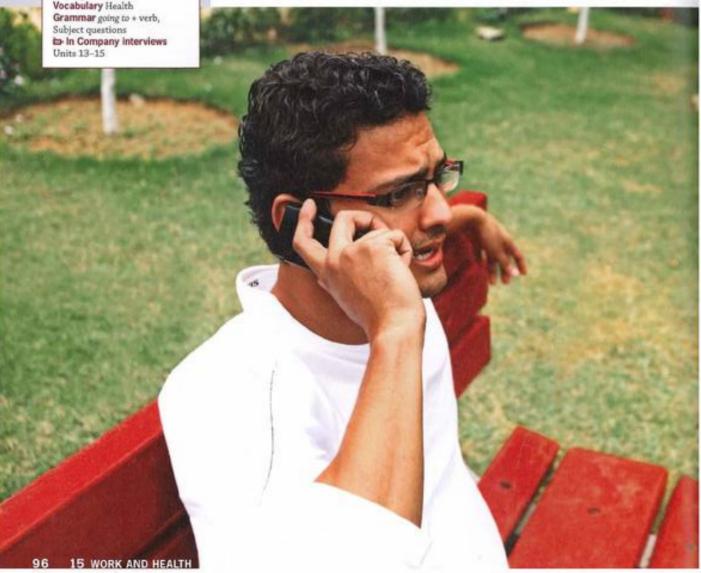
15 Work and health

Phoning in sick

- 1 2.18 Listen to the conversation and answer the questions.
- What is wrong with David?
- Do you think Mr Savage believes him?
- 2 2.18 Listen again and complete the sentences.
- a In fact, I think I've got flu. I _ at home.
- for an appointment straight after this call.
- c Yes. I _ something and go to bed.
- 3 Underline the correct answers.

The words you wrote in 2 ...

- a are about the past / present / future.
- b show that David decided / didn't decide what to do before he called Mr Savage.



- Write questions for the answers using to be + going to + verb.
- a Where _____?
 I'm going to have dinner at home tonight.
- b What time _____?
 We're going to leave work at 5.00.
- c Who _____?

 My partner is going to make the dinner tonight.
- d What _____?
- I'm going to buy a new car.

 When ______?
- We're going to have a holiday in July.
- f When _____?
 I'm going to retire when I'm 60.
- g What ______?

 My company is going to open a new factory next year.
- 5 Work with a partner. Use the questions in 4 to make short conversations.
- A Where are you going to have dinner tonight?
- B At home. What about you?
- A I'm going to meet some friends in a restaurant.
- 6 2.19 Listen to another employee who phones Mr Savage with a problem. Answer the questions.
- a The employee asks for permission to do something. What is it? What words does he use?
- b What problem does the employee have? What is he going to do about it?
- c The employee apologizes. What does Mr Savage say in reply?
- 7 Now practise the conversation with a partner using the prompts.
- A Hello.
- B Hello, Mr Savage?
- A Is / John?
- B Yes / Mr Savage / matter / come / late?
- A Well / depends. What / problem?
- B toothache / I / ring / dentist / appointment
- A see
- B I/sorry
- A can't / helped / worry / later
- B Yes / Goodbye
- **8** Work with a partner. Practise similar conversations with the problems and decisions in the table.

	Problem	Decision
a	son is sick	take him to the doctor
b	train strike - no trains	drive in to work
C	problem with water in the kitchen	phone someone to fix it
d	has headache	lie down
0	someone took car	phone the police
f	alarm clock didn't work	take a taxi
g	problem at daughter's school	speak to her teacher



Sick leave and business

- 1 Match the health problems (a-h) to the photos (1-8).
- a backache
 - a cold
 - flu stomach upset
 - H
- e toothache
- f headache
- g stress
- h a broken ankle



- 2 Discuss the questions.
- a Who takes more time off? Underline the correct answers.
 - 1 men under 40
 - OT
 - women under 40
 - 2 employees who work for private companies
 - employees who work in public services
 - 3 workers who belong to unions
 - workers who don't belong to unions
- b Workers give different reasons for taking time off. What is the most common reason?
- c Which is a bigger problem for business: people who are off work for long periods or people who are off for just a day or two?

3 Read the article. What are the answers to the questions in 2, according to the article?

Sickness and business

ACCORDING TO A RECENT SURVEY, British employees had an average of 6.5 days off work for illness last year. That is a total of 190 million days or 3.5% of total working time. The average cost of this absence per employee is £760. For the whole workforce, this represents a total of £17 billion for British business.

More than nine out of ten absences (95% in the private sector and 92% in the public sector) were classed as short term, but long-term absence has a greater effect. It causes 32% of total working time lost. An examination of the data reveals some interesting facts:

- There is a big difference in absenteeism from employer to employer – from 4.5 days per employee in the small organizations, to 8.1 days in the largest. Sometimes this is because of the type of work, but company policy on absence is important as well.
- * Men under 40 have half the absence rate of women under 40.
- Public sector employees phone in sick more (average 8.1 days) than private sector employees (average 5.9 days).
- Trade union members report sick more often than non-union workers.

page 145.

CAUSES OF ABSENCE

The report also compares what managers think are the top five causes of absence and what the employees actually say:

How employees report absence

- 1 colds / flu
- 2 stomach problems / food poisoning
- 3 headaches/migraines
- 4 back problems
- 5 stress / emotional problems / personal problems

In managers' own opinion

- 1 colds / flu
- 2 stress / emotional problems / personal problems
- 3 Monday morning blues / extending the weekend
- 4 low morale / boring job
- 5 childcare problems / family sickness

If the managers are right, it shows us where employers need to focus their efforts to reduce absenteeism.

4	Match the words (a-f) to the	nouns (1–6). Check your answers by finding the
co	llocations in the text.		
a	trade	1	rate
b	company	2	term
C	public	3	sector
d	absence	4	cost
e	short	5	policy
f	average	6	union
5	Complete the sentences with	the collocat	tions from 4. Are the sentences true for you?
a	I belong to a		
b	The	of a cup	of coffee in my country is \$1.50.
C	Workers in the	1 3	have better working conditions than
	people in the private sector.		
d	In my company, the people get flu.		is higher in the winter because many
e	My next summer holiday? I d	on't know.	I only plan
f	We always travel economy cla	ss on busin	ess trips – it's
6	The last sentence of the article	e in 3 is:	
200	the managers are right, it shows senteeism.	us where en	ployers need to focus their efforts to reduce

Work in small groups. You are the managers of a company with problems with the amount

Decide what new company policies to introduce. If you need some ideas, look at the list on

Tell other groups what your decisions are. You can use these verbs: introduce, try, build,

We're going to introduce more flexible working hours.

start and other verbs that you know.

of time employees take off. You want to improve the situation.

Who are you going to call?

1 Combine the verbs in box A with the words and phrases in box B. How many combinations can you make?

A

to be to feel to phone in to stay to take to write

В

a sick note at home ill sick time off well

- 2 Read the text and answer the questions.
- a When you felt ill as a child, what was good about having a mother?
- b Why is it difficult to decide to phone in sick?
- c Why are bosses and colleagues sometimes suspicious of people phoning in sick?

hen you are not feeling one hundred per cent, you realize just how important mothers are. When you were at school, who decided you were too sick to go that day? Mum. Who decided you were well enough to go again? Mum. Who phoned the teacher or wrote the sick note? Mum.

Well, now you are older and work, who takes these difficult decisions? You, of course. We is phoning in sick such a problem? You feel a bit ill and the doubts start. Are you really it or is it perhaps you just don't want to work? Exactly how ill do you feel? If you are really sick, it's sensible to stay at home. But do you risk the suspicions of your boss and your hard-working colleagues? Also, you know that while you stay at home, work is build up in the office for when you get back. On the other hand, if you go in, does it show commitment to your work, or are you irresponsible for infecting your workmates?

In the end, you finally decide to take time off. After a day or two, you begin to feel better. But are you better enough to go in again, or do you need another day to make sure?

I never realized how wonderful having a mother was until I started to take responsibilifor myself!

The ADVANTAGE of having a MOthe



WORK IT OUT

3 Look at the sentence and answer the questions.

Your mother phoned the teacher.

- a What is the subject of the sentence? _____
- b What is the object of the sentence?
- 4 Read the questions and complete the sentences with 1 or 2.
- 1 Who phoned the teacher? (your mother)
- 2 Who did your mother phone? (the teacher)
- a In question ______, who is the subject.
- b In question ______, who is the object.
- c The form of question ______ is who + auxiliary + subject + verb.
- d In question ______, there is no auxiliary and who is the subject of the sentence.

Underline more examples of subject questions (like question 1) in the text in 2.

5 Read this sentence.

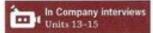
Jon phoned Coral, then Coral phoned Alex, Alex phoned Anu and finally Anu phoned Martin.

Work with a partner. Ask and answer questions like this:

- A Who did Jon phone?
- B Coral.
- B Who phoned Alex?
- A Coral.
- 6 Write questions for the answers using who.
- a Who do you work for?

I work for Techno Graphic SA.

- b Who is your boss?
 - Mr Savage is my boss.
- My company pays my travel expenses.
- My company makes car parts for General Motors.
- Our most important clients are banks.
- Yesterday I saw the president.
- g _____
- The managing director phoned me this morning
- My secretary tells me all the office gossip.
- I phone Mr Savage when I'm sick.
- 7 Work with a partner. Ask and answer the questions in 6.



15 Work and health

Phrase bank: Work and health, making decisions

Does it matter if I come in a bit late today?

I'm (not) going to come in to work today.

I'm afraid I don't feel very well.

I've got toothache / a headache / a stomach ache.

I think I've got flu / a cold.

Who did you phone this morning?

Who phoned you this morning?

Vocabulary

Health

1 Put the words and expressions in the box into the correct row to make collocations.

a cold an appointment an aspirin a headache at home a-pill a temperature backache better flu ill in-bed inside it easy okay sick something for it vitamins well

have	flu
feel take	ill
	a pill
etav	in bed

- 2 Complete the sentences with collocations from 1 in the correct form.
- a I had a headache, so I took an aspirin.
- b I'm not _____ well, so I'm going to ____ in bed.
- C If you don't ______ tomorrow, call me.
- d Do you ______ an _____ with the doctor?
- He's not going to be at work tomorrow he says he
 _____ sick and can't get out of bed.
- f I'm sorry, I'm not coming into work. I have a
 _____ of 40 degrees.
- g If you are ill, it is better to _____ at home
- h I never _____ a cold because I take these

Grammar

going to + verb

Affirmative and negative

I am ('m)
am not ('m not)

You
We
They
are not (aren't)
He
She
It
is not (isn't)
going to study tonight.

Interrogative

Am	I	
Are	you we they	going to see John tomorrow?
Is	he she it	

Short answers

Yes,	1	am.	No,	1	'm not. aren't / 're not.	
	you we they	are.		you we they		
	he she it	is.		he she it	isn't / 's not.	

You use going to + verb to talk about plans or decisions:

- . I'm going to phone the airport about the flight.
- · He's going to see the boss this afternoon.
- . The company is going to create a new division.

Practice 1

Respond to each statement with a question using going to.
Use the prompts.

- a A Can you answer the phone while I'm out?
 - B What / do? What are you going to do?
- b A I lost my job last week.
 - B look for / new job?
- c A We've got a special meeting tomorrow.
 - B Who / come?
- d A I'm on the conference programme as a speaker.
 - B What / talk about?
- e A I've got a trip to Asia next week.
 - B Which airline / fly with?
- f A My flight leaves at three o'clock.
 - B someone / take / airport?

Practice 2

Respond to the sentences in the past with a negative sentence about the future.

a I bought a new car last year.

I'm not going to buy a new car next year.

- b She went to Zurich on business last month.
- c I took the bus last time.
- d He wore jeans to the last training course.
- e I made the coffee for everyone yesterday.
- f We saw Jean last weekend.
- g The company gave you a pay rise last year.
- h We were there last week.
- i I worked a 14-hour day in my last job.

Practice 3

Complete the sentences with am, is, are, do, does or did.

- a Did you play golf last Friday?
- b ______you play gon last Priday.

 b ______you waiting for me?
- c What time _____ Mr Latimer usually arrive?
- d How often ______ you have meetings?
- e What _____ Mr Lacunza going to do when
- he retires?
- f We _____ going to watch the football tonight.
- g ______you watch the match last night?
- h _____ I late? I'm very sorry.
- i She _____ phoning about the advertisement in the paper.

Practice 4

Write answers to the questions so they are true for you.

a Do you drive to work?

Yes, I do. / No. I don't.

- b Have you got a holiday house?
- c Did you use a computer yesterday?
- d Do you work in a bank?
- e Are you going to have a holiday this month?
- f Is your boss studying English with you?
- g Does your teacher wear a suit?
- h Are you enjoying this exercise?

Subject questions

There are two ways of forming questions in English: Ouestions with auxiliaries

Question word	Auxiliary verb	Subject	Verb	
Where	do	they	live	now?
What	is	she	doing	here?
What time	did	you	get	up?
Who	did	you	see	there?

Questions without auxiliaries

Question word	Verb	
Who	telephoned	this morning?
Who	owns	your company?
What	happened?	
How many people	work	for the company?

Questions without auxiliaries are sometimes called subject questions because the question word (normally wbo) is the subject.

Practice 5

Write three different questions for each of the sentences. Joaquin wrote the report on Friday afternoon.

- a When did Jonquin write the report ?
- c Who
- Mr Evans phoned the hotel to make a reservation.

 d Who did _____?
- e Who ?
- f Why _____?

Dario is going to visit the factory in Poland.

h Who _____?

The boss is going meet the Chinese delegation tomorrow.

- j Who is going _____?
- k Who is the _____

16

Before we started an airline, I absolutely hated it – flying was just a miserable experience.

Sir Richard Branson

Is flying fun, frightening or boring?

Learning objectives: Unit 16

Survival skills Fluency: Talking about common air travel problems; Fluency: Discussing airport facilities; Roleplay: Discussing a problem at the airport

Reading Problems with a new airport terminal Listening Airport

announcements; Complaints about air travel

Up in the air

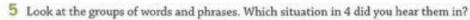
2.20 You are a passenger on flight BA146. Listen to the airport announcement and answer the questions.

- a What is the problem?
- b What do you think 'weather conditions' means?
- c What kind of 'alternative flight arrangements' do airlines offer in these situations?
- What kind of things can go wrong when you travel by air? What sort of problems do you think people complain about most? Make a list with a partner.
- 3 Look at the information on page 141. Were your ideas in 2 correct?
- 4 2.21-2.25 Listen to five situations. Match the situations to the kinds of complaint.

Situation 1 Situation 2 Situation 3 Situation 4 Situation 5

- a Baggage
- b Cancellations and delays
- c Reservations
- d Customer service
- e Overbooking





- a bag / hand luggage / check-in / regulations
- b aisle seat / bad knee / when you checked in / ask someone
- c regret / engaged / call back / patience
- d announcement / air traffic controllers / voucher / not your fault
- e reservation / refund / meeting
- 6 2.21-2.25 Listen again and check your answers.
- 7 Which of the situations have happened to you before? Discuss with a partner.



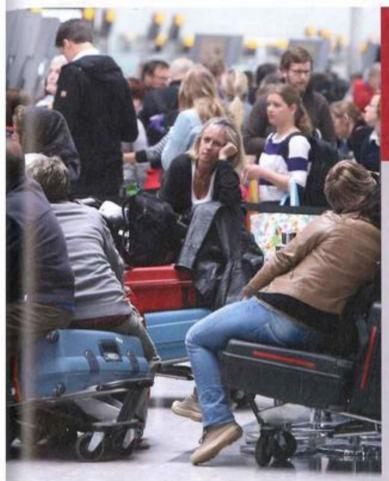
1 What things about an airport are important to you? Read the list of features below. Decide on the three most important and the three least important. Does your partner or teacher agree?

- easy and cheap to park
- good shops
- · short, fast queues
- clear signs and directions
- polite and efficient ground staff
- comfortable places to sit down and relax
- spectacular architecture
- panoramic views

- clean toilets and facilities
- information displays which are easy to read and understand
- short distances to walk
- · close to major city
- comfortable temperature and climate control
- good restaurant and café facilities at a reasonable price



- 2 Read the text about some problems with Terminal 5 at Heathrow Airport. Answer the questions.
- a When did the problems at Terminal 5 happen?
- b What was the main cause of the delays and cancellations to flights?
- c What advice did British Airways give to passengers?
- d How long did people wait for their luggage?



TERMINAL 5 LAUNCH DISASTER brings holiday chaos

A complete failure of the baggage system has collapsed Heathrow's new £4.3 billion terminal on its first day of operation. Huge crowds of passengers were stranded at Terminal 5 last night, after British Airways cancelled at least 34 flights. BA, the only airline operating out of the new terminal, stopped baggage check-in shortly before 5 pm. As a result, dozens of flights departed half-empty, carrying only those passengers with no luggage to check in.

More than an hour after suspending baggage check-in, BA started advising passengers to turn up with only hand luggage. By then, thousands of people were already at the terminal with large cases they could neither check in nor leave behind. The problems forced many outgoing travellers to give up and head for home or look for hotel accommodation. Meanwhile, passengers on arriving flights waited up to four hours for bags to be unloaded.

- 3 The problem in the article in 2 happened to a new terminal. Do you think that this kind of problem is normal with something new?
- 4 Work with a partner. You are both passengers in the situation described in the article in 2. Roleplay a conversation using the prompts.
- A Excuse / what / happening?
- B computer system
- A What / the problem?
- B not working / not check in
- A II
- B All / flights / cancelled
- A there / no one / ask / typical
- B What / disaster! / not believe this!
- A what / do?
- B no idea / Wait / see / happens / suppose
- 5 2.26 Listen to the recording and compare the conversation with yours.

WORKPLACE SCENARIO

on top of things

in control of what is happening

When my boss is on holiday he calls the office every day, to keep on top of things.

Learning objectives: Workplace Scenario D

Business communication

skills Talking about flexitime and homeworking; Roleplay: Finding solutions to problems at work Reading Flexitime and

homeworking In Company in action

D1: A bad report; D2: On top of things

In Company in action



On top of things



1 Look at the things a manager says to a staff member. Are these examples of feedback positive or negative? Work with a partner and put the phrases in the correct category.

I noticed some problems with your work. I'm very impressed with your work. Keep up the good work. This work isn't the usual standard. We all think you're making good progress. We need to make sure this doesn't happen again.

ck	Č
	æ

Negative feedback

- 2 Bob and Jackie want to talk to Alan about his work. Watch video D1 and answer the questions.
- 1 What is wrong with the financial report that Alan wrote?
 - a There are too many details.
 - b The information is not very important.
 - C There are a lot of mistakes.
- 2 Why is Alan stressed at the moment? Choose two correct answers.
 - a He is very tired.
 - b He doesn't get any phone calls.
 - c He doesn't know what to do.
 - d He doesn't have enough time to do his work.
 - He doesn't like concentrating.
 - His financial report was missing.
- 3 With a partner, decide who says each of these phrases: Bob, Jackie or Alan. Watch video D1 again to check your answers.





We want to speak to you about something."

'I don't know what to suggest.'

'We need your financial reports to be accurate.'

'We need to make sure this doesn't happen again

You're a valued member of the team."

"I'm feeling a bit stressed at the moment."

'You don't usually make mistakes like this.'

"It's hard to concentrate on my own work."

'But you didn't say anything.'

4 Read this management guide. With a partner, mark the statements to show if they apply to flexitime (F), homeworking (H) or both (B).

	0.00 1 1 1 1 1 1	TO CAR CO
а	Staff members choose the hours they work.	F/H/B
b	There are 'core hours' when everyone is in the office.	F/H/B
C	Staff members don't need to go to the office.	F/H/B
d	It's easier for staff to focus on their work.	F/H/B
e	It's good for the environment.	F/H/B
f	It makes it easier to commute to work	F/H/B

Solutions for stressed employees

FLEXITIME

In a flexitime system, the staff members choose which hours they work, as long as the hours add up to the same fixed number every week. It usually includes some 'core hours' when everyone is in the office, for example 10 am to 4 pm.

Many staff members are happy with a flexitime system because it makes it easier for them to commute (no rush hour traffic), or take their children to school before they go to work. Plus, outside the core hours, the office is often quieter, so it's easier for staff to focus on their work. But be careful: flexitime can be difficult to control. It's important to make sure that everyone is doing the correct number of hours.

HOMEWORKING

With today's technology, workers can access the company's computer systems and communicate with colleagues – by email, phone and videoconferencing – when they are working from a laptop or their home computer. This means they don't need to go into the office every day. This saves money and also helps the environment.

Some workers find it easier to do their job when they are alone – free from interruptions from colleagues. They can choose to start work earlier and they feel happier because they don't start the day with a long train or car journey. They can work in a way that suits them – for example, they can listen to music while they work. However, it's important that staff working from home have a workspace to use where they have no distractions from friends and family, and that they stay in contact during office hours. Some homeworkers find it hard to switch the computer on in the morning when there is no one there to check that they are starting work.

- 5 Which way of working do you prefer? Why? Discuss with your partner.
- a Commuting to the office every day, with regular working hours.
- b Commuting to the office every day, with flexitime.
- c Homeworking,

In Company in action



- 6 Bob and Jackie are having another meeting with Alan. Watch video D2. Which ways of working in 5 do they suggest?
- 7 Work with a partner and complete the sentences from the video. Watch video D2 again to check your answers.
- a We think that ______ problem is your commute.
- b So, _____ working flexitime?
- c That _____good.
- d Also, we're ______ to work from home one day a week.
- e With no interruptions. How ______ ?
- f I think that would really help me. It's a _____
- 8 A manager is talking to an employee about problems with their work. Roleplay their conversation with a partner.
- Speaker A: Turn to page 147.
- Speaker B: Turn to page 144.
- 9 Evaluate your performance using the form on page 137.



17

The most certain way to succeed is always to try just one more time.

Thomas Edison

What is your biggest achievement?

Learning objectives: Unit 17

Business communication skills Discussing someone you admire; Talking about experiences: Comparing tablets and laptops; Describing changes in company logos; Fluency; Talking about life changes; Talking about a company's performance

Reading Cambridge Satchel Company; The use of tablets in business; Balance sheet Listening Conversations about

recent events Phrase bank Talking about experience, news, recent events and change

Vocabulary The retail trade Grammar Present Perfect, Present Perfect vs Past Simple

Success and change

From simple beginnings

- 1 You are going to read about a company which makes satchels. First, discuss the questions.
- a A 'satchel' is the leather bag which children traditionally used to carry their books to school. Why do you think they became fashionable? Can you think of any other examples of this kind of trend?
- b The founder of the company was not very ambitious at the beginning. Is this typical of business people who are rich and successful?
- 2 Now read the article. What do you think the title of the article means?

kitchen table

global fashion brand



ulie Deane started her business at home with £600. Now she hare received an investment of \$21m to help sell her bags worldwide

The Cambridge Satchel Company has received an investment of \$21m (£12.7m) to break into China – only five years after it was started by a mother two in her kitchen.

Julie Deane and her mother Freda Thomas set up the company in their Cambridgeshire home in 2008 with a budget of only £600. Deane was reading her children the Harry Potter books at the time and couldn't find high-quality satchels like the one owned by Harry.

Cambridge Satchel Company has grown quickly because the bags are popula with celebrities and fashion designers. The satchels have appeared in hit TV shows, and the brand has also worked with fashion label Comme des Garçons, Last October, Cambridge Satchel Company launched a line designed by Vivienne Westwood.

The growth means the company is expected to have sales of more than £15m this year and London-based venture capital firm Index Ventures is investing \$21m (£12.7m) to help the expansion.

Deane, 47, said the investment would allow the firm to increase the staff at in-Leicester factory from 50 to 100 within the next 12 months. All the company's bags are handmade in the UK.

Deane, who has been in talks with potential investors for two years, said Inde Ventures' digital expertise was a key to the deal. 'Online growth is the backbone of the business. I started this with just a website.'

British Prime Minister David Cameron invited Deane to accompany him on a trade visit to China last month alongside representatives from firms such as Rolls-Royce and BP. She says the trip has given her the confidence to tackle the market. 'Before that visit, the Chinese market seemed so complicated. I feel now we understand how to do it properly.'

Giuseppe Zocco, co-founder and partner at Index Ventures, called Cambridg Satchel Company 'one of Europe's most exciting entrepreneurial stories'.

WORK IT OUT

- 3 Look at the sentences and complete statements a-e with 1 or 2.
- Julie Deane started her business at home with £600.
- 2 She has received an investment of \$21m to help sell her bags worldwide.
- a Sentence ______ is in the Present Perfect form.
- b Sentence ______ is in the Past Simple form.
- c Sentence ______ is formed with have/has + past participle.
- d You can add in 2008 to sentence ______ because you are thinking about a specific event.
- You can't add in 2014 to sentence ______ because you are not thinking about a specific event.

become								
	decide	grow	have	invite	sell	start	use	
Julie	Deane		£60	00 to star	t her	ompan	y with.	
She_		to n	nake sat	chels like	theo	nes in t	he Harry Po	otter books.
Since	the begin	ning, J	alie		_ wor	kers in t	the UK to m	ake the bags.
At th	e beginni:	ng, she .	-	th	e satcl	els thre	ough a webs	ite.
The s	atchels	45 C 4 C 4 C	po	pular wit	h celel	orities.		
							it China wit	h him.
The c	ompany_		q	uckly.				
Find	words and	d phrase	s in the	article ir	2 wh	ich mea	n the same	as the following:
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begar	n to sell	_						
deal								
diffic	ult to do	_						
Com	olete the c	question	s with y	our ansv	vers fr	om 6.		
Who		the	busine	ss where	you w	ork?		
							or services r	ecently?
DA 1000000	systems							**************************************
	do you				ACC. 11.00.0			
0.0000	aparent.							
Work	with a pa	ertner. A	sk and	answer t	he que	stions i	n 7.	
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What some introduced a good Clive, Pedro	t's ha 2.27-2.32 good new ductions d film 2.27-2.32	ppe Listen t	ned	nversatio 6 f d comple me	ons and lates not visi	d match e for the in the it to the senten Ala bout yo	them to the train office company ces. u.	e situations.
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What some intro a goo Clive Pedro It's tw I'm at Yes, Very Mr Le	t's ha 2.27-2.32 good nev ductions d film 2.27-2.32 venty pas fraid Mr H good, I th eclerk, Ms	Listen t t five an darper ought. I	ned	nversatio	ons and late of not visite the a lot a	d match e for the in the it to the senten Ala bout yo	them to the train office company ces. un Jones? u. my train. le leaves ear	e situations.

4 Find and underline examples of the Present Perfect in the article in 2.

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ь	ũ	b			۱
	Р	-	. 3		,

WORK IT OUT

- 3 Match the labels (a-d) to the lines of the conversation. Which tense do you use to talk about specific details of actions in the past?

 A Where have you been this year?
- A Where have you been this year?

 B I went to Germany in May.
- A Why did you go? On business?
- B No, it was a holiday.
- a a follow-up question in the Past Simple form
- a question in the Present Perfect form
 an answer in the Past Simple form
- d a yes/no answer and then details in the Past Simple form
- 4 2.33 Put the lines of the conversation in the correct order. Then listen and check,
- How many messages did you have?
- Have you used your computer today?
- No, I haven't.
- Yes, I looked at my email this morning.
- About ten. Have you used your computer today?
- 5 Work with a partner. Ask and answer questions, using the same structure as the conversation in 4. Use the words and phrases in the table to help you.

Have you	seen travelled been written read eaten talked	the boss abroad on holiday an email a book anything to a customer	this morning this afternoon this year this month this week today	?
	100000000000000000000000000000000000000	C. C		

How the tablet is changing our lives

- 1 Work with a partner. Discuss the questions about tablets.
- a How is the tablet changing the habits of business people when they travel?
- b What are the advantages and disadvantages of a tablet over a laptop when you travel?
- 2 Read the article on page 111. Were your answers to the questions in 1 correct?
- 3 The article describes how tablets are changing the habits of business travellers. Complete the table with phrases from the article. What tense do you use to describe changes?

Before	Now	
Travellers used laptops.	Travellers leave laptops at home.	(3) laptop use has decreases
Files and data were stored on laptops.	Tablets are used to access data online.	(b) this has created a need for better Wi-Fi
Seventy-five per cent preferred laptops for streaming videos.	Fifty per cent prefer laptops and fifty per cent tablets.	(c) many people
Companies did not use cloud.	Companies are using cloud to store data.	(d) companies
Confidential data on laptops or memory sticks.	Data in cloud with restricted access.	(e) cloud computing
Laptop was an extra piece of hand luggage.	Tablet fits in carry-on bag.	(f) problems



HOW THE TABLET HAS CHANGED THE WORLD OF BUSINESS

ACCORDING to a recent survey by hotel Wi-Fi provider iBahn, travellers are leaving their laptops at home and using tablets instead. For the first time in history, laptop use has decreased.

The data from iBahn shows that more and more travellers are using tablets, and this has created a need for better Wi-Fi with more bandwidth. When the company surveyed travellers last year, 75% said they preferred their laptops for streaming videos. However, they asked the same question in this year's survey and found that many people have changed their minds, with a 50-50 split between laptops and tablets.

As well as watching movies in their hotel rooms, business travellers are using their tablets for work. As companies have adopted cloud storage, users have access to all of their important documents and files. They no longer need disk drives or memory sticks to move data between devices. From a company's point of view, cloud computing has made data more secure, as employees can't lose laptops with confidential data stored on them. Of course, this means that a good Wi-Fi connection has become essential, but this is not usually a problem.

With business travellers now taking their tablets on the plane, problems with hand luggage restrictions have disappeared. You can easily put a tablet in your carry-on bag, or even hold it in your hand while boarding a plane.

4 Do you have a laptop or a tablet, or both? Which do you prefer to use for entertainment? Which do you prefer to use for work? In what other ways has the use of smartphones and tablets changed our lives?



Logos

Work with a partner or your teacher. Describe the changes in the logos for BP. Use the phrases below. It's got bigger / smaller.

They've simplified it.

They've made it bigger / smaller / more colourful / more attractive / more modern.



Life goes on

1 Look at the information about a businessman in the table. Use the prompts to talk about the changes in his life. Use the irregular verbs list on page 134 to help you. He's set up his own business.

	Five years ago	Now	Changes in his life
а	worked for a company	works for himself	set up / business
b	Opel Astra	Audi A4	buy / new car
C	Manchester	Winchester	move / house
d	single	married	get married
е	no children	one daughter	become / father
f	£1,000 in bank	£10m in bank	make / lot / money
g	jogged every day	never jogs	stop / do / sport
h	weighed 85 kg	weighs 95 kg	put on / kilos
i	no foreign languages	speaks some German	learn / German

2 Work with a partner. Talk about the changes in your life over:

a the last year

b the last five years

c the last ten years

The balance sheet

1 With large numbers, you can use expressions to give the nearest round number – a number that ends in 0. Match the numbers (a-b) to the sentences (1-4). Some sentences can be used for both numbers.

a 3,893

b 4.137

1 It's just under four thousand.

2 It's around four thousand.

3 It's about four thousand.

4 It's just over four thousand.

2	Use the expressions in 1 to simplify the numbers and figures.
a	€4,879
b	\$98
C	£5,023
d	¥6.1m
e	\$5,123
f	€105
g	£4.99
3	Match the words (a-f) to the definitions (1-6).

a	revenue		the things that a company owns and money which it is ow
b	finance costs	2	the money that a government collects from people and
c	taxation] _	companies
d	operating expenses		the money that a company owes to banks and other compa
e	assets	4	the interest and other expenses that companies pay to bo

money from banks 5 the money which comes into a company through sales

6 the day-to-day costs of running a business, such as for marketing and administration

Look at the income statement and balance sheet of a company below. Say if statements a-f are true or false according to the figures.

- The company's results have improved.
- The company has cut its costs.

liabilities

- The level of taxation has stayed about the same.
- Finance costs have increased.
- Both current and non-current liabilities have gone down.
- The total value of the company has gone up.

INCOME ST	ATEMEN	T	BALANCE S	HEET	
	This year:	Previous year:		This year:	Previous year
	52 weeks to 28 March	52 weeks to 28 March		52 weeks to 28 March	52 weeks to 28 March
	£m	£m		£m	£m
Revenue	797.4	744	Assets		
Cost of sales	-394.9	-367.9	Non-current assets	373	366.6
Gross profit	402.5	376.1	Current assets	205.1	199
Operating expenses	-301.5	-282.6	Total assets	578.1	565.6
Operating profit	101	93.5	Liabilities		
Finance costs	-13.5	-14	Current liabilities	-136.1	-144.1
Finance income	2.7	1.4	Non-current liabilities	-220.3	-218.4
Profit before tax	90.2	80.9	Total liabilities	-356.4	362.5
Taxation	-26.2	-23.5	Net assets	221.7	203.1
Profit after tax	64	57.4			
Earnings per share	29.3p	25.8p			

5 Do you think the company's shareholders will be happy about the figures? Practise talking about the company's performance. Use the verbs and expressions in the box.

go down go up increase remain stable rise stay the same

The company's revenue has increased by over 50 million.

Profits have gone up by around five per cent.

not).

17 Success and change

Phrase bank: Talking about experience, news, recent events and change

Pedro has told me a lot about you.

I've missed my train.

I'm afraid the manager has gone home.

Your visitor has arrived.

He has never appeared on television.

The use of laptops has decreased by 5% in the past year.

It's got bigger and they've made it more attractive.

Vocabulary

The retail trade

What does it refer to in sentences a-h? Choose from the words in the box.

a budget a-company a trade visit a website the brand the investment

- a Julie Deane started it in her kitchen.
- b It was the amount of money that she needed to set up a company.
- c She used it to sell her products at the beginning.
- d It helped her to understand the Chinese market.
- It will allow the company to increase the number of staff.
- f It is now global.

Grammar

Present Perfect

Affirm	native	
I You We They	have	worked.*
He She It	has	

Nega	tive	100
I You We They	haven't (have not)	left.**
He She It	hasn't (has not)	

Interro	Interrogative				Short answers		
Where	have	I you we they	you we	Yes,	you have.	have.	
	has	he		he she it	has.		
	Have	I you we they	finished?	No,	I you we they	haven't (have not).	
	Has	he she			he she	hasn't (has	

You make the Present Perfect with have/has + the past participle of the verb.

- Regular past participles are the same as the past form and end in -ed: opened, stopped, tried.
- ** Many verbs have irregular past participles: gone, knew, bought.

You use the Present Perfect to talk about events sometime in the past, but you don't say any specific time.

Lifetime achievements:

- He's started two successful companies (in his life).
- . She's written six bestselling novels (in her life).

General past experience:

- . He's met ber (before).
- . Twe been to Berlin twice (before).

Changes from past to present:

- · The prices bave gone up (compared to last year).
- The company bas expanded (and is 10% bigger than before).

Present Perfect vs Past Simple

If you want to talk about events at a specific time in the past, you use the Past Simple form. For this reason, you can only use time expressions like *last year* or *three days ago* with the Past Simple and not with the Present Perfect form:

- I met him in 1986. (NOT I have met him in 1985.)
- Mr Smith phoned five minutes ago. (NOT Mr-Smith-hasphoned five minutes ago.)
- When did you see him? (NOT When have you seen him?)

Practice 1

Complete the table with the correct verb forms. Which verbs are regular?

Infinitive	Past Simple	Past particle
set	set	(a)
(b)	bought	(c)
move	moved	(d)
become	(e)	become
get	got	(f)
make	(g)	_ (h)
stop	stopped	(i)
(i)	(k)	given
put	(0)	put
learn	learned/learnt	(m)

Practice 2

Read about Jeff Bezos and underline the correct verb forms.

Jeff Bezos is founder and chief executive officer of Amazon.com. He (a) built / has built Amazon into the Internet's largest retailer. Bezos (b) graduated / has graduated from Princeton University in 1986 with a degree in electrical engineering and computer science. In 1988, he (c) joined / has joined Bankers Trust Company and became their youngest vice president in February 1990. He then (d) moved / has moved to D.E. Shaw & Co. before setting up Amazon in July 1995 out of a two-bedroomed flat in Seattle. Like many dotcom startups at the time, Amazon (e) grew / has grown incredibly fast. However, for many years, the company (f) didn't make / hasn't made a profit and financial analysts (g) often criticized / have often criticized Bezos for expanding too fast. Bezos (h) responded / has responded by cutting costs drastically, lowering the price of books and offering free delivery. Then, in the last quarter of 2001, Amazon (i) finally made / has finally made a profit. Since then, Amazon (i) continued / has continued to perform well and profits (k) grew / have grown. These days, Amazon doesn't just sell books. It (I) formed / has formed alliances with other retailers, and sells products like toys and electronic goods. After all the early doubts, Bezos (m) proved / has proved he was right.

Practice 3

Write short answers to the questions about Jeff Bezos and Amazon.

- a Did Amazon make a profit at first? No, it didn't.
- b Did Bezos go to Cambridge University?
- c Did he get a degree?
- d Did he set up Amazon in New York?
- e Did Amazon grow fast at the beginning?
- f Was Amazon a dotcom start-up?

	Did analysts criticize Bezos?
	Did Bezos cut costs?
	Have profits continued to grow?
	Has he proved he was right?
'n	ractice 4
ľ	rite questions for the answers about Amazon and
	ff Bezos.
	When did leff Bezos graduate from university
	In 1986.
	Who
	Bankers Trust Company.
	Where
	In Seattle.
	How quickly
	Incredibly fast.
	4.4
	Financial analysts.
	What
	Costs.
	Who
	Other retailers.
	What
	He was right.

Practice 5

learn leave

buy

become

Complete the sentences with the verbs in the box in the Present Perfect form.

move

They ______ the factory from Oxford to Swindon.

hear

grow

change

modify

The share price has gone up by \$4.

Her business is a success and she

extremely rich.

	m	
C	They	the computer system and it does
	work any longer.	
d	John	a new motorbike, so I hope he
	doesn't have an a	ccident with it.
B	Siobhan	jobs. She's a sales rep in
	Germany now.	
•	Jorge	the company. I don't know when
	he works now.	
g	The chain	a new store in Lisbon. It's th
	first one there.	
h	We	the news. This means we need to
	change the produ	ction schedule.
	Katherine	Japanese.
	The company	and is now one of the
	largest in the wor	
	The second secon	

If the automobile had followed the same development cycle as the computer, a Rolls-Royce would today cost \$100, get a million miles per gallon and explode once a year, killing everyone inside.

Robert X Cringely, InfoWorld magazine

What is the future of the computer?

Learning objectives: Unit 18

Business communication skills Discussing predictions about the future; Talking about attitudes to technology; Fluency: Discussing possible future economic situations Reading Predictions about the future; The future of the Internet

Listening People discussing predictions; Using the Internet to sell products

Phrase bank Talking about the future and conditions

Vocabulary Computers and the Internet

Grammar will. Conditional

18 It won't work

The future of the world

1 A group of experts has made predictions about the world over the next 20 years. What kind of things do you think they predicted? Use the words in the box for ideas.

cloud consumers economy energy food illnesses

2 Read the article and complete it with the words in 1.



- Medical specialists will be able to predict what you'll do before you do it. They will look at how blood flows in to see what you the (a) _ are thinking. They will design improved artificial arms and legs that users will control directly from the brain.
- 2 Future vehicles will produce power as well as consume it. Parked electric will use batteries to convert hydrogen into more electricity. The owners will sell the energy their vehicles produce.
- People will keep a tank of fish in their kitchens to recycle their (c) waste. They will use what they don't eat to feed the fish and then they will use the fish waste for growing vegetables.
- 4 The (d) won't provide as many jobs, but there will be plenty of work for people. Tomorrow's workers will find out what people want or need and then work at providing that, without having a formal job.
- Private commercial projects will replace the US (e) _ program. They will use 'low orbit' craft to take passengers from one side of the world to the other within hours.

- 6 The (f) _ will become more intelligent. It won't just be a place to store data. It will provide analysis and advice. For example, it will design your family's weekly menu based on their health and fitness needs.
- More advanced apps will force businesses to work hard to maintain their reputations. will rate services and products, and the data will be linked to GPS information systems. A customer in the street, deciding between two restaurants, will make a choice based on the reviews of a smartphone app.
- will become as good at lifting sick patients and old people as humans. Their arms are powerful but not very sensitive. Engineers will give them sensors so they can lift patients more gently.
- We will use noise vibrations and other from the forms of (i) _ environment to power our gadgets. Researchers are developing techniques for using vibrations produced on roads and airport runways as sources of power.
- 10 New gadgets will help doctors to diagnose Patients will breathe into a handheld gadget which uses sensor chips to detect chemicals that show diseases or infections.

	THE REAL PROPERTY.	THE RESERVE	AND RESIDENCE OF THE PARTY OF T
	등이 하게 하는 것이 없는 이 등에 가게 되었다.	n and complete the rules.	
	네트리를 보다면 전쟁이 하는 경험을 받아 되는 때문에 보다 다 하다.	it the future, you use	+ the infinitive.
b Th	e negative is	+ the infinitive.	
	2.34 Listen to two poliscuss?	eople talking about one of th	e predictions in 2. Which one do
5 @	2.34 Complete the o	onversation. Then listen agai	n and check your answers.
A 10	a)	people will recycle fo	
	hy not?		
	body (b)be enou	want to have a fish tank in the	e kitchen. There
		be easier for people	to recycle than now.
		have gardens to grow v	
B (f)		most houses will have	gardens.
	ork with a partner. Talk ne phrases below.	about the other predictions	in the article in 2.
	and the same of th	I think medical specialists will	understand how the brain works.
I don'	t think people will wan	at a menu from the cloud.	
I don'	t agree with that. Robo	ts won't work in hospitals.	
Ho	w good is yo	our technology?	
1 Ar	swer the questions.		
a Do	you use technology in	your work? What for? Make	sentences using the prompts.
		send emails.	
	a computer	surf the Internet.	
	a tablet	write letters.	
Luse	a laptop	calculate figures.	
I don	t use a smartphone the radio	to get the news. check on the stock man	cet
	the television	find information.	
	a newspaper	relax.	
		keep in contact with the	office.
		gical equipment in a. Do you	
	e set-up of your equipn ograms? Does this ever	nent, or download and install	new
pi pi	ogranis: Does this ever	cause problems:	
ALC MIN		_//_	
1			
116. 18 IT WONIT WORK	7		

- 2 Read the article and answer the questions.
- a Who is Jonathan Zittrain?
- b What does Zittrain think about the future of the PC (personal computer)?
- c What is one of the disadvantages of the 'freedom' which a PC offers?
- d What doesn't Zittrain like about smartphone apps?
- e What is the problem with cloud-based services?
- f According to Zittrain, what do users and developers need to do?



Cyberlaw expert Jonathan Zittrain says that the traditional PC is dead. He believes that as users change to smartphones and tablets, the personal computer will lose its place in our lives and this is a bad thing because we will lose the freedom that the PC has given us. Power will belong to the big companies who control the operating systems.

The PC is a fantastic invention. It is easy to configure and you are free to install the programs you want. When connected to the Internet, you can download the media and software you choose. The maker of the operating system does not control what you can do. This can have some unfortunate consequences because you can download 'bad' software with viruses and malware which will damage your system. However, Zittrain says the alternative offered by the makers of smartphones and tablets is worse.

The 'apps' which you can download from online stores are controlled by the manufacturers. They make sure that the product you have bought (and is your property) is 'locked down' — in other words, if will only accept the software that they approve. You cannot program the device or download third-party apps to install. It's 'safer', but the suppliers have total control. If they don't want you to use a service or see something they don't like, you won't. It also limits the creativity and innovation of the developers who create the 'apps'.

We are also gaining reliability but losing our freedom in another way. More and more, both companies and private individuals depend on the cloud-based services provided by the big operators, and not programs installed on a PC. The supplier can easily monitor and control these applications from a central source. They can choose to eliminate services or start charging for them without any warning.

Zittrain says that this situation is worrying because it means that there will be less innovation on the Internet. Both users and developers need to demand more freedom, and not let the big players dictate the future of the Internet.

3 Complete the table with words from the article in 2.

Noun	Adjective	Verb
configuration	configured	(a)
(b)	innovative	innovate
installation	installed	(c)
(d)	controlled	control
approval	approved	(e)
(f)	reliable	rely
(g)	creative	create
program	programmed	(h)
(i)	developed	develop

a	Complete the sentences with words from the table in 3. Are the sentences true for y			
	I want a fast and computer that never goes wrong and always works.			
b	I never change the on my PC because it's too complicated.			
C	In our company, the IT department the computer network and you ca do anything without their permission.			
	I never download anything without the of an IT expert because I don' want any problems.			
е	In my work, the Internet is very important for because it's a source of new ideas.			
f	I always the latest software updates on my PC and smartphone.			
U	sing the Internet to sell			
1	2.35 The presenter of a radio programme, Business Today, interviews an expert			
abo	out using the Internet to sell products. They talk about the topics below. Listen to th			
	erview and number the topics in the order they are mentioned.			
a	delivering the goods e after-sales service			
b	Google f enquiries			
	customer involvement g page design brand			
2	2.35 Listen again and answer the questions.			
a	According to the interviewer, what two things are really important for the custome when buying on the Internet?			
b	If you don't have a brand or lots of money to create one, what do you need to do?			
c	What is the key feature of a good web page?			
d	How do Amazon.com help customers to choose what to buy?			
e	What is the best way to answer enquiries?			
f	What is the main thing that you want the customer to do?			
ח	WORK IT OUT			
-	3 The sentence below is an example of the zero conditional. Complete the rules with always, present, conditional, when and result.			
8	If you make your customers happy, they come back and buy more.			
	If you make your customers happy, they come back and buy more. (a) clause (b) clause			
	(a) clause (b) clause			
	(a) clause (b) clause If + present tense (c) tense			
	(a) clause (b) clause If + present tense (c) tense You use the zero conditional to refer to a situation that is (d) true.			
	(a) clause (b) clause If + present tense (c) tense You use the zero conditional to refer to a situation that is (d) true. You can replace if with (e) and the meaning is the same. 2.35 Complete the sentences from the interview in 1. They have a similar fucture. Use if where necessary and the verbs in the box in the correct form. Then list ain and check.			
str	(a) clause (b) clause If + present tense (c) tense You use the zero conditional to refer to a situation that is (d) true. You can replace if with (e) and the meaning is the same. 2.35 Complete the sentences from the interview in 1. They have a similar functure. Use if where necessary and the verbs in the box in the correct form. Then list ain and check.			
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str aga be	(a) clause (b) clause If + present tense (c) tense You use the zero conditional to refer to a situation that is (d) true. You can replace if with (e) and the meaning is the same. 2.35 Complete the sentences from the interview in 1. They have a similar fucture. Use if where necessary and the verbs in the box in the correct form. Then list ain and check. go have know realize spread If you a name like Carrefour or Corte Inglés, people who you are.			

		ns which are always true. Make similar sentences ohrases which say what happens as a result (1–8).
а	If my boss is in a bad mood,	1 I call in sick.

- If my company has financial problems,
- c If a meeting is boring,
- d If I'm tired,
- e If workers are happy,
- f If I have a temperature of 38°C or more,
- g If the weather is bad,
- If I do something wrong,

- 2 I always say sorry.
- 3 they are more productive.
- 4 I take a taxi so I don't get wet.
- 5 I make mistakes.
- 6 I look out of the window.
- 7 Lavoid him/her.
- 8 it reduces costs.

Do you agree with the sentences? If not, rewrite the result part of the sentence so that it is true for you.

WORK IT OUT

6 The sentence below is an example of the first conditional. Complete the rules with cannot, depends, future, conditional and result.

(a) clause	(b)	clause
If + present tense	(c)	tense
You use the first conditional to on other things happening. You (e) replace i		nich (d) ging the meaning.

- Make each pair of sentences into two conditional sentences one showing a positive result and one showing a negative result. The first one has been done for you.
- a We offer a discount.

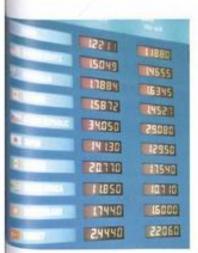
We sell more products. We have lower profits.

If we offer a discount, we'll sell more products. If we offer a discount, we'll have lower profits,

b We increase our prices.

We lose some customers. We make more profit on each product.

- c We advertise more. Our costs increase. More people know our brand.
- d We use a courier company. Customers get orders quicker. We need to charge more for delivery.



- 8 What is the economic situation in your country right now? How might things change in the future? Complete the first conditional sentences with your own ideas.
- If the banks cut interest rates, it will cause inflation
- If companies cut costs now, __
- c If our currency gets weaker, _
- d If the unions demand big pay increases, __
- If our government invests more in education, _____
- If the dollar gets stronger, _
- g If people think positively about the economy, _
- If demand for energy goes up, _
- 9 Work with a partner or your teacher. Ask and answer questions.
- A What do you think will happen if the banks raise interest rates next month?
- I think it will reduce inflation.

18 It won't work

Phrase bank: Talking about the future and conditions

People will keep a tank of fish in their kitchens.

The economy won't provide as many jobs.

I don't think the share price will rise.

I agree / don't agree with that.

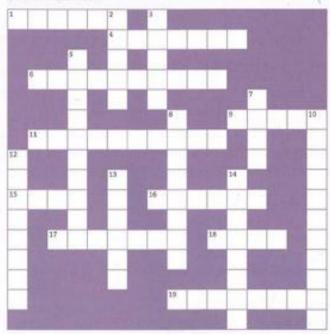
If you make your customers happy, they come back.

If you deliver goods late, you will lose customers.

Vocabulary

Computers and the Internet

Complete the crossword using the clues. All the words are found in this unit.



- Some people are worried about giving their credit card ___ (6)
- _ is a program which modifies a computer's operating system in a bad way. (7)
- An iPhone is safer for some people because, unlike a PC, you can't change how it's ______ (9)
- Did you know that you can damage your PC with a _ just by visiting some web pages? (5)
- ... are the people who create programs. (10)
- 11
- 15 Nowadays, most hotels offer _ access to the Internet. (2-2)
- 16 I like to take my _____ with me when I travel because it's good for watching videos. (6)
- 17 If you want to _____ __ this program on your PC, you need to pay for it. (7)
- 18 I use a computer for work mainly I never have time to ____ the Web. (4)
- 19 The old version of the _ doesn't work on the new operating system. (8)

Down

- 2 The amount of _ I receive increases daily. (5)
- All my files are stored in the ... always access them. (5)
- People say the secret of Apple's success is constant _ (10)
- Sometimes you need to pay somebody to put a to your site on their web page. (4)
- My new tablet is really _ - it never breaks. (8)
- 10 In the future, people will use __ and tablets to access the Internet - the PC is dead. (11)
- 12 The company rules say you can't ___ on to your computer. (8)
- is protected so you can't 13 The operating __ make any changes or do any damage. (6)
- 14 People are very worried about _ when they use a credit card online. (8)

Grammar

will

Affin	native		Nega	tive	
I You We They	will	work.	I You We They	won't (will not)	leave.
He She It	e ie		He She It	(will not)	

Interre	Interrogative			Short answers		
When w	will	you we they	leave?	Yes,	I you we they	will.
		he she it			he she it	
4	Will	I you we they	be there?	No,	I you we they	won't - (will not)
		he she			she	

You use will/won't + infinitive to make predictions about future events:

- · Shopping online will become more important.
- · Computers won't replace people.

You usually say I don't think it will ... not I think it won't ...:

· I don't think it will rain this afternoon. (NOT Lthink itwon't rain this afternoon.)

Conditional sentences

Conditional sentences have two clauses: an if clause which expresses the condition and a clause which expresses the result of that condition.

Zero conditionals

You use the zero conditional to refer to a situation that is always true. The zero conditional uses the Present Simple form in both the *if* clause and in the **result** clause:

condition

result

If I have time,

I walk to work.

If you look after your staff,

they are more productive.

First conditionals

You use the first conditional to refer to a future event which depends on other things happening. The first conditional uses the Present Simple form in the if clause and will future

in the result clause:

future result

If I have time,
If he works hard,

I will phone you.

be will get a promotion.

Practice 1

Complete the sentences with the verbs in brackets in the correct form. Use the Present Simple form to make the zero conditional or will + infinitive to make the first conditional. If both are possible, use the Present Simple form.

- a If you heat water to 100 degrees centigrade, it hoils. (boil).
- b If they improve the contract, I _____ (sign) i
- d If it's a hot summer, we always ______ (sell) more ice cream.
- They _____ (close) down the factory if the prices drop any further.
- f Generally, the price ______(go) up if demand increases.
- g If we make another mistake with this order, the customer ______ (go) elsewhere.

Practice 2

Match the sentence beginnings (a-f) to their endings (1-6).

- a By 2017, Chinese will
- b Mobile phones will
- c Multimedia on the Internet will
- d The way we shop will
- e Airlines will
- f Companies like Microsoft will
- 1 become the way most people access the Internet.
- 2 control the world's communication systems.
- 3 be the most important language on the World Wide Web.
- 4 change and we will order products online and then collect them from a shop.
- 5 disappear because of video conferencing.
- 6 replace television as family entertainment.

Practice 3

Complete the sentences with do, have, has, is, are, can or will.

- a Do you think it will rain? Yes, I de..
- b Do you think it will be sunny? Yes, I think it
- c ______you invited anyone I know to the party?
- d How ______ you know what will happen?
- e Don't worry, you _____ find the hotel without any problems.
- f If you want, you _____ use my phone.
- g He _____ met you before, so he will know who you are at the airport.
- h What time ______ you phone me tomorrow?
- i When ______ you going to phone him?
- j What day _____ he going to come?

Practice 4

Complete the interview with a politician. Use the correct form of will and the verbs in brackets.

- A Mr Fernandez, many people believe that you will be your country's next president. Do you think you (a) will win_ (win) the next election?
- B Yes, I am sure we (b) ______. The people
 (c) _____ (vote) for my party because we have the best ideas.
- A The other parties say you (d) _____ (increase)
- B No, that's not true, but with my party in power, public services (e) ______ (improve).
- A How are you going to do that?
- B It's quite simple, there (f) ______ (be) so much waste. We are going to be more efficient.
- A Very interesting. What are you going to do about education?
- B Education is one of our highest priorities. More young people (g) ______ (go) to university as a result of our policies.
- A But (h) _____ (people / have) to pay for university in the future or (i) _____ (it / be) free?
- B Well, I think everyone understands that students

 (j) _____ (have) to pay something for their studies.
- A What are your plans for pensions? (k) ______ (there / be) any pensions in the future?
- B Yes, of course there (l) ______. The population is getting older and there (m) _____ (be) more retired people, but we are going to take the right measures to guarantee the pension system.
- A How do you see the economic situation in the future?
- B Well, with the right policies, I think the situation
 (n) _____ (get) better and unemployment
 (o) _____ (fall).
- A Mr Fernandez, thank you for your time.
 - B Not at all. My pleasure.

Phone calls are an opportunity to communicate with potential and current customers. Developing effective phone skills is essential to your business success.

eHnw

Do you prefer speaking about business on the phone, or face to face?

Learning objectives: Unit 19

Business communication

skills Discussing phone calls and stress; Answering questions about phone use; Roleplay: Checking and confirming Information; Writing: Emails after phone messages Reading Survey about telephone use Listening A telephonist describing her job; Telephone numbers; Leaving messages Phrase bank Reporting what people say, using the phone Vocabulary Telephone phrases, Clarifying, Adjectives Grammar say and tell, will for promises and predictions In Company Interviews Units 17-19

Who's calling?

I'm really stressed!

- Work with a partner. Answer the questions.
- What type of phone do you have at work? Can you see who is calling? Does it have a headset so your hands are free?
- b Do you have a direct line or an extension?
- How many calls do you get each day?
- Who calls you? What do they call you about?
- Some people love chatting on the phone. Do you?
- What is the worst thing about the phone for you?
- 2 🌅 2.36 Listen to a conversation with Maria Cabrera. Complete the summary with the words in the box.

calls complaining fish five hundred hang responsible stress suppliers switchboard rings telephonist turn off

Maria works as a (a) _ in customer services. Her workspace is a cubicle with a computer and a telephone (b) __ _____. She answers (c) _ about orders all day. She gets them from customers, but also from (d) _____ and deliveries. On a normal day, she can get over (e) _ _ calls. The worst thing is that people think she is (f) ______ for everything. People are always __ about things and shouting at her. One man wanted her to tell him how to cook a (h) ___ __! Of course, she can't (i) __ ____ up. She thinks that, in the end, she'll give up her job because she suffers from (j) ... When the phone ____ at home, she jumps. She wants to (l) ___ _ the phone, but her husband uses it for his work.

- 3 Work with a partner. Discuss the questions.
- a Do you think the phone causes stress in your work?
- b Do you know anyone who has a job like Maria's?



How we use the telephone

1 Match the words and phrases (a-f) to the definitions (1-6). not take any notice become irritated ignore not be upset by something hang up the phone make a sound get annoyed end a phone call turn off the phone not mind 6 stop the phone from working Underline the best answer a-d to complete the statements so they are true for you. 1 If the telephone rings in someone else's office and they are not there, I answer it. a always b usually c sometimes never turn the phone off. 2 I_ **b** sometimes c don't often never a often 3 If the phone rings during dinner, I.

hang up on people when they annoy me.

c don't mind

c always

c feel frightened

3 Read the article below. It includes the results of a survey about telephone use. What did the people who took part in the survey say about the things in 2?

b feel annoyed

b get nervous

b don't often

4 If the phone rings in the middle of the night, I.

tele of Does the rule your life?

a feel angry

a ignore it

1 2 3 4 5 6 7 8 9 * 0 #

feel happy

get angry

Most people will answer a ringing phone. Usually, you don't know who is phoning or if the call is important, so a ringing phone is difficult to ignore. In one experiment, an investigator called public phones in stations and airports. Someone nearly always answered. When he asked why, people usually said, 'Because it rang.'

Imagine you're at work and the phone is ringing in someone else's office. Do you answer it or not? In one survey on telephone use, 51% of participants told researchers that they did. We can't ignore the phone and, for that reason, it intrudes into our lives. It interrupts what we are doing and, on top of that, the caller is often someone we don't really want to talk to.

In the survey, 58% said they never turned the phone off and 67% didn't mind if someone called during a television programme. For 44% it wasn't a problem if someone rang during a meal, while only 28% were annoyed or upset. If someone phoned in the middle of the night, 40% told researchers that they got nervous or frightened, while around 30% got angry.

Of course, when someone is really annoying, you can choose to hang up on them. This is in fact one of the rudest things you can do on the phone, but 79% said they were prepared to do it in some cases. Only 6% told researchers they never hung up on people.

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	4 Underline the words said and told in the article in 3.
	5 Which of the sentences (a-e) are correct?
	a She said that she was angry. d We told you that we were busy.
	b He said John he felt nervous. e I told that you were late.
	c They told the boss they were leaving.
	WORK IT OUT
	6 Complete the table with said or told.
	She she was approved
	He (a) (that) he never answered the phone.
	(b) you (that) he was out.
	They him (that) they didn't mind.
	7 Do a survey. Find out how other students in the class completed the statements in 2.
	Report the results of your survey like this:
	Three out of four students said that they never hung up on people. Two out of four told me that they sometimes turned off the phone.
	Two out of four cour me that they sometimes turned off the phone.
	Taking calls
	1 2.37 Listen and write down the telephone numbers you hear.
	a d
	b e
	Work with a partner. Write down five telephone numbers that you know and dictate them to your partner as fast as you can. Then write down your partner's numbers. Check that you wrote them down correctly.
	3 2.38-2.40 Listen to three telephone calls. A caller is trying to contact Ana Coutelle
	in the company Alphatech. Match the conversations to the summaries (a-c). a Conversation: The person who answers tries to put the call through to
	Ms Coutelle, but she is not there.
	b Conversation: The caller gets through to Ms Coutelle. c Conversation: The person who answers knows that Ms Coutelle is
	not in the office and takes a message.
THE RESERVE TO THE PARTY OF THE	
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	TOTAL STATE OF THE PARTY OF THE
17	
-	
124 19 WHO'S CALLING?	

again and check your answers. how can I help is that one moment speaking Who's calling A Alphatech. _ Alphatech Research? B Hello, (a) ____ ___ you? A Yes, (b) ___ B Can I speak to Ana Coutelle, please? B George Miller from Bryce and Watts in London. A Right, Mr Muller. B No, it's Miller. M-I-double L-E-R. A Oh, sorry. C Hello? B Ana Coutelle? C Yes. (e) ____ 5 2.39 Put the lines of the second conversation in the correct order. Then listen again and check your answers. Alphatech Research. Good morning. Thank you ... I'm afraid there's no answer. Can I ask her to call you back? Thank you. Goodbye. Sorry, what company did you say? I'm sorry, 08733 ... Good morning. Can I speak to Ana Coutelle, please? 4 George Miller from Bryce and Watts in London. 217 490. Okay, Mr Miller, I'll tell Ms Coutelle. Bryce and Watts - that's Bryce with a Y. London. Yes, please. She has my number, but just in case, it's 08733 217 490. Yes, one moment. I'll try her line. Who's calling, please? 217 490. Goodbye. 2.40 Complete the third conversation. Then listen again and check your answers. Alphatech Research. Good morning. _____ Ana Coutelle, please? B (a)_ A I'm afraid she's out of the office. (b) B George Miller from Bryce and Watts in London. A She's due back this afternoon. (c) _ _____telephone number? B Er, no, don't worry, but can you tell her I called? (d) ______ 'll _____ ___ sometime this week. A Of course. It was Mr ... B Miller. George Miller from Bryce and Watts. (e) She _ A Right. Mr Miller from ... B Bryce, B-R-Y-C-E and Watts, W-A-double T-S. _____, Mr Miller. B Goodbye. A Goodbye.

4 2.38 Complete the first conversation with the phrases in the box. Then listen



WORK IT OUT

7 Look at the sentences from the conversations in 3.

Okay, Mr Miller, I'll tell Ms Coutelle.

I'll phone again sometime this week.

Now complete the sentences.

- a I'll is the contracted form of I will / I call.
- b In each sentence, the speaker is making a prediction / a promise.

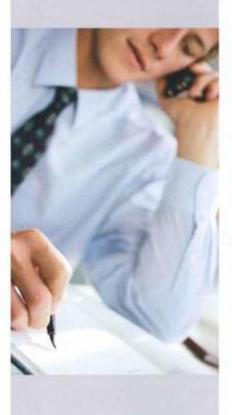
8	Match the sentences (a-d) to the responses (1-4).
a	I don't like other people driving my car.

- b Did you phone Mr Evans?
- c Look, it's really important David gets the information.
- d I need that document by this afternoon!
- 1 Don't worry! I'll tell him as soon as he gets back.
- 2 Relax! I'll send it to you by email right now.
- 3 No, I didn't have time. I'll phone him this afternoon.
- 4 Yes, I know. I'll be really careful.

What did you say?

- 1 2.41-2.42 Underline the best question words. Listen and check.
- a A This is Mr Olot from Pharmatech SA.
 - B I'm sorry. What / What company / Who / When / What time did you say?
 - A Mr Olot.
- b A This is Mr Olot from Pharmatech SA.
 - B I'm sorry. What / What company / Who / When / What time did you say?
 - A Pharmatech SA.
- Write questions with ... did you say? to get the other person to repeat the information underlined.
- a The Hamburg trade fair is March 13th-15th.

 I'm sorry, what dates did you say?
- Mr Sullivan gets back from his holiday on Tuesday.
- c Mr Healey wants you to call after five o'clock.
- d Someone called Paula Leon phoned.
- e Hello, this is Donna Rivers from OTC Digital.
- f The area code is 01852 and then the number is 653 218.
- g If you dial extension 4012, it's a direct line.
- h There's a problem with our order. The reference number is AB65OD.
- 3 Work with a partner. Speaker A follow the instructions on page 139. Speaker B follow the instructions on page 141.



Urgent messages

2.43-2.47 People often leave a spoken message on an answerphone and then follow it up with an email. Listen to five messages and match the emails to the messages (the punctuation has been removed!).

a Message

Rooms

dear elena in case you didn't receive my phone message this morning i would be grateful if you could confirm the reservations for three double rooms in the hotel excelsior and two in the plaza if there are any queries please do not hesitate to contact me leonardo

b Message

Quote

dear frances I'm writing to confirm the details in my message regarding the price of the new XTR3 our revised quote is €1,335, not including vat our stocks are quite low so could you let me know as soon as possible if you would like to place an order best regards helen leeman

c Message

Meeting

hi john I have just left you a message asking if it will be possible for us to meet tomorrow at 1130 instead of at 1100 i'm afraid it's difficult for me to get there by 1100 i'm out of the office all afternoon so perhaps you could you send me a text or an email best regards jun

d Message

Files:

dear sandra I called you but got your voicemail unfortunately mr leavy has got the wrong files for his presentation if you see this before three o'clock please send me the correct files by email as soon as possible thanks younne e Message

Urgent

jacques did you get the voicemail I left earlier i need to speak to you urgently regarding the RCN contract because we have a problem with one of the dates please phone me on my mobile as soon as you get this the number is 06778 921348 peter salisbury

_				7			
		1	1				
		1.1	- 1				
*					- 1		
	_		_				
						17.	

19 Who's calling?

Phrase bank: Reporting what people say, using the phone

She told me (that) John was in a meeting.
She said (that) John was in a meeting.
Can I speak to ..., please?
One moment, I'll try her extension.
I'm afraid she's out, Who's calling, please?
Can I ask her to call you back?
I'll call back later.
I'm sorry. Who/When/Where did you say?

Vocabulary

Telephone phrases

1	Put the lines of the conversation in the correct order.
	JTF Training Ltd. Can I help you?
	I'm sorry, Mr Bartok, her extension is engaged at the moment. Do you want to hold?
	Hello? Ms Felton's line is free now, but there's no answer. Can I take a message?
	Who's calling, please?
	No, thanks, I'll try again tomorrow.
	Hello, could I speak to Didi Felton?
	Yes, I'll hold.
	Dave Bartok from Lexmans.
	Just one moment, Mr Bartok. I'll see if she's in her office.
	Thanks.

What did you say?

company

colour

2 Complete the questions with the words in the box and did you say.

kind

date

a	This is Andrej Kulakov from BCI.	
	Sorry, what company did you say?	
b	The conference starts at nine.	
	I'm sorry, what	_?
C	He drives an Audi.	
	Sorry, what of car	?
d	The meeting is on Thursday.	
	I'm sorry, what	?
0	We open the new factory on May 4th.	
	Sorry, what	?
f	Do you have any yellow paper left in the	upboard?
	Sorry, what	?
g	Mr Kline called to say he will be late.	
	I'm sorry,?	
h	The delivery is supposed to arrive this aft	ernoon.
	Sorry,?	

Adjectives for feelings

3 Complete the sentences with the adjectives in the box.

P	ngry leased			sad		ner ired					
a	Toda	y I w	orked	111 h	ours	witho	utab	reak.	I'm re	ally	tired
b				k, he		't arr	ived a	and h	e has	n't	
С				les tar rite		for th	is mo	nth a	nd it	s onl	y the
d	Ifa	nobil	le pho	one ri	ngs o	luring	g a me	eeting	g, it n	nakes	me
е			spita		to	hear	abou	it you	r fatl	ier. Is	he
f	Iget	reall	у			on lo	ong jo	urne	ys, es	pecia	lly if
g		vere		7	1527-00	in	you	pres	entat	ion. I	t wa
h	IfIr				er w	ork, I	feel n	nore.	_		-
	whe	n I ge	t hor	ne.							
	whe	n I ge	t hor	ne.							
	whe	n I ge	et hor	ne.							
	whe	n I ge	t hor	ne.							
	whe	n I ge	et hor	ne.							
	whe	n I ge	et hor	ne.							
	whe	n I ge	et hor	ne.							
	whe	n I ge	et hor	ne.							
	whe	n I ge	et hor	ne.							
	whe	n I ge	et hor	ne.							
	whe	I ge	t hor	ne.							
	whe	I ge	t hor	ne.							

Grammar

say and tell

There is an important difference between the verbs say and tell:

say + phrase

tell + me/bim/Joe, etc + phrase

He	said (that)	he was* tired.
She	said (that)	he was* tired. she liked* the new office.

* verbs in the past tense

- He said the meeting was interesting. (NOT He-said-methe-meeting-was-interesting-)
- He told her their luggage was missing. (NOT He told their luggage was missing.)

Practice 1

Complete the sentences with say/said or tell/told.

- a She _____ that she was at home when we phoned.
- b John _____ me he was going to buy a new laptop.
- c What time did Anita ______ she planned to arrive?
- d Did I ______ you that I had a new job?
- e She didn't _____ me her phone number.
- f Half the people ______ they had two phones at home.
- g Jeff _____ me that the conference was a disaster.
- h Why did you _____ Jim I was late yesterday?
- i Pietrov ______ it was cold in Moscow this time of year.
- j What did Melissa ______ you about the meeting?
- k You haven't _____ me your new mobile number.

will for making promises

In Unit 18, you saw how you use will for making predictions. You also use will for making promises:

- · Can you lend me \$10? I'll pay you back this afternoon.
- I'm sorry you've had a problem with the attachment.
 I'll send it to you again.

Practice 2

Complete the sentences with the correct form of will/won't and the verbs in the box.

check forget give help leave pay phone take tell

- a Don't worry, I <u>##help</u> you with the figures this afternoon.
- **b** Don't worry, I ______ Ms Myers that you were late today.
- c I _____ him the message when he comes into the office.
- d I'm sorry there's no one there to meet you. Please take a taxi and we ______ for it, of course.
- e I know you need these figures. I _____ until
 I have finished them.
- f Don't worry about getting to the airport.

 I ________you.
- g I ______you when I get to the hotel. Okay?
- h I don't have that information right now, but I ______ it for you and phone you back.
- i You go home. I ______ to lock the office when I leave.

Promise or prediction?

Practice 3

Mark the sentences PM for promises or PD for predictions.

- a I can't talk now. I'll see you after the meeting.
- b Unemployment will go down in the last quarter. _
- c He'll give you a call later, I'm sure.
- d We'll publish the results of the survey next week. .
- e My company will meet the full cost of the repairs.
- f We'll sign the contract and send it to you by courier.
- g The share price will rise and you'll make a lot of money.
- h These investment deals can be tricky so I'll help you, but not right now.

20

Accidents will happen

About one in three travellers has either become ill or injured, or has had a husiness associate become ill or injured, while travelling overseas.

Linda McGee, President of Medex Insurance Services, The Street

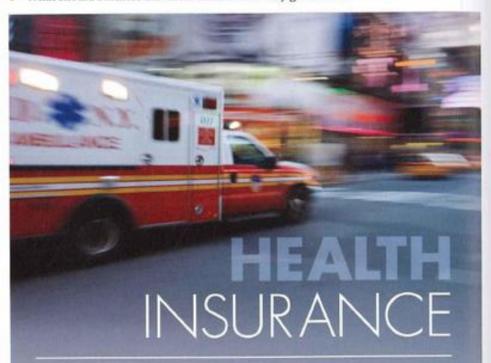
Have you ever been ill in a foreign country?

Learning objectives: Unit 20

Survival skills Giving advice to travellers to your country; Role play: Describing health problems and offering advice Reading Health insurance for business travel Listening Conversations about health problems

Before you leave

- Read the article and answer the questions.
- a Why do people need money when they have a health problem in some countries?
- b Do insurance policies cover every kind of health problem?
- What should business travellers check before they go abroad?



You are on a business trip in a foreign country and you become so ill that they need to take you to hospital. But before you get to the hospital, the ambulance stops at the nearest cashpoint ... so you can get some money out.

A common situation, says Nicole Beach, marketing and public relations manager for Medex travel insurance and emergency assistance. She tells the story of a man travelling in Mexico who left his sick wife with the hotel doctor while he and the doctor's brother went to withdraw \$1,800 to pay for the treatment.

In many countries, foreigners are expected to pay for healthcare before treatment. This means you need cash or a credit card, as most insurance companies only pay out after you return home. And many health insurance policies cover 'emergencies and urgent care only'. Does this include an emergency helicopter (usually \$100,000 or more)? An X-ray?

It doesn't matter whether you are in a jungle or a boardroom – when you are sick, you don't want to worry about the cost. So if you're planning a business or leisure trip, you need to check what your insurance covers.

- 2 Do you have any experience of this kind of problem or know someone who has?
- 3 What advice would you give to someone travelling to your country?





inat looks nasty
1 Match the photos to the words.
pills bandage chemist medicine
prescription X-ray
2 2.48-2.51 Listen to four conversations. Where do they take place? Match the
conversations to the places (a-c).
a hospital emergency department
b chemist
c hotel reception
3 2.48-2.51 Complete the phrases. Then listen again and check your answers.
a Do you for a doctor?
b I ankle when I was jogging
c I'd like someone to it.
d Does here?
 We'll put on, but you should rest it for a couple of days
f My suitcase got lost and were inside.
g I'm sorry, but you need to get this medicine.
h there's near here.
hurt his ankle lost her luggage some pills the chemist A businessman working overseas has (a) and has problems walkin
The hotel receptionist suggests he has some (b) The doctor he see
says that perhaps he will need (c)
A businesswoman has flown to another country and has a problem. The airline
(d), including a suitcase containing (e) She needs (f) so that she can get some more because
(g) can't sell her any without one.
5 Work with a partner or with your teacher. Student A is a hotel guest with a problem
Student B is the hotel receptionist.
Student A. Penlain your problem to the recentionist. Her there physics and others
Student A: Explain your problem to the receptionist. Use these phrases and others that you know:
Do you have the number for a doctor?
I've hurt my I'd like someone to look at it.
I don't have my
Tuon t nave my
Student B: Offer to help or give the guest some advice. Use these phrases and others
that you know:
Can I help you?
Would you like me to call a doctor for you?
Do you have insurance?
Perhaps you should go to the
Do you want me to?
There's a near here.

WORKPLACE SCENARIO



take the plunge

to finally do something important, difficult or dangerous after thinking about it

She took the plunge and applied for the promotion.

Learning objectives: Workplace Scenario E

Business communication

skills Discussing feelings about making presentations; Roleplay: Making presentations

Reading Tips for making presentations

In Company in action E1: Take the plunge; E2: A presentation





Take the plunge



- 1 Do you make presentations in your job? How you feel about making presentations? Work with a partner and discuss the questions.
- 2 Look at the things a presenter does (a-g) and match each one to a phrase (1-7).
- a summarize
- b link between parts of the presentation
- c end the presentation
- d introduce yourself
- e introduce the subject of your presentation
- f talk about a visual
- g invite questions

- 1 Are there any questions?
- 2 My name is ... and I'm from ...
- 3 As you can see ...
- 4 To sum up, ...
- 5 That brings me to the end of my presentation.
- 6 Today, I'd like to talk about ...
- 7 First of all ..., Secondly ...
- 3 Put a-e in the correct order that they happen in a presentation. What is different about f and g?
- 4 Sonali is talking to Hannah. Watch video E1 and answer the questions.
- 1 What was Hannah's first job?
 - a Customer Relations Manager
 - b Sales Representative
 - c Sales Assistant
- 2 What was Hannah nervous about in her first job?
 - a visiting customers
 - b making presentations
 - c giving feedback
- 3 What does Hannah say about Sonali? Choose two correct answers.
 - a She knows about the products.
 - b She is sometimes nervous.
 - c She is professional.
 - d She knows the customers.
- 5 With a partner, discuss these questions. Watch video E1 again to check your answers.
- a What did Sonali ask for at her appraisal?
- b What does Hannah offer to do?
- c Who uses these phrases? Mark H for Hannah and S for Sonali.
- 1 Can I ask you something?
- 4 I've got an idea.

2 Why do you ask?

5 It's a deal!

3 That makes sense.

6 That sounds perfect.

6 Look at the web page Hannah sends to Sonali, giving tips on making presentations.Put the words in the box in the correct place.

audience keywords link points script structure subject

How to give a great business presentation Here are ten tips that will make your presentation stand out. Before the presentation: During the presentation: 5 Use 'signposting' phrases to Plan the (a) _ the different prepare any visuals. parts of the presentation. 2 Write (b) ___ _ on cards to help you remember what you 6 Don't read from a - it will make want to say. you sound boring. 7 Speak clearly but not too quickly. At the start of the presentation: At the end of the presentation: 8 Summarize the key 3 Introduce yourself and your company. 9 Thank the (q) _ 4 Say clearly what the of your listening. presentation is and how it is 10 Ask if there are any questions. organized.



- 7 Sonali is making her presentation to Hannah. Watch video E2 and decide which of the tips in 6 she uses.
- 8 Watch video E2 again and tick the phrases in 2 that you hear.
- 9 What feedback do you think Hannah gives to Sonali after the presentation? Which of the tips in 6 did she not use? Discuss with a partner.



- 10 Work with a partner and take turns making presentations.
 Speaker A: Turn to page 147.
 - Speaker B: Turn to page 145.
- 11 Evaluate your performance using the form on page 143.

Irregular verb list

Verb	Past Simple	Past Participle	
arise	arose	arisen	
be	was, were	been	
bear	bore	borne	
beat	beat	beaten	
become	became	become	
begin	began	begun	
bend	bent	bent	
bet	bet	bet	
bid	bid	bid	
bind	bound	bound	
bite	bit	bitten/bit	
bleed	bled	bled	
blow	blew	blown	
break	broke	broken	
breed	bred	bred	
bring	brought	brought	
broadcast	broadcast	broadcast	
build	built	built	
burn	burnt/burned	burnt/burned	
burst	burst	burst	
buy	bought	bought	
catch	caught	caught	
choose	chose	chosen	
come	came	come	
cost	cost	cost	
creep	crept	crept	
cut	cut	cut	
deal	dealt	dealt	
dig	dug	dug	
do	did	done	
draw	drew	drawn	
dream	dreamt/dreamed	dreamt/dreamed	
drink	drank	drunk .	
drive	drove	driven	
eat	ate	eaten	
fall	fell	fallen	
feed	fed	fed	
feel	felt	felt	
fight	fought	fought	
find	found	found	

Verb	Past Simple	Past Participle	
flee	fled	fled	
fly	flew	flown	
forbid	forbade	forbidden	
forecast	forecast	forecast	
forget	forgot	forgotten	
forgive	forgave	forgiven	
freeze	froze	frozen	
get	got	got/gotten	
give	gave	given	
go	went	gone	
grind	ground	ground	
grow	grew	grown	
hang	hung	hung	
have	had	had	
hear	heard	heard	
hide	hid	hidden	
hit	hit	hit	
hold	held	held	
hurt	hurt	hurt	
keep	kept	kept	
kneel	knelt/kneeled	knelt/kneeled	
know	knew	known	
lay	laid	laid	
lead	led	led	
lean	leant/leaned	leant/leaned	
leap	leapt/leaped	leapt/leaped	
learn	learnt/learned	learnt/learned	
leave	left	left	
lend	lent	lent	
let	let	let	
lie	lay	lain	
light	lit/lighted	lit/lighted	
lose	lost	lost	
make	made	made	
mean	meant	meant	
meet	met	met	
mislead	misled	misled	
misspell	misspelt/misspelled	misspelt/misspeller	
misunderstand	misunderstood	misunderstood	
overcome	overcame	overcome	

Verb	Past Simple	Past Participle
overhear	overheard	overheard
overspend	overspent	overspent
overtake	overtook	overtaken
pay	paid	paid
prove	proved	proven/proved
put	put	put
quit	quit	quit
read	read	read
ride	rode	ridden
ring	rang	rung
rise	rose	risen
run	ran	run
say	said	said
see	saw	seen
seek	sought	sought
sell	sold	sold
send	sent	sent
set	set	set
sew	sewed	sewn
shake	shook	shaken
shine	shone	shone
shoot	shot	shot
show	showed	shown
shrink	shrank	shrunk
shut	shut	shut
sing	sang	sung
sit	sat	sat
sleep	slept	slept
slide	slid	slid
smell	smelt/smelled	smelt/smelled
speak	spoke	spoken
speed	sped/speeded	sped/speeded
spell	spelt/spelled	spelt/spelled
spend	spent	spent
spill	spilt/spilled	spilt/spilled
spin	spun	spun
spit	spat	spat
split	split	split
spoil	spoilt/spoiled	spoilt/spoiled

Verb	Past Simple	Past Participle	
spring	sprang	sprung	
stand	stood	stood	
steal	stole	stolen	
stick	stuck	stuck	
sting	stung	stung	
strike	struck	struck	
swear	swore	sworn	
sweep	swept	swept	
swim	swam	swum	
swing	swung	swung	
take	took	taken	
teach	taught	taught	
tear	tore	torn	
tell	told	told	
think	thought	thought	
throw	threw	thrown	
understand	understood	understood	
wake	woke	woken	
wear	wore	worn	
weep	wept	wept	
win	won	won	
wind	wound	wound	
withdraw	withdrew	withdrawn	
withhold	withheld	withheld	
write	wrote	written	

Note: where two alternative forms are given, the second form is used in American English.

Additional material

01 Who are you?

Young billionaires (p11, ex4)

Student A

Ask Student B about the people who are number 1, 3, 5, 7 and 9 on this list of the ten youngest billionaires. Answer Student B's questions using the information in the table. You start: Who is number one on the list?

	Name	Year of birth	Country	Marital status	Net worth (\$B)	Business
2	Mark Zuckerberg	1984	USA	married	\$13.3bn	technology
4	Eduardo Saverin	1984	Brazil	single	\$2.2bn	technology
6	Huiyan Yang	1982	China	married	\$5.7bn	real estate
8	Marie Besnier Beauvalot	1981	France	married	\$1.5bn	food
10	Ayman Hariri	1979	Lebanon	married	\$1.35bn	construction

05 The conference

(p34, ex10)

Student A

Ask questions using have / have got and are/is there to complete the missing information in the chart below. Student B starts. Continue like this:

- A What about number 2?
- B It's the Nygården Conference Centre.
- A How do you spell that?
- B ...
- A Has it got / Is there a restaurant big enough for 250 people?

Name of conference centre	1 Blåvik Konferens	2	3 Grönskog Conference Centre	4
Location	On the island of Lidingö, 10 kilometres from Stockholm		10 minutes from Stockholm Arlanda Airport and 35 kilometres north of Stockholm	
Meeting rooms	12 meeting rooms with seating for 8 to 100; 9 rooms suitable for up to 100 people; plus 4 rooms for 6		25 rooms, with 2 suitable for up to 220 people	
Services and equipment	Full range, including LCD projector, video monitors, computer connections, Internet and ISDN lines		ISDN, TV and video projector in all meeting rooms; computer centre / Internet	
Dining and entertainment	Restaurant with seating for 120 people		3 dining rooms, seating 20–200	
Accommodation	48 rooms, including 8 suites; total of 96 beds		175 recently refurnished hotel rooms	
Leisure facilities	Indoor pool, jogging, boat trips, fishing, golf, adventure activities, teambuilding		Outdoors: walking, jogging, tennis, boats and teambuilding activities Indoors: table tennis and a small gym	

01 Who are you?

Spelling (p12, ex2)

a M	4BA	=	Master of Business Administration
-----	-----	---	-----------------------------------

as soon as possible asan

USA United States of America

Gross Domestic Product GDP

UN United Nations

EU European Union

HTML HyperText Markup Language

Portable Document Format PDF

United Kingdom UK

VAT value added tax

Annual General Meeting AGM

also known as

Scenario A Show me the ropes

(p31, ex10)

Speaker A

You are an experienced staff member in your company and you are acting as a buddy to a new employee starting work today.

You can use your own company as an example, or make

- Show them around the office and introduce them to other colleagues.
- You can also explain basic tasks and tell them more about the company.
- The managing director has his own office and there is also a meeting room.
- The toilets are next to the lift.
- There is small kitchen and there is a café next door where most people get their lunch.

Here are some useful phrases to help you:

I'll be looking after you today.

Can I introduce you to ...?

This is where you'll be working.

... is our web manager.

All you need to do is ...

Ask ... if you need any help with ...

Let me show you around.

The ... is this way. Follow me.

Scenario B Put your heads together

(p57, ex9)

Speaker B

Bob Summers, managing director

Hannah Katima wants to have a meeting with you to talk about a problem with an important customer, Frampton Boyce Ltd. You do not know what the problem is, but you are not happy with this customer at the moment because:

- They often take a long time to make a payment.
- They ask for big discounts, but you do not want to give them more than 5% discount.

Have a meeting with Hannah and make sure that you discuss these points with her.

Try to use some of the phrases below.

What's the problem?

What do they want?

The problem with Frampton Boyce is ...

There's no way we can ...

I think we should ...

I agree.

Scenario D On top of things (p107, ex9)

FEEDBACK: Self-assessment

- 1 How did the roleplay go? Well / Okay / Badly
- 2 a Did you find a solution to the problem? Yes / No / Almost
 - b If no, why not?
- 3 How many useful phrases did you use?
- 4 If you could have the conversation again, what (if anything) would you do differently?

07 Entrepreneurs

IKEA (p51, ex2)

Student B

Here is some information about the history of the IKEA Group. Some of the information is missing,

- a Write the questions you need to ask to get the information to complete the gaps. What did Ingvar Kamprad start in 1945?
- b Ask and answer questions with Student A.

1943		e age of 17. His business sells pens, wallets, watches, g to meet needs, with products at a reduced price.			
1945	Kamprad advertises in local newspapers to increase demand and starts (b)				
1948	IKEA introduces furniture into its range	of products.			
1951	An important moment in the developm (d)	ent of the IKEA concept – the company produces			
1956	The company designs the first flat-pac	k furniture for self-assembly.			
1958	The first IKEA store opens (f)	- the largest furniture display in Sweden			
1963	IKEA arrives in Norway - the first store	outside Sweden opens in Oslo.			
1984	IKEA prints (h)	copies of its catalogue, in nine languages.			
1986	Ingvar Kamprad retires. Anders Mober	g replaces him as president and CEO.			
(i)	IKEA establishes its own industrial grou	up of sawmills and factories to produce wood-based furniture			
1997	The company launches www.ikea.com				
2000	IKEA offers (f)soon follow.	to customers in Sweden and Denmark. Other countries			
2004	The 200th IKEA Group store opens, in	the USA.			
2012	Sales for the IKEA Group reach a total in 24 countries.	of €27bn. The group includes (n)			

11 Weather watch

Comparing the weather (p74, ex9)

Student B

City	Average temperature (°C)	Average rainfall (mm)
Bangkok	28.4	124.4
Beijing	11.8	48.2
Hong Kong	22.9	182.0
Jakarta	27.2	160.6
Seoul	11.6	113.7
Singapore	26.7	165.6
Taipei	22.3	175.4
Tokyo	15.6	117.2

19 Who's calling?

What did you say? (p126, ex3)

Student A

You work for LAT Industries. Answer the phone and complete the message forms below for two calls from your partner. In both cases, the person your partner wants is not available.

Call 1		
Date		
Time		
Message for		
Caller's name		
Company		
Telephone number		

Call 2	
Date	
Time	
Message for	
Caller's name	
Company	

Now change roles. This time you call your partner. You make two calls.

Call 1

Your name is Melanie Heintzen. You work for Cahill PhotoDesign Inc. Your phone number is 00 345 5476 834 546. Phone Unistat Ltd. You want to speak to Mari Volker.

Call 2

Your name is Kim Vilahur. You work for SAITECH Inc. Your phone number is 04 355 7577 546 734. Phone Unistat Ltd. You want to speak to Philip Ladbrook.

Scenario C You can't miss it

(p81, ex9)

Speaker A

You have an important meeting in a building called Stanford House, but you don't know how to get there. You are at the station. Ask your partner how to get to Stanford House. Listen to their directions and use the map to help you. Mark Stanford House on the map and then check with your partner's map.

Try to use some of these phrases:

Excuse me.

Can you help me?

Do you know where ... is?

Can you tell me how to get to ...?

Is it near the ...?

Did you say turn left or right?

Now, swap roles. Your partner will ask you for directions. Listen to their questions and use the same map to help you give directions to the place they are looking for.

Try to use some of these phrases:

Go straight down ...

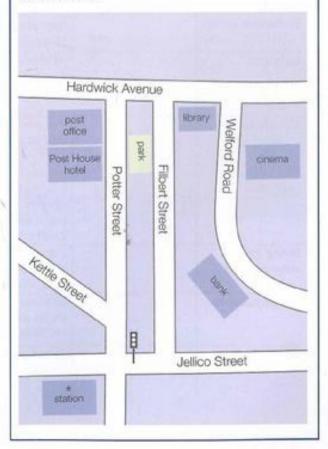
Turn left/right at the corner of ...

Go straight on at the traffic lights.

Take the first/second/third road on the left/right.

It's on the left/right.

You can't miss it!



01 Who are you?

Young billionaires (p11, ex4)

Student B

Ask Student A about the people who are number 2, 4, 6, 8 and 10 on this list of the ten youngest billionaires. Answer Student A's questions using the information in the table. Student A starts.

	Name	Year of birth	Country	Marital status	Net worth (\$B)	Business
1	Dustin Moskovitz	1984	USA	engaged	\$3.8bn	technology
3	Albert von Thurn und Taxis	1984	Germany	single	\$1.5bn	real estate
5	Scott Duncan	1983	USA	single	\$5.1bn	oil and gas
7	Fahd Hariri	1981	Lebanon	married	\$1.35bn	construction
9	Sean Parker	1980	USA	engaged	\$2bn	technology

05 The conference

(p34, ex10)

Student B

Ask questions using have / have got and are/is there to complete the missing information in the chart below. You start:

- B What about number 1?
- A It's the Blavik Konferens.
- B How do you spell that?
- A
- B Has it got / Is there a restaurant big enough for 250 people?

Name of conference centre	1	Nygården Conference Centre	3	4 Vitaberg Gård
Location		24 kilometres from Stockholm Arlanda Airport		15 minutes to Stockholm downtown area and 45 minutes to Stockholm Arlanda Airport
Meeting rooms		8 rooms with seating for 10–250		4 main conference rooms; one auditorium that seats 140
Services and equipment	11	Full range, including projectors, video monitors, computer connection, Internet (credit card terminal)		Full range including LCD projector, video monitors, wireless computer connection
Dining and entertainment		2 dining rooms seating up to 200; function room for up to 300 guests	/	The restaurant seats 240; private functions in the ballroom that seats 125
Accommodation		89 rooms including 65 singles and 20 doubles and family rooms		56 rooms including 16 doubles, 38 singles and 2 suites
Leisure facilities		Saunas, jogging and golf nearby		Sauna and fitness centre; beautiful surroundings for outdoor exercise

16 Up in the air (p104, ex3)

The USA's Department of Transportation publishes lists of the most common problems that passengers experience.

1 Cancellations and delays

The airline cancels your flight without any warning or explanation, or it is late for some reason.

Reservations

You want to book a flight, but the airline's phone lines are all engaged and their online booking system isn't working.

3 Customer service

The ground staff or the flight attendants are unhelpful or rude. The in-flight food is poor.

Baggage

Your checked-in luggage gets lost or damaged, or for some reason you can't carry one of your bags as hand luggage.

Refunds

You can't get your money back when you miss your flight or don't use your ticket for some reason.

Fares

The airline gives you information about prices and conditions that is not correct. For example, they don't tell you about extra charges.

Disability

There are not adequate facilities provided for passengers with disabilities.

Overbooking

You have a reservation for a flight, but when you arrive at check-in, they tell you that there are no seats left on the plane. This is because the airline sells more tickets than there are seats.

9 Other

Problems with Frequent Flyer benefits, smoking, airport security, etc.

10 Advertising

The information in the airline's publicity is unfair or not true.

11 Discrimination

You get treated badly because of your race or nationality.

12 Animals

Your pet iguana is injured or killed during a flight.

19 Who's calling?

What did you say? (p126, ex3)

Student B

You make two phone calls.

Call 1

Your name is Ricardo Montoya. You work for CAPS Logistics. Your phone number is 00 44 1847 473 483. Phone LAT Industries. You want to speak to Helmut Kriete.

Call 2

Your name is Sophia Ellis. You work for Infowave Co. Your phone number is 00 377 3982 475 372. Phone LAT Industries. You want to speak to Laura Coromina.

Now change roles. You work for Unistat Ltd. Answer the phone and complete the message forms below for two calls from your partner. In both cases, the person your partner wants is not available.

Call 2			
Date			
Time			
Message for			-
Caller's name			-
Company			

02 Anytime, anywhere

Mobile phone etiquette (p15, ex1)

For each answer, score like this: a-1 point, b-2 points, c-3 points

5-7 points

If you don't answer your mobile phone, why have one in the first place? Remember: a mobile phone is a convenient communications tool if you use it properly.

8-11 points

Congratulations. You have the right balance between respect for other people and making the most of your mobile phone.

12-15 points

You really need etiquette training! Not everyone sitting near you wants to hear the intimate details of your office romance or visit to the therapist. Be considerate of those around you, and keep conversations short and to the point. And please, no calls at the cinema!

Scenario A Show me the ropes

(p31, ex10)

Speaker B

Today is your first day at a new company. Speaker A is your buddy and they will show you the ropes. Introduce yourself to Speaker A.

- Ask Speaker A about the office and your tasks.
- When Speaker A introduces you to a new person, ask what their job is.
- Ask if there is a canteen for lunch.
- Ask where you can get coffee and tea.

Here are some useful phrases to help you:

Today is my first day.

Can you tell me how to use the ...?

Where is the ...?

Is there a ...?

Who should I ask about ...?

What's your job?

To be honest, I'm not sure about ...

Is there anything else I need to know?

Scenario C You can't miss it (p81, ex10)

FEEDBACK: Self-assessment

- 1 How did the roleplay go? Well / Okay / Badly
- a Did both people find the place they needed on the map? Yes / No / Almost
 - b If no, why not?
- 3 How many useful phrases did you use?
- 4 If you could have the conversation again, what (if anything) would you do differently?

11 Weather watch

Comparing the weather (p74, ex9)

Student A

City	Average temperature (°C)	Average rainfall (mm)
Athens	17.6	32.6
Berlin	9.7	48.6
Istanbul	14.1	58.0
London	9.6	62.7
Madrid	14.3	32.6
Moscow	4.9	57.6
Rome	15.5	62.2
Stockholm	6.5	43.6

Scenario B Put your heads together

(p57, ex9)

Speaker A

Hannah Katima, customer relations manager The problem: An important customer, Frampton Boyce Ltd, called you this morning. They are not happy because their last three orders all arrived late. They want a 10% discount on all orders in the future, or they will use another supplier.

Possible solutions:

- Change the delivery company and promise a better service in future.
- Offer a 5% discount on all future orders.

Have a meeting with Bob Summers, the managing director, and make sure that you stick to the agenda.

Try to use some of the phrases below.

The reason we are here is to discuss ...

Let's focus on the main problem.

What do you think?

I think it's a good idea to ...

Another option is to...

So, are we clear on this?

12 On the road

Problems (p79, ex6)

Student B

Take the call and listen to Student A describe the problem with the hire car. Offer a solution - for example:

- ask the customer to take the car to a garage for repair
- ask the customer to bring the car back for a replacement.
- offer to deliver a new car to the customer's hotel
- tell the customer how to fix the problem
- offer to send someone to meet the customer and help them with the problem

Scenario E Take the plunge (p133, ex11)

FEEDBACK: Self-assessment

- 1 How did the presentation go? Well / Okay / Badly
- 2 What tips from the web page in 6 did you use?
- How many useful phrases did you use?
- How many questions did you answer when you presented to your partner?
- 5 How many questions did you ask when you listened to your partner's presentation?
- If you could make the presentation again, what (if anything) would you do differently?

05 The conference

Checking the details (p36, ex2)

Student B

You work at the conference centre. You haven't received an email from the caller's company. Answer the call and explain this. Answer the caller's questions using the information below.

- Different room layouts for seminars, workshops or presentations
- Free Wi-Fi for all guests
- Facilities for disabled delegates including wheelchair access to all parts of the building
- · Car park with 30 spaces
- Modern projector with different connections, including HDMI

Scenario D On top of things

(p107, ex8)

Speaker B

You work at a small company. You are talking to your manager.

Your job is very difficult at the moment because a colleague left the company last month and now you have to do their job as well as your own. You don't have enough time to do your work properly and you feel stressed. You think you need an assistant to help you do the extra work.

Explain this to your manager and listen to their ideas. Try to use some of the phrases below.

Can I just say, I'm sorry about ...

I'm feeling really stressed at the moment.

I think the problem is ...

I don't have enough time to do my work.

That sounds good.

I think that would really help me.

I'm sure it will help.

12 On the road

Problems (p79, ex6)

Student A

Think of a problem you have with a hire car. For example:

- a flat battery
- · a flat tyre
- the brakes not working
- the alarm keeps going off
- the air conditioning won't switch off
- the key is locked inside the boot

Decide where you are and what you need the car hire company to do. Phone Student B.

Scenario B Put your heads together

(p57, ex10)

FEEDBACK: Self-assessment

- How did the roleplay go?
 Well / Okay / Badly
- 2 a Did the person playing Hannah successfully manage the meeting? Yes / No / Almost
 - b If yes, or almost, which tips from 5 did you use? If no, why not?
- 3 Did you reach an agreement? Yes / No / Almost If no, why not?
- 4 How many useful phrases did you use?
- 5 If you could have the conversation again, what (if anything) would you do differently?

15 Work and health

Sick leave and business (p99, ex6)

- flexible working hours
- teamwork
- on-site counselling
- working from home
- · a shorter working week
- · fitness programmes
- job swapping
- sports facilities
- massage service
- workplace crèches
- a psychologist
- relaxation areas
- bonus schemes

Scenario E Take the plunge

(p133, ex10)

Speaker B

Presentation 1

Listen to your partner's presentation. Make sure you understand and try to ask two or three questions.

Try to use some of these phrases:

Can I ask a question?

I have a question.

Does that mean ...?

Can you explain ...?

I see.

Presentation 2

Choose one of the topics and make a short presentation to your partner. Use the tips in 6.

Topics

- my job
- · my company
- my home town
- my hobby
- your own idea

Try to use some of these phrases:

I'd like to talk about ...

First of all, ...

Secondly, ...

Are there any questions? / Any questions so far?

Thank you for listening.

Your partner will ask you some questions.

Scenario A Show me the ropes (p31, ex11)

FEEDBACK: Self-assessment

- How did the roleplay go?
 Well / Okay / Badly
- 2 a Did Speaker A successfully show the new worker the ropes? Yes / No / Almost
 - b If yes, or almost, what buddy tasks from the table in 6 did Speaker A do? If no, why not?
- 3 How many useful phrases did you use?
- 4 If you could have the conversation again, what (if anything) would you do differently?

Scenario C You can't miss it

Speaker B

Your partner will ask you for directions. Listen to their questions and use the map to help give directions to the place they are looking for.

Try to use some of these phrases:

Go straight down ... Street/Avenue/Road.

Turn left/right at the corner of ...

Go straight on at the traffic lights.

Take the first/second/third road on the left/right.

It's on the left/right.

You can't miss it!

Now, swap roles. You are going to a conference at the Post House Hotel, but you don't know how to get there. You are at the station. Ask your partner how to get to the hotel. Listen to their directions and use the same map to help you. Mark the Post House Hotel on the map and then check with your partner's map.

Try to use some of these phrases.

Excuse me.

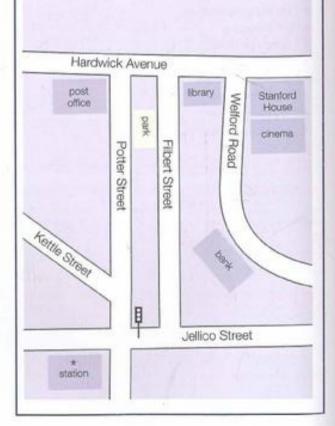
Can you help me?

Do you know where ... is?

Can you tell me how to get to ...?

Is it near the ...?

Did you say turn left or right?



Scenario D On top of things

Speaker A

You are the manager of a small company. You are talking to an employee. This employee is usually very good and reliable but at the moment there are some problems:

- They often make mistakes.
- · They sometimes miss important meetings.

Talk to your employee. You need to identify the problem, show them your support and suggest some solutions. Here are some ideas to help them get back on their feet:

- · They can work flexitime.
- · They can work from home.

Try to use some of the phrases below.

There are some problems with your work.

You're usually very good at your job.

You're a valued member of the team.

I want to help you keep on top of things.

I think that part of the problem is ...

How about ...

I'm happy for you to ...

Scenario E Take the plunge

(p133, ex10)

Speaker A

Presentation 1

Choose one of the topics and make a short presentation to your partner. Use the tips in 6.

Topics

- my job
- · my company
- · my home town
- · my hobby
- your own idea

Try to use some of these phrases:

I'd like to talk about ...

First of all, ...

Secondly, ...

Are there any questions? / Any questions so far?

Thank you for listening.

Your partner will ask you some questions.

Presentation 2

Listen to your partner's presentation. Make sure you understand and try to ask two or three questions.

Try to use some of these phrases:

Can I ask a guestion?

I have a question.

Does that mean ...?

Can you explain ...?

I see.

Listening scripts

01 WHO ARE YOU?



1.01

Conversation 1

- A Excuse me, are you Mr Jensen?
- B Yes, I am. Are you from Nixdorf?
- A Yes, I'm Saskia Slater. Pleased to meet you.
- B Nice to meet you too.
- A Are you very tired after your flight?
- B A little, but I'm fine.
- Good. My car's outside.



1.02

Conversation 2

- A Hello. Are you one of the organizers?
- No, I'm not. I'm a delegate Jeff Simpson, from CMG.
- A Oh, I'm sorry. Pleased to meet you.
- And you're ... Jacques Leclerk, from OT Incorporated.
- A Yes, but how ...?
- Your badge. Where are you from? France?
- No, I'm Belgian, actually.



1.03

Conversation 3

- A Hello, Enrique. How are you?
- B I'm fine, thanks. And you?
- Yes, I'm fine too. Are you alone?
- B Yes, I am.
- I am too. Would you like to join me?
- .Okay, thanks.



1.04

Conversation 4

- A Good afternoon. I'm from LPG.
- B Ah, yes. Mr Poulson.
- A No, I'm not Mr Poulson. My surname is Leeman.
- Sorry about that. And your first name?
- Peter.
- Thank you, Mr Leeman. Right, you're in room 303. Here's your key.
- Thank you.
- You're welcome.



1.05

- It takes 30 days.
- The flight is 14 hours.
- The meeting starts in 15 minutes.
- She's 60 years old.
- It's at number 17.
- That's 80 pence, please.
- There are 19 people here.

1.06

- three hundred and thirty-three
- three point three three
- eight thousand and eight
- eight thousand and eighty-eight
- four hundred and twelve
- six thousand, one hundred and

1.07

- sixteen million dollars
- one pound forty
- three hundred and sixty-five euros
- twenty pence
- sixty cents
- nine pounds ninety
- sixteen euros sixty
- five point six million Swiss francs
- four hundred and eighty million euros



1.08

Conversation 1

- That's three pounds fifty, please.
- Here you are.
- Thank you. Goodbye.



1.09

Conversation 2

- Excuse me, how much is this?
- It's sixty dollars and forty-five cents.
- Sixty dollars, forty-five?
- Oh, I see. Thanks.



1.10

Conversation 3

- How much is a coffee here?
- I think it's €2.50.
- That's expensive!

1.11

Conversation 4

- What's the salary?
- The salary of the new job.
- Oh, about 30,000 a year.
- Pounds?
- No, euros.



- Here's the latest Interbrand report.
- What's Interbrand?
- It's a branding consultancy. Their annual report is a list of the top hundred global brands.
- What's the top brand?
- A It's ... Apple.

- And how much is it worth?
- According to Interbrand, 98.38 billion dollars.
- And number two?
- Google, with an estimated value of 93.2 billion dollars.
- Are they all American brands?
- The top seven are American. There's also a ranking of the top green brands. In the top 20 there are five American brands, but 15 are from other countries.



1.13

- Coca-Cola is the top green brand in the world.
- No. it isn't. Toyota is.
- The brand value of Honda is 18.4 billion dollars.
- B Yes, that's right.
- Volkswagen and Siemens are French brands.
- No, they aren't. They're German.



Who is number one on the list?

- It's Dustin Moskovitz.
- How old is he?
- He's 30.
- Where is he from?
- He's American.
- Is he married?
- No, he's engaged.
- How much is he worth?
- He's worth 3.8 billion dollars.
- What kind of business is he in?
- Technology.

- MBA. asap
- USA
- GDP
- UN
- EU
- HTML PDF
- UK
- VAT
- AGM aka



- 1 J
- 2 P
- 3 X
- 4 U
- 5 D
- 6 L
- 7 Y

2 1.17

- A GHR Systems. Can I help you?
- B Yes. Can I speak to John Evans, please?
- A Who's calling, please?
- B It's Guillermo Moleda from Promax Electronica.
- A Hold the line, please ... I'm sorry, Mr Moleda – there's no answer. Can I take a message?
- B Yes, please. Could you ask him to call me back?
- A Certainly. Could you spell your name, please?
- B Yes, it's Guillermo, G-U-I-double L-E-R-M-O, Moleda, M-O-L-E-D-A. And Promax is P-R-O-M-A-X.
- A Thank you, Mr Moleda. I'll give Mr Evans your message.
- B Thank you. Goodbye.

02 ANYTIME, ANYWHERE



Situation 1

- A Mmm. This looks good. Do you want to try some?
- B Yes, please. Oh, dear. Just a moment. Hello?
- C Jake, Alan here. How are you?
- B Alan, I'm fine. Listen, I'm at lunch. Can I call you back later?
- C All right, Jake. Speak to you later, then. Bye for now.
- B Bye. ... Sorry about that.
- A That's okay don' t worry.



Situation 2

- A Hello.
- B Hello, Della. It's Chris here.
- A Chris. Where are you?
- B I'm out with some friends. I just wanted to check something with you.
- A Oh, I see.
- B The film is about to start and I don't want to leave my phone on. I know you phoned me earlier. Was it about the ATL deal?
- A Yes, but don't worry. It can wait till tomorrow.
- B Are you sure?
- A Yes, enjoy the film.

- B Thanks. Speak to you tomorrow. I have all the documents ready. Bye.
- A Bye.



Situation 3

Hi, Jane. Why is your phone always turned off? Look, it's 8.20 and I'm on my way to the airport. I don't have Mr Hockley's address in Paris. When you finish your exercise class, can you text it to me? Thanks. See you when I get back.

2 1.21

Situation 4

- A Hello.
- B Hi, darling, I'm on the 6.30. There was a delay.
- A Oh, no. Not again!
- B Yes, it's awful. Listen, we get in at about 8.15. Can you pick me up? Or I can get a taxi.
- A No, don't worry. See you at the station.
- B Lovely. Thanks. Bye.
- A Bye

03 DAILY ROUTINE



1.22

Conversation 1

- A Hello. This is Tracey Brown from Office Helper, the recruitment agency. Do you have time to answer a couple of questions? It's a survey about use of office space.
- B Oh, all right, go on.
- A Do you have your own desk at work?
- B Yes, I do.
- A Do you share it with anyone else?
- B No. I don't.
- A Do you work flexitime?
- B No, I don't. It's more or less a nineto-five job.
- A One more question. Do you have your own coffee cup?
- B Oh, no, we have disposable plastic ones.
- A Okay, that's it. Thank you for your time.
- B Okay, Bye, then.

1.23

Conversation 2

- A The first question is this. Do you have your own personal desk?
- B Well, I generally work at the same desk, but other people use it as well. I'm out of the office a lot.
- A Do you work regular hours?
- B No, it depends on the work. We have a flexible system.
- A I see. By the way, do you use plastic cups?

- B No, I don't. I don't like plastic cups, so I keep my own cup in the office kitchen.
- A Thanks very much.
- B You're welcome.



Conversation 3

- A Just one or two quick questions. For example, do you have your own personal desk at work?
- B No, I don't. We share desks here. I usually work in the same place, but we clear our desks when we finish.
- A Is that a problem?
- B Yes, it is. We argue about it a lot and someone always messes up the computer.
- A Do you work flexitime?
- B Yes, but if you want a good desk, you arrive early.
- A Right, last question. Do you have your own coffee cup?
- B I did have one, but someone took it.
- A Oh, dear. Well, thanks very much. Goodbye.
- B Bye.



- A Jodie Lawson is the managing director of roundpegsquare.com, an Internet-based recruitment consultancy which provides companies with talented university graduates. Jodie, tell us about your day. What time do you get up?
- B My day begins at 7.15 when my alarm goes off, but I don't often get up then. I lie there and listen to the radio, and catch up with the news.
- A What do you have for breakfast?
- B I have a bowl of cereal when I get to work.
- A How do you get to work?
- B I usually take the bus, but I do a lot of running – I run marathons – so I sometimes run to work.
- A How long does it take?
- B It takes about 35 minutes about the same time as the bus.
- A What's the first thing you do when you get to work?
- B I turn the computer on, read my emails and eat breakfast.
- A What does a typical morning involve?
- B We always have meetings in the morning, and I also take clients' calls and deal with emails.
- A Where do you have lunch?
- B I usually have it at my desk. I sometimes have lunch with a client, or make a lunchtime client presentation.

- A What do you do in the afternoon?
- B I am usually out of the office. I visit clients.
- A What time do you go home?
- I leave work around seven, but I often go to an evening meeting.
- A How do you relax?
- B Apart from running, I like to see my friends and family, and I enjoy going away at the weekend and getting out of the city.
- A What time do you go to bed?
- B Usually between 11 and midnight.
- A Jodie, thank you very much.

04 EATING OUT



Conversation 1

- A Can I order you some squid?
- Squid? That sounds, er ... interesting.
- Yes, it's our local speciality. It comes in a black sauce made from the squid's ink.
- Does it? Hmm, I'm not sure what I want. Oh, what's this?
- Beef Meonoise? That's just a steak.
- Can I have that?
- Of course, if that's what you want.



Conversation 2

- A What do you want to eat? They do an excellent steak here.
- B Oh, steak? I'm really sorry, but I'm afraid I don't eat meat. I'm a vegetarian.
- A Are you? Oh, I do apologize -I didn't realize. Would you like to go somewhere else?
- No, it's really not a problem. I eat fish. I'm sorry I didn't say anything
- Right, well, the fish is good here as well. Try this. It's fried in olive oil with garlic.
- It sounds delicious.

1.28

Conversation 3

- A This is one of my favourite restaurants.
- Yes, it's a nice place.
- Their speciality is fish.
- В Fish?
- Yes, they do it really well.

- Oh, dear. I'm afraid I'm allergic to fish. I can't eat it.
- Ah ... I'm sorry.
- No, don't worry. I can have a salad or something.
- What about a chicken dish?
- That sounds good.

- What a fantastic meal. Thank you very much.
- What about a dessert?
- No, thanks. I'm full.
- Can I order you a coffee? They do a wonderful Italian espresso here.
- Do they? That sounds good. Thank
- Okay, then. Waiter, two coffees, please.

05 THE CONFERENCE

1.30

- What's the first hotel on the list?
- It's called Blommagård.
- How do you spell that?
- B-L-O-double M-A-G-A-R-D.
- A Where is it?
- B It's in the centre of Sweden, between Stockholm and Gothenburg.
- A So it's not very close to Stockholm, then. Has it got a big meeting room?
- Let's see. There are 20 meeting rooms with space for 10 to 1,200 people.
- One thousand, two hundred! I suppose they've got all the usual services and equipment.
- B Oh, yes, there are projectors and video and Internet connections in all the meeting rooms.
- What about accommodation?
- There are 210 guest rooms.
- A Has it got a restaurant?
- Oh, yes, there's a dining room which seats up to 500. It's got a separate restaurant as well.
- A Are there any other leisure facilities?
- There isn't a spa, but there's a golf course and a fitness centre. It's got a pool too.
- Hmm. Sounds good, but it's a bit far from Stockholm.

06 CAN YOU OR CAN'T YOU?



1.31

- Good morning, Ms Bale. Please sit down.
- R Thank you.
- Now, you're applying for a post as an office assistant.
- Yes, that's right.
- Now, you have computer skills, I see.
- Yes, I can use all the usual office programs.
- A Good, but can you make web pages? We're hoping you can build a website for our company.
- B Er, no, I can't. But I can learn if you train me.
- Okay, so you can't do that. Can you use social media?
- Do you mean Twitter and Facebook? I'm afraid I can't.
- A Hmm. Can you type?
- B Type? Do you mean touch-type?
- Yes you know, use all your fingers without looking.
- No, I can't, but I can type with two fingers. I'm pretty fast.
- So, you can't type. Can you speak French?
- No, I can't ...



1.32 Conversation 1

- A According to a new report, people don't trust our corporate leaders. We're here today in the streets of Southampton to see if it's true. Excuse me, madam, I'm Julie Simmons from the programme Business Today. Can I ask you some questions?
- I don't know much about business, I'm afraid.
- That's all right. The question is this: Do you believe what the top bosses in British industry say?
- B No, you can't trust politicians at all.
- A No. not politicians top executives, fat cats.
- Oh, them. Well, I don't know. I suppose so. Why not?
- The second question is: Do you think they get too much money?
- Definitely. Yes. It's a disgrace. All those golden handshakes when they
- A Right, thank you very much.



Conversation 2

- A Excuse me, sir. According to a recent survey, most people think our companies pay their top executives too much. What do you think?
- C Well, most of them work very hard and do a good job, so they probably deserve it.
- A And can we trust them to tell us the twith?
- C I don't think so, no. Not the ones who make a mess of things and then leave the company. Look at all those scandals with the banks.
- Okay. Very interesting. Thanks very much.



Conversation 3

- A And what do younger people think? How old are you, sir?
- I'm 19.
- A And what do you do?
- I'm a student.
- Well, we're asking people their opinion about fat cats in British industry.
- Go on, then.
- Can we trust these people to tell us the truth about their companies and
- D Yes, I think so. In this country. They have to be honest or they get into trouble.
- A Do they deserve their high salaries, in your opinion?
- D Well, it's the law of supply and demand. They can ask for high salaries because they are worth it. like good football players.
- Right. Thanks for your time.
- You're welcome.



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07 ENTREPRENEURS



1.36

Conversation 1

- A Is John on holiday?
- Yes, he is.
- Hmm. Was he on holiday last week too?
- Yes, he was,

Conversation 2

- What time is the sales meeting today?
- It's at 5 pm.
- Really? That's very late. What time was the meeting last month?
- It was at 9 am. It was a breakfast meeting!

Conversation 3

- A Stella? Where are you? You aren't at the conference.
- No, I'm not. I'm too busy. Are Jacques and Pedro there?
- No. And they weren't there yesterday, either. Yesterday they said they were too busy!
- Oh. Was the organizer angry that we weren't there?



1.37

1

lived, loved, discovered

worked, liked, stopped

arrested, waited, created

1,38

Entrepreneur and guru of 'new age' business management, for many years Anita Roddick was the most famous British businesswoman. At its height in 2011, the franchise network of The Body Shop included 2,100 shops in 55 countries and Roddick was one of the richest women in Britain.

Anita Roddick was born in Littlehampton in 1942. Her parents divorced when she was nine, but her mother remarried and she always described her childhood as a very happy one. As a young woman she trained as a teacher, worked for the United Nations and travelled extensively.

She married Gordon Roddick in 1970. and they opened a restaurant and a hotel in their home town. In 1975, her husband helped Anita to establish a shop as a source of income for herself and their two baby daughters while he was away on a trek in South America. The first branch of The Body Shop was basic and offered only 15 product lines. Roddick was a pioneer in 'green' business. She realized that many people wanted to buy natural, ecological products. She talked about 'fair trade' long before it was fashionable. Throughout her career, Roddick continued to campaign against environmental and social wrongs around the world. In 2003, the Oueen recognized Roddick's work with a knighthood, naming her Dame Anita Roddick.

Three years later, L'Oréal purchased The Body Shop for £652.3 million. The takeover caused some controversy because of an accusation that L'Oréal tested its products on animals. In February 2007, Dame Anita announced that she was ill with the Hepatitis C virus, which she got from a blood transfusion in 1971. Dame Anita immediately started a campaign to highlight the problems of Hepatitis C. Tragically, she had a stroke and died a few months later.

In a tribute to Anita Roddick, Prime Minister Gordon Brown called her an 'inspiration' to businesswomen, saying that 'She campaigned for green issues for many years before it became fashionable to do so and inspired millions to the cause by bringing sustainable products to a mass market."

- a Did she work for the World Health Organization? No, she didn't. She worked for the United Nations.
- b Did her parents divorce when she # was 16? No, they didn't. They divorced when she was nine.
- c Did her husband help her write a No, he didn't. He helped her establish a shop.
- Did the first branch of The Body Shop offer 100 product lines? No, it didn't. It offered 15 product

- e Did people want to buy expensive products?
 - No, they didn't. They wanted to buy natural, ecological products.
- f Did she campaign against big supermarkets? No, she didn't. She campaigned against environmental and social wrongs.
- g Did she die in a car accident?
 No, she didn't. She died of a stroke.

2 1.40

- a When did Howard Schultz join the company?
- b Where did Schultz visit in 1983?
- C How much did the share price drop in 2007?
- d What did Starbucks celebrate in 2011?
- e How many locations did Starbucks reach in 2012?
- f When did Starbucks offer to pay more corporation tax?

2 1.41

- A So, when did the first branch of Starbucks open?
- B The first branch opened in 1971, in Seattle's Pike Place, but it wasn't a coffee shop. It supplied coffee beans to restaurants and cafés.
- A And when did Howard Schultz join the company?
- B He joined the company in 1982, as the marketing director.
- A Where did Schultz visit in 1983?
- B He visited Milan on a business trip. He loved the Italian coffee bars and decided to copy the idea.
- A What did he start in 1985?
- B He started Il Giornale, a chain of coffee bars serving espresso coffee made with Starbucks' coffee beans.
- A How many branches did Starbucks open in 1987?
- B It opened 17 branches. But in 2002, Starbucks opened 1,177 branches – making it a global brand, with 5,886 branches in 32 countries.
- A But things changed in 2007. How much did transactions per store go down?
- B They went down by 1%.
- A How much did the share price drop?
- B It dropped 47% as a result of the poor performance.
- A How many branches closed in 2008?
- B The company closed 100 US stores and cut 600 staff.
- A What did Starbucks celebrate in 2011?
- B It celebrated its fortieth anniversary.

- A Where did growth slow down in 2012?
- B It slowed down in the US.
- A When did Starbucks reach a total of 17,400 locations worldwide?
- B In 2012.
- A When did Starbucks offer to pay more corporation tax?
- B That was in 2013, after a scandal in the UK.

08 HOTELS

0

1.42

Conversation 1

- A Good evening.
- B Hello. My name is Schmidt. I have a reservation.
- A Certainly, Mr Schmidt. Can I ask you to fill in the registration form?
- B Sure
- A Thank you. Do you need a wake-up call tomorrow?
- B No. thanks.
- A Right. It's a double room on the fourth floor. Here's the key.
- B Thanks
- A The lifts are just behind you. Do you need any help with your luggage?
- B No, that's okay.
- A Breakfast is served in the restaurant from seven until ten. Have a good stay
- B Thanks. Good night.

0

1.43

Conversation 2

- A What's your name, madam?
- B Robson
- A Yes, here it is. For two nights.
- B Yes, that's right. Thank you.
- A Can I have your credit card, please?
- B Yes, here you are.
- A Thank you. The room is £150 a night, including breakfast.
- B Fine. I think my company booked and paid for the room.
- A Er, I'll just confirm that. No, the system doesn't say that the room has been paid for.
- B Oh, well. Not to worry, I'll check it with head office when I get home.
- A Here's your key. It's room 305, on the third floor. Enjoy your stay.
- B Thank you.

2 1.44

Conversation 3

- A Good afternoon. I have a reservation. Just a minute. Here are the details.
- B Thank you. Can I see your passport, please?
- A Er, yes. Here you are.
- B Thank you.
- A Can I book a table for dinner tonight?
- B Certainly. What time?
- A Eight o'clock. For two people, please.
- B We're very busy this evening. We have a table at 8.15. Is that all right?
- A Yes, that's fine.
- A This is your key card. I'll get someone to help you with your bags.
- B Thank you.

1.45

- A Good morning. Would you like to sit over here?
- B Thank you.
- A Would you like some coffee?
- B No, thanks, but I'd love some tea. And have you got any eggs?
- A Yes, sir, we've got scrambled eggs or fried eggs.
- B Scrambled eggs, please. Oh, and some tomatoes.
- A Certainly, sir. What's your room number, please?
- B 508.
- A Thank you.

- A Reception. Can I help you?
- B Yes. I'm in room 206. I'm afraid I have a small problem.
- A Oh, dear. I'm sorry to hear that. What's the matter?
- B It's my television. It doesn't work.
- A Right, I see. I'll ask someone to come up straight away.
- B Thank you. How long will it take?
- A It won't be long. I'm really sorry about this.
- B That's okay. Goodbye.
- A Goodbye.

09 WHAT HAPPENED?

1.47

- Did you have a good day, dear?
- Yes, thanks. It was fantastic.
- What did you do?
- Well, this morning I made a milliondollar deal.
- Really?
- Yes, and then we went to Maxims to celebrate. We had lunch there.
- That wonderful restaurant? Was it good?
- Excellent. Then, this afternoon I bought the furniture for my new office.
- A Oh, was that fun?
- B Yes, it was. What about you?
- Me? I didn't make a million-dollar deal: I tidied the house.
- B Well done!
- Yes, and then, I didn't have lunch in a posh restaurant. I ate a sandwich at home.
- What about this afternoon?
- I looked after the baby and went shopping, but I didn't buy furniture.
- No? Never mind.
- A Then, of course, I cooked the dinner.
- Right. So, was it a good day or a bad day?

1.48

- A What time did you get up yesterday?
 - B I got up at six. And you?
 - A I got up at half past seven and got to work at nine.
- A Did you see Harry yesterday?
 - B No, I didn't. Did you?
 - A Yes, I did. I had lunch with him.

- A Jeff, where did you go to school?
- B Ah. That's a good question.
- A Why's that?
- B Well, my dad was in the army so when I was a kid, we lived in different places all over the world and I went to several schools.
- A How many schools did you go to,
- Ten in total. In the end, when I got older, I went to a boarding school, so I didn't see my family much.
- A Really. Did you like it?
- B Yes, it wasn't bad.
- A How long did you stay there?
- B Two years, until I went to uni.
- A And where did you go to university?
- I went to Hull, in the north of England.
- A What did you study?

- B I did a degree in engineering.
- Oh, so why didn't you become an engineer?
- Well, I had a good time at university and worked hard, but I didn't really like engineering.
- Oh, dear.
- And that's why I'm here today.

10 TRAVELLING LIGHT

1.50

- a That's a nice-looking pair of shoes!
- b I usually wear a dark suit at work.
- On Fridays, no one wears a tie in the office.
- I don't really like this skirt, but it's part of the uniform.
- Oh, no! I've got coffee on my shirt.
- Great jacket! Where did you get it?
- Do you like this blouse? I got it in the sales.
- Hey, you've got different socks on!

1.51

- So, when are you off?
- In about ten minutes.
- Everything ready?
- B Yes, I hope so.
- A How many bags have you got?
- B Just this one and my laptop.
- Is that all?
- It's only a short trip and I don't need many clothes. Just a couple of
- And something warm, I hope. It's quite cold there at this time of year.
- How much money do you think I
- Not much. You can use a credit card in most places.
- That's what I thought. I've got some cash, anyway.
- Right. Well, have a good time.
- Thanks. See you when I get back.

- A Today in our business travel spot we talk to Susana Jones. Susana is an expert on packing. She has packed and unpacked over 4,000 times. In her recently published book, Packing for Business Travel, she gives advice to business people on how to pack efficiently. Susana, why is packing so important?
- Well, it sounds strange, but good packing can be the key to a successful business trip. Your image is important, and you need to arrive at a meeting feeling comfortable and well dressed. At the same time, you want to travel lightly to your destination and save your energy for business.

- A So, what's the secret?
- B Planning, basically. Start planning a week in advance. Think about where you're going, who you're going to see and how long you're going to
- Yes, but are there any specific things you can do?
- It's simple, really. Take as little as possible and your bag will be lighter. Find ways to take the smallest amount you need to be well dressed.
- That's easy to say, but how do you do it?
- B Well, for example, some people think that for a two-week trip you need fourteen sets of underwear. but you don't. You can travel round the world on just three. All you really need is a pair to wear, a pair to wash and a spare pair for when you don't have time to wash.
- Okay, that makes sense, but what about the clothes themselves?
- Again, it's planning. You have to take just a few different things you can combine in different ways to make different outfits. I probably have a smaller wardrobe than anyone I know, but I can make a big variety of outfits.
- That's fine for men, of course. They can just wear suits and change shirts
- That's true, but you still need some casual clothes. At some after-work social events, a suit can look too
- A Okay, you plan what you need and choose your clothes, but how do you carry it? Do you have any advice about the type of bag?
- That depends. You want something large enough to get everything in, but small enough not to be a nuisance. The bottom line is: carry it on or check it in? For carry-on travel there is a limit on the size of hand luggage. For many situations it's sufficient and there are lots of other advantages.
- A Yes, but on the other hand ...

1.53

Conversation 1

- Good morning.
- Hello. There's a stain on this jacket.
- Oh, yes.
- I spilt some coffee on it.
- Don't worry. We can clean that.
- I need it for this afternoon. Can you do it by then?
- A Yes, no problem.
- B Thanks.

Conversation 2

- A Are you all right?
- B Er, not really. I need an adapter for the plug on my laptop charger. I left it at home.
- A Oh, I think I've got one. Hang on a minute. Here it is.
- B Oh, that's perfect. Thanks. Can I give it back to you after the meeting?
- A Of course. Good luck with the presentation.

1.55

Conversation 3

- A Can I help you?
- B I hope so. Have you got a charger for this phone? I forgot to pack mine.
- A Yes, I think so. Here you are.
- B Okay. Yes, it looks like the right connector.
- A It's not the same brand, but it will work.
- B Are you sure?
- A Yes, I have one for my phone.
- B Okay, then. How much is it?

11 WEATHER WATCH

2 1.56

Conversation 1

- A Hello. Mr Donegan?
- B Yes, how do you do?
- A Did you have a good flight?
- B Yes, thank you. Brrr. Is Frankfurt always so cold?
- A Yes, I'm afraid February is always quite cool.
- B It's colder than cool. It's freezing!
- A What's Dublin like at this time of year?
- B Well, it's warmer than here. We get a lot of rain, of course.
- A Ah yes. Isn't it one of the wettest cities in Europe?
- B No, I don't think so. It's just very ... changeable.

2 1.57

Conversation 2

- A You're off travelling next week, Sue?
- B That's right. Frankfurt and then Helsinki.
- A That's nice. Take some warm clothes.
- B No, it's not cold this time of year.
- A Is that so?
- B Yes, Finland is sometimes warmer than London in July.
- A Really?
- B Yes, I was there last year and it was great. It was the hottest summer in 20 years, though.

1.58

Conversation 3

- A Where to, sir?
- B Heathrow Airport, please.
- A Where are you off to, then?
- B Spain
- A Spain? Not hot enough for you here, then?
- B No, it's business, not pleasure.
- A Oh, right. Well, anyway, it can't be hotter than here. They say it's the driest summer on record.
- B Yes, I heard that as well.
- A Thirty-seven degrees at Heathrow yesterday!
- B Is that right?
- A Yeah. And it's terrible for the garden. They say it's drier than 2006.

1.59

- A What was your holiday like, George?
- B It was great, thanks, Tina.
- A Where did you go?
- B We went to Morocco.
- A Oh, really? What was the weather like?
- B Perfect. Hot and dry during the day, and cool at night.
- A Did you like the hotel?
- B Yes. It was big there were more than 200 rooms – but it was very comfortable.
- A And did you like the food?
- B Yes, it was delicious.
- A What did you do?
- B We went to the beach mostly. In the afternoons we did a bit of sightseeing.
- A What are the people like?
- B They are very polite and friendly. We didn't have any problems.

12 ON THE ROAD

0

2.01

- A Hello.
- B Hello. I have a reservation in the name of Larson.
- A Just one moment. Mr S Larson?
- B Yes. It was an Internet booking.
- A Okay. We don't actually have the car you requested, so we are offering you an upgrade.
- B What car is it?
- A A Ford Focus. Is that all right?
- B Yes, that's fine. Do I need to pay any more?
- A No, the price is the same. Can I check your driving licence?
- B Here you are.

- A Thank you. Do you want excess insurance cover?
- B How much is it?
- A An extra £13 a day. Otherwise you pay the first £500 if there is any damage.
- B No. that's fine. I'll risk it.
- A Right. Please sign here. Here are your keys. You'll find the car park on the right when you go out. Here's the number to use at the barrier when you leave. Have a good trip.

2.02

- A Brooms Car Hire. Can I help you?
- B Yes. I have a problem. I have a flat tyre.
- A Can you give me your reference number?
- B Er, yes. Hang on. Here it is. It's SA854735.
- A Okay ... Mr Larson. Where are you?
- B I'm at the hotel. I changed the wheel, but the puncture needs repairing. I have a long drive tomorrow.
- A Yes, okay. Which hotel are you at?
- B I'm at the Welcome Inn in Chichester.
- A And is the car in the car park?
- B Vee
- A Right. Just a minute. I have your mobile number. Can I call you back?
- B Yes, okay.
- A Thank you. Bye for now.

- A Hello, Mr Larson?
- B Yes
- A Can you take the car to QuickFix in Halston Road? It's about a mile from the hotel.
- B Oh, I suppose so. It's not very convenient. I hope it doesn't take long.
- A No, they are expecting you. If you leave now, they can do it immediately.
- B Okay, then. Thank you very much.
- A Do you want me to give you directions?
- B No, it's okay. I can use the sat nav.
- A Right. If you have any problems, please call back. Goodbye.
- B Bye.

13 GETTING THERE



- A Late again.
- Yes, I'm afraid we are.
- Twenty minutes without moving.
- Twenty? More like 30.
- No explanation.
- No, none at all. Probably leaves.
- You know, leaves on the line from the trees.
- Oh, right.
- B 'There's always some excuse. Last month it was snow - the wrong kind of snow they said!
- A And here we are. Like sardines.
- B Cattle.
- Sorry?
- More like animals than people. Absolute misery.
- Better to stay at home.
- Absolutely.



My journey to work takes about an hour and a half. That's three hours a day there and back. At 6.30 I walk out of the house, get into the car and drive to the station. It's a ten-minute drive and at that time of the morning it's usually easy to park. I get out of the car and walk into the station just in time because the 6.45 is normally very punctual. I get on the train and sit down and try to sleep. Sometimes I stand because there are no seats. The train arrives at 7.30. I get off the train at Lime Street and usually walk from the station to the office. If I go on foot, it's a half-hour walk, so I get to work at eight or just after. If it's raining or I'm late, I get a bus or take a taxi.



- A What are the advantages of using a bike to go to work?
- B The best thing is that it's cheap.
- Yes, but one problem is that it can be dangerous.
- Well, it depends if there's a lot of traffic.
- That's true.
- The worst thing is that you can get a bit hot and sweaty.

2.07

Martin Janssen

- A Martin Janssen is a graphic artist from Amsterdam who lives and works in Rome. He goes to work by motorbike.
- The best thing about a motorbike is it's fast and easy to park. The only problem is bad drivers. Taxi drivers are the worst. I'm from Holland. People there use the train a lot. You can read on the train and have a cup of coffee. In Rome, commuters are stressed and not very friendly. So I prefer my bike. It only takes about 25 minutes to get to work on a good day.

2.08

Jane Stevens

- A Jane Stevens works as an executive for a company in west London. She drives to work from her home in south-east London.
- C The alternative to driving is a 15-minute walk to the station, a crowded train, two tube rides and then another long walk to the office. The traffic is a problem, but 45 minutes in my car is a lot more relaxing. I can plan my day while I drive. Another good thing is that I can listen to music, something I don't have time for at home.

2.09

Sally Somerfield

- A Sally Somerfield is a magazine editor. Previously she worked from home. Now she commutes to her office in Paris.
- Starting to commute again was difficult, but there was no choice. The worst thing about the underground is the dirt. It's certainly not very clean, but you can make the two hours you spend down there every day a productive time. I love watching people. Certain people behave in a certain way. On the train in the morning, no one really talks. The end of the day is different – people have conversations.

2.10

Dave Smart

- A Dave Smart works in customer services and lives in Melbourne, Australia. He commutes to the city's central business district by tram.
- My daily trip to work is fantastic. I walk out of the front door and cross the road to the tram stop. The tram always arrives on time, and ten minutes later I arrive at my destination and walk into my office. On a Melbourne tram, people chat and have conversations. There is even a restaurant tram which goes around the city with couples dining on it. There isn't anything bad about it - the only disadvantage is not having something to talk about at parties. In Europe, all people do is complain about commuting.

2.11

Treasa Chaytor

- A Treasa Chaytor is a lawyer who now works in Strasbourg. She cycles to
- Commuting in Strasbourg is totally different to commuting in London. Now I cycle into work, except when the weather is really bad. Really bad means minus ten degrees. I live in the centre of the city and cycle out along the river. It's a 15-minute ride - just long enough to wake up. I don't go fast because I want to avoid getting hot and sweaty. There are no showers in the office. Almost all the journey is on cycle paths, so I don't have to worry about the traffic - that's the biggest problem in London.

14 TRENDS

2.12 Conversation 1

- A Hi, Jake. How are you feeling today?
- A lot better, thanks. I'm taking these new vitamin pills. They help a
- That's good. Right, see you later.
- Bye.



Conversation 2

- Sonia, can you help me with these
- D I'm sorry, Frank. I'm a bit busy right now. I'm finishing this report. How about this afternoon?
- C Okay. Thanks.
- D Right. See you after lunch.

Conversation 3

- E Order despatch department. Can I help you?
- F Yes, I'm phoning from the Lyon office about our special order. When can we expect delivery?
- E I'm sorry, who am I speaking to? Is that Jacques?
- F Yes, that's right. I'm calling about order reference 5948.

2.15

Conversation 4

- G Hello, I'm calling to ask if you have any job vacancies.
- H No, I'm sorry, we're not recruiting at the moment.
- G Oh, I see. What time of the year do you recruit?
- H We usually have vacancies in July. Get back in contact then.
- G Okay, thanks very much.



Conversation 5

- I What are you doing?
- J I'm sending an email to the printers.
- Oh, it's better to phone. They never answer emails.
- J Don't they? Oh, all right.



Conversation 6

- K Excuse me, we're waiting for the bill.
- L I'm so sorry, sir. Here you are.
- K Thank you. We're in a bit of a hurry, you see.
- L No problem. I quite understand.

15 WORK AND HEALTH



- A Hello, hello. Mr Savage? Hello, this is David here, David Manning.
- B Who? Oh, David. What's the problem?
- A I'm afraid I don't feel very well.
- B Oh, dear.
- A In fact, I think I've got flu. I'm going to stay at home.
- B I see. Is that what the doctor said?
- A I'm going to phone for an appointment straight after this call.
- B Well, it's a real problem, with all the work we've got at the moment.
- A I know.
- B Remember we really need you tomorrow to help with the product launch.

- A Yes. I'm going to take something and go to bed.
- B Oh, well, these things happen. Make sure you're here tomorrow – and bring a note from the doctor.
- A Okay. Bye.

2.19

- A Hello.
- B Hello, Mr Savage?
- A Is that John?
- B Yes, it is. Mr Savage, does it matter if I come in a bit late today?
- A Well, that depends. What's the problem?
- B I've got toothache. I'm going to ring the dentist for an appointment.
- A I see
- B I'm really sorry.
- A Well, it can't be helped. Don't worry. See you later, then.
- B Yes, okay. Goodbye.

16 UP IN THE AIR



2.20

British Airways regrets to announce the cancellation of flight BA146 due to weather conditions. Will all passengers with tickets for this flight please approach the airline information desk for details of alternative flight arrangements.

8

2.21

Situation 1

- A Excuse me, I didn't understand the announcement about flight BA123.
- B I'm afraid it's been cancelled, sir.
- A Cancelled? But I have to be in Berlin this evening.
- B I'm very sorry, sir it's the air traffic controllers: they're on strike.
- A When is there another flight?
- B Not until tomorrow. Here's a voucher for a hotel. Please keep a receipt for all your expenses so you can reclaim them later.
- A Oh, is that it? Are you sure there are no flights this evening?
- B I'm very sorry, sir.
- A Oh, it's not your fault.

2.22

Situation 2

- A Is this the right place for Denver?
- B Yes, sir, but I'm afraid the flight's full.
- A What do you mean? I have a reservation. Here's my ticket.

- B Yes, but we only hold reservations until 20 minutes before boarding.
- A What? Do you mean you're bumping me?
- B I can offer you a later flight, sir, or a refund.
- A I can't believe this. Are you sure there's no space? I have a really important meeting this afternoon.
- B I'm sorry, sir. There's nothing I can do.

2.23

Situation 3

- A Just one moment, madam. Can I just look at your bag?
- B What's the problem? At checkin they said it was okay as hand luggage.
- A Can you put it here in the gauge?
 ... I'm sorry, madam, it's too big for hand luggage. There's a penalty of €25 or you'll have to go back and check it in.
- B But I haven't got time! I don't want to miss my flight.
- A I'm sorry, madam. It's the regulations. You've got time if you hurry.
- B Why didn't they say something at the check-in desk?
- A I don't know, madam. I'm just doing my job. We have to follow the regulations.

2.24

Situation 4

This is the British Airways reservation service. We regret to say that at this moment all our lines are engaged. Please call back later. Thank you for your patience.

2.25

Situation 5

- A Excuse me. Is it possible to change to an aisle seat?
- B I'm afraid the plane is nearly full.
- A Yes, but I've got a problem with my leg. I have a bad knee and it's difficult for me to bend it.
- B I'm sorry about that. Why didn't you say something when you checked in?
- A I did, but there were no aisle seats left. Can you ask someone if they mind changing seats?
- A No, I'm sorry, I can't. It's too late now.
- B But ... okay, thanks.

- A Excuse me, what's happening?
- B It's the computer system.
- A What's the problem?
- B It's not working. We can't check in.
- A Oh, no!
- B All the flights are cancelled.
- A And there's no one to ask about it. That's typical!
- B What a disaster! I can't believe this!
- A So, what can we do?
- B I've got no idea. Wait and see what happens, I suppose.

17 SUCCESS AND CHANGE



2.27

Conversation 1

- A Clive, have you met Alan Jones?
- B No, I don't think so. How do you do, Alan?
- C Pleased to meet you, Clive. Pedro has told me a lot about you.
- B Really? Only good things, I hope.



2.28

Conversation 2

- A Damn!
- B What's the matter?
- A It's twenty past five and I've missed my train.
- B Oh, dear. Bad luck. Is there one later?
- A Yes, but it's a real nuisance.



2.29

Conversation 3

- A Oh, hello, could I speak to James Harper, please?
- B I'm afraid Mr Harper has gone. He leaves early on Friday.
- A Oh, dear.
- B Can I take a message?
- A No, it's okay. Bye.
- B Bye.



Conversation 4

- A I saw that film last night. About the war.
- B Yes, I've seen it. It's good.
- A Very good, I thought. I haven't seen such a good film for ages.
- B Yes, I agree.

2.31

Conversation 5

- A Mr Leclerk, Ms Ugalde has arrived.
- B Oh, good. Ask her to come in, please. Eva, how are you?
- C I'm well, thanks. And you?
- B Fine. Have a seat. Would you like a coffee?

@

2.32

Conversation 6

- A Hello, you're looking very pleased.
- B Am I? Well, that's because I've had some good news.
- A Really. What?
- B Do you remember that course I applied for? They've accepted me.
- A Congratulations!



- A Have you used your computer today?
- B Yes, I looked at my email this morning.
- A How many messages did you have?
- B About ten. Have you used your computer today?
- A No, I haven't.

18 IT WON'T WORK

@

2.34

- A I don't think people will recycle food waste with fish tanks.
- B Why not?
- A Nobody will want to have a fish tank in the kitchen. There won't be enough space.
- B I don't agree. It will be easier for people to recycle than now.
- A Perhaps they won't have gardens to grow vegetables in.
- B I think most houses will have gardens.

æ:

2.35

There are five hundred million people in the world with access to the Internet. The number of companies trading in this market doubles each year. But how do you sell your products more cheaply than everyone else without increasing your costs? For the customer, speed is important, but so is security, so where is the balance? On Business Today, we talk to John Bryce, a marketing expert, about doing business successfully over the Internet. John, what is the first thing to think about?

- B Your brand. If you have a name like Carrefour or Corte Inglés, people know who you are. Obviously, that's not the situation for most people, so you need to get your publicity on other people's pages. Imagine you sell chairs, for example, so you make a deal with an online interior decorating magazine. They have a link to your page and you pay them a commission.
- A What about search engines like Google?
- B Yes, when someone types in 'chairs', you want your page to be near the top of the list. If you have the technical knowledge, this is possible.
- A Is page design important?
- B Yes, you need to keep it simple enough for your mother to use.
- A And what about content?
- B You need to involve the customer.
 At Amazon.com, for example, each book, CD and DVD has a page with comments from customers. They give their ratings and opinions.
 Amazon don't only sell products, they provide information.
 If customers see this feedback, they realize they are not alone. They are in the company of other consumers. This way, it's like the normal, traditional shopping experience.
- A What do you do when the customer wants to ask questions about the product?
- B Customers like to know there is a real person behind the web page. Most customers prefer to make their enquiries by phone. But this is expensive, so it's important to encourage the customer to use email – but all emails need a reply within 24 hours.
- A Getting people to buy is one problem, but then you have to deliver the goods.
- Yes, and you need to be reliable. If customers place orders with you, they expect the goods to arrive on time. If you deliver late to a new customer, that customer will go to another supplier next time.
- A I see.
- B You can offer a choice of delivery method. A courier service is more expensive, but many customers are prepared to pay for it when it's faster and more reliable.
- A Yes, I think that's true.

- B The main thing is that you want the customer to come back. Some companies telephone the customer to see if everything went well. If something goes wrong, the bad news spreads very quickly. It's important to be honest and offer compensation. If you make your customers happy, they come back and buy more.
- A Well, John, thanks very much for talking to me.
- You're welcome.

19 WHO'S CALLING?



- A Maria, tell us about your job. What do you do?
- B I work in customer services in Madrid. I'm a telephonist.
- A Can you describe where you work?
- B Yes, my workspace is a cubicle. It's very small. There's a chair, a computer and the telephone switchboard.
- A It doesn't sound very nice.
- B No, it isn't. Anyway, basically I answer calls all day. The calls come from customers, but also I get calls from suppliers about orders and deliveries.
- How many calls do you answer on a normal day?
- On a normal day? Over five hundred!
- A Five hundred?
- B Yes, but the worst thing is that people think that I'm responsible for everything. They don't see that I'm just the telephonist.
- A Mmm. What do people say?
- B Well, you can't believe how horrible it is. People are always complaining about things and shouting at me. They think I can do something about their problems.
- A What kind of problems?
- B One man wanted me to explain how to cook a fish. It was ridiculous. He bought the fish and didn't know how to cook it!
- A So what did you do?
- B Well, I can't just hang up. Oh, sometimes it's awful. I think in the end I'll give up my job.
- A Why's that? Is it really that bad?
- Yes, I suffer from stress. You know, I really hate the phone at home. I can't stand it. When it rings, it makes me jump. I want to turn it off, but my husband needs it for his work.

- A Oh, dear, what are you going to do?
- B I really don't know. I'm on edge and I can't sleep, and it's all because of the phone.

2.37

- 0943 691 247
- 00 44 02158 098 546
- 602 558 449
- 08152 278 432 918
- 00 742 94671 882

2.38

Conversation 1

- Alphatech.
- Hello, is that Alphatech Research?
- Yes, how can I help you?
- Can I speak to Ana Coutelle, please?
- Yes, one moment. I'll try her number. Who's calling, please?
- George Miller from Bryce and Watts in London.
- Right, Mr Muller.
- No, it's Miller. M-I-double L-E-R.
- Oh, sorry.
- Hello?
- Ana Coutelle?
- Yes, speaking ...

2.39

Conversation 2

- Alphatech Research. Good morning.
- Good morning. Can I speak to Ana Coutelle, please?
- Yes, one moment. I'll try her line. Who's calling, please?
- B George Miller from Bryce and Watts in London.
- Sorry, what company did you say?
- Bryce and Watts that's Bryce with a Y. London.
- Thank you ... I'm afraid there's no answer. Can I ask her to call you
- Yes, please. She has my number, but just in case, it's 08733 217 490.
- I'm sorry, 08733 ...
- 217 490.
- 217 490. Okay, Mr Miller, I'll tell Ms Coutelle.
- Thank you. Goodbye.
- Goodbye.

2.40

Conversation 3

- Alphatech Research. Good morning.
- Can I speak to Ana Coutelle, please?
- I'm afraid she's out of the office. Who's calling, please?
- George Miller from Bryce and Watts in London.
- She's due back this afternoon. Can I have your telephone number?

- B Er, no, don't worry, but can you tell her I called? I'll phone again sometime this week.
- A Of course It was Mr
- B Miller, George Miller from Bryce and Watts. She knows me.
- Right. Mr Miller from ...
- B Bryce, B-R-Y-C-E and Watts, W-Adouble T-S.
- Thank you, Mr Miller.
- Goodbye.
- Goodbye.

2.41

- This is Mr Olot from Pharmatech
- I'm sorry. Who did you say?
- Mr Olot.



- This is Mr Olot from Pharmatech
- I'm sorry. What company did you
- Pharmatech SA.

2.43

Message 1

Hi, John. This is Jun here. Listen, it's about the meeting tomorrow. Can we make it 11.30? I don't think I can get there by 11.00. I'm out this afternoon, so text me or email.

2.44 Message 2

This is a message for Frances from Helen Leeman. The price of the new XTR3 is €1,335 plus VAT. We've only got one or two in stock, so let me know as soon as possible if you're interested. I'll put this in an email too. Bye.

2.45

Message 3

Message for JR Sante. Jacques, it's Peter Salisbury here. I need to speak to you and it's urgent. It's about the RCN contract. We've got to change one of the dates. Phone me on my mobile. 06778 921348.

2.46

Message 4

Sandra, if you're there, please pick up. Please! Oh, dear, look, Mr Leavy has somehow got the wrong files for his presentation. If you get this before three o'clock, email me the right files, otherwise we're really in trouble. Bye for now.



Message 5

Elena, this is just to confirm what we discussed earlier: three double rooms in the Hotel Excelsior and two in the Plaza. Please go ahead and make the reservations. Okay? Let me know if there are any problems.

20 ACCIDENTS WILL HAPPEN



2.48

Conversation 1

- A Good evening, sir.
- Hello. Do you have the number for a doctor?
- A Certainly. Would you like me to call one for you?
- B Well, I hurt my ankle when I was jogging and I'd like someone to look at it.
- A I see. Do you have insurance?
- B Yes.
- Perhaps you should go to the hospital emergency department.
- Is it far from here?
- No. Do you want me to call a taxi?
- Yes, please.



2.49

Conversation 2

- A Good evening.
- Good evening, doctor. I've hurt my ankle.
- Let's have a look. Does it hurt here?
- B Yes.
- A What about here?
- Ouch!
- A Well, it's a bit swollen, but I don't think it's broken.
- B Oh, good.
- A We'll put a bandage on, but you should rest it for a couple of days. If it doesn't get better, come back and we'll take an X-ray.
- Okay. Thank you.



2.50

Conversation 3

- A Can I help you?
- Hello. My suitcase got lost and my pills were inside. Can I get some here? I've written down the name.
- A I see. Well, they have a different name here. I'll have to ask - just a minute.
- B Thank you.
- A I'm sorry, but you need a prescription to get this medicine.
- B Oh, right. Thanks anyway.



2.51

Conversation 4 A Hello. I'm in room 406. Do you

- know where I can find a doctor? B What kind of doctor do you need?
- Well, the airline lost my luggage and so I don't have my pills.
- B Oh, but there's a chemist near here.
- A Yes, I know, but I need a prescription.
- I see. Well, there is a doctor we use when guests are ill. Would you like her number?
- A Yes, please.