





# Intelligent Business

Coursebook

Elementary Business English



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The Economist

#### **Intelligent Business** Elementary

## **Contents**



#### Teams

#### Teams with bright ideas

Many companies want their employees and managers to be good at teamwork. Modern technology helps team members to communicate even when they are in different countries. Some managers encourage teams to meet in unusual places to help them to be creative. Page 17.



#### Money.

#### The business of giving

Why do many rich and famous people give money to charity? The world now has 691 billionaires, and many of them give money to try to make the world a better place. But what lessons can the world of charity learn from the world of business? Page 51.

#### Bookmap

- 7 Unit 1 Contacts
  Working in a foreign
  country
- 15 Unit 2 Teams Teams with bright ideas
- 23 Unit 3 Companies Look east

#### Review 1

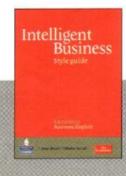
- 33 Unit 4 Offices
  The paperless office
- 41 Unit 5 Events
  The office picnic
- 49 Unit 6 Money
  The business of giving

#### Review 2

- 59 Unit 7 Projects Project analysis
- 67 Unit 8 Solutions
  Lighting up the world
- 75 Unit 9 Products
  Playtime

#### Review 3

- 85 Unit 10 Competitors
  The shy architect
- 93 Unit 11 Location Over there
- 101 Unit 12 Careers
  The world of work



#### Review 4

- 111 Unit 13 Ideas Lord of the rings
- 119 Unit 14 Travel

  More workers take a career
  break
- 127 Unit 15 Trends
  The phone of the future

#### Review 5

- 137 Pairwork
- 150 Glossary
- 156 Glossary test
- 158 Grammar reference
- 163 Audioscripts



#### Careers

#### The world of work

What changes have happened in the workplace in the last ten years? In the past, many people expected to work for a company until they retired. Today most people move from job to job. Training is important because it can help employees to get a promotion or find a better job. Page 105.

Learning to write well in a foreign language is one of the most difficult challenges facing the language learner. This pocket-sized style guide will help you find the right words, use an appropriate style and write effectively. See inside the back cover.

Bookmap	Reading	Language	Vocabulary	Career skills	Dilemma & Decision
Unit 1	Working in a foreign country	to be a/an	Countries and nationalities	Introducing yourself	Who to interview?
Contacts 7	9	11; 12	Jobs	13	14
Unit 2 Teams	Teams with bright ideas	Present simple affirmative Frequency	Departments	Introducing others	A new team member
<b>1</b> 5	17	adverbs 20		21	22
Unit 3 Companies	Look east	Present simple negative, question and short answer Articles	Word families	Company information	Which company to buy?
<b>2</b> 3	25	27; 28		29	30
Review 1  31 Unit 4 Offices	Frequency adverbs	Prepositions of place The imperative		Present simple negative and queing others; Company inform  Directions	An office move
<b>3</b> 3	35	37; 38		39	40
Unit 5 Events	The office picnic	like and would like can	Food and drink Describing food	Offers, requests and permission	Welcoming visitors
<b>4</b> 1	43	45; 46		47	48
Unit 6 Money ■ 49	The business of giving	Countable and uncountable nouns some, any, how, much, how many	Orders	Ordering goods	A new supplier
Review 2	Language check: Th	ne imperative; <i>can; li</i> Career skills: Directi	ike and would like; Co ons; Offers, requests	ountable and uncountable and permission; Ordering go	oods
Unit 7 Projects	Project analysis	Past simple affirmative Prepositions of time	Ordinal numbers Preposition + noun	Talking about a project	What went wrong?
<b>5</b> 9	63	60; 62	1	65	66
Unit 8 Solutions	Lighting up the world	Past simple negative, question and	People and places	Explaining a technical problem	The best solution?
<b>6</b> 7	69	short answer	1	73	74
	Playtime	Adjectives Adverbs	Adjectives Size, shape and	Describing a product	What can we d with the old TVs?

	Reading	Language	Vocabulary	Career skills	Dilemma & Decision
Unit 10 Competitors 85	The shy architect	Present continuous	Word families Market: compound nouns	Catching up	Win back market share
Unit 11 Location	Over there	Comparatives Superlatives	Work	Opinions	Moving for work
■ 93	95	96; 98		99	100
Unit 12 Careers	The world of work	Present perfect for and since	Work	Interviews	A good employee
	170000	Section visitation		DATE:	
	Language check: Pre	103; 106	mnaratives and sun	107	1 108
Review 4		sent continuous; Cor		erlatives; Present perfect	
Review 4  109 Unit 13 Ideas	Language check: Pre Vocabulary check; Ca	esent continuous; Cor areer skills: Catchin	g up; Opinions; Int	erlatives; Present perfect erviews	Expanding the
	Language check: Pre Vocabulary check; Co Lord of the rings	Modals for advice and suggestions Infinitive +/- to	g up; Opinions; Int	erlatives; Present perfect cerviews  Discussing ideas	Expanding the business
Review 4  109  Unit 13  Ideas 111  Unit 14	Language check: Pre Vocabulary check; Ca Lord of the rings	Modals for advice and suggestions Infinitive +/- to 113; 116  Present continuous for	Marketing make and do  Transport Future time	Discussing ideas	Expanding the business
Review 4  109  Unit 13  Ideas 111  Unit 14  Travel	Language check: Pre Vocabulary check; Ca Lord of the rings 115 More workers take a career break	Modals for advice and suggestions Infinitive +/- to 113; 116  Present continuous for future	Marketing make and do  Transport Future time	Discussing ideas  117  Making arrangements	Expanding the business

Language check: Modals; Infinitive +/- to; Present continuous for future; will for decisions and predictions Vocabulary check; Career skills: Discussing ideas; Making arrangements; Talking about trends

## **Pairwork**

**137** 

**135** 

#### Glossary

**150** 

#### **Glossary test**

**1**56

#### Grammar

**158** 

#### **Audioscripts**

**163** 



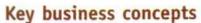
#### Trends

#### The phone of the future

Can you imagine what phones will look like in fifteen years' time? In some countries, people can already use their mobile phone as a credit card to buy things in shops. But in the future, mobiles could also be used as house keys, passports or video recorders. And they will be smaller - some companies are planning to make phones built into glasses. But one expert thinks that in the future we will use our thoughts to communicate with each other and we won't need phones at all! Page 131.

#### From the authors

We have taught English in Europe and Asia for many years, so we understand that in many organisations it is becoming more and more necessary to speak English in business situations. In today's international workplace, it is necessary to contact colleagues, clients and suppliers in different countries, and the language used for this communication is often English. In addition, a person's level of English can also be an important factor in getting a promotion or succeeding in job interviews. That is why we are very pleased to have had the opportunity to write Intelligent Business in partnership with The Economist. The Economist magazine is a unique resource of insights into news and business throughout the world. Its articles and information help the reader to remain up-to-date in the rapidly changing world of modern business.



For the elementary Coursebook, we have included topics that cover general business areas such as making contacts, talking about your company, ordering goods and describing products. In addition, we have chosen topics which reflect the modern working environment such as corporate events, projects and working in teams. Other topics that are relevant to all areas of life are considered, for example, travel, money and finding solutions to problems. The articles in each unit have been carefully chosen not only for their level of interest, but also because they deal with different aspects of the modern business world. We aim to provide students with a thought-provoking and accessible overview of business today, and to give them the opportunity to see how essential functional language is used in a variety of business situations.

#### Language development

Each unit has a central theme. Exercises and practical activities are developed around this to practise key grammar, vocabulary and functional language. The Career skills pages develop language for communication, and also present students with useful practice of situations that they can then use in the workplace. Some units have a Working English box which introduces or expands a useful language or vocabulary point and explains the business context that it can be used in. At the end of each unit is a Dilemma – a problem-solving activity which



consolidates what has been learned in the unit. Each unit builds on the language of previous lessons and recycles grammar and vocabulary in a natural and supportive way, which helps students to build on their language skills and gain confidence.

The Intelligent Business elementary Coursebook is accompanied by a separate Workbook that provides comprehensive self-study language practice and includes a BULATS-based practice test. There is also the Intelligent Business elementary Skills Book: a taskbased intensive course that practises language from the Intelligent Business syllabus through authentic business tasks. All of the components are covered by a single Teacher's Book which includes lesson guides, supplementary activities and photocopiable material. People using the Coursebook and the Skills Book can visit the www.intelligent-business.org website which contains further information on the course, downloadable resources, teacher support and premium content from the www.economist.com website.

The aim of Intelligent Business is to make a truly contemporary world of business accessible to learners of business English – whatever their language level or business experience. We hope that you will also find that it is both enjoyable and useful.

We wish you every success in your future Englishspeaking working lives!

Irene Barrall Nikolas Barrall

# Unit 1 Contacts

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Working in a foreign country

to be; a/an
PAGE 11: 12

Career skills: Introducing yourself

Dilemma: Who to interview?

# The global business world

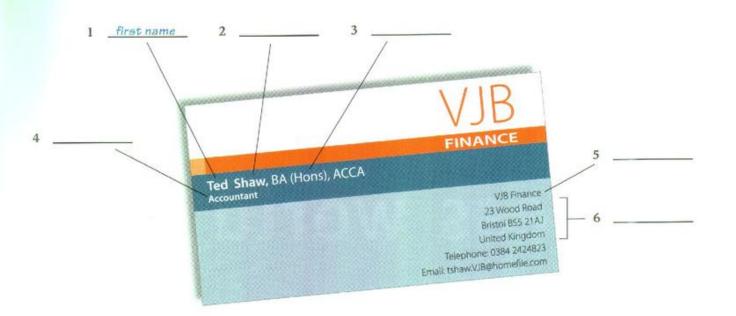


#### Keynotes

In modern business, company employees often have business contacts in different countries. When we meet someone for the first time, we greet the person. We introduce ourselves by saying our first name and surname. Sometimes we give the person a business card with details about our job title and company.

Preview What information is on most business cards? Label the business card with the words in the box.

qualifications address first name surname job title



2 Read about business cards in different countries. Complete the information with the countries in the box.

the UK Switzerland China Mexico People often exchange business cards at the end of a 1 meeting in the UK It is a good idea to print business cards in Spanish and English in 2 3 Titles (for example, Dr, MBA, PhD) are important in . Write professional titles and qualifications on your business card. Businesspeople give and receive business cards with both hands in \_\_\_\_\_. Read the card immediately and then give your card to your business contact. 4

Speaking How do people greet business contacts in your country? How do people greet business contacts in other countries around the world?

#### Reading Read the article and find the following.

- 2 two companies that he works for \_\_\_\_\_\_
- 3 a city in Asia \_\_\_\_\_
- 4 three European cities \_\_\_\_\_
- 5 a country in Asia \_\_\_\_\_

#### 2 Read the article again. Are these statements true or false?

- 1 Carlos Ghosn is the head of BMW. false
- 2 He travels between Asia, Europe and the USA.
- 3 Some workers travel to different countries to work on projects.
- 4 Indian software engineers work on projects in the UK.
- 5 It's difficult to travel between European cities.
- 6 It's interesting to meet people from different countries.
- 7 Contacts in different countries are good for business.
- 8 It isn't difficult to know what country to pay tax in.



Rusiness and travel

# Working in a foreign country

There is a new type of worker in today's global business

Today, more and more people travel in their job. Carlos Ghosn is a Brazilian businessman and he travels to different countries for his work. He is the head of the French car company Renault, and he spends 40 per cent of his time in Paris. He is also the head of Nissan, and he spends 35 per cent of his

time in Asia, in Tokyo. He spends 25 per cent of his time in other countries, such as the USA.

Some employees travel to different countries to work on projects. They are in a country until a project ends and then they return home. For example, many IT engineers live in India but work The Economist

#### Glossary

**head** (n) the person who manages a company

employee (n) a person who works for a company

IT (n) Information Technology

commute (v) travel to and from
work

tax (n) the money that a company and employees pay to the government

on projects in the UK and the USA. Other people live in a country but go to work every day in a different country. In Europe, workers regularly commute between Brussels, London and Paris. Plane tickets are not expensive and travel between the cities is easy with a European passport.

But is the increase in business travel a good thing? It is interesting for employees to meet different nationalities. It is also good for business to have contacts in different countries around the world. But there are also problems. Some employees spend a lot of time away from their home country and it is not easy for governments to decide exactly where workers should pay tax.

The Economis

Speaking

Do you like the idea of working in different countries as part of your job? What countries do you think are interesting to work in?

#### Vocabulary 1 Countries and nationalities

Complete the table with a country or nationality. 1–5 are from the article on page 9. Use a dictionary to help you with 6–12.

Country	nationality	Country	nationality
1 France	French	Germany	7
Brazil	2	8	Chinese
3	American	9	Polish
* 4	British	Japan	10
5	Indian	11	Russian
Spain	6	Kuwait	12

<sup>\*</sup> There are four countries in the UK: England, Scotland, Wales and Northern Ireland.

2 Look at the article again and complete the information about continents. What other continents, and people from them, can you name?

Continent	A person from this continent
1 Europe	
2	Asian

#### Working English

We can talk about nationality in different ways.

I'm from Britain. I'm British. It's a British company. I'm from Asia. I'm Asian. It's an Asian company.

#### Choose the correct word in italics.

- 1 We're Britain / British but we live in China / Chinese.
- 2 There are a lot of USA / American workers in Hong Kong.
- 3 I'm from Poland / Polish and I live in Warsaw.
- 4 Three of our employees are in Spain / Spanish on a project.
- 5 The head of the company is Russia / Russian.
- 6 Is this your first visit to Kuwait / Kuwaiti?

#### Speaking

Talk about the nationalities of these companies. Talk about other companies that you know.

Shanghai Tang Michelin General Motors Aeroflot Marks & Spencer Banco de Bilbao Sanyo

Shanghai Tang is a Chinese company.

Work with a partner. Take turns to ask and answer questions about you and your company or college. Change partners and practise again.

Where are you from? I'm from Germany. Where is your university? It's in Japan.

#### Language check 1 to be

Study the examples from the article on page 9 and complete the sentences in the table.

- a Plane tickets are not expensive.
- b He is the head of Renault.
- c It is not easy to decide exactly where workers should pay tax.
- d Is the increase in business travel a good thing?
- e They are in a country until a project ends.

#### to be

Positive	Negative	Question	Short answer
I am (I'm) You are (You're) He/She/It 1 (He's/She's/It's) We are (We're) They 2 (They're)	I am not (I'm not) You are not (aren't) He/She/It 3 (isn't)  We 4 (aren't) They are not (aren't)	Am I? Are you?  he/she/it?  Are we? Are they?	Yes I am. / No, I'm not. Yes you are. / No, you aren't. Yes he/she/it is. / No, he/she/it isn't. Yes we are. / No, we aren't. Yes, they are. / No, they aren't.

For more information, see page 158.

Practice Complete the sentences with the correct form of to be.

- 1 Are you a student?
  - 2 Ali \_\_\_\_\_ a student. He's an accountant.
  - 3 Leo and Elena \_\_\_\_\_ from Russia.
  - 4 I \_\_\_\_\_ Chinese.
  - 5 \_\_\_\_\_ Mr Amery the head of the company?
  - 6 We \_\_\_\_\_ from the USA. We're British.
  - 7 Dominique \_\_\_\_\_ an engineer.
  - 8 \_\_\_\_\_ SMGP an Indian bank?

Listening 1 ( )

John Devlin and Rob Shaw meet at a conference. Complete the conversation with the correct form of to be. Use contractions where possible.

John: 1\_Are\_\_ you Rob Shaw?

Rob: Yes, I 2\_\_\_\_\_.

John: Hi. I 3 \_\_\_\_\_ John Devlin. I'm with Karlsco.

Rob: Hi, John. +\_\_\_\_ Karlsco an American company?

John: No, it 5\_\_\_\_\_ a German company. You 6\_\_\_\_\_ with

Retcorp, aren't you?

Rob: Yes, I 7\_\_\_\_\_\_\_. 8\_\_\_\_\_\_ you an engineer?

John: No, I 9\_\_\_\_\_ . I 10\_\_\_\_\_ a sales manager.

Listen and check. Practise the conversation with a partner.

Language check 2	a/an				
	We often use $a$ / $an$ with singular nouns. Study the examples and complete the rules below.				
	a I'm an engineer. c Jules is a sales manager.				
	b It's an office. d Are you a student?				
	1 We use before words that start with a consonant sound (b, c, d, f, g, h, j, k, l, m, n, p, q, r, s, t, v, w, x, y, z).				
	2 We use before words that start with a vowel sound (a, e, i, o, u).				
**	For more information, see page 158.				
Vocabulary 2	Jobs				
	Do you use a or an with the jobs in the box? Think of more jobs. Do you use a or an with them?				
	accountant designer architect <del>lawyer</del> receptionist teacher mechanic salesperson				
	2 Complete the sentences with jobs from the box above. Use $a/an$ where necessary.				
	1 Laura is <u>a lawyer</u> - she helps people with legal problems.				
	2 Marco is he builds offices.				
	3 Stella is she's good with cars.				
	4 I'm I work with money.				
	5 Gregor and Sam are they give lessons at the college.				
	6 Philo is she's good at art.				
	7 Ronaldo and I work at Walmart - we're				
	8 Helen is she welcomes visitors to the company.				
111111111	Titue to the commentions And these statements true on folion?				
Listening 2 💿	Listen to three conversations. Are these statements true or false?				
	Conversation 1 Conversation 3				
	1 Petr is an engineer. 5 They're teachers.				
	2 Hiroaki is from Saudi Arabia. 6 They're from Russia.				
	Conversation 2				
	3 Francesca isn't Brazilian.				
	4 She's an engineer.				
	2 Correct the false statements. Listen again and check.				
Speaking	Work with a partner. Ask and answer questions about different people. Student A turn to page 137. Student B turn to page 141.				
	What's his/her name? He/She's				
	Is he/she from Japan / Japanese? No, he/she isn't.				
	Is he/she a lawyer? Yes, he/she is.				

Make true and false statements about people in your class. Respond to

your partner's statements.

Wei is from China. Yes, he is.

He's an engineer. No, he isn't. He's an accountant!

12 Unit 1

Car		-			
1 3	rΩ	Ar	C	$\nu$ 11	11.0

#### Introducing yourself

When we meet business contacts for the first time, we usually give information about ourselves, for example, name, nationality, job title and company. We may also need to ask people for information about themselves. Look at the following examples. Match the questions 1-4 with the responses a-d.

- 1 What's your name?
- a I'm [an IT manager].
- 2 Where are you from?
- b I'm [Tom Allen].
- 3 What do you do?
  - c I'm [from the UK] / I'm [British].
- 4 What company are you with? d I'm [with Alcoa].

- Listening 3 (a) Listen to a conversation between Jan and a receptionist. Tick (1) the questions 1-4 above that the receptionist asks.
  - Listen again and complete the form.

Name: Jan 1K\_\_\_\_\_ Nationality: 2\_\_\_\_\_ Company name: 3\_\_\_\_\_ Industries

- Complete the phrases 1-3. Match them with the functions a-c.
- 1 Can you s \_\_\_\_\_ that, please?
- a check how to write a word

2 S\_\_\_\_?

- b say information is correct
- 3 T\_\_\_\_\_ right.
- c ask someone to repeat

#### Listening 4 💮

- Listen to the conversation. Is this Jan's first or second meeting with Ben?
- Listen again and complete the conversation.

Hi. 1\_\_\_\_\_ Jan Kowalik. Jan:

Hello. 2\_\_\_\_\_\_ to meet you, Jan. I'm Ben West. Ben:

What 3\_\_\_\_\_ are you with, Ben? Jan:

I'm with Nerada Electronics. 4\_\_\_\_\_? Ben:

I'm 5\_\_\_\_\_ Bax Industries. Jan:

Ah. What do you do? Ben:

I'm an IT 6\_\_\_\_\_\_. And you? Jan:

I'm a finance 7\_\_\_\_\_. Ben:

Is Nerada a 8\_\_\_\_\_ company? Jan:

No, it isn't. It's 9\_\_\_\_\_. Ben:

Speaking

Work with a partner. Use the information on the business cards to introduce yourself to your partner and ask questions. Student A turn to page 147. Student B turn to page 149.

# Dilemma Decision

#### Dilemma: Who to interview?

#### Brief

You work for *Business Focus*, an international magazine. The magazine has an interview with a different businessperson every month. There are two possible businesspeople to interview for this month's issue. Your job is to choose the best person.

#### Task 1

Work in two groups. Group A turn to page 137. Group B turn to page 141.

#### Task 2

Work in small groups (some from Group A, some from Group B). Ask and answer questions to complete the information about the businesspeople.

#### Task 3

Look at the information about interviews in the last three issues of *Business Focus*. Which businessperson from Task 1 is the best person to interview for this month's issue?

#### Useful phrases

I think ... is the best person to interview.
Issues 1, 2 and 3 have interviews with ...
I like Amita / Philip because ...
Amita / Philip is interesting because ...

#### Issue 1

Interview with: Bernhard Schmidt Nationality: German Job: sales manager Company: Gerdan (a German company)

#### Issue 2

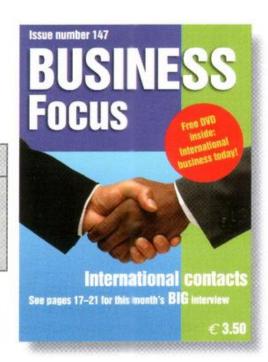
Interview with:
Miles West
Nationality: American
Job: CEO
Company:
Artemis
(a British company)

#### Issue 3

Interview with:
George Blanc
Nationality: French
Job: accountant
Company:
ERT Media
(an American company)

#### Decision:

Listen to Frank Black talking about the person he chooses to interview. Do you agree with his decision?



#### Write it up

Send an email to Frank Black, the editor of Business Focus magazine. Say who you want to interview and give some information about the person's job and company.

Hi Frank

I think the best person to interview is ... He/She is ...

# Unit 2 Teams

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Teams with bright ideas

Present simple affirmative; frequency adverbs

PAGE 20

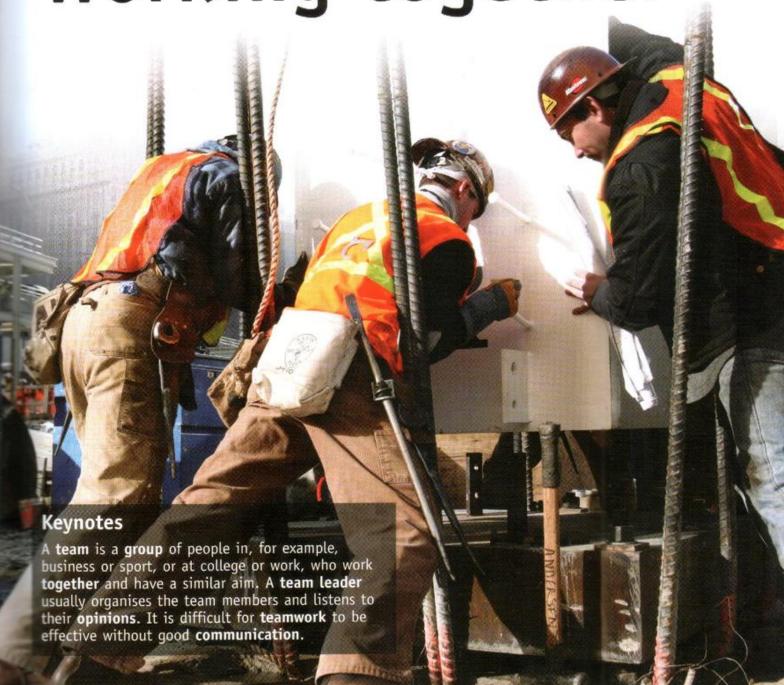
Career skills: Introducing others

PAGE 2

Dilemma: A new team member

PAGE 22

Working together



Preview

Look at the information about teams at Toyota. Do you agree with the ideas?



#### The Toyota way

Toyota believes that teamwork is very important. A good team member helps and respects other team members. It is good for team members to discuss different opinions, and to do this in a polite way.



2 What other things does a good team member do?

Listen to Katya and Graham talking about working in a team. Choose the correct option a or b to complete the sentences.

- 1 I like a small teams b big teams.
- 2 It is important for a team to a have team meetings b have a plan.
- 3 It's a good idea to meet a every week b every month.
- 4 International teams are a difficult b interesting.
- 5 Team members often have a the same ideas b different ideas.
- 6 It's important to give a advice b your opinion.
- 7 I like a informal teams b formal teams.
- 8 A good way to communicate is a by telephone b by email.

Speaking

Look again at the statements 1-8 in Listening 1. Make sentences that you agree with.

I think it's important for teams to have a plan.

2 Compare your ideas with a partner. Try to give reasons for some of your ideas.

I like small teams because it is easy to talk to people.

A good way to communicate is by small because it's fast.

3 Talk about teams that you know (at college or work, or in sport).

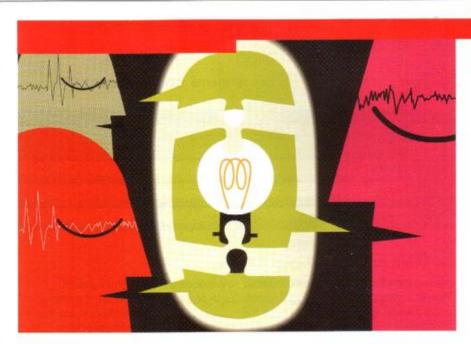
#### Reading

- Read the article on the opposite page. Which of these sentences summarises the ideas in the article?
- a All managers are good at teamwork.
- b Modern teams are always formal.
- c There is more than one kind of team.
- 2 Write the number of the paragraph 1-4 that gives information about the following.

interesting places for teams to meet	paragraph
groups of colleagues	paragraph
modern technology	paragraph
people who need to be good team members	paragraph

#### 3 Read the article again. Are these statements true or false?

- 1 Modern companies want bosses to organise teams. true
- 2 Team members are always from the same country.
- 3 Teams are never informal.
- 4 Colleagues meet to discuss work.
- 5 Some teams meet away from the office.
- 6 It isn't important for teams to communicate with other departments.



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#### Glossary

bright ideas (adj+n) good ideas

**CEO** (n) Chief Executive Officer, the top manager in an organisation

network (v) share information and help each other

creative (adj) able to think of new ideas

Teamwork

## Teams with bright ideas

#### Better ways of working together

Teams are important in modern business. Many companies want all their employees to be good at teamwork and they want the CEO, directors and managers to be good at organising teamwork.

organising teamwork.

In traditional teams, people usually work for the same company. Sometimes team members are from the same department and sometimes from different departments. Today, colleagues often work on international projects, and modern technology helps members

of the team to communicate. People use the internet and video conferences to talk to each other when they are in different countries.

3 Teams are not always formal. Employees often meet with people from other departments at work, for example over coffee. These groups are not organised teams, but they are important. They network and talk about work, and they help to communicate information between departments.

4 Some companies have teams that

meet in unusual places. Companies build rooms for teamwork so that these special teams can meet outside their normal office. The rooms look different from normal offices, for example painted in bright colours. Some managers think this helps teams to be creative. It is also important to have regular contact with other departments in the main company – such as design, marketing, production and finance. This sometimes helps the team to decide if an idea is good or bad.

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Speaking

Work in groups. Your company asks you to work in a team. Suggest an unusual place to meet. Choose your group's best idea and present it to the class.

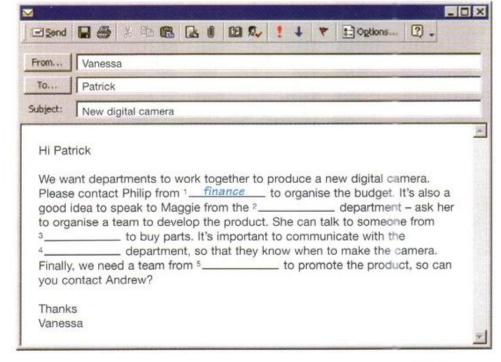
Let's meet in a swimming pool. We can talk and do some exercises! Let's meet in a park because it's quiet.

#### Vocabulary 1

- Match the departments 1-9 with the definitions a-i.
- Design -
- Marketing
- 4 Production
- Finance
- Buying
- Sales
- 9 Research and Development (R&D)

- a makes products
- b sells to customers
- c buys products or services for the company
- d deals with the company's accounts
- e hires new employees and organises training
- f arranges artwork
- g maintains the company's computer systems
- 8 Human Resources (HR) h invents and develops new products
  - i promotes products or services

#### Complete the email with departments from exercise 1.





#### Vocabulary 2 Which words in the box are usually used to describe the management in a company?

directors	CEO	employees	staff	manager	
colleagues	boss	personnel			

#### Complete the sentences with words from the box.

- 1 A <u>CEO</u> makes important decisions and leads the company.
- 2 I enjoy my job because I like the people I work with. They are great
- 3 We are pleased to welcome two new \_\_\_\_\_\_ to the board.
- 4 She's a good sales \_\_\_\_\_\_. She's in charge of sales teams in Belgium and France.
- The \_\_\_\_\_ restaurant is open at 12:00pm for lunch.
- 6 My \_\_\_\_\_ is in charge of 14 people.

Working English

We can talk about the time in different ways.



Marc starts work **at** seven o'clock seven o'clock in the morning seven 10 2 9 3 8 1 4 7 6 5

Marc finishes work at half past five half past five in the afternoon / evening five thirty

In more formal situations, we can also use **am** and **pm** to show if a time is in the morning or afternoon.

7am / 5:30pm

For travel times, we often use the twenty-four-hour clock.

5:30 = 17:30 (seventeen thirty)

Speaking

Match the sentences 1-6 with the times a-f. Take turns to say the sentences with a partner.

1 Maria usually eats dinner at 9:30pm.

2 Jack often has breakfast meetings at 8am. b one fifteen in the morning

3 Kenji has a video conference at 9:30am.

4 Sergie always has lunch at 1:15pm.

5 Michelle sometimes gets the train home from work at 20:00.

6 Lukas's plane leaves at 01:15.

a nine thirty in the morning

c eight in the evening

d one fifteen in the afternoon

e nine thirty in the evening f eight o'clock in the morning

2 What time do you have meals in your country?

Listening 2 💿

- Listen to Doug Scott talking about his job. What time does he start and finish work?
- Listen again. Choose the correct option a-c to complete the sentences.
- I work at night because I contact colleagues in other a companies
   b countries c departments.
- 2 When I arrive at work, I usually read my a emails b mail c information.
- 3 It's 7pm in London, so it's llam in a Shanghai b LA c Milan.
- 4 At a midnight b night c midday, I write a report.
- 5 I never go out a before work b at work c after work.

6 I have my free time during the a night b day c afternoon.

Speaking

What do you think is a good time to start and finish work? When do you have free time? Compare your ideas with a partner.

It's good to start / finish work at ...

My free time is in the morning / afternoon / evening.

#### Language check 1 Present simple affirmative

We use the present simple for routines and regular activities, and also for permanent and long-term situations. Study these examples and answer the questions below.

- a At midnight, I write a report and send it to the team.
- b We have a video conference every Monday.
- c My company is in London but I work with an international team.
- d She works in Dubai.
- e The team has a meeting every week.
- 1 What letter do we add to a present simple verb in the third person singular?
- 2 What is the third person singular of the verb have?



For more information, see page 158.

Practice Complete the text with the correct form of the verbs in the box.

have (x2)	start (x2)	work (x2)	drive (x2)	meet	<del>live</del>
			ople, Andrea a		
			ut in different	The state of the s	
			in HR. A		
4	to work bed	cause she 5	her j	ob at 8:00	am. Rob and
I 6	work at 9:	30am, so we o	often travel by	train. On	Friday, we all
			the office tog		
			irant, but And		
			se we're busy.		The second secon
					uay, wc
10	_ colleagues	from other de	partments after	er work.	

#### Language check 2 Frequency adverbs

- We use frequency adverbs (e.g. never) to say how often things happen. Study the examples from the article on page 17 and underline the frequency adverbs.
- a Colleagues often work on international projects.
- b In traditional teams, people usually work for the same company.
- c This sometimes helps the team to decide if an idea is good or bad.
- d Teams are not always formal.
- Complete the rule with before and after.

Adverbs of frequency usually go \_\_\_\_\_\_ the verb to be and \_\_\_\_\_ all other main verbs.



For more information, see page 158.

Speaking

Use frequency adverbs to tell your partner how often you do things. go to meetings get up early have lunch in a restaurant read a newspaper play sport eat dinner in a restaurant be late for appointments

I sometimes go to meetings. I'm never late for appointments.

#### Career skills

#### Introducing others

When we introduce people, it is helpful to say a little about what job the person does or where they work. Look at these ways of introducing people and giving information.

#### Introduce people

#### Give information about people

a This is [Maria White].

c He/She's a [design manager].

d He/She works at [head office].

Respond

e He/She's with [IBM].

b Pleased / Nice to meet you.

f He/She's in charge of [accounts].

#### Working English

In formal situations, we use personal titles with people's surnames.

1 Which of these names does not include a title? Which two titles are not possible in English?

1 Dr Jones

2 Tony Jones

3 Miss Smith

4 Mr Dr Jones

5 Mr Jones

6 Mrs Smith

7 Ms Smith

8 Jones Mr

- 2 Match the definitions with the five correct titles above.
  - a a woman who is not married
  - b a woman who is married
  - c a woman who is married or unmarried
  - d a man who is married or unmarried
  - e a man or a woman who has a PhD or medical degree



Listen to a team leader introducing Monica and Anton, two new members of a team, to each other. Complete the sentences with the correct name – Anton or Monica.

\_\_\_\_\_ is in charge of marketing.

2 \_\_\_\_\_\_ is with JHT.

is a media consultant.

Listen again. Tick (✓) the phrases a-f in Career skills that the speakers use.

Work in groups of three. Take turns to be the group leader and introduce two new members of the team to each other. Include information about what each person does.

Name: Dr Sam Valdos

Job title: product manager

In charge of: product development

Name: Chris Howard Company: Flesta Design Job title: consultant

In charge of: design on the project

2 Practise making introductions again, using real names and information.

This is Martina. She's a sales manager. She's with ICL This is Juan. He's a student. He studies English.

# Dilemma Decision

#### Dilemma: A new team member

#### Brief

Shawcross Solutions has offices in Australia, Japan and the UK. It has an international team to work on a new project. You are in charge of choosing one new member for the team.

At the moment the team has:

- · six members from the Australia office
- · one member from the Japan office
- · three members from the UK office.

The team usually communicates by email and video conference. It also meets in Sydney or London four times a year. Team members often do extra work in the evenings and at the weekend.

#### Task 1

Work with a partner. Read the information about one of the Shawcross Solutions employees and make notes. Pair A turn to page 137. Pair B turn to page 141. Pair C turn to page 145.

#### Task 2

Work in groups of three (one person from each of A, B and C). Tell the other members of your group about your employee and listen to the information about their employee.

Laura is Australian. She's a manager in the finance department ...

#### Task 3

Now discuss the three employees. Choose one person to join the team. Try to give reasons for your choice.

#### **Decision:**

Now listen to Craig Hislop talking about the person that he thinks should join the team. Do you agree with his decision?





#### Useful phrases

He/She's very busy.

He/She has good experience.

We have three team members from the UK.

I think ... is interesting because ...

I think the best person is ... because ...

#### Write it up

Write a memo to Craig Hislop, the international team leader. Tell him who you want to join the team. Write some information to introduce the employee including the employee's name, department and what international office they work in. Say why you think the person is a good choice for the team.

... is a good person to be in the team. He/She is a ...

He/She works in ...

I think he/she is a good choice for the team because ...

# Unit 3 Companies

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#### Look east

PAGE 25

Present simple negative, question and short answer; articles

PAGE 27; 28

Career skills: Company information

PAGE 2

Dilemma: Which company to buy?

PAGE RE

# Organisations at work

#### Keynotes

Many companies specialise in one sector such as manufacturing (the company makes products), retail (the company sells products to the public) or service industries (for example, finance, consultants, training). When we talk about a company, we often include information about what it does, the location of the headquarters and the number of employees.

Preview

Label the pictures with the places in the box.

factory

clothes shop

restaurant

bank

supermarket











5

2 Put the places above in the correct group. Add more examples for each sector.

Manufacturing	Retail	Services	
factory			

Speaking

Talk about the different industries in your town or city.

Our town has a car factory. It has three banks.

#### Reading

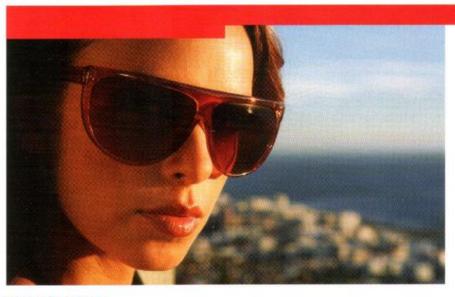
- Read the article on the opposite page. Which of the following best describes the subject of the article?
- Designer glasses in China
- b The price of Italian sunglasses
- A company that manufactures and retails glasses

#### 2 Are these statements true or false?

- Luxottica is a Chinese company. false
- It doesn't sell products only in Italy.
- Luxottica manufactures most of its glasses in the USA.
- The company also produces glasses for other companies.
- 5 They make more profit from manufacturing than retail.
- Luxottica doesn't have any competitors.
- The company wants to open shops in China.
- Mr Del Vecchio's children work for the company.

#### 3 Match the numbers 1-6 with the information they describe a-f.

- 1 70 -
- a the number of shops that the company wants in China
- 2 5%
- b the minimum price of Luxottica's glasses
- 3 15%
- c Mr Del Vecchio's age
- 4 £50
- d group sales from Ray-Ban
- 5 500
- e Luxottica's manufacturing in its factories in Italy
- 6 85%
- f Luxottica's sales in Italy



The Economist

#### Glossary

*luxury goods (n)* expensive products

competitor (n) a company that produces or sells the same things

profitable (adj) a business or product that makes money

challenge (n) something new and
difficult to do

founder (n) the person who starts a company

multinational (adj) a big company that has offices, shops or factories in several countries

Designer glasses

## Look east

#### An Italian success story

Luxottica makes sunglasses. It is an Italian company and 85% of its factories are in Italy. But less than 5% of Luxottica's sales are in its home country. Most of Luxottica's shops are in the USA. The company produces glasses for Chanel, Prada, Bulgari and other companies selling luxury goods. It also owns Ray-Ban sunglasses, and about 15% of the group's sales are from Ray-Ban.

Luxottica's main competitor is Safilo, another Italian glasses manufacturer. The big difference between Luxottica and Safilo is that Safilo has 50 shops and Luxottica has nearly 5,500 shops.

Juxottica started as a manufacturing company. Today, they make more money from retail than from manufacturing. They specialise in glasses that cost £50 or more. This market is ten times more profitable than the market in cheap glasses.

4 The company has two big challenges in the future. The first challenge is China. At the moment, Luxottica has 250 shops there. But the company wants to double the number of shops to 500. The second challenge is the next chairperson. The company's founder is 70-year-old Mr Del Vecchio. At the moment, he is the chairperson and he owns 70% of the company. It is a family company, but Mr Del Vecchio's four children don't work for Luxottica. A new chairperson could make changes that turn Luxottica from a family company into a multinational.

The conomist

Speaking

- What are some of the differences between a family company and a multinational?
- Do you think it is better to work for a family company or a multinational? Which is it better to do business with?
- Think of three more luxury-goods companies. What products do they make or sell?

#### Vocabulary

#### Word families

#### Complete the table.

Verb	Noun (person)	Noun (thing)	
manufacture	manufacturer	1 manufacturing	
2	producer	product / production	
3	salesperson / seller	sale	
4	retailer	retail outlet	
make	5	no noun	
build	builder	6	
organise	7	organisation	
compete	8	competition	

#### 2 Complete the sentences with the correct word in italics.

- A multinational company is a large organiser/organisation.
- Department stores sale / sell a lot of different products / producers.
- Swatch is a watch maker / make.
- Our office is in a builder / building in Kowloon.
- A lot of people in this country work in manufacturing / manufacturer.
- Many retails / retailers buy direct from the factory.
- Who is your main compete / competitor in the computer market?

#### Somplete the text with the correct form of a word from the table above. There may be more than one possible answer.

Mahindra ar	d Mahindra (M&M) is a big tractor <u>manufacturer</u> in India. It
2	more than 68,000 tractors in its factories every year. Its main
	is a company called TAFE, which produces 48,000 tractors. The
companies 4	the tractors at home and also to the USA and
	A has 270 5 in the USA. Now the company
also plans to	6 factories in China.

#### Listening 1 ( )

#### III Sam and Alexa work for a training company. Listen to their telephone conversation. How many people are on the course?

# Listen again and choose the correct option a-c to complete the

- John Jacobs works for a Lorca (b) Lorco c Lorko.
- 2 The company makes a video b DVD c MP3 players.
- Project Playa builds a houses b offices c hotels.
- Sanja Berkovic works for a ZCP b ZKC c ZKP Industries.
- It has a 19 b 90 c 99 employees.

#### 13 Put the words in the correct order to make sentences from the listening. Listen again and check.

- speaking / Sam / Hello, / Reynolds Hello, Sam Reynolds speaking.
- 2 Lorco / say / you / Sorry, / did ?
- 3 right / that's / Yes,
- please / spell / you / Can / that, ?
- say / again, / please / you / Could / that ?
- 6 your / help / Thanks / for

#### Language check 1 Present simple negative, question and short answer

Study the examples and complete the sentences in the table.

- Do Luxottica make glasses?
- b Yes, they do. / No, they don't.
- What do Luxottica sell?
- d They don't sell bags.
- Does he have four children?
- f Yes, he does. / No, he doesn't.
- Where does he live?
- h He doesn't live in Paris.

Present simple				
Negative	Open question			
I/You/We/They 1 [verb]. He/She/It 2 [verb].	What 3 I/you/we/they [verb]? Where 4 he/she/it [verb]?			
Closed question	Short answer			
5 I/you/we/they [verb]?	Yes, I/you/we/they 7  No, I/you/we/they 8 .			
6 he/she/it [verb]?	Yes, he/she/it <sup>9</sup> No, he/she/it <sup>10</sup>			



For more information, see page 158.

#### Practice

- Make these sentences negative.
- 1 Ulla works in Lisbon. Ulla doesn't work in Lisbon.
- 2 The company has 200 employees.
- 3 We make computers.
- 4 Alice and Cheung sell mobile phones.
- 5 Kyle organises conferences.
- Complete the conversation with do, does, don't or doesn't.
- A 1\_\_\_\_\_ you work for Westfield Electronics?
- B No, I 2\_\_\_\_\_. I work for Danemart.
- Grace Davies work for Danemart?
- B Yes, she 4\_\_\_\_\_. She works in the marketing department.
- your company manufacture televisions?
- No, it 6\_\_\_\_\_\_. It makes radios.
- 3 Look at the information about Ottwell and complete the questions with Who, How many, What or Where.

1	does the factory manufacture?	shoes	Ottwell
2	does Ottwell have factories?	Turkey	
3	people does the company employ?	180	
4	does the company sell to?	luxury shoe shops	

Speaking

Work with a partner. Student A turn to page 137. Student B turn to page 141. Take turns to ask questions and complete the information.

Language check 2	Articles: a / an and the							
	Study	the exa	mples an	d comp	lete the	rules belov	v.	
	a Lu	xottica is	an Italia	п сотра	ıny.			
	b Th	e compa	ny's next	big chall	enge is Cl	hina.		
	c Th	e chairpe	erson is N	ir Del Ve	cchio.			
	<ol> <li>We use or to say generally what someone or something is.</li> <li>We use when the listener knows the person or thing we refer to, or when there is only one person or thing.</li> </ol>							
->2	For more information, see page 158.							
Practice	Comr	olete the	sentence	s with a	a an or	the.		
, , , , ,	<ul> <li>Complete the sentences with a, an or the.</li> <li>Clive works fora bank in London Queen of England banks there.</li> <li>Jardin Care is Canadian company and headquarters are in Toronto.</li> </ul>							
	3 I c	an meet	you at _	stat	ion or yo	u can get _	taxi.	
		avetel is eraldine i	s				nce directors	•
	four fourt	rd can be of teen of t	divided into for / ty often say oo rty	o syllables ne syllable	the soun	d parts of a w	when saying nu word). is that one, fo	
Listening 2 ( )	Lis Lis	sten and	repeat t	hese nu	mbers.			
, ,	12	20	13	30	15	50		
	16	60	17	70	18	80		
	19	90	100	119	200			
•	2 Lis	sten and	put a ci	rcle rou	nd the n	umbers in	exercise 1 t	that you
•	3 Lis		ix senten	ces and	write th	e number	that you he	ear in
	1	2	3	3	4	5	6	
Speaking	turns that y neces	to say y our par sary. Co	our num tner says mpare ar	bers to . Use ph nd check	your par trases to togethe	tner and v check info	n 1 and 200 write the nu rmation wh ect any mis	ımbers nere

163 - is that one, six, three?

28 Unit 3

#### Career skills

#### Company information

Sometimes we talk about our company's activities in a professional or social situation. Look at these ways of describing what your company does.

- a The company is called / It's called [ICI].
- b It's based in [Toronto].
- c It has offices / factories in [Poland].
- d It's a [manufacturing] company.
- e It makes / sells [cars].
- f It employs [250] people.

#### Match the questions with the phrases a-f above.

- 1 What type of company is it?
- 2 How many employees does it have?
- 3 What is the company called? / Who do you work for?
- 4 What does it do?
- 5 Where is it based?
- 6 Where are its factories?

#### Listening 3 💿

- II Listen to Miles Norton answering questions about his company and tick (✓) the phrases a-f above that he uses.
- 2 Read the information in the notes. Listen again. Tick ( ) the information that is correct and change the information that is wrong.

Company name: Riva	1
Type of company: manufacturing	-
It sells: art and photographs	
Number of employees: 125	
Based in: Munich	
Offices in: Madrid, Paris	

#### Working English

Conversation is easier when your partner responds to what you say. In the conversation, Laura responds by asking questions. She also responds by making comments about what Miles says.

I don't know Riva. Ah! That's interesting. OK. Really?

Speaking

Work with a partner. Use the information to ask questions about your partner's company. Then answer your partner's questions about your company. Student A turn to page 138. Student B turn to page 142.

# Dilemma ecision

#### Dilemma: Which company to buy?

#### Brief

The Van Hoog Group has manufacturing, retail and service businesses. Peter Winston, the CEO, wants to buy another business for the group. There are two companies that he is interested in. He wants two teams to work together to decide which company to buy.

#### Task 1

Work with a partner. Pair A turn to page 138. Pair B turn to page 142. Prepare to give a short talk to another pair. Use phrases from Career skills to help you.

I'm here to talk about a company called ...

#### Task 2

Work in groups of four (Pair A + Pair B). Talk about your company. Then take notes about the other pair's company.

#### Task 3

Look at the information about the Van Hoog Group. Discuss which company, WBH Electronics or Fast and Fresh, to recommend to Peter Winston.

#### Useful phrases

Van Hoog has a / doesn't have a ...

I prefer ... because ...

I think it's a good idea for Van Hoog to

buy ... because ...



Examples of companies owned by Van Hoog Group

#### Service companies

Dean Research - market research company (New York)

- hamburgers and sandwiches to office workers (London) Quick Café

#### Retail companies

Esmey Fashions - clothes retailer (Hong Kong)
Mordon Organics - chain of food shops (London)

#### **Electronics companies**

Victor Electronics - produces computers (Taiwan)
Enko Trading - makes parts for digital radios (Tokyo)

#### Write it up

Write a short email to Peter Winston to say which company your group recommends. Give some information about the company.

Dear Mr Winston,

We recommend the Van Hoog Group buys ...

It is a ... company ...

#### Decision:

 Listen to investment expert Lars Morgan explain which company he recommends. Do you agree with his decision?



## **Review 1**

#### Language check

to be; Articles

## Complete the conversations with the correct form of to be or with a/an or the.

1	A	you Desmond Drake?
	В	No, I' Howard Drake.
2	A	Sabine and Martine from France.
	В	That's right. Sabine from Paris.
3	A	you and George American?
	В	No, we We' British.
4	A	Helma designer?
	В	No, she She's engineer.
5	A	Ravi and Ali accountants?

B Yes, they \_\_\_\_\_. They work in \_

#### Present simple affirmative

#### Choose the correct words in italics.

1 Jacob live / lives in Manchester.

finance department.

- 2 I work / works in the city centre.
- 3 We catch / catches the 7:50 train to work.
- 4 She eat / eats lunch in the staff restaurant.
- 5 You have / has eight members in your team.
- 6 He leave / leaves work early on Monday.

#### Present simple negative and question

# Make these statements into negative sentences (-) or questions (?).

- 1 Luxottica makes glasses. (?)
- 2 The CEO lives in Germany. (-)
- 3 They have offices in Tokyo. (?)
- 4 We manufacture Porsche cars in India. (-)
- 5 You work in the USA. (?)
- 6 Fiat employ 12,000 people. (-)
- 7 I have Hani's address. (?)
- 8 Mr and Mrs Sanz live in Berlin. (-)

#### Frequency adverbs

## Tick (✓) the sentences that are correct. Correct the wrong sentences.

- Francis has a meeting on Friday always.
- 2 We usually have lunch in a café.
- 3 Kelly often is late for work.
- 4 I leave the office never at six o'clock.
- 5 The CEO is always in his office at 8:30.
- 6 They have sometimes a video conference in the morning.
- 7 We go to often team meetings.
- 8 Josh and Mia listen to other people's opinions never.

#### Consolidation

#### Choose the correct words in italics.

Franco Martinez ¹are / is the CEO of Webplan, and it is ²a / the successful internet company. Webplan ³employs / employer 5,000 people in Asia and Europe. Mr Martinez ⁴always / does arrives in the office at 8am. He has a glass of water because he ⁵not / doesn't drink tea or coffee. Then he 'read / reads his emails. He has a meeting with ¹a / the marketing department at 10am every day. He doesn't often \*has / have lunch. He has a sandwich at his desk. In \*the / an afternoon he meets the design team. The employees at Webplan never ¹odon't work / work after 6pm.

#### Vocabulary check

#### Introducing yourself Complete the sentences with a country or nationality. III Put the words in the correct order to make questions. Mariella is from Barcelona - she's \_\_\_\_\_\_. 2 Apple is an American company. It's based in 1 you / from / are / Where ? 2 company / with / you / What / are ? 3 Serona is an \_\_\_\_\_ company. It has 3 do / you / What / do ? offices in Rome and Milan. 4 your / name / What's ? 4 Wei and Fang are \_\_\_\_\_\_. Their home is 2 Use the questions above to complete the in Shanghai. conversation. 5 Elena is \_\_\_\_\_\_. She has an apartment in Moscow. 6 I often visit France on business, but I don't Diego Rossini. speak 7 We have business contacts in São Paulo in Brazil. 8 Many \_\_\_\_\_ businesses have offices in I'm a human resources manager. Delhi. 2 Complete the text with these words. (The Hemingway Consultants - it's an American first letter is given.) company. manufacture manufacturing Introducing others products production Match the sentence halves. sales sells staff This is a a designer. produces 2 Pleased to b art department. c the design team. 3 Jan is Vinway International is a m\_\_\_\_\_ and retail 4 She works in the d Jan Carlton. company. It 2p\_\_\_\_\_\_ electrical equipment 5 She's in charge of e meet you. and it 3s \_\_\_\_\_ its 4p \_\_\_\_ in shops in Europe and Asia. We 5m\_\_\_\_\_ digital radios. Company information We have a good 6p\_\_\_\_\_ department and Complete the information with these 7s\_\_\_\_\_ department. We are a small phrases. company with good managers and 8s\_ It employs It's a It's based in It sells The company is called It has offices in \_\_\_\_\_ Raven Ltd. 2 \_\_\_\_\_\_ Bristol, in the UK.

3 \_\_\_\_\_\_ Europe and the USA.

\_\_\_\_\_ 120 people.

clothes.

4 \_\_\_\_\_ retail company.

Career skills

# Unit 4 Offices

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The paperless office

Prepositions of place; the imperative

a desk in an open-plan office. Modern technology now makes it easier for people to have a home office, so our work life and home life are closer than ever before.

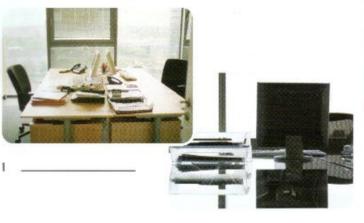
Career skills: Directions

Dilemma: An office move

# A place to work









2 .

Label the offices with the words in the box.

modern open-plan shared traditional

Discuss the questions.

What kind of desk do you work at? Is it similar to any of the pictures above? Which of the offices would you like to work in? Why?

Are you the kind of person who likes a tidy place to work? Do the questionnaire about offices.

## How tidy are you?

Which describes you best - A, B or C?

- 1 Your friend phones to say that she is coming to visit in five minutes. Do you ...
  - A wait for her to arrive there is nothing you need to do?
  - B tidy one or two things and then relax?
  - C panic you need more than five minutes to tidy up?
- 2 You receive an important letter. You read it. What do you do next?
  - A File it immediately.
  - B File it later.
  - C Put it under all the other papers.

- 3 A colleague asks to use your office to speak to an important client. Do you ...
  - A agree but ask your colleague not to move anything on your desk?
  - B agree but ask your colleague to wait for a moment while you tidy?
  - C say no the office is too untidy?
- 4 You need to find a document. How long does it take?
  - A Five minutes you have a lot of files and you need to remember where it is.
  - B One minute you don't have many files, so you find things quickly.
  - C Fifteen minutes you know it's on your desk ... somewhere!

Look at the analysis on page 145.

Speaking

Do you agree with the analysis on page 145? Why? / Why not?

Reading

Read the article on the opposite page. Choose the sentence a-c that best describes the main point.

- a All employees have tidy desks.
- b A tidy desk isn't always important.
- c We don't like desks.

#### Read the article again and answer the questions.

- What things made from paper does the writer have on his desk?
- What is next to the keyboard?
- Where do workers usually put their documents?
- 4 How much time do people with untidy desks spend looking for things
- How many types of worker does the article mention?
- What are the disadvantages of being a 'filer'?
- What are the advantages of being a 'piler'?
- 8 What should you do next time you tidy your desk?



The Economist

#### Glossary

expert (n) a person who knows a lot about a subject

research (n) the study of a subject to find new information

disorganised (adj) not organised current (adj) happening at the moment

A tidy desk?

# The paperless office

Leave my desk alone. It works

I m writing this article at my desk. It isn't a tidy desk – there are lots of things on it (books, brochures, files, notepads and newspapers). There are six pens and some documents next to the keyboard and there's a printer under my chair. It isn't a problem, and there are a lot of desks like mine in The Economist's

But in many companies it's very important to have a tidy office. Some companies say that workers can't leave documents or paper on their desk at the end of the day. Employees put all the documents into filing cabinets or drawers. Experts say that a person who works at an untidy desk is not organised and spends about one-and-a-half hours a day looking for things. An organised worker always has a tidy workspace.

But is that true? Research shows that there are two types of worker. The first type is the 'filer'. They receive a document and immediately file it. The second type is the 'piler'. They have piles of paper on their desk. Who do you think can find things quickly? The answer may surprise you.

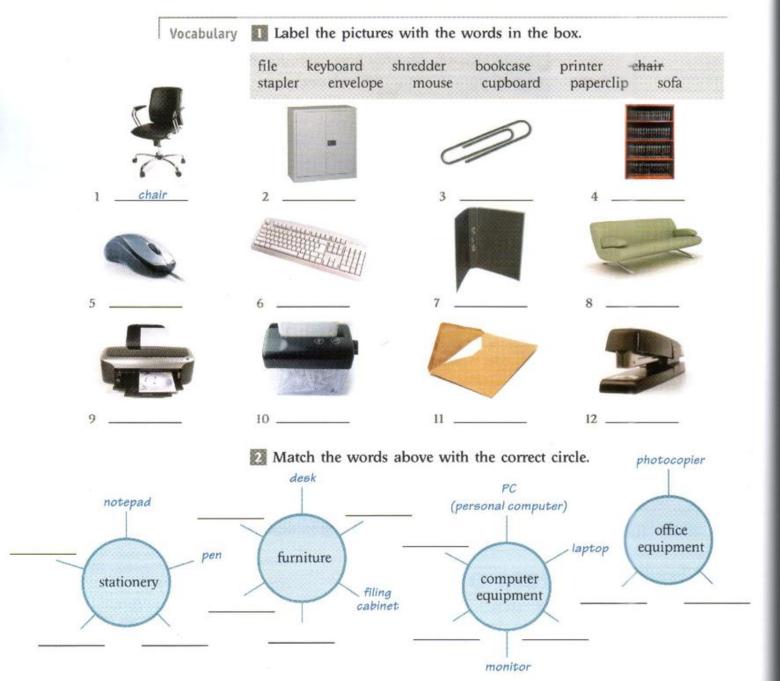
Workers who file everything have a tidy desk, but they file too much. There are two main problems with this. First, the files and filing cabinets take a lot of space in the office. And second, there are so many files that it takes time to remember where a particular document

Now let's look at 'pilers'. They often have an untidy desk, but they aren't always disorganised. Some experts say that a busy desk helps 'pilers' to think about current projects and makes it easy to find documents.

So next time you tidy your desk, stop and think. Perhaps an untidy desk makes it easier to find things!

Speaking Which kind of worker are you - a 'filer' or a 'piler'? Why? Do you tidy things on your computer in the same way?

> Who is more likely to have a tidy work area - someone who works from home or someone who works in an open-plan office? Why?



#### Complete the sentences with the correct word in italics.

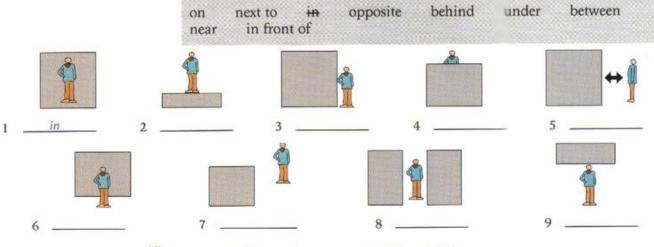
- 1 Use your printer/pen to write notes.
- 2 There's a problem with my computer the monitor / shredder doesn't work.
- 3 The dictionary is in the sofa / bookcase.
- 4 Put the stationery in the keyboard / cupboard, please.
- 5 Do you want an envelope / mouse for your letter?
- 6 I need to attach a document to this letter. Do you have a file / paperclip?
- 7 Make three copies of this document on the photocopier/stapler.
- 8 Is the contract in the chair / filing cabinet?

Speaking Choose two items from each group in exercise 2 that you think are most useful in an office. Compare your list with a partner.

#### Language check 1 Prepositions of place

We use prepositions of place to describe where things are. There are four files on the desk. There's a printer under my chair.

Label the pictures with the words in the box.



For more information, see pages 158 and 159.

Listening 1 💮

Listen to three people describing their offices. Which speaker (1, 2 or 3) talks about this office?



Complete the texts with prepositions. Listen again and check.

1	There is a PC and a telephone 1on	the desk. The printer is
	the desk. There's a bookcase 3	the filing cabinet
		0

- 2 My desk is 4\_\_\_\_\_ the door. The monitor is 5\_\_\_\_\_ the printer. All my files are 6\_\_\_\_\_ the cupboard. It's 7\_\_\_\_\_ photocopier and the bookcase.
- 3 I sit 8 \_\_\_\_\_ my sofa with a laptop. The sofa is 9 \_\_\_\_\_ the door. There's a bookcase 10\_\_\_\_\_ the sofa. There are two filing cabinets "\_\_\_\_\_ the bookcase.

Working English

We often use there is or there are when we describe what is in a place.

There is (There's) a file next to the PC. There is not (There isn't) a file next to the PC. There are not (There aren't) six

There are six pens on the desk.

pens on the desk.

Speaking

Take turns to describe your own desk or office. Then listen and make notes about your partner's desk / office.

There's a sofa near the door. There are two windows.

#### Language check 2 The imperative

We often use imperatives to give instructions or orders. Study the examples and complete the rules below with don't and to (x2).

#### Positive

Negative

- a Tidy your desk.
- c Don't tidy your desk.
- b Use your pen to write notes.
- d Don't use your pen to write notes.
- 1 Positive imperatives use the infinitive of the verb without \_\_\_\_\_\_
- 2 Negative imperatives use \_\_\_\_\_ + the infinitive of the verb without



For more information, see page 159.

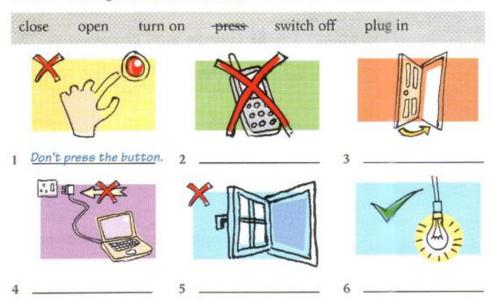
#### Working English

Imperatives give direct information. In everyday conversation it is usually polite to be less direct.

Could you tidy your desk, please? is more polite than Tidy your desk.

#### Practice

Look at the signs and use the verbs in the box to write instructions.



#### Listening 2 ①

- Listen to Ian Lang from the IT department explaining to a colleague how to use a new laptop computer. Does Ian think that it is easy or difficult to use?
- Listen again and complete Ian's instructions.
- 1 \_\_\_\_\_ the laptop on the desk.
- 2 \_\_\_\_\_ the laptop.
- 3 \_\_\_\_\_ the lid.
- 4 \_\_\_\_\_ the black button.
- 5 \_\_\_\_\_ the green button.
- 6 \_\_\_\_\_ a moment.

Career skills

#### **Directions**

Look at these ways of giving directions and telling someone how to go from one place to another. Which phrases do you use to ask for directions? Which do you use to give directions?

- a Turn left / right at / after [the bank].
- b Go past [the supermarket].
- c Where is [Palace Street]?
- d Take the first / second turning [on the] right / left.
- e How do I get to [the station]?
- f Go straight on.
- g Go along / down [that road].

Listening 3 💿

- Listen to Ken Milton asking for directions. Is he inside or outside?
- 2 Listen again and follow the directions from A on the map. Mark where Vigo Street is.

Hospital		Bank
	† A	

3 Complete the directions. Listen again and check.

Turn 1	at the end of this street. Go 2_	that road,
3	the hospital and then 4	_ left. Then go
5	and Vido Street is the second street	on the 6

Listening 4 💿

- Ken Milton is at an office in Vigo Street. Listen to his conversation with the receptionist and complete the instructions with the correct word in *italics*.
- 1 Take the lift / stairs to the fourth floor.
- 2 Go down the corridor / turning.
- Listen again. Follow the receptionist's directions and mark the finance director's office on the map on page 147.

Speaking

Work with a partner. Take turns to be the receptionist and a visitor. Use the information on your role card and the map on page 147 to ask for and give directions. Student A turn to page 138. Student B turn to page 142.



# Dilemma

#### Dilemma: An office move

#### Brief

Paula Hart needs to move office. Her new office is in a good location but it is smaller than her old office.

#### Task 1

Work in small groups. Look at the list of furniture in Paula's current office and Paula's comments. Decide what furniture Paula needs in her new office.

#### Furniture list

#### Paula's comments

four filing cabinets -

I could keep some of the information on my computer.

two bookcases

I don't use all the books at work.

two desks

I have my computer on the small desk and I work at the big desk.

three chairs

This is for clients, but I usually only use one.

sofa

It's a comfortable place to work, but I don't

use it often. There is a photocopier on the third floor.

photocopier big cupboard

I keep the shredder, pens and paper in here.

small cupboard

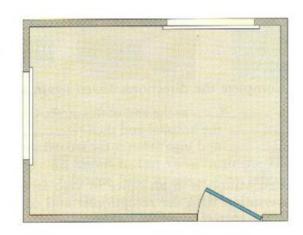
This is empty. I use this every day.

computer printer

- I use it three or four times a week.

#### Task 2

Look at the plan of Paula's new office and decide where to put the furniture she needs.



#### Write it up

Paula Hart has an appointment with a customer on the day that the furniture arrives in her new office. Write a note from Paula to the office services department to say where to put each item of furniture. Use your plan from Task 2 to help you.

I'm with a customer today. Here are instructions about where to put the

- Put the desk opposite the door.
- · Put the printer under the desk.

#### Decision:

( Listen to Paula talking about her new office. Does she choose the same furniture as you? Does she put it in the same place or a different place in her new office?

#### Useful phrases

She needs [a filing cabinet].

Yes, but she doesn't need [four filing cabinets].

She could [take some books home].

The [printer] is important because [she prints a lot of documents].

# Unit 5 Events

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#### The office picnic

PAGE 43

like and would like; can

PAGE 45: 46

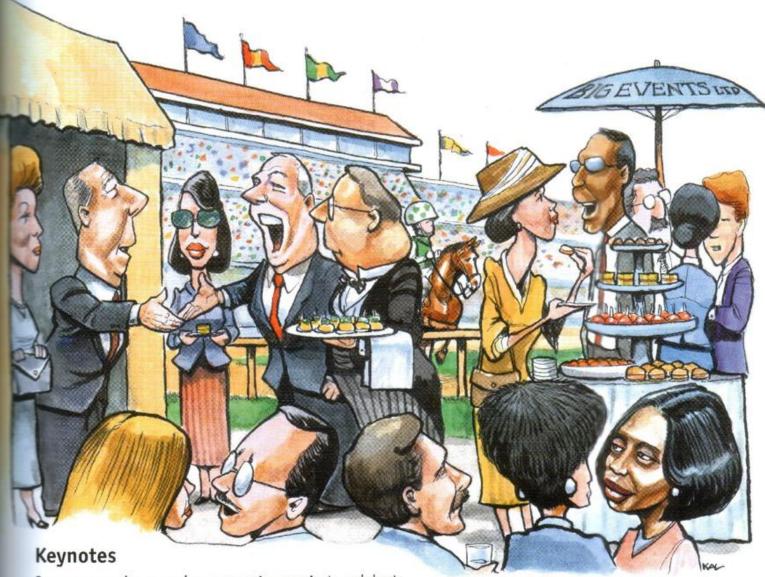
Career skills: Offers, requests and permission

PAGE 4

Dilemma: Welcoming visitors

PAGE 48

# Entertaining



Some companies organise corporate events to celebrate special occasions at work. Many companies also organise events to entertain clients. They give the guests at these events free drinks, food and entertainment.



- Preview (a) Listen to the conversations 1-3 and match them with the events a-c.
  - Which events a-c are informal?



Speaking

What events do you like? What events are good for socialising with the following people?

- · clients
- friends
- · work colleagues

#### Reading

#### Read the article on the opposite page. What can cause health and safety problems at picnics?

#### Are these statements true or false?

- British companies don't have regular picnics. true
- 2 Christmas parties are sometimes formal.
- 3 At picnics, people relax, eat and play music.
- 4 In hot weather, it isn't easy to keep food warm.
- 5 Organisations with a lot of employees often use a restaurant.
- 6 Managers don't want 50 per cent of their workers to be sick the day after a picnic.

#### Read the article again and answer the questions.

- How often do many American companies have an office picnic?
- 2 Who is invited to company picnics?
- 3 Why do staff like picnics?
- 4 What problems are there with picnics?
- 5 What kinds of food can't be in the sun too long?
- 6 What do the employees of Abel & Cole put in the office?

# The office picnic

An office picnic can be a delicious opportunity to have fun with your colleagues

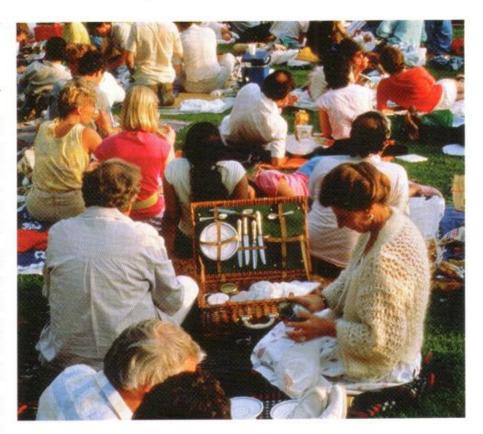
The annual office picnic is a popular social event for many companies in the USA. Employees go to local parks with food and their families each summer. At the moment, company picnics aren't a regular event in Britain. But some British businesses think they could be a good opportunity for employees to socialise in an informal

Abel & Cole is a British catering company. The company has a big office picnic every year. Gary Congress organises Abel & Cole's annual picnic. 'Christmas parties are great but they are quite formal; with a picnic it's much more relaxed,' he says. Employees like picnics because they can arrive and leave when they want to. They relax, eat and play games with family and

colleagues.

But are picnics more of a problem to organise than other events? Many people don't like insects, noisy children or bad weather - and these can all happen on a picnic. Food is probably the main health and safety concern because hot weather makes it difficult to keep food cool and edible. Some types of food, such as fish, meat and cheese, are dangerous if they are in the sun too long.

A catering company can deliver food to a picnic. This is useful for



companies with a large staff because it helps the food stay fresh. Managers can enjoy the picnic without worrying that half the workers may be ill the next day. Gary Congress recommends picnics as a staff social event. 'We put photos from the summer picnic all over the office and it brings back great memories.'

#### Glossary

catering company (n) company that provides and serves food and drink at a social event

cool (adj) quite cold

edible (adj) safe to eat

fresh (adj) in good condition, safe to eat

Speaking

What food do you think is good for a picnic? Would you take any of these foods? Why? / Why not?

ice cream chocolate curry sandwiches bananas spaghetti pizza

2 Are picnics good for socialising or team building? Would you invite clients to a company picnic? Why? / Why not?

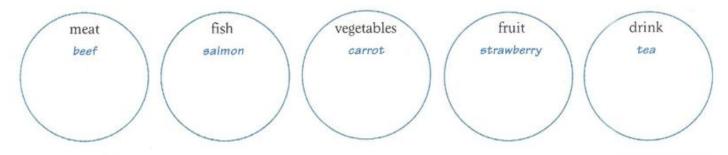
#### Vocabulary 1 Food and drink

Match the descriptions 1-8 with words from the box.

salmon	coffee	orang	e la	amb	potato	water	onion
chicken	prawns	fruit	t juice	tea	strawk	erry	beef
lemon	carrot	cod	peas				

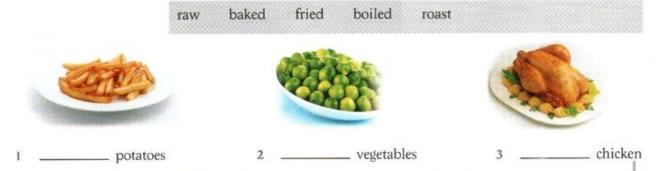
- 1 a small red fruit strawberry
- 2 meat from a cow
- 3 British people like this drink.
- 4 an orange vegetable
- 5 a large pink sea or river fish
- 6 a vegetable that makes you cry
- 7 the animal that gives us eggs
- 8 a yellow fruit

Write all the words from the box above in the correct circle. Add more words to each circle.



#### Vocabulary 2 Describing food

When you entertain guests, you sometimes need to explain how food is cooked. Label the pictures with the words in the box.





Do you like fried fish? Yes, I do.
Do you like roast potatoes? No, I don't.

Listening 1 

Listen to a conversation between a customer and a waiter in a restaurant. What does the customer order?

Speaking Ask your partner questions to find out what food he/she likes.

Listen again and complete the conversation with the words in the box.

	drink salmon recommend would like rtainly <del>order</del> fish prawns roast
Waiter:	Are you ready to 1, sir?
Customer:	What do you 2?
Waiter:	Do you like 3?
Customer:	Well, I 4 most fish, but I don't like 5
Waiter:	I recommend the 6 It's very good today.
Customer:	OK then, 7 salmon, please.
Waiter:	8 you like vegetables with that?
Customer:	Yes, please. I'd like 9 potatoes and peas.
Waiter:	10 And would you like a 11 ?
Customer:	Yes, I'd like orange 12, please.

Speaking

Work with a partner. Write a short menu and role-play ordering a meal. Take turns to be the waiter and the customer.

#### Language check 1 like and would like

Study the examples and choose the correct words in italics in the rules below.

- a Would you like roast potatoes?
- c Do you like music?
- b I'd like a cup of coffee, please.
- d I like jazz.
- 1 We use like / would like to talk about interests and preferences.
- 2 We use like / would like for offers and requests.

When we use a verb after would like, we use the infinitive with to.

We'd like to have lunch at 1pm. Would you like to go to a restaurant?

After like we use the infinitive with to or the -ing form of the verb. My colleagues like to go / going out together after work.

沿

For more information, see page 159.

#### Practice Match the questions 1-6 with the responses a-f.

- 1 Do you like football? —
- 2 What can I get you to eat, sir?
- 3 Would you like a cup of coffee?
- 4 Does he like films?
- 5 When would he like to have the lunch meeting?
- 6 What do Zoe and Mark like to do at the weekend?

- a I'd like roast chicken, please.
- b Yes, he goes to the cinema three times a week.
- c They like to go for a long walk.
- d Yes, I like all sports.
- e Thursday at 12:30.
- f Actually, I'd like tea if that's OK.

Speaking

Work with a partner. Take turns to invite your partner to do something.

Would you like to have lunch with me tomorrow? Yes, please. Sorry, I'm busy tomorrow.

#### Language check 2 can

We use can (+ infinitive without to) to talk about ability. Study the examples.

- a He can use a computer.
- b She can't (cannot) speak Spanish.
- c Can you drive?
- d Yes, I can. / No, I can't.



For more information, see page 159.

#### Listening 2 ( )

#### Complete the telephone conversation with can and can't.

Pete: Hi, Gina this is Pete. 1\_ Can\_ you do the presentation on Friday? I

have a conference in Berlin.

Gina: Hello, Pete. I'm afraid I 2\_\_\_\_\_\_. I have a meeting on Friday.

Pete: That's OK. I 3 \_\_\_\_\_ ask Claude to do it.

Gina: Pete, 4\_\_\_\_\_ you finish the report before you go to the

conference?

Pete: I'm sorry, I 5\_\_\_\_\_\_. I leave for the airport in 20 minutes.

Gina: Well, 6\_\_\_\_\_ you email the information? I need it for the

meeting.

Pete: Yes, no problem.

Gina: Thanks. So, the conference is in Berlin. 7\_\_\_\_\_ you speak

German?

Pete: No, I 8\_\_\_\_\_, but that's OK - the conference is in English!

Zisten and check. Then practise the conversation with a partner.

#### Practice

## Tick $(\checkmark)$ the things that you can do and put a cross (X) next to the things that you can't do.

- 1 speak more than two languages
- 2 play a musical instrument
- 3 name six Asian countries
- 4 spell my partner's name in English
- 5 play a sport
- 6 say the alphabet in English in less than 15 seconds









2 Work with a partner. Take turns to ask and answer questions using the phrases above.

Can you speak more than two languages? Yes, I can. / No, I can't

3 Use full sentences to tell your partner about the things in exercise 1.

I can't speak more than two languages. I can play a musical instrument. Career skills

#### Offers, requests and permission

Hosts and guests sometimes need to make offers and requests. It is also sometimes necessary to ask for permission to do something and to give or refuse permission politely. Look at the following examples and decide which you use to:

- 1 make a request (x4)
- 4 give permission (x1)

2 make an offer (x1)

- 5 refuse permission (x1)
- 3 ask permission to do something (x1)
- a I'm afraid not.
- b Would you like something to drink?
- c Can I have the menu, please?
- d Can I smoke here?
- e Certainly.
- f I'd like a cup of coffee.
- g Could I have a glass of water, please?
- h Could you give me the bread, please?

Listening 3 💮

Listen to two people having a business lunch. Who is the guest, Louisa or Philip?

- 2 Listen again and tick (1) the phrases above that the speakers use.
- 3 Work with a partner. Put the extract in the correct order. Listen and check and then practise the extract.

Thanks. What do you recomm	iend, Lo	uisa?
----------------------------	----------	-------

Yes, of course.

Oh, OK. No problem.

Well, the chicken supreme is excellent here.

Could I have a glass of water, please?

I'm afraid not. It's a non-smoking restaurant.

1 Would you like something to drink?

Great. I'd like the chicken. Can I smoke here?

Speaking

Write a dessert menu with three different desserts. Take turns to be the host and the guest and role-play a conversation in a restaurant.

When you are the host:

- · Start the conversation.
- · Offer your guest a dessert.
- · Recommend a dessert when your guest asks you to.
- Respond politely to any requests.
- When your guest asks for permission to do something, politely give or refuse permission.

When you are the guest:

- · Politely accept or refuse your host's offers.
- Ask your host to recommend a dessert.
- Ask your host for a cup of coffee or a glass of water.
- Ask permission to:
  - a use your mobile phone b smoke a cigar



# Dilemma Decision

#### Dilemma: Welcoming visitors

#### Brief

You work for Henman Services. Your company's two main clients are a company called Junko Fashions in Japan and a company called Ortego in Spain. Your manager says that five employees from Junko Fashions and five employees from Ortego want to visit your company. He asks you to arrange an event to welcome the ten visitors.

#### Task 1

Work in two groups. Group A turn to page 138 and read about the visitors from Junko Fashions. Group B turn to page 142 and read about the visitors from Ortego.

#### Task 2

Work in small groups (some from Group A, some from Group B). Tell your group about the visitors from Japan and Spain. Look at the information below and decide which event to choose.

#### **Decision:**

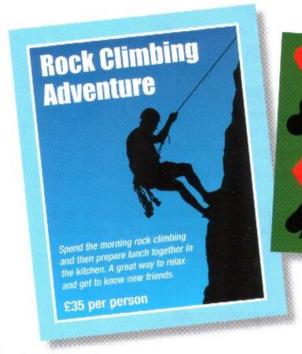
Now listen to Hal Banks from Esteem Events Management saying what event he thinks is best.

#### Useful phrases

The [Casino] has ...

I like [the Meridian Cruise] because ... The [Rock Climbing Adventure] is the best solution because ...

It's too expensive / formal / informal.



## Casino Royale evening

Create the perfect evening. Formal dress. Choose from these activities:

Dinner in our exclusive restaurant £38 per person

Dancing and entertainment in the Casino ballroom £25 per person

Play the casino – work in teams to see who wins the most money! £44 per person

#### Write it up

Write a memo to your manager to say which event you like, and why.

Re: Visit from Junko Fashions and Ortego

I think it is a good idea to organise a ... This is a good event for our visitors because ... The total cost for the event is £...

### Meridian Cruise



A trip down the river on our beautiful luxury boat. Listen to information about the historic places along the river and eat traditional food. Then dance to the Meridian band. Formal or informal dress.

£39 per person

# Unit 6 Money

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#### The business of giving

PAGE 51

Countable and uncountable nouns; some, any, how much, how many PAGE 53

Career skills: Ordering goods

PAGE 5

Dilemma: A new supplier

PAGE 56

# **Business** costs



Different countries have different currencies and the exchange rate usually changes every day. This can change the cost of living and the price we pay for goods. Price is also important when we choose a supplier. Sometimes it

is possible to negotiate a discount on large orders.

Preview

Match the countries 1-5 with the currency symbols a-e and how to say the currency A-E.

C	urrency from	W	e write	W	e say
	Italy —	a	رايل	A	dollar
2	The UK	b	¥	В	pound
3	Japan	c	£	C	yen
4	The USA	d	€	D	riyal
5	Saudi Arabia	e	\$	_E	euro

2 Work with a partner. Make sentences about the currencies.

The currency in Italy is the euro.

3 What is the currency in your country? Add more currencies to the list above.

#### Working English

Look at how we say large numbers. 50,000,000 fifty million 80,000 eighty thousand 800 eight hundred When we use an approximate number, we add -s and of. There are hundreds of currencies / thousands of banks / millions of people in the world. Look at how we say these numbers. a / one hundred and fifty-seven 157 five hundred and seventy-nine 579 five thousand seven hundred and ninety 5.790 fifty-seven thousand nine hundred and one 57,901 five million seven hundred and ninety thousand 5,790,000 When we talk about exchange rates, we can say the decimal point (.). There are one point three four US dollars to the euro. \$1.34 There are two hundred and thirty-nine point three four Japanese

#### Listening 1 (

Listen and complete the information.

¥239.34



- We have <u>855</u> workers in our factory.
- 2 There are \_\_\_\_\_ dollars to the British pound.

yen to the British pound.

- 3 Their company manufactures more than products every year.
- 4 I have \_\_\_\_\_\_ Saudi Arabian riyals. How much is that in euros?
- 5 The world population increases by people every day.
- 6 Our profits this year are \_\_\_\_\_ euros.

Speaking

Work with a partner. Take turns to say some numbers and exchange rates and write down the numbers your partner says. Compare and check together and correct any mistakes.

Reading

Read the article on the opposite page. Does the writer think that money is the only thing that rich people can use to help the world?

- 2 Find numbers in the article to match the following.
- 1 Bill Gates' donation \_\_\_\_\_
- 2 number of billionaires now
- 3 number of billionaires in 1996 \_\_\_\_\_
- 3 Read the article again and answer the questions.
- 1 What American companies does the article talk about?
- 2 What currencies does the article mention?
- 3 What do rich people in the USA often give money to build?
- 4 What problems can rich people help find solutions to?



The Economist

#### Glossary

charity (n) money or gifts that
people give to help people

recently (adv) a short time ago

charitable foundation (adj + n) an
organisation that uses money to
help people

management guru (n) someone who knows a lot about business

poverty (n) not having enough
money for food or housing

environment (n) the world and the
people, animals and plants that live
in it

Is money enough?

## The business of giving

#### Charity from the rich

Today, many rich and famous people give money to charity. Technology billionaire Bill Gates recently gave \$31 billion to the Bill and Melinda Gates Foundation. Other technology leaders also give away money. Pierre Omidyar, the founder of eBay, and Jeff Skoll, eBay's first CEO, want to use their billions to help 'make the world a better place'.

Why do charities receive so much

money? One reason is that there are more rich people than in the past. The world now has 691 billionaires, compared with 423 in 1996. Rich people in many different countries give millions of euros, riyals, yen and other currencies to charity.

<sup>3</sup> What can the world of charity learn from the world of business? Michael Porter, a management guru at the Harvard Business School, believes that the rich need to think about how their charitable foundations spend money. In the USA, it is traditional for the rich to give money to hospitals, libraries and universities. These are very important, but some people think that this does not always help the very poor.

4 People with a lot of money often have useful social connections. They usually know how to market ideas and how to interest the media in a subject. So, some people think that the rich can give more than money. They can also use their time, social connections and skills to help find solutions to some of the world's problems, such as poverty and the environment.

The Economis

Speaking

Think of some ways for the Bill and Melinda Gates Foundation to spend the \$31 billion.

It can do research to help the environment.

2 Who should find solutions to world problems - billionaires or governments? Give reasons for your answers.

Working English

When we say prices, we do not say the decimal point (.).
€13.95 thirteen euros ninety-five cents
thirteen euros ninety-five
thirteen ninety-five

Money can be in notes (a €50 note)
or coins (€1 coin).
We can pay for things: with cash
by cheque
using a credit card

			1
Liste	pning	2	(0)

#### Listen and complete the prices.

- 1 A new Orion laptop costs <u>£1,290</u>
- 2 The share price is
- 3 The Dior bag is \_\_\_\_\_\_.
- 4 Those cars cost about
- 5 A seven-day rail pass is \_\_\_\_\_\_.
- 6 We import the DVDs at \_\_\_\_\_\_ and sell them at \_\_\_\_\_\_.
- 7 The book costs \_\_\_\_\_
- 8 The prices of our digital cameras start at \_\_\_\_\_\_.

#### Speaking

- Work with a partner. Take turns to say these prices.
- 1 \$30.25 (cents) 2 £420.88 (pence) 3 J½2,500 4 ¥730 5 €18.52 (cents)
- Write down five prices. Take turns to say your prices to your partner and write down the prices your partner says. Compare and check together and correct any mistakes.

#### Listening 3 💮

- Listen to three people talking about the cost of living in their city. Write the names of the cities in the table below (a-c).
- Listen again and fill in the prices in the table.

City	а	b	С
Monthly rent for a one-bed apartment	¥550,000	4	7
Dinner for four at a top restaurant	1	€1,000	8
A newspaper	¥130	5	70 pence
A Big Mac hamburger	2	€2.94	9
A cinema ticket	3	6	£8
Bread	¥120	90 cents	10

#### Speaking

- How much do the items in the table cost in your country? (If your country is in the table, find out prices for a different country.)
- Is the cost of living high in your country? Which countries can you travel to where the cost of living isn't high?

#### Language check 1 Countable and uncountable nouns



A		В	
1	coin —	a music	
2	fact	b paper	
3	minute	c informa	ation
4	document	d time	
5	song	e cash	

Which list of words has things you can count (one ..., two ...)? Which list has things that you can't count?

Countable nouns have a singular and plural form.

He buys a book.

I'd like an apple.

Here's the ticket.

He buys two books.

I'd like six apples.

Here are four tickets.

Uncountable nouns have only one form.

Can I have some information?

I'd like some water.

I like the music I heard last night.

We use some instead of a / an before an uncountable noun. We use the when the listener knows the person or thing we refer to, or when there is only one person or thing.



For more information, see pages 159 and 160.

Practice

Are the things in the box countable (c) or uncountable (u)?

fruit hamburger money employee email bread car beef apartment water number news

#### 2 Complete the sentences with a, an or some.

- 1 We want <u>an</u> employee to work on a new project.
- 2 I have \_\_\_\_\_ news about the exchange rate.
- 3 Can you send Gina \_\_\_\_\_ email with our prices?
- 4 Do they have \_\_\_\_ problem with their computers?
- 5 The bank wants \_\_\_\_\_ information about your account.

#### Language check 2 some, any, how much, how many

Study the examples and complete the rules below about questions and negatives using some, any, much or many.

- a Does she have any news?
- e How many minutes is it until the presentation starts?
- b Would you like some cash?
- f How much time do you have?
- c Do we have any information?
- d Could I have some coins, please? g They don't have any documents.
- in real questions with countables / uncountables.
- 2 We use \_\_\_\_\_\_ for requests and offers.
- 3 We use \_\_\_\_\_ with countables / uncountables in negative sentences.
- for countables and how \_\_\_\_\_ for uncountables. 4 We use how \_\_\_

For more information, see page 160.

Practice

1 Look at the phone conversation between a customer and a sales assistant in a bureau de change. Complete the conversation using some, any, much or many.

Customer:

Good morning, I'd like to change | \_\_\_\_\_ money. Do

you have <sup>2</sup>\_\_\_\_\_ Australian dollars?

Sales assistant: Yes, sir. How 3

dollars would you like?

Customer:

1,500. How 4\_\_\_\_\_\_ is the commission?

Customer:

Sales assistant: 1%. Do you need 5\_\_\_\_\_ other currencies, sir?

Yes. Can I have 6

Mexican pesos, please?

Sales assistant: How 7\_\_\_\_\_ ?

Customer:

2,000, please.

2 Practise the conversation with a partner.

Speaking

Practise the conversation again. Take turns to be the customer and the sales assistant. Student A turn to page 138, Student B turn to page 143.

Vocabulary

#### Orders

11 When a company sells goods, they send an invoice to the customer with information about the order. Look at the invoice below and complete the information with the words in the box.

Account Supplier

free Customer Quantity

discount

Total

Mr S Paxman Paxman and Sons 21 Wood Lane Milton Keynes MK 71N		78 Ca	ndon Electronics West Business Park mbridge 2 71Z
3 numbe	er: YH16703B		
Product code	Product description	Price	4
WN506	Colour printer	£70	-11
		Subtot	al £770.00
	10% 5	on orders over £50	0 £ 77.00
	Delivery is <sup>6</sup>	on orders over £50	0
		7	£693.00

- 2 Look at the invoice again and answer the questions.
- 1 What is the product code?
- 2 What is the customer ordering?
- 3 How many does he want?
- 4 How much is the discount on the order?
- 5 Is it necessary to pay for delivery?
- 6 How much does the customer pay?

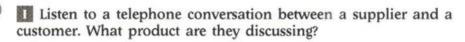
#### Career skills

#### Ordering goods

When you buy products, it is sometimes necessary to check price information. It is usually acceptable to check if there are any discounts. Look at these ways of placing and taking an order.

- a I'd like to place an order.
- e Is there a discount?
- b How much are they?
- f Can I have the product code?
- c Can I have your account number?
- g We can offer a [12%] discount.
- d How many would you like?

#### Listening 4 💿



2 Listen again and complete the order form.

#### Order form

#### **LEWIS & DAVIES**

Electronic Supplies

Product name	Price (each)	Product code	Quantity	Discount
Electronic organiser	2	3	4	5

3 Who says the phrases above, the customer or the supplier? Listen again and check.

#### Speaking

Work with a partner. Take turns to practise the conversation below between a supplier and a customer. If necessary, check the information your partner gives.

#### Supplier Customer Answer the phone and give the name of your company: Say you want to place an order for Ace Supplies. some MP3 players. Ask for the company name and account number. Respond: Company name: Green and North. Account number: GN749A. Ask for the product code. Respond: Product code: VGY 76T. Ask for price. Respond: Price: \$29.70. Ask how many? Say you want 25. Ask about discount. Discount: 5% on orders over 20. Discount OK. Order 25.

# Dilemma Decision

#### Dilemma: A new supplier

#### Brief

You are a buying manager at Marquis Music. At the moment, you sell CDs, but now you also want to sell music DVDs in your shops. You need to find a company to supply the DVDs.

#### Task 1

Complete the questions with any, how much or how many.

1 \_\_\_\_\_\_ DVD titles does the company have?

2 \_\_\_\_\_\_ discount does the company offer?

3 Do you have \_\_\_\_\_\_ other information?

Work with a partner. Take turns to ask and answer questions 1–3 and complete the information about the suppliers. Student A turn to page 139. Student B turn to page 142.

#### Task 2

Work in small groups. Look at the notes from your buying director, Luc Sabre, and decide which supplier to use.

we plan to place orders of £1,500 each month, so we want a good price and also a good discount. Fast delivery is important.

#### Write it up

Write a memo to the buying director to say which supplier you want to use and why.

To: Luc Sabre, Buying Director

The best supplier for the DVDs is ... We want to use this company because ...

#### **Decision:**

Now listen to Tanya Brunetti, a business consultant, saying which company she recommends. Do you agree? Why? / Why not?



## **Review 2**

#### Language check

#### The imperative

### Use the verbs in brackets to make imperative sentences.

- 1 The window is closed. (open)
- 2 The printer is on. (turn off)
- 3 It isn't a good idea to press the button. (not press)
- 4 The cupboard is open. (close)
- 5 It isn't a good idea to move the PC. (not move)
- 6 The lights are off. (turn on)

#### can

#### Correct the mistakes in these sentences.

- 1 Frank can't to drive a car.
- 2 Can do you finish the report today?
- 3 Moira cans get a taxi to the airport.
- 4 Can I to use your pen, please?
- 5 We can no go to the meeting.
- 6 No, I'm sorry, we cann't.

#### like and would like

#### Choose the correct words in italics.

- 1 I would like / like fish, but I don't like prawns.
- 2 Would you like / Do you like a cup of coffee?
- 3 The CEO would like / likes to see you in his office now.
- 4 Would you like / Do you like the new restaurant in Park Street?
- 5 I'd like / I like chicken and rice, please.
- 6 I like / I'd like to book a table for six people, please.

#### Countable and uncountable

## Complete the conversation with these words and phrases.

	ow many ny an		ch	some
A	1	_ time do	you sp	end on the
	internet?			
В	Nine or ten	hours 2		week.
A	Do you buy	3	pro	oducts online?
В	Yes, I buy 4. books and I		_ thing	s, for example,
A	morning?	_ emails d	o you	send every
В		ch member	of my	team. Then I

#### Consolidation

Choose the correct words in italics.

# Impact furniture

<sup>1</sup>Not / Don't buy <sup>2</sup>an / any office furniture until you see our prices! Our products are great and we <sup>3</sup>do / can deliver to any country in the world. And we don't have <sup>4</sup>some / any delivery charges! We have a retail outlet <sup>5</sup>in / on most cities. <sup>6</sup>Looking / Look at our map to find a store <sup>7</sup>near / between you. <sup>8</sup>Would / Do you like to see our new price list? <sup>9</sup>Don't visit / Visit our website today for <sup>10</sup>an / some ideas for your office.

#### Vocabulary check Find the odd one out in each group. keyboard mouse stapler printer beef salmon chicken lamb fried boiled roast drink notepad envelope sofa pen cod water fruit juice tea 5 cupboard bookcase supplier desk carrots lemons potatoes onions 7 furniture menu stationery equipment 2 Use a word from each group above to complete these sentences. \_\_\_\_ to type information I use my \_\_\_\_\_ into my computer. \_\_\_\_\_ is meat from a cow. 2

You cook \_\_\_\_\_\_ vegetables in water.

Do you want an \_\_\_\_\_ for your letter?

Would you like a hot drink? \_\_\_\_\_ or

Our stationery \_\_\_\_\_ isn't expensive -

I have a sofa and a chair, but I need more

# \_\_\_\_\_ for my new house. 3 Complete the conversation with these words.

total invoice

free

he gives us a 15% discount.

\_\_\_\_\_ are orange, not red.

coffee?

discount

pı	rice account code
A	Hello. I have a problem with my
В	OK. What's your 2 number?
Α	It's GJT 384827.
В	And what is the problem?
Α	The 3 of the product is wrong.
В	Oh. What is the product 4 in the catalogue?
Α	It's 3492J.
В	OK, the price is £70.
Α	Yes, but there is a 10 per cent 5
В	Oh, yes, sorry. So the correct 6 is £63.
A	Yes, but can I check - is it necessary to pay

#### Career skills

#### Directions

Choose the correct	option	а-с	to	complete
the conversation.	8			0.70

A		. Inc. riow do 1 to
	the station,	please?
В	It's 3	Weston road.
Α	4	is Weston road?
В	5	right after the post office. Then
	take the firs	t turning 6 the left. G
	7	on and the station is opposite
	the museum	1.
A	Thanks for y	your 8 .

1	a	Listen	b	Excuse	c	Speak
2	a	get	b	go	c	arrive
3	a	from	b	at	c	in
4	a	Who	b	What	c	Where
5	a	Turn	b	Take	c	Look
6	a	at	b	on	c	in
7	a	right	b	left	c	straight
8	a	help	b	talk	c	helping

#### Offers, requests and permission

## Complete the conversation with these words and phrases.

I'm afraid I'd like problem		could you you like	can certainly
-----------------------------------	--	-----------------------	------------------

1	something to drink?
Yes, 2	a fruit juice, please.
3	give me the bread, please?
4	Here you are. 5
I smoke	
6	It's a non-smoking restaurant
No 7	

#### Ordering goods

#### Match the sentence halves.

1	I'd like to	a	account number?
2	How much	b	a discount?
3	Can I have your	c	place an order.
4	How many	d	are the printers?
5	Is there	e	a 10% discount.
6	We can offer	f	would you like?

for delivery?

B No, delivery is 7\_\_\_\_\_.

# Unit 7 Projects

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#### Project analysis

PAGE 63

Past simple affirmative; prepositions of

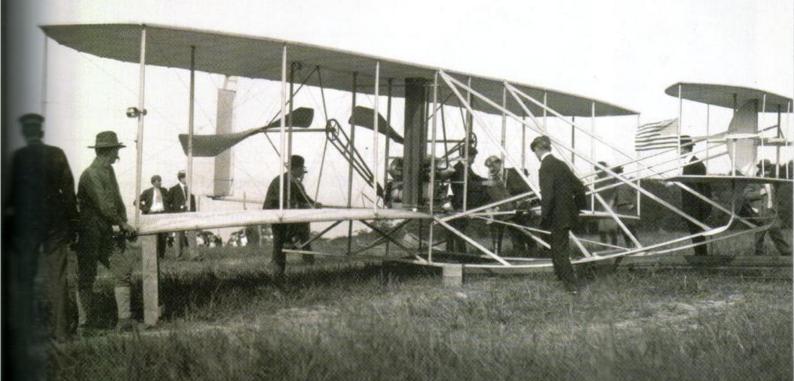
PAGE 60; 62

Career skills: Talking about a project

Dilemma: What went wrong?

PACE 66

# Making projects work



#### Keynotes

Sometimes we work on a project with other people and sometimes we work individually. Projects can be big or small, but it is always important to know the aim. Important projects usually have a project manager responsible for the budget and schedule. Many projects have a deadline, a fixed date when they need to finish.

Preview	What makes a project successful? Put the following in order of importance (1 = most important).
	a deadline a good team
	good communication a team leader
	an aim a budget
Speaking	What projects do you work on at college, work or home?
Listening 1 🕣	Listen to Max Shaw describing a past project. Was it successful?
X COUNT	2 Listen again and choose the correct option a or b to complete the sentences.
-	1 The project finished on a 8 May b 5 August.
	2 The project finished a before / by b after the deadline.
	3 The project cost a more b less than the budget.
	3 Complete the chart with the past simple verbs in the box. Listen again and check.
	decided had met started looked
The project <u>started</u> three months ago on 8th May.	2 First, we a meeting and discussed the aim of the project.  3 Then we at the plans and agreed on a budget.
4 After that we	5 The project team once a week to talk about the
who to have on the project team.	project.
Language check 1	Past simple affirmative
	We use the past simple to talk about actions and finished events in the past. Some verbs are regular and some are irregular. Study the examples from Listening 1 and complete the rules below.
	Regular
	a We decided who to have on the project team.
	b The project started three months ago on the 8th of May.
	Irregular
	c We had a meeting. e We were on time.
	d The project team met once a week. f The project was under budget.
	1 The past simple affirmative has only one form. The exception is the verb to be. It has two forms: (for I/he/she/it) and (for you/we/they).
	2 With regular verbs, we add or to the infinitive.
**	For more information, see page 160.

Practice

Write the past form of these verbs from Listening 1.

Complete the table with the correct infinitive or past simple form of the verbs. Which verbs are regular and which are irregular? Use a dictionary to help you.

Infinitive	Past simple	Infinitive	Past simple
give	1 gave	6	made
2	visited	go	7
say	3	8	sold
4	built	work	9
want	5	10	did

3 Complete the text with the past simple of the verbs in brackets.

Three Canadian students 1\_worked\_ (work) together on a college project last year and their idea 2\_\_\_\_\_\_\_\_ (make) them a million dollars in ten months. IT students Carl Newman, Elizabeth New and Janet Collins 3\_\_\_\_\_\_\_\_ (start) a website to help people with computer problems. Their teachers 4\_\_\_\_\_\_\_\_ (say) that it 5\_\_\_\_\_\_\_\_ (be) a good idea. More and more people from all around the world 6\_\_\_\_\_\_\_ (visit) the website. In June they 7\_\_\_\_\_\_\_ (sell) the idea to an international media corporation. Their college course 8\_\_\_\_\_ (finish) three months ago. Now the three friends live in Toronto and have a successful IT company.



Working English

We can use time expressions to talk about a definite time in the past. Three Canadian students worked together on a college project last year. (to talk about the year / month / week / day before this one)

Their college course finished three months ago.
(to show length of time from the past)

He was in Toronto yesterday.
(the day before today)

Speaking

Complete the diary with things that you did last week. Tell your partner what you did using last, ago and yesterday.

Last Tuesday I went to the cinema.

Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday

#### Vocabulary 1 @ Ordinal numbers

Match the words in the box with the ordinal numbers below.

second seventee thirty-fir		twentieth twenty-second	fifteenth third	twelfth thirtieth	first fourteenth
lst <u>fir</u>	et	5th	_ 15th		22nd
2nd		12th	_ 17th		30th
3rd		14th	_ 20th		31st

2 Count from 1st to 31st. Listen and check.

Working English

We can write dates in different ways: 29th October / 29 October / October 29th.
When we speak, we say: the twenty-ninth of October or October the twenty-ninth.

Speaking

Write three dates that are important for you and your family (e.g. your birthday, the date that you started work or college, etc.). Say the dates to your partner and explain why they are important.

3

#### Language check 2 Prepositions of time

Label the circles with at, in or on.

July
the morning /
afternoon / evening
March 2008
the spring / summer /
autumn / winter

Monday
Thursday afternoon
New Year's Day,
Independence Day,
Christmas Day, etc.
29th October 2007

night four o'clock the weekend midnight Christmas

We do not use a preposition with yesterday and last (night, week, etc.).

\*

For more information, see page 159.

Practice

Complete the sentences using in, on, at or no preposition (-).

- 1 The project started \_\_in\_ May 2007.
- 2 Are you free \_\_\_\_ Monday morning?
- 3 Charles visited the factory \_\_\_\_\_ last February.
- 4 What do you usually do \_\_\_\_\_ New Year's Day?
- 5 Ask Sunil to finish the budget \_\_\_\_\_ the morning.
- 6 The client wanted to see the plans \_\_\_\_\_ three thirty.

Speaking

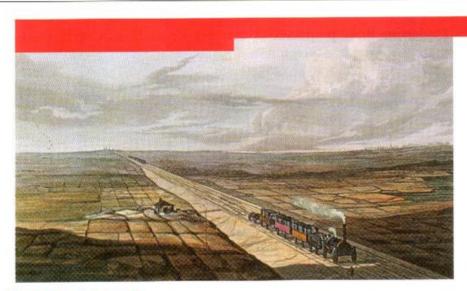
Work with a partner. Ask and answer questions about these things. Think of more questions to ask.

When do you usually ... ?

visit friends watch TV go to the cinema have meetings check emails go on holiday go skiing go to bed

# Read the article and tick (✓) the projects that it mentions. □ retail □ construction □ electronics □ IT □ educational 2 Read the article again. Are these statements true or false? 1 George Stephenson's project finished on time. false 2 Many big projects have problems. 3 IT don't have problems with deadlines. 4 IT projects are often more than 50 per cent over budget. 5 Some projects fail because they are late or have unexpected costs.

- 6 The PMI has members in different countries.
- 7 The Haradh gas project cost more than the planned budget.
- 3 Underline all the past simple verbs in the article.



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#### Glossary

delay (n) a period of time when you
wait for something to happen

fail (v) to be unsuccessful

succeed (v) to be successful

pipeline (n) pipes used for carrying
gas from one place to another

Project management

## **Project analysis**

The importance of managing projects well

George Stephenson built a railway from Liverpool to Manchester in the 1820s. It was 45 per cent over budget and there were a lot of delays. Today, it is still difficult to manage big projects. The construction of Wembley Stadium, the home of English soccer, was £750m (\$1.4 billion) over budget and the project finished late.

<sup>2</sup> Smaller projects can also have problems. Research shows that IT projects often have problems with budgets and deadlines. In 2004, the cost

of IT projects was usually 56 per cent more than the budget, and most projects took 84 per cent more time than planned.

Some projects fail because the work takes longer than planned. Sometimes the cost of labour or materials is more than the agreed budget. But good project management can increase a company's profits. A big German company decided to improve its project management, and the result was that it added one billion euros per year to its profits.

4 Project management isn't a new science. It has an international association, the Project Management Institute (PMI), based in Pennsylvania, USA. The PMI sets professional exams that thousands of people take every year. It has 150,000 members in 150 countries. All of the members are specialists in managing projects.

So, it is possible for big projects to succeed. The Saudi-Aramco Haradh gas pipeline is one example. The \$2 billion project finished six months early and 27 per cent under budget. The project manager and the client were both very

happy.

The conomis

Speaking

Why do so many big projects fail? Think of examples of big projects that failed or succeeded.

Vocabulary 2	Complete the sentences with the words in the box.									
	late failed succ	eeded international	more client							
	<ul> <li>QLD has offices in New York, Rio and Paris. It's an <u>international</u> company.</li> <li>This IT project is expensive because the keeps changing the plans.</li> </ul>									
	3 Grace doesn't like to be so she always arrives five minutes before the meeting starts.									
	The project because we had an excellent team.  Patricia never studies; she her engineering exams last week  The price of materials is high, so we need money in the budget.									
Vocabulary 3	Preposition + noun  Underline three prepositions that can be used with each word.  under behind over on budget  on ahead of in behind schedule  Which preposition + noun above has a similar meaning to the following?  on time on schedule  late  array  more than the money available  more than the money available									
							6 less than the money available			
						Look at the information about three projects and complete the sentences. Use the prepositions above with schedule or budget.				
						Project A	Project B	Project C		
	Agreed start date 12th July	Agreed finish date 25th May	Agreed finish date 30th November							
	Agreed budget \$120,000	Agreed budget £1.5 million	Agreed budget €800,000							
	1 Project A: spent \$110,000 and started on 23rd August. It was									
	2 Project B: finished on 25th May and spent £1.8 million. It was, but									
	Whole industrial area incommends in the control of	0,000 and finished on 29th 0	October. It was							

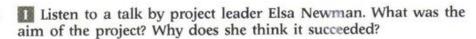
#### Career skills

#### Talking about a project

When we give information in a talk, it helps the listener if we put the points in a clear order. These sequencing phrases are useful for showing the order that things happened. First usually introduces the main point and finally the last point. Next, after that and then have a similar meaning and we don't use them in a fixed order.

Stages of a project	
a designed the website.	
b had regular meetings.	
c planned the schedule.	
d agreed on a budget.	
e did research.	

#### Listening 2 💿



- Listen again and match the sequencing phrases 1-5 above with the stages of the project a-e.
- Complete Elsa's talk with the correct words in italics. Listen again and check. Take turns to give the talk.

I'd like to tell you about a project that my team finished last month. The 'aim' plan of the project was to produce a website to help international employees 'improve/increase their English. There were 'three / five stages. First, we agreed on a budget of 4\$13,000/\$3,000. Next we planned the schedule. We had four 'months/weeks to arrange everything. After that we did research. We 'emailed/talked to international employees about the 'information/facts they wanted on the website. Then we had regular meetings to discuss 'progress/problems. Finally, we designed the website when we had all the information that we needed. The project succeeded because we were a good team and we had good communication.

#### Speaking

- Prepare a talk about a project. Use the information on your card and the sequencing phrases above. Give your talk to your partner and then make notes about their talk. Student A turn to page 139. Student B turn to page 143.
- Think of a project that you worked on in the past at college, work or home. Tell your partner about the stages of the project.

# Dilemma Decision

#### Dilemma: What went wrong?

#### Brief

You are a director at KPC, a computer company. Your company recently worked on an IT project for Laine Industries. They wanted KPC to supply a new computer system for their headquarters. The CEO at Laine Industries wants to know why the project finished a month late and was over budget.

#### Task 1

Work with a partner. Ask and answer questions to complete the diary of the project manager at KPC. Use past simple sentences to say what happened.

Student A: What happened on 11th February?

Student B: On 11th February, Paul West at Laine Industries agreed on

the GX5 model for the new computers.

Student A look at the diary on this page. Student B look at the diary on page 143.

#### Decision:

Listen to Ann Walker, of Laine Industries, talking about her recent meeting with KPC and the problems that they identified. Do you agree that these were the main problems?

#### Task 2 Project manager's diary Work in small groups. Look at the information in the diary and 11th February \_ identify why there were problems with the budget and the deadline. 15th May Paul West changes the computer model Useful phrases to the QV9. The main problem was ... 18th May \_ The reason the project was late / over budget was ... 19th May Have a meeting with Paul about delivery problems. Write it up 20th May \_ Write a letter to Ann Walker at Laine Industries and explain the main problems. 26th July New computer supplier has delivery Dear Ms Walker, problems - and is expensive too. We are sorry that this project was late and over budget. The main problems were ...

# Unit 8 Solutions

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Lighting up the world

Past simple negative, question and short answer

PAGE 70

Career skills: Explaining a technical problem

FAGE 7

Dilemma: The best solution?

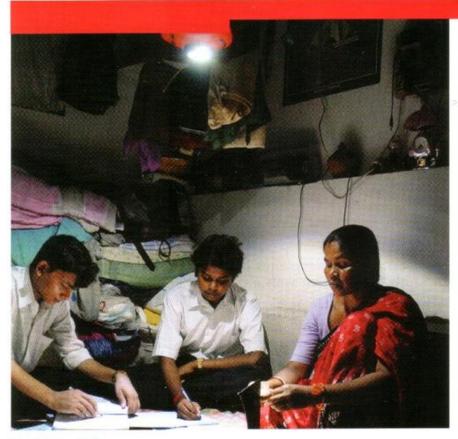
PAGE 74

# Bright ideas

#### Keynotes

In the nineteenth and twentieth centuries, **inventions** and new technology changed the world. Many of these things, for example, **electricity**, cars and computers, made life easier. But they also **created** new **problems**, for example, we produce and use four times more **energy** today than we did 50 years ago, and now we need to look for **solutions**. In the twenty-first century, we need to find new types of **power**.

Match the dates with the inventions. Preview 1783 1810 1879 1903 1865 a torch solar power a light bulb a lantern a gas lamp Label the pictures 1-5 with these words. a battery electricity the sun oil gas 3 What do the things in exercise 1 use to make them work? Complete the sentences with the words in exercise 2. A lantern uses \_ Solar power uses \_\_\_\_\_\_. A light bulb uses \_\_\_\_\_\_. A torch uses \_\_\_\_\_\_. A gas lamp uses \_\_\_\_\_\_. 11 What products do you own that use batteries? Name three things Speaking that you have in your office or home that use electricity. Which type of energy (oil, solar, electricity, batteries or gas) do you think is best? Why? Reading 1 Some people in the world don't have electricity in their home. How many, do you think? c 1.6 billion b 600 million a 60 million Read the article on the opposite page and check your answer. Read the article again and answer the questions. What countries does the article mention? What are the disadvantages of oil lanterns? What are the four ways that LED lights helped people? 3 Complete the sentences from the article. Dr Irvine-Halliday \_\_\_\_\_\_ on a walking trip to Nepal. People in the villages \_\_\_\_\_ lanterns to light their homes. He \_\_\_\_\_ the Light Up The World Foundation. When people began to use LED lights, it \_\_\_\_\_ their lives. Mhat are the advantages of LED lighting? What is the main problem with LED lights at the moment?



#### Glossary

LED (n) equipment that produces light (LED = light emitting diode)

smelly (adj) having a bad smell 
pollution (n) things that make the air, water, etc. dirty 
ideal (adj) perfect 
productivity (n) how quickly a 
person or company can work 
accidental (adj) not planned 
afford (v) have enough money to 
buy.

Practical solutions

## Lighting up the world

LED lights help in areas without electricity

Dr Irvine-Halliday is a professor of electrical engineering at the University of Calgary in Canada. Dr Irvine-Halliday went on a walking trip to Nepal in 1997 and he saw that people in the villages used lanterns to light their homes. The lanterns were smelly and dangerous and the light wasn't very bright. Dr Irvine-Halliday wanted to help solve the problem. So, he started the Light Up The World Foundation. It is a charity that gives LED lights to thousands of people around the world.

About 1.6 billion people worldwide don't have electricity. They use oil in their lamps. But it is an expensive fuel. It is also inefficient and causes indoor and outdoor air pollution.

LED lights are an ideal solution to the problem. They only need a little power and this means that people can use them in areas where there is no electricity. They can run on AA batteries, or solar power. LEDs can give up to 100 times more light than lanterns, and they last a long time. When people began to

use LED lights, it changed their lives. They increased productivity and it gave them more time to study. It also reduced health problems and accidental fires.

Now, it is important to make LEDs less expensive. For example, families in rural Kenya spend about \$7 a month on oil for lighting. A solar-powered LED lamp lasts longer, but many people cannot afford the \$25 to \$50 that the lamps cost to buy. When charities and other organisations find a solution to the price problem, the future could be bright.

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Speaking

Do you think these things are good or bad – do they improve our life or not? Give reasons for your answers.

mobile phones refrigerators the internet microwave ovens television

I think refrigerators are useful because they keep food cold.

I think television is bad because it stops families talking in the evening.

2 What things did people do for communication and entertainment before they had electricity?

professor	university	laboratory	workshop	
scientists	technician			

#### 2 Complete the sentences with the words above.

- 1 He studied science at the \_\_\_\_\_\_ of Heidelberg.
- 2 We have modern scientific equipment in the new \_\_\_
- 3 The \_\_\_\_\_\_ began their experiments two years ago.
- 4 The lights were manufactured in a large \_\_\_\_\_\_ in Taiwan.
- 5 A \_\_\_\_\_\_ is a skilled scientific or industrial worker.
- 6 Dr Charles Milton is a \_\_\_\_\_\_ of Engineering at Oxford.

#### Listening 1 💿

#### II Lou works in the complaints department of an electricity company. Listen to his conversation with a customer and answer the questions.

- What is the customer's problem?
- 2 What is Lou's solution?

#### 2 Listen again. Are these sentences true or false?

- 1 The customer doesn't have an account number. false
- 2 The engineer arrived on Thursday morning.
- 3 The engineer left after five minutes.
- 4 He didn't return in the afternoon.
- 5 The customer doesn't have a meeting in the morning.
- 6 Lou arranges for the engineer to visit at twelve o'clock.

#### Language check Past simple negative, question and short answer

Study the examples and complete the sentences in the table.

- a He didn't return.
- b When did the engineer arrive?
- c Did they solve the problem?
- d Yes, they did. No, they didn't.

Past simple			
Negative	Open question		
I, You, etc. 1 [verb].	What 2 I, you, etc. [verb]?		
Closed question	Short answer		
Did I, you, etc. [verb]?	Yes, I, you, etc. did. No, I, you, etc. 3		

The verb to be does not use the auxiliary did.

I wasn't in a meeting. They weren't on time.

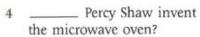
Were you the person who spoke to the customer? Yes, I was. / No, I wasn't.

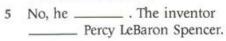


For more information, see page 160.



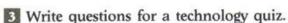
- Look at the sentences about the article on page 69. Make them negative.
- 1 Dr Irvine-Halliday went on a walking trip to Norway. Dr Irvine-Halliday didn't go on a walking trip to Norway.
- 2 The villagers used electricity in their homes.
- 3 The lanterns were very bright.
- 4 Dr Irvine-Halliday was a professor of medicine.
- 5 He made a profit from the LED lights.
- 6 The LED lights increased health problems.
- 2 Complete the questions and answers using did, didn't, was, wasn't, were and weren't.
- 1 When <u>did</u> Alessandro Volta invent the battery?
- 2 I think it \_\_\_\_\_ in 1928.
- 3 No, it \_\_\_\_\_\_ . It \_\_\_\_\_ in 1800.







- 6 Who \_\_\_\_\_\_ Bernard Silver and Norman Woodland?
- 7 \_\_\_\_\_ they writers?
- 8 No, they \_\_\_\_\_\_. They \_\_\_\_\_ postgraduate students who invented the barcode.



- Theodore Maiman / build / first laser?
  Did Theodore Maiman build the first laser? Yes, he did.
- 2 When / IBM / produce / first personal computer?
- 3 John Logie Baird / invent / radio?
- 4 Who / Carlton C Magee?
- 5 What / Alexander Graham Bell / invent?
- 6 What country / Guglielmo Marconi / from?
- Take turns to ask and answer the questions. The answers are on page 149.

Speaking

Work with a partner. Take turns to ask and answer questions about when you were younger. Think of more questions to ask.

like/school? Did you like school? visit/other countries? have/a pet animal? live/city? play/sport? go/college?

- Reading 2 Read the text below and answer the questions.
  - Where was Edison born?
  - Did all Edison's inventions succeed the first time?
  - 3 Who helped him develop his inventions?
  - 2 Use the prompts to write questions. Then read the text again and answer them.
  - 1 Edison's teachers / think he was clever? Did Edison's teachers think he was clever? No, they didn't.
  - 2 Edison / develop / 1,303 inventions?
  - 3 Why / Edison / think / failures / be / important?
  - 4 Who / he / marry?
  - 5 When / Edison / create / Edison Electric Light Company?
  - 6 What / Edison Electric Light Company / become?
  - Where / he / build / his research laboratory?
  - When / he / die?

## Finding solutions: Thomas Alva Edison

Thomas Edison was a great inventor. He thought that every technological problem had a solution. Edison developed more than 1,093 inventions. They included the electric light bulb, the typewriter and an early movie camera. Sometimes he did thousands of experiments to get an invention right. He worked on some ideas for many years to improve the product. Edison thought that his failures were important because he and his scientists learned from each one. 'I failed my way to success,' he said.

#### Important dates

- 1847 Edison was born in Ohio in the USA. At school, his teachers thought that he wasn't clever so his mother educated him at home
- 1871 Married Mary Stilwell.
- 1878 He created the Edison Electric Light Company. Later it became the General Electric Company.
- 1887 He built an invention factory in Menlo Park, near New York City. It was the world's first research laboratory. A team of scientists helped Edison develop his inventions.
- 1931 Died in New Jersey, USA.



experiment (n) a scientific test failure (n) something that

doesn't succeed

success (n) something that succeeds

#### Speaking

- 11 What inventors come from your country? What did they invent?
- Do you think it is important to learn from failure? Why? / Why not?

#### Career skills

#### Explaining a technical problem

Sometimes we need to explain a technical problem. It is useful to say what the problem is and then explain what we did. Look at the following examples.

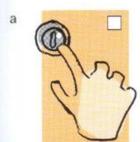
- a It doesn't work.
- b I turned on [the computer].
- c I plugged in [the computer].
- d The [keyboard] didn't work.
- e Can you fix it?
- f There's something wrong with [the keyboard].

Listening 2 ①

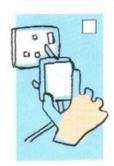
- III Listen to a conversation between a customer and a sales assistant. Number the phrases a-f above in the order you hear them.
- Listen again and number the pictures a-d in the correct order. Label the pictures with these sentences.

I turned on the computer. I read the instructions.

The keyboard didn't work. I plugged in the computer.



b







Speaking

Work with a partner. Take turns to practise the conversation below between a sales assistant and a customer. If necessary, check the information your partner gives.

#### Sales assistant Customer Can I help? Explain you bought a TV from the shop last week. It doesn't work. Ask what problem is. Respond: Turned on TV - no picture. Ask if read the instructions. Respond: Yes. Apologise for the problem. Ask if he/she can fix it. Agree to fix the TV. Thank sales assistant for his/her help.

# Dilemma ecision

#### Dilemma: The best solution?

#### Brief

Rathansay is a small island in northern Scotland. It makes money from tourism (10 per cent) and agriculture (85 per cent). Electricity on the island is expensive and there are often problems: there are times when the houses and businesses have no power. CleanEnergy is a company that builds wind turbines. The machines can produce cheap electricity for the community. CleanEnergy wants to build wind turbine machines on Rathansay. Decide if this is a good solution for Rathansay's energy problems.

#### Task 1

Work with a partner and look at a case study about a similar island. Student A look at the information on this page. Student B turn to page 144.

#### Student A

Prepare questions to ask to complete the information. For example:

What did Merrin Island have problems with? Or Did Merrin Island have problems with electricity or gas?

#### Case study: Merrin Island, Wales

Merrin Island makes all of its money from tourism. We had problems with our 'gas/electricity supply for ten years. In 22005/2007, we decided to have wind turbines on the island. The wind turbines were clean but they weren't 3noisy / quiet. The cost of our electricity fell by 20 per cent. Most of the people on the island 4didn't like / liked the wind turbines. The tourists didn't like the machines. Tourism fell by 515/25 per cent. So the solution wasn't a complete success, but it wasn't a failure. Our electricity is 6more/less expensive, but the tourists don't like the wind turbines and that's a problem for the island.

#### Task 2

Ask and answer your questions and complete the information about Merrin Island. Then use the information to decide if the Rathansay community should build wind turbines on their island.

#### Useful phrases

I think the island should ... It's a good idea because ... It's not a good idea because ...

#### Write it up

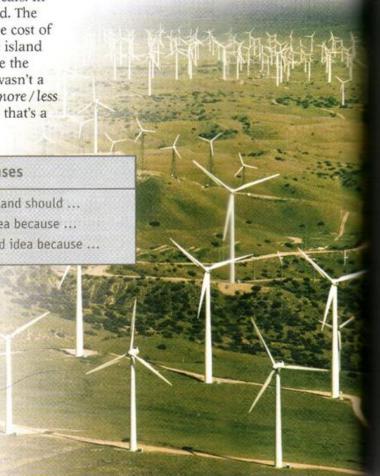
Write a short report to Rathansay Community Projects about which choice is best for the island. Include the information about Merrin Island that helped you decide.

The best plan for Rathansay is to have / not to have wind turbine machines.

On Merrin Island in Wales ...

#### Decision:

( Listen to Katrina Belkin, a consultant who worked on a similar project, talking about the decision that she thinks is best for Rathansay. Do you agree with her ideas?



# Unit 9 **Products**

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## Playtime

PAGE 79

# Adjectives; adverbs

Career skills: Describing a product

Dilemma: What can we do with the old TVs?

PAGE 82



Preview a d Complete the product descriptions with the verbs in the box. Match the descriptions with the pictures. listen clean travel play 1 People used it to \_\_\_\_\_\_ video cassettes. 2 I use mine to \_\_\_\_\_\_ to music when I go jogging. 3 You use it to \_\_\_\_\_ the floor. 4 It was a new way to \_\_\_\_\_ in cities. Which two products were successful? III Listen to four people talking about the products above. Tick (✓) Listening 1 ( ) the adjectives that you hear. light small expensive good reliable long slow attractive interesting popular Write the letter of each product next to the correct adjectives. Listen again and check. Vocabulary 1 Match the adjectives in the box above with their opposites. unreliable <u>reliable</u> 6 cheap \_\_\_\_\_ large \_\_\_\_\_ 7 unattractive \_\_\_\_\_ heavy \_\_\_\_\_ 8 fast \_\_\_\_\_ 9 boring \_\_\_\_\_ unpopular \_\_\_\_\_ 10 bad \_\_\_\_\_ short \_\_\_\_\_ Revelation is a new skin cream for men and women. Look at the Practice sentences in italics from a marketing meeting about the product. Fill in the gaps with one of the adjectives above. The test group all like Revelation. → Revelation is <u>popular</u>.

- 2 But they think it costs a lot of money.→It's \_\_\_\_\_\_.
- 3 65 per cent said that the bottle looks good.→The bottle is \_\_\_\_\_\_.
- 4 But 35 per cent said it didn't look interesting.→ It looks \_\_\_\_\_.
- 5 The packaging isn't light.→The packaging is \_\_\_\_\_\_
- 6 This product does what you expect it to do.→ It's a \_\_\_\_\_ product.

## Language check 1 Adjectives

We use adjectives to describe nouns. Study the examples and complete the rules below with the correct words in italics.

- a It wasn't a successful product.
- b It was a cheap and reliable way to travel.
- They are very popular products.
- It's an interesting design but it's also expensive.
- In a phrase using a noun and an adjective, the adjective goes after/ before the noun.
- You can / can't use an adjective without a noun.
- 3 Adjectives don't / do change with a plural noun.
- 4 You can't / can put more than one adjective before a noun.

An adjective can also be used without a noun after certain verbs, for example, look, feel, sound:

This package feels heavy. That sounds interesting! It looks new.



For more information, see page 160.

Practice Complete each dialogue with an adjective and a noun in the box.

boring	<del>new</del>	bag	large	job	heavy	expensive
meeting	apar	tment	perfume			

- 1 A Do you still work for ICI?
  - B No, I have a <u>new</u> <u>job</u> with General Motors now.
- 2 A Did Gina buy that small house in Turin?
  - B No, she bought a \_\_\_\_\_ in Rome.
- 3 A Can I help you? That \_\_\_\_\_\_ looks really \_\_\_\_\_
  - B No, it's fine, thanks. I can carry it.
- 4 A Is this an \_\_\_\_\_ ?
  - B Yes, it cost \$140, but it smells great.
- 5 A Was the product presentation interesting?
  - B Yes, it was, but then we had a \_\_\_\_\_ for two hours.

Speaking

Use adjectives to make sentences about these products.

A Ferrari is fast and expensive.



Nike trainers



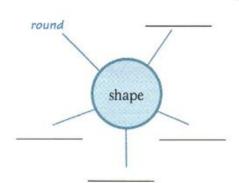
a Trabant

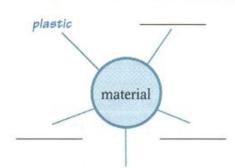
an Apple iPhone

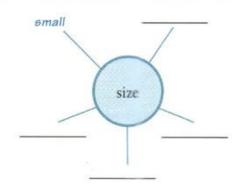
#### Vocabulary 2 Size, shape and material

Match these words with the correct circle. Add any others you know.

metal big square tiny glass rectangular wood huge triangular









2 Work in pairs. Take turns to describe these things to your partner.

It's big and rectangular and it's made of wood.







3 Describe objects in the room you are in.

Listening 2 💿

- Listen to a conversation between Frank Taylor and Sue Tang, two buyers for a sports company. What product do they discuss? Who likes it?
- 2 Listen again and complete the product description.

1	Material:	No. of the last of	55 25 CHR (100 PM)		
2	Size:	<u> </u>	high and	wide	
3	Weight:		kilos		
4	Colour:				
5	Price:	ç			

Speaking

Think about a product that you bought recently. Describe it to your partner and include adjectives to describe the size, shape and material.

Reading

- III Read the article on the opposite page. What does the writer think?
- a Children like expensive toys.
- b Japanese toys are popular around the world.
- c Adults don't play with toys.

- Complete the article with the following phrases and sentences.
- Some manufacturers now produce simple toys and games
- They want to come home and forget the office
- Japan uses modern technology
- d The top-selling toys in the USA and Europe are often Japanese
- Japan has a successful toy industry
- 3 Read the article again and answer the questions.
- What is surprising about Japan's success in the toy market?
- How old are the men that buy robots?
- Is the walking robot a simple toy? Give reasons for your answer.
- What toy is popular with women?
- What do the toys help people to do?



The Economist

#### Glossary

low-cost economies (n) countries where the cost of living isn't high generally (adv) usually, often top-selling (adj) selling more than other products

Japanese toys

## Playtime

#### Toy manufacturers make adults feel young again

Two things are order true approaches. T production. First, toys are usually made cheaply in low-cost economies. And secondly, toy manufacturers generally need a large population of children to sell their products to. Japan is big, expensive and rich. It also has a low population of children. So, do toys sell badly in the Japanese market?

The surprising answer is no. In fact, . One reason that the market is a success is that 2 and the toys are well designed. Another reason is that many manufacturers now market toys to adults as well as children.

2 Toy makers happily design more and more new toys for adults. Some of the toys are very expensive. There is a

walking robot toy that is popular with middle-aged men. It has a 100-page instruction manual and costs ¥126,000 (\$1,105). And there is a talking boy doll that is popular with women over 40. Not all the toys use modern technology. that are also popular. One example is a baseball game with small plastic players.

Why are toys so popular with adults? One reason is that modern employees work hard. 4 . These toys help people to relax and play. Some of the products now sell well in other countries, . Toys for adults could soon too. 5 be in a toyshop near you.

- Speaking Do you know any modern toys that companies market to adults? Are they popular?
  - Tell your partner about the toys or games that you liked as a child. Are there any toys and games from the past that adults could enjoy today?

#### Language check 2 Adverbs

We use adverbs to describe how something happens. The adverb gives information about the verb. Study the examples from the arcticle on page 79 and complete the rules below.

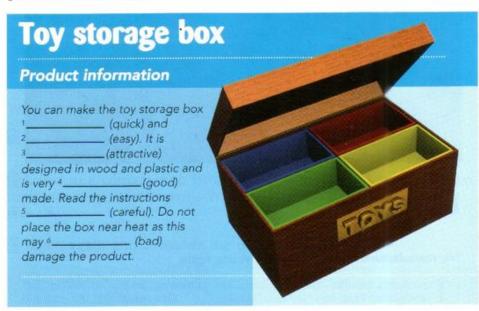
- Toys are usually made cheaply.
- b Do toys sell badly in the Japanese market?
- Toy makers happily design more and more new toys.
- d Modern employees work hard.
- Some of the products sell well in other countries.
- Most adjectives add \_\_\_ to the end of a word to make an adverb. Adjectives that end in -y drop the y and add \_\_\_\_.
- 2 Some words are adjectives and adverbs, for example fast, late and
- 3 The adjective good is irregular. The adverb form is \_\_\_\_\_



For more information, see page 160.

Practice

Change the adjectives in brackets into adverbs to complete the product information.



#### 2 Complete the sentences with the correct adjective or adverb in italics.

- We can manufacture the product in two months it is very easy / easily to make.
- 2 This machine works efficient / efficiently.
- Is the computer system simple / simply to operate?
- Do you think that the product is too expensive / expensively?
- It's beautiful / beautifully made, but what do you use it for?
- This product description is unreliable / unreliably.
- The new model sold good / well in Bulgaria.
- I spoke slow/slowly in the product presentation. It helped my nerves.

#### Career skills

#### Describing a product

When we describe a product, we need to talk about what it looks like and what it does. It is also a good idea to point out any special features - the things that the product does that are particularly useful or unusual. Look at these ways of asking about and talking about products. Match the questions 1-7 with the responses a-g.

- 1 What is it?
- 2 What's it for?
- 3 What's it made of?
- 4 How big is it?
- 5 What shape is it?
- 6 How heavy is it?
- 7 Does it have any special features? g It's for listing appointments.
- a It's made of metal and plastic.
- b It can connect to the internet.
- E It weighs 14 grams.
- d It's a personal organiser.
- e It's 10cm long and 7cm wide.
- f It's rectangular.

#### Working English

We use for and to to talk about the purpose of something.

It's for talking on the internet.

You use it to talk on the internet.



Listen to four people describing products. Number the products in the order that you hear them.

Listen again and answer the questions.

Which speaker (1, 2, 3 or 4) ...

- a ... doesn't have all the information?
- b ... doesn't talk about the size of the product?
- c ... presents the information in a confusing way?
- d ... is very enthusiastic about the product?

Listen to the last product description again and complete the sentences. Practise describing the product.

- Ah, this is an interesting \_\_\_\_\_.
- 2 It's an attractive \_\_\_\_\_.
- 3 And it's for wearing when you do \_\_\_\_\_.
- 4 As you can \_\_\_\_\_\_, it's made of metal and plastic.
- 5 The strap is 2cm \_\_\_\_\_ and 12cm long.
- 6 It has some good special features press this button and you can see how \_\_\_\_\_\_ you run.
- It's \_\_\_\_\_, isn't it?



Speaking

Take turns to ask questions to complete your product description. Then describe your product. Student A turn to page 139. Student B turn to page 144.

# Dilemma Decision

## Dilemma: What can we do with the old TVs?

#### Brief

You are product manager for an electronics company that manufactures and sells televisions. Eighty-seven per cent of your customers buy TVs that use modern digital technology. You discovered today that your company still has 1,000 TVs that use old technology. Next year, the country changes to digital technology.

#### Task 1

Work with a partner. Take turns to ask questions to complete the product description about the TVs. Then decide whether customers would buy this product today. Student A turn to page 140. Student B turn to page 147.

#### Task 2

Work in small groups. Decide which of these options is best for your company.

- Have a newspaper advertising campaign to sell the TVs – cost: \$50,000.
- Sell to Bidl and Son, a retailer.
   They offer \$10 per TV set.
- Give the TVs to a local charity.

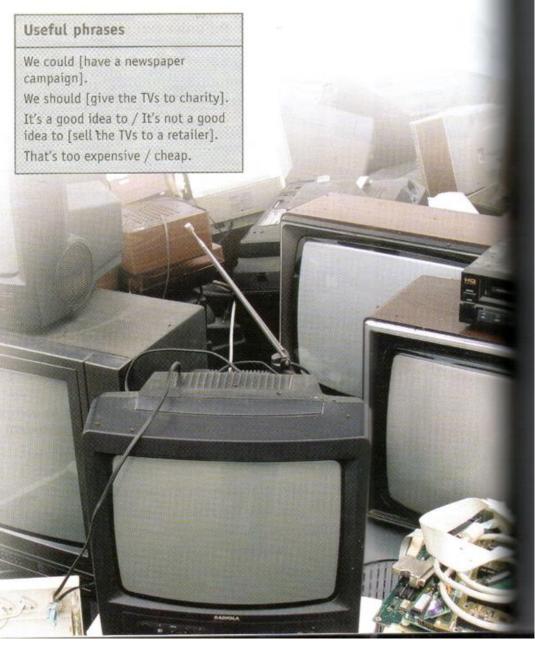
#### Write it up

Write a memo to the CEO of your company. Include a product description, information about the problem and what you plan to do.

Product description: ... The problem is ... I plan to ...

#### Decision:

Listen to Charles Randolph, a product consultant, saying what he thinks you should do. Do you agree with his ideas?



## Review 3

#### Language check

Past simple

Complete the conversation with the correct form of the verbs in brackets or an appropriate short answer.

	propriate short answer.
Λ	Thank you for helping with our market research. Here is the first question. What
	electrical products 1 (you / buy)
	last year?
В	I 2 (buy) a digital radio and a
B	computer.
A	What 3 (you / do) with your old
	electrical products?
В	Well, I 4 (offer) the computer to
	my friend, but he 5 (not want) it.
A	So, 6 (you / take) the computer
24745	somewhere to recycle it?
В	
	have) time.
A	9 (you have) the address of a
	company that recycles computers?
В	Yes, I 10, but it 11(be)
	40 kilometres from my town.
A	OK. Well, we 12 (build) a new
	recycling factory in your town last month.
В	Great!
Pre	epositions of time
	implete the sentences with in, on, at or -
300	preposition).
1	They started the meeting 10am.
2	Francis went to Geneva July.
3	I'm flying to Bucharest this afternoon.
4	Did you go to the gym last night?
5	He can see you Thursday afternoon.
6	Give me the report the morning.
7	I went to the cinema the weekend.
8	Is Gerard free Tuesday, 16th May?
9	They finished the building the summer.

10 Mark started his job \_\_\_\_ Monday 2nd

January 2006.

#### Adjectives and adverbs

## Put the words in the correct order to make sentences.

- a / It / design / modern / is
- 2 a / it / reliable / Is / product ?
- 3 style / unpopular / This / is
- 4 laptop / His / heavy / is
- 5 boring / Was / conference / the ?
- 6 good / Their / catalogue / is

#### 2 Choose the correct words in italics.

- 1 This catalogue has some interesting / interestingly products.
- 2 Aya is doing good / well in her job.
- 3 We want to manufacture cheap / cheaply and then sell the products for a profit.
- 4 He runs a successful / successfully company.
- 5 The workers aren't happy / happily with the directors.
- 6 My investments did bad / badly this month.

#### Consolidation

#### Choose the correct words in italics.

Bill Bowerman was / were a teacher and sports trainer at the University of Oregon. He 2met / meeted and trained a student called Phil Knight, and 3in / on 1964 they started a sports company together. The company's name +was / were Blue Ribbon Sports (BRS). The company 5introduces / introduced a 'new / newly style of trainer and they 7called / call it 'Nike'. The designers 8not wanted / didn't want the new trainer to be heavy; they wanted it to be \*lightly / light, to help athletes run 10fast / fastly. The product was successful and the company expanded "quick / quickly. The company 12changed / change its name to Nike in 1978. Then, Bat / in the 1990s, Nike opened a 14hugely / huge retail outlet called NikeTown. Later, it 15 sold / sell its products on the internet. Today, Nike's logo is 16famous / famously all over the world.

#### Vocabulary check

#### Write these British dates in full.

1	7/5	
2	31/7	
3	25/12	
4	12/6	
5	15/1	
6	3/8	
7	1/10	
8	29/3	

#### Choose the correct words in italics to complete the texts.

- 1 Hugh Oxley is a 'manager / professor at the <sup>2</sup>university / company in Dundee. He teaches communications to MBA students.
- 2 We built a new 3laboratory / office for our Research and Development department. Our 4students / scientists do experiments and test new products there.
- 3 The machine isn't working take it to the electronics 5room / workshop. The 6researcher / technician can fix it.

#### Choose the correct option a-c to complete the text.

11	οοι	ight a 1	(	car at the we	eker	nd. It's a
C	her	okee Jeep. It w	as v	ery 2		it cost
m	ore	than £30,000.	My	last car was	sma	all, but th
Je	ер	is 3				
Ι :	also	bought a nev	v tab	ole for my ap	artr	nent. It's
4_		of glass	. It v	was difficult	to g	et it into
th	e a	partment beca	iuse	it's very 5		It is
al	so	a very unusua	6_	t's	tria	ıngular.
1	a	new	b	newly	c	light
2	a	expensively	b	expensive	c	cheaply
3	a	tiny	b	metal	c	huge
4	a	make	b	made	c	makes
5	a	heavy	b	light	c	small
6	a	size	b	material	c	shape

#### Career skills

#### Talking about a project

Complete the words to show the stages of a project.

- F\_\_\_\_, we decided who to have as project leader.
- N\_ \_ we agreed a budget
- 3  $A_{\underline{\phantom{a}}\underline{\phantom{a}}\underline{\phantom{a}}\underline{\phantom{a}}\underline{\phantom{a}}$  t\_ \_ we talked to customers about what they want.
- T\_\_\_ we had a meeting with the design
- \_, we built a test product and showed it to the CEO.

#### Explaining a technical problem

Co	implete the sentences with these words.
in	off fix wrong work
1	There's something with the printer.
2	It doesn't
3	He plugged the photocopier.
4	Did you turn the computer?
5	Can you it?
De	scribing a product
Married Street	Put the words in the correct order to ake questions.
1	it / What / is ?
2	for / What's / it ?
3	made / What's / of / it ?
4	big / How / it / is ?

#### 2 Match the questions 1-7 above with the answers a-g.

7 it / features / any / have / special / Does ?

- a It's digital and it has a clock on it.
- b Plastic.
- c It's 20cm long and 18cm wide.

5 shape / is / it / What? 6 heavy / is / How / it ?

- d Rectangular.
- e It's a radio.
- f Listening to music.
- Two kilos.

# Unit 10 Competitors

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The shy architect

PAGE 87

Present continuous

PAGE 89

Career skills: Catching up

PAGE 91

Dilemma: Win back market share

PAGE 92





Preview Match these industries with the companies 1-7.

> Computers Fast food Cars Airlines Fashion Soft drinks Supermarkets



6



Use the adjectives in the box to describe the products or services of the companies in exercise 1. You can also use other adjectives that you know.

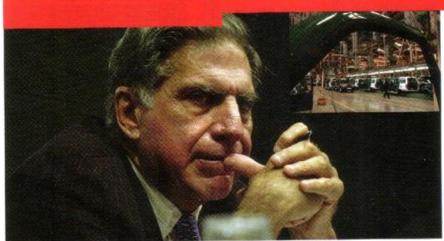
luxurv mid-range expensive low-cost well-designed popular

Coca-Cola is a popular soft drink. Chanel makes luxury fashion products.

- Think of another company for each of the industries in exercise 1. Do the same adjectives describe these companies?
- Do the companies in exercise 1 have similar customers to the ones you thought of in exercise 3? Give reasons for your answers.

Reading

- Read the article on the opposite page. Which of these sentences summarises Ratan Tata's ideas?
- A successful chairman is only interested in profit.
- b A company can be competitive and help people.
- A group with a lot of companies is easy to manage.
- Do the following refer to the Tata company in the past or at the moment? One thing refers to both.
- producing a cheap car
- 4 helping its workers
- 300 companies in the group
- 5 a Brazilian competitor
- 96 companies in the group
- Read the article again and answer the questions.
- Which two sectors does the Tata Group have companies in?
- How much does Tata's new car cost?
- 3 What doesn't Ratan Tata do?
- What doesn't he like?
- When did he become chairperson?
- When did Tata first give free education to employees' children?
- How much of the group is owned by charitable foundations?
- Who asks if helping people is good for business?



## Staying competitive

# The shy architect

How Ratan Tata is changing India's biggest company

Ratan Tata trained to be an architect. Then he worked for the family firm, the Tata Group - one of the biggest companies in India. It has companies in many different sectors, including the car industry and the steel industry. The company's latest project is producing a car that costs under \$3,000. Mr Tata does not drink or smoke and he does not like publicity. He became chairperson in 1991. At that time, Tata was a difficult organisation to

manage. There were more than 300 different companies in the group and some were old-fashioned. Today, there are only 96 companies and the group is more modern.

In the past, it was difficult for Tata to trade outside India because of competition from other countries. Now it exports internationally. The Tata Group is also buying companies in different countries. At the moment, one of the companies in the group, Tata

#### Glossary

firm (n) a company

steel (n) a type of metal

chairperson (n) the head of a company (a man or woman)

old-fashioned (adj) not modern

investor (n) a person or organisation that puts money into a business

Steel, is trying to buy Corus, a European steel company. But it has a competitor: CSN, a Brazilian company, also wants to buy Corus.

Ratan Tata is making changes to the company. Many of these changes help make the group more competitive. But he isn't changing all the group's traditions. For example, the Tata Group still tries to help its workers - the children of Tata's steelworkers first started to have free education in 1917. Two thirds of the Tata Group is owned by charitable foundations, and today they are still helping people in India. Investors sometimes ask: 'Is Tata doing the right thing? Is charity good for business? But Mr Tata thinks it is possible to help people and be competitive at the same time.

- Speaking What things can a company do to help its workers?
  - Do you think that it is possible for a company to be competitive and also help people? Do you know any companies that do both?

#### Vocabulary 1

#### Word families

Find words in the article to complete the table.

Verb	Noun (person)	Noun (thing)
1 train	trainer / trainee	training
compete	competitor	2
invest	3	investment
4	manager	management
5	trader	trade
publicise	publicist	6
7	exporter	export

- Complete the sentences with the correct words in italics.
- 1 Shell and Esso are competition / competitors in the oil market.
- 2 Did they publicise / publicity the launch date of their new product range?
- 3 Giles is working as a trade / trader on the Japanese stock market.
- 4 We lost a lot of money it was a bad investment / investor.
- 5 Westfern run training / trainer courses for financial organisations.
- 6 How long did you work as a management / manager at Dell?
- 7 Do Lancome export / exporter to Taiwan?

Listening 1 💿

A man is talking about an analysis that he is doing for his company. Listen to part one. What does SWOT stand for? Complete the headings in the table.

wot analy	800000000000		.00000000000000000000000000000000000000	000000000000000000000000000000000000000	100000000000000000
S	s	2 Weaknesses	3 0	s 4	Threats

- Match the headings in the table with the questions. Listen again and check.
- a \_\_\_\_\_ Can my organisation increase sales or find new markets?
- What does the company do badly?
- c \_\_\_\_\_\_ Does another company offer better products or services?
- d \_\_\_\_\_\_ What does the company do well?
- Listen to part two, where the man gives his SWOT analysis. Look at these extracts and write a-h in the correct column of the table above.
  - a machines in the production department are old
  - b sell our products on the internet
  - c good at design
  - d three new companies sell similar products
  - e try American and Asian markets
  - f other companies charge less for their products
  - g wide product range
  - h delivery is slow

Speaking

How often is it a good idea for a company to do a SWOT analysis? Give reasons.

#### Vocabulary 2 Market: compound nouns



We use market to describe any area where we can sell products or services. All the words in the box can be used with the word market. Decide if they go before or after market.

Asian leader budget dom	
market <u>leader</u>	Asian market
market	market
market	market
market	market
2	the area where products are cheap to make and buy people and activities involved in buying and selling a particular product
2	particular product
3	— how much of the market buys a company's products or services
4	surveys to find out what customers think about a company
5	the area where products are expensive to make and buy
6	customers in, for example, Japan, Thailand and Chin
7	the product or service that most people buy

#### Speaking Work with a partner and compare ideas.

- Name two products in the luxury market and two products in budget
- 2 What company is the market leader in sportswear in your country?
- Do you think it is important for companies to do market research? Why? / Why not?

#### Language check

#### Present continuous

We use the present continuous to talk about things that are happening now (at the moment of speaking) and for temporary actions (things that are happening around now). Study the examples from the article on page 87 and complete the rules on page 90.

- a Tata Steel is trying to buy Corus.
- b Today they are still helping people in India.
- c He isn't changing all the group's traditions.
- d Is Tata doing the right thing?

- 1 We form the present continuous by using am, or and a verb + \_\_\_\_\_.
- 2 We form the negative by putting between am/is/are and the verb.
- 3 We form the \_\_\_\_\_\_ by putting am/is/are before the subject.



For more information, see page 161.

#### Practice

Complete the sentences with the correct form of the verbs in italics.

- 1 I work/ am working for Corus plc. I started here seven years ago.
- 2 What do you do / are you doing at the moment?
- 3 I organise / am organising a project in Rotterdam this month.
- 4 What time do they have / are they having breakfast in the morning?
- 5 Martina finishes / is finishing a report at the moment.
- 6 How do you usually travel / are travelling to work?
- 7 I'm driving / drive at the moment, but usually I'm taking / take the train.
- 8 Are they send / sending the report now?

#### Listening 2 💿

- Listen to two people talking about their companies. What does MetScan produce? What does Norwest make?
- 2 Listen again and complete the table to show what the companies usually do and what they are doing at the moment.

usu	ally	at the moment
		MET scan
We 1 <i>manufacture</i> m 2	achines for	The medical team <sup>3</sup> equipment that people can use at <sup>4</sup> ————————————————————————————————————
		Norwest
We make 5 marke	for the et.	Our team ? a new 8 for the 9

#### Speaking

Work with a partner. Take turns to ask and answer questions about these companies.

company	usually	at the moment
1	design / computer games / children	develop / new game / adults
2	organise / corporate events / Europe	arrange / conference / Moscow
3	sell / office equipment / internet	open / new shop / London
4	make / sports cars	manufacture / family car
5	manage / hotels / the USA	build / new hotel / Tokyo

1 What does your company do?

We design computer games for children, but at the moment we're developing a new game for adults.

#### Career skills

#### Catching up

At meetings or conferences we sometimes meet business contacts we know.

Conversations are often short and friendly; you talk about the last time that you met and what you are doing now. Look at the following examples and match them with the parts of the conversation a-f.

- 1 Well, it was good to see you again.
- 2 No, I'm working [in the Tokyo office] at the moment.
- 3 Hi, [Lena]. How are things?
- 4 Are you still [working in the Turin office]?
- 5 We met at [the presentation in Granada].
- 6 How's business?

- a Greeting.
- b Talk about previous meeting.
- Ask a general question about business
- d Check for changes since last meeting.
- Give information about what you're doing now.
- f Say goodbye.

#### Listening 3 💮



- Lena Carter and Keith Sheen meet at a presentation. Listen and answer the questions.
- 1 Where did they meet in the past?
- 2 Where did Lena work in the past? Where is she working now?
- Listen again. How does Lena or Keith respond to these questions or statements? Choose the correct option a-c.
- How are things?
  - a Good. b Great, and you? c Fine. How are you?
- 2 How's business?
  - a Good, thanks. b Not bad. c Great.
- 3 I'm working in the Tokyo office for six months.
  - a That sounds interesting! b Really? c That's good.
- 4 It was good to see you again.
  - a It was good to see you. b It was great to meet you. c And you.
- 5 Enjoy the conference.
  - a Thanks, b You too, c I will.
- 3 Who says sentences 1-5, Lena or Keith? Listen again and check.

#### Speaking

Work with a partner. Role-play a situation where you meet a colleague at an exhibition. Use your real names.

Greet each other and end the conversation politely.

Student A: Remind Student B where you last met (at conference / London).

Student B: Ask Student A: still work / Boston office?

Student A: Respond: work / London / at the moment.

Student B: Comment on this information.

2 Have a similar conversation. Take turns to ask and answer questions. Use real information.

# Dilemma Decision

#### Dilemma: Win back market share

#### Brief

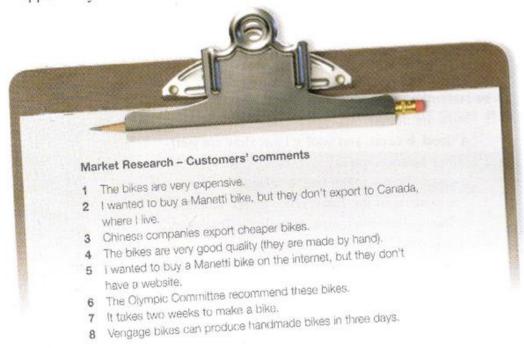
You work for Manetti, a company that makes bicycles. At the moment, competitors are reducing your market share. You need to do a SWOT analysis and decide how to make the company more competitive.

#### Task 1

Work with a partner. Put the market research information into the SWOT analysis table below. Some things could be a weakness and an opportunity.

#### Decision:

Now listen to consultant Maxine Hendricks saying what three things she thinks Manetti should do to be more competitive. Do you agree with her ideas?



	1000 100 <u>0</u> 0	(1)	9 333	0 1 11	/ Thursto
Strengths	2	Weaknesses	3	Opportunities	4 Threats

#### Task 2

Work in small groups. Look at the SWOT analysis and decide on the three most important things Manetti should change to be more competitive.

#### Write it up

Write a short report to say what three things Manetti could and should do to be more competitive.

#### Useful phrases

I think Manetti should have a website.

They could increase production.

Why don't they export their bikes to other countries?

Customers think the bikes are expensive, so Manetti could reduce their prices.

# Unit 11 Location

www.longman-elt.com

www.economist.com

Over there

PAGE 95

Comparatives; superlatives

PAGE 96, 98

Career skills: Opinions

PAGE 91

Dilemma: Moving for work

PAGE 100

# The right place

#### Keynotes

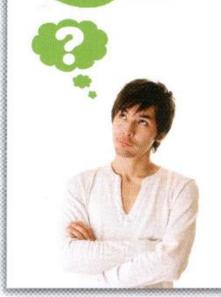
People decide to move abroad for many reasons. When choosing a location, it is necessary to consider things like cost of living, healthcare and quality of life. Global business means that many people have the opportunity to experience new cultures and climates while developing their career. Some people emigrate because they want to live and work in another country for the rest of their lives.

Preview

- 11 Your company wants you to work in a different country. Which country would you like to live and work in? Give reasons.
- Would you like to work in another country? Do the questionnaire and find out.

## Is working in another country right for you?

Which describes you best - A, B or C?



- Do you think that living in another country is: A interesting? B difficult at first but then OK? C frightening?
- Do you want to experience a culture that is: A different to your culture? B similar to your culture? C exactly like your culture?
- 3 Is learning a new language: A hard work but interesting? B difficult and boring? C impossible?
- Do you read books or magazine articles about other countries: A often? B sometimes? C never?
- Do you think that food from other countries is: A new and exciting? B strange but usually OK? C not as good as food from your country?
- You have the chance to take your family to another country with you. Do

A accept - it is an educational experience for your children? B accept - but worry in case they don't like it?

C refuse - your family don't want to move?

Look at the analysis on page 145.

Speaking Do you agree with the analysis on page 145? Why? / Why not?

Listening 1 💮

- Listen to Magda, Gilles and Andy talking about living and working in another country. Who isn't happy in their new location?
- Listen again and complete the table.

	usually lives in	at the moment is living in	advantages of new location	disadvantages of new location
1 Magda	Poland		busy and exciting	
2 Gilles		USA / Chicago		city is big and noisy
3 Andy	E V		beautiful country and interesting culture	

Speaking

Would you like to live in the places the people in Listening 1 are living in now? Why? / Why not?

Reading

Read the article and choose the correct option a-c to complete the sentence.

The writer thinks most British people move to other countries because they a don't like Britain b speak a lot of languages c want a new life.

Read the article again. Write the number of the paragraph 1-4 that gives information about the following.

a where the British go

paragraph \_\_\_

b the reasons why people want to leave Britain

paragraph \_\_\_

how many people leave

paragraph \_\_\_

popular skills and jobs in other countries

paragraph \_\_\_

What do these numbers refer to?

1 200,000

2 three minutes

3 2/3 4 1/4



#### The Economist

#### Glossary

emigrate (v) go to live permanently in another country

retired (adi) no longer working (usually at age 60+)

climate (n) typical weather conditions

Living abroad

## Over there

#### Why British people are moving to other countries

ore and more Britons are living IVI in other countries. A recent report said that almost 200,000 Britons left the country last year with no plans to return. A British person emigrates every three minutes, and 5.5m British people now live abroad.

Many younger people leave - a lot of students go abroad to study. Older people are usually retired and want a warmer climate to live in. Two thirds of the people that emigrate are workers. Some are managers and others do manual or administrative jobs. Australia is the favourite country for English people to emigrate to. Spain and the

USA are also popular.

Why do people leave? Many want to find a better job. A quarter of people say that they want to leave Britain because the cost of living is high. Homeowners with expensive houses can buy a bigger place abroad; young people want to move because houses in other countries are cheaper than in Britain. Research suggests that the quality of life in Britain is worse than in some other countries. But most people leave for positive reasons: many think that living in another country is more interesting they leave because they want to have a happier life.

It is becoming more difficult for British people to emigrate to countries outside the European Union. Most countries want professional or skilled workers, for example, builders, engineers and doctors. But other skills are also popular in some countries - Australia, for example, needs hairdressers.

Speaking What countries do you think have a good quality of life? Give reasons.

Vocabulary Work

	Complete the definitions with the words in the box.				
	professional <del>retired</del> managerial skilled administrative voluntary manual				
	Someone who is over 65 and no longer works is <u>retired</u> .  workers do a lot of paperwork, usually in an office.  Lawyers and doctors are people.  A person in charge of other employees has a position.  workers do physical jobs, for example, on farms or in factories.  People who do work don't receive any pay.  A worker has special training or knowledge to do a job.				
Speaking	Do people come from other countries to work in your country? What jobs do they do? When do people in your country retire? What kind of voluntary work do people do?				
e check 1	Comparatives  Study the examples from the article and complete the rules below.  a Houses in other countries are cheaper than in Britain.				

#### Language check 1

- b They leave because they want to have a happier life.
- It is becoming more difficult for British people to emigrate.
- Many want to find a better job.
- The quality of life in Britain is worse than in some other countries.
- To make a short adjective (one syllable) into the comparative, add \_\_\_\_\_ (or r if the adjective ends in -e).
- 2 To make a short adjective ending in -y into the comparative, replace the y with \_\_ and add \_\_ .
- 3 To make a longer adjective (two or more syllables) into the comparative, put the word \_\_\_\_\_ before the adjective.
- 4 A few adjectives are irregular, for example: good → \_\_\_\_\_, bad → \_\_\_\_\_ far → further/farther
- 5 To compare two things, use \_\_\_\_\_\_ after the comparative.

For more information, see page 161.

Practice

Make the adjectives in the box comparative. Then match them with their opposite comparative below.

b	ig <del>warm</del>	cheap	low	e	asy	popular	interesting
ı	cooler	warmer	-0	5	high	er	
	more boring		-	6	more	e expensive	
3	more difficult		-	7	more	e unpopular	
1	smaller		-				

2 Look at the information about the top five countries for British people to emigrate to. Complete the sentences below using comparative adjectives from exercise 1.

Country	British people who moved there (2007)	Average pay increase (2007)	Average summer / winter temperatures (degrees C)	Size (square kilometres)
1 Australia	1.3 million	4%	20 / 6 (Canberra)	7.6 million
2 Spain	760,000	4%	25 / 5 (Madrid)	500,000
3 USA	680,000	3.7%	25 / 1 (New York)	9.4 million
4 Canada	600,000	3.7%	21 / -11 (Toronto)	9.2 million
5 Ireland	290,000	4.5%	12 / 6 (Dublin)	70,000

1	In terms of size, Ireland	d is	Spain.
2	Ireland had a	pay increase	Australia in 2007.
3	Canada is	in summer	the USA.
4	Spain isv	with British people	the USA.
5	Spain is i	n summer	Canada.
6	In terms of size, the US	A is	Australia.
7	Canada had a	pay increase	Spain in 2007.
8	The temperature in sun Spain.	nmer in Ireland is	in

Speaking

III Look at the information below about three more countries that British people move to. Work with a partner and make comparative sentences about the differences between the countries.

Country	British people who moved there (2007)	Average pay increase (2007)	Average summer / winter temperatures (degrees C)	Size (square kilometres)
New Zealand	215,000	3.5%	16 / 8 (Wellington)	268,680
France	200,000	3%	18 / 3 (Paris)	551,500
Germany	115,000	2.3%	19 / -1 (Berlin)	356,910

2 Compare your country with some of the countries in the two tables.

Listening 2 Listen to a telephone conversation between Mike and Stavros and answer the questions.

- 1 How does Mike suggest Stavros gets from the airport to the factory?
- 2 Which hotel does Mike recommend?

#### Language check 2 Superlatives

II Listen again and complete the sentences with the words and phrases in the box.

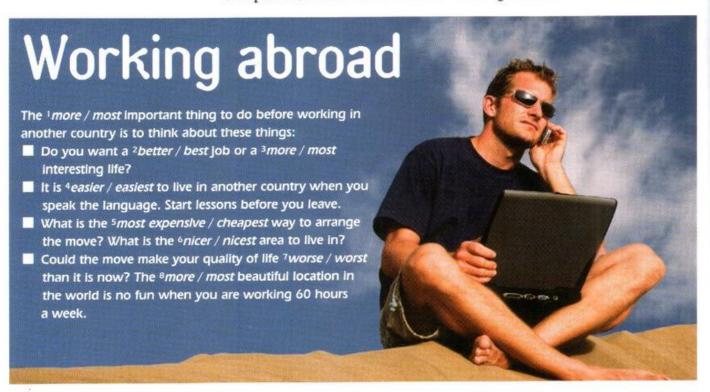
r	nost comfortable easiest best quickest nearest
a b c d	OK, what's theeasiest way to the factory?  The way of getting here is a taxi from the airport.  It's the hotel in Detroit.  It's the to the factory as well.  The Metropole sounds like the option.
2	Study the examples a-e above and answer the questions.
	How do we make superlatives with a short b longer adjectives? Which article do we usually use before a superlative adjective? What is the superlative of good? (bad = worst; far = furthest/farthest)
Fo	or more information, see page 161.

歌

Practice What is the superlative form of these adjectives?

beautiful old important long expensive quick happy

2 Choose the comparative or superlative forms in italics to complete the information about working abroad.



Speaking

Do you agree with the advice? What other things do you need to think about before moving to another country?

The most important thing is healthcare – is it free or do you pay?

#### Career skills

#### **Opinions**

We often need to tell people our opinions at work and in everyday situations. We also need to ask people what they think. Look at the following examples. Which of the phrases do we use to give an opinion? Which do we use to ask for an opinion?

- a I think that [the conference centre is too old].
- b Do you think that [the car parks are in a good location]?
- c Which [restaurants] do you like?
- d In my opinion, [it's too big].
- e I like [the Swan] because [it has a good menu].
- f What do you think of [the town centre]?
- a I'm not sure.
- h What's your opinion of [transport in the town]?
- i In my opinion, [it's a good / bad thing].

#### Listening 3 💿

# Christina Green is asking a businessman for his opinions about Melton. Listen and match the two halves of her questions.

- Do you think that
- a think that?
- 2 Do you agree
- b the local restaurants for business lunches?
- 3 Why do you
- c between the business park and the city centre?
- 4 What do you think
- d that Melton is a good location for
- 5 Is there a good transport service
- conferences?
- transport service
- e we need more car parks in the city?
- 6 What's your opinion of f of the new business park?

# 2 Listen again and match the questions above with the responses below.

- a Well, in my opinion, we need more buses.
- b I'm not sure. The Swan is good, and so is Henley House.
- c Ah, well, in my opinion, it's a good thing.
- d Because the conference centre is too old, and the city doesn't have enough hotels.
- e Yes, I do. It's very difficult for our customers to park at the moment.
- f No. I don't.

#### Working English

Sometimes we need to give reasons for our opinions.

I don't like the Swan hotel because it's too expensive.

The city town has enough hotels.

There are not enough car parks in this city.

#### Speaking

- Work in pairs. Take turns to ask and answer these questions about your town or city. Give reasons for your answers.
- 1 What are the best and worst locations for a new business?
- 2 Which are the best and worst local restaurants?
- 2 Take turns to ask for and give opinions on other things in your town, e.g. shops, hotels, parking, new buildings.

# Dilemma Decision

## Dilemma: Moving for work

#### Brief

Andrei Slovenski is an engineer from Russia and he wants to work in Canada for a year. He works for a large organisation that has offices across Canada: in Toronto, Vancouver and Calgary. Each office offers Andrei a contract for a year. You work in the HR (human resources) department. Help Andrei decide which location is best for him and his family.

#### Task 1

Work with a partner. Look at the information about Andrei and his family. What is the family's opinion of the following?

- · how to get to work / school
- · where to live (house / apartment)
- · climate
- interests / things to do in their free time
   What things do all the family like?

#### **Decision:**

Listen to Valerie Wilson, a staff development expert, talking about the location she recommends for Andrei and his family. Do you agree with her ideas?



The Slovenski family				
Andrei	Elena (his wife)	Sophia, aged eight, (his daughter)	Ivan, aged six, (his son)	
wants to walk or cycle to his office.	wants to live in a house.	wants to walk to school.	likes cycling, skiing and	
doesn't like rain.	likes opera, skiing	likes animals, ballet,	amusement parks.	
likes walking,	and cycling.	cycling and skiing.	tennis.	
cycling and skiing.	doesn't like very	doesn't like	teiiiis.	
doesn't like rock music or going to the theatre.	hot weather.	swimming.		

#### Task 2

Join with another pair. Look at the information on page 146. Compare the three locations and decide which is best for Andrei and his family.

#### Write it up

Write an email to Andrei to say which location you think is best for him and his family. Give reasons.

Hi Andrei

My team looked at the information about the three locations in Canada. We think \_\_\_\_\_\_ is the best location for you and your family because ...

# Unit 12 Careers

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www.ecanomist.com

The world of work

PAGE 105

Present perfect; for and since

PAGE 103, 106

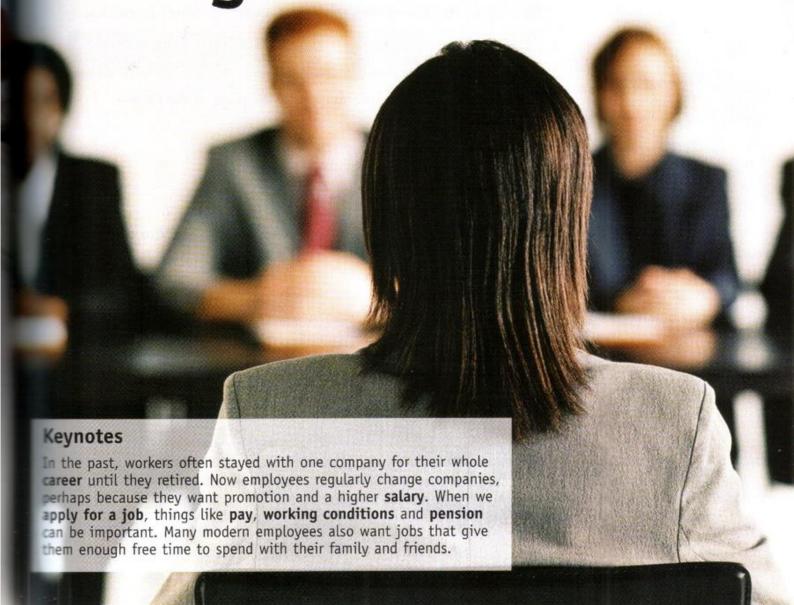
Career skills: Interviews

PAGE 10

Dilemma: A good employee

PAGE 108

# Employment changes



Preview	Number the steps for looking for a job in the right order.  a Phone or email the company and ask for an application form.  b Go for a job interview.  c Read a job advertisement on a website or in a newspaper.  d Start work.  e Apply for the job – send the application form and a CV to the company.  f Receive and accept a job offer.
Reading 1	When we apply for a job, we often send a curriculum vitae (CV) to a company or employment agency. What information do you think is necessary to include in a CV?  Look at the job advertisement on the opposite page and answer
	the questions.  1 What sort of company is Ardis?  2 What is the job?  3 What is the salary?  2 Look at the CV and label the parts 1–6 with the words in the box.
	Qualifications Interests Education Contact details Additional information Work experience  3 Write the following information in the parts of the CV a-e. Good computer skills Photography I organised projects to improve customer services. Warwick University, UK Telephone number: 01264 44293821
	Use information from the advertisement and the CV to complete part of Rosa's letter to Ardis.
	dvertisement in 1 <u>Transport 2000</u> magazine and I am interested in the manager at 3 .
5	in 2005 at INSEAD.  s a 5 for a transport company and I now work in a
customer service	es department where I manage an 7 I can speak German,  . I have lived in Europe and I am happy to travel in my job.

## Have you worked in customer services?

# Transport 2000

Ardis is the biggest transport company in Europe and we are looking for a manager for our international customer services team. We have offices in Barcelona, London and Berlin. This is an exciting opportunity for someone who wants to travel and has experience managing teams.



#### Rosa Clifford Curriculum Vitae

Rosa Clifford 44 South Road Stamford, LC23 4FT

2005 2001-2004

INSEAD Business School, France

2005 MBA BSc 2:1 International Management 2004

Wade International Services 2007-present Customer Services I manage an international team in the customer services department. Project manager

0\_

DSV Transport, Spain 2005–2007

Tennis and swimming

Languages: German, French, Spanish

### Language check 1 Present perfect

- III Study the examples. Which sentences are past simple and which are present perfect? Complete the rules below with the correct verb forms in italics.
- a I have worked as a project manager.
- b I studied for an MBA in 2005.
- c Rosa has lived in Europe.
- 1 We use the present perfect / past simple to talk about finished actions in
- 2 We use the present perfect / past simple to talk about experience (when the time / date isn't important).

2 Study the examples in the table and complete the rules below about how to form the present perfect.

Positive	Negative	Question	Short answer
He's (has) lived in Germany.	It hasn't employed foreign workers.	Has she worked as a manager?	Yes, she has. No, she hasn't.
We've (have) been to Japan.	They haven't eaten sushi.	Have you worked in Budapest?	Yes, I have. No, I haven't.

- 1 To form the present perfect, with I/we/you/they, we use \_\_\_\_ + past participle; with he/she/it, we use \_\_\_\_\_ + past participle.
- 2 We add \_\_\_ to the infinitive of regular verbs (or \_\_\_ if the verb ends in -e) to make the past participle.

We often use ever and never with the present perfect.

Have you ever visited Barcelona? I've never worked in sales.

For more information, see page 162.

Write the past participle of these irregular verbs. Use a dictionary to help you. Which verbs have a past participle that is different to their past simple form?

be →	do →	eat →	go →
give →	have -	make	meet →
see →	send →	speak →	_ take →

Practice Complete the sentences with the present perfect form of the verbs in brackets.

- Sanjay has lived (live) in many different countries.
- 2 I \_\_\_\_\_ (never speak) to a famous person.
- \_\_\_\_\_ you ever \_\_\_\_\_ (give) a presentation in English?
- We \_\_\_\_\_ (not eat) at the new Italian restaurant. Is it good?
- \_\_\_\_\_ Monica ever \_\_\_\_\_ (work) in a finance department?
- They \_\_\_\_\_ (never try) to learn a foreign language.

2 Complete the sentences with the past simple or present perfect forms in italics.

- 1 I went / have been to Rome in 2005.
- 2 Did you ever play / Have you ever played tennis?
- 3 Jack hasn't visited / didn't visit the Delhi office last month.
- 4 Have you sent / Did you send your CV to Ardis yesterday?
- 5 We've never been / gone to Mumbai.

Speaking

Take turns to ask and answer questions to find out if your partner has done any of the following. Think of more questions to ask.

visit / Australia play / golf meet / a famous person eat / sushi give / presentation speak / on the phone in English

Have you ever visited Australia? Yes, I have. / No, I haven't.

Reading 2

- Read the article. What sort of company is Manpower? What types of workers does the article mention?
- 2 Read the article again and answer the questions.
- 1 When did Manpower start?
- 2 What do employment agencies do?
- 3 What is another word for 'temporary workers'?
- 4 What did people expect in their career ten years ago?
- 5 What can help a worker who wants to improve their career opportunities?
- 6 What have Japan, Australia and Italy started to do?



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#### Glossary

unable (adj) not able

building site (n) place where people do building work

workforce (n) all the employees in a country, industry or organisation

Manpower

## The world of work

#### Work has changed around the world

Manpower has been a successful employment agency for about 60 years. It has supplied temporary employees to companies since 1948. That's when the first office opened in Milwaukee, in the USA. Two lawyers started the company when they were unable to find temporary help with a project. Today, it is a global company with offices all around the world.

2 Employment agencies supply companies with different types of workers. These include professional and administrative workers in offices, and manual workers in factories and on building sites. Temporary workers (also called 'temps') now make up between one and three per cent of the total workforce in most countries. Multinational companies have employed temps for a long time. Now smaller companies also use temporary workers.

3 Have careers changed very much since the 1990s? A decade ago, people expected to work for the same company until they retired. Today, nobody expects a job for life any more. People move from job to job, working in different companies or in different departments. Training is important because it improves workers' skills. This can help employees to find better jobs or get a promotion.

In some jobs there aren't enough skilled workers. Some companies want retired people with skills to return to work. Japan, Australia and Italy have started to employ older workers. Companies need organisations like Manpower to arrange training for older employees, for example to use computers or to work with a younger boss.

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#### Speaking Discuss these questions with a partner.

- 1 Have you ever worked for an employment agency?
- 2 What temporary jobs have you done?
- 3 Is it a good idea for retired people to return to work? Why? / Why not?

#### Vocabulary Work

Match the words 1-8 with the descriptions a-h.

- 1 full-time worker
- 2 temporary worker
- 3 permanent worker
- 4 part-time worker
- 5 freelance worker
- 6 pension
- 7 promotion
- 8 flexible hours

- a has a job for a long period of time
- b workers choose when they work
- c works a few days / hours a week
- d a better job in the same company
- e has a job for a short period of time
- f works for self not for a company
- g usually works 35-40 hours a week
- h money when you stop work

Speaking

Which type of worker 1-5 do you think is best for you? Why? Do you like the idea of flexible hours? Why? / Why not?

#### Language check 2

#### Present perfect + for and since

We use the present perfect + for and since to answer the question How long ...? (e.g. How long has Manpower been successful?). Study these examples from the article and complete the rules below.

- a Manpower has been a successful employment agency for about 60 years.
- b It has supplied temporary employees to companies since 1948.
- 1 We use \_\_\_\_\_\_ to talk about when something started.
- 2 We use \_\_\_\_\_\_ to talk about how long an action has been happening.



For more information, see page 162.

#### Practice

#### Complete the sentences with for or since.

- 1 Charles hasn't visited the Paris office \_\_\_\_\_\_ January.
- 2 Have you worked here \_\_\_\_\_ a long time?
- 3 Dufay plc has employed temporary workers \_\_\_\_\_\_ 1997.
- 4 How long has James been in Riga? He's been there \_\_\_\_\_ last Thursday.
- 5 Have Camilla and Mark gone to Poland \_\_\_\_\_ two weeks?
- 6 We haven't seen Margaret \_\_\_\_\_ three o'clock.

Speaking

Work with a partner. Ask questions with How long. Think of more questions to ask.

live / this town study / English know / your teacher

How long have you lived in this town?

I've lived here since 2005. I I've lived here for three years.

#### Career skills

#### Interviews

When we go for job interviews, we usually answer questions about our work experience. Look at the following examples of interview questions.

- a Do you enjoy working with people?
- b How long have you been [in sales]?
- c Have you ever worked [in marketing]?
- d Have you ever lived in a different country?
- e What do you do in your free time?
- f Why do you want this job?
- g Can you tell me about your present job?

#### Listening ( )

- David Foster works in the HR department of Waldecker Travel. He is interviewing two people for a job. Listen to interview 1 and answer the questions.
- 1 What city and country is the job in?
- 2 What department is the job in?
- 3 What is the job title?
- 4 Has Ben prepared for the interview? Give reasons for your answer.
- Listen to interview 2. Match the questions a-g above with the candidate's responses below. Listen again and check.
  - Yes, I was in Thailand for six months.
  - Yes, I have. I studied marketing at university and I worked for an advertising company for a year.
  - 3 \_\_\_ I work in sales and I've managed teams and projects.
  - 4 \_\_\_ Oh, yes, it's what I enjoy most about my job.
  - 5 \_\_\_ I've worked in sales for three years.
  - 6 \_\_\_ I play golf and tennis.
  - 7 \_\_\_ I really want to work in marketing. This is a great opportunity for my career and I think I have the right skills for the job.

#### Speaking

- Who do you think is the best person for the job Ben or Denesh? Give reasons for your answer.
- 2 Work with a partner and role-play an interview for a job abroad in marketing.

Student A: You are the interviewer. Asks questions a-g, but in the order of the questions in exercise 2 above. You need to change some information, e.g. asking about the department the candidate works in. Start and end the interview in a friendly way.

Student B: You are the candidate. Use the information on page 149 to answer the questions. Use the verb form in brackets.

3 Change roles and practise again. Student A use the information on page 146.

# Dilemma Decision

#### Dilemma: A good employee

#### Brief

Jessica Gates works for Morton Enterprises. She has a problem with her job. You work for the HR department. Help Jessica find a solution to her problem.

#### Task 1

Work with a partner. Take turns to ask questions to complete the information about Jessica's work history (Student A) and her problem (Student B). Student A turn to page 140. Student B turn to page 144.

#### Task 2

Work in small groups. Read the additional information and decide which of the possible solutions is the best for Jessica and the company.

#### Additional information

- Jessica's mother can look after the baby all day on Monday, Tuesday and Thursday, and until 1pm on Friday.
- The busiest days in the sales department are Monday and Thursday.
- Jessica usually does paperwork and phones clients on Wednesday.
- Friday afternoon is not busy but there is a department meeting once a month.

# Decision:

Listen to Jessica talking about the decision that the company made. Do you think it was a good decision?

#### Possible solutions

- Work part-time (Wednesday and Friday).
- Arrange flexible hours (sometimes working from home one or two days a week).
- Move back to the finance department (full-time, fixed hours 9am-5pm).

#### Useful phrases

Jessica's busiest days are ...
The busiest times at the office are ...
Friday is / isn't a problem because ...
Part-time is / isn't a good idea because ...
The best solution is ...

#### Write it up

You are the HR manager. Write to Jessica's manager. Explain what the problem is and what solution you think is best.



# Review 4

#### Language check

#### Present continuous

#### Correct the mistakes in these sentences.

- 1 What did you doing at the moment?
- 2 He be organising a project in Jakarta.
- 3 We not giving the presentation now we're having coffee.
- 4 Is they sending the documents today?
- 5 Valerie is finish the memo now.
- 6 Jason is don't working today because he's on holiday.

#### Comparatives and superlatives

# Complete the sentences with the comparative or superlative of the adjectives in brackets.

- London is \_\_\_\_\_\_ (warm) in summer than in spring.
- 2 The Majestic is the \_\_\_\_\_\_ (expensive) hotel in town.
- 3 What is the \_\_\_\_\_ (good) way to get to the airport?
- 4 Is the quality of life here \_\_\_\_\_\_(bad) than in other countries?
- 5 It's \_\_\_\_\_ (important) to drive safely than to arrive on time.
- 6 He's the \_\_\_\_\_ (popular) manager in the department.
- 7 The staff are \_\_\_\_\_\_ (happy) in their new office than they were in the old building.
- 8 Cairo was the \_\_\_\_\_\_ (interesting) city that we visited.

#### Present perfect

# Complete the sentences with ever, never, for or since.

- 1 Laura has \_\_\_\_\_\_ eaten salmon because she doesn't like fish.
- 2 Maurice and Joel have worked here \_\_\_\_\_
- 3 Have you \_\_\_\_\_ sent a text message?
- 4 We have \_\_\_\_\_ visited Morocco. Is it nice?
- 5 Kenway have been the market leader \_\_\_\_\_\_ twenty years.
- 6 You haven't spoken to your clients \_\_\_\_\_\_ March.
- 7 Has Julian \_\_\_\_\_ met the CEO?
- 8 They've been in the meeting \_\_\_\_\_ two hours.
- 9 Have Alan's investments \_\_\_\_\_ made a profit?
- 10 The sales team have been in a presentation three o'clock.

#### Consolidation

#### Choose the correct words in italics.

MDH Properties is 'sell / selling an unusual place to live. It is a house in a tree. The CEO, Karl Howard says, 'It's our '2most / more interesting property.' House prices are '3more / most expensive today than they '4have been / were in 2005. More and more people '5are / is buying property as an investment. The tree house is a '6good / best idea for people who want a small holiday home. It is '7cheaper / cheapest than MDH's other properties. Karl Howard says, 'We have '8ever / never sold a tree house. But a lot of people want to see it – and it '9has / is only been on the market '10for / since last Tuesday.

#### Vocabulary check

#### Complete the text with these words.

management	market	trade
competitor	export	investment
domestic	training	

	anklin Wade sell e	사이에게 되었다. [2] 이 시에 가게 되었다.	
	fferent countries a		
	en an 1		
	ney <sup>2</sup>		
	azil, and they don'		
	mai		
4_	is D	rengard, a Dar	nish company.
Fr	anklin Wade hope	to be the 5	
lea	ader soon. They are	6	their staff
to	use a new compu	ter system. The	
7_	thin	k that it is a g	ood
8_	for	the company.	
1	Choose the component of the component of the sente of the sente of the sente of the component of the compone	work when he v. b retired	was 65, so he's c manual nours, so I can
	choose when I sta a voluntary	b permanent	c flexible
3	Kate and Alex hav work three days a	week.	
	a part-time		
4	You have worked want to give you		
	a freelance	b temporary	c promotion
5	I trained to use th		it's a
	a administrative	b skilled	c managerial
6	We did a lot of m	narket	before we
	designed the new		
	a share		c leader

#### Career skills

#### Catching up

#### Put the words in the correct order.

- things / how / are / Hi, ?
- met / We / a / at / conference / Bucharest / in
- you / working / moment / Are / the / at / Romania / in ?
- the / Dubai / at / No. / office / I'm
- good / again / to / you / see / It / was

#### **Opinions**

#### Complete the dialogue with these words.

	pinion sure because do ning think
A	you think that it's a good idea
В	to move office?  Yes, in my <sup>2</sup> , the office we are in
	now is too small.
A	I 3 the new office is too big.
	There are only six people in the design department.
В	I like it 4 it has big windows.
A	I'm not 5 Big windows make it hot in summer.
В	Yes, but they're a good 6 because designers need lots of light.
In	terviews
	atch the interview questions 1-6 with the

# responses a-f.

- What do you do in your free time?
- Can you tell me about your present job?
- Why do you want this job?
- 4 Do you enjoy working with people?
- How long have you been in the sales department?
- 6 Have you ever worked in finance?
- a Two years.
- b Yes, I like working in a team.
- c At the moment, I'm working on a project to export products to Asia.
- d Yes, after university I worked for a finance company for six months.
- Because I think finance is very interesting.
- I play tennis and football.

# Unit 13 Ideas

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#### Lord of the rings

PAGE 115

Modals for advice and suggestions; infinitive +/- to

PAGE 113, 116

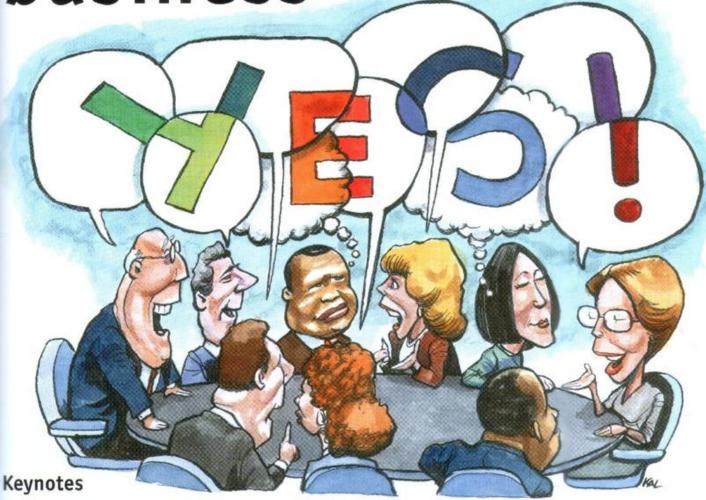
Career skills: Discussing ideas

PAGE 117

Dilemma: Expanding the business

PAGE 118

A high-flying business



Some of our best ideas come when we exchange our thoughts with other people and discuss them together. Some companies encourage creative thinking. One way to do this is to have a brainstorming meeting. Everyone at the meeting uses their imagination and makes as many suggestions as possible.

Preview

Read the statements. What do you do when you want to have ideas?

I like to think in silence.

I get lots of ideas when I go on a long walk.

I discuss work problems with my colleagues – it helps me to think of new ideas and find solutions.



My ideas usually come when I'm doing something manual, for example, gardening or driving the car.

- Read the quotation by British writer George Bernard Shaw and discuss the questions below.
- 6 If you have an apple and I have an apple and we exchange these apples then you and I still have one apple each. But if you have an idea and I have an idea and we exchange these ideas then each of us has two ideas.
- 1 Is it always good to exchange ideas?
- 2 Can ideas change when we discuss them with another person?

Listening 1 💿

- Listen to Dr Marion Duval, from the Central Business School, talking about creative thinking at work. What is a brainstorming meeting?
- 2 Listen again. Are these statements true or false?
- 1 Dr Duval tells people to ask questions during the presentation.
- 2 Everyone finds it easy to make suggestions in a meeting.
- 3 It's important that someone takes notes.
- 4 Everyone wants to be the first speaker.
- 5 It is good to organise ideas into groups.
- 3 Complete the extract with could, should or shouldn't. Listen again and check.

Now, how do you	get people to tell you their	ideas? Some peo	ople find it difficult to make
suggestions, espec	cially in a meeting. This is a	situation where b	orainstorming 1
help. A brainstormi	ng meeting is where every	one thinks of lots	of ideas. When one person
makes a suggestio	n, the others 2	give their opin	nion. They can do that later. But
someone 3	write down all the	suggestions - tha	at's very important. Sometimes
no one wants to be	e the first person to speak.	So, you 4	ask everyone to think
of one or two ideas	s. Then each person 5	take t	urns to make their suggestions.

Speaking

- Is creative thinking important in the business that you work in or in the business that you want to work in?
- Have you ever brainstormed ideas? Was it useful? What are the advantages and disadvantages?

#### Language check 1 Modals for advice and suggestions

- Study the examples from Listening 1. Match should, shouldn't and could with the uses 1-3.
- a The others shouldn't give their opinion.
- b Someone should write down all the suggestions.
- c You could ask everyone to think of one or two ideas.
- 1 a suggestion 2 advice 3 advice not to do something
- 2 Are these statements true or false?
- 1 Should and could add s with he/she/it.
- 2 We don't use do/does to make the negative.



For more information, see page 159.

#### Practice

What suggestions or advice would you give in these situations? Compare your ideas with a partner.

1 A friend asks for ideas about what to take to his host and hostess when he goes to their house for dinner tomorrow.

You could take chocolates. You shouldn't take flowers.

- 2 A new colleague wants to know the safest way to travel around your country. Are there any areas or types of transport she should avoid?
- 3 A friend is thinking about leaving her job as an office manager and starting her own business running a small hotel (she has never worked in a hotel before). She wants to know what you think.
- 4 A colleague asks for ideas about where to entertain some new clients this evening.
- 5 A member of your family wins \$35,000 and wants ideas about what to do with the money.

	4		1
List	enina	2	(-0:)

- Listen to the responses a-e and match them with the situations 1-5 above.
- 2 Listen again and complete the sentences.

a	You	travel by	because there are a lot of
	accidents.		
1		4.	1.1. 1. 11.1

- b You \_\_\_\_\_ have a big \_\_\_\_ and invite all the \_\_\_\_ .
  c You \_\_\_\_ take wine, but you \_\_\_\_\_ take flowers or \_\_\_\_\_
- d You \_\_\_\_\_ take your \_\_\_\_\_ somewhere really different for example, to a \_\_\_\_\_ .
- e I think you \_\_\_\_\_ get some work experience in a \_\_\_\_\_ before you leave your \_\_\_\_ and start a new business.

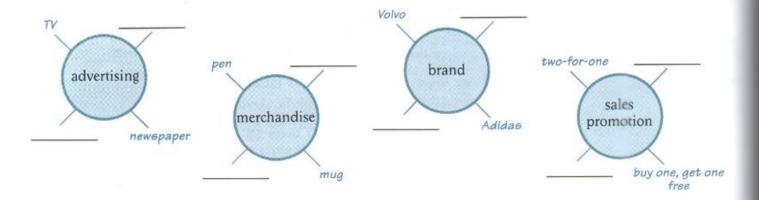
Speaking

- Do you agree with the suggestions and advice a-e? Why? / Why not?
- 2 Work with a partner. Think of a simple problem and take turns to ask for and give suggestions and advice. Then ask a different partner and see if you get the same advice.

What do you think I should do?
Well, you could ... / I think you should ...

#### Vocabulary 1 Match these words and phrases with the correct circle.

radio logo free gift internet key ring half price! Sony T-shirt



#### Listening 3 💿

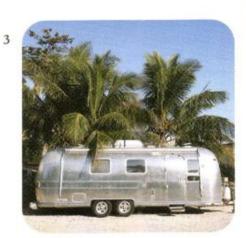
- Lindberg Associates are a web design company. Listen to part of a meeting. What is the meeting about?
- 2 Listen again and answer the questions.
- 1 What is the problem with the logo?
- 2 Where could they advertise the company?
- 3 What merchandise do they discuss?
- 4 What is the main problem with these suggestions?
- 5 What are the three main suggestions to help more people to know about the brand?

Speaking

- Which suggestion from the meeting do you think is best? Why?
- 2 Work in groups. You want to start a new company. Choose one of 1-3. Brainstorm ideas for an interesting or unusual business that it could be used for. Choose the best idea and discuss ways to market the business.







Reading

- Read the article. What ideas helped Guy Laliberté's brand to grow? Which idea didn't he use?
- 2 Read the article again and answer the questions.
- 1 Where is Cirque du Soleil performing at the moment?
- 2 What do these numbers refer to?
  - a 150 b 45 c 3,500 d 550,000,000 e 20,000,000 f 7,000,000
- 3 What did Guy Laliberté do in 1980? What did he do in 1984?
- 4 Who has confidence in Mr Laliberté? Why?



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#### Glossary

performer (n) someone who
entertains the public (in a
performance)

**show** (n) a performance for the public (in a theatre, on TV)

combine (v) put different things
together

tour (n) a series of shows to different places

challenge (n) a test

Creative ideas

# Lord of the rings

#### Making a success of the circus business

In 1980, Guy Laliberté was a street performer. Today, 45-year-old Mr Laliberté is the boss of Cirque du Soleil. The company has become a global entertainment business. It currently has shows in Europe, the USA, Japan and New Zealand.

Mr Laliberté created Cirque du Soleil in 1984. The shows combine traditional circus performances with opera and theatre. It takes imagination to develop a show – and it costs \$20m. A lot of people want to see Cirque du Soleil; since 2000, seven million people have paid up to \$150 a ticket to see 'the greatest show on Earth'. The company has 3,500 employees and profits have grown to \$550m.

Mr Laliberté is founder and chief executive officer (CEO) of the company. He makes the most important decisions about the shows, and he also supplies the money. His workers and his business partners like his creative ideas and

business success. There are a lot of ideas that could help the brand grow. Cirque has already expanded into TV, film, music and merchandise. The company plans to arrange more tours in Asia and permanent shows in New York, Tokyo and London. Another suggestion was that they could open Cirque du Soleil hotels. However, Mr Laliberté decided instead that the company should do business with Celebrity Cruises to provide entertainment for bars.

<sup>4</sup> There are many possibilities, but perhaps the biggest challenge for Mr Laliberté is to keep Cirque's family atmosphere and creative ideas while the brand continues to grow. ■

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Speaking

- Think of other areas where Cirque du Soleil could provide entertainment in the future.
- 2 Can you think of any other organisations that have 'creative ideas and business success'?

#### Vocabulary 2 make and do

Decide if these words go with make or do. Write them in the table.

a decision a profit	the accounts a suggestion	research business	a mistake	a job	
300000000000000000000000000000000000000	AND THE RESERVE TO TH				

make	do	

#### 2 Complete the sentences with the nouns in the box above.

- Cirque du Soleil made a \_\_\_\_\_\_ of \$550m.
- 2 Mr Laliberté decided that the company should do \_\_\_\_\_ with Celebrity Cruises.
- the date of the show is the 17th of July, 3 Sorry, I made a \_ not the 27th of July.
- 4 He does a good \_\_\_\_\_\_ as CEO.
- Elena does the \_\_\_\_\_ for us because she's good with figures.
- 6 We need to make a \_\_\_\_\_ about the date of the tour.
- The team did some \_\_\_\_\_ into the entertainment business.
- Can I make a \_\_\_\_\_\_ ? We could open Cirque hotels.

#### Infinitive with and without to Language check 2

Study the examples from the article and use with or without to complete the rules below.

- a They could open Cirque du Soleil hotels.
- b A lot of people want to see Cirque du Soleil.
- The company plans to arrange more tours in Asia.
- d Mr Laliberté decided that the company should do business with Celebrity Cruises.
- Modal auxiliary verbs are followed by the infinitive \_\_\_\_\_\_ to.
- 2 Some main verbs are followed by the infinitive \_\_\_\_\_\_ to.

For more information, see page 162.

#### Complete the sentences with the correct form of the verbs in italics.

- 1 He's out of the office today, but you could try / to try again tomorrow.
- 2 The R&D team expect finish / to finish the project by Thursday.
- 3 She needs have / to have the delivery today.
- 4 You shouldn't arrive / to arrive early.
- 5 The supplier promised call / to call me last week.
- 6 Miranda has asked change / to change the time of the meeting.
- 7 Charles offered meet / to meet her at the airport.
- 8 The client refused accept / to accept the price increase.
- 9 We should take / to take the visitors to the Cirque du Soleil.
- 10 They decided use / to use a new company to promote the product.



Career skills

#### Discussing ideas

There are many situations at work when we need to discuss ideas or make suggestions. It is important to listen to other people's ideas. Look at these ways of suggesting ideas and responding to other speakers. Which phrases make suggestions and which comment on ideas?

- a That's a good idea!
- e How about [having an open day]?
- b I'm not really sure about that.
- f Perhaps we could [arrange a promotion].
- c Why don't we [advertise on TV]?
- g Let's [contact local businesses].

d Yes, but ...

h Do you think we should [do that]?

Listening 4 ( )

- Carlos Santiago, Mel Walsh and Theo Klaus work for CLS, a company that arranges language training for international businesspeople. Listen to their meeting and tick (/) the phrases a-h above that you hear.
- 2 Minutes are a written record of a meeting. Listen again and tick (</) the information in the minutes that is correct. Correct any information that is wrong.

¹advertise in local newspapers
<sup>2</sup> advertise in international magazines
3an open day at a hotel for local businesses
4advertise the open day on local TV
⁵arrange sales promotions – 35% off the first lesson

3 Complete the sentences from the meeting with the words in the box. Listen again and check.

a	dvertise	contact	have	arrange	best	advertising
1	How abo	out	in lo	cal newspap	pers?	
2	Do you t	hink that's t	the	way	to contac	ct new clients?
3	Perhaps v	we could _		_ the local b	ousiness s	schools.
4	Why don	't we	aı aı	n open day?		
5	Do you t	hink we sho	ould	the	open da	y?
6	Let's	so	me sales	promotions.		

Speaking

- Work in small groups. Your company arranges adventure holidays. It has a stand at an exhibition specialising in holidays, and your team is in charge of the stand. Have a meeting to discuss the following.
- · ways to attract visitors to your stand
- · what free merchandise you could offer visitors who stop at your stand
- any sales promotions you think you should arrange
- 2 Think of ideas for a stand at another exhibition for your own company or a company that you know.

# Dilemma ecision

#### Dilemma: Expanding the business

#### Brief

Animal Magic is a small private zoo created by Gerald Farrell. The zoo is popular with visitors and at the moment it makes a small profit. You are a business consultant. Mr Farrell wants you to look at the information about the zoo and give advice about how to increase profits.

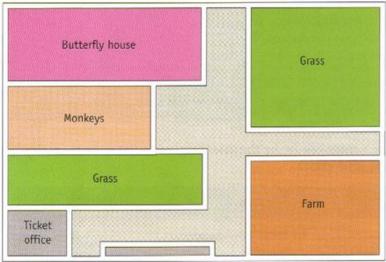
#### Decision:

 Listen to Gerald Farrell talking about what he decided to do.

#### Task 1

Work in small groups. Read the information below and do the following.

- · Brainstorm ways to increase profits.
- · Agree on any changes you decide to make to the plan of the zoo.
- · Agree on the type and selling price of any merchandise you choose to sell.



Entrance

#### Task 2

Choose the best suggestions and prepare a short presentation. Present your group's ideas to another group.

#### Write it up

Write a report for Gerald Farrell and make your recommendations. Write or draw information under the following headings.

- Ideas to increase profits
- · Changes to the zoo plan
- Merchandise

## Animal Magic Visitor comments

I liked the monkeys because they were very funny. Why don't you have snakes, too? My dad gave me £5 to spend, but there was nothing to buy. I went to a shop in town and bought a toy monkey. You could have a play area for children, too. Nathan Age 8

# Animal Magic

Visitor comments

My children loved the butterflies and monkeys. But they were not very interested in the farm animals. We wanted to stay longer but there was no food available at the zoo, so we left early and went to a café in town. P. Smith (Mrs)



We can put your company logo on any of these products:

T-shirts £20 (per 10) Bags £15 (per 5) Key rings £20 (per 100) Toy animals £60 (per 20) Pens £10 (per 100)

# Unit 14 Travel

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More workers take a career break

Present continuous for future

Career skills: Making arrangements

Dilemma: Visitors

PAGE 126

# Business and pleasure

#### Keynotes

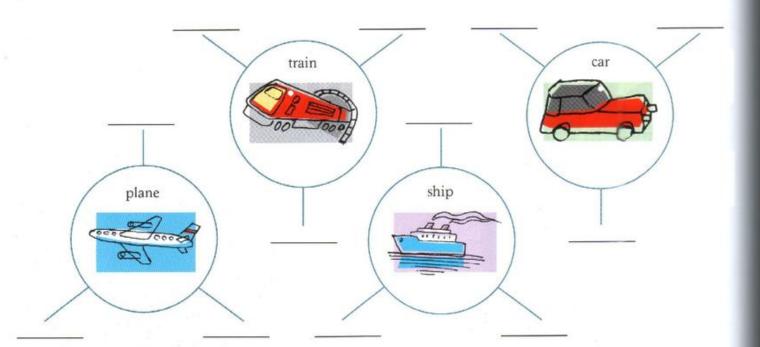
When people go on business trips, their company is often responsible for their travel arrangements and usually books flights and makes reservations for hotels through a travel agent. The itinerary for a business trip usually doesn't leave time for sightseeing or for getting to know a country. Today, some people choose to have a career break. This means that they can plan a longer trip to any destination they choose and travel for pleasure.

#### Preview Discuss these questions.

When did you last travel? Where did you go? How did you get there? Where did you stay?

#### 

fly station port hire platform sail ferry gate drive park flight carriage



#### 2 Complete the sentences with words from the box above.

- 1 Passengers must go to \_\_\_\_\_\_ 17 for the 14:15 \_\_\_\_\_ to Lisbon.
- 2 The train at \_\_\_\_\_ six stops at all stations to Cambridge.
  Passengers for Stansted should sit in the \_\_\_\_ at the back of the train.
- 3 You can \_\_\_\_\_ a car from a kiosk at the airport. Remember that in the UK you must \_\_\_\_ on the left side of the road!
- 4 We waited at the port for three hours, but the \_\_\_\_\_\_ to France couldn't \_\_\_\_\_ because of the bad weather.

#### Speaking

Put the types of transport above in the order that you prefer to travel for business / pleasure. Compare your ideas with a partner and give reasons for your choices of favourite and least favourite.

I prefer travelling by train because I can sit in a quiet carriage and work on my laptop.

2 What do you like and dislike about travelling for business or pleasure?

I like meeting new people. I don't like waiting at airports.

#### Reading

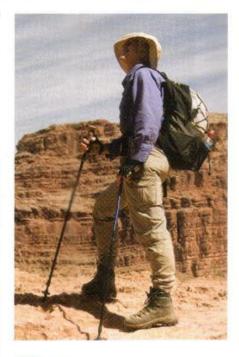
- Read the article and choose the correct definition of what a career break is.
- a an opportunity to work in a different job such as finance or IT
- b a fixed time away from your job; to travel or do unpaid work
- a special project for people over 30
- Read the article again and answer the questions.
- 1 What do these figures refer to?
  - a 5.5 million
- b 1/2 c 1/3
- d 80%
- e 1 in 4
- 2 Who do Gap Year for Grown Ups organise projects for?
- 3 What continent is most popular to travel to on a career break?
- 4 What other things do some people do on a break, apart from travel?
- 5 Which work areas offer the most career breaks?

#### **Features**

# More workers take a career break

- 1 RECORD numbers of workers are planning a career break. The latest research says that many people want to leave their job and travel the world. In the past, a gap year was for students or rich people. Now more and more ordinary workers are taking a break from their job. Almost one in five British workers around five and a half million - are planning to take a break from their careers. In the past five years, three million employees have taken a break. The research shows that more than half the people who are taking a career break want to travel and see the world. A third are looking for a break from office life.
- <sup>2</sup> Gap Year for Grown Ups is a company that provides career break projects for people over thirty. Even people in their lifties and sixties are taking career breaks. Some people went straight from university to work and now they want to travel. The

- majority of people who book with Gap Year for Grown Ups are women. Eighty per cent of their clients are female. Africa is the most popular destination, and South America is becoming more and more popular for people who want to do voluntary work as well as travel and go sightseeing.
- British workers like companies that offer career breaks to their staff. One in four employees works for a company where career breaks are a staff perk. The government and finance and insurance industries are leading the way - 40 per cent of their employees can take a career break. They are followed by IT and telecoms staff (36 per cent) and medicine / the health service (25 per cent). The research shows that career breaks also help employers: companies that offer career breaks are able to recruit and keep good staff.



#### Glossary

break (n) time when you do not work or study

straight (adv) directly

recruit (v) find people to work in a company

#### Speaking

#### Discuss the following with a partner.

- Is it a good idea to go straight from university to a job? Why? / Why
- What are the advantages and disadvantages of taking a career break for the employer and the employee?
- 3 When is the best time to do this? (What age? At the start or in the middle of a career?)
- 4 Is it something that you would like to do? Why? / Why not?

#### Vocabulary 2 Find words in the article for the following definitions.

a year away from college or work gap year

2 normal, not unusual

adults

4 opposite of minority

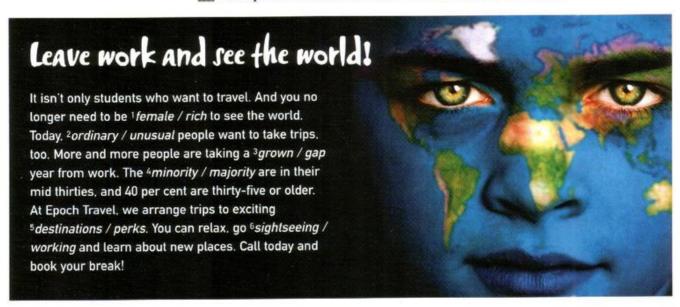
5 woman / girl

6 the place you travel to

visiting places of interest (e.g. museums)

8 special advantage that comes with a job

Complete the text with the correct words in italics.



- Listening 1 💮 🔢 Listen to Janice talking about her career break. How long is Janice going for? When is she planning to return?
  - Listen again. Complete the table with the places that Janice is visiting, the transport she mentions and when she's travelling.

Place	Transport	When
Thailand	1	2
3	4	after a fortnight
New Zealand	5	6

#### Speaking Work with a partner and do the following.

- Look at the information on page 148 about three career breaks and read about the three people. Decide which career break is best for each person. Give reasons for your choices.
- 2 Choose one of the career breaks for your partner. (You can ask questions to find out about their interests and hobbies). Discuss your choice with your partner. Does he/she agree?

Do you like boats / sports / gardening? I think Edutours is best for you because ...

#### Vocabulary 3 Future time expressions

Put these time expressions in order. Start with the time nearest to now.

- \_\_ in a fortnight
- 1 in a moment
- \_\_ in three months' time
- \_\_\_ later today
- \_\_\_ tomorrow
- \_\_ next week
- \_\_\_ next year
- \_\_\_ the day after tomorrow

#### Language check Present continuous for future

- III Study the examples from Listening 1. Do they refer to something that is happening now (N) or happening in the future (F)? How do you know?
- a I'm starting work again next September.
- b I'm just finishing work now.
- c Then in July I'm staying with my brother in New Zealand.
- d At the moment, I'm having fun looking at maps and imagining the journey.
- e I'm not enjouing work very much at present.
- f After a fortnight in Thailand, I'm taking a train to Malaysia.
- Which of these statements (a, b or c) is not true?

We use the present continuous to talk about:

- a things in the future that are arranged
- b things that are happening now
- only things happening in the near future



For more information, see page 161.

#### Practice

Rewrite the sentences using the present continuous of the verbs in brackets. Decide if they are about now (N) or the future (F).

- We (export) a lot of rice to Europe this month.
- I (fly) to Munich the day after tomorrow.
- you (go) to the Tokyo trade fair in July?
- 4 He (have) a meeting later this afternoon.
- 5 They (not look) for a new supplier.
- 6 What time he (arrive)?
- 7 I (take) my car to work next week.
- 8 We (prepare) the presentation at the moment.

Vocabulary 4 Complete the information on the travel website with the words in the box.

departure return duration booking reference birth non-smoking password single ensuite

k	Name Gregor Alexis  1_password
BizTravel The No. 1 travel website	Transport  Flight Athens to Vienna  3 date    June 14 17:50    one-way
for business travellers	Hotel Hotel Donau  Room type  5 room
	/ bathroom  s of visit 3 days  Thank you for 9 with BizTravel 10 number AXH7192

Listening 2 💿

- Listen to Francesca Cruz making plans for a business trip. Where is she flying to? Where does she want to be near?
- 2 Listen again and complete the form.

Francesca Cruz	5 Ensuite	
1 Arrival date:	bathroom yes no	
2 Duration of visit:	6 Check in after:	
3 Single room Double room	7 Check out before:	
4 Smoking Non-smoking	Booking reference number:	

Speaking

Use the hotel information on the BizTravel website above to roleplay a telephone conversation.

Student A: You are the customer. Phone to book a hotel room. Prepare the details of your visit.

Student B: You are the BizTravel agent. Make a note of A's details during the conversation.

Use these phrases from Listening 2 and/or others that you know.

Customer	BizTravel agent
I'd like to book a (hotel) room, please. I'd like a single / double room. Does it have an ensuite bathroom? Thanks for your help.	Would you like a single or double room? Smoking or non-smoking? How long are you planning to stay? You're welcome.

Change roles and practise again. Check that the details the agent noted are correct.

#### Career skills

#### Making arrangements

In business, we often have to make arrangements to meet clients and colleagues. Look at these ways of making arrangements and decide which phrases are used to do the following.

suggest a date or time (x 4) politely say no (x2)

politely say yes (x2) confirm the arrangement (x1)

- a That's fine.
- b I can't make [ten o'clock].
- c Can we meet [on Tuesday]?
- d Sorry, I'm busy then.
- e So, I'll see you [on Thursday at 11:30].
- f What about [Thursday]?
- g That's good for me.
- h Are you free [at ten o'clock]?
- i How about [11:30]?

Listening 3 💿

Listen to a telephone conversation between two colleagues making arrangements to meet. Find and correct four mistakes in the itinerary.



- 2 Put the words in the correct order to make sentences from the listening. Listen again and check.
- 1 we / meet / on / Can / afternoon / Wednesday ?
  Can we meet on Wednesday afternoon?
- 2 I / Wednesday / make / can't . / about / What / Thursday ?
- 3 good / Yes, / that's / me / for . / you / free / at / Are / ten o'clock ?
- 4 make / I / ten o'clock / can't . / about / How / 11:30 ?
- 5 that's / Yes, / fine .
- 6 see / Great, / so / I'll / on / Thursday / you / at / 11:30.
- 7 looking / it / Γm / to / forward . / then / you / See .

Speaking

Work with a partner. Have a telephone conversation and make an appointment to meet your colleague.

Student A use the diary on page 140. You work in the London office. You are travelling to Italy on a business trip for three days and want to have a meeting with your colleague in the Rome office. Call your colleague (use his or her real name), explain why you are calling and try to make an arrangement to meet. Student B use the diary on page 145. You work in the Rome office. Your

colleague from the London office telephones you to try to make an appointment to meet. Take the call and use your diary to agree a day and time.

# Dilemma Decision

#### **Dilemma: Visitors**

## Brief

You work for Shepperton Glass in Chester, UK. Next week, your company is receiving three visitors from a new customer in Poland, Byrinuz Industries. They will be with you for two days. Look at the information and plan their itinerary.

#### **Decision:**

Now listen to Tomas from Byrinuz Industries talking about the trip. Do you think the plans are good?

#### Task 1

Work in two groups. Group A plan day 1 of the visit, Group B plan day 2 of the visit. The visitors are leaving at 9am on day 3. Look at the information about the visitors, discuss the itinerary and then choose the best alternatives in the diary.

- The visitors: Agnes (25), Tomas (60), Maciej (30).
- They like to get down to business quickly.
- They want to find out about your company.
- Dinner / Lunch they prefer not to do business during these!
- They like to enjoy themselves in their free time.



#### Task 2

Groups A and B join together. Tell the students from the other group about the itinerary for your day.

We are picking the visitors up from the airport at 9:30. Then they're meeting the CEO from 10 to 12. . . .

#### Task 3

Brainstorm ideas about activities to do with the visitors in the evenings of day 1 and 2.

#### Useful phrases

We could [go to a karaoke bar].

I think we should [go to a concert].

#### Write it up

Write an email to your visitors with ideas for evening activities on day 1 and day 2.

Dear Agnes, Tomas and Maciej

We are looking forward to meeting you next week. We've sent you the plans for days 1 and 2. Here are the plans for the evenings: on evening 1 ...

# Unit 15 Trends

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The phone of the future

will for decisions; will for predictions

Career skills: Talking about trends

Dilemma: Investing in the future

# Future possibilities

#### Keynotes

We study **trends** when we want to know the way that things are moving, for example, if prices will **increase** or **decrease**. We often look at past and present trends to make **predictions** about things that we think will happen in the future. One way that we explain trends in presentations is through the use of **graphs** and **charts**.

#### Preview Discuss these questions.

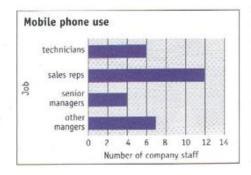
- 1 When did you buy your first mobile phone?
- 2 How long have you had your current mobile phone?
- 3 How many times do you use your mobile each day?
- 4 Do you use your phone to send text messages or take photographs?

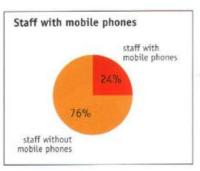


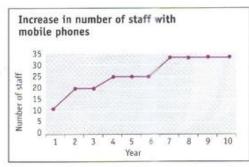
#### Listening 1 💿

Listen to a company's buying manager giving a presentation about mobile phone use. Label the diagrams below with the words in the box.

pie chart bar chart graph







2

3

#### 2 Listen again and answer the questions.

- Which people in the company received mobile phones first?
- 2 How long ago did that happen?
- 3 How many years later did all managers receive mobiles?
- 4 Which people in the company received mobile phones last?
- 5 How many staff have a mobile phone now?

Speaking

What kind of workers need a mobile phone for their job? Do you need a mobile in your job or the job that you plan to do?

- Listening 2 

  Listen to Steve and Anna, two employees who were at the presentation on mobile phones. What does Anna want to drink? When will the next presentation start?
  - Listen again. Are the statements true or false?
  - 1 Steve is a sales rep.
  - 2 Steve wants a large phone.
  - 3 Anna is having a meeting next Thursday.
  - 4 The new smart phone can send emails, data and pictures.
  - 5 Anna will talk to Steve again after her meeting.

#### Language check 1 will for decisions

- III Study the examples from Listening 2 and choose the correct alternative in italics in the rule below.
- a I'll have a cup of coffee, please.
- b I'll talk to my manager about it.
- c I'll tell you how the meeting goes.
- d Will you use a new phone?
- e No, I won't.

Steve and Anna make decisions a-c at the time of speaking / made decisions a-c sometime in the past.

#### 2 Complete the table.

will	
Affirmative	I/you/he/she/it/we/they + 1 (will) + infinitive without to
Negative	I/you/he/she/it/we/they + 2 (will not) + infinitive without to
Question	3 + I/you/he/she/it/we/they + infinitive without to
Short answer	Yes, I will. No, I 4

For more information, see page 162.

B No, she \_\_\_\_\_.

#### Practice

Complete the conversations with the correct form of will. Use contractions where possible.

- 1 A We don't have any paper for the printer. \_\_\_\_\_ you buy some later? B Yes, I \_\_\_\_\_ go to the shop after lunch. 2 A \_\_\_\_\_ she use graphs in her presentation this afternoon?
- 3 A \_\_\_\_\_ Viktor need a conference room for his presentation?
  - B Yes he \_\_\_\_\_ arrange it this afternoon.
- 4 A Karl and Liam need to go to the airport but there's a problem their car \_\_\_\_ start.
  - B That's not a problem. I \_\_\_\_\_ take them to the airport.

#### Vocabulary

#### Numbers and symbols

- Look at the symbols that are used in maths and in references and match them with the words a-h.
- 1 +
- a times
- 2 -
- b divided by
- 3 ×
- c slash
- 4 ÷
- d plus
- 5 %
- e hash or number
- 6 #
- f minus
- 7 =
- g per cent
- 8 /
- h equals
- 2 Say the following as words.
- 1 5 + 7 = 14 Five plus seven equals fourteen.
- $2 \quad 20 \div 5 = 4$
- 3 100 85 = 15
- 4 64%
- 5 #15
- 6 663/A
- $7 \quad 12 \times 3 = 36$
- $8 \quad 18 2 \div 8 = 2$

#### Working English

When we say an email address, we give all the different parts separately.

mbanks54@kelko.com

m banks fifty-four at kelko dot com

Vitex-Electronics.co.uk/sales

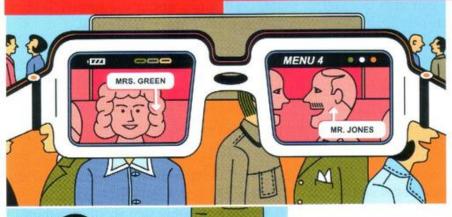
Vitex dash Electronics dot co dot UK slash sales

Now say your email address to your partner.

#### Reading

- What do you think mobile phones will look like in the future? What do you think they will be used for?
- Read the article on the opposite page. Does it mention any of your ideas?
- Read the article again and answer the questions.
- 1 What does the writer think phones will look like in two years' time?
- 2 Which of the following are possible at the moment?
  - a phone in jewellery
  - b paying for shopping using a phone
  - c phone as a ticket for travelling
  - d phone as house keys
- 3 What will a typical phone's memory allow it to do?
- 4 How does the writer think a phone will help us at a party?
- 5 How will people input data into a phone?





#### Glossary

**jewellery** (n) things we wear on our hands, face or neck for decoration

office pass (n) something, usually a card, that employees use to get into an office

remote control (n) a device used to operate a TV, DVD player, etc.

memory (n) space to store data, in a computer, etc.

**lens (n)** the glass part of a pair of glasses

label (v) write the name of a thing or person

The multipurpose mobile

# The phone of the future

#### Experts talk about big changes for the telephone

It is easy to imagine what mobile phones will look like in a year or two—they'll probably be smaller. But what will they look like ten or fifteen years from now? Perhaps they'll be so small that we won't be able to see them. Maybe we'll have phones in jewellery such as rings, and fashion items like sunglasses.

People in Japan can already use mobile phones to buy things in shops. In some countries it is also possible to use a phone as a train ticket and office pass. So, what new functions will phones have in the future? One thing that is certain is that phones will do more of the things that PCs do today. Some people also think that we'll use phones as house keys, passports, computer games, maps and video recorders. The phone will be our remote control for life. In a decade's time, many phones will have enough memory to video all of a person's life.

<sup>3</sup> Companies are developing phones built into glasses. This will be useful when looking for directions – a map will appear inside the glass of the lens. Maybe we'll be able to use our phone to label people at a party or conference. We'll never forget a name again.

4 Some experts think that in the future we'll use our voice instead of our fingers to put data into a phone. Stuart Wolf, a professor at the University of Virginia, predicts that in 20 years' time people will use their thoughts to communicate with each other. We won't need phones at all!

The Economist

Speaking

Do you agree with the predictions? What new functions would you like to have on your phone in the future?

2 Do you think a phone as a 'remote control for life' is a good idea? Why? / Why not?

Language check 2	will for predictions		
	We can also use will to make predictions about the future. Study the examples from the article and complete the rules below.		
	a In 20 years' time people will use their thoughts to communicate.		
	b We won't need phones at all.		
	c What will they look like ten or fifteen years from now?		
	d Perhaps they'll be so small that we won't be able to see them.		
	e Maybe we'll have phones in jewellery and fashion items.		
	f They'll probably be smaller.		
	1 We can use or + infinitive without to to make predictions about the future.		
	2 We can use if we are reasonably sure about something.		
	3 We can use or if we are not very sure.		
**	For more information, see page 162.		
Practice	Complete the sentences using will, won't and perhaps / maybe.		
	1 it rain later, but I think it'll be fine. (not sure)		
	2 It rain - look at the blue sky. (sure)		
	3 Yes, of course computers be much smaller in ten years' time. (sure)		
	4 Jim be on time for the meeting. He's always late. (sure)		
	5 we be able to have holidays on the moon in the future. (not sure)		
	6 Our profits rise. Look at our increase in sales for the last three months. (sure)		
	7 Our profits rise - our prices are too high. (sure)		
	8 our profits rise one day, but not this year. (not sure)		
Working English	We often use I think and I don't think to introduce future predictions.		
	Positive predictions:		
	I think phones will be slimmer in the future.		
	Negative predictions:		
	I don't think neonle will use thoughts to communicate		

 $(more\ common\ than\ I\ think\ people\ won't\ use\ thoughts\ to\ communicate)$ 

Speaking

Work with a partner. Use the information below to make predictions about your partner in the next six months. Respond to your partner's ideas. Think of more predictions you can make.

be on TV

move home

buy a new car

do a training course I think change job I don't think make a lot of money Perhaps / Maybe / probably live in another country

I think you'll probably do a training course next year. Yes, I will. Maybe you'll make a lot of money. No, I won't. I don't think you'll be on TV. You're right, I won't.

#### Career skills

#### Talking about trends

In presentations and meetings, we sometimes need to talk about trends. Look at these ways of predicting trends. Number the words in bold in order of how sure we are that something will happen (1 = most sure to happen, 4 = least sure to happen).

- a It's unlikely that ...
- b It's likely that ...
- c It's possible that ...
- d I'm certain that ...

#### Listening 3 ( )



- III Listen to Patrick Lewis talking about changes in the building industry in the next ten years. Number the phrases above in the order that you hear them.
- Listen again and complete the sentences with the words in the box.

possible decrease (x2) remain steady increase unlikely likely (x2) certain

- 1 It's \_\_\_\_\_ that the cost of building will \_\_\_\_ in the next five years.
- 2 It's \_\_\_\_\_\_ that more people will want to buy houses.
- 3 It's \_\_\_\_\_ that house prices will \_\_\_\_\_ in the next ten years.
- that profits in our company will \_\_\_\_\_ until 2012.
- 5 After that, the number of building projects will \_\_\_\_\_.
- It's \_\_\_\_\_ that this will cause problems.

#### Speaking

Work with a partner and discuss trends for the next ten years for the following.

house prices the world population

the price of cars the cost of living the number of jobs taxes

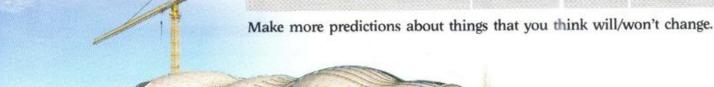
the number of people going to university

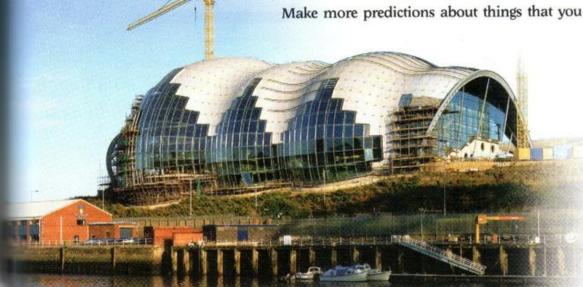
It's possible / likely / unlikely that ... I'm certain that ...

house prices

will

remain steady.





# Dilemma Decision

Decision:

#### Dilemma: Investing in the future

#### Brief

Pronova Electronica is an engineering company. It has made good profits since the company started eight years ago. The CEO wants to develop a high-tech product because he thinks it will be a good investment for the future.

#### The Floring is in an anti-coning common to be made good

 Listen to Analise Poyser, a technology expert, giving her opinion on which is the best project for the future.

#### Task 1

Work in small groups. The CEO wants your team to look at three possible projects. Look at the information below and decide which will be the best investment.

# Mini home nuclear power plant Technology likely to be available within five years Irend towards 'clean' energy Environmental groups not happy with the idea Bionic body parts Technology unlikely to be available before 2020 Interest from the military Expensive to research and develop Full-surround TV Technology will be available in two years Retail companies interested in this product Other companies looking at this idea so there is the possibility of competition

#### Task 2

In your group, brainstorm ideas for another unusual product. Think about trends in your country at the moment. When do you think your product will be available?

#### Write it up

Write a short report to Gill Lang, the CEO of Pronova Electronica. Recommend one of the ideas from Task 1. Also suggest one of your group's ideas from Task 2. Say when you think the products will be available.

# **Review 5**

#### Language check

Modals; Infinitive +/- to

#### Complete the sentences with to or nothing (-).

- 1 We could \_\_\_\_\_ go to the cinema tonight.
- 2 They shouldn't \_\_\_\_ work at the weekend.
- 3 Do you want \_\_\_\_\_ visit the factory?
- 4 Do you think you should \_\_\_\_\_ ask for a new office?
- 5 We arranged \_\_\_\_\_ meet our new supplier.
- 6 Carla and Wei plan \_\_\_\_ arrive at 9:30.

#### Present continuous for future

#### Use the prompts to make future sentences.

- 1 Jane / meet / the design team / next week.
- 2 We / fly / Athens / next Thursday.
- 3 Polly and Tom / leave / in a moment.
- 4 Douglas / move / Prague / next year?
- 5 I / do / a presentation / the day after tomorrow.
- 6 you / see / the HR manager / later today?
- 7 they / sell / the company / in six months' time?
- 8 The finance director / not come / to the meeting / tomorrow.

# 2 Look at the diary for next week and complete the sentences below.

Monday	go to conference
Tuesday	Nathan and I finish report
Wednesday	Mary and Ellen arrive 10am
Thursday	Lydia gives presentation 4pm
Friday	get new company car

1	On Monday I	
2	On Tuesday we	
3	On Wednesday they	
4	On Thursday she	
5	On Friday I	

#### will for decisions and predictions

Add will or won't to the conversation to make decisions and predictions.

- A (1) Sorry, I can't meet Nuria at the airport this afternoon. I have time.
- B (2) That's OK I take her.
- A (3) Nuria remember the photos of the new designs, do you think?
- B (4) I phone her in a moment to check.
- A (5) How many people be at the design meeting tomorrow?
- B (6) Six. Panos is on holiday so he be there.

#### Consolidation

# Complete the text with the correct words in italics or nothing (-).

What will / are offices be like in the future? Some people think that in ten years' time company offices 2 aren't / won't be necessary because we 'won't / will all work from home. A different idea is that we 4could / are make our offices more like home. CEO Alexis Parks wants 5-/to make her company's offices more comfortable. She also thinks that she should 6to /- create an environment that makes her workers feel happy. Next year, her company is building / builds new offices with a gym and swimming pool. Alexis asked staff for suggestions. They said that the new offices could 8to / - have sofas, TVs and places to sleep. She thinks that her company 9should / shouldn't do more to help the staff to enjoy themselves in their free time, so the new offices will also include a cinema and a karaoke bar. Alexis thinks that in the future her employees 10don't / won't want to go home!

#### Vocabulary check

#### Find the odd one out in each group.

1	fly	plane	sail	airport
2	newspaper	TV	radio	mug
3	drive	station	car	park
4	brand	logo	Volvo	half price
5	merchandise	pen	key ring	internet

#### Use a word from each group above to complete these sentences.

CC	implete these sentent	es.
1		from Stansted airport in Gaulle airport in Paris.
2	I have a breakfast.	of coffee with my
3	I usually	to work.
4	This CD ispromotion.	it's a sales
5	I think we should or	der more for

# Complete the sentences with the correct verbs in *italics*.

1 When will you make / do a decision?

the exhibition next month.

- 2 It's a good product, but we should make / do more research.
- 3 It's good to make / do business with you.
- 4 Did our investment make / do a profit last year?
- 5 Would anyone like to make / do a suggestion?
- 6 I could make / do the accounts this afternoon.

# Write the words in *italics* as numbers or symbols.

- 1 Fifty minus twenty equals thirty.
- 2 My email address is KReed at SJM dot com.
- 3 Eighty-five per cent of our employees like the new offices.
- 4 The invoice number is six four nine slash H.
- 5 Two hundred divided by ten times five equals a hundred.

#### Career skills

#### Discussing ideas

# Complete each phrase 1-3 with two of the suggestions a-f.

- 1 Why don't we ...
- 2 How about ...
- 3 Yes, but ...
- a finish this in the morning?
- b it's cheaper to advertise on the radio.
- c changing our logo?
- d organise a sales promotion?
- e the merchandise is expensive.
- f advertising on TV?

#### Making arrangements

# Put the phone conversation in the correct order.

В	OK, bye.
В	That's fine. How about 10am?
A	Hi, I'm arranging a sales meeting next week. Are you free on Thursday?
В	11:30? Yes, that's good for me.
A	Oh, OK. Can we meet on Friday?
A	So, I'll see you on Friday at 11:30.
A	I can't make 10am. What about 11:30?
В	Sorry, I'm busy on Thursday.

#### Talking about trends

year.

a likely

## Choose the correct option a-c to complete the sentences.

	that Azzopa	ardi will be the
next presid a possible		c likely
	nk that the population in the next ten	
a plus	b minus	c increase
February 20	in February 2007 a 2008, so prices rem _ for a year.	
a steady	b per cent	c equals
	nent was 15% last hat's a 10% nent.	
a increase	b remain ste	ady c decrease
	ell many product _ that we will m	

b unlikely

c certain

# **Pairwork**

#### Unit 1

#### page 12 Student A

#### Picture A

Ask your partner questions. Write the name of the person in the picture and tick ( / ) the correct information.



77.	5.05.2			( ) T
$-\nu_1$	61	77	$\mathbf{r}_{\Omega}$	200
Pi			10	- 1
-		-		

Answer your partner's questions about this person's name, nationality and job.



Hi. I'm Helen Roberts.
I'm American and I'm an accountant.

Nationality:		
German 📋	Kuwaiti 🗌	Spanish
engineer 🗌	student [	doctor
Make senter	ces to che	ck the information

Make sentences to check the information

His name is ... He's ...

#### Unit 1 page

#### page 14 Dilemma Group A

What questions do you need to ask to complete the information?

Philip \_\_\_\_\_ (name?) is from \_\_\_\_\_ (nationality?). He is the \_\_\_\_\_ (job title?) of \_\_\_\_\_ (country?) company.

Be ready to answer questions about this person.

Amita Singh is from India. She is the CEO of Wing Electronics. It is an Asian company.

#### Unit 2

#### page 22 Dilemma Pair A

#### Laura Miles

Hi. I'm from Sydney. I work in the Shawcross office in Australia. I am a manager in the finance department. I have lots of good ideas. I am a member of three other teams. I usually play sport after work and at the weekend.



#### Unit 3

#### page 27 Student A

Webster
Organises: \_\_\_\_\_
Offices (in): \_\_\_\_\_
Employees: \_\_\_\_\_

Hillstock

Sells: office furniture
Retail outlets (in): Europe
Employees: 160

#### Unit 3 page 29 Student A

Introduce yourself to your partner and answer their questions. Use the information below or use real information about your company.

Company name:

Herald

Type of company:

manufacturing laptop computers

Number of employees:

200

Based in:

It makes:

Chicago. Has offices in Mexico City.

2 Ask your partner questions about their company. Use the prompts below.

Company name? Type of company? It does? Employees? Based?

#### Unit 3 page 30 Dilemma Pair A

Company name: Type of company: WBH Electronics manufacturing

Produces:

digital radios

Based in: Employees: Tokyo 200

#### Unit 4 page 39 Student A

Conversation 1: You are the visitor. You are at reception because you have an appointment with Robert Wood. Ask the receptionist for directions to his office.

Conversation 2: You are the receptionist. Listen to your partner and give directions to Gloria Kaufmann's office on the fourth floor. It's office M on the map, but don't tell your partner the letter; just give directions how to get there.

#### Unit 5 page 48 Dilemma Group A

#### Junko Fashions, Japan

The visitors like informal activities.

They all like outdoor events.

They are interested in the history and culture of the country.

They want to try some traditional food.

#### Unit 6 page 54 Student A

Conversation 1: You are the customer. Ask to change 5,000 Japanese yen and 450 euros.

Conversation 2: You are the sales assistant. The commission is 3%.

Unit 6	page 56 <b>Dilemma Student A</b>		
	Ask questions about:  B&G  • Have DVD titles  • Discount: % on orders over  • Other information: Delivery: days; prices start at		
18ka il	Answer questions about:  Secco Discs  • Have 3,600 DVD titles  • Discount: 12% on orders over €1,200  • Other information: Delivery: 5 days; prices start at €3.99		
Unit 7	page 65 <b>Student A</b>		
	Give your talk.  Use the notes to make past simple sentences. Then add sequencing phrases to the stages to help you prepare your talk. Start like this:		
	I'd like to tell you about a project that my team (finish) two months ago. The aim of the project (be) to produce a company magazine.  Stages  1 we (plan) the schedule → 2 (look) at other company magazines → 3 (talk) to the employees about the information they wanted in the magazine → 4 (write) the articles → 5 (print) the magazine and (send) a copy to all the employees		
	Make notes about your partner's talk.  The project finished The aim was to		
Unit 9	page 81 <b>Student A</b>		
	Ask questions to complete information about your product. Then describe your product to your partner.		
	Music centre  • attractive design made of  • size: long and 30cm  • It's for and records  • special feature: it has a modern		
	Use the information below to answer your partner's questions. Then listen while they describe their product.		
	<ul> <li>made of: plastic</li> <li>size: 20cm wide. 25cm long</li> <li>use for: having video conferences while</li> </ul>		
	• special feature: can use it as a video camera		

#### Unit 9

#### page 82 Dilemma Student A

Ask your partner questions to complete the information about the TV.

#### Model FQP

The tel	evision is made of 1, 2
and 3_	. The shape is rectangular and the size is
55cm	x 50cm. The special features include a built-in video
player.	The manufacturing cost of the product is
4	and the retail price is \$98.

#### Unit 12

## page 108 Dilemma Student A

Work history

Jessica Gates has worked for Morton Enterprises for 1 \_\_\_\_\_\_ years. She is a good employee and the company has spent 2 \_\_\_\_\_\_ and \_\_\_\_\_ training her in her job. She has worked in the 3 \_\_\_\_\_ , \_\_\_\_ and buying departments. She has worked in the sales department since 4 \_\_\_\_\_\_ . She likes her job, and the manager says that she is the best employee in the department.

Work problem

The sales department has started new work hours. Jessica works from 8am-6pm. She has had a baby, and the long hours are a problem for her family. She has moved to a new house, and her family needs her salary.

#### Unit 14

#### page 125 Student A



morning	11am	Arrive Rome
afternoon	2-4pm	Meet supplier about new contract
Thursday		1-
morning	8–10am	Breakfast meeting with Antonio
afternoon	3:30-5pm	Tour of factory
Friday		2
morning	11:30am	Telephone meeting with Gina
afternoon	1:30pm	Airport

#### Unit 1

#### page 12 Student B

#### Picture A

Answer your partner's questions about this person's name, nationality and job.



Hello. I'm Paz Garcia Lopez. I'm from Spain and I'm a student.

#### Picture B

Ask your partner questions. Write the name of the person in the picture and tick ( / ) the correct information.



Name:		
NAME OF TAXABLE PARTY.	Indian 🗆	American
Job: designer	engineer 🗌	accountant 🗌
Make sente	ences to chec	k the information.
Her name is	s She's	

Unit 1 page 14 Dilemma Group	Unit 1	page	14 D	ilemma	Group	B
------------------------------	--------	------	------	--------	-------	---

What questions do you need to ask to complete the information?

Amita \_\_\_\_\_\_ (name?) is from \_\_\_\_\_\_ (nationality?). She is the \_\_\_\_\_ (job title?) of \_\_\_\_\_\_ (company name?). It is an \_\_\_\_\_ (continent) company.

Be ready to answer questions about this person.

Philip Treanor is from the USA. He is the head of Cartec. It is a German company.

#### Unit 2 page 22 Dilemma Pair B

#### Andrew Bailey

Hello. I work in the London office. I'm a marketing manager. I'm not on a team at the moment because I'm too busy. I want to join the international team because I think I'm a good team leader. I can have video conferences, but it is difficult to travel to different countries because I have lots of meetings in London.



#### Unit 3 page 27 Student B

Webster

Organises: holidays
Offices (in): the UK and Australia

Employees: 400

Hillstock Sells:

Retail outlets (in):

Employees:

#### Unit 3 page 29 Student B

Ask your partner questions about their company. Use the prompts below.

Company name? Type of company? It does? Employees? Based

Introduce yourself to your partner and answer their questions. Use the information below or use real information about your company.

Company name:

Unilec service

Type of company: It provides:

help with computer problems

Number of employees: 92

Based in:

Warsaw, Has offices in Brussels.

#### Unit 3

#### page 30 Dilemma Pair B

Company name:

Fast and Fresh

Type of company:

retail

Sells:

sandwiches to office workers

Based in: Employees: London 45

#### Unit 4

#### page 39 Student B

Conversation 1: You are the receptionist. Listen to your partner and give directions to Robert Wood's office on the fourth floor. It's office H on the map, but don't tell your partner the letter; just give directions how to get there.

Conversation 2: You are the visitor. You are at reception because you have an appointment with Gloria Kaufmann. Ask the receptionist for directions to her office.

#### Unit 5

#### page 48 Dilemma Group B

#### Ortego, Spain

The visitors like formal events.

They like wearing smart clothes.

They like dancing.

They don't want a long restaurant dinner.

#### Unit 6

#### page 56 Dilemma Student B

#### Answer questions about:

#### B&G

- · Have 5,300 DVD titles
- Discount: 8% on orders over €1,000
- Other information: Delivery: 7 days; prices start at €4.50

#### Ask questions about:

#### Secco Discs

- Have \_\_\_\_\_ DVD titles
- Discount: \_\_\_\_\_\_% on orders over \_\_\_\_\_\_\_
- Other information: Delivery: \_\_\_\_\_ days; prices start at \_\_\_\_\_\_

#### Unit 6 page 54 Student B

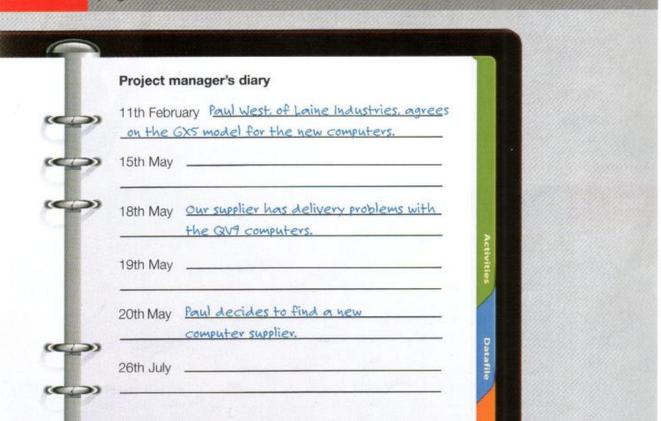
Conversation 1: You are the sales assistant. The commission is 2%.

Conversation 2: You are the customer. Ask to change 680 British pounds and 6,000 Saudi Arabian riyals.

Unit 7	page 65 <b>Student B</b>
	Make notes about your partner's talk.  The project finished The aim was to
	2 Give your talk. Use the notes to make past simple sentences. Then add sequencing phrases to the stages to help you prepare your talk. Start like this:
	I'd like to tell you about a project that my team (finish) last month.  The aim of the project (be) to improve our English vocabulary.  Stages
	1 we (look) at our coursebook → 2 (choose) useful words from the last unit → 3 (organise) the words into subjects → 4 (write) the words in a vocabulary notebook → 5 (use) the

# Unit 7 page 66 Dilemma Student B

words to write sentences



#### Unit 8

#### page 74 Dilemma Student B

#### Prepare questions to ask to complete the information. For example:

How long did Merrin Island have problems for? OT Did Merrin Island have problems for five years or ten years?

#### Case study: Merrin Island, Wales

Merrin Island makes all of its money from tourism.

We had problems with our electricity supply for 'five / ten years. In 2005, we decided to have wind turbines on the island. The wind turbines were 2dirty / clean but they weren't quiet. The cost of our electricity fell by 320 / 40 per cent. Most of the people on the island liked the wind turbines. The tourists 4liked / didn't like the machines. Tourism fell by 15 per cent. So the solution 'wasn't / was a complete success, but it wasn't a failure. Our electricity is less expensive but the tourists don't like the wind turbines and that's a 'solution / problem for the island.

#### Unit 9

#### page 81 Student B

Use the information below to answer your partner's questions. Then listen while they describe their product.

wood made of:

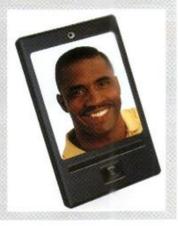
46cm long. 30cm wide size: playing CDs and records use for:

special feature: digital radio

Ask questions to complete information about your product. Then describe your product to your partner.

#### Picture phone

- made of strong \_\_\_\_\_\_
  size: 20cm \_\_\_\_\_\_ and 25cm \_\_\_\_\_
  It's for having \_\_\_\_\_\_ while you travel
- special feature: you can use it as a .



#### Unit 12

#### page 108 Dilemma Student B

#### Work history

Jessica Gates has worked for Morton Enterprises for seven years. She is a good employee and the company has spent time and money training her in her job. She has worked in the finance, marketing and buying departments. She has worked in the sales department since last April. She likes her job, and the manager says that she is the best employee in the department.

Work problem

The sales department has started new 1 \_\_\_\_\_\_. Jessica works from 2 \_\_\_\_\_\_. She has had 3 \_\_\_\_\_\_, and the long hours are a problem for her family. She has moved to a 4\_ her family needs her salary.

#### Unit 14 page 125 Student B Wednesday morning 11:30am-1pm Lunch with client afternoon 4-6pm Give presentation Thursday morning 11:30am Half hour brainstorming meeting with project team afternoon 5pm Dentist appointment Friday 9-10am morning Finish report afternoon 2:30pm Meet accountant

# Unit 2 page 22 Dilemma Pair C

#### Hiro Tanaka

Hi. I work in the Tokyo office. I am a production manager. I'm in charge of planning international projects and I communicate with colleagues in different countries. I live in Tokyo and I often travel to Sydney and London on business. I listen to other people's opinions and I have lots of ideas.



# Unit 4 page 34 Preview

#### Mostly As

You like everything to be very tidy and organised. That's good, but sometimes it is also good to relax a little.

#### Mostly Bs

You like to relax in the place where you live or work. You know that being tidy is not always the same thing as being organised.

#### Mostly Cs

You are creative and like to work with lots of paper around you. A little more organisation is probably a good idea.

# Unit 11 page 94 Preview

#### Mostly As

You are interested in other countries and cultures. Working in another country could be an interesting experience for you.

#### Mostly Bs

You might enjoy living in another country, but you should choose the country carefully.

#### Mostly Cs

You don't seem interested in living in another country at the moment – but ideas can change!

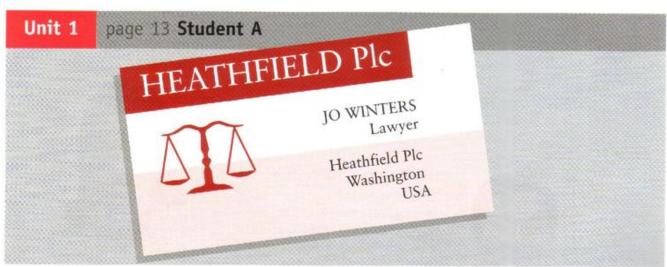
# Unit 11 page 100 Dilemma

Toronto	Vancouver	Calgary
Accommodation:	Accommodation:	Accommodation:
Large 2 bedroom apartment	3 bedroom house	3 bedroom house
2km from office; 15-minute	10km from office; 10-minute walk	4km from office; 15-minute walk
bus ride to school	to school	to school
Rain:	Rain:	Rain:
January: 68mm	January: 145mm	January: 13mm
July: 77mm	July: 31mm	July: 65mm
Temperature degrees C:	Temperature degrees C:	Temperature degrees C:
January: -5	January: 3	January: -10
July: 21	July: 17	July: 16
Children's entertainment:	Children's entertainment:	Children's entertainment:
Ontario Place - three islands,	Greater Vancouver zoo	Calaway Park amusement park
includes picnic areas, walks and theatre		Calgary zoo
Culture:	Culture:	Culture:
Rogers Center - sports	Stanley Park outdoor theatre	Jubilee Hall – ballet and opera
stadium has rock concerts		
Sports:	Sports:	Sports:
High Park – good for walking, swimming, tennis	Kitsilano beach – good for swimming and walking	Canada Olympic Park – good for skiing, cycling, walking

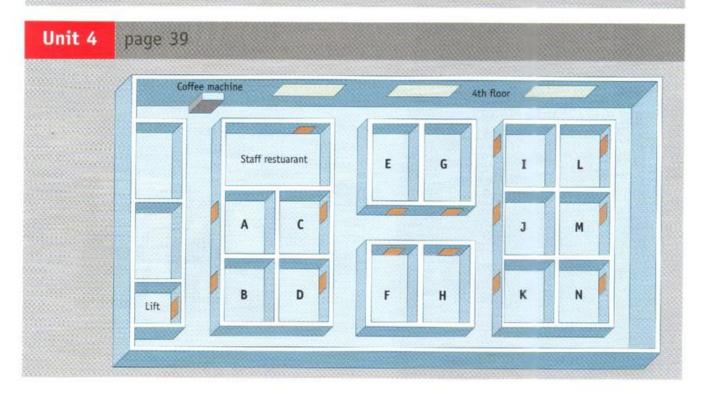
# Unit 12 page 107 Student A

#### Student A

- 1 live / Sweden / six months (past simple)
- 2 No but / study marketing / university (present perfect past simple)
- 3 work in design / manage team projects (present simple)
- 4 Yes really like it (present simple)
- 5 work / design / 2006 (present perfect)
- 6 go swimming [and give real information about yourself] (present simple)
- 7 [think of your own reasons]



# Ask your partner questions to complete the information about the TV. Model FQP The television is made of plastic, wood and glass. The shape is 1 \_\_\_\_\_ and the size is 2 \_\_\_\_\_. The special features include a built-in 3 \_\_\_\_ . The manufacturing cost of the product is \$35 and the retail price is 4 \_\_\_\_ .



Mandy Alexandra - educational consultant Likes sport, sailing and outdoor activities. In the past, she has worked as a teacher. She prefers hot weather.



Hiroshi Sato - accountant In his free time he enjoys drawing and painting. He prefers to stay in one place and get to know people and he likes sightseeing.



Rozalinda Meyers - senior marketing manager She wanted to travel after university but decided to work instead. She likes visiting places of interest but she doesn't want to travel alone.

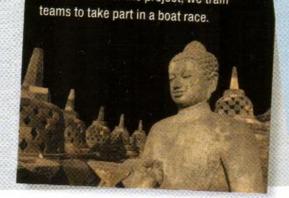


# Diploma course

We offer international businesspeople the opportunity to take courses of nine months in a number of subjects, including English, art, design, sport, computing and gardening. Students live in college accommodation and we arrange tours to places of interest around the UK and the rest of Europe.

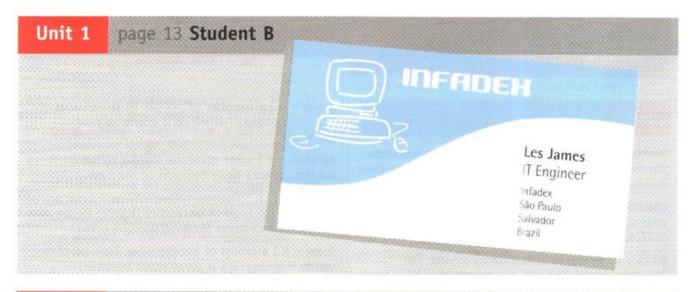








Travel with people who share the same interests. Edutours arranges small groups to travel in Europe, Asia or South America for four to six weeks. As you travel, you learn about the history and culture of each area by visiting museums and art galleries.



# Unit 8 page 71 Practice

- 2 IBM produced the first personal computer in 1981.
- 3 No, he didn't. He invented the TV.
- 4 Carlton C Magee invented the parking meter.
- 5 He invented the telephone.
- 6 He was from Italy.

# Unit 12 page 107 Student B

#### Student B

- 1 live / Brazil / two years (past simple)
- 2 Yes work / marketing assistant / three years (present perfect past simple)
- 3 work in HR / manage staff of 12 (present simple)
- 4 Yes really like it (present simple)
- 5 be / HR / a year (present perfect)
- 6 go / the cinema [and give real information about yourself] (present simple)
- 7 [think of your own reasons]

# **Glossary**

#### Unit 1 Contacts

business card n [C] a small card with your name, job title, company, address, phone, email, etc. on it: My business card has my email address on it.

contact n [C] a person that you meet because of your work: I make a lot of contacts at conferences. - contact v

greet v to welcome someone by saying, for example, Hello or Good morning: My job is to greet people when they arrive at my company's offices. – greeting n [C]

introduce v to tell people each other's names: Let me introduce Karl, from Germany. Karl, this is Fran. – introduction n [C]

**job title** n [C] the name of a job: Her job title is 'sales manager'.

legal adj [C] connected to the law: I see my lawyer for legal advice. - law n the system of rules for a country

name n [C] what people call you: My first name is John and my family name, or surname, is Smith.

nationality n [C] the right to belong to a country: I have Australian nationality.

qualification n [C] something to show you passed an examination at school, university or work, for which you often receive a certificate or diploma: He has a good qualification in engineering.

– qualify v

software n [U] a program that a computer uses to do different jobs: I have some new accounting software on my computer.

## Unit 2 Teams

colleague n [C] a person that you work with: This is my colleague, Juan.

**communication** n [U] when people give information to each other: Good communication is important in business. – communicate v

**consultant** n |C| a person who gives a company advice about something: We employ a consultant to organise our computer system.

degree n |C| a qualification, usually a BA (Bachelor of Arts) or BSc (Bachelor of Science), from a university: I have a degree from Cambridge University.

**group** n [C] a number of people or things that belong together: I work in a group of four scientists.

**opinion** *n* [C] what someone thinks about a subject: What's your opinion of the new production plan?

PhD n [C] the highest university degree: Please call her Doctor Oliveira because she has a PhD.

**team** n |C| a group of people who work or play sports together: It's a great team because everyone wants to help everyone else.

**team leader** n [C] the person in charge of a team: The new team leader is popular and a good manager.

team member n [C] a person in a team: All the team members like working together.

**teamwork** n [U] the ability of a group of people to work well together: Teamwork is very important for this project.

technology n [U] the development of techniques, machines and equipment in science and industry: We are leaders in computer technology.

traditional adj ideas and ways of working that have existed for a long time: We like our traditional ways of working and we don't want to change. – tradition n [C]

# Unit 3 Companies

base v to use somewhere as your main place of business: Our company is based in Switzerland.

company n [C] a group who make or sell things: I work for a food company.

employee n [C] someone who works for a company: My company has 200 employees.

- employ v give someone a job: My company employs 200 people. - employer n someone who employs workers

**factory** n [C] a place where workers make things: He works in a car factory.

headquarters n [plural] the most important place of work of a company: I often have to go to meetings at my company's headquarters.

manufacture v to make products using machines: They manufacture mobile phones in their German factory. – manufacturing n [U] making things in factories – manufacturer n [C] a person or company that does manufacturing

profit n [U] when you get more money from a product or service than it costs you to make or do it: Our profits increase every year.
profitable adj

**retail** n [U] sales to customers in shops: We sell our products in retail outlets in most European countries. – retail outlet (= SHOP) n [C] – retail v sell to customers in shops: We retail this product at \$3.50. – retailer n [C]

**sector** n [C] part of an economic system: We are in the food manufacturing sector.

**service industry** *n* [C] companies that sell services (= HELP) instead of products: Architects and consultants sell services.

**specialise** v to do only one activity: They specialise in computer software. – specialist n [C] a person who knows a lot about something: We have three computer software specialists in our company.

# Unit 4 Offices

**analysis** n [C] a careful examination of something: We make an analysis of all our products before we sell them.

desk n [C] a table where you work: I spend a lot of time at my desk every day.

**equipment** n [U] things you use to do a job: We use special equipment to fight fires.

**file** *n* [C] a group of papers with information about something or someone: Do you have Mr Roberts' file?

**furniture** n [U] things in homes and offices such as tables and chairs: How often do you buy new furniture for your office?

**office** n [C] a room where people work, usually at desks: We have an open-plan office instead of individual offices.

organised adj when you have a system for something: My desk isn't very well organised.

- organisation n |C| - organise v to put things in a system

**share** v to use something with other people: Everyone has their own computer but we share a printer.

**stationery** *n* [U] things used for writing such as envelopes, paper and pens: We keep all our stationery in a large cupboard.

**tidy** adj when everything is in the correct place: I'm not a very tidy person. – tidy v Tidy your desk.

#### Unit 5 Events

**client** *n* [C] a customer, often one that buys a service: We need more clients.

**corporate event** n [C] something organised by a company to entertain clients: We often have corporate events and take our best clients to international football matches.

entertain v to take clients to films, shows, restaurants, etc.: We often entertain foreign clients in our large company restaurant. - entertainment n |C| We spend about \$10,000 a year on entertainment for clients.

**event** n [C] something you organise such as a party or conference: My job is to organise events for important visitors.

**guest** n [C] someone you invite to an event or to visit your home: We plan to have a big party with more than a hundred guests.

health and safety n [U] laws and systems related to stopping accidents and illness at work: Who is in charge of health and safety in the factory?

order v to ask for something such as food in a restaurant: I'd like to order steak and chips.

**presentation** n [C] when someone explains an idea to a group: He gave a presentation about the new marketing plan. – present v to give a presentation

reception n [C] a formal party: We sometimes go to a reception at a top London hotel.

**socialise** v to go out with people to have fun: I often socialise with my colleagues.

special occasion n |C| an important event or ceremony: People often have parties for special occasions like birthdays.

waiter n [C] (male), waitress n [C] (female) a person who brings you food and drinks in a restaurant: Waiter – can I have the bill, please?

# Unit 6 Money

account n [C] if you have an account with a bank, you can leave money there: He pays £500 into his bank account every month.

**cost of living** *n* the amount of money people need in order to buy the things they need: The cost of living is increasing all the time.

**currency** n [C] the money that a country uses: The currency in France is the euro.

discount n [C] a lower price than usual: There is a 10% discount on all our products this week.

exchange rate n [C] the value of the money of one country when you change it for the money of another country: The exchange rate today is two dollars to the pound.

**goods** n [plural] things that are made for people to buy: Our company produces electrical goods.

**invoice** n |C| a document that a supplier gives to a customer, with information about what the customer is buying and how much it costs: Can you pay last month's invoices, please?

money n [U] coins and notes that you use to buy things: I never have enough money at the end of the month.

pay v to give money for something that you buy: Can I pay in euros? - pay n [U] the money you get for working: I get my pay at the end of the month.

**price** n [C] how much money something costs: What's the price of this laptop?

supplier n [C] a company that sells goods to shops and businesses: They work for an office equipment supplier. - supply v to sell to a company: They supply our paper and pens.

# Unit 7 Projects

**aim** n [C] something that you want to do or get: My aim is to work for a big company. - aim v to want to do something: We aim to increase sales.

budget n [C] an amount of money that is available: My team has a budget of one million dollars. – budget v to organise how to spend money: We budget about 650,000 for advertising every year.

**deadline** n |C| a date or time when you must finish something: The deadline for completing the project is 1 May.

**labour** n [U] the total number of workers: The cost of labour is not high at the moment.

materials n [U] the things you use in order to make something: Chairs are made of materials like plastic or wood.

**project** *n* [C] planned work that is done over a period of time: The new project starts in June and finishes in September.

project manager n [C] someone who is in charge of a project: Rafael is the project manager.

research n [U] the activity of finding information about a subject: Steve did a lot of research into the new car design.

schedule n [C] a list of things to do and when to do them: The project is behind schedule so we need to work faster. – schedule v to plan when you do things

stage n [C] part of a process: We started stage four of the project last week.

#### Unit 8 Solutions

agriculture n [U] growing plants for food and keeping animals to produce food: There is a lot of agriculture in my country, mainly fruit and sheep.

**complain** v to say you are not happy with goods or services: I complained to the waiter about my food. – complaint n [C]

create v to make something new: We need to create more jobs in this industry. - creative adj good at thinking of new ideas: Most designers are creative.

electricity n [U] the power that we use for lights and computers: Many machines that use electricity need a battery. – electric, electrical adj

**emergency** *n* [C] a dangerous situation that happens suddenly: Telephone 911 if there is an emergency.

energy n |U| power from oil, coal, etc. that makes machines work: Solar energy can heat homes.

fix ν to repair something: A mechanic fixed my car.

invent v to think of or make something completely new: Leonardo da Vinci invented the helicopter. – invention n [C]

**power** n [U] energy used to make a machine work: Wind power is cheap and it's good for the environment.

**solution** n [C] the answer to a problem: We found a solution to our financial problems. - solve v

work v to not be broken: Is your computer working now?

# Unit 9 Products

**describe** n [C] to say or write what something is like: Can you describe the mobile phone that you lost? – description n [C]

feature n [C] something that is different about a product: This mobile phone has many special features, like a camera and an MP3 player.

packaging n [U] the box or bag that you sell a product in: We need to reduce plastic packaging. – package n [C] We sent three packages to you in the post.

product n something that is made or sold by a company: We sell about 200 different food products. – product description n [C] information about the size, shape and material of a product: The product description says that it's made of wood and is one metre long. – production n [U] the process of making things: Production costs were high and we didn't make a profit. – produce v

**shape** n [C] the shape of something is whether it is a circle or a square, etc.: What shape is the table?

**size** n |C| how big or small something is: His garden is the size of a football field.

**useful** adj helping you do or get what you want: My car is very useful for getting to work.

weight n |C| how heavy something is: The weight of this product is 1kg. - weigh v This product weighs 1kg.

# Unit 10 Competitors

architect n [C] a person who design buildings: A famous German architect designed our new factory.

competitor n [C] a company that sells products or services in the same market as your company: There are too many competitors in this market. – compete ν to try to be more successful than another company: We compete in many different markets. – competition n [U] a situation where businesses try to be more successful than other companies: We have a lot of competition in the African market. – competitive adj

marketing n [U] finding the best way to make customers buy products: We need to spend more on marketing so people know about our products. – market v to make customers interested in what your company sells: We use TV and radio advertisements to market our products.

opportunity n |C| the chance to do something: I had the opportunity to work in New York, but I couldn't go.

range n |C| all the products a company sells: We have nearly 1,000 products in our range.

**strength** *n* [C] what you are good at doing: My strength is in sales. – **strong** adj

threat n [C] something that can have a bad effect: The new product is a threat to us in the Asian market.

weakness n [C] what you are not good at doing: Their big weakness is their marketing. - weak adj

## Unit 11 Location

abroad adv in a foreign country: He often travels abroad.

average adj usual: My average lunch break is 45 minutes.

**climate** n [C] the typical weather conditions in an area: The climate in Egypt is hot and sunny.

culture n [U] what people believe, do and how people think, in a particular country: I learned about Spanish culture before I went to live in Spain.

emigrate v to go to another country to live and work: Many people emigrated to America in the 1900s. – emigration n [U]

healthcare n [U] using doctors, nurses, hospitals and medicine: Some healthcare is free in the UK.

**location** n [C] the place where something is: What's the location of your factory? – locate v to put something somewhere: They located their new factory in South America.

quality of life n [U] how well people live: We moved out of the city to get a better quality of life.

temperature n [U] how hot something is: The temperature is 12°C today.

# Unit 12 Careers

apply v to ask for something in writing: You can apply for this job online. - application form n a printed piece of paper on which you write answers to questions: You have to complete an application form to get a visa.

career n [C] a job or profession that you do for a long time: You have to study for a long time if you want a good career in law.

**conditions** *n* [plural] the situation in which you work: The pay is low but the working conditions are very good.

curriculum vitae (CV) n [C] a document that gives information about a person's education and previous jobs: To apply for this job, please send a letter and your CV.

employment agency n [C] an organisation that helps people find a job: I found my new job by using an employment agency.

MBA (Masters in Business Administration) n [C] a postgraduate degree in business for people who have work experience: Jean has an MBA from a French business school.

pa (per annum) adv every year: She earns \$50,000 pa.

**pension** n [C] money a company or government pays to people after they stop working because they are too old or ill: Most people get a pension when they retire.

promotion n [C] a better job in the same company: He really deserves promotion. – promote v

retired adj stop working because of your age, usually after many years: He was an accountant, but he's retired now. - retire v Most people retire at 65 in my country.

**salary** *n* |C| money that you get for working: I want a job with a higher salary.

#### Unit 13 Ideas

**advice** n [U] when you say what you think someone should do: Can I give you some advice?

**brainstorm** v to think of ideas in a creative way: Let's brainstorm some ideas for a new design.

**creative thinking** n |U| a way to use your imagination to find ideas: We need some creative thinking to find a solution.

discuss v to talk to someone about something: We had a long meeting to discuss the project. – discussion n [C]

**exchange** v to give something for another thing: Let's exchange business cards.

idea n [C] a plan, thought or suggestion: He never has good ideas.

imagination n |C| the ability to think of new ideas: You should use your imagination when you brainstorm. - imagine v to think what something would be like: Can you imagine being rich?

**logo** n [C] a design that is the official sign of a company, used on products or in advertising: It's a very successful company and everyone knows its logo.

**suggestion** n [C] an idea to help someone: Does anyone have any suggestions for increasing profits? – suggest v

## Unit 14 Travel

arrangement n |C| something you have agreed or organised: Have you made your travel arrangements yet? – arrange v

arrival n [C] when you arrive at a place: My arrival time is 10 o'clock. – arrive v

**book** v to arrange something: Can I book a table for tonight, please? - booking n [C] The travel agent can make the booking for you.

**business trip** n [C] travelling because of your work: I'm going on a business trip to South Africa next month.

career break n [C] when you stop your job for a period to do something different: I took a career break to travel around the USA.

**departure** n [C] when you leave a place: I was sad about his departure from the company. – depart v

**destination** *n* [C] the place you are going to: What's the destination of this train?

**itinerary** n [C] a list of places to visit: The next place on the itinerary is the factory.

pleasure n [C] 1 something nice: It's a pleasure to meet you. 2 something you do because you want to: I write reports for work but I write stories for pleasure.

reservation n [C] an arrangement to have a seat on a plane or train or in a hotel or restaurant: I'd like to make a reservation for eight o'clock tonight, please. – reserve v

**sightseeing** n [U] seeing the most famous places during a visit: We saw Big Ben when we went sightseeing in London.

**travel** v to go somewhere, usually a long distance: I often travel to Japan on business. – travel n [U] Travel helps us to learn about other people.

**travel agent** n [C] a person whose job is to make travel arrangements: I booked my plane tickets with an internet travel agent.

## Unit 15 Trends

bar chart n [C] a diagram using rectangles of different sizes to show information: The bar chart showed that more people drink coffee in the morning than tea or fruit juice.

bionic adj part human and part machine: In the film I saw last night the police were bionic!

decrease v to become less: I think mobile phone sales in Europe will decrease next year. decrease n

full-surround adj from every direction: I like to listen to music in full-surround sound.

graph n [C] a diagram using lines to show increases and decreases during a period of time: You can see on this graph that profits increased between May and September.

increase v to become more: I'm happy that our sales in China are increasing. - increase n [C]

nuclear adj using energy from atoms: What do you think of nuclear power?

pie chart n [C] a diagram using sections of a circle to show information: This pie chart shows we have 72% market share.

prediction n |C| something you think will happen in the future: My prediction is that the price of oil will increase next year. - predict v Do you predict that profits will remain steady?

trend n [C] changes and developments in a situation during a period of time: The trend is for mobile phones to become smaller and to have more features.

# **Glossary test**

1	We people	by saying hello.
	A see	B greet
	C say	D talk
2	I have a helpful department at IBM.	in the marketing
	A person C contact	B worker D business
3	This is my telephone number ar	. It has my work nd email address on it.
	A introduce C job	B name D business card
4	me in the finance de	
	A colleague	B country
	C group	D people
5	Franklin is a companies about con	he advises different
	A opinion	B consultant
	C qualification	
6	AND THE RESIDENCE AND ADDRESS OF THE PARTY O	_ now to send emails by
	A machine C technology	B science D equipment
7		lifferent countries, but
	A place C work	B meeting D headquarters
8	They buy the product so that's 100%	s for \$5 and sell for \$10,
	A profit	B shop
	C retail	D company
9	Porsche spo	orts cars.
	A factory	B machines
	C manufactures	D sector
10	Marcia and David	an office.
	A share	B room
	C file	D work
11	The office is very is in the right place.	because everything
	A desk	B tidy
	C organise	D furniture

12		er needs a lot of modern for her department.
	A cabinet C equipment	B stationery D office
13		vith your colleagues after
	A entertain C reception	B fun D socialise
14	Are you ready to _	now?
	A order C restaurant	n C 1
15	Brian Kingsley is ar	n important
	because he buys a l	ot of our products.
	A event C client	B conference D visit
16	Can I by	credit card?
	A money C give	B pay D send
17	We buy office equip	oment from a in
	A customer	B goods
	C supplier	D account
18	The has t wrong prices.	he correct goods but the
	A account	B exchange rate
2027	C currency	D invoice
19	corporate events thi	s a of €35,000 fo is year.
	A cash	B budget
	C document	D pay
20	The for the	nis project is 28th July.
	A hour	B time
	C deadline	D day
21	Our scientists do a new products.	lot of for our
	A ideas	B create
	C meetings	D research
22	I want to hotel - it's terrible!	about the service in this
	A say	B write
	C complain	D think

23 The photocopier isn't working. Can you it?			35 This company gives its employees a good when they retire.			
		B make		A job		
	C look			C employment	D career	
24	When did Dr Spencer Si post it note?	ilver the	36	Stella wants a experience first.	but she needs more	
	A power	B invent		A salary	B profession	
	C creative	D energy		C promotion	D qualification	
25	It can play music and s	end emails - it has	37	Let's ideas	for the new logo.	
	some good			A think		
	A features	B products		C brainstorm	D imagination	
	A features C size	D electricity	38	Phil wants to	the new project.	
26	The client doesn't like the make it rectangular?	he Can you		A discuss C suggest	B talk D speak	
	A material	B shape	39	Fiona had a problen	n with her manager, but	
	C glass	D small	1	the HR department		
27	The box is very big - ca	n we use less		and every	thing is OK now.	
	?			A suggestion	B orders	
	A bag C packaging	B plastic		C thinking	D advice	
	C packaging	D weight	40		or or are you	
28	They have thirty designs in their new of sunglasses.			here on business?	B. eighteneing	
				A pleasure	B sightseeing D arrangement	
	A number	D range	41			
20	C opportunity D range		41	next week?	on's for his visit	
29	Norman Foster is the who built Beijing airport.			A travel	P diam	
	77 77	R manader		C itinerary	D arrival	
	A accountant C architect	D CFO	42			
20	BA and Virgin are		42 The Eurostar train from Paris at 16:07 and arrives in London at 17:56.			
30	industry.	in the arrive				
	A companies	B organisations		A comes C time	D went	
	C markets	D competitors	13		w for a business	
31	Our clients prefer a war	The state of the s		to Hawaii.	W for a pasificss	
21	holidays.			A travel	B abroad	
	A climate	B weather		C departure	D trip	
	C sun	D plane	44	He used pie charts a	10 10 10 10 10 10 10 10 10 10 10 10 10 1	
32	Lois often travels			presentation.		
	A away	B abroad		A information	B numbers	
	C country	D nationality		C creative	D graphs	
33	I like to learn about the of a country before I vis		45	We that p increase next year.	rices will continue to	
	A culture	B emigrate	li .	A trend	B prediction	
	C customers	D traditional		C predict	D explain	
34	It's a good idea to check					
	for a job.	p 1				
	A ask	B send D application form				
	C apply	D application form				

# **Grammar reference**

## to be

#### Form

- to be has the forms am ('m), is ('s) and are ('re) in the present
   I'm a teacher.
   He's from Tokyo.
   They're at a conference.
- the contracted form is used mainly in spoken English and the full form in formal writing Hi, I'm Paul.
   My name is Paul Edwards. I am an engineer.
   These three countries are all in Europe.
- the word not is added to make negatives; we contract is not and are not to isn't and aren't I'm not sure. He isn't French. They aren't engineers.
- the verb goes before the subject in questions, and the contractions 'm, 's, 're are not used Is he Belgian? Are they from Tokyo?
- the contracted form is not used in affirmative short answers Are you from Spain? Yes, I am. Is she the head of the company? Yes, she is. Is he the head of the company? No, he isn't.

# Present simple affirmative

#### Form

the form of the present simple affirmative does not change except for adding s in the third person I work for a computer company. He works for a computer company.

Note: the third person singular of have is has; do and go change to does and goes in the third person singular

#### The present simple has the following uses.

- routines or regular activities
   We have lunch at this restaurant.
   They usually meet twice a month.
   She always arrives early at the office.
   I catch the 8:15 train every day.
- permanent or long-term situations
   They work for an international company.
   She has a good job in IT.

#### Key words

- these words go after the subject and before the main verb (but after the verb to be): always, usually, often, sometimes, never
- these words usually go at the end of the sentence:

every day / week / month / year

# Present simple negative, question and short answer

• the auxiliary verb do/does is used for negative sentences, questions and short answers Jenny doesn't drive. Do they work for IBM? Yes, they do. Does she live in an apartment? No, she doesn't. Where does she live?

#### **Articles**

- the indefinite article is used to talk about things in general Do you have a mobile phone? He works in an office.
- a is used before a singular noun beginning with a consonant sound
   a document, a salesperson, a university
- an is used before a singular noun beginning with a vowel sound
   an accountant, an office, an umbrella
- the plural of a/an can be some, any or no article (zero article) (see Countable and uncountable nouns, pages 159–160)
- the definite article is used to talk about specific things Do you have the new Nokia phone? He works in the office next to the station.
- the is used for both the singular and the plural
- the is pronounced / ði: / before a word that begins with a vowel sound and / ða / before a word that begins with a consonant sound

# Prepositions of place

 these prepositions describe where things are He lives near the station.
 There are two computers in my office. Note: we often use there is (+ singular) or there are (+ plural) when we describe what is in a place

Key words

on, in, at, between, next to, opposite, behind, under, near, in front of

# Prepositions of time

these prepositions describe when things happen
The meeting is at 2mm

The meeting is at 2pm. I saw him on Tuesday.

Key words

on, in, at, between, before, after, during

# The imperative

#### Form

- affirmative: infinitive of the verb without to Plug in your laptop.
- negative: don't + infinitive without to Don't open the window.

#### The imperative has the following uses.

- instructions
   Turn left at reception.
   Attach the mouse to the computer.
- orders
   Tidy your desk.
   Don't go into the manager's office, please.

## Modal verbs

#### Form

- most modal verbs are followed by the infinitive without to
   I can help you.
   She should be here soon.
- would like is followed by the infinitive with to I'd like to have lunch at 1:00.
- modal verbs do not use do in questions or don't in the negative
   Can she use a computer?
   We can't come on Tuesday.
   Would you like coffee?
- modal verbs do not take s in the third person singular
   Good food can be expensive.
   Jackie should come to London.

#### Modal verbs have the following uses.

#### would

polite offers and requests
 Would you like coffee?
 I'd (= I would) like to reserve a table for tonight.

Note:

I'd like coffee. (request)
I like coffee. (general comment)

#### can

- ability
   I can cook.
   They can't speak German.
- possibility
   We can meet at the restaurant.
   They can't come next week.
- requests Can you help me, please?

#### could

- polite requests Could I have the bill, please?
- suggestions
   I could drive you to the airport.
   He could speak to the IT department.

Note: could is also the past simple of can We couldn't go to the conference yesterday, but we can go today.

#### should

to give advice
 You should design a new logo.
 You shouldn't do business with them.

# Countable and uncountable nouns

# Countable nouns have a singular and plural form.

- we use a/an with singular countable nouns
   I'd like to buy a new car.
- we use some with plural countable nouns in affirmative sentences
   We need to exchange some dollars for some euros.

# Uncountable nouns do not have a plural form.

sugar, information, time, money Note: money is uncountable, but notes, coins, dollars, etc. are countable  we use some with uncountable nouns in affirmative sentences
 I'd like some information about prices.

#### some, any, how much/many

- we use some in affirmative sentences but we use any in negative sentences and real questions; we use any with both countable and uncountable nouns
  There aren't any documents on the desk.
  Do you have any red pens?
  Is there any water in the bottle?
  We don't have any money in the bank.
  Note: we use some for requests and offers Could I have some water?
- we use how many with countable nouns for questions about quantity
  How many managers are there?
- we use how much with uncountable nouns for questions about quantity and price How much time do we have? How much is the coffee?

# Past simple affirmative

#### Form

- the past simple is formed by adding -ed to the infinitive of regular verbs started, finished
- regular verbs ending in -e just add -d arrived, decided
- there are many irregular verbs be - was/were, do - did, have - had, take - took

Note: most dictionaries have a list of irregular verbs

the form of the past simple does not change I/You/He/She/(It)/We/They worked late. except to be I/He/She/(It) was at home. You/We/They were at the office.

#### The past simple has the following uses.

events that happened at a definite time in the past

They arrived last Tuesday. The meeting was last week.

finished actions and events
 The project started in May and finished last month.

#### Key words

at + clock time

on + day / date

in + the morning/afternoon/evening

+ month / season / year yesterday, last week/month/year ago

# Past simple negative, question and short answer

the auxiliary verb did (the past tense of do) is used for negative sentences, questions and short answers

I didn't see you at the meeting yesterday.

Did you enjoy the meal?

What did you have to eat?

Did you go to the conference?

Yes, I did.

Did Glyn go?

No, he didn't.

# Adjectives and adverbs

#### Adjectives

- describe a noun
   a new product
   some good friends
   the early train
- do not change if the noun is plural a new market, some new markets
- go before the noun a light laptop
- go after the verb to be and certain other verbs, e.g. look, feel, sound
   The laptop is small.
   It looks very light.

#### Adverbs

- give information about a verb He talks slowly.
   They listened carefully.
   She works very hard.
- are usually formed by adding -ly to an adjective quick – quickly
- adjectives ending in -y drop the y and add -ily to form the adverb easy - easily
- adjectives ending in -ic add -ally to form the adverb automatic – automatically
- some adverbs are irregular good – well, fast – fast, hard – hard

## Present continuous

#### Form

the present continuous is formed by using am / is / are (see to be, page 158) and adding -ing to the infinitive of the verb I'm waiting for my colleague. Are you increasing your exports? He isn't working in China at the moment.

#### The present continuous has the following uses.

- things that are happening now I'm speaking on the phone.
- temporary actions and situations We're having problems in the European market this year.

We use the Present simple (see page 158) for routines or regular activities, and for permanent or long-term situations.

#### Key words

at the moment, currently, now, just/right now, this week/month/year

## Present continuous for future

The present continuous also has the following use.

- things that are arranged for a fixed time in the future I'm travelling to Prague next week.
  - The visitors are arriving at 10:30 on Fridau. Is the plane leaving at 2pm on Monday?

#### Key words

in a moment, later today, tonight, tomorrow, tomorrow morning, the day after tomorrow, next week/month/year, on Monday, on 1st August, in a week/fortnight/ month, in a week's time, in two months' time, in six months, in three years

# Comparatives and superlatives

#### Comparatives

#### Form

	Adjective	Comparative
1 or 2 syllables	big	bigger
2 syllables ending in -y	happy	happier
2+ syllables	important	more important

- the comparative is used to compare two things London is often warmer than Madrid in winter.
  - I think Moscow is more expensive than Paris.
- it is not always necessary to name both of the things we are comparing The 8pm train is quicker.
- some comparatives are irregular good - better, bad - worse, far - further/farther

#### Superlatives

#### Form

	Adjective	Superlative
1 or 2 syllables	big	the biggest
2 syllables ending in -y	happy	the happiest
2+ syllables	important	the most important

- the superlative is used to compare one person or thing in a group with the whole group Winter is the coldest time of year. He eats in the most expensive restaurants.
- we usually use the before superlatives The CEO is the most important person in the organisation.
- some superlatives are irregular good - best, bad - worst, far - furthest/farthest

# Present perfect

#### Form

- the present perfect is formed by using have or has and the past participle of the verb They have lost the contract. Has he seen the visitors? I have never been to the Madrid office.
- in the affirmative, we contract have and has to 've and 's They've lived in a lot of different countries.
- in the negative, we use haven't or hasn't He hasn't been to China.

#### The present perfect has the following use.

 talking about experience (often with ever / never)

We've been to Venice.

He's never had an interview before. Have you ever visited the pyramids? No, I haven't.

Note: been and gone: we use been to show that a person or thing has gone somewhere and returned.

He's been to Peru. (= He went to Peru and now he is back.)

We use gone to show that a person or thing has not returned.

He's gone to Peru. (= He went to Peru and he is still there.)

# for and since

The present perfect also has the following use.

- activities that started in the past and continue to the present (answering the question How long ...?)
  - How long have you worked for J&C? I've worked in this job for six months. (I'm still in this job.)
  - I've been with the company since 2006. (I'm still with the company.)
- for + number of days / months / years is used to say how long an action has been happening I've worked here for a year.
- since + a time in the past is used to say when something started He has worked here since July 2007.

Note: we can also use for with the past simple for finished time periods

I worked in London for six years.

(I don't work there now.)

# Infinitive +/- to

 some verbs are followed by the infinitive with to
 They want to go to the circus.

They want to go to the circus Do we need to take a taxi?

#### Key words

agree, ask, decide, forget, need, offer, plan, promise, refuse, want

 most modal verbs are followed by the infinitive without to (see Modal verbs, page 159)

#### will for decisions

will + infinitive without to has the following use.

- making decisions at the time of speaking
   A I heard there's a lot of traffic on the road to the airport.
  - B That's OK I'll take the train.

# will for predictions

will also has the following use.

- making predictions about the future
   We will get the contract.
   House prices won't increase in the next five years.
- to make predictions we are not certain about, we use will or won't + perhaps, maybe, it's likely that, it's unlikely that, probably Perhaps prices will decrease next year. It's likely that we'll make a good profit. We probably won't be ready on Monday.

#### Key words

in the future, in ten years' time, ten years from now

# **Audioscripts**

# Unit 1 Listening 1 page 11

John: Are you Rob Shaw?

Rob: Yes, I am.

John: Hi. I'm John Devlin. I'm with Karlsco.

Rob: Hi, John. Is Karlsco an American company?

John: No, it's a German company. You're with

Retcorp, aren't you?

Rob: Yes, I am. Are you an engineer? John: No, I'm not. I'm a sales manager.

# Unit 1 Listening 2 page 12

#### Conversation 1

Petr: Hello, I'm Petr. I'm from Prague and I'm an engineer.

Hiroaki: Hi. I'm Hiroaki and I'm from Japan. I'm an office manager.

#### Conversation 2

Man: Are you Francesca?

Francesca: Yes, I am.

Man: Are you from France?

Francesca: No, I'm not. I'm from Brazil.

Man: Are you an engineer?

Francesca: Yes, I am.

#### Conversation 3

A Are you teachers?

- B No, we're not.
- C We're students.
- A Oh, where are you from?
- B We're from Moscow.
- C In Russia.

# Unit 1 Listening 3 page 13

Receptionist: Hello. Welcome to Global Contacts.

Jan: Hi.

Receptionist: Can I ask you some questions to complete my form?

Jan: Certainly.

Receptionist: OK, what's your name, please?

Jan: Jan Kowalik.

Receptionist: Can you spell that, please?

Jan: Yes, my first name is Jan. That's J-A-N. Receptionist: OK, and can you spell your

surname, please?

Jan: Yes, it's Kowalik. That's K-O-W-A-L-I-K.

Receptionist: Great. And where are you from, Mr

Kowalik?

lan: I'm from Poland.

Receptionist: What company are you with?

Jan: I'm with Bax Industries.

Receptionist: Sorry?

Jan: Bax, that's B-A-X, Industries. Receptionist: Bax Industries?

Jan: That's right.

Receptionist: Thanks, Mr Kowalik. I hope you

enjoy the conference.

Jan: Thanks. Bye.

# Unit 1 Listening 4 page 13

Jan: Hi. I'm Jan Kowalik.

Ben: Hello. Nice to meet you, Jan. I'm Ben West.

Jan: What company are you with, Ben?

Ben: I'm with Nerada Electronics. And you?

Jan: I'm with Bax Industries. Ben: Ah. What do you do?

Jan: I'm an IT engineer. And you?

Ben: I'm a finance manager.

Jan: Is Nerada a French company?

Ben: No, it isn't. It's British.

# Unit 1 Decision page 14

#### Frank Black

I think Amita Singh is the best person to interview. Issues 1, 2 and 3 all have interviews with European or American men. Amita is a woman and she's also the CEO of an Asian company. She's a good choice for the next issue.

#### Unit 2 Listening 1 page 16

#### Katya

Hi, I'm Katya. I'm a project manager for an international bank. I like big teams because there are always lots of ideas. It's important to have team meetings. It's a good idea to meet every month to discuss the project. Sometimes we have video conferences. International teams are interesting. In our team there are people from eight countries. So I learn about how different countries do things.

#### Graham

Hello, I'm Graham. I'm an IT manager. I work with a team from different departments in my company. The team members often have different ideas, so it's important to listen to other people's opinions. It's important to give your opinion, too, of course! It isn't always necessary to have formal meetings. I like informal teams. A good way to communicate is by email. We often send one email to all the team members so that we all have the same information.

#### Listening 2 page 19 Unit 2

#### Doug Scott

I usually start work at six thirty in the evening. My company is in London but I work with an international team. I work at night because I contact colleagues in different countries. When I arrive at work I read my emails. Then I phone colleagues in the United States. When it's 7pm in London, it's 11am in LA. We have a video conference every Monday. I sometimes have coffee or a sandwich at 11pm. At midnight, I write a report and send it to the team. I finish work at 130am. I never go out after work because I'm too tired. The hours are strange but I like my job and I have free time during the day. It's fun to go out when everyone else is at work.

#### Unit 2 Listening 3 page 21

Team leader: Monica, this is Anton Sayers. He's a media consultant. He's with IHT.

Monica: Ah! Pleased to meet you, Mr Sayers.

Anton: Call me Anton, please.

Team leader: Anton, this is Monica. She's in charge of marketing on this project.

Anton: Nice to meet you, Monica.

Team leader: OK, let's get a coffee and meet the rest of the team.

#### Unit 2 Decision page 22

#### Craig Hislop

Well, all three employees are interesting. Laura has lots of team experience, but she is very busy and she's already in three teams. And we have six team members from the Australia office, so it would be good to have a team member from another country. Andrew is also very busy. And he has problems with the Sydney meetings. I think Hiro's the best person to have on the team. Hiro knows that it's important to listen to team members and to have ideas. So, welcome to the team, Hiro!

#### Unit 3 Listening 1 page 26

Sam: Hello, Sam Reynolds speaking.

Alexa: Hi, Sam. I have the names of the people on the next training course.

Sam: Great, Alexa. Do you have information about their company, too?

Alexa: Yes, I do. OK, do you have a pen?

Sam: Yep. I'm ready.

Alexa: OK, the first person is Mr John Jacobs from

Lorco.

Sam: Sorry, did you say Lorco? L-O-R-C-O?

Alexa: Yes, that's right.

Sam: And what does Lorco do? Alexa: It manufactures DVD players.

Sam: OK.

Alexa: The next person is Mr Delacruz.

Sam: Can you spell that, please?

Alexa: Certainly, it's D-E-L-A-C-R-U-Z. And his company is Project Playa.

Sam: Oh, yes, I know that company. It builds

houses, doesn't it?

Alexa: No, it doesn't. It builds hotels.

Sam: Oh, OK.

Alexa: And finally, there's Mrs Sanja Berkovic.

Sam: What company is she from? Alexa: She's from ZKP Industries.

Sam: Could you say that again, please?

Alexa: ZKP Industries.

Sam: Thanks. I don't know them. Is it a big

company?

Alexa: No, it's a small company. It has 19

employees.

Sam: OK, Alexa. That's all the information I need on the three trainees. Thanks for your help.

Alexa: You're welcome, Sam. Bye.

Sam: Bye.

Un	it 3	Listeni	ng 2	page 28		
Exer	cise 1					
12	20	13	30	15	50	16
60	17	70	18	80	19	90
100	119	200				
Exerc twent seven	teen	thirteen eight	y	fifty ninete	sixty en	

#### Exercise 3

- We manufacture 70 per cent of our products
- 2 Is the sales department on target to make 16 per cent profit this month?
- Do you have 13 robots on the production line?
- 4 They organise 17 conferences every year.
- He has 30 retail outlets in the Middle East.
- 6 We employ 60 people in the Warsaw branch of the company.

#### Unit 3 Listening 3 page 29

Miles: Hi, I'm Miles Norton.

Laura: Hi, nice to meet you. I'm Laura Clark.

Miles: It's a good conference, isn't it?

Laura: Yes, it is. So, who do you work for, Miles?

Miles: It's a company called Riva.

Laura: I don't know Riva. What type of company

is it?

Miles: It's a retail company. Laura: Ah! And what does it do? Miles: It sells art and photographs to multinational companies.

Laura: That's interesting. Is it a big company?

Miles: Well, it employs 120 people.

Laura: OK. And where's your company based?

Miles: It's based in Milan. Laura: Really? I love Milan.

Miles: And we also have offices in Madrid and

Paris.

#### Unit 3 Decision page 30

#### Lars Morgan

I don't think Fast and Fresh is a very good idea. Van Hoog has a company called Quick Café. It sells hamburgers and sandwiches to office workers in London. So it isn't necessary to have two companies in the group that do the same

I think it is a good idea for The Van Hoog Group to buy WBH Electronics. Enko Trading makes parts for digital radios. Perhaps the two companies can work together. This gives the group control over the product and it could increase profits.

#### Unit 4 Listening 1 page 37

My office has a big desk opposite the door. There is a PC and a telephone on the desk and the printer is under the desk. There's a filing cabinet next to the window. I don't have a cupboard, but there's a bookcase near the filing cabinet.

My desk is opposite the door. I have a monitor, a printer and a telephone on my desk. The monitor is in front of the printer. I don't have a filing cabinet. All my files are in the cupboard. It's between the photocopier and the bookcase.

3

I don't have a desk. I sit on my sofa with a laptop. The sofa is near the door, and there's a bookcase behind the sofa. I use a lot of documents, so I have two filing cabinets. The filing cabinets are next to the bookcase.

#### Unit 4 Listening 2 page 38

Ian Lang

Hi. I hear you need some help. Put the laptop on the desk and I can show you how to use it. That's right. OK, first, plug in the laptop. Good. Open the lid. Uh-huh. Right, press the black button. No! Don't press the green button. Phew! Right, wait a moment. OK, now you're ready to start work. Easy, isn't it?

# Unit 4 Listening 3 page 39

Ken: Excuse me. How do I get to Vigo Street, please?

Woman: Vigo Street? Ah, yes, turn left at the end of this street. Go along that road, past the hospital ...

Ken: Go past the hospital?

Woman: Yes, that's it. And then turn left. Then go straight on and Vigo Street is the second street on the right.

Ken: The second street on the right. OK, great, thanks for your help.

Woman: No problem.

# Unit 4 Listening 4 page 39

Ken: Excuse me. I have an appointment with Julia Meadows, the finance director. Where is her office, please?

Receptionist: Ah, yes. Take the lift to the fourth floor. Turn left when you get out of the lift. Go down the corridor and turn right at the coffee machine. Then go past the staff restaurant. Go straight on and take the second turning on the right. Julia Meadows is in the first office on the left.

Ken: Thank you.

Receptionist: You're welcome.

# Unit 4 Decision page 40

#### Paula Hart

Yes, I really like my new office. The big desk and a chair are opposite the door. The computer and the printer are on my desk now. I have one bookcase under the window. I keep most of my books at home now, so I don't need two bookcases. I also keep a lot of client information in files on my computer instead of on paper. So I only need one filing cabinet – it's between the bookcase and the small cupboard. I don't need the big cupboard because all the stationery goes in the small cupboard now. I don't have a photocopier or a sofa and there is only one chair and one desk. So, I have less furniture, but the office is usually tidy now!

## Unit 5 Preview page 42

1

- A Come on, Jane, you can do it!
- B Oh, it's so high!
- A Go slowly it's fine.
- B Hey, I did it!

2

- A Go on, Des, it's your turn.
- B OK. So, what do I do?
- A Just read the words and sing along.
- B Right, here goes ... Lady in red ...
- A Ooh, dear.

3

- A What sort of music do you like, Juan?
- B Oh, I like rock music.
- A Ah, well, Madam Butterfly is certainly different from rock.
- B Shhhh!
- A Oh, sorry!

# Unit 5 Listening 1 page 44

Waiter: Are you ready to order, sir? Customer: What do you recommend?

Waiter: Do you like fish?

Customer: Well, I like most fish, but I don't like prawns.

Waiter: I recommend the salmon. It's very good today.

Customer: OK then, I'd like salmon, please. Waiter: Would you like vegetables with that? Customer: Yes, please. I'd like roast potatoes and

peas.

Waiter: Certainly. And would you like a drink? Customer: Yes, I'd like orange juice, please.

# Unit 5 Listening 2 page 46

Pete: Hi, Gina this is Pete. Can you do the presentation on Friday? I have a conference in Berlin.

Gina: Hello, Pete. I'm afraid I can't. I have a meeting on Friday.

Pete: That's OK. I can ask Claude to do it.

Gina: Pete, can you finish the report before you go to the conference?

Pete: I'm sorry, I can't. I leave for the airport in 20 minutes.

Gina: Well, can you email the information? I need it for the meeting.

Pete: Yes, no problem.

Gina: Thanks. So, the conference is in Berlin. Can you speak German?

Pete: No, I can't, but that's OK - the conference is in English!

#### Listening 3 page 47 Unit 5

Philip: This is a very nice restaurant, Louisa. Thanks for inviting me.

Louisa: My pleasure, Philip. Here's the menu.

Philip: Thanks.

Louisa: Would you like something to drink?

Philip: Could I have a glass of water, please?

Louisa: Yes, of course.

Philip: Thanks. What do you recommend, Louisa?

Louisa: Well, the chicken supreme is excellent here.

Philip: Great. I'd like the chicken. Er, can I smoke here?

Louisa: I'm afraid not. It's a non-smoking restaurant.

Philip: Oh, OK. No problem.

#### Unit 5 Decision page 48

#### Hal Banks

It's always difficult to organise an event for a group of people who like different things. But the Meridian Cruise is the best solution for this group. It has a good mix of formal and informal, as well as indoor and outdoor activities. There is information about the historic places and also dancing. So, that's good for both groups. The rock climbing is too informal - it's a good idea for colleagues from the same company, but it isn't a good option for visitors from a different company. The casino is too formal for some of the Japanese guests and the Spanish guests don't like long restaurant dinners. It's also very expensive. No, the Meridian Cruise is certainly the best choice.

#### Unit 6 Listening 1 page 50

- We have 855 workers in our factory.
- 2 There are 1.96 dollars to the British pound.

- Their company manufactures more than 3,800 products every year.
- I have 148 Saudi Arabian rivals. How much is that in euros?
- The world population increases by 211,090 people every day.
- Our profits this year are 3,700,000 euros.

#### Unit 6 Listening 2 page 52

- How much is an Orion laptop?
- A new Orion laptop costs £1,290.
- 2 What is the share price for AMS Industries? A
- The share price is €12.95. B

3

7

- A Excuse me, how much is this bag?
- B The Dior bag costs \$1,540.
- Jerry's new company car looks expensive. A
- Yes, those cars cost about £32,000. B
- Is it expensive to travel by train in Japan?
- No, it isn't. A seven-day rail pass costs 28,300
- 6 A How much profit do you make on the DVDs?
- We import the DVDs at 30 rivals and sell them at 50 riyals.
- Does this book cost 99 cents?
- No, the book costs 9 dollars and 99 cents. В
- How much are your digital cameras?
- The prices of our digital cameras start at £39.50.

#### Unit 6 Listening 3 page 52

The cost of living is high in Tokyo. I spend a lot of money on rent for my apartment, that's about ¥550,000 a month. Some things aren't expensive: bread is only ¥120 and a newspaper is 130. What other things do I spend my salary on? Erm, oh, yes, I love eating out with friends. Sometimes we go to an expensive restaurant, and that can cost ¥130,000 for four. But we also go out to fast food restaurants like McDonald's. I always have a Big Mac and it costs ¥250. I often go to the cinema that costs ¥1,800.

How much is bread? Well, I buy a baguette every morning – that costs 90 cents. Then I go and buy my newspaper – that's €1.20. I often eat in restaurants. When I have important clients, we go to a very good restaurant – that costs €1,000 for four. I don't like Big Macs but I know that they cost about €2.94. The cost of living isn't high in Paris compared to some other cities. My apartment is near the centre of Paris and the rent is €2,000 a month. At the weekend, I relax with friends. We often go to the cinema and that costs €7 for a ticket.

3

Yeah, I sometimes go out for dinner with clients or colleagues from work. A meal for four people at a top restaurant is about £350. When I work late, I get a Big Mac on my way home. That's cheap, it's £1.94. The cost of living is expensive in London. I pay £1,300 rent a month. There isn't much money left in my salary after that. I sometimes go to the cinema and that costs £8. Some things aren't expensive: a newspaper is about 70 pence and the bread that I like costs £1.05.

# Unit 6 Listening 4 page 55

Supplier: Good morning, Lewis and Davies Supplies.

Customer: Hi. I'd like to place an order for some electronic organisers.

Supplier: OK. Can I have your customer name and account number, please?

Customer: Yes, the company is called Brown and Jones, and the account number is BJ649H.

Supplier: BJ649H – is that correct?

Customer: Yeah, that's right.

Supplier: OK. Can I have the product code for the electronic organisers you want?

Customer: Yes, it's CB150098D.

Supplier: Thanks.

Customer: How much are they?

Supplier: Just one moment. They're £38.40 each.

Customer: And is there a discount?

Supplier: I'll check. Yes, there's a discount on large orders. How many would you like?

Customer: I want one for each of the sales team, so I'd like 35.

Supplier: OK, well, we can offer a 12 per cent discount.

Customer: Twelve per cent. OK, that's fine. Can I order 35, please?

# Unit 6 Decision page 56

#### Tanya Brunetti

I think that Secco Discs is a good supplier for this company. They want to place orders of £1,500 each month, so Secco can give them a 12 per cent discount. Their start price is lower that B&G's. Secco Discs can deliver in five days, and fast delivery is important to the buying director. B&G have a lot of titles, but this isn't the most important thing for Marquis Music. What is important is price, discount and delivery, and Secco Discs are best for these.

# Unit 7 Listening 1 page 60

Max Shaw

It was a good project to work on. The project started three months ago on the 8th of May. First, we had a meeting and discussed the aim of the project. Then we looked at the plans and agreed on a budget. After that we decided who to have on the project team. The project team met once a week to talk about the project and report any problems. The project finished last week on the 5th of August. We were on time and the project was under budget. It was a very successful project.

# Unit 7 Vocabulary 1 page 62

fifth sixth second third fourth first seventh eighth ninth tenth eleventh fifteenth twelfth thirteenth fourteenth eighteenth sixteenth seventeenth nineteenth twentieth twenty-first twenty-fourth twenty-second twenty-third twenty-seventh twenty-fifth twenty-sixth thirtieth twenty-eighth twenty-ninth thirty-first

# Unit 7 Listening 2 page 65

#### Elsa Newman

I'd like to tell you about a project that my team finished last onth. The aim of the project was to produce besite to help international employees improve their English. There were five stages. I rst, we agreed on a budget of \$3,000. Next we planned the schedule. We had four months to arrange everything. After that we did research. We talked to international employees about the information they wanted on the website. Then we had regular meetings to discuss progress. Finally, we designed the website when we had all the information that we needed. The

project succeeded because we were a good team and we had good communication.

#### Unit 7 Decision page 66

#### Ann Walker

I had a meeting with KPC last week to talk about what went wrong with the project. Well, first, our IT manager, Paul West, changed the computer model for the project. But then the supplier had delivery problems with the QV9. The project manager at KPC had a meeting with Paul about the problem. Next Paul decided to find a new supplier. But the new supplier was expensive and also had delivery problems. So, the reason the project was late and over budget was because Paul decided to change the computer model and the supplier. It's our problem because our IT manager made bad decisions.

#### Unit 8 Listening 1 page 70

Lou: SRT Electricity, can I help you?

Customer: Yes, I have a problem with my electricity.

Lou: I'm sorry to hear that. Can I have your account number, please?

Customer: Yes, it's WR38172C.

Lou: OK. Let me look at your notes. Can I check if our information is correct?

Customer: Sure.

Lou: Our notes say that we arranged for an engineer to visit your house yesterday, Tuesday, to check the electricity. When did the engineer arrive?

Customer: He arrived at nine thirty in the morning.

Lou: Oh. And did he check the electricity?

Customer: No, he didn't. Five minutes after he arrived, he had an emergency phone call and he left. He arranged to come back in the afternoon. But he didn't return.

Lou: I'm very sorry about that. The problem was that our notes didn't say that it was an emergency. But I can arrange for another engineer to visit you today and solve the problem.

Customer: OK, but I have a meeting at eleven o'clock this morning so I can't wait at home all day. Do you have an exact time for his visit?

Lou: Is two o'clock this afternoon OK for you? Customer: Yes, that's fine. Thanks for your help. Lou: No problem. Bye

#### Unit 8 Listening 2 page 73

Sales assistant: Hello. Can I help?

Customer: Yes. I bought a computer here last week and it doesn't work.

Sales assistant: What's the problem?

Customer: I think there's something wrong with the keyboard.

Sales assistant: Did you read the instructions?

Customer: Yes, I did. I read the instructions before I started.

Sales assistant: Good! Some customers don't do that. OK, so tell me what you did.

Customer: Well, I plugged in the computer.

Sales assistant: And did you turn on the computer?

Customer: Yes, I turned on the computer and it started OK.

Sales assistant: Right.

Customer: But the keyboard didn't work. Sales assistant: I'm very sorry about this.

Customer: Can you fix it? Sales assistant: Yes, we can.

Customer: Great. Thanks for you help.

Sales assistant: Now, can I have your name and address and ...

#### Unit 8 Decision page 74

#### Katrina Belkin

It's a very difficult decision for a community to make. On Merrin Island, the project was a success because the cost of electricity was less with wind turbines. But it was also a failure because tourism fell. But I think Rathansay should build the wind turbines. On Merrin, tourism was very important, but on Rathansay the community makes more money from agriculture than from tourism. The wind turbines are a good economic and environmental solution for the future of the island.

# Unit 9 Listening 1 page 76

a

The Sinclair C5 was a cheap and reliable way to travel, but it was also slow. I think it travelled at about twenty kilometres an hour. Was it a successful product? Probably not, but I liked it.

Oh, the iPod – what a great idea! It's small and light and the colours are attractive. I use it to listen to music when I go running.

c

These Dyson vacuum cleaners are very popular products. The design is interesting, but they are expensive.

d

I had a Betamax video player in 1978. They were good, but more people bought VHS video players so they stopped producing the Betamax.

# Unit 9 Listening 2 page 78

Frank: Hi, Sue. How was the exhibition?

Sue: It was great. There were some really interesting products.

Frank: What did you like best?

Sue: Well, the product I really liked was an exercise chair.

Frank: OK, tell me about it.

Sue: Well, it looks like a normal chair, but you press a button and it becomes an exercise machine. It's great for the home or the office.

Frank: That sounds good. What's it made of?

Sue: Plastic, but it's very strong. Frank: And how big is it?

Sue: Let me look at my notes. Ah, yes, it's 85cm high and 55cm wide.

Frank: That's quite large, isn't it? Is it heavy?

Sue: No, it's light. It only weighs 12 kilos.

Frank: Does it come in a range of colours?

Sue: No, only in red.

Frank: Hmm, I'm not sure. How much does it cost?

Sue: Ah, well, it costs £750.

Frank: £750? That's too expensive for our customers.

Sue: But the design is good and it looks attractive. Frank: Look, do a short presentation at our next

product meeting and we can discuss it then, OK?

Sue: OK. Thanks, Frank.

# Unit 9 Listening 3 page 81

1

You use it to check new words.

It's rectangular and made of plastic.

It's very easy to use and I use it every day.

I really like this electronic dictionary.

2

Yes, this is a digital telephone.
It's for talking on the internet.
It's well designed – light and easy to hold.
And it's a useful size – 12cm by 4cm.
I think it has some special features – wait a moment while I find the instructions.

3

Yes, it's, um, made of wood. Um, no, it's not, it's made of glass and plastic and, um, metal. It's a big square machine. Well, no, I suppose it's quite small really. What is it? Well, it's a coffee machine, of course.

4

Ah, this is an interesting product.

It's an attractive watch.

And it's for wearing when you do sport.

As you can see, it's made of metal and plastic.

The strap is 2cm wide and 12cm long.

It has some good special features – press this button and you can see how fast you run.

It's great, isn't it?

# Unit 9 Decision page 82

Charles Randolph

I think you should choose to sell to Bidl and Sons. OK, you lose money on the TVs, but you get some money for them. The cost of the advertising campaign should go on your new products, not on old ones. It's a nice idea to give the TVs to charity, but in a year they are no good. You just give the problem to someone else. Better to get a little money for the products and learn from the mistake.

# Unit 10 Listening 1 page 88

Part one

A SWOT analysis is useful if you want to know what your company does well or does badly. It also helps you to identify your competition. At the moment, I'm carrying out a SWOT analysis on my company. SWOT stands for: Strengths, Weaknesses, Opportunities and Threats. I have to ask myself questions about the company. For example, for strengths, it's: 'What does the company do well?' For weaknesses, it's: 'What

does the company do badly?' For opportunities, I think: 'Can my organisation increase sales or find new markets?' And for threats, I ask: 'Does another company offer better products or services?'

#### Part two

OK, first we look at strengths. Well, my company is really good at design. Oh, and we have a wide product range. Now, let's think about weaknesses. Well, the machines in the production department are old, and customers say that our delivery is slow. The next thing to look at is opportunities. Hmm. That's a difficult one. I suppose we could sell our products on the internet. At the moment, we're only selling to the European market, but we could try American and Asian markets, too. The final thing on the SWOT analysis is to look at threats. Well, I know that there are three new companies that sell similar products. Some other companies charge less for their products, too. So we are losing our market share.

# Unit 10 Listening 2 page 90

#### Fran

Hi. I'm Fran Miller and I'm the CEO of MetScan. We produce medical equipment. We usually manufacture machines for hospitals, but at the moment our medical team is developing equipment that people can use at home.

#### Peter

I work for Norwest. We make bags for women and men. We usually make products for the luxury market, but at the moment our team is designing a new range for the budget market.

# Unit 10 Listening 3 page 91

Lena: Oh, hello. I didn't know you were at the conference, Keith!

Keith: Oh, hi, Lena. How are things?

Lena: Fine. How are you? Keith: Very well, thanks.

Lena: We last met at the presentation in Granada. You were there with Anna from the accounts department.

Keith: That's right. So, how's business?

Lena: Not bad.

Keith: Are you still in the Turin office?

Lena: No, I'm working in the Tokyo office for six months.

Keith: That sounds interesting!

Lena: Yeah, it's great. Well, it was good to see you again, Keith.

Keith: And you, Lena. Enjoy the conference.

Lena: You too. Bye.

# Unit 10 Decision page 92

#### Maxine Hendricks

Manetti can increase their market share easily. At the moment, the company is a bit old-fashioned. For example, it doesn't have a website. So that's the first thing that it should do. It should also think about exporting the bikes to other countries. The market research shows that there could be customers in Canada. Perhaps there are other countries that also want to buy the bikes. Their competitor produces handmade bikes in three days; Manetti are taking two weeks to produce a bike and that's too long. Perhaps they need to employ more workers to make the bikes more quickly. The Olympic Committee recommends Manetti bikes, so I don't think price is a big problem. They're expensive but they're also good quality.

# Unit 11 Listening 1 page 94

#### Magda

I'm living in London at the moment. I come from a small, quiet town in Poland and I think it's very busy and exciting here – there are lots of things to do. I go to the theatre and to cafés after work. But London is a very expensive city, more expensive than Poland.

#### Gilles

I'm from France, but I came to the USA three months ago. I live in an apartment in Chicago. The city is big and noisy. The people are friendly – but I don't like it here. I want to go back to France.

#### Andy

I'm from Australia and I'm living in Korea for a year. I'm learning Korean, but it's a difficult language. But I can speak a little Korean now, so it's easier to meet people and make friends. I'm happy to be in Korea. It's a beautiful country and the culture is interesting.

# Unit 11 Listening 2 page 97

Mike: Hello, Mike James speaking. Stavros: Hi, Mike. It's Stavros.

Mike: Hi, Stavros. How are you? Are you coming

to Detroit next week?

Stavros: Yes, I am. That's why I'm calling. Could you give me some advice, please?

Mike: Of course. What do you want to know?

Stavros: OK, what's the easiest way to the factory?
Can I use public transport?

Mike: Ah, well, trains don't stop here, and you need to take two buses. So, the quickest way of getting here is a taxi from the airport.

Stavros: OK. Can you recommend a good hotel?

Mike: Well, the Two Rivers Hotel is excellent, but it's really expensive. I think you should try the Metropole. It's expensive, too, but it's the most comfortable hotel in Detroit. It's the nearest to the factory as well. That's the most important thing because your first meeting starts early.

Stavros: Yes, thanks, the Metropole sounds like the best option.

# Unit 11 Listening 3 page 99

Christina: Hi, I'm Christina Green from Melton City Council. The city council is trying to improve facilities for local businesses. I have a short questionnaire here. Do you have a few minutes to answer some questions?

Man: Certainly.

Christina: Thank you. First, do you think that we need more car parks in the city?

Man: Yes, I do. It's very difficult for our customers to park at the moment.

Christina: OK. Do you agree that Melton is a good location for conferences?

Man: No, I don't.

Christina: Oh, why do you think that?

Man: Because the conference centre is too old, and the city doesn't have enough hotels.

Christina: I see. Right, now, what do you think of the new business park?

Man: Ah, well, in my opinion, it's a good thing.
The business park is very modern and it's in a good location.

Christina: Good. And is there a good transport service between the business park and the city centre?

Man: Well, in my opinion, we need more buses.

There are only two an hour at the moment.

Christina: Right. And the final question: what's your opinion of the local restaurants for business lunches?

Man: Hmm. I'm not sure. The Swan is good, and so is Henley House. We often have work functions at both restaurants.

#### Unit 11 Decision page 100

#### Valerie Wilson

I think Calgary is the best place for Andrei and his family. All the locations have some things that are good. Toronto has the shortest journey to work for Andrei, but it also has an apartment, and Elena would like a house. Vancouver has the most rain, and Andrei doesn't like rain. Calgary isn't too hot, and that's good because Elena doesn't like a hot climate. Calgary is great for sports – the family can ski and go cycling, which they all like. The Jubilee Hall is good for ballet and opera, and Elena and Sophia like them. The most important thing is that Andrei can walk or cycle to work and the children can walk to school. I think Calgary is the best option for the Slovenski family.

## Unit 12 Listening page 107

Interview 1

David: Hi, Ben, thanks for coming today.

Ben: Hello. ... Oh, sorry.

David: That's OK. So, Ben, have you read the information about this job?

Ben: I had it, but ... erm I think I left it on the

David: I see. Well, this job is in our Bangkok office in Thailand.

Ben: Oh ... right.

David: Have you ever lived in a different country?

Ben: No, I haven't. I've never been abroad.

David: Tell me about your present job.

Ben: Well, I work in IT.

David: And do you enjoy working with people?

Ben: Er, yes.

David: Have you ever worked in marketing?

Ben: No, I haven't.

David: But you do know that this job is for a marketing manager in the marketing department?

Ben: Ah, ... right. Well, I know that the salary is good and the job has flexible hours.

David: No, actually it has fixed hours. And the salary is the same as you earn at the moment.

Ben: Really?

David: Yes. Well, thanks for coming to the interview, Ben.

Ben: OK ... Bye ... Oh, sorry.

Interview 2

David: Hi, Denesh, thanks for coming today.

Denesh: Hello.

David: Have you read the information about this job?

Denesh: Yes, it sounds very interesting.

David: Have you ever lived in a different country?

Denesh: Yes. I was in Thailand for six months. I managed a project on tourism for my company. The country is beautiful and the people are very friendly.

David: That's great. And have you ever worked in marketing?

Denesh: Yes, I have. I studied marketing at university and I worked for an advertising company for a year.

David: Great. Can you tell me about your present job?

Denesh: Well, I work in sales and I've managed teams and projects. I also have a lot of contact with customers.

David: Do you enjoy working with people?

Denesh: Oh, yes, it's what I enjoy most about my job.

David: How long have you been in sales?

Denesh: I've worked in sales for three years.

David: What do you do in your free time, Denesh?

Denesh: I play golf and tennis.

David: And finally, why do you want this job?

Denesh: I really want to work in marketing. This is a great opportunity for my career and I think I have the right skills for the job.

David: Thank you, Denesh. It's been good talking to you. Thanks for coming to the interview.

Denesh: Thank you very much.

## Unit 12 Decision page 108

Jessica Gates

The human resources department were very helpful with my problem. They had three possible solutions. One was for me to move to the finance department. I didn't want to do that because I like working in the sales department, and my manager thinks that I am good at my job. The second was to work part-time. That solution wasn't good for my manager because Wednesday and Friday aren't busy days in the office. Also, I have moved to a new house, so I need the salary from a full-time job. The solution that we decided was best was to try flexible hours. I work in the office on Monday, Tuesday and Thursday from 9am to 5pm. I am also in the office on Friday morning from 8:30am till lunchtime. But I work at home all day on Wednesday and on Friday afternoon. When it is busy or when we have a department meeting, I change my hours and go into the office. My manager is happy because the work gets done, and he agrees that it's a good solution. I'm pleased because I like my job and my company. Now I can continue with my career, but I also have more time to be with my family.

# Unit 13 Listening 1 page 112

Marion Duval

Good afternoon, everyone. My name is Marion Duval and I'm here today to talk about creative thinking. I can answer questions at the end of the presentation.

Now, how do you get people to tell you their ideas? Some people find it difficult to make suggestions, especially in a meeting. This is a situation where brainstorming could help. A brainstorming meeting is where everyone thinks of lots of ideas. When one person makes a suggestion, the others shouldn't give their opinion. They can do that later. But someone should write down all the suggestions – that's very important. Sometimes no one wants to be the first person to speak. So, you could ask everyone to think of one or two ideas. Then each person should take turns to make their suggestions. Then, when you have lots of suggestions, you should organise them into groups of similar ideas. That makes it easier to decide which ones are best.

Now, the next thing I want to talk about is ...

# Unit 13 Listening 2 page 113

- a You should use the trains they're fast and comfortable. They're a good way to meet people, too. But you shouldn't travel by bus because there are a lot of road accidents.
- b Ooh, you could have a big party and invite all the family – and then pay for us all to go on holiday together.
- c In my country, you shouldn't take wine, but you could take flowers or chocolates.
- d Well, you could take your clients somewhere really different – for example, to a swimming pool.
- e Hmm. I think you should get some work experience in a hotel before you leave your job and start a new business. Look! There's an advertisement in the newspaper for an office manager at the Armada Hotel. Why not give them a call?

# Unit 13 Listening 3 page 114

- A The CEO wants suggestions about how to increase profits. Andreas, what do you think?
- B I think we should change our logo. We're a modern brand, but our logo is very oldfashioned.
- C Yeah, that's right, Andreas. But I think the main problem is that we don't advertise our services. We could use the internet and computer magazines to advertise internationally.
- D That's a good idea, and it's the Frankfurt Web Design conference in June. Perhaps we could organise some merchandise, like pens and key rings with our logo on, that kind of thing.
- A Do you mean to sell or to give away?
- D I mean, we should give the pens and key rings away free at the conference as a promotion.
- A Hmm. I'm not sure. All these ideas are about spending money, not increasing profits.
- B But we should spend money to make money. We want more people to know about our brand. To do that we should change our logo, advertise our services and do more sales promotions.
- C / D Yeah, I agree.

# Unit 13 Listening 4 page 117

Carlos: The new CLS office opens in Gdansk soon and we need to arrange marketing. Any ideas?

Mel: I've got an idea, Carlos. How about advertising in local newspapers?

Carlos: Hmm, do you think that's the best way to contact new clients, Mel?

Theo: Perhaps we could contact the local business schools and advertise in college magazines.

Mel: That's a good idea, Theo!

Carlos: I'm not really sure about that. Most of the colleges are closed at the moment.

Mel: Oh, that's right, Carlos. It's the vacation. OK, why don't we have an open day for local businesses? They can come and visit the new office and we can talk to them about our services.

Theo: Yes, good idea, Mcl. Do you think we should advertise the open day on the local radio?

Mel: Hmm, yeah, I think local radio is better than newspapers for this.

Carlos: OK, I like both those ideas. Let's arrange some sales promotions, too. We could offer visitors 25 per cent off the first lesson.

Mel: OK. Do you want me to speak to Elsa in the Gdansk office to arrange everything?

Carlos: Yes, please, Mel. Thanks for your ideas, both of you.

## Unit 13 Decision page 118

#### Gerald Farrell

People liked the monkeys and butterflies, but weren't so interested in the farm animals. So we found them new homes and turned that area into a café because it's near the entrance. Then we built a gift shop next to the ticket office. We started selling toys of the animals – they are very popular, especially the monkeys. We sell them for £9.99 each, and we also sell pens for 50 pence, key rings for £2.50 and T-shirts for £7. We make a good profit on the merchandise. Next year, we want to use the land next to the café to build a snake house and perhaps also a play area. We want families to stay longer at the zoo so that they spend more money.

# Unit 14 Listening 1 page 122

#### Janice

I'm not enjoying work very much at present. It's a good job, but I need a break – I've worked in IT for ten years. That's why I asked my company for a career break of six months – and they agreed. I've planned everything, I've made all the reservations and I've got my tickets. So, today is my last day at the office and I'm just finishing work now. I'm taking some of my colleagues out to a restaurant tomorrow evening to say goodbye. Then, in three days' time, I'm catching a plane to Thailand. At the moment, I'm having fun looking at maps and imagining the journey.

After a fortnight in Thailand, I'm taking a train to Malaysia and using buses to travel around and do some sightseeing. I'm working as a volunteer in a school teaching IT from April to June. Then in July I'm staying with my brother in New Zealand. I'm hiring a car there so that I can travel around and see some of the countryside. I'm starting work again next September, full of energy, I hope, after a good break.

# Unit 14 Listening 2 page 124

Agent: Hello. BizTravel. How can I help?

Francesca: Hi, I'm going on a business trip next week and I'd like to book a hotel room, please.

Agent: Sure, where are you going?

Francesca: Brazil. I want to book a hotel in Rio de Janeiro, near the conference centre if possible.

Agent: Fine. Can you tell me your arrival date, please?

Francesca: Yes, it's April the 3rd.

Agent: How long are you planning to stay?

Francesca: One week.

Agent: Well, there are rooms free at the Hotel Para in the centre of Rio. That's only five minutes from the conference centre.

Francesca: Great.

Agent: Would you like a single or double room?

Francesca: Single, please.

Agent: Smoking or non-smoking?

Francesca: I'd prefer smoking, please. And does it

have an ensuite bathroom?

Agent: Yes, it does. That's all booked for you. Your check-in time is anytime after 12pm and you need to check out before 10am on the day you leave. The reference number for your booking is AH39P.

Francesca: Sorry, did you say B or P?

Agent: P for Parrot.

Francesca: So, that's AH39P.

Agent: That's correct. Is there anything else I can

help with?

Francesca: No, that's everything. Thanks for your

help.

Agent: You're welcome. Have a good trip.

# Unit 14 Listening 3 page 125

Marcus: Hi, Veronica. It's Marcus from the London office. How are things in Dubai?

Veronica: Hello, Marcus. We're all fine here. How are things in London?

Marcus: Great. Listen, I'm coming to Dubai on business on Tuesday. I'm having a product meeting with Jo at nine o'clock on Wednesday morning. Can we meet on Wednesday afternoon? I'd like to discuss the Siegland contract.

Veronica: Ah, I can't make Wednesday. What about Thursday?

Marcus: Yes, that's good for me. Are you free at ten o'clock?

Veronica: I'm seeing a client, so I can't make ten o'clock. How about 11:30?

Marcus: Yes, that's fine. And Tim and I will take you to lunch at 1:00 after our meeting.

Veronica: Great, so I'll see you on Thursday at

Marcus: I'm looking forward to it. See you then.

# Unit 14 Decision page 126

#### Tomas

On day I, we are meeting the CEO and directors. We're having a product meeting after lunch. Then at four o'clock, we are having a presentation about the history of the company. In the evening, we are seeing a show. On day 2, we are having a meeting after breakfast. Then we are visiting the factory. At 2:30, after lunch in a restaurant, we are having a tour of the departments. Then in the evening, we are going to a traditional pub. At 10pm, our hosts are taking Agnes and Maciej to a nightclub. I'm going back to the hotel because we leave for Poland early on day 3.

# Unit 15 Listening 1 page 128

#### Buying manager

OK, everyone. Thanks for coming. As you know, we are currently deciding what sort of mobile communications equipment our staff will need in the next few years. Let's start by looking at what we have used in the past, because this will help us to decide what we'll need in the future.

This graph shows the history of mobile phone use in the company. Ten years ago, we decided to give our sales representatives mobile phones, and this let reps contact the sales office with orders and to check stock and prices before they did a deal. And the next year, we also gave them to senior managers.

Two years later, all managers got company mobile phones so that people could contact them easily if they had to make a decision. And three years after that, when the price of mobile phones came down, we gave them to technicians. You can see mobile phone use by job in this bar chart. So today, all those groups in our company have a mobile phone from the company – in fact, a total of 24 per cent of staff have a company mobile phone, as you can see in the pie chart.

Now we have to decide if some of those employees will need a more up-to-date piece of equipment in the future – for example, a smart phone, palm top or a wireless handheld device. Now, if you look at this table ...

# Unit 15 Listening 2 page 129

Buying manager: ... and that concludes the presentation. I think we'll have a break now and then we'll listen to our next speaker.

Steve: Would you like tea or coffee, Anna?

Anna: I'll have a cup of coffee, please. So, what do you think, Steve? Will you use a new phone?

Steve: No, I won't. Reps like me want a simple mobile phone to contact the office or clients. I don't want anything too big or too heavy.

Anna: Well, we're having a meeting next Tuesday to look at a new smart phone for people in our department. They're small and light but they can send emails and pictures and other data.

Steve: Oh, are they very expensive?

Anna: Not really. You should think about it. A lot of people use smart phones now. Steve: Mmm, that's interesting. I'll talk to my manager about it.

Anna: Well, I'll tell you how the meeting goes.

Steve: Thanks, Anna.

Buying manager: Can everyone finish their coffee, please? We'll start the next presentation in five minutes so please finish your drinks and ...

## Unit 15 Listening 3 page 133

#### Patrick Lewis

Hello, everyone, and thanks for coming. I'm here to talk about some of the changes that I think will happen in our industry in the next ten years. It's possible that the cost of building will increase in the next five years. This is because there are not many employees with the skills to work on the projects we are planning. But it's likely that more people will want to buy houses. This means it's unlikely that house prices will decrease in the next ten years. So, I'm certain that profits in our company will remain steady until 2012. After that, the number of building projects will decrease. It's likely that this will cause problems because we won't have enough houses to sell.

# Unit 15 Decision page 134

#### Analise Poyser

The home nuclear power plant and the bionic body parts are interesting projects. But I won't advise this company to invest in them. They are new technology and will need a lot of money to develop. There are a lot of things that could go wrong. I also think that environmental and other groups won't like these ideas. So I think the full-surround TV is probably the easiest project to develop. The product will be ready in two years and retail companies are already interested. This could be a good investment for the future.

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