

Listening scripts

UNIT 1

1.1

Sergey Brin is the co-founder of Google. He was born in 1973 in Moscow, Russia, and moved to the US when he was six. He began a research project with Larry Page in 1996, and launched Google in 1998, when he was 25. By 2006 his net worth had grown to an estimated \$12.9 billion, making him the 26th richest person in the world.

Jane Tomlinson has completed an Ironman (a 4km swim, a 180km bike ride and a full marathon – to be done inside 17 hours), has done the London Marathon three times, the New York Marathon, and three London Triathlons. On Thursday 29 June 2006, Jane set off on her biggest fundraising challenge yet – a gruelling 4,200-mile cycle ride across the United States, which was the greatest endurance feat ever to be attempted by someone with terminal cancer. Her aim is to raise over £1,250,000 (US\$2million) for UK- and American-based cancer and children's charities.

Zhang Ziyi originally trained in traditional Chinese folk dance. When she was 15 she decided to pursue a career in acting and enrolled in the Central Academy of Drama in Beijing. Her first major film, *A Road Home*, won the Jury Grand Prix Silver Bear at the 2000 Berlin Film Festival. She then starred in *Crouching Tiger, Hidden Dragon* which won four Academy Awards including best foreign film. Ziyi is also a successful model and is the ambassador to Asia for Christian Dior. She has also done work for Louis Vuitton, Visa (including their award winning commercial), and Tag Heuer.

Tim Berners-Lee built his first computer with bits of old televisions, soldering iron, and old microprocessors when he was at Oxford University. He then did various jobs as a software engineer. In 1984 he worked for CERN (the European Organization for Nuclear Research) where he developed a project that allowed people to work together by combining their knowledge in a web of hypertext documents. This became what we now know as the World Wide Web. In 1994, Tim founded the World Wide Web Consortium at the Massachusetts Institute of Technology. Since that time he has served as the Director of the World Wide Web Consortium which coordinates Web development worldwide. Wangari Maathai was born in Kenya in 1940. She founded the Green Belt movement in Kenya in 1977, which has planted more than 10 million trees to prevent soil erosion and provide firewood for cooking fires. In December, 2002, Wangari Maathai was elected to Parliament, and was named as Kenyan Deputy Minister in the Ministry of Environment, Natural Resources and Wildlife in January, 2003. She received the Nobel Peace Prize in 2004.

1.2

A radio broadcast from Russia

We are here at Star City in Kazakhstan a few minutes before the launch of Vostok, the Russian Soyuz rocket carrying Anousheh Ansari who is the first female space tourist, or private space explorer as she prefers to be known. Anousheh is originally from Iran but moved to the United States when she was 16. At that time she only spoke French and Farsi. She set up Telecom Technologies in 1993 with her brother and husband. The start-up grew rapidly and

employed 250 people. She sold the business for hundreds of millions of pounds. With the money in her bank account, she signed up as a passenger on a Russian space flight through *Space Adventures*, a specialist space flight company. She had originally been scheduled to take part in a later launch but got a place on this flight when Daisuke Enomoto, a Japanese businessman, had to withdraw.

Mrs Ansari has trained for six months to prepare for this trip and will spend eight days in orbit. She is travelling with two crew members, the Russian Pavel Vinogradov and Jeffrey Williams of the USA.

She told the press before the launch that she hopes that she will inspire a new generation of women. 'This is a dream I've had since childhood,' she said as she climbed aboard the spacecraft.

1.3

Let's look first at verbs. Generally speaking, verb phrases which include a preposition are less formal than single verbs. So, for example, 'I'll sort it out' is less formal than 'I will rectify the problem' and 'He's considering handing in his resignation' is more formal than 'He's thinking about quitting'.

Different groups of users, for example, young people use different levels of formality. For example, a person over 50 would probably not say 'mega' and a person under 20 would not say 'enormous'. Similarly with 'brill' and 'excellent'. Between friends and people we know well we tend to shorten sentences. For example, 'Coffee?' would be understood as 'Would you like a coffee?' and 'Door!' would be understood as 'Could you close the door, please?' 'I look forward to seeing you tomorrow' would be a simplified 'See you tomorrow.'

Auxiliary verbs 'be' and 'have', and 'will' and 'would' are often shortened in informal writing and speech to 'I'm', 'I've', 'I'll' and 'I'd', whereas in more formal communication they would be used in their full form. So 'I'll be in touch soon.' in a more formal situation would be 'I will contact you nearer the time.'

When we are exchanging information with someone, in more formal situations we would not normally use phrases like 'loads of' or 'masses of'. Instead we would try to give more precise details.

When we greet people we use phrases like 'Nice to meet you', or even more formally 'How do you do?' rather than 'Hi' or 'Hiya'. 'How are you?' would be more formal than 'All right?' or 'How're things?'

When we write an email or letter, 'Dear' is more formal than 'Hi', whereas 'Bye for now' would be more informal than 'With best regards' or 'Yours sincerely'.

1.4

A=Aleks, PL=Pei Lin

A Hello, IntEx Melbourne. Aleks speaking. How can I help?

P Hello, Aleks. This is Tao Pei Lin from the London Office.

A Oh, hi.

P Hi there. I don't think we've actually spoken before.

A No, I don't think we have. I met Diego when he was over here last year, but I think we've just exchanged emails. Good to talk to you at last.

P You too. How are things over there at the moment?

A Quite busy. We've got a few projects happening.

P OK. Well, I'm calling you because Diego and I have been working on a project that we wanted to discuss with you – and Bob – to see what you thought. Basically, what we want to do is put together a tour of Latin American music and take it to Asia. What do you think?

A Mmm. Sounds interesting. Tell me more.

P Well, it's very early stages, but the plan is to have a range of music from Brazil, Chile, and Peru. We've spoken to a number of bands and got quite a lot of interest. Now it's a question of thinking about locations, dates, and funding. But first I just wanted to see if you thought it had potential.

A Oh definitely.

P Obviously there's a lot to sort out, but in principle you think it's a good idea, it'll work?

A Without doubt.

P Good. One of the main issues is funding and I know Bob's going to be worried about that. We thought there might be a possibility of government funding from some of the host nations. Any thoughts?

A OK. I'm not really sure about that. We tried that with another project but didn't get much joy. But I'll talk to Bob and see what he thinks.

P Great. Could you?

A He's out at the moment, but I'll talk to him as soon as he's back. I've got to say it all sounds very exciting.

P Yes, we're excited here too. Well, look, I'd better be going, I don't want to keep you too long.

A No, that's fine.

P Give my regards to Bob, and tell him I'll call him when he's had a chance to think about it.

A Certainly, and say hi to Diego for me.

P OK. Nice to talk to you. Bye.

A And you. Bye.

UNIT 2

2.1

R=Reporter, L=Lynne, M=Manager

R How do you feel about working here, Lynne?

L I've been working here for twenty years and I've always done more than I have to. It's mainly because it's just a fun place to work. People tell jokes, play pranks now and again, but when there's a deadline to meet everyone gets on with their job.

R And how about the working environment? I noticed a lot of people wearing casual clothes, chatting in the coffee lounge.

L Yeah, I've never seen anyone in a suit in this part of the building. We're the creative end of the business.

R What about Internet access? Are there any limits on that?

L Only sensible ones like no pornography or gambling. Otherwise we can use it whenever we like.

R How about online gaming?

L Well, if you spend all your time playing games, you're not going to get much work done, but that's up to you.

2.2

Biologist is rated the nation's single best job in terms of low stress, high compensation, lots of autonomy, and tremendous hiring demand. Lumberjack was rated the worst job, according to *The Jobs Rated Almanac* by Les Krantz. Biologist displaces financial planner, which was ranked as the nation's best-rated job last year, but still makes a strong showing in the No. 3 spot this year. Actuaries, who work autonomously and with little stress helping insurance providers and others determine risk, rose to No. 2. Computer systems analysts and accountants round out the top five. Although the Monty Python comedy troupe made famous the song, 'I'm a Lumberjack and I'm OK', the life of professional lumberjacks couldn't be much rougher. In terms of work instability, poor pay, and pure danger, lumberjack ranks as one of the nation's worst jobs. Prospects aren't much better for commercial fishermen, cowboys, ironworkers, and seamen, who labour aboard commercial ships among pirates and hurricanes. The criteria to determine the most and least appealing career opportunities include environment, income, employment outlook, physical demands, security, and stress. Each occupation is ranked using data from such sources as the US Bureau of Labor Statistics and the US Census Bureau, as well as studies conducted by a wide range of trade associations and industry groups.

2.3

CT1=Central Trains employee 1, CT2 Central Trains employee 2

- CT1 Have you seen the report on that Nigerian girl?
- CT2 Who was that?
- CT1 Well, her name is Ade Sodeinde. She was here on a year's placement before she went to Birmingham University to study engineering.
- CT2 That must have been boring.
- CT1 Apparently, it wasn't. She had a great time.
- CT2 Really? I'd have thought she'd be making tea and doing the photocopying.
- CT1 No. She was really keen and started working on the problem of trains running late.
- CT2 Mmm. That would have kept her busy.
- CT1 Absolutely. It seems that the trains were always delayed leaving the depot which meant that the drivers wasted time while the safety inspections happened and the trains were cleaned.
- CT2 Sounds familiar.
- CT1 So basically passengers were waiting on the platform while all this was happening. Anyway, she found out that the tracks in the depot needed upgrading. Once they'd been replaced, the trains got to their starting platforms quicker and everything ran on time.
- CT2 Wow. She sounds pretty bright.
- CT1 Well, she had the motivation. An experience like that will put her at the top of the job ladder.

2.4

Companies with the happiest and most engaged employees, such as Ms Sodeinde, have the most satisfied, highest-spending customers. The problem with trying to make employees engaged and happy, however, is that happiness is so elusive. In spite of enjoying increased longevity, better health, and unprecedented prosperity, most people in the developed world are no happier than they were 50 years ago. People with enough money to eat and house themselves are happier than the hungry and homeless. But, beyond that, more money does not make you happier. The same applies at work. Americans earning

more than \$50,000 a year are only slightly happier than those earning less than \$15,000. So how do you make employees more engaged and content? Companies need to look at the way people derive happiness from groups. What makes people content is being respected by members of groups they respect. Ms Sodeinde did not work alone, of course; she was part of a team. But people are happiest not only when they are respected members of a team they admire but when the team and the company are respected by the world outside. Being part of a trusted, honest group is an indispensable component of employee happiness and engagement. So is establishing ties with colleagues you respect. When groups appear to be performing, companies should hesitate before disrupting them. The vogue for forming new teams for each task may work in companies small enough for everyone to know each other. When people constantly have to establish new links of trust, customers will probably suffer. Companies should think hard, too, before they outsource the work of a functioning team. The company you outsource to may be a happy, engaged bunch, but I wouldn't count on it.

2.5

P=Pamela Wang, B=Bob Miller

- 1
- P Hello. Pamela Wang speaking.
- B Hello, this is Bob Miller from IntEx Melbourne. You don't know me, but I was given your name by a contact of mine, Joo Shin Lee, from Eastern Tours.
- P Oh, yes.
- B She said you might be able to help us. Have you heard of IntEx?
- P No, I haven't.
- B Well, we organize cultural and educational programmes throughout the world, and at the moment we're planning a tour of various Asian countries by a group of South American musicians. It's called 'Latin Goes East'. We're looking for regional organizers to help us with the project. Would you be interested in helping us in Taiwan?
- P Yes, I think so. It depends on a few things obviously ...
- B Obviously ...
- P When are you planning the tour for? I've got quite a few tours of my own coming up.
- B Next spring, probably around May time. Do you think you'll be free then?
- P I'll check, but I think so. Have you got any information you can send me about what's involved?
- B Yes, of course. I'll send you the project outline, what we want the regional organizers to do, remuneration rates, and so on. Could you give me your email address?
- P Yes, it's 'p-w-a-n-g', all lower case no punctuation, 'at internet dot tw'.
- B Great. And do you think you could send me your CV, for our records?
- P Sure. What's your email?
- B 'bob miller at intex dot co dot au'. That's great.
- P Yes, it sounds good. I think I'm definitely interested.
- B Well, er, right, so bye for now then.
- P OK. Thanks for calling. Bye.
- 2
- H=Hana, B=Bob
- H Hello. You have reached Hana Fujimoto of the Sydney office of Australia-Japan Exchange Enterprises. I'm afraid I'm not at my desk right now, but please leave a message and your number and I will get back to you as soon as possible. Alternatively, you can send an email to 'hfujimoto@ajee.co.au'. Thank you.
- B Hello Hana. This is Bob from IntEx Melbourne. I hope you're well. I'm phoning to see if you can help with another project we're planning. We're looking for regional

organizers in Japan to help with a South American music tour next year. I wondered if you had any names and contact details of people who might be interested. Give us a call when you get a moment - you've got the number. Or an email's fine. Thanks. Bye for now.

3

T=Nguyễn Khánh Thế, A=Aleks

- T Nguyễn Khánh Thế.
- A Hello. My name's Aleks Syska and I work for an organization called IntEx?
- T OK.
- A Have you heard of them?
- T Yes, I have. In fact I was enrolled on one of your e-training programmes for event organizers a couple of years back. It was very good. I learnt a lot.
- A That's good to hear. Oh yes, that's right, I should have realized - that's where I got your details from, of course! I'm sorry to call you out of the blue like this ...
- T Hey, no problem.
- A But we're looking for regional event organizers for a tour of South American music and culture that we're planning to take round Asia, including probably a couple of events in Vietnam. It's going to be next spring. I was wondering if you'd be interested?
- T That sounds really interesting. Did you say next spring?
- A Yes, are you available then?
- T Ah, no. Sorry. I'm going to the States for six months in January, working for the Vietnamese Tourist Office in New York. That's a shame.
- A Yes - but exciting for you.
- T I tell you what: I know a couple of other guys who may be interested, and they've done that sort of thing before. Do you want their details?
- A That would be great. I'll get a pen.
- T I guess I could send an email, then I could give you a bit of background on them.
- A Of course.
- T What's your address?
- A It's aleks syska spelt A-L-E-K-S-S-Y-S-K-A all one word at intex dot co dot au.
- T OK I'll send that to you. Nice to talk to you. Good luck with the project - and thanks for thinking of me.
- A That's fine. Thanks for the contacts - and good luck in New York.
- T OK, goodbye.
- A Bye.

UNIT 3

3.1

Does blogging work? It seems that it does. Jeff Jarvis started his blog in 1995, complaining about a Dell computer that he'd just bought. He wrote blogs every week describing the service that he received from Dell. He was very direct in his criticism and described all the conversations he had, the emails he sent, and the reactions he received. His blog started to become famous and more and more people started their own blogs complaining about Dell. At the time, if you Googled 'Dell service problems', you would get 2,950,000 hits. Finally, Jarvis wrote to the Chief Marketing Officer of Dell. It was only then that he received an apology and was offered a refund. Jarvis then went on to become one of the most famous bloggers with his 'BuzzMachine' blog. In a more recent case, Dell, Hewlett Packard and Sony recalled their computer batteries which were catching fire, after bloggers had brought the problem to the public's attention. They put pressure on the manufacturers to do something by helping the US Consumer Product Safety Commission (CPSC) conduct an investigation into the burning batteries. However, bloggers should be careful about the comments they post. Companies can turn nasty

the comments are false or libellous. The Royal Shell Group, for example, obtained a restraining order on a 11 employee who made claims against it.

as yet no agreed rules of etiquette: use of mobile phones during business in the UK. Do you switch your phone off, before entering a meeting? Or do you leave your phone out and make a big show of switching it off, as a gesture conveying the message 'See how important you are: I am switching off my phone for you'? Then do you place your phone on the table as a reminder of courtesy and your client's or your colleague's status? If you keep it switched on, do you so overtly or leave it in your briefcase? Do you take calls during the meeting? What about lunch? Is it acceptable to check your phone back on during a business lunch? Do you need to give a reason? Apologize? Initial observations and interviews suggest that more insecure people tend to take and even sometimes make the calls during a business lunch – often apologizing and giving reasons, in such a self-important 'I'm so busy and indispensable' manner that their apology is really a disguised boast. Their higher ranking, more secure colleagues either leave their phones switched off, or, if they absolutely must keep them on for some reason, apologize in a genuine and often embarrassed, self-deprecating manner.

3.3

I phoned Andrea from my office, but she was on the phone to someone. So I sent her an email and asked her to call me. She didn't reply, but she said she phoned me as soon as she got the email. When she called, reception put her through to someone else, so she didn't get through to me but a guy in another department. Apparently, she didn't hang up and they got chatting, and by the end of the phone call he'd asked her out on a date. And she said 'Yes'. I can't believe it.

3.4

I=Interviewer, D=Daniel

- I So, Daniel, you've been reading the article *Evolution, Alienation and Gossip* by Kate Fox, author of *Watching the English*. Could you summarize some of her thoughts for us? For example, how much time do we actually spend gossiping?
- D What Ms Fox says is that about two thirds of all conversation is gossip. It's our human equivalent to animals grooming each other. Animals will clean each other's fur for hours on end. It's a social thing among animals, often they are actually perfectly clean but the grooming takes place anyway.
- I Like a kind of social bonding.
- D Precisely. And mobile phones have allowed us to return to a pre-industrial age where people would sit around gossiping. They provide us with an antidote to the pressures and alienation of modern life.
- I We tend to associate women with gossiping but is that actually true?
- D Actually, a study conducted by Kate Fox showed that thirty three per cent of men indulge in mobile gossip almost every day compared to twenty six per cent of women.
- I But do men discuss the same subjects as women? Or are some topics just typical of men?
- D They do. But men tend to talk more about themselves, but they're not actually as proficient at gossiping as women.
- I What do you mean by 'proficient'?
- D Well, women provide much more detail and talk in more animated tones and they're very good at giving feedback. But funnily enough, when investigating these differences, Ms Fox found that men are actually better at talk

more about politics, work, art, and academic matters, they only do so when in front of women.

- I To impress the women, to show off their knowledge of particular things.
- D That's it, but when they are on their own they chat about the same things as women.
- I What about texting?
- D Well texting has helped a lot of teenagers overcome their shyness and they now communicate more frequently and with more people than they used to.
- I So who do we gossip about?
- D Friends, family, work colleagues, but even people who we've never actually met like soap opera stars and football players.

3.5

B=Brian, R=Rachel

- B I'm pretty sure that countries like Germany, Italy, and Spain originally used dubbing in the 1930s and 40s to defend their national language.
- R Apparently, they even used dubbing as a form of censorship to protect their regimes.
- B Actually, I think it was as much a problem of illiteracy as anything else. You know, in that period a lot of people wouldn't have even been able to read the subtitles.
- R As a general rule, I think it is the countries with smaller populations that opted for subtitles, you know, Scandinavian countries, and places like Holland, Greece, and Portugal.
- B Yeah, and these are the countries where at least the younger generation tend to speak the best English.
- R Yes, whereas larger countries with a much larger audience, can actually afford the costs of dubbing. In Italy, for example, it is a huge industry and they are so good at it that you hardly notice it has been dubbed at all. Even the actors who do the dubbing are quite famous and some do more than one actor, like the same guy does Robert de Niro and Sylvester Stallone.
- B So he just has to hope that these actors don't appear in the same film!
- R Incidentally, did you know that in Poland they used to use the same actor for every single part, male and female, of pretty much every single film? Essentially, it is just a voiceover rather than dubbing.
- B I think the attitudes of audiences are changing. For instance, in Spain it was mainly art films that used to be subtitled, so this meant subtitling became associated with something rather elitist. But nowadays the Spanish are getting used to seeing commercial films subtitled. It is seen as educational too. Personally, I prefer it.
- R There was a similar situation in France. I remember that the only place you could get to see a film in the original language was in Paris, but I think it is something like half of films are now subtitled, and they're shown all around the country.
- B And DVDs too are changing the way we watch films, since we can choose the language and the subtitles.
- R Interestingly, in Denmark, which was the first country to introduce subtitles along with France in 1929, quite recently they actually produced dubbed versions of films for home videos.

3.6

D=Diego, PL=Pei Lin, B=Bob, A=Aleks

- D Is everyone picking up all right? Pei Lin?
- PL Yes.
- D Bob?
- B I'm getting a bit of echo, and you sound very faint.
- D Is that any better, Bob?
- B Yes.
- D Aleks?
- A Yes.

D OK. How are things in Mexico? busy, I hear?

- B You could say that. You've given us a lot of work with this one!
- A But it's a great project.
- PL Did you get the audio files I sent you?
- A Yes, it's great music. Even Bob's been tapping his feet!
- D OK, well, I think you know the agenda. We'll start with Bob giving us some information on funding issues. Then Pei Lin's going to talk about where we are with the Tour Manager appointment. And finally Aleks will update us on the regional organizers. Can I just remind you all to say your name when you speak, so we know who's talking? OK Bob, do you want to start?

3.7

- B The first thing to say is ... oh, sorry, this is Bob ... The first thing to say is that I think funding is going to be a big issue on this project. There's a lot of expenditure involved in bringing the bands over – and I think we're looking at six bands at the moment, aren't we, Pei Lin?
- PL That's right, but it could drop to five. Also some of these bands have a lot of musicians, so air fares and accommodation are going to be high.
- B This is Bob again. Then there's the cost of venue hire, staffing, and so on. We've got to make sure the budget is tight and accurate, because we don't want to be draining money from other projects. Sponsorship is going to be a key part of bringing this in on budget, and I've been in touch with a lot of organizations – record companies mainly – and I've got a very positive response, so I'm optimistic.
- PL Bob, can I just interrupt for a moment? This is Pei Lin. What about government sponsorship from some of the countries we're bringing over?
- B Good point. I was just coming to that.
- PL Oh, sorry.
- B No, no problem. I'm not getting much joy at the moment, but I think it'll come. The problem is that a lot of organizations haven't set their budgets yet for next year. Some of the Asian government culture departments have already offered funding, so we're getting there.
- D OK, if I can just come in here. This is Diego Great Bob. Thanks for that. So really it's just a question of getting some accurate figures together and ensuring it balances?
- B You make it sound so easy!
- 3.8
- D OK. Let's move on. Pei Lin, tell us about Tour Manager appointment.
- PL Thanks, Diego. We've had a few problems finding someone to meet all the requirements we're looking for – experience of managing a tour is the main one, but also want them to have a knowledge of Latin American music, and experience working in Asia. Diego and I have narrowed it down to a shortlist of two, and we've got a front-runner, but we want to get your advice. Diego, do you want them about the short-list?
- D OK. This is Diego. Yeah, the second as far as we're concerned is a guy called Pietersen. He's Danish, been a tour on a variety of trips – mainly tourist – but his music. He's done a lot of work in East, taking European groups to Japan, Vietnam, and so on. He speaks a little Chinese and Japanese, and a few words of Vietnamese.
- B Sounds good ... Bob here, by the way. What's the other person got that Diego's got?
- PL Pei Lin speaking. It's really experienced musicians. We thought it was a

important to have someone who we could be sure could look after the musicians – you know what a temperamental bunch of people they can be! The other guy, Frits Hunsel, is from Suriname and he's worked with central and South American musicians and bands for 20 years, taking them on tour, mainly in Europe and the US. So he's got the tour manager experience, the music background, and the people management skills, but no real experience of Asia. What do the rest of you think?

- A Aleks here. Well, I think the regional organizers will help with the Asian side of things, and it won't be so important for the tour manager to speak the local language. I've been impressed with the quality of people we've been getting, and I think if we brief them and monitor them carefully, it'll be fine.
- D Yeah you're right... this is Diego, but I do worry a bit about Frits' lack of experience of Asian culture.
- A Diego – Aleks again – isn't there a session on the e-training events management course about cultural awareness and working with local people?
- D Yes, that's true.
- A Why can't we put Frits on the course? What are your thoughts about that?
- PL That's a good idea, Aleks.
- B So it's decided: we go for Frits.

3.9

- D OK, let's move on. Aleks, would you like to tell us about the regional organizers? You've already mentioned they're good quality.
- A That's right. I think we've got...
- B Hold on, I'm losing you Aleks. This is Bob. I can't hear what you're saying – there's a high-pitched noise going on.
- D Bob, have you got your phone on speaker-phone? Try taking it off, and just pick up the receiver.
- B Oh, that's better. Sorry about that. Sorry Aleks, what were you saying?
- A I was just saying that we've made definite appointments in four of our six countries: Vietnam, Thailand, Taiwan, and Japan. Excellent people, some of whom have worked with us before. They're already investigating local venues for us and putting together publicity proposals.
- PL And what about China and South Korea?
- A I'm having a few problems there. Anyone got any suggestions?
- PL I've got some old family contacts in Hong Kong. Is Hong Kong on the itinerary?
- D Yes, it is.
- PL In fact I think I've got a cousin who runs a theatre over there – she might know someone. I'll drop her a line.
- A Could you? That would be great. I'm sure we'll find someone in South Korea – there's plenty of time.
- D Thanks Aleks. Do you think you could send us out the names and profiles of the ones you've appointed? Is anything planned in the way of training and briefing?
- A Oh yes, I forgot. We're hoping to have a meeting with them all – in Hong Kong actually – in three months time. It's a sort of get-to-know-you group bonding thing, because then we will have done most of the training and organizing via email.
- D Right, I think that about finishes it. Has anyone else got anything they want to add? ...No? OK. I'll get the minutes of this sent out to you. Bob, if you could send in the draft budget proposal.
- B Fine.
- D And Aleks, the regional organizers list.
- A OK.
- D I can send those out to you all at the same time. Pei Lin did you want to say anything?
- PL No, just thanks for your time – I know it

must be the middle of the night in Melbourne.

- B Never mind – we don't have time to sleep!
- D So, yeah, bye everyone.

UNIT 4

4.1

CD=Chira Dhaliwal, I=Interviewer

- I Chira Dhaliwal is typical of the new generation in India – hard-working, ambitious, and has the potential to earn as much in a year as their parents did in a lifetime. I talked to Chira on the Mumbai University campus.
- I Have you thought much about what you are going to do after you graduate?
- CD Absolutely. I'm going to work for a BPO company.
- I BPO?
- CD Business Process Outsourcing. They're companies, like Intelnet, for instance, that deal with customers in the UK in insurance, banking, and so on.
- I Right, and what sort of salary would that be?
- CD At the beginning I'll be earning £2,000 a year. By the time I'm 25 I should have saved up enough to buy a car.
- I So you'll have a pretty good lifestyle.
- CD I hope so! I'm going to spend lots of money on clothes and go out to lots of clubs and parties.
- I You'll need to be up early the next morning though.
- CD That's true. I'll have to be a bit sensible (laughs).
- I What are your long-term plans?
- CD Basically to be able to live away from home and have more freedom. I'll have saved enough money to buy an apartment in about five years.
- I Over the next few years the BPO business is expected to continue expanding rapidly with growth of up to 50% a year. So there'll be plenty of jobs for people like Chira. I asked her what kind of preparation she'll have to do to stay ahead of the competition.
- CD Well, most people are likely to have some sort of training to get them ready. Accents are the first thing people usually work on. We need to be able to speak so that the typical customer can understand us. And we need to be able to understand them. So I'll probably be doing some training learning about British pubs and football and have to keep up with the latest soap dramas.
- I Sounds like a lot of work.
- CD Yes, but it'll be worth it. Sorry, I must dash. Exams start next week and I mustn't get behind!

4.2

CL=Chen Liu, I=Interviewer

- I Chen Liu is originally from Shanxi Province where his parents are farmers. He came to Shanghai when he was 15 and was given a job by his brother-in-law. He then got a job in the construction industry.
- CL This is my lunch break at the construction site. I'm having a bowl of fried rice and some tea. Today I'll finish at about 5.00 and get a bus back to my dormitory. I'll probably have supper with my brother-in-law's family. Tomorrow morning I'll be up at five-thirty. I make about £60 a month and send about £20 home. I am studying to become a welder and my hope is to become a project manager. In the meantime, I haven't seen my parents for two years so I think I'll go home to see them soon. They have never been to Shanghai. So I'm hoping they'll come and visit next year.
- I Chen Liu's family is typical of the way the old and new generations are separating. By 2015 the number of urban dwellers is likely

to exceed the rural population. The construction industry is booming. In Shanghai there are plans to build three skyscrapers in the next year, and new roads, highways, bridges, and tunnels are appearing every month. There will be 70,000 kilometres of highway by 2020 which will keep construction workers like Chen Liu going for some time yet.

How does Chen Liu see the future?

- CL When I am a welder, my salary should be much better so I could move out of the dormitory and put some money away to buy a motorbike. But it'll be a long time before I can start thinking about a car or an apartment.
- I Workers like Chen Liu are willing to work hard and tough it out till they reap the rewards later on. However, this new attitude does mean a more stressful life and social problems developing from the growing inequalities between the countryside and the cities.

4.3

Japan has a population of 120 million and the highest proportion of over-60s in the world. Because of the very low birth rate, which currently stands at one point two five (1.25), some of the more extreme projections are that the population could fall to less than 50 million if the present trends continue. This is an alarming prediction that the Japanese government is taking seriously. Incentives such as tax credits for producing children are being considered to encourage women to have more children. The problem is that women with careers are unlikely to give up their independence and lifestyles to have a family. The traditional system of marriage where the wife automatically gives up her job when she has the first child is no longer the norm. With the situation as it stands, the forecast is for the number of workers between 15 and 24 to shrink from 8 million to 5.3 million by the year 2015. This is certain to put enormous pressure on the pension system and means that economic growth will be slow.

In anticipation of this fall, companies have begun recruiting staff from countries such as India where there is a high level of education and experience particularly in the IT sector. However, for some more traditional employers this is bound to lead to cultural problems. Others see this as a positive influence which will help Japan out of its long-term recession. Some people foresee the day when women take a more prominent role in business. Relatively few women have careers compared to their Western counterparts. If the current generation of Japanese managers and politicians can persuade themselves that women are a vital part of the Japanese economy, and persuade would-be mothers to return to work after child-bearing, then we can expect to see a reversal in the current decline.

4.4

S1,2,3=Student 1, 2, 3, L=Lecturer

- S1 I've read that a quarter of the world's undiscovered oil and gas resources lie in the Arctic. Is this going to produce even more catastrophic environmental problems?
- L Well I think you could also look at the economic benefits for industry of drilling oil and gas. Those countries that border the Arctic will definitely have great opportunities. Norway is one of the major owners, so to speak, of the Arctic, and is already the third largest exporter of oil in the world. If they can increase, or at least maintain, their percentage share, then might argue that this will lead to great stability in terms of supply and possible prices too.
- S2 What about new shipping routes?

- L Yeah, they're forecasting that when the ice melts back some of the existing towns, which are all pretty small and hardly industrialized at all, will actually become huge ports. Massive investments are being made in Churchill, for example, which at the moment only has one thousand one hundred inhabitants. The idea is that the routes will be much shorter than some currently used and revenues will also be supplemented by the certain increase in tourism too.
- S2 But won't there be dangers from glaciers fragmenting into icebergs? I imagine there is going to be a lot more floating ice around.
- L Well, that is actually another area of investment, I mean investment in very stable ships that can deal with icebergs and can cut their way through the somewhat softer ice. Shipbuilders in Helsinki are already developing special ships for this.
- S1 But going back to my first question about the environment: aren't we going to be seeing fish move further north on a permanent basis?
- L Yes, we are, and this means that the fish are likely to go from one national border to another. For example, there used to be a species of crab that was caught in Alaska and now it is being caught in a Russian controlled part of the Arctic.
- S3 So are the national borders under the sea clearly defined? I mean do we know who is going to get what? It can make a huge difference to a country's economy.
- L You're right, and as we speak there are Danish geologists trying to prove that an underwater mountain range in the Arctic Ocean leads directly into Greenland. If they can prove that, then maybe a big slice of the Arctic resources will be theirs. It's a new age of land discovery.
- S1 OK, but I still think that the long-term negative impact on the environment will counteract any short-term profits for oil companies. It seems to me that the Arctic is in terrible danger. Don't you think that we ...

4.5

- 1 industry, industrialized
- 2 certain, maintain
- 3 permanent, percentage
- 4 supply, supplemented
- 5 environment, environmental
- 6 very, discovery
- 7 problems, produce
- 8 stable, stability
- 9 economy, economic
- 10 quarter, terrible

4.6

D=Diego, L=Lars Richter

- L Hello.
- D Hello, Lars?
- L Yeah.
- D This is Diego here, Diego Fernandez from IntEx.
- L Hi, Diego. How are you?
- D Fine, thanks. I was calling about something you might be interested in. You know you were asking if you could do some more sessions on the Events Management e-training course.
- L Yeah.
- D Well, something's come up and I wanted to offer it to you first. Would you like to coordinate the session on cultural awareness?
- L Cultural awareness? I'm not sure ... I thought that was one of Ken's?
- D Yes, it is. But he's pulled out, pressure of work or something. There's actually not a lot to do – all the sources are uploaded, the assignments are ready to be set. It's just working with the participants and sending

out the assignments, collecting them in, and marking them. What do you think? It's yours if you want it.

- L Mmm.
- D To be honest, you'd be doing me a favour. It's quite an important session, because we've got the new Tour Manager for the Latin Goes East project on it, so we can't really delay it until Ken's available.
- L Well, Diego. It's very nice of you to ask, but it's not really my thing.
- D That's a pity.
- L But I tell you what: do you know Naomi Clayton? She's done quite a lot of that, intercultural training and so on, especially working with Asian cultures, as it happens. I could give her a call if you want.
- D That'd be great. Better still, can you give me her number, and I'll contact her myself?
- L OK, I've got it right here – same code as me then 348 4996. Shall I give you her email as well?
- D Please.
- L It's naomi.clayton@go.internet.com. Her postal address is ... where is it now?
- D Er ... I don't think I need that right now, thanks.
- L OK.
- D Well, great. Thanks, Lars. I'll buy you a drink some time.
- L OK, I'll hold you to that. Goodbye.
- D Bye.

4.7

PL=Pei Lin, D=Diego

- PL Would you like some milk?
- D Thanks.
- PL Did you sort out that problem with the cultural awareness session? Because I was thinking – I could do it if you're really stuck. But I'm pretty busy at the moment.
- D No, it's all right. Thanks, but I think I've got someone.
- PL Oh yeah, who's that?
- D Someone called Naomi Clayton. She's a friend of Lars Richter's. Actually she's coming in this afternoon for a sort of interview. Although it's a formality really: I've talked to her on the phone and spoken to her referees. She sounds really good. I think we might be able to use her for some other stuff as well. I've made a provisional offer subject to interview, which she's accepted. I'll give her the formal offer this afternoon.
- PL Great. I can sit in on the interview if you want.
- D That would be really good. It always helps to have a second opinion. Shall I email her CV to you?
- PL No, don't bother. I've got enough to look at as it is. You know that Aleks wants me to go out to Australia and check out some venues with her?
- D No, I didn't. Is she having problems?
- PL It sounds like it. I know it seems like a great opportunity to go to Australia, but I've done so much travelling recently, I don't think I can face another long flight. I told her I couldn't but she seems a bit desperate.
- D Do you want me to go out for you? I certainly don't mind!
- PL That's kind, but no. If anyone goes, it ought to be me. Thinking about it, I could take Frits, the Tour Manager, out with me. Kill two birds with one stone. What do you think?
- D Great idea. I'm talking to him later about his e-training. I'll ask him about his availability if you want.
- PL Could you? Thanks, Diego.

UNIT 5

5.1

Have you ever looked at those fantastic photos in *National Geographic* magazine or seen those

shots in climbing magazines and skiing videos of snowboarders coming down from the top of mountains, and wondered who was up there taking the pictures? Well today in 'Jobs with a difference' we're profiling Jimmy Chin, photojournalist and adventure sports photographer.

Jimmy got into extreme photography almost by accident. The date was 1999: he had already been on a number of short climbs and expeditions and he was training in California's Yosemite Valley for an expedition to Pakistan's Karakoram Range. After a six-day climb of El Capitan, Jimmy had woken up early with the morning sun and picked up the camera of his climbing partner, Brady. He took a photo of Brady while he was sleeping in his bag next to all the gear they had left lying around their camp the previous night. Out of the entire roll, this was the only one that sold. Chin put the proceeds toward his own camera. In Pakistan he photographed four friends climbing the alpine rock towers of Charakusa Valley, and sold those pictures too.

In 2002 Jimmy Chin got his big break with *National Geographic*. Another photographer dropped out of an expedition to Tibet at the last minute. Chin was called in and found out that he was working alongside his old mentor and hero Galen Rowell. Before that point he had only been taking photographs almost as a hobby, although he had made a bit of money out of it. Now he was doing it for real. There was a catch, however: he had to shoot video, something which he had never done before. On the plane over while everyone else was reading their novels, Chin was frantically reading the instruction manual to the XL1 camera. The expedition was a success and more success followed. By the time he was thirty, Chin had achieved a great deal: his famous photo of Stephen Koch snowboarding down Everest had appeared on the cover of 'Outside' magazine, he had been named one of *National Geographic*'s 'Emerging Explorers', and 'People' had given him the title of one of the most eligible bachelors.

It's a dangerous job, so why does he do it? It's certainly not just for the money. His love of climbing and skiing perhaps? Maybe to help make people more environmentally aware. Chin himself has said: 'I don't expect to change anything with what I've done so far. But I like to think that images of people doing amazing things may open people's eyes to the human potential, to the idea that people can do the extraordinary when they set their minds to it.'

5.2

I=Interviewer, J=Journalist

- I When was Warren's first chase?
- J He was 12 years old, and it nearly killed him. There had been a flash flood in his home town in Arizona, and he was running along the river bank when it collapsed and the water swept him away. He was just about giving up when his foot found a rock and he was able to get his head above the water. He had been very close to death.
- I When did he see his first tornado?
- J He was driving along the highway in Oklahoma. He had been following the tornado for nearly an hour, when he lost sight of it in some trees. Then suddenly he drove into it. Pieces of houses were falling on his windshield! He was scared, but he had come a long way to film it, and he didn't intend to stop.
- I Tell us about his experience of Hurricane Katrina in New Orleans in 2005.
- J Two days before he had driven down with a group of storm chasers. They had reached Mobile when the storm suddenly got worse. They found a safe place in a five-storey garage, and they were sheltering there when

the storm hit. It was amazing. Buildings were collapsing. Debris was flying around. Trees that had stood for fifty years were torn apart. Warren had been filming near a window for a while, when he heard a crash. A window had smashed and he was bleeding from a one-inch gash in his back. But as always, he survived.

5.3

Queenstown is the extreme sports capital of the world, where the fearless go to frighten themselves. The adventure business is the town's lifeblood. When you talk about adventure tourism in New Zealand, this is where it all began.

Tourism was put on the map with the first commercial bungee jump in 1988. Since then 450,000 people have taken the plunge, and the town has undergone a metamorphosis, with tourists outnumbering locals 100-1. Bungee jumping is not for the faint-hearted, but you don't have to be super-confident either. The secret to bungee's success is that even though it looks very dangerous, it is in fact pretty safe. Despite all the hype about danger, people aren't really taking any big risks. What people pay US\$85 for is the fear factor, according to bungee co-founder Henry Van Ash. 'What is actually extreme is what people go through in their minds,' he said.

In today's extreme sports game, innovation is the key. Making things taller and scarier than before brings visitors back for more, and makes for headlines. The evolution of bungee jumping is a good example.

It was born as a fertility rite in the South Pacific, developed by the Oxford Dangerous Sports Club, and commercialized by the New Zealanders. From the original bridge jump of 1988, there's now a heart-stopping parasail version. It's 180 metres up and straight down, in a two-man seat beneath a giant parasail. There's a joke in the bungee trade: business, they say, is up and down. Whatever the truth in that, it's certainly brought in the mega-bucks.

5.4

B=Bob, A=Aleks, PL=Pei Lin, F=Frits

1
B I'd like to start by formally welcoming Frits - Frits Hunsel - and to say how good it is to meet him in person, and to thank him for coming out here at such short notice.

F It's a pleasure, and great to meet you guys too. I have to say it's been a fascinating few days so far. It's the first time I've been to this part of the world, and, wow, it's just great. Vietnam was incredible, and I'm even more excited about this project than I was before.

B Good to hear it. OK, if we could start by looking at the first item on the agenda, finalizing venues. Aleks?

A Thanks, Bob. Yes, we had a few problems here, particularly with Vietnam and Hong Kong. But I'm pleased to say that I think Pei Lin and Frits have sorted this out now, and we're about to sign contracts with the last two venues.

B Pei Lin, perhaps you could give a brief report on this?

PL I'd be delighted.

2

PL ... and it certainly helped having Frits here to assess the practical implications of the venues.

B OK, thanks Pei Lin, that's very useful. So that deals with the question of venues. I think we're all agreed that Pei Lin and Frits have done a great job there, and we can leave Aleks to finalize the paperwork. Yes?

A Fine.

B Right, so, moving on... The next item is costs, which is my area. I wanted to put this

on the agenda, because I'm a bit concerned that costs are mounting and that we're in danger of going over-budget. Now, you've got a detailed draft budget in front of you, which I hope you've all had a chance to look at. You'll see that I've highlighted some of the items which concern me most. If you could just look at accommodation and transport in particular. Has anyone got any thoughts?

F Could I just say something here?

B Of course.

F I don't want this to sound the wrong way, but some of these guys in the bands, they won't, how shall I put it, they're not going to be expecting any fancy hotels or anything. I mean the place Pei Lin and I stayed in Ho Chi Minh City was way over what they'll be expecting. Not that I'm complaining or anything!

B Good point. Aleks, what type of hotels are we using?

A Yeah, we could probably downgrade a bit - it would certainly save a lot as we're dealing with big numbers. I'll investigate. Also, I was going to say, I'm looking at the transport costs. There's another company I'm in discussions with. I think I can get a better deal. I'll know a bit more once we get back to Melbourne.

B OK, let's leave it there. See what you can come up with, Aleks. I'm very conscious of time, so I wanted to move on to the next item on the agenda, which I think will take up a bit of time - cultural arrangements.

3

B OK, well unless anyone has any other business? No? OK, I think we can bring things to a close. To sum up, we've sorted out the problem of the remaining venues, we've got some ideas for reducing costs, we've got some really good plans for cultural events and entertainment in the various locations, and we've finalized the itinerary. We need to do a bit more work on publicity, but that's going to involve the regional organizers. Have I missed anything?

A No, don't think so.

B OK. Thank you all for your contributions. And thank you all for coming. I have to say I think it's been a very useful meeting.

PL Thank you, Bob. Shall we adjourn to the bar for a drink?

F Good idea ...

UNIT 6

6.1

It must be one of the biggest shops in the world, bigger perhaps than Macy's in New York or Harrods in London.

You could spend days in here. There is a north zone, a south zone, and a middle zone. If that's not enough, you might want to try the annexe or explore the two basements. And it can be a real problem deciding between the eight main floors and the roof gardens which have tennis courts, a garden centre, and a snack shop, if you're hungry or perhaps starving after walking so far. You might have missed one of the restaurants as they are tucked away on the restaurant floor. But once you'd found them you could be coming back for some time as there are 33 to choose from. It must be really difficult choosing between Japanese, Chinese, Italian, Indian, gourmet, and snacks.

But security won't be a problem. If you drop your purse or wallet, the chances are that it'll be handed to one of the staff who will politely ask you to come to reception to pick it up. I'm sure most first-time visitors to Japan would be amazed at the level of service. Nothing is too much trouble and staff are always cheerful and remarkably polite.

6.2

N=Nicola, J=James

N I think it is something that we all feel, that sometimes we seem to be able to speak fluently and hear everything, and other times we just can't.

J The thing is, apparently as native speakers we only listen at twenty five per cent of our potential. Our concentration only rises above twenty five per cent if we think that what we are hearing is important and/or we are interested in it. But it never reaches a hundred per cent, so I don't think our students should be aiming that high.

N I think the key is to become an active listener. So you don't just sit there, you ask questions, particularly to check that you're understanding. This will inevitably increase your concentration levels, whatever mood you are in.

J What about the second one? I think it ties in to what you've just said. If you are talking to someone, then just repeat what you think you hear. So you say, 'fourteen, you mean one four?'

N Yeah, I agree. You're going to understand a lot more if you are active and intervene in the conversation, and this may mean frequently asking for repetition.

J Exactly. Communication is a two-way thing. I think it can be quite frustrating if quite frequently you hardly understand anything, so I think you have to let the other guy know when you can't understand.

N So the secret is accepting that it's OK not to understand and to make sure that the other person realizes that they have a certain responsibility to help you understand.

J Exactly.

N What about the t-h problem?

J Well, half the population of Britain can't even manage it. You know due to their local accent, there are people who say 'tink' or 'fink' instead of 'think', and it's not like no one understands them.

N I think a useful tip is to read and listen to the scripts of listening exercises. Forget what the people are actually talking about, just focus on the sounds of the individual words and try to imitate them. This should help you learn to distinguish between 'live' and 'leave' and 'cause' and 'course', for example.

6.3

- a price, prize
- b degrees, please
- c this, his
- d loose, lose
- e course, cause
- f crisis, rises
- g slides, size
- h this, miss
- i base, gaze
- j six, seeks

6.4

- a There are forty people coming.
- b How many are there? Thirty.
- c Sixty thousand doesn't sound that much.
- d We'll never have to live here.
- e This integrated chip solution should work.
- f Easy living there?
- g They said we could slip on it.
- h You could always try to hear it.

6.5

- A So have you ever lied to your boss?
- B Well, you know, it depends what you mean by 'lie'. I've certainly invented some pretty creative excuses for being late to work, and I've rung up a couple of times to say I was sick when actually ...
- C By 'sick' you mean you were just feeling tired?

- B Exactly.
- A Well you're not alone. The surveys I read showed that sixty per cent of us lie to our bosses. The next one's a bit more serious. Although fifty per cent of managers are aware of fraudulent practices, only forty per cent would report them.
- C Did you say forty: four-zero?
- A Yes, four-zero.
- C That's incredible.
- B So what about giving a clean reference?
- A Well, about a quarter said they would do.
- B How many managers were interviewed?
- A Eight hundred.
- B And a quarter said they would give a clean reference to someone who was dishonest? How do they sleep at night?
- C And who do they think they're helping? Anyway, what about CVs? Because I have to admit I've changed the odd thing here and there on my CV.
- B Sorry, you've done what?
- C Changed a few dates on my CV. You know, to hide the fact that I was out of work for a year.
- B OK, I see.
- A Anyway the survey done here in the UK showed that twelve per cent of people have lied on their CVs, but the number rises considerably in the United States: a similar survey there put the figure at eighty per cent.
- C So you're saying that eighty per cent of the Americans who answered that survey have lied on their CVs?
- A Right. And of course it's people applying for high-paid positions that do it the most. That's the price of competition for you.
- B And I've heard it's pretty easy to buy cheap bogus degrees from universities that don't even exist.
- A Shocking.

6.6

By 'sick' you mean you were just feeling a bit tired?
Did you say forty - four zero?
Sorry you've done what?
So you're saying that eighty per cent of the Americans who answered that survey have lied on their CVs?

6.7

A lot of studies have proved that most people are surprisingly bad at spotting if someone is lying to us or not. And this is even true of FBI agents, customs officers, judges, police officers, and psychotherapists. Basically, people whose job involves detecting deception.

BEEP

Most people think that being fidgety is a sign of lying, as is blinking or looking less relaxed. But this isn't the case. Their nervousness is revealed through the higher than normal pitch in their voice. Their pupils also get larger as they become more tense and try to concentrate more.

BEEP

People who have planned and rehearsed their lie beforehand tend to answer any questions more quickly than someone who is telling the truth. Liars are also rather more negative and complaining, and they cooperate less than truth tellers when someone is trying to reconstruct with them what happened in a particular event or episode. Their version of the events also tends to be less logical.

BEEP

Often during police interviews with witnesses or partakers in an accident, their statements are recorded. These statements are then transcribed, written down, and even from these written statements, it is possible to know if someone is lying or not.

BEEP

When you tell the truth you generally include extra details that may have nothing to do with the main story, and you also tend to correct

yourself spontaneously. In any case, the people who are best at telling whether someone is lying or not, may well have had difficult or unusual childhoods.

BEEP

6.8

PL=Pei Lin, F=Frits Hunsel

- F So concert five in Tokyo is cancelled and instead we're flying to Osaka on the 13th for a concert there on the same night?
- PL That's right, although I've still got to confirm we're flying or going by train. And I'm not sure if the free day on the 14th is in Osaka or back in Tokyo. I've got to check with Aleks. Now, the other change is later on at the Thailand/Vietnam stage.
- F Right, there's this extra concert for the Thai Royal Family - sounds exciting.
- PL Yes, that's at lunchtime on the 25th. So the flight to Hanoi has changed. We were going to be flying on the 25th, but now we're flying on the 26th. Is that clear?
- F Yeah. I got it.
- PL OK, so that's the itinerary. So next, shall we talk about the schedule for when we get to Seoul?
- F Good idea.
- PL We've got quite a few things to do on that first day. Most important is that you and I need to have a meeting with Aleks. There are a few things to check, like the journey from Tokyo to Osaka and the free day. I know you're going to be tired from the flight, but could you manage 4.00 p.m. Seoul time?
- F Mmm. I'm not sure about 4.00, I'll need to check the flight time. I don't think the flight gets in until midday. I know we're planning to get to the hotel by three. If it's OK with you, I think I'd prefer to make it 5.00 p.m. It just gives me a bit longer to get myself together.
- PL OK that sounds like a good idea. Then we need to have a get-together with the bands - an informal get-to-know-you meeting, and where we can go over some important practical arrangements. Shall we say 7.00 for the drink?
- F Could we make it a little earlier? Say 6.30?
- PL No problem. Then we can go straight out for dinner at 7.30 ...

UNIT 7

7.1

Some 30 per cent of people have their best ideas in bed compared to just 11 per cent who have them at their desk, according to research by the East of England Development Agency (EEDA). The EEDA is calling for companies to install beds in the workplace, in an attempt to change the way we work for the better.

Richard Wiseman, a psychology professor, says the research shows our minds are often most creative when we relax, and bosses should alter working habits to aid creativity. 'In our dreams we produce unusual combinations of ideas that can seem surreal, but every once in a while result in an amazingly creative solution to an important problem,' he says. 'The introduction of beds or designated areas for naps in the office would help workers feel more able to rest and recharge their minds'.

According to the director of the Sleep Research Centre, Derk-Jan Dijk, introducing beds at work is not an unrealistic proposal. 'Having beds at work should not be dismissed, there are situations where they could be very beneficial,' he says. 'But really it is down to how the naps are regulated. Some people need longer naps than others.' Dijk adds further that if you sleep too long and too deep, it often takes a while to become fully alert again. If you don't sleep enough, you might not fulfil your potential.

The Centre carried out a two-year, world-wide Internet survey into global sleeping habits and

found the majority of people either regard themselves as working best in the evening (38 per cent) or in the morning (41 per cent). Dr Chris Idzikowski, who conducted the research, says that if the working day was made more flexible to allow for people's differing sleep patterns, companies would reap the rewards. 'By showing a preference for morning or evening work, the implication is that the majority are not fully alert in the middle of the day,' he says. 'If beds were installed in the workplace, people could rest and make up the time elsewhere in the day. It would allow companies to extend office hours beyond the traditional nine-to-five', he adds. 'Shops and offices could open at 5a.m. and close at 9p.m. without any difficulties.'

Some companies are embracing the idea and building 'nap rooms' and 'nap tents' for employees. Accountancy firm Deloitte Consulting in Pittsburgh, USA, has designed a special 'napnasium' for the comfort of their employees. It is open to any employee needing rest and has recliners and blinds.

Of course, if your boss refuses to sanction official snoozes, you'll have to find another way of napping at work. Fortunately, a company in the USA has come up with a solution. Weary workers in New York can take a nap during the day in specially-designed pods located in the Empire State Building, courtesy of MetroNaps. For \$14 you can snooze for 20 minutes in a pod, after which it gently vibrates to wake you and lemon-scented hand towels are provided to freshen you up for your return to work.

7.2

- A I'm not sure what time the meeting is.
B That's OK, but I'd be grateful if you could let me know by Wednesday.
- A I'm not feeling 100 per cent.
B If I were you, I'd have a few days off.
- A If you need any help, just let me know.
B Thanks. I might take you up on that.
- A Is it OK if I make a phone call?
B Sure. I'll leave you to it.
- A Have you got any offers on at the moment?
B Yes, we have. If you sign up by the 30th, you can save 20 per cent on your next purchase.
- A He asked if we could meet at 2.00.
B That's fine. I'll be here at quarter to.
- A If you have time, you could visit the museum.
B That's a great idea.

7.3

G=Gordon, S=Sandra, T=Tim

- G What is the common feature of these problems?
- T Well, they all involve thinking in a more imaginative and indirect way.
- G For example?
- T For example, we tend to see the world in a particular way, have expectations, and make assumptions that we sometimes aren't even aware of. So in the first problem we might assume that all lawyers, surgeons, and engineers are men, despite the fact that many women do them.
- G Oh, so the answer is that the engineer and the lawyer are both women?
- S Exactly. Some people might block out this possibility and fail to explore all the variables. We call this a 'mental block'. The secret of problem solving is dismantling this block.
- G So is there a block in the second problem, because I couldn't work that one out either?
- S That's because you've created the constraint of staying within the invisible box that surrounds the dots. So if you realize that you can go through the borders of that box, then it's easy to solve.

- T Literally 'thinking outside the box'.
 G And what about the third one?
 T Push the cork in and get the money out.
 G Oh! It's easy when you know the answer.
 T The last problem is a little different in that there are a wider range of reasons – maybe she needs the exercise, there's someone who uses the lift in the afternoon she wants to avoid, there's no electricity in the block at that time, and so on. So brainstorming is a useful way of exploring all the possible reasons.
 G But none of them are the right answer!
 T No. She's not tall enough to reach the button.

7.4

J=James, N=Nicola

- J I think it's interesting that cultures which are famous for being friendly and very talkative, like the Italians for instance, tend to write emails in their own language that are really straight to the point. There is no social element at all.
 N Yeah and my experience of German emails, for instance, is exactly the same. But how much of the social element is there between writers in Britain or the United States?
 J In a chain of emails in which people are just asking and answering questions, I would say none at all. But maybe the very first email in the chain might begin with 'How are things?' or 'Hope everything is going well with you'.
 N I see what you mean. So you might refer to your last meeting, or even a football match that the other person is likely to have seen. So why do we bother with these things?
 J I think it is a way of building trust and getting a feeling for the other person, what kind of person they are, what they like doing. You work much better with people you know something about.
 N And you can make a few positive statements to help this relationship develop, simple things like 'Thanks for getting back to me so quickly, you really saved me a lot of time.' or 'I think we've been making a lot of progress together'. Or: 'Thanks for being so flexible on this'.
 J Exactly. And one thing I myself do is to try to make my requests a little indirect, you know saying things like 'Sorry to bother you with this but ...'. Or: 'I was wondering if you could ...'.
 N The key thing is to put yourself in your recipient's shoes and understand the amount of work your request might create for them, and that you know their time is important.
 J There's also a tendency to confuse email with normal colloquial speech, but when you are criticizing you have to be really careful.
 N To be honest, I'd say that if you have something negative to say, you should really just pick up the phone. Emails are so open to misinterpretation.
 J Also, it is worth remembering that in some cultures criticism is avoided. In Japan for example, you would never publicly criticize a colleague, but you would say something in private to avoid losing face.

7.5

- a Congratulations on your new job.
 b Welcome back.
 c Is it a boy or a girl?
 d Did you have a good time?
 e How much did he/she weigh?
 f Well done! You really deserve it.
 g What part of town is it in?

7.6

AO=Airline operator, PL=Pei Lin

AO The problem is that there have been some delays on flights from Australia.

- PL Could you be more specific? What exactly do you mean by 'some delays'?
 AO I'm sorry madam. I'll try to explain. There were two flights cancelled yesterday, including the flight of your colleague from Melbourne. At the moment, I can't find out exactly what flight she got on.
 PL So, if I understand you correctly, we have no way of finding out when she'll get in.
 AO Not exactly. We're trying to check the passenger lists for all departing flights from Australia, but that could take some time. In other words, we may not be able to tell you for an hour or so.
 PL OK, I see what you mean. So if I phone again in a couple of hours you should be able to give me more information.
 AO Precisely.

7.7

F=Frits, PL=Pei Lin

- F It's a really bad line. Can you just run that by me again? Basically what you're saying is that Aleks is not going to make the meeting tonight?
 PL Exactly.
 F And, correct me if I'm wrong, she might not even make it for the opening concert?
 PL It's hard to say. I've asked Hyun-ji, the local rep, to go down to the airport because the airport couldn't really tell me. She should call me any moment now.
 F OK, I'd better get off the line. Before I go, I just wanted to check your room number, in case I need to call you.
 PL It's 623.
 F Did you say 6-2-3?
 PL That's right. I'll call you when I get more news.

UNIT 8

8.1

If someone had asked you a few years ago where most of the top brand leather sofas were made: Italy or China, you would probably have said Italy. But one of the main emerging manufacturers of Italian leather sofas, DeCoro, actually produces all its sofas in a modern state-of-the-art factory in Shenzhen, a boom town near Hong Kong. When Luca Ricci, the owner of DeCoro sold his first batch of leather sofas in 1998 he told the North American distributor they were made in Italy. Perhaps he should have said that they were actually made in China, but if he'd told the distributor that, then he might have lost the contract. As Luca Ricci later admitted, 'I lied.' But is it really a lie? In what sense is DeCoro Italian? Well, for a start nearly all the leather is imported from Italian tanneries. But it's the branding that really makes it 'Made in Italy'. For consumers, the 'Made in China' image is still not seen as trendy or chic. At least it wasn't: you could argue that things might have changed recently and that we may soon be talking about 'China-chic'. But that's another issue. I think there's another important point to make about this cultural and national fusion of image. Obviously the main reason that Luca Ricci set up production in China is so that he could keep production costs, particularly labour costs, down. But by doing this he was also able to preserve traditional handmade production methods. Luca Ricci reckons that if he had set up in Italy, he would now be charging at least 40% more for his handmade leather sofas. In fact, I would say that if Luca Ricci hadn't gone to China for the actual production, then the traditional 'Italian' production methods would have been lost for ever. If that had happened, American customers wouldn't now be sitting on traditional handmade sofas. As a consequence, perhaps he's really a hero and should be congratulated for preserving 'Made in Italy' values. DeCoro feels that it has revolutionized

the market by providing affordable luxury. But should they have described their sofas as 'Made in Italy' or 'Made in China'? I leave it to you to decide.

8.2

Luca Ricci reckons that if he had set up in Italy, he would now be charging at least 40 per cent more for his handmade leather sofas. In fact, I would say that if Luca Ricci hadn't gone to China for the actual production, then the traditional 'Italian' production methods would have been lost for ever. If that had happened, American customers wouldn't now be sitting on traditional handmade sofas. As a consequence, perhaps he's really a hero and should be congratulated for preserving 'Made in Italy' values. DeCoro feels that it has revolutionized the market by providing affordable luxury. But should they have described their sofas as 'Made in Italy' or 'Made in China'?

8.3

N=Nicola, J=James

- N There are basically two ways that English speakers sound like they are swallowing their words. The first is with individual words. We don't say 'biz i ness' or 'in ter res ting', but 'biznas' and 'intrasting'. We stress one part of each word more than the rest, in these cases, 'biz' and 'int'. The vowel sound in the other part of the word changes to an /ə/ or schwa sound or it disappears completely. So the first 'e' in 'interesting' disappears and the second 'e' changes to /ə/ so we get 'intrasting'.
 J That's right. And with combinations of words sounds are lost, change, or link together. So in the case of 'I am going to go' we might say 'I'm gointə go' or 'I'm gonna go'. And we do this because it makes the word or phrase easier to say ...
 N Exactly. But at the same time more difficult to hear. Basically, the 'g' in 'going' is lost, the 'to' becomes 'tə', and 'going to' link together and are pronounced 'gointə'. This explains why you can't actually hear some very basic words, because what sounds like just one word may in fact be two, three or even four words together.
 J And you can't hear where one word ends and the next begins.
 N One thing that is useful is to understand how the end of certain words can change depending on the word that follows them. For example, you can hear the 't' in the word 'just' when I say 'we have just agreed on that'. But it's more difficult to hear when I say 'we've just reached an agreement'.
 J True. It's quite common for the consonant, in this case the 't', to be pronounced clearly before a vowel, in this case 'a'. This also happens with the next two words 'agreed' and 'on' which link together. If we said 'agreed that' leaving out 'on', there would be two consonants together, 'd' and 't'. In this case, the 'd' sound would not be pronounced so clearly, it would sound more like 'justagreethat'.
 N That's right. So if possible, you should use something like DVD subtitles to help check what you hear with the written text. When you can't hear a word or string of words clearly, you can check the consonant-vowel and consonant-consonant relationship between the written words. You can then make a note of the combinations that you find the most difficult. This will help you with your listening the next time you hear this combination of letters.

8.4

A survey by the Aziz Corporation, the UK's leading independent executive communications consultancy, reveals that around a quarter of female executives would contemplate cosmetic

surgery if they thought it would boost their career. The survey found that most women would consider dying grey hair, though only about half of men would do it. And almost as many men as women would go on a diet to improve their business prospects. The vast majority of bosses say smoking at work is totally unacceptable, even more so than body piercing and ponytails for men. Another sign that times have changed, is that the number of executives that think designer stubble is acceptable in a business environment has grown to more than a third. When it comes to other women's business attire, pet hates for over two-thirds of women are visible tattoos, body piercings, and low-cut tops.

8.5 a and b

a-UK, b-US

if they thought it would boost their career. The survey found that most women would consider dying grey hair, though only about half of men would do it. The vast majority of bosses say smoking at work. And almost as many men as women would go on a diet.

8.6

- a I'm just looking
- b rock and roll
- c you mustn't tell him
- d two sandwiches
- e Wednesday next week

8.7

- a a number of people
- b a quarter of them
- c she wants to eat
- d let's do it then go out

8.8

PL=Pei Lin, D=Diego

- PL Hi, this is Tao Pei Lin. I'm not at my desk right now but if you'd like to leave a message and your contact details, I'll get back to you as soon as I can.
- D Hi, Pei Lin. This is Diego. I just got your message. It sounds like you've got some real problems. It's terrible news about Frits. I hope he's OK. Anyway, I've checked the files for Kit Pietersen and tried to contact him but he's not available. But here's something I think you might like: I've thought of another solution. I don't know how you'll feel about it but here goes. How about if I come out and take over as TM? I know the tour, I know some of the musicians, I can speak Spanish and Portuguese, and things are pretty quiet here at the moment. I hope you don't mind, but I've checked flights and I could join you in Shanghai on Monday if you want. What do ...
- PL Hi, Diego. Just heard your message. That's a terrific idea. It would be terrific. But I've got to tell you there's been some more bad news. It's going from bad to worse.
- D Oh no, what now?
- PL Los Vasos Llenos had a big argument last night after the concert in Beijing and they've split up. They're talking of getting the first flight back. It would be a disaster...
- D Wow, that is bad news. Look, I tell you what. Let me talk to them: I know one of the guys in the band. What I'll try to do is get them to stay on until I get there on Monday. I'm sure I can sort something out. Those guys are always splitting up and reforming, don't worry about it. It's par for the course.
- PL That's great, Diego. Thanks a lot. Go ahead and book the flight. Send me an email with the arrival time and everything, and I'll also email you some more details.
- D OK. See you in Shanghai. And try to keep calm - it'll be all right.
- PL I hope you're right. Bye.

UNIT 9

9.1

J=John, E=Emily

- J How was your holiday?
- E Oh, pretty good.
- J You don't sound like you had the best time.
- E Not the best. I just had no idea of where I was going.
- J How do you mean?
- E Well, for a start I wish I'd learnt the basic phrases for 'Hello' 'Thank you', whatever so that I could just start a conversation. I felt like a real tourist just pointing and smiling. I mean I wish I could speak at least one more language a bit.
- J Not easy, though.
- E No, but I was pathetic! And I had no idea about the culture. If only I'd just read a bit about the dos and don'ts. I'm sure I didn't wear enough, or should have bowed, or pointed my feet in the wrong direction.
- J How do you know?
- E Well, this one guy kept looking at me.
- J Probably thought you were cute.
- E Yeah, right. Anyway, I wish I'd at least read a guide book on the plane. And then the weather. It was absolutely scorching. If only the travel agent had hinted that it was probably going to be 40 degrees in the shade.
- J And then they wouldn't have sold the holiday.
- E And I wouldn't have sunburn and a stomach bug.
- J You got sick as well?
- E Like dying. I wish I liked fast food and then I could have just had burgers every day.
- J What did you have?
- E It looked like chicken but looking back it could have been anything.

9.2

- A I think the interesting thing about Singapore, at least for people who have never been there, is that they immediately associate it with the things that were banned.
- B You mean spitting and they didn't allow anyone to import, manufacture or sell chewing gum.
- C And with the things that people were practically forced to do, like smile and be polite, not smoke and always remember to flush the toilet, public ones I mean.
- A But what people notice who actually go there, apart from it being really clean, is just how green it is.
- C You mean despite the heat?
- A Right. Lee Kuan Yew was one of the first people to become interested in preserving the environment. He knew if the rainforests in Malaysia and Indonesia were destroyed, then Singapore wouldn't get enough rain. In fact, it was to prevent a drought from happening that Lee first began planting trees in Singapore. Then he got ordinary citizens to plant the trees, millions of them.
- B So have they managed to avoid droughts?
- A Yes, they have. But he also enabled his country to be transformed from a third world country into a first world country. He encouraged people to be creative in schools and this has meant that Singaporeans have become some of the best educated in the world. And he made them use English as the official language - before they had had four official languages.
- C I remember reading that Singapore's per capita GNP is now higher than Britain's.
- A But the incredible thing is that this has all taken place within one generation. In 1965 Singapore ranked economically with Chile, Argentina, and Mexico; today its per capita GNP is four or five times theirs.
- B But still, at the end of the day, it was the fact that he banned people from doing things

like feeding the pigeons that the outside world will probably remember. You know he once said that a country has greater need of discipline than democracy.

9.3

J=James, N=Nicola

- J With any kind of document - email, letter, report, whatever - you need to be clear about why you are writing it and what result you want, what you require the reader to do.
- N Regarding email I would say there are three main types. The first is providing information, for example, 'The English course will start on September the tenth'. The second is requesting information, 'When does the English course begin?' and the third is requesting action 'Could you please order the books we need for the English course'. The recipient needs to be clear which type of email yours is.
- J Exactly. So this means that the main topic should be clearly announced in the first sentence and any background information after that. But remember that many people only read the first line anyway.
- N So I would say the structure of an email is firstly that your subject line should explain as much of the content as possible. This helps the recipient to decide whether to open the mail at all, and it's also useful later for back referencing.
- J Yeah I wish people wouldn't just put 'for your information' and things like that.
- N Then in the first sentence give the details of the topic. If there are several points, list them with numbers or bullets. This means the reader can find the main points quickly. Then the second sentence or paragraph states what you will do or what action is needed.
- J And by doing that you automatically highlight the most important points. But do you think similar rules apply to writing reports or manuals and other types of documents?
- N Very much so. Your aim is to enable the reader to see immediately what the main point is, and this is true at a paragraph and a sentence level too. You know, you are not writing a thriller in which you don't understand who the murderer is until the last page.

9.4

1

D=Diego, MTB=Minh Thuy Bui

- D I just wanted to thank you for all your hard work. You've helped this part of the tour go really smoothly.
- MTB Thank you, that's very kind. I'd like to say it's been a pleasure working with you as well.

2

LAM=Latin American musician, AM=Asian musician

- LAM We're organizing an international music festival in Brazil next year. We'd love you to come over with your band. Do you think you could make it?
- AM That would be most kind. Thank you very much.

3

D=Diego, A=Aleks

- D What did you think of that final number they did?
- A To be honest, I didn't think much of it.
- D No, same here. In fact I thought their whole set was pretty weak tonight.

4

D=Diego, VM=Venue manager

- D I really appreciate what you did to get the concert hall ready at such short notice. I hope we didn't give you any other problems.

VM No, everything was fine. It was an honour to have such fine musicians performing in our hall.

9.5

D=Diego, MTB=Minh Thuy Bui, A=Aleks

D I just wanted to thank you for all your hard work. You've helped this part of the tour go really smoothly.

MTB Thank you, that's very kind. I'd like to say it's been a pleasure working with you as well. I think we managed to solve all the problems together.

D Yes, ... oh, here's Aleks. Hi.

A Hi.

D I was thanking Minh Thuy for all her hard work. Thanks to you too, Aleks. You've both really helped me get through these last few days.

A No problem. It's been difficult though, hasn't it?

D You're not kidding. But I think we got through OK. Did you pick up on any dissatisfaction, Minh Thuy? I was a bit worried that the venue manager might not be happy with what happened at the end, but he seemed OK when I spoke to him earlier.

A I don't know why the band let the audience come up on the stage like that. I mean they were only dancing but I think they did quite a bit of damage as they were pretty wild.

D Yes, they did. But, as I say, he seemed OK about it.

MTB Well, actually, he was a bit unhappy. I think he might be planning to claim for compensation.

D What?

MTB I think he was most upset that nobody from the band came to apologize to him.

D But I had a word with him at the time.

MTB I think he expected something more formal.

D Well, why didn't he say something at the time, or when we spoke just now?

A Some people don't. They're just like that. It's a different culture...

UNIT 10

10.1

C

The Tokyo Stock Exchange has admitted that its own system fault prevented an attempt to cancel a giant 27 billion yen, that's \$225m or £128m, share sale error.

The mistake took place last week when a trader at a large securities firm mistyped a sale of shares. Instead of selling one share for 610,000 yen, he or she mistakenly sold 610,000 shares for 1 yen.

The Tokyo Stock Exchange admitted that a fault in its system meant the company could not cancel the sale in time. The mistake was noticed very soon after the sale had been authorized, and the company immediately tried to withdraw the order. However, the Exchange's own system was too busy at the time to process the cancellation request.

As a result 27 billion yen, just below the company's entire profit for the financial year, will be lost.

D

An investment company in Frankfurt has been trying to catch up on important business worth millions of euros as a result of not being able to use their computers for two days. The damage was done by a sacked employee. Urs Wachter was given three months' notice at the end of last month. According to his manager he had been underperforming for a long time and had developed a negative attitude.

However, rather than put the disgruntled employee on 'garden leave' and ask him to clear his desk immediately, which is the normal

practice in these situations, the company asked him to work through the first week of his notice period. Mr Wachter, who was something of a computer expert, took the opportunity to cause as much damage as possible.

When he had started at the company, he had been given access to everyone's password, so that he could cover for colleagues when they were sick or on holiday. He spent his last week secretly changing everyone's password with a time delay to coincide with the time of his flight to a remote island where he would be inaccessible.

The new passwords all represented what Mr Wachter thought of his colleagues and managers, such as Ugly, Miserable, Greedy, Bad-tempered. One of his former colleagues said, 'We have all learnt some lessons, not just about our internal security, but how we appear to others.'

10.2

N=Nicola, J=James

N The key to note taking, I think, is preparation.

J For example?

N I think it really helps if you can speak beforehand to the person giving the lecture or presentation, so that you have a chance to get used to their voice.

J Yes, I agree, this 'tuning in', as I would call it, is really useful. I think it's true in any situation, you know, even a phone call, that you give yourself a couple of minutes talking about non-essential things, basically just chit-chat. And this time gives you the opportunity to become accustomed to their voice.

N Exactly. Then I think you need to find out all you can about the subject, prepare a list of key words, and think of abbreviations that you could use for these key words.

J I think you can abbreviate words in two ways. One by just reducing the length of the word, so that 'information' becomes 'info', or by using acronyms, like 'w-r-t' for 'with regard to'.

N Text messaging style is also a good way, you know, the number four instead of the preposition 'for' f-o-r. Symbols can be useful, and, depending on the subject, diagrams and charts too.

J So should notes be taken in English rather than the student's own language?

N I think the best thing is to do what suits you. You don't want to miss points in a presentation by worrying over the right abbreviation for a word in English. Just practise using a variety of methods and see which one works best for you.

J Yeah, I think I agree with that. Another thing is that you should also be familiar with all the little words and phrases that people use when they are moving from point to point, when they are listing things, and when they are summarizing. If you know all these phrases in advance, then you'll be able to follow the lecture itself much better.

N Also, if you notice the way people speak when they move onto a new subject or when they want to emphasize something in particular, they tend to use a slightly higher tone at the beginning to mark such changes.

J Can you give us an example?

N OK ... Another thing you can do is to use headings and make notes under those headings.

J So your voice is a little higher at the beginning?

N And louder too.

J What a lot of students do these days of course is to actually record the lecturer or presenter.

N But make sure you get their permission before, I think there may be privacy laws regarding this.

J Finally, I would recommend comparing your notes with other students afterwards and clarifying any points with them, or, if possible, with the presenter.

10.3

In this lecture on security and its impact on issues connected with personal privacy, I am going to be focusing on two main aspects: video surveillance and identity cards. However, first I would like to highlight that there is no one international definition of privacy. In fact, it differs very significantly from one country to another.

Privacy is often described as the 'right to be left alone'. But I think you'd agree that unless you live alone in a cave in a remote mountain, it is not possible to live in today's society without interacting with the people around you. This means that you have to share information with them. So if you're going to devise a law to protect someone's privacy, then you have to define under what circumstances third parties have the right to collect and use information about you. Then you need to think of a way to prevent anyone from disseminating such information when they don't have the right to do so. By third parties. I mean, for example, search engine providers, marketing departments of companies, and governments.

Different nations take different views on what information should be treated as private. In Sweden, for example, your income tax return can be read by anyone because it is considered to be information that the public has the right to know about. On the other hand, there is a European Union directive that says that any itemized telephone bills should not contain the last three digits of the person called. This directive should affect Sweden as a European Union member, so even within one country you have two apparently different approaches to privacy.

To what extent people's private lives should be protected, particularly those of famous people in the public eye, is still very much an open issue. Some celebrities have used the Human Rights Act against photo journalists who have taken ...

10.4

The issues surrounding video surveillance and identity cards are very much connected. In the UK there are over one and a half million closed-circuit TVs and if you live in London, your photo is probably taken over three hundred times a day. The government says these cameras have been introduced to cut down on crime. Potentially, governments could create a database of photographs of people. They could then match these using face-recognition technology to photographs on identity cards.

In reality, the number of crimes doesn't appear to have been reduced by all these cameras. However, if you do have a criminal record, even for a very minor offence, such as a parking ticket, this could be automatically added to your ID. The problem is that, once added, it is very difficult to remove. There have been cases of people who were wrongly convicted of a crime, who were subsequently unable to have their criminal record deleted.

You might remember that when biometric passports were first introduced, there were problems with people smiling in their photos, because by showing their teeth they were reducing the chances of face recognition systems making the perfect match.

Other records can also be stored on ID cards. One particular concern is health records. Insurance companies could demand access to your health records before deciding, for example, whether to give you life insurance. The fear is that we will soon be living in an Orwellian society where Big Brother is constantly looking down on us not only from highways, schools, public parks, and

government buildings, but in all public spaces. And maybe even in our homes too, via our computers by searching through our emails and analyzing the websites we have visited.

10.5

PL=Pei Lin, B=Bob, D=Diego

PL OK, Bob's now joined us on the speaker phone. Can you hear OK, Bob?

B Yes, it's fine.

PL OK, let's get started. I wanted to use this meeting to look back at the whole tour. This was a large and new project for us, and I think that it's very important that we review it thoroughly. My personal feeling is that on the whole it went very well and we can all feel reasonably satisfied. At the same time, however, we shouldn't be too complacent – there are definitely lessons to be learnt.

You've all seen the reports and feedback, which is the first main item on the agenda, and we'll come on to that soon. But the first thing to say is that everyone's got back safe and sound. Aleks, of course, is here because she's going to be helping with our next Eastern European arts project.

I also wanted to start by giving special thanks to Diego, who, as you all know, came out at short notice and saved the day. Thanks, Diego, and congratulations on doing such a great job: not only for coming out to take over the Tour Manager's role at a tricky time, but also for sorting out the difficulty we had with the angry venue manager after the last night concert in Hanoi. Well done! I think you were still working on that right up to the last minute?

D Yes, I took him out for lunch on the day of the flight home – to apologize. He had a fair point. It seemed to do the trick, but I nearly missed my flight!

PL Well, thanks – now we know who to turn to if we need any future fire fighting! And well done!

10.6

B=Bob, PL=Pei Lin

B So, in a nutshell, taking all things into account, the bottom line is that it looks like we came in a little over-budget, but not disastrously so. I'm fairly sure the final account will bear this out. I'd like to thank everyone for their hard work and commitment.

PL OK, Bob's going to leave us now, as the other issues are to do with reviewing details of the management of the actual tour. Thanks, Bob.

B Bye all. Take care. And well done!