

# UNIT 2

## New companies

### ▼ AGENDA

- ▶ Past Simple and Present Perfect Simple review
- ▶ *used to* + infinitive
- ▶ Subject and object questions
- ▶ Work file. Dictionary skills (1)
- ▶ Company and job profile
- ▶ Answering the phone. Making and changing appointments

### Language focus

- 1 How do you use the Internet? Have you ever bought anything online? Which websites did you use? What name do we give to companies that do business over the Internet?
- 2 Read about ebookers, a successful dot com company. How is it different from more traditional travel agencies?



## ebookers.com

ebookers.com is the largest online travel agency in Europe. It specializes in selling discounted flights, but also offers a complete range of travel products: hotels, car hire, package holidays, and travel insurance.

Dinesh Dhamija is the Chief Executive Officer (CEO). He set up ebookers.com after nearly twenty years in the travel agency business. Dinesh was born in Australia and grew up in India, Afghanistan, what was then Czechoslovakia, and the Netherlands, so international travel is in his blood. He and his wife Tani, who used to be a flight attendant, opened a travel agency in 1980. This early experience of the industry helped him when the internet revolution arrived.

As Dinesh says, 'Before the Internet, we used to run a traditional high street travel agency and we built up good contacts with airlines and hotel groups. This was very useful later on. But the real secret of successful online booking in the travel business is the ability to offer big discounts.'

Dinesh was quick to see the potential of the Internet and opened an online




department of his travel agency in 1996. He founded ebookers.com three years later. Using his many contacts, and with a lot of hard work, he was able to negotiate discounts of up to 65% on standard prices and fares. He has signed special contracts with 120 airlines and over 20,000 hotels. ebookers.com now operates in eleven European countries and employs a total of 900 staff.

Travel is now the largest internet consumer sector in Europe – it accounts for 30% of all 'e-commerce'. ebookers.com do 70% of their business online and 30% over the phone. According to Dinesh, 'People want to travel, but fortunately for us they don't want to travel further than their computer to arrange it!'

- 3 Find a word or phrase in the text that means:
  - 1 holidays where everything (travel, accommodation, etc.) is included in the price
  - 2 reductions in price
  - 3 the possibility for something to happen
  - 4 to talk to someone in order to decide or agree about something
  - 5 written legal agreements
  - 6 the people who work for an organization

- 4 Look at the information about another dot com company, Friends Reunited. What service do you think the company offers?



# Friends Reunited

Home
Dating
Family tree
Extras

## Welcome to Friends Reunited

Find friends from

school Go

Click to sign in

Search by name

Message boards

Help

The website to find old friends, get back in touch, and organize reunions.

**Free to search**

Friend reunited lets you find old friends and read what people you've lost touch with are doing now. It's free to search and see entries for the 11 million members.

Register here FREE



- 5 2.1 Listen to part of an interview with Julie Pankhurst, one of the founders of Friends Reunited, and tick T (true) or F (false).

- 1 Julie Pankhurst got the idea for Friends Reunited when she was on leave from work.
- 2 Julie and her husband did not have any internet skills.
- 3 The Friends Reunited service is free to online members.
- 4 The business has developed very quickly.
- 5 Friends Reunited only operates in the UK.
- 6 The service now includes workplaces as well as schools and universities.

T	F
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

### 6 Grammar quiz

- 1 Match the sentences in A with the categories in B.

A

- 1 He and his wife opened a travel agency in 1980.
- 2 He has signed special contracts with 120 airlines.
- 3 We didn't want to make it difficult.
- 4 Friends Reunited has been one of the most successful dot com companies.

B

- a a past state
- b a past action
- c a state that began in the past and continues to the present
- d an action which happened in a period from the past to the present

- 2 Match the verbs in A with the tense: Past Simple or Present Perfect Simple.



### used to + infinitive

- 1 Read the examples and complete the rule.
  - His wife **used to be** a flight attendant.
  - At school we **used to play** games and have fun.
  - Use **used to + \_\_\_\_\_** to describe past habits, routines, and states that are now finished.
- 2 Find another example of **used to** in the ebookers.com article.
- 3 What is the negative form of **used to**?
- 4 What is the question form?

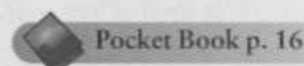
- 5 Match the sentences in A with the categories in B.

A

- 1 I usually drive to work.
- 2 I used to drive to work.
- 3 I am used to driving to work.

B

- a an activity which I do regularly, and which is no longer new or difficult
- b a present habit or routine
- c a past habit or routine



## Subject and object questions

- 1 Read the examples. What is the difference in the verb form in subject and object questions?

### Subject questions

- Somebody built up good contacts with airlines.  
Who built up good contacts with airlines?
- Something opened in 1996.  
What opened in 1996?

- 2 Match the questions in A with the answers in B.

A

- 1 Which company brings old school friends into contact with each other?
- 2 Who set up Friends Reunited in 1999?
- 3 What did they launch in 2002?
- 4 Which company has recently opened sites in European countries?

### Object questions

- Dinesh built up good contacts with somebody.  
Who did Dinesh build up good contacts with?
- Customers buy tickets from somewhere.  
Where do customers buy tickets from?

B

- a Julie, Stephen, and Jason did.
- b Friends Reunited does.
- c Friends Reunited has.
- d Sites in Australia.

What kind of verb do we often use in the short answer to a subject question?

Pocket Book p. 16

## Practice

- 1 Look at 2.1 on p. 132. Write short answers to the questions about Friends Reunited using an auxiliary verb.

- 1 Who first got the idea for Friends Reunited? *Julie Pankhurst did.*
- 2 Who was on maternity leave? \_\_\_\_\_
- 3 Who is a web designer? \_\_\_\_\_
- 4 Who wanted to start a new company? \_\_\_\_\_
- 5 Who puts their details and messages on the site? \_\_\_\_\_
- 6 How many members were registered in 2002? \_\_\_\_\_
- 7 What has been launched since 2002? \_\_\_\_\_
- 8 How many workplaces have been added to the system? \_\_\_\_\_

- 2 Write three sentences (two true and one false) about things you used to do when you were younger but no longer do. Read out your sentences. The other students must try to guess which sentence is false.

Examples *I used to do karate.*  
*I used to live in Paris.*  
*I used to work from home.*

- 3 Make questions for these answers from the article about ebookers.com.

- 1 What \_\_\_\_\_?  
It sells discounted flights and provides travel products.
- 2 Who \_\_\_\_\_?  
Dinesh Dhamija did.
- 3 What \_\_\_\_\_?  
His early experience of the industry did.
- 4 When \_\_\_\_\_?  
In 1996.
- 5 How much \_\_\_\_\_?  
He negotiated discounts of up to 65% on standard prices and fares.
- 6 Where \_\_\_\_\_?  
It operates in eleven European countries.
- 7 How many \_\_\_\_\_?  
A total of 900 staff.
- 8 What \_\_\_\_\_?  
Travel is.

4 Work in Group A or Group B.

Group A Read St Luke's datafile A and write eight questions.

Group B Read Agora's datafile B and write eight questions.

**Datafile A**

**St Luke's advertising agency**  
Headquarters in London, England



**St LUKE'S**



- It was founded in 1996 (on St Luke's day) as a result of an employee buy-out.
- There were originally 35 employees (or 'co-owners'). There are now 85. Each employee receives an equal financial share in the company each year.
- Each employee has a mobile phone, a locker, and a shoulder bag. Everything else is common property.
- There are no desks and no personal workspaces. You can work anywhere: in the staff café; in an area of soft seats with newspapers, fruit, and tea; in a patio area; or in a central, open area called The Hub.
- There are special Brand Rooms for St Luke's clients. Each one is decorated with a suitable theme and the client can use it to work, to hold meetings, or to socialize.
- Each month, there is a party to celebrate the work the employees have done together.
- In the employees' own words, 'Profit is like health – you need it but it is not what you live for.'

**Datafile B**

**Agora media company**  
Headquarters in Warsaw, Poland.

**AGORA**



- The company owns *Gazeta* (Poland's first independent daily newspaper), 14 magazines, and 30 radio stations.
- Under communism, the founders of Agora used to be underground journalists. *Gazeta*'s first editor, Adam Michnik, spent more than six years in jail for supporting the Solidarity union movement.
- There are 4,000 employees. Nearly all of them have shares in the company. Each year, some of the company's journalists receive shares as a bonus.
- The dress is casual – even the President of the company wears jeans. The atmosphere is very friendly. Everybody is on first-name terms.
- The offices have natural wooden floors and glass roofs. There is also a health club with a sauna and a swimming pool. On the ground floor, there is a large open-air café with gardens and trees.
- Agora runs social campaigns to make schools and hospitals better. Each year, it also gives a prize to Polish writers.
- The company's mission is to promote 'trust, tolerance, respect for human rights, and solidarity with the less fortunate'.

5 Read the other datafile. Answer the other group's questions.

6 Give your opinion of St Luke's and Agora. Explain why you would or wouldn't like to work for these companies.

7 Write down

- four things that you used to do at school (but don't do any more).

Examples *I used to play the piano/have long hair.*

- four important events in your life.

Examples *I got married/ran a marathon.*

- four things that you have achieved since you left school.

Examples *I have passed university exams/learnt to drive.*

8 Discuss your lists with other students.

## Work file. Dictionary skills (1)

### 1 Work in groups.

- 1 What information about words can you find in a good dictionary?
- 2 In a dictionary, what do the following symbols and abbreviations mean?

sb	sth
sing	pl
[U]	[C]
US (or AmE)	Brit (or BrE)

### 2 Use the dictionary extracts to answer the questions. Work as quickly as possible.

#### ★ company /'kʌmpəni/ noun (pl companies)

1 [C, with sing or pl verb] a business organization selling goods or services: *The company is/are planning to build a new factory.*

3 [U] being with a person: *I always enjoy Rachel's company.* ○ *Jeff is very good company* (= pleasant to be with).

(IDIOMS) **keep sb company** to go or be with sb so that he/she is not alone: *She was nervous so I went with her to keep her company.*

#### Company

- 1 What is the abbreviation for *company*?
- 2 Is *company* used with a singular or a plural verb?
- 3 Mark the stress in *company*.
- 4 Complete the sentences:
  - a I like being with her, she's \_\_\_\_\_ company.
  - b Do you want me to \_\_\_\_\_ you company?

#### ★ employ /ɪm'plɔɪ/ verb [T] 1 employ sb (in/on sth): employ sb (as sth) to pay sb to work for you: *He is employed as a lorry driver.* ○ *They employ 600 workers.* ○ *Three people are employed on the task of designing a new computer system.*

➔ Look at **unemployed**.

**employee** /ɪm'plɔɪ/ noun [C] a person who works for sb: *The factory has 500 employees.*

**employer** /ɪm'plɔɪ/ noun [C] a person or company that employs other people

**employment** /ɪm'plɔɪmənt/ noun [U] 1 the state of having a paid job: *to be in/out of employment*

**employment agency** noun [C] a company that helps people to find work and other companies to find workers

#### Employ

- 1 Which of these prefixes and suffixes can be used with *employ*: *in-, dis-, un-, -er, -ive, -ee, -ment, -ful*?
- 2 Where can you go to find work?
- 3 Mark the stress in *employer*.
- 4 Complete the sentences:
  - a He is employed \_\_\_\_\_ a computer operator.
  - b Are you employed \_\_\_\_\_ the new project?

#### ★ work<sup>1</sup> /wɜ:k/ verb 1 [I,T] work (as sth) (for sb): work (at/on sth); work (to do sth) to do sth which needs physical or mental effort, in order to earn money or to achieve sth: *She's working for a large firm in Glasgow.* ○ *I'd like to work as a newspaper reporter.* ○ *I hear she's working on a new novel.*

➔ **Work** is an uncountable noun. In some contexts we must use **job**: *I've found work at the hospital.* ○ *I've got a new job at the hospital.*

**workaholic** /wɜ:kə'hɒlɪk/ noun [C] a person who loves work and does too much of it

#### Work

- 1 What is the difference between the nouns *work* and *job*?
- 2 Which phrase means *without a job*?
- 3 Mark the stress in *workaholic*.
- 4 Complete the sentences:
  - a I work \_\_\_\_\_ a large firm in London.
  - b What are you working \_\_\_\_\_ at the moment?

(Extracts based on Oxford Wordpower Dictionary 019 431 5169 © 2000)

### 3 Read the language areas that an English-English dictionary can help you with.

#### American/British English

e.g. *resumé/CV*

#### collocations

(common word combinations)

e.g. *make an appointment*

#### formal/informal

e.g. *colleague/workmate*

#### synonyms

e.g. *employ/take on*

#### compound

e.g. *workplace, desktop*

#### prefixes

e.g. *unproductive, impossible*

- 4 Work in pairs. Check your answers in a dictionary.
- 1 Find four groups of three synonyms from the list.
  - 2 Are there any differences of meaning between the three words in each group?
  - 3 Use six of the new words in a phrase or sentence.

customer	buyer
establish	salary
client	set up
lay off	make redundant
income	found
fire	earnings

- 5 Complete these sentences with the name of a famous company and the product or service it is famous for.

<i>Coca-Cola</i>	makes	<i>soft drinks</i>
_____	sells	_____
_____	provides	_____
_____	produces	_____
_____	specializes in	_____

- 6 Which word is more informal:
- a *sack* or *dismiss*?
  - b *benefits* or *perks*?
- 7 Give three examples of benefits that a company gives its employees.
- 8 Use *over* with each of the following words to make compounds. (It can be used at the beginning or end of the words.) Use the new compound words in sentences.

time   take   turn   heads   all

- 9 1 Which prefix (*un-*, *in-*, *im-*, *dis-*, *ir-*) is used with the adjectives below to make their opposites?

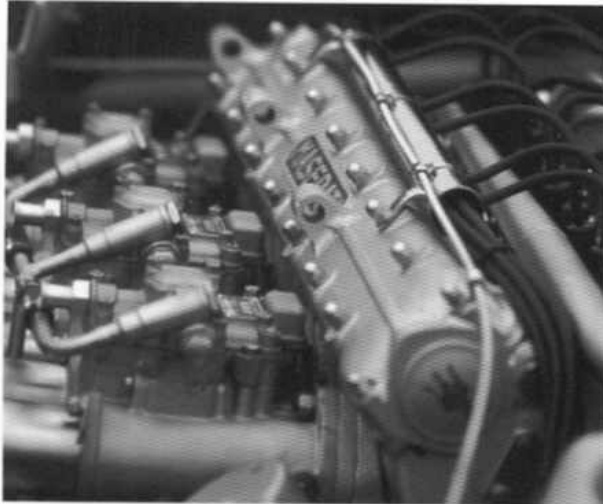
honest   flexible   motivated   patient  
decisive   interesting   responsible   practical

2 What do the prefixes *re-* (e.g. *relaunch*) and *co-* (e.g. *co-operative*) mean?

- 10 Find the British English equivalents of these American English words.

bill (noun)  
catalog  
cellphone  
eraser  
internship (noun)  
vacation  
welfare  
workstation





1 Work in pairs.

- 1 Would you like to be the Chief Executive Officer (CEO) of a company?
- 2 What kind of product or service would your company offer?
- 3 Who would be interested in buying your product or service?

2 You are going to listen to an interview with Martin Leach, CEO of Maserati. Before you listen, match the words in A with the definitions in B.

## A

- 1 headquarters
- 2 reputation
- 3 subsidiary
- 4 parent company
- 5 assembly line

## B

- a a company that owns smaller companies of the same type
- b a company that belongs to and is controlled by another larger company
- c a system of machines and people in a factory that fit the parts of something together in a fixed order
- d the place from where an organization is controlled
- e the opinion that people in general have about something

3 2.2 Listen to the first part of the interview with Martin Leach. Fill in the missing words.

# Maserati

## Company history:

- A local company with international appeal
- Founded in Bologna in \_\_\_\_\_<sup>1</sup>.
  - Moved \_\_\_\_\_<sup>2</sup> to Modena in \_\_\_\_\_<sup>3</sup>.
  - Fiat company bought 100% of share capital in \_\_\_\_\_<sup>4</sup>.
  - 1997 \_\_\_\_\_<sup>5</sup> by Ferrari: Maserati became a \_\_\_\_\_<sup>6</sup> of Ferrari.
  - Installed ultra-modern \_\_\_\_\_<sup>7</sup> in 1998.
  - Output in 1998 = \_\_\_\_\_<sup>8</sup> cars per year
  - Output now = \_\_\_\_\_<sup>9</sup> cars per day
  - Martin Leach appointed CEO in \_\_\_\_\_<sup>10</sup>.

## Key features:

- tradition and \_\_\_\_\_<sup>11</sup>
- attention to \_\_\_\_\_<sup>12</sup>
- research and \_\_\_\_\_<sup>13</sup>
- \_\_\_\_\_<sup>14</sup> loyalty

- 4 2.3 Listen to Martin Leach talking about his background and career. Correct the information on the press release.

## Martin Leach: biodata

**Position:** CEO Maserati

**Nationality:** Italian

- Began racing go-karts at the age of seven. Won European Cup and came second in World Championships.
- Started work for Ford Car Company at the age of 19.
- Studied marketing in England.
- Worked in various departments at Ford: engineering, machinery, sales, forecasting.

**1996–1999** worked in Korea for Mazda.

**1999–2002** Vice-President of Marketing Development for Ford Europe

**2002–2003** CEO of Ford Asia

**2003–2004** Freelance consultant  
Joined Maserati as CEO in July 2004.

**Languages:** English (native speaker) and Italian (fluent)

- 5 You are going to listen to Martin Leach talking about his job and describing a typical week. Before you listen, predict the answers to these questions.

- 1 What hours do you think he works?
- 2 Which of these activities do you think he does in a typical week?
  - check emails
  - meeting with the head of the racing department
  - arrange flights to Rome
  - tour the factory
  - meeting with the Product Marketing team
  - meeting with the directors
  - meeting with the Honorary President of the Maserati Members Club
  - give a speech to suppliers
  - have Italian language classes
  - visit regional offices
  - evaluate a prototype of a new car on the test track
  - take part in a video conference with international partners
  - fly to Rome for a ceremony with the Italian President
  - lunch with the head of Fiat
- 3 What do you think is the part of his job that he enjoys most?
- 4 What do you think is his opinion on the most important skill to have?

- 6 2.4 Listen to the third part of the interview. Check your answers to 5.

- 7 2.4 Listen again and complete these sentences.

- 1 *I'm responsible for* \_\_\_\_\_ in Modena.
- 2 *It's important to* \_\_\_\_\_ of our product.
- 3 *It's my job to* \_\_\_\_\_ to the best of his or her ability.
- 4 *You need to* \_\_\_\_\_ and show people who you are and that you're interested in their work.
- 5 *My job involves a lot of* \_\_\_\_\_, which I like.
- 6 *I spend a lot of time* \_\_\_\_\_.
- 7 *The part of my job that I enjoy most is* \_\_\_\_\_.
- 8 *You have to know how to* \_\_\_\_\_ with relaxation – that's the most \_\_\_\_\_ to have.

- 8 Work in pairs. Interview each other about your current or previous job. In your answers, use the expressions in italics from 7.

- 9 Work in groups. Discuss these questions and issues.

- 1 At Maserati, Martin Leach and his senior staff hold most of their meetings in English. Do you think this is a good idea?
- 2 Martin Leach has been able to combine one of his early interests – driving fast cars – with his career. Have you, or anyone you know, been able to do the same thing? Does it help you do a better job?
- 3 Maserati is a company that combines the traditional with the modern. Think of a traditional company you know, perhaps in your country or area. How could it be more modern?





## Answering the phone. Making and changing appointments

- 1 Work in pairs. Look at standard telephone phrases 1–10. Write other phrases with the same meaning. Compare your phrases with those on pp. 25–6 of the Pocket Book.

- |                                           |                                      |
|-------------------------------------------|--------------------------------------|
| 1 Claire Hallan speaking.                 | 6 The reason I'm phoning is to ...   |
| 2 I'd like to speak to Ms Lanson, please. | 7 What time would suit you?          |
| 3 I'm sorry, her line is engaged.         | 8 Could you make it next Tuesday?    |
| 4 Would you like to leave a message?      | 9 I'm afraid I'm not available then. |
| 5 Would you mind spelling that, please?   | 10 Yes, Thursday suits me fine.      |

- 2 Why do we often use *would* and *could* when we make requests or arrangements?

- 3  2.5 Listen to Rosa Lanson telephoning Eric Carlin.

- 1 What does the message on Eric's answerphone ask the caller to do?  
2 Why is Rosa calling Eric?

- 4  2.5 Listen again and complete the missing parts of Rosa's message.

Rosa I'm calling \_\_\_\_\_.<sup>1</sup> Could \_\_\_\_\_<sup>2</sup> next week?  
Monday or Tuesday would be best if you \_\_\_\_\_<sup>3</sup> then. Could  
\_\_\_\_\_<sup>4</sup> to arrange a time? Thanks. Goodbye.

- 5  2.6 Listen to Eric returning Rosa's call.

- 1 When isn't Eric available?  
2 Why does Claire make the appointment provisional?

- 6  2.6 Complete the extract from the conversation.

Claire Ah, yes, Rosa told me about it. \_\_\_\_\_<sup>1</sup> on Monday or Tuesday?  
Eric Well, \_\_\_\_\_<sup>2</sup> on Monday or Tuesday morning, but Tuesday afternoon \_\_\_\_\_<sup>3</sup>.  
Claire I see. \_\_\_\_\_<sup>4</sup>?  
Eric Yes, \_\_\_\_\_<sup>5</sup>.

- 7 Read the conversation. Suggest a suitable word for each gap.

Eric Hello, Eric Carlin \_\_\_\_\_<sup>1</sup>.  
Claire Hello, Eric. It's Claire again. I'm \_\_\_\_\_<sup>2</sup> about the meeting next weekend. I'm sorry, but Piet isn't \_\_\_\_\_<sup>3</sup> at the time we arranged, he's got another \_\_\_\_\_<sup>4</sup>. But he's \_\_\_\_\_<sup>5</sup> later on. Would four o'clock be \_\_\_\_\_<sup>6</sup> for you?  
Eric So that's four o'clock \_\_\_\_\_<sup>7</sup> of two fifteen?  
Claire Yes. Is that time \_\_\_\_\_<sup>8</sup> for you?  
Eric Yes, that's \_\_\_\_\_<sup>9</sup>.  
Claire Good. So, we look forward to seeing you next Tuesday, then. Goodbye, Eric.

- 8  2.7 Listen to the conversation. Check your answers.

- 9 Work in pairs. Say what the underlined words and phrases mean.

- 1 I'm afraid I'm tied up all day on Thursday.  
2 Can you get back to me first thing tomorrow?  
3 Just a minute. I'll put you through.  
4 We were cut off earlier.  
5 Could you read that back to me?  
6 The line's busy. Will you hold?  
7 There's some interference. I'll hang up and call you again.  
8 The line's very faint. Could you speak up a bit?  
9 Could you bear with me for a minute?  
10 Could we put off our meeting? Something important has come up.

## Pronunciation

### 1 2.8 Listen to the words and repeat them.

/s/	/z/	/ð/	/θ/
six	Tuesday	this	think
seventy	Wednesday	then	thirteen
Saturday	hours	there	thirty
weeks	miles	mother	Thursday

### 2 2.9 Listen to the word pairs. Tick the words you hear.

- |                |               |               |
|----------------|---------------|---------------|
| 1 sick ✓ thick | 3 sink think  | 5 pass path   |
| 2 sing thing   | 4 mouse mouth | 6 worse worth |

### 3 Say the dates.

Tuesday 3 March  
Saturday 12 August  
Thursday 13 July  
Monday 16 April  
Wednesday 24 February  
Sunday 26 September  
Friday 30 December

### 4 2.10 Listen to the dates and repeat them.

- 10 Work in pairs, Student A and Student B. Role-play the telephone calls. See pp. 25–6 of the Pocket Book.

#### Student A

##### Situation 1

Phone Acorn Chemicals  
Ask to speak to these people:  
John Anderson Extension 531  
Dr Rubin Research Department

#### Student B

##### Situation 1

You work for Acorn Chemicals.  
Deal with incoming phone calls.  
Extension 531 engaged  
Dr Rubin on holiday

##### Situation 2

You work for Commercial Insurance  
Deal with incoming phone calls.  
Sue Waite in a meeting  
Mrs Johnson at lunch

##### Situation 2

Phone Commercial Insurance.  
Ask to speak to these people:  
Sue Waite Customer Services Department  
Mrs Johnson Marketing Department

### 11 Role-play.

- 1 Write your arrangements for next week in the diary below. Include a one-day business trip, two meetings, a business lunch, and two other appointments. Then phone two colleagues to make an appointment with each of them.

September	September
12 Monday	15 Thursday
13 Tuesday	16 Friday
14 Wednesday	17 Saturday
	18 Sunday

- 2 Your programme has changed. Phone your two colleagues to change the appointments.