#### **TELEPHONING: MAKING CONTACT**

- A There is one word missing in each of the expressions below. Put the missing word into each expression.
  - 1 Could I speak Ken Wu, please?
  - 2 This Pedro Casas in Buenos Aires.
  - 3 I'm calling our latest order.
  - 4 Could you transfer to the production department, please?
  - 5 Could you ask him call me back?
  - 6 Can I leave message, please?
  - 7 Could you tell what it's about?
  - 8 I'll put through.
  - 9 Can I get him call you?
  - 10 I can transfer to his voicemail.
- **B** Work in pairs. Rearrange the two parts of this phone conversation into a logical order.
  - A Hello.
  - B Hello. Is this Kiev Agro?
  - A Yes, that's right.
  - B Could I speak to Ludmila Sharapova, please?
  - A Who's calling, please?
  - B Anton Schmidt at EFG Chemicals in Dresden.
  - A Could you tell me what it's about?
  - B  $\,\,$  i'm a supplier and i'm calling about our contract.
  - A I'll put you through ... I'm afraid there's no answer. Can I get her to call you?
  - B Yes, please. She has my number, I think, but here it is just in case: 00 49 351 ...
  - A 00 49 351 ...
  - B 489 00 01.
  - A 00 49 351 489 00 01.
  - B That's it. Could you get her to call me back as soon as possible. It's very urgent.
  - A OK, no problem. I'll do that. Goodbye.
  - B Thanks. Goodbye.

- A Match each of the headings (1–6) to one of the expressions (a–f).
  - 1 Introducing yourself
  - 2 Stating your aim
  - 3 Outlining the presentation
  - 4 Introducing new information
  - 5 Changing to a new section of the talk
  - 6 Ending the presentation

- a) Here are some key figures on our amazing growth over the last five years.
- b) That's it for today. Thank you very much.
- My name's Katie Woo and I'm Head of Marketing here at Fragrant Perfumes.
- d) My talk is divided into four parts.
- e) I'm here to tell you about our exciting new products to be launched next year.
- f) That's all I have time for on lipstick. I'll move on now to shampoo.
- Work in groups of three. The directors of three new Internet start-ups make presentations about their companies to possible investors. You are one of the directors. Use the notes to make a presentation about your company.

	Linkalot	Vidcall	Source-it
Based	Hoxton, London	Stockholm, Sweden	Riga, Latvia
Nature of site Social networking		Video calls using the Internet	Putting suppliers and buyers in touch with each other
Users	Young professionals aged 25–40	Businesses and individual consumers	Businesses in cars, electronics and construction
Current source of Friends and family investment		Loan from a Swedish bank	Grant from (=money given by) the European Union
Amount already invested	€200,000	€550,000	€1.1 million
Purpose of new investment	Employ 10 new programmers	Develop new video technologies	Move into a bigger building with the most up-to-date equipment
Amount required	€1 million	€1.5 million	€1.9 million

#### **NEGOTIATING: REACHING AGREEMENT**

- A Correct these expressions, using the same number of words.
  - 1 We're interested to buy five of your machines.
  - 2 We'd liked to get the first deliver in November.
  - 3 We must got a better price that the one you are offering.
  - 4 We could possible gave you a discount of five per cent.
  - 5 We can do that, providing to made a down payment.
  - 6 Unfortunately, we aren't agree for that.
  - 7 If it work, we'll increased the order later.
  - 8 That sound a fairly price to me.
  - 9 Good, I think we're cover all.
  - 10 Right, we're get a deal.
- B Work in pairs. Student A is the production manager at a car company and wants to buy some robots. Student B is the sales representative for a company that makes industrial robots. Role-play the negotiation.

The production manager wants at least 12 robots, but is open to the idea of buying more. The sales representative should try to persuade him/her to do this, talking about the benefits of robots in relation to human workers (cheaper, more accurate, they don't take time off, etc.).

Negotiate the number of robots to be bought and the discount to be given.

During the role play, try to use one expression relating to each of the types (1–6).

- 1 Stating aims
- 2 Making concessions
- 3 Rejecting suggestions
- 4 Bargaining
- 5 Getting agreement
- 6 Finishing the negotiation

Student A: Production manager

Discount objectives:

10-15 robots: 15% discount

16–20 robots: 20% 20–29 robots: 25%

30 robots or more: 30%

Student B: Sales representative

Discounts you can offer:

10-15 robots: 10% discount

16–20 robots: 15% 20–29 robots: 20%

30 robots or more: 25%



#### SUCCESSFUL MEETINGS

A Cross out the extra unnecessary word in each of these expressions.

#### Chair/lead

1 Can we go start, please? (Beginning the meeting)
2 Right, let's to begin. (Beginning the meeting)
3 The main purpose of this here meeting is to ... (Stating the aim)
4 What do you to think? (Asking for comments)
5 The next thing to go discuss is ... (Changing the subject)

#### **Participants**

6 I'm in the favour of ... (Giving opinions)
7 Perhaps we will should ... (Making suggestions)
8 I totally am agree. (Agreeing)
9 I don't know round about that. (Disagreeing)
10 Hold on up a moment. (Interrupting)

Work in groups of four. A company's human resources (HR) manager holds a meeting with three employee representatives from different parts of the company: production workers, sales force and general admin staff.

The purpose of the meeting is to discuss improvements to employee facilities and benefits – see the list below. They have already agreed to spend a maximum of €70,000 for the year. Chair or participate in the meeting and try to persuade the others to agree to the repairs and improvements that you want. Use the expressions above and others you know.

Company to pay more towards cost of meals in company restaurant -  $\leqslant$ 20,000 Build roof over cycle parking area and make it more secure against thieves -  $\leqslant$ 5,000 Company cars: Volvos to be used instead of current make -  $\leqslant$ 150,000 Build an in-house company gym -  $\leqslant$ 35,000 Improve furniture and lighting in offices -  $\leqslant$ 10,000

#### HR manager

You lead the meeting. You have no particular priorities for spending the budget, but you want as many employees as possible to benefit.

#### Production staff representative

Your colleagues are most interested in reductions to the cost of meals in the restaurant.

They are not keen on the other improvements, except those for the cycle parking area.

#### Sales force representative

The restaurant, gym and office improvements are not important for your colleagues, as they are out most of the time visiting clients. Likewise, the cycle area improvement is of no interest to them, as they go everywhere by car.

Your colleagues are very keen on better cars for company employees.

#### General admin staff representative

Your colleagues like the idea of making the restaurant cheaper, the cycle parking area and improved furniture and lighting.

None of them has a company car as they never travel on business, so this is of no interest to them.



#### PARTICIPATING IN DISCUSSIONS

- Three company executives are discussing the possibility of moving the company's production abroad to a cheaper location. Group the expressions they use (a–h) under the headings (1–4).
  - 1 Making suggestions
- 2 Giving opinions
- 3 Agreeing
- 4 Disagreeing
- a) Excellent idea lower costs will mean higher profits.
- b) I'm not sure it's a good idea quality will suffer.
- c) Why don't we move production somewhere cheaper?
- d) It would lower costs in the short run, but what about the long run?
- e) It might be a good idea to bring in consultants who specialise in this.
- f) I can't agree with you there. No one understands our business as well as we do ourselves.
- g) I agree with the idea of using consultants I know of a consultancy that specialises in this.
- h) We've got to do something to lower costs.
- Work in groups of three. You are one of the executives at the company in Exercise A above. Role-play the meeting and discuss the advantages and disadvantages of moving production abroad. Use appropriate expressions from above and others you know.

#### Chief Executive (Chair/lead)

You want to reduce costs, but you are worried about the possibility that quality, for which your company is famous, will not be as good if you move production abroad.

You are open to arguments from both your colleagues.

Tell the Production Manager that he will not be forced to leave the company if production moves abroad: he will move to a higher-paid job at company headquarters.

#### **Finance Director**

You want to reduce costs above all else – you are not worried that quality standards may fall. You want to move production abroad as quickly as possible, without taking the time to use consultants. You are willing to get on a plane tomorrow to go and look at possible suitable locations!

#### **Production Manager**

You joined the company as a 17-year-old production worker and you have risen to become Production Manager.

You don't want production to move abroad as your production workers would lose their jobs. You think you will lose your job if production moves abroad.



#### **SOCIALISING: GREETINGS AND SMALL TALK**

- Choose the more suitable response, a or b, to each of the expressions (1–7).
  - 1 Leonora, do you know Antonio?
  - Nice to meet you.
  - How's business?

  - Have you heard the news about our latest product?
  - Could I use one of your PCs to check my e-mail?
  - 6 I'm afraid I missed the name of your company.
  - Would you like to have lunch somewhere?

- a) No way.
- b) No, I don't think we've met.
- a) Pleased to meet you.
- b) Fine, thanks.
- a) Not too bad, actually.
- b) it's none of your business.
- a) No, and I don't want to.
- b) No, tell me all about it.
- a) Of course. You can use this one.
- b) If you insist, but don't be too long.
- a) I'll say it just once more. This time, pay attention.
- b) It's Zeta Industries. That's Z E T A.
- b) Sounds good. I'll just get my coat.
- Work in pairs. This conversation takes place over a business lunch. Rearrange the two parts into a logical conversation.
  - A The menu looks interesting. What's the salmon like here?
  - Pretty good. I had it last night.
  - A OK, I think I'll go for the salmon.
  - B And I'm going to have the steak.
  - A That's decided then steak for you and salmon for me. Is this your first time in Ljubljana?
  - B I was here in Slovenia a couple of years ago on a family skiing holiday, but I can't really say that I know Ljubljana. What I've seen of it so far looks great.
  - A How's business?
  - B We're having a great spring. Spring is our busiest time of year, of course. How about you?
  - A Things are a bit slow at the moment could be better. But we have some great new products coming through so it should pick up in the autumn.

Example A: The population of Colombia is forty-five million, nine hundred and twenty-five thousand, three hundred and ninety-seven.

B: So the population of Colombia is about forty-six million.

Student A

Student B The population of Colombia is 45,925,397. about / million The GNP of Colombia last year was USD243.8

just under / billion billion. There are 2,044 Colombian pesos to the US dollar. just over / thousand

Inflation over the last five years has been 5.2% per year on average.

38% of Colombia's exports went to the US last just under / forty

There are 80.7 televisions per 100 households. approximately / eighty-one

There are 91.9 mobile phones per 100 people. roughly / ninety-two

Work in pairs, Student A has information about China, Student B has information about the US. Communicate this information to each other.

#### Student A

	China	United States
Population	1.34 billion	
Average age	34.2 years	
GDP	\$4,327 billion	
GDP per head	\$5,970	
Doctors per 1,000 population	1.5	
Hospital beds per 1,000 population	2.2	
TVs per 100 households	96.1	
Computers per 100 people	5.7	
Mobile phones per 100 people	48	

#### Student B

	China	United States
Population		308.8 million
Average age		36.6 years
GDP		\$14,093 billion
GDP per head		\$46,350
Doctors per 1,000 population		2.7
Hospital beds per 1,000 population		3.1
TVs per 100 households		98.9
Computers per 100 people		80.3
Mobile phones per 100 people		86.8

just over / five

## Marketing

#### **TELEPHONING: EXCHANGING INFORMATION**

- A Work in pairs. Rearrange the two parts of this phone conversation into a logical order.
  - A Hello.
  - B Can I speak to Ludmila Sharapova, please?
  - A Speaking.
  - B This is Anton Schmidt at EFG Chemicals in Dresden.
  - A Hello Anton, how are you?
  - B Fine. Good to talk to you I've been trying to get hold of you for nearly a week.
  - A I've been away at a conference in Tokyo.
  - B Oh, right. I'm phoning about our contract. We need to start thinking about renewal it's due for renewal next January.
  - A You should really talk to one of our salespeople about that I'm just on the technical side.
  - B Who do you suggest?
  - A There's a new sales guy responsible for Germany. His name is Mikael Vasiliyev.
  - B How do you spell that?
  - A Like Michael, but with a K; Vasiliyev V A S I L I Y E V.
  - B Is the first letter B or V is that B for Bravo or V for Victor?
  - A V for Victor. And his direct line, dialling from Germany, is 00 380 44 ...
  - B 0038044...
  - A 977 8933.
  - B 977 8933. Thanks, Ludmila. I'll give him a call. It was nice talking to you. See you soon at a conference, I hope.
  - A Me too. Bye for now.
  - B Bye.

#### **MEETINGS: INTERRUPTING AND CLARIFYING**

A Complete these expressions with the words from the box.

you'll	Sorry	may	Hold	saying	just	mean	exactly
1 Could	I		commen	t on that?		(Interrup	oting)
2	on a minute.					(Interrup	oting)
3	to interrupt, but					(Interrup	oting)
4 If	Ifjust let me finish					(Dealing	with interrupti
5 I'd like	I'd like to finish, if I					(Dealing	with interrupti
6 How d	How do you exactly?					(Clarifyi	ng)
7 What.	Whatdo you mean by					(Clarifyii	ng)
8 So wh	So what you're is that					(Clarifyi	ng)

Work in groups of four. Rogerson Piccolo Vorster (RPV) is an architecture firm named for the three directors who founded it after they left architecture school together 35 years ago. They now want to retire. They must decide whether to a) sell the firm to outsiders, b) sell the firm to younger colleagues (called 'associates') or c) close the firm completely. Role-play this meeting, using the expressions above and others you know.

#### Sam Rogerson

RPV has a record of designing great buildings and you want to sell the firm to outsiders, for example another architectural firm, or even an engineering company, who could continue this work.

You think that any buyer will want to maintain the high reputation of the firm for designing exciting buildings.

#### Renzo Piccolo

You want RPV to be sold to some of the current associates. You trust these associates to continue the high reputation of the firm.

Outside owners would destroy its reputation, or at least not maintain it, and you would have no control over what it does in the future.

#### Dietrich Vorster

You want to close the firm completely.

Your personal reputation as an architect will suffer if the firm continues under new ownership. You do not want to see your name used in connection with new buildings which you have not designed.

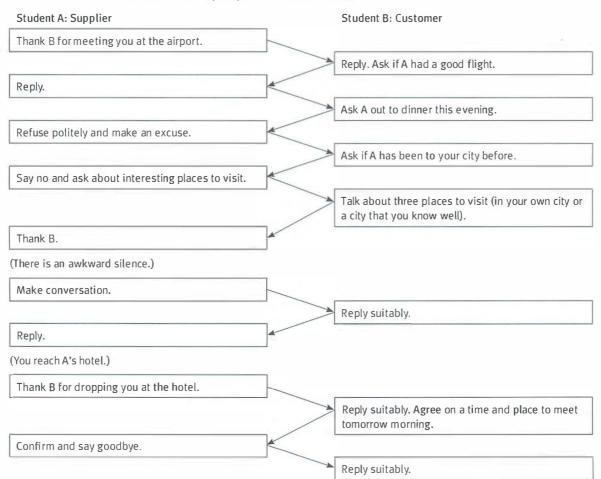
#### Representative of the associates

You want to buy RPV from the current directors and continue to run it under the same name, so as to continue to benefit from the reputation they have built.

You promise to maintain the firm's great reputation, and to continue to consult the current owners on issues that you know are important to them.



- A Group the expressions (a–h) under the headings (1–4).
  - 1 Making excuses
- 3 Making conversation
- 2 Saying goodbye/thanking
- 4 Networking
- a) I think I know someone who might be able to help you.
- b) It's very kind of you, but I must get to the airport for my flight.
- c) Have you been on holiday this summer yet?
- d) It was very kind of you to take me to that great restaurant yesterday. It was fantastic!
- e) Do you have children?
- f) That was delicious, but I couldn't eat anything more, thanks.
- g) You could mention my name when you contact them.
- h) Nice seeing you. Hope to see you in Dallas some time.
- Work in pairs. Student A, you are a supplier visiting a possible new customer. Student B, you are the customer. Student B has picked up Student A from the airport and is taking him/her to his/her hotel. Use the prompts to have a conversation.



#### Calming down

- 1 | see you mean.
- 2 Why don't we back to that later?
- 3 Let's come back some fresh ideas after the break.

#### Closing a negotiation

- 7 Let's see we've got.
- 8 Can I go what we've agreed?
- 9 Let's over the main points again.
- 10 We've got deal.

#### Creating solutions

- 4 I'd like to make suggestion.
- 5 Let's look this another way.
- 6 Another possibility to rethink the specifications.

Work in pairs and role-play this negotiation. Student A is a Chinese supplier of woks (= large frying pans). Student B is a buyer for a chain of kitchen equipment stores in the US. After a day of negotiations, A and B have provisionally agreed the following. However, neither side is happy with this situation.

Price for the first batch of 1,000 woks	Discount for each batch of 1,000 woks thereafter	Delivery	Payment terms
5,100 yuan	1.5 per cent	6 weeks	20 per cent up front, the rest 60 days later

#### Student A: Supplier

These were your objectives when you started the negotiation:

Price for the first batch of 1,000 woks	Discount for each batch of 1,000 woks thereafter	Delivery	Payment terms
5,500 yuan	1 per cent	10 weeks	30 per cent up front, the rest 30 days later

Before you agree to a final deal, you want to get two concessions from the buyer in the areas above.

First, outline what the current position is. Then negotiate two final concessions from the buyer so as to reach a deal that is closer to your original objectives.

#### Student B: Buyer

These were your objectives when you started the negotiation:

Price for the first batch of 1,000 woks	Discount for each batch of 1,000 woks thereafter	Delivery	Payment terms
4,700 yuan	2 per cent	3 weeks	10 per cent up front, the rest 90 days later

After the supplier has outlined the current position, negotiate two final concessions from the supplier so as to reach a deal that is closer to your original objectives.

#### PRESENTING A PRODUCT

- Match the words (1-10) to their definitions (a-g) in the context of talking about products. Three of the definitions have two words each.
  - 1 elegant
  - flexible
  - popular
  - practical
  - reliable
  - robust
  - sturdy
  - stylish
  - unique
  - 10 versatile

- a) a lot of people like it
- b) beautiful, attractive, graceful
- c) can be used for many different purposes
- d) strong, well-made and not easily broken
- e) easy to use, clean, maintain, etc.
- f) always works well and does not break down easily
- g) being the only one of its kind
- Match each of the headings (1–6) with one of the expressions (a–f).
  - 1 Introducing the product
- a) Its unique selling point its USP is its extremely low price.
- 2 Describing the product
- b) You can use it in three different ways.
- - Stating the product's uses c) I'm going to tell you about an exciting new product.
- Listing selling points
- d) Its three key benefits are speed, safety and economy. e) Questions, anyone?
- Referring to benefits 6 Inviting questions
- f) It's 20 cm long, 12 cm wide and 1 cm thick.
- Work in groups of three. Prepare a mini-presentation about a product, using the expressions in Exercises A and B above and others you know.

tablet computer (e.g. iPad)	ergonomic chair (= one that's designed to prevent pain in your back, arms, etc.)	electric car
executive jet	smartphone (e.g. Blackberry)	business suit made of a new type of material

#### MELISSA FOUX, FINANCE DIRECTOR, CSC MEDIA LIMITED

A S	) CD1 4	Listen to	nart one	and r	match the	two n	arts of	these ex	nressions
A 154	CDI.T	LISCEII CC	part one	anu	naten the	two p	aits oi	THESE EX	bi caainiia

- 1 finance channels
  2 television channels
  3 music business
  4 children's business
  5 movie channels
- B Now put the expressions from Exercise A into these groups.
  - a) TV programmes

chocolate-pudding

b) iobs

director

- c) types of company
- CD1.4, 1.5 Listen to parts one and two and replace the verbs in italic with infinitive forms of verbs that Melissa Foux actually uses. (One of the verbs she uses is a multiword verb.)
  - 1 transfer from sector to sector
  - 2 do a subject at university
  - 3 perform an internship
  - 4 gain an understanding of something
  - 5 begin as an auditor
  - 6 obtain a job
- D < CD1.6, 1.7 Listen to parts three and four. Choose the correct alternative to replace the expression in italic so as to keep the closest meaning.
  - 1 ... I think the thing that stands out is, really, not to overcomplicate things.
    - a) make things easier
- b) make things too difficult
- c) keep things the same
- 2 Especially in the finance world, people can get bogged down in a lot of detail, ...
  - a) up to their ankles in
- b) tiring out by
- c) overloaded with
- 3 ... and it's important to try and maintain clarity and always be able to see above all the numbers ...
  - a) keep things clear
- b) keep things interesting
- c) keep things difficult
- 4 What I found, in coming across people who have applied for positions in the companies I've worked in, ...
  - a) meeting
- b) interviewing
- c) employing
- 5 ... is the key difference is, people who've done a lot of research on the companies that they've applied to.
  - a) asked for more information about
  - b) asked to join
  - c) asked to leave
- 6 So I say, research is the key.
  - a) the least important thing
  - b) one of the most important things
  - c) the most important thing

### Companies

#### SUSAN BARRATT, CEO, NATURE'S WAY FOODS

- A (1) CD1.18 Listen to part one and find the following.
  - 1 an adjective meaning cold or cooled
  - 2 a four-word expression meaning most of which
  - 3 a word that means different
  - 4 a word for what food is wrapped in
  - 5 a two-word expression used for the chains in item 6 below
  - 6 the names of three supermarket chains that sell food to consumers
  - 7 a three-word expression that includes the chain in item 8 below
  - 8 the name of a fast-food restaurant chain
- B (1) CD1.19 Listen to part two and complete the table with words that Susan Barratt uses.

noun	adjective	
	healthy	
	convenient	
	sustainable	
	indulgent	
efficiency		

- C Match the adjectives in Exercise B to their meanings in this context.
  - a) easy to prepare, use, etc.
  - b) using the least possible amount of time, effort, money, etc.
  - c) allowing someone to eat something that tastes good but may be unhealthy
  - d) able to continue into the future
  - e) good for your body
- D (D1.20 Listen to part three. Which of these things does Susan Barratt mention?

Someone who runs a company ...

- 1 should set strategy
- 2 should set clear goals
- 3 should be an expert in accountancy and finance
- 4 should get people to work together as a team
- 5 should socialise with their team at weekends
- 6 might suffer from the fact that they are continuously responsible for different things
- 7 might get lonely
- 8 must make some decisions on their own

#### SUE LEESON, DIRECTOR OF MARKETING AT QVC

A 4)) CD1.28 Listen to part one and match the three parts of these expressions.						
1	We sell products	to	the television and online			
2	wo soll	through	a wide variety of categories			

3 ... we sell both across consumers in Germany, Japan, USA, UK and Italy

B (CD1.29 Complete these statements with appropriate forms of verbs from part two.

lfy	/OU
1	a product, you show how it is used, etc.
2	a sales presentation, you talk about a product or a number of products to an audience.
3	with your audience, you understand their needs and talk to them in ways they can relate to.
4	a sales pitch, you work on ways of talking about a product to possible customers in a way that will make them want to buy it.
5	a product inside and out, you know it very well.

CD1.30 Listen to this extract from part three and replace the eight mistakes in the transcript below with what Sue Leeson actually says.

We have many successful product areas. One of our most successful is beauty. Beauty works so well on TV for two reasons. First of all, each beauty brand has a terrific story behind it, and we can really bring life to the brand and to the sales pitch through telling that story in a very attractive way.

And secondly, each product is very easy to present. So if it's a skincare product, like a moisturiser, we can show how to apply it, the quantity to apply in order to give the best effects. Finally, we add another layer to our product presentation in that we always invite the expert behind that product to tell the story.

D (CD1.31 Listen to part four and find words that mean the following.

1	on the Internet	0
2	changed	a
3	terrific	f
4	chance	0
5	product	i
6	picture	i
7	catalogue	r

- A OCD1.39 Listen to part one. Are these statements true or false?
  - 1 eBay is useful for large companies.
  - 2 eBay provides a way to reach markets that is new.
  - 3 Auctions are new.
  - 4 Kate Pitts talks about USB sticks in relation to data and pictures.
  - 5 She also mentions plug-and-play devices.
  - 6 USB sticks have had no effect on other devices.
  - 7 Digital cameras were certainly invented in the last 15 years.
- B (CD1.39 Listen to part one again and complete the table with words that Kate Pitts uses.

verb (infinitive)	noun	
boom		
turn over		
auction		
	transfer	
demand		
	transport	
benefit		
	satisfaction	
invent		
	revolution	

- CD1.40 Listen to part two. In which order do you hear these adverbs?
  - a) actually
  - b) differently
  - c) nearly
  - d) slightly
  - e) strongly
- D Now match the adverbs above to their meanings.
  - 1 almost
  - 2 really
  - 3 a bit
  - 4 firmly
  - 5 in another way

#### JESSICA COLLING, DIRECTOR OF MARKETING AT VIELIFE

A		CD1.43 Listen to part one and complete the transcript.
	cor	ere are lots of things that can make people feel
В	<b>(</b> 1))	CD1.44 Listen to part two. Are these statements true or false?
	1	The interviewer asks about levels of stress that can be considered normal.
	2	Jessica Colling says that it's easy to say what a normal level of stress is.
	3	What one person finds motivating, another person might find stressful.
	4	Pressure and stress are the same thing.
	5	Not everyone can manage high levels of stress over long periods.
	6	If you manage stress well over a long period, you may start to suffer from it, but not badly.
С		CD1.45 Listen to part three. Choose the correct alternative to replace the expression in italic so as to keep the closest meaning.
	1	How can companies help their staff to <i>achieve</i> a work–life balance? a) lose b) search c) find
	2	Work-life balance is an interesting question, because everybody has a different <i>sense</i> of what works for them.
		a) idea b) feel c) sensation
	3	However, companies can really help by being flexible in how they expect <i>staff</i> to work.  a) directors  b) office workers  c) employees
	4	if somebody doesn't like travelling in rush hour, you know, perhaps they could <i>come in</i> a little bit early
	_	a) enter work b) get to work c) return to work
	5	And other examples might be, just <i>making sure</i> that people don't feel that they have to stay late, just because their boss is working late.
		a) assuring b) ensuring c) saving
D	<b>4</b> ))	CD1.46 Complete these statements with appropriate forms of expressions from part four.
	If y	/ou
	1	d a problem, you think about it and try to solve it.
	2	+ to do something, you often do it.
	3	e a feeling, you have it.
	4	m an activity, you are in charge of it.

6 r..... a problem, you talk about it.

5 | ...... children, you care for them.

A (1) CD1.51 Listen to part one and replace the eight mistakes in the transcript below with what Chris Bruton actually says.

The most popular events are still the major sports and the major events in those sports. Within sports it does vary. For example, those sports where the rules are fairly simple and obvious are more popular. Thus cricket, which is a personal, um, love of mine, is not actually one of the most popular, because the rules are fairly complex. Horse racing is a favourite, football – soccer as it's called in many countries around the world, but football in England – is very popular.

Car racing works well and then, moving onto the entertainment side, theatre, pop concerts, musicals – particularly, for many years, *Phantom of the Opera* has been very popular in New York and in London and in many other places around the world where it has showed.

- B < CD1.52 Complete these statements about what Chris Bruton says with appropriate forms of expressions from part two.
  - 1 Corporate entertainment is very different from what it was 30 years ago: it has
  - 2 Its quality is much, much better it's v ......
  - 3 The recent recession has had consequences for the financial sector it has a...... the financial sector.
  - 4 Financial firms have cut their budgets they have r..... them.

  - The more expensive events have been less badly affected by the recession they are *h* ...... better.
- CD1.53 Listen to part three. In what order does Chris Bruton mention these points?
  - a) catering
  - b) umbrellas
  - c) aim
  - d) follow-up
  - e) planning
- D 🜒 CD1.54 Listen to part four. Are these statements true or false?
  - 1 Silverstone is 100 miles north-east of London.
  - 2 Lewis Hamilton won the race.
  - 3 Chris Bruton uses helicopter as a verb.
  - 4 Heathrow is west of London.
  - 5 Guests flew by small executive jet to Paris.
  - 6 The plane that guests took did not fly faster than sound.
  - 7 They stayed overnight in Paris.

- A (1) CD2.2, 2.3 Listen to parts one and two and match the verbs with the expressions that follow them. 1 transfer that vision 2 send their staff money have a vision reach motivate money maintain more profit their relationship make B (1) CD2.3 Complete these statements with appropriate forms of expressions from part two. 1 If you have an idea about what something will be like in the future, you have a v\_\_\_\_\_.
- If you have an idea about what something will be like in the future, you have a v\_\_\_\_\_.
  If your customers are ! \_\_\_\_\_, they keep coming back to you.
  I \_\_\_\_\_ is the money you make from sales.
  A customer's r \_\_\_\_\_ are what he or she needs.
  Satisfied customers are h \_\_\_\_ customers.
  A company's costs are its e \_\_\_\_\_\_.
  A b \_\_\_\_\_ company is one that has gone out of business.

#### SUSAN BARRATT, CEO, NATURE'S WAY FOODS

- C D2.4 Listen to part three. Match the things that Susan Barratt mentions (1–6) with the quotations (a–f) from someone starting their own company.
  - 1 energy
  - 2 commitment
  - 3 making yourself different
  - 4 added value
  - 5 understanding the market
  - 6 cash

- a) 'I'm not going to give up easily.'
- b) 'I never feel tired.'
- c) 'We've carried out a big market survey.'
- d) 'We've got €100,000 in the bank in case there are any problems.'
- e) 'We offer something that none of our competitors offer.'
- f) 'Our product will save customers €3,000 a year.
   Competing products only save customers about €1,000.'
- D 🜒 CD2.4 Listen to part three again and find adjectives that mean the following.
  - not easy d \_\_\_\_\_
     not easy k \_\_\_\_
     very high s \_\_\_\_\_
  - 4 not the same d \_\_\_\_\_\_
  - 5 extremely important c\_\_\_\_\_
  - 6 enough 5 \_\_\_\_\_

### Marketing

#### RICHARD TURNER, EUROPEAN MARKETING MANAGER IN PHARMACEUTICALS

A  $\clubsuit$ ) CD2.16, 2.17 Listen to parts one and two and complete the table with words that Richard Turner uses.

noun	adjective	
clinic		
reason		
tradition		
emotion		
regulation		
pharmaceuticals		
consistency		

B (CD2.17 Complete the answers to these questions with expressions from part two.

In marketing pharmaceuticals, ...

- 1 what is the biggest challenge? It's the .....
- 2 are the laws weak? No, they are quite .....
- 3 what is your main aim? We want to help patients .....
- 4 how must you present your data? In a .....
- 5 can you say that the product benefits are bigger than they really are? No, we mustn't
- do you use campaigns that say different things in different countries? No, they are ...... many different countries.
- 7 is it easy to know what to say in advertising? No, it's a ......
- C (1) CD2.18 Listen to part three and replace the seven mistakes in the transcript below with what Richard Turner actually says.

Sadly, because of the regulatory laws that we need to obey, we're not able to promote directly to patients. We can only speak to the doctor, because the doctor makes the decision about the medicine. So, although we'd love to use all the advantages and opportunities that the Internet and the new communication methods offer, we're not able to use them as much as we'd like to do. That said, we are beginning ... I think many companies are beginning to look at the possibilities that new technologies such as the iPhone may offer to present the data when we're face to face with the doctor, because it's a clearer and more involving way of presenting the data to the doctor than the traditional paper.

- D < CD2.19 Listen to part four. Are these statements about the words in italic that Richard Turner uses true or false?
  - 1 Someone who works in science is a *scientific*.
  - 2 Another word for 'doctor' is physicist.
  - 3 Work to see if a drug is safe and effective is a *clinical trial*.
  - 4 If you do a lot of work on something, you spend a lot of effort on it.
  - 5 Peak sales is the time when a drug is just beginning to sell.
  - 6 If there is a patent on a drug, other drug manufacturers cannot copy it.

- A (1) CD2.30 Listen to part one. Choose the correct alternative to replace the expression in italic so as to keep the closest meaning. 1 If you're a business that has a commitment from a client for three years, you have a three-year contract, it makes sense to have a three-year plan, ... a) it's sensitive b) it's sensational c) it's sensible ... because you can project forward those revenues, ... a) analyse sales b) forecast sales c) record sales 3 ... and you can make some assumptions about what you need to do as a business ... a) assume certain things b) define certain things c) respond to certain things 4 in order to deliver the requirements of that contract. a) what the contract writes b) what the contract specifies c) what that contract speaks 5 For a lot of smaller businesses, new businesses entering the market, ... a) continuing to sell in b) starting to sell in c) increasing their sales in 6 ... especially in technology for instance, when who knows what trends are going to come into play next month ... a) start playing the situation b) start influenced the situation c) start affecting the situation D < )) CD2.30, 2.31 Complete these statements with words from parts one and two that are related to the words in italic. If ...
- 6 something has the characteristic of *flexibility*, it is ......
- C 📣 CD2.32 Listen to part three. Are these statements true, false or is the information not given?
  - 1 Many business plans fail.
  - 2 Entrepreneurs can forecast the future.
  - 3 It's not necessarily bad if a business plan fails.
  - 4 If a business idea doesn't work the first time, it should always be dropped.
  - 5 The entrepreneur's successful business was completely unrelated to a previous version.
  - 6 The business was based in Amsterdam.
  - 7 When he was working on the first version, the entrepreneur saw the mistakes that would cause it to fail.
  - 8 Failure can sometimes lead to success.
  - 9 The entrepreneur is planning another new business.

## Managing people

#### LAURIE MULLINS, AUTHOR

A (1) CD2.43 Complete the table with appropriate forms of words from part one.

verb (infinitive)	noun (singular)	
1	influence <sup>1</sup>	
manage	<sup>2</sup> (person) ,	
pioneer	4	
emphasise	5	
control	6	
profit	7	
retail	8	

- B Match the nouns above (1–8) to their meanings (a–h).
  - a) a person or organisation that is the first to do something
  - b) selling to consumers rather than to other businesses
  - c) power to change other people's opinions, behaviour, etc.
  - d) the way organisations are structured, employees told what to do, etc.
  - e) the importance given to something in relation to something else
  - f) when you get more money from sales than you have spent
  - g) someone who tells employees what to do
  - h) the power to make decisions about how an organisation works
- C (4) CD2.44 Complete these statements with expressions from part two.
  - 1 The attitudes and beliefs that guide someone's behaviour together form their ph.....
  - 2 Someone who starts a business is its f......
  - 3 Something that is real is 9......
  - 4 Subjects, problems, etc. that are discussed are i.....
  - 5 Moral ideas that guide your behaviour are your pr.....
  - 6 Another word for 'help' is a.....
  - 7 If you believe something strongly, you believe it f......
  - 8 Large amounts of money are s......
- D < CD2.45 Listento part three. Match the issues (1–6) with the imaginary comments (a–f) made by employees working under one of the three managers mentioned.
  - 1 communication
  - 2 involvement
  - 3 availability/visibility
  - 4 commitment
  - 5 respect/consideration
  - 6 trus

- a) 'He never shouts at people.'
- b) 'When she says something, it's always so clear what she means!'
- c) 'He's a real hands-on type of manager.'
- d) 'I think he will always do the best thing for all of us.'
- e) 'The door to her office is always open.'
- f) 'I want to do my best for the organisation.'

A (1) CD2.52 Listen to part one and replace the seven mistakes in the transcript below with what Eileen Carroll actually says.

Our organisation, the Centre for Effective Dispute Resolution, was funded 20 years ago. Its headquarters are in London, and its main activities are to teach business and make business more aware of more effective ways of dealing with disputes. And our two main areas of business are first, skills: so we've been active in training up to 40,000 mediators around the world. And we're also involved in supplying services. So we have mediators who mediate round the UK and round the world in business conflicts.

- B CD2.53 Listen to part two. Match the issues (1–6) with imaginary comments (a–f) made by employees in an organisation.
  - 1 no communication
  - 2 avoidance
  - 3 sex discrimination
  - 4 unfair work practices
  - 5 clash of personalities
  - 6 oppressive workloads
- a) 'She's the best qualified person for the job, but they refuse to promote her.'
- b) 'I just can't stand the sight of him every discussion turns into an argument.'
- c) 'Guillermo is doing exactly the same job as Alain, but as Alain was recruited a long time ago under a different contract, he gets paid twice as much.'
- d) 'I get in at 7a.m. and I don't leave till 9 in the evening day in, day out.'
- e) 'Our manager communicates with us, but never about important issues.'
- f) 'Our manager never says anything at all he just sits in his office all day.'
- C 📢 CD2.54 Listen to part three. Are these statements about the words in italic true or false?
  - 1 The interviewer could have used *solve* instead of 'resolve', with no change of meaning.
  - 2 A dialogue occurs when people refuse to talk to each other.
  - 3 Typically is an adverb related to 'typical'.
  - 4 Agenda as used here means 'desk diary'.
  - 5 Format as used here means 'dimensions'.
  - 6 A mediator is always someone involved in one side of a dispute who tries to solve it.
  - 7 A *debrief* happens when someone talks about their experience, in this case their experience of how a dispute was settled.
  - 8 Protagonist is another word for 'mediator'.
  - 9 Constructive activity is one that tries to achieve positive results.
  - 10 If you have a focus, you work on a large number of things all at once.

#### JAMES WALLMAN, EDITOR OF LS:N

A 📢 CD2.62 Listen to part one and complete the table with words that James Wallman uses.

noun	adjective	
intuition	1	
simplicity	2	
obviousness	3	
essence	4	
function	5	
help	6	

- B Complete these sentences with adjectives from Exercise A above, choosing the correct alternative. (The numbers in brackets refer to those in the table above.)

  - 2 You can just start using it. You don't have to spend hours reading the manual it's very ................................ (1 or 6)
  - 3 It's so ...... to use just push the button. (2 or 4)
  - 4 It's like having another pair of hands it's so ...... in the kitchen. (1 or 6)
  - 5 When you see it, it's ..... how to use it. (2 or 3)
  - 6 Every home should have one it's ...... (4 or 6)
- C D2.63, 2.64 Complete the answers to these questions with appropriate forms of expressions from parts two and three.
  - 1 Is the Tesla petrol-driven? No, it's e.....

  - 3 Do you have to press the brake for the car to slow down? No, you just *r* ...... your foot from the accelerator.
  - 4 Does James Wallman like driving in cities? No, he says it can be b......

  - 6 Are some cars already driverless? No, but some cars are s...... from being completely controlled by the driver to being partly controlled by computer.
- D (D2.65 Correct the mistake in each of these sentences, using forms from part four.
  - 1 The new iPad is really attractive it looks well.
  - 2 I'm writer and I need a computer for work the iPad is ideal.
  - 3 I read a lot at the moment I read a novel by Paulo Coelho.
  - 4 Every time I go to a Wi-fi café, it link me to e-mail.
  - 5 I'm in constance contact with my friends around the world.
  - 6 My iPad gives me access to a wealthy of information on the Internet.
  - 7 It makes my life more connected and more funny.

# **RESOURCE BANK – Listening Key**

#### **RESOURCE BANK LISTENING KEY**

#### Unit 1

#### A – B

- 1 finance director b)
- 2 television business c)
- 3 music channels a)
- 4 children's channels a)
- 5 movie channels a)
- 6 chocolate-pudding business c)

#### С

1 move 2 study 3 do 4 get 5 start off 6 get

#### D

1 b 2 c 3 a 4 a 5 b 6 c

#### Unit 2

#### A

- 1 chilled
- 2 the majority of which
- 3 various
- 4 packaging
- 5 major retailers
- 6 Tesco's, Morrison's, Waitrose
- 7 food-service companies
- 8 McDonald's

#### B - C

noun	adjective
health	healthy – e)
convenience	convenient – a)
sustainability	sustainable – d)
indulgence	indulgent – c)
efficiency	efficient – b)

#### D

She mentions 1, 2, 4, 6, 7 and 8

#### Unit 3

#### Α

- 1 We sell products across a wide variety of categories ...
- 2 ... we sell to consumers in Germany, Japan, USA, UK and Italy
- 3 ... we sell both through ... the television and online

#### D

- 1 demonstrate 2 give 3 engage
- 4 develop 5 know

#### С

We have many successful product areas. One of our strongest is beauty. Beauty works so well on TV for two reasons. First of all, each beauty brand has a fantastic story behind it, and we can really bring life to the brand and to the product presentation through telling that story in a very engaging way.

And secondly, each product is very easy to <u>demonstrate</u>. So if it's a skincare product, like a moisturiser, we can show how to apply it, <u>how much</u> to apply in order to give the best effects. Finally, we add another layer to our <u>sales</u> presentation in that we <u>may</u> invite the expert behind that product to tell the story.

#### D

1 online 2 altered 3 fantastic 4 opportunity 5 item 6 image 7 range

#### Unit 4

#### Α

- 1 False 'It provides individuals and small businesses with a channel to market ...'
- 2 True
- 3 False 'It's not a new idea though running an auction is almost as old as society.'
- 4 True
- 5 True
- 6 False 'The technology itself also enabled a lot of other devices'
- 7 False 'I'm not sure it's if it's strictly an invention of the last 15 years, ...'

#### В

verb (infinitive)	noun
boom	boom
turn over	turnover
auction	auction
transfer	transfer
demand	demand
transport	transport
benefit	benefit
satisfy	satisfaction
invent	invention
revolutionise	revolution

#### C

c, e, a, d, b



1c 2a 3d 4e 5b

#### Unit 5

Α

1 under 2 at 3 in 4 with 5 with 6 up 7 over 8 into

В

1 True

- 2 False 'It's difficult to say really what's a normal level of stress for somebody to feel at work.'
- 3 True
- 4 False '... a high level of continued pressure can actually sometimes spill over into feelings of stress.'
- 5 True
- 6 False '... actually if it [stress] continues without any break, then actually people sometimes tip over into feeling very stressed.'

C

1c 2a 3c 4b 5b

D

1 deal with 2 tend 3 experience 4 manage 5 look after 6 report

#### Unit 6

Α

The most popular events <u>remain</u> the major sports and the major events in those sports. Within sports it does vary. For example, those sports where the rules are fairly simple and <u>straightforward</u> are more popular. Thus cricket, which is a personal, um, <u>like</u> of mine, is not actually one of the most popular, because the rules are fairly <u>complicated</u>. Horse racing is <u>very successful</u>, football — soccer as it's called in many countries around the world, but football in England — is very popular.

<u>Motor</u> racing works well and then, moving onto the entertainment side, theatre, pop concerts, musicals – particularly, for <u>a number of</u> years, *Phantom of the Opera* has been very popular in New York and in London and in many other <u>cities</u> around the world where it has showed.

В

1 changed enormously2 vastly superior3 affected4 reduced5 gone for6 holding up

С

c, e, b, a, d

D

- False It's 100 kilometres north-west of London.
- 2 False Michael Schumacher won it.
- 3 True
- 4 True
- 5 False They went by Concorde.
- 6 True
- 7 False They flew back the same night.

#### Unit 7

A

- 1 transfer money
- 5 motivate their staff
- 2 send money
- 6 maintain their relationship
- 3 have a vision

reach that vision

7 make more profit

В

- 1 vision 2 loyal 3 Income 4 requirements
- 5 happy 6 expenditure 7 bankrupt

C

1b 2a 3e 4f 5c 6d

D

1 difficult 2 hard 3 significant 4 different

5 critical 6 sufficient

#### Unit 8

A

noun	adjective	Ī
clinic	clinical	
reason	rational	
tradition	traditional	
emotion	emotional	Ī
regulation	regulatory	
pharmaceuticals	pharmaceutical	
consistency	consistent	

В

- 1 regulatory environment 5 overstate the advantages
- 2 strict
- 6 consistent across
- B lead better lives
- 7 challenge

fair and balanced way

C

<u>Unfortunately</u>, because of the regulatory laws that we need to <u>follow</u>, we're not able to promote directly to patients. We can only <u>talk</u> to the doctor, because the doctor makes the decision about the medicine. So, although we'd love to use all the <u>benefits</u> and opportunities that the Internet and the new communication methods offer, we're not able to use them as much as we'd like to do. <u>Having said that</u>, we are beginning ... I think many companies are beginning to look at the <u>opportunities</u> that new technologies such as the <u>iPad</u> may offer to present the data when we're face to face with the doctor, because it's a clearer and more involving way of presenting the data to the doctor than the traditional paper.

D

- 1 False Someone who works in science is a *scientist*.
- 2 False Another word for 'doctor' is physician.

- 3 True
- 4 True
- 5 False *Peak sales* is the time when sales of a drug are at their highest.
- 6 True

#### Unit 9

Α

1c 2b 3a 4b 5b 6c

В

1 commitment 2 contract 3 relationship

4 manageable 5 simple 6 flexible

С

1 True

2 False – Entrepreneurs cannot predict the future.

3 True

4 False – It can sometimes be adapted.

5 False – Lessons learned from the first version were used in planning the second version.

6 Information not given

7 False – He could not see them, because he was focused on something else.

8 True

9 Information not given

#### Unit 10

#### A - B

verb (infinitive)	noun (singular)
influence	1 influence – c)
manage	<ul><li>2 manager (person) – g),</li><li>3 management (thing) – d)</li></ul>
pioneer	4 pioneer – a)
emphasise	5 emphasis – e)
control	6 control – h)
profit	7 profit – f)
retail	8 retail – b)

С

1 philosophy 2 founder 3 genuine 4 issues 5 principles 6 aid 7 firmly 8 substantial sums

D

1b 2c 3e 4f 5a 6d

#### Unit 11

Α

Our organisation, the Centre for Effective Dispute Resolution, was <u>founded</u> 20 years ago. Its <u>base is</u> in London, and its main <u>outputs</u> are to teach business and make business more aware of more effective ways of dealing with <u>conflict</u>. And our two <u>primary</u> areas of business are first, skills: so we've been <u>involved</u> in training up to 40,000 mediators around the world. And we're also involved in <u>providing</u> services. So we have mediators who mediate round the UK and round the world in business conflicts.

В

1f 2e 3a 4c 5b 6d

С

1 True

2 False – It occurs when two or more sides in a dispute communicate with each other.

R True

4 False – It means the list of points that are discussed at a meeting, in this case a meeting to resolve a dispute.

5 False – Here it refers to the type of meeting, the participants, the place where it is held, etc.

6 False – A mediator is usually someone not actually involved in the dispute.

7 True

8 False – A protagonist is someone directly involved in the dispute.

9 True

10 False – You concentrate on one thing.

#### Unit 12

Δ

1 intuitive 2 simple 3 obvious 4 essential

5 functional 6 helpful

R

1 functional 2 intuitive 3 simple 4 helpful

5 obvious 6 essential

С

1 electric 2 lag, absolutely instant 3 release

4 boring 5 put money 6 shifting 7 hand over

D

1 The new iPad is really attractive – it looks good.

2 I'm <u>a</u> writer and I need a computer for work – the iPad is ideal.

3 I read a lot – at the moment <u>I'm reading</u> a novel by Paulo Coelho.

4 Every time I go to a Wi-fi café, it <u>links</u> me to e-mail.

5 I'm in <u>constant</u> contact with my friends around the world.

6 My iPad gives me access to a <u>wealth</u> of information on the Internet.

7 It makes my life more connected and more fun.

## RESOURCE BANK - Writing

#### CASE STUDY WRITING TASK: MODEL ANSWER

To: Regional Director

From: Head, interviewing team

Subject: Appointment of Sales and Marketing Director (Brazil, Argentina, Colombia)

Dear Claudia,

We recently interviewed three candidates for this position.

We have decided to appoint Chantal Lefevre.

I will briefly describe the candidate's strengths and explain the reasons for our decision.

Chantal has great personal qualities. She is a direct and honest person. She will have the respect of her sales teams, as she has a great sales record herself.

She is currently one of our sales representatives in Switzerland, but has worked in Spain and Portugal, so she will be able to adapt easily to Latin American markets. (She speaks Portuguese fluently. Her Spanish is only intermediate, but I'm sure she will improve quickly.)

It's not only a good salesperson that we need. Chantal has a marketing diploma. Her course included advanced statistical methods, and she will be able to work in technical areas in market research.

Please let me know when Chantal can start work at your office in São Paulo.

Looking forward to hearing from you,

Best regards,

Ricardo

(See the Writing file, Course Book page 126, for the format of e-mails.)

- A Write an e-mail reply from Claudia López.
  - Thank Ricardo for his e-mail.
  - Say that Chantal Lefevre seems a very good choice for the job.
  - Tell him when Chantal can start work, and say that Chantal should get in touch with you directly about arrangements for moving to São Paulo and starting work there.

- B Write a different e-mail reply from Claudia López.
  - You have met Chantal Lefevre at a sales conference.
  - You are not sure that she is the right person for the job.
  - Give two reasons (for example, she is not a leader she may be a good salesperson, but this
    is not enough …).
  - However, you are willing to give her a trial period of three months to see if she can do the job.
     End suitably.

## **RESOURCE BANK - Writing**

#### CASE STUDY WRITING TASK: MODEL ANSWER

#### **INVESTMENT PLAN**

#### 1 Objectives

To solve our current problems and enable Dino Conti to become a competitive international business, we propose an investment of \$3 million.

#### 2 Strategy and implementation

The Board of Directors has agreed the following investment plan.

Buy out our biggest competitor, Tutti Frutti Ice Cream. If you agree, I will contact California Investment Bank (CIB) as they have a lot of experience with buyouts. (I have a friend who works there.)

Increase our advertising budget. Following the buyout, we will advertise all our products in most markets under the Dino Conti brand. A big campaign will increase awareness of our products in parts of the US where we are not well-known. In Asia, we will sell under the Tutti Frutti brand, as consumers know this brand there. We agreed to drop our current advertising agency, as their campaigns have become 'tired'. Bill Kingsley will choose a new advertising agency in time for new campaigns to begin after the buyout is complete.

#### 3 Benefits

After the buyout, we will be the biggest icc cream company in the Californian market, and number two in the US as a whole. With the buyout, we can enter the Chinese market. Tutti Frutti already manufactures in China. Its sales there are increasing by 20 per cent per year. We will move most of our production to Tutti Frutti's factories in the US and China. Their equipment is more modern than ours. This corresponds to our main objective: to become a competitive international business.

#### 4 Cost

Buyout of Tutti Frutti Ice Cream \$2 million Increase to advertising budget \$500,000

#### 5 Timeline

We should try to complete the buyout within six months, by the end of March. If you agree, I will be the main contact with CIB, and will report to you regularly on progress.

Bill Kingsley will contact our existing advertising agency in order to end the contract. He will contact three other agencies in the US with offices in China and we will choose one by December 31st. New advertising campaigns in the US and China will start in spring of next year.

- A Write an e-mail from Donna Martin, the director at Dino Conti who wrote the report above, to her friend Teresa Hall at CIB. (See the Writing file, Course Book page 126, for the format of e-mails.)
  - It's a long time since you met. Ask her how she is.
  - You want to arrange a meeting say that the reason is too confidential to put in an e-mail.
  - Suggest a day, time and place (your office or hers) ask if this is suitable.
  - You look forward to seeing her.

End suitably.

- Write a letter from Bill Kingsley to Anna Batista (account manager) at Dino Conti's advertising agency, Lomax and Associates. (See the Writing file, Course Book page 128, for the format of letters.)
  - You have enjoyed working with Lomax and Associates over the years.
  - Dino Conti has decided on a new strategy and it will need a new agency.
  - You have decided to end your contract with Lomax at the end of this year.

#### 27 November

#### Dear Juan.

Below is a summary of the points we agreed at our recent meeting.

#### Length of contract

We agreed a period of 18 months to start with. If the contract is successful, we can arrange a longer period afterwards.

#### Suite/rooms

We will reserve the following numbers of rooms for your clients:

1 Platinum suite for 28 nights per year in all countries.

15 Gold Standard rooms for 65 nights per year in Europe and Asia, and 5 rooms in Latin America, but only for 50 nights, as we have fewer rooms of this type there.

18 Executive Standard rooms for 90 nights per year in all countries.

#### Services

Platinum: all facilities/services, bar and meals included.

Gold: all facilities/services included, except bar. Breakfast included, but all other meals and bar extra.

Executive: only breakfast included. All other meals, facilities and services extra.

#### Rates

Discount on advertised rates: Platinum 12%, Gold 9%, Executive 5%

#### Advertising

EPJS will include information about Megaluxe in all its advertising. We will pay 25% of advertising costs.

I hope you agree this is a fair summary of our negotiations. If you have any questions, please do not hesitate to contact me.

Yours sincerely,

Kristina Braun

Finance Director, Megaluxe hotels

Kristina Braun

(See the Writing file, Course Book page 128, for the format of letters.)

and the first of t

- Write a letter from a director of EPJS in reply to the letter from Megaluxe. This can be a reply a) to the letter that you wrote in the Writing task, or b) to the letter in the model answer above.
  - You agree with the summary given by the Megaluxe director, except on one point, where you
    think they have made a mistake.
  - Politely point out the mistake.
  - If they agree to correct this mistake, you look forward to signing the contract and to working with Megaluxe.

#### **NEW ATTRACTION** - RECOMMENDATION FOR WINNING ENTRY

#### Introduction

This report outlines the key features of the new attraction that we feel should win the competition. It gives reasons why the project was selected and explains why the new attraction should be a commercial success.

#### Recommended project

Competitors from all continents have submitted a wide variety of projects, and the general standard is very high. It has been difficult to choose the one that we think should win, but we recommend the Barrier Reef Sea Aquarium in Queensland, Australia.

#### Key features

The aquarium will be in the sea itself. Visitors will walk underwater on the sea floor in glass tunnels to observe fish and sea life. They will be able to travel in a submarine with big glass windows to go further out to sea.

It will make money not only for the local community, but also for the protection of sea life and the sea environment of the Reef.

Australia is close to the booming economies of China and the rest of Asia. More and more people from that region have the money to travel abroad on holiday. People will come from all over the world to see the attraction, of course. We could market the attraction in magazines and on television all over the world.

The project's promoter says that they have plans for corporate sponsorship from multinational companies and Australian companies. (They say that many oil companies are interested, as it will help their image in relation to the environment.)

#### Recommendation

We should have discussions with the Aquarium attraction's project managers as soon as possible. We could ask them to come to your office in Mumbai to give a presentation and to discuss it in more detail.

- A You are Karin Ali, a member of Dilip Singh's committee. Write an e-mail to John Warner, one of the Aquarium's project managers, and mention the points below.
  - You represent Dilip Singh.
  - You would like John Warner to come to Mumbai as soon as possible to meet Mr Singh and to present the Aquarium to him – suggest two or three possible dates.
  - You look forward to meeting him.

End suitably.

- B Write a reply e-mail from the Aquarium project manager to Karen Ali.
  - Thank them for their e-mail.
  - Thank them for their interest in your project.
  - You would be happy to come to Mumbai to present it. Say which date would be suitable.
  - You look forward to meeting Mr Singh and the other committee members.

#### Recommendations

The management team met on July 5 to discuss ways of dealing with stress in the company. The following recommendations were made:

#### **Anti-stress training**

All staff members will go on a weekend course that gives ideas and techniques for reducing feelings of stress. All staff will go on this course together, to allow employees to discuss the things that cause stress. This will also be a good opportunity for team building. Dates to be announced.

#### Free gym membership

All employees will be able to go to a nearby gym to 'de-stress' at the end of the day. The agency will pay for this gym membership.

#### Work-life balance

This will be a new priority. We will encourage employees to go home on time at 6p.m. We will no longer expect staff to work at home in the evenings or at weekends.

#### Recruitment

Enough staff will be recruited to deal with the work that needs doing at any one time. If necessary, we will use more temporary staff.

#### Job evaluation

All jobs in the agency will be evaluated so that people are doing jobs for which they are qualified, but not over-qualified. (Some will be promoted, and no one will lose their job as a result of this!)

#### Positive work environment

We hope that the actions above will improve morale at the agency. We know that it's impossible to stop gossip, but we hope the gossip will be more positive in the future. There will also be a new rule: please do not interrupt colleagues when they are working, unless necessary.

- Write an e-mail from one of the people (2-4) on page 51 of the Course Book Birgitte, Juliana or Jolanta to a friend who works outside the agency.

  (See the Writing file, Course Book page 126, for the format of e-mails.)
  - Briefly outline two of the changes that will affect you.
  - You think you will be less stressed as a result give reasons.

End suitably.

- Write an e-mail from another of the people (2–4) on page 51 of the Course Book to a friend who works outside the agency.
  - Briefly outline two of the changes that will affect you.
  - You do *not* think you will feel less stressed as a result of the changes give reasons.
  - Tell your friend that you are looking for another job give details.

To: All overseas managers

From: Carly Forster, CEO

Subject: This year's conference

I am writing to invite you to attend this year's conference. It will be held at the Bamboo Conference Centre, Macau, China, on July 14–16.

The location we have chosen is ideal for the conference events, and for networking and socialising. In the restaurant there will be wonderful Cantonese cuisine available. There will be a gala dinner on the Sunday evening in their private dining hall.

Macau is famous for its casinos, of course, and there are many casinos and night clubs close to the conference centre. There's also a shopping mall nearby.

This will be a great chance for us to discuss how the company can improve its products and services, to thank you for all your hard work for the year, and to give you all the chance to get to know each other better.

Looking forward to seeing you all there!

Carly Forster

(See the Writing file, Course Book page 126, for the format of e-mails.)

- A Write an e-mail from an overseas manager at GFDC to a colleague who works in another office.
  - Ask if your colleague has received the e-mail from the CEO about the conference (either the one you wrote or the one above in the model answer).
  - Give your opinion about the location, facilities, etc. (This can be positive or negative.) Give your reasons.
  - Either a) say you will be there, or b) say you will not be there. Give your reasons. End suitably.
- A member of GFDC's marketing department writes a notice about the conference for the noticeboard in each department of the company. (The notice can relate to the conference location that you wrote about in the Writing task in the Course Book, or to another one.) (See the Writing file, Course Book page 131, for the format of notices.)

To: Susan Woo

From: Kiyoshi Nagano

Subject: Overseas expansion

#### Dear Ms Woo,

I'm writing from Taka Shimizu, a Japanese cycle company that is well-known in Japan and the US. We want to expand in Europe and South East Asia in order to become a truly global company. We also intend to train the workers that we recruit in our own training school. As part of this plan, we are looking for a new location abroad to build a new factory for bicycles. We have looked at several countries in Europe and Asia, and we are particularly interested in your country.

I would like to arrange a meeting with you so that we can discuss the proposal further. May I suggest one of the following dates: 30th September, 5th or 8th October.

I look forward to hearing from you,

Best regards,

Kiyoshi Nagano

(See the Writing file, Course Book page 126, for the format of e-mails.)

- A Write a short report briefly giving the reasons for choosing the country that you selected in the Case study. Also, say why you selected it, rather than a location in one of the other possible countries. (See the Writing file, Course Book page 129, for the format of reports.)
- B Write an e-mail from Susan Woo to Kiyoshi Nagano. (See the Case study writing task model answer above.)
  - You have received his e-mail.
  - Your country is very keen to work with overseas investors on projects like his.
  - Accept one of the dates that he suggests for the meeting.
  - Say that you look forward to meeting him.

To: CEO

From: Marketing Director

At a meeting on 15 May, we discussed the changes we want to make when relaunching the Wincote XWS. They are as follows:

- Product: We need to change the material to make it cooler to wear when the lining is removed. We should use brighter colours, and we should improve the zip and the hood.
- Price: With the improvements above, the current price of \$110 will be even more competitive, for example in comparison with Tundra, so I suggest that we do not change the price.
- Promotion: The slogan 'A jacket for all seasons' is good, but the advertising should be clearer. We should show not only the outside of the jacket, of course, but we should also show technical diagrams of the material used in the jacket, and of the lining.
- Place: There have been complaints about late delivery, so for orders on the Internet
  and by mail order, we must only work with reliable suppliers. We should keep using
  our current shop retailers, but we should also use supermarkets to sell the Wincote
  XWS

I am sure that the XWS will be a successful product with these changes.

Steve Burton

- Write a sales leaflet for the new Wincote XWS jacket, based on the decisions you made in the Case study, or on the information in the model answer above.

  (See the Writing file, Course Book page 131, for the format of sales leaflets.)
- The Marketing Director writes a notice for the noticeboard in the sales department at Wincote about Ayzee, a mail order company. Include the points below in the notice.

  (See the Writing file, Course Book page 131, for the format of notices.)
  - There have been many complaints from customers about Ayzee, especially about late delivery.
  - We have decided to stop supplying Ayzee immediately. Do not accept any more orders from them.
  - If there are any questions, contact the Marketing Director.

I am writing to you as Editor of EPMC's exciting new health-and-fitness magazine. It's called *Healthy!* and it will give advice on health and fitness to people aged between 20 and 40. The first issue of the magazine will come out in September. (There will also be a website with the same articles, plus other useful information.)

In each issue, there will be an interview with a famous person, who will give readers their advice about health and fitness. You are well-known for your interest in this area. We think you would be the perfect choice for our first issue. (Of course, you do not have to provide diet and fitness plans yourself – we will provide these for you to approve.)

I am writing to ask if we can interview you in Los Angeles on a date that is convenient for you.

Yours sincerely,

anet Peabody

Janet Peabody Editor, Healthy!

(See the Writing file, Course Book page 128, for the format of letters.)

- A You are the agent of the famous person that you wrote to in the Writing task. (Or you can choose to be Brad's agent see the model answer above.) Write a letter replying to the magazine editor.
  - Introduce yourself as the person's agent.
  - Choose one of the following options:
    - Agree to the magazine editor's request for an interview and suggest a date, time and location.
    - b) Refuse the magazine editor's request and give a reason. (Invent one.)
    - c) Say that your client needs more information before they can make a decision.

- B Write an Internet advertisement for the magazine to be used just before its launch. Give information about:
  - what the magazine and website contain
  - the celebrity feature in the first issue (who it is, an example of their advice, etc.)
  - how much a 12-month subscription costs
  - a promotional offer, for example body lotions and eau de cologne, for those who subscribe to the magazine or the website within seven days

#### Recommendations

Following recent discussions about staff problems at ACSA, I would like to make these recommendations:

#### Salary / bonuses

Some consultants have complained that the current system is unfair, because the end-of-year bonus is decided by their manager. I recommend that the end-of-year bonus is based on the value of properties sold by the consultant: 0.2 per cent of the value of the properties he or she has sold. In this way, each consultant will be more motivated as they will know exactly the bonus that they will receive at the end of each year. This will cost more per consultant than the current system, but total costs will be lower – see the next section.

#### Redundancy

I recommend that we make Ahmed redundant. Last year, only 11 per cent of total sales were made by him – he should make more sales after two years here. He is not co-operative, he is not a team player, he doesn't come to many meetings and he hasn't added any names to the client database.

#### Database

All consultants must contribute to the client database. Each consultant must add at least 20 new possible clients per year.

#### Sales meetings

All consultants must attend the monthly sales meetings. Excuses will not be accepted. If a consultant does not come to two meetings in a row, he/she should be fired.

#### Teamwork

We will send all consultants on two team-building courses a year to improve consultants' teamwork and social skills. Consultants must go on these courses.

- Write an e-mail from one of the six consultants at ACSA to a friend who works in another company. This e-mail is in relation to a) the recommendations that you made in the Writing task, or b) those in the model answer above.
  - Briefly give your opinion about each recommendation.
  - Say how the recommendations will affect your work.
  - Say if you want to continue to work at ACSA, or to leave.

- The HR director at ACSA writes a notice for the noticeboard about the next team-building course the consultants must go on. Include the points below in the notice.
  - name of the course and name of the training organisation
  - where the course will be held
  - dates
  - key benefits that consultants will get from the course

The multinational drinks group Universal Cola Corporation has made an offer to purchase the company. Our reasons for not accepting their offer are as follows:

- If H&C is bought by UCC, we will lose our independence and our separate identity, despite all the advantages that UCC can offer (in production, selling, etc.).
- Our 'green' image would suffer. This image is one of our biggest assets and will become more and more
  important in the future.
- H&C would lose many customers when they discover that a large multinational has bought it. Many people feel better about buying from a family firm rather than from a big multinational.
- We do not know how many H&C employees and managers UCC would keep. (They have made some promises, but we have seen what has happened with promises like these in the past with other takeovers.)
- People who work at H&C like the family atmosphere and do not want it to change. They would feel less motivated under UCC's management.
- We have had an offer from another small, privately-owned company, FTC. FTC has the same values and principles (green production, etc.) as H&C. We could merge as equal partners. We must consider this offer instead.

Yours sincerely,

Beatrice Van Etten

Beatrice Van Etten, CEO

(See the Writing file, Course Book page 128, for the format of letters.)

- A Universal Cola Corporation succeeds in buying Herman & Corrie. A manager at H&C writes an e-mail to a friend working in another company.
  - Explain what has happened.
  - You don't know if you will be made redundant.
  - You will have an interview with someone from the HR department this afternoon.
  - You will know by the end of next week if you will keep your job or not.
  - You are not sure if you want to stay at H&C anyway.
  - Say what you might do instead.
  - You will let your friend know what happens.

#### **George Marshall Awards**

#### **Product Report**

#### Introduction

As a member of the Selection Committee, I have now seen all the entries for this year's award. As always, we are looking for innovation and creativity in developing, marketing and launching a new product. We are looking for products with lasting benefits. They should also be environmentally friendly.

#### Product description - Music keyboard with lighted keys

I was very impressed when this product was presented. It's an electronic keyboard that has keys that light up when tunes are played. The lights help you learn quickly which finger goes with which key. The keyboard plays 200 songs automatically, but you can also play tunes on your own. There are two speakers built into the keyboard. The planned price is US\$280.

#### Marketing

The presenters said they will be using short adverts on television, especially during children's programmes. They will also be advertising in specialist music magazines and on the Internet, with adverts on music-related sites.

On the Internet, they have a very original approach. The adverts allow you to use a demonstration version of the product, where you press the keys on your computer keyboard and keys light up in the advert on the computer screen, and a tune comes out of your computer speakers. This will certainly make users want to buy the real product!

#### **Environment**

The presenters said that the product contains no dangerous chemicals and can be recycled safely.

#### Conclusion

This product will be of great benefit to children and adults learning keyboard instruments. It has a very good chance of winning this year's award.

(See the Writing file, Course Book page 129, for the format of reports.)

- The chair of the George Marshall Awards selection committee writes a letter to the Chief Executive of each company competing for this year's award. (See the Writing file, Course Book page 128, for the format of letters.)
  - Introduce yourself.
  - Invite the Chief Executive to the Best New Products Awards Ceremony in Melbourne where the winner will be announced. (Give a date, time and place.)
  - They can bring up to three colleagues who have been involved with the product that is competing for the award.
  - You look forward to seeing them at the ceremony.