

NEW EDITION



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Business Basics Workbook

David Grant and Robert McLarty

OXFORD

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UNIVERSITY PRESS

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Great Clarendon Street, Oxford OX2 6DP

Oxford University Press is a department of the University of Oxford.
It furthers the University's objective of excellence in research, scholarship,
and education by publishing worldwide in
Oxford New York

Auckland Bangkok Buenos Aires Cape Town Chennai
Dar es Salaam Delhi Hong Kong Istanbul Karachi Kolkata
Kuala Lumpur Madrid Melbourne Mexico City Mumbai
Nairobi São Paulo Shanghai Taipei Tokyo Toronto

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First published 2001

2008 2007 2006 2005 2004

10 9 8 7 6

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ISBN 0 19 457341 9

Printed in China

ACKNOWLEDGEMENTS

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Illustrations by: Stefan Chabluk pp 16, 18, 42, 44, 62; Nigel Paige pp 13, 17,
19, 23, 48, 56, 59, 68, 73

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1.1 People in business

A Talking about people

- 1 Look at this list of participants for an IT conference in Toronto. Use the information below to help you fill in the gaps, as in the example.

Ms Ishikazi's first name is Minako. The translator is twenty-eight.
 Minako and Alicia are colleagues. Minako and Miho are both Japanese.
 The Spanish woman lives with Igor. Igor and Miho are the same age.
 Mr Nanni is a salesman.



TORONTO 5TH INTERNATIONAL INFORMATION TECHNOLOGY CONFERENCE

Name	<i>Minako</i> 1 Ishikazi	Igor Teploukhin	Claudio4	Alicia Lopez	Miho Ikuta
Company2	Telefonica	LRC	IBM	Sony
Job	Systems analyst	Engineer	Salesman5	Designer
Nationality	Japanese	Russian	Italian	Spanish6
Residence	Barcelona3	Rome	Madrid	Tokyo
Age	25	30	42	287



- 2 Answer these questions.

- 1 What nationality is Igor?
- 2 Where is Alicia from?
- 3 What is Minako's job?
- 4 How old is Claudio?
- 5 Where does Miho live?
- 6 Who do Minako and Alicia work for?

3 Complete these questions and answers, as in the example.

- 1 Is Minako Spanish? *No, she isn't.*
- 2 *Are you Spanish?* No, I'm not.
- 3 Is Alicia twenty-eight?
- 4? Yes, he is.
- 5 Are Miho and Minako Japanese?
- 6 Are Igor and Miho twenty?

B Introductions

At the conference, Minako, Alicia, and Igor meet. Complete the dialogue below.

- A: Igor, let¹ to my colleague, Minako.
- I: How² Igor.
- M: Pleased⁴ Igor. My⁵ Minako.
- I: What⁶
- M: I'm a systems analyst. What⁷
- I: I'm an engineer with Telefonica in Madrid. Where⁸
- M: I'm from Tokyo but I⁹ in Barcelona.
- I: Really?

C Question making

Match the questions on the left with the answers on the right, as in the example.

- 1 Is she married? a No, they're not.
- 2 Where are you from? b No, she's a colleague.
- 3 Is he new? c No, single.
- 4 Is she your boss? d No, he isn't. He's German.
- 5 What is your job? e I'm from Sweden.
- 6 Are they here? f I'm a designer.
- 7 How old are you? g Nearly forty.
- 8 Is he Dutch? h Yes, he is.

D Pronunciation

1 Find the other letters in the alphabet (if there are any) with the same sounds as the letters below. Write them in column A of the table below, as in the examples.

A	B
1 A <i>H</i>	<i>date</i> <i>pay</i>
2 B <i>C</i>
3 F
4 I
5 O
6 Q
7 R

2 Find words in the box below with the same sounds as the letters above. Write them in column B, as in the example. There are two words for each letter.

French	line	know	bar	do	go	date
team	light	men	new	are	week	pay

1.2 You and your company

A Talking about a company

Look at this article about Michelin, the famous tyre-manufacturing company. Fill in the gaps using words from the box below. The first letter of each verb is given.

is	has	owns	sells	publishes
supplies	live	sponsors	are	have
plans	employs	manages	advertises	manufactures



MICHELIN



Michelin is a famous old family company with a dynamic young chairman. Edouard Michelin *is*.....¹ the great-grandson of the founder of this company, which is based in Clermont Ferrand in the centre of France. Michelin *manufactures*² tyres* and *supplies*³ them all over the world. The company *employs*⁴ about 120,000 people and *has*⁵ annual sales of over €14 billion. Goodyear and Firestone *are*⁶ Michelin's main competitors. Edouard Michelin *manages*⁷ the company using modern methods. At the moment, Michelin *sells*⁸ tyres to the BMW Williams team. The company has two main markets, Europe and the USA, but it *plans*⁹ to develop the Asian market. In the USA it *employs*¹⁰ the Uniroyal company. It *advertises*¹¹ a lot on TV and in magazines and *sponsors*¹² racing events. It also *publishes*¹³ the famous Michelin guidebooks. Edouard Michelin and his wife *have*¹⁴ five children and *live*¹⁵ just outside Clermont Ferrand.

*UK tyres US tires

B Vocabulary

Choose the correct word to complete the sentences below, as in the example.

- 1 Michelin is a tyre *fabric* / manufacturer / *product*.
- 2 There are over 120,000 *employs* / *employees* / *employers*.
- 3 It has a *profit* / *loss* / *turnover* of over €14 billion.
- 4 The *company* / *society* / *factory* has a young chairman.
- 5 Michelin is BMW Williams's *tyre buyer* / *retailer* / *supplier*.
- 6 Michelin *gets* / *owes* / *owns* Uniroyal.
- 7 Michelin's *head office* / *head hunter* / *head room* is in Clermont Ferrand.
- 8 Its main *competes* / *competitors* / *competitive* are Goodyear and Firestone.

C An interview

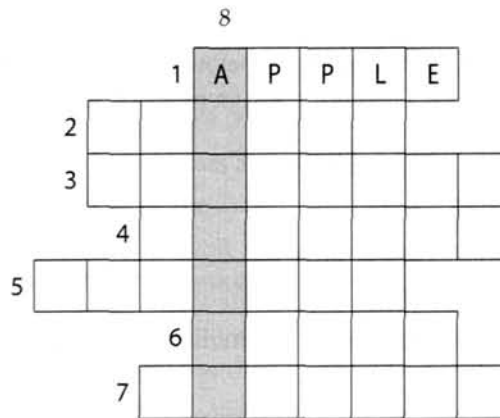
Person B works for Michelin. He is talking about his job. Complete the dialogue.



- A: Who do you work for?
 B: I work for Michelin.¹
 A: Is that a French company?
 B:²
 A: Where?³
 B: It is based in Clermont Ferrand.
 A: What does the company do?
 B:⁴
 A: How many does?⁵
 B: About 120,000.
 A: Where you?⁶
 B: We advertise on TV, in magazines, and at motor-racing events.
 A:⁷ Clermont Ferrand?
 B: No, I don't. I work in the United States.
 A: What?⁸
 B: I'm an engineer.

D Famous companies

Complete the word grid with the names of famous companies described below, as in the example.



- 1 American computer manufacturer
- 2 famous British sports car company owned by Ford
- 3 Japanese electronic game manufacturer
- 4 French mineral water producer
- 5 Dutch electronics company
- 6 Swiss chocolate company
- 7 German electronics and engineering company
- 8 famous Italian industrialist

1.3 Company facts and figures

A Reading

Read these texts about a German media group and an Italian vehicle manufacturer.



AS AXEL SPRINGER VERLAG

Axel Springer Verlag is one of Europe's largest media groups. Its most famous product is *Bild*, the German tabloid newspaper, which has 4.5 million readers. The company is based in Berlin, and employs 12,000 people. It publishes 180 newspapers and magazines in different countries in Europe and has annual sales of €2.8 billion. The founder's family owns just over 50% of the company, and KirchGruppe has about 40%.

The group owns a number of TV stations and production companies. In the future it hopes to expand its Internet activities.

Fiat SpA

- **Based:** Turin
- **Activity:** Automobile production. It also manufactures agricultural and commercial vehicles and equipment for the construction industry.
- **Other activities:**
 - Publishing (*La Stampa* newspaper)
 - Motor racing through its subsidiary Ferrari
- **Owner:** Gianni Agnelli is the great-grandson of the founder of Fiat. His family now owns about 33% of the company.
- **Turnover:** €45 billion
- **Employees:** 220,000
- **Subsidiaries:** in 61 different countries
- **Notes:** The company is just over one hundred years old. In the future it plans to expand its telecommunications activities.

- 1 Find the numbers below in the texts, and mark them Axel Springer (AS), or Fiat (F). Then put them in order of size from smallest to biggest.

- | | | | |
|---|-------------------------------|----|---------------------------------------|
| 1 | sixty-one | 6 | twelve thousand |
| 2 | forty | 7 | forty-five billion |
| 3 | thirty-three | 8 | two point eight billion |
| 4 | 100 | 9 | fifty |
| 5 | four point five million | 10 | two hundred and twenty thousand |

- 2 Are the following sentences true (T) or false (F)?

- 1 Axel Springer Verlag employs 220,000 people.
- 2 Ferrari is a subsidiary of Fiat SpA.
- 3 The head office of ASV is in Germany.
- 4 Fiat manufactures tractors.
- 5 KirchGruppe owns ASV.
- 6 Fiat and ASV both publish newspapers.
- 7 *Bild* has 2.8 million readers.
- 8 Gianni Agnelli is the founder of Fiat.

3 Make questions for these answers, as in the example.

- 1 How many *people does Axel Springer Verlag employ?*
12,000.
- 2 What ?
€45 billion.
- 3 How old ?
Just over a hundred years.
- 4 How many ?
180.
- 5 Where ?
Berlin.
- 6 Which ?
La Stampa.

B Vocabulary

1 Complete the table below.

VERB	PERSON	ACTIVITY
..... ¹	Employer/ee	Employment
..... ²	Manufacturer	Manufacturing
Publish	Publisher ³
Own ⁴	Ownership
Found ⁵	Foundation

2 Complete these sentences using words from the table.

- 1 ASV's main activity is
- 2 Fiat is the of *La Stampa* newspaper.
- 3 ASV 12,000 people.
- 4 Fiat cars and other vehicles.
- 5 The family of the owns 50% of ASV.

C About your company

Complete these sentences about your own company or a company you know well.

- 1 Its name is
- 2 It's based in
- 3 The company makes / provides
- 4 Its customers are
- 5 It's a company.
- 6 It employs
- 7 Its annual turnover
- 8 It advertises

2.1 Choosing a hotel

A Talking about hotel facilities

A business person is looking for a hotel in Tokyo. Complete the dialogue with the words and expressions in the box. Use the hotel information below to help you.

is it's there is how many are there any
are there's they are is there a there are

LE MERIDIEN GRAND PACIFIC TOKYO

2-6-1 Daiba – Minato Ku – Tokyo 1358701
Phone 3-5500-6711
Fax: 3-5500-4515

884 Rooms

8 Meeting rooms
(approx. 42 m² each)

11 Restaurants and 2 bars

Fitness centre
and Swimming pool

Business centre

Shops

A: Where¹
the hotel?

B:² not far
from the centre of
Tokyo. It has a
great view of Tokyo
Bay.

A:
.....³ rooms
does it have?

B: About nine hundred.

A:⁴ restaurants?

B: Yes,⁵ eleven. You have a great choice.

A: And⁶ fitness centre?

B: Yes,⁷ And⁸ a swimming pool as well.

A:⁹ the meeting rooms big?

B: Yes,¹⁰ Big enough for eight to ten people.



B Polite requests

1 You are in a hotel. Use *Can / Could I ...?* or *Can / Could you ...?* to make requests, as in the example.

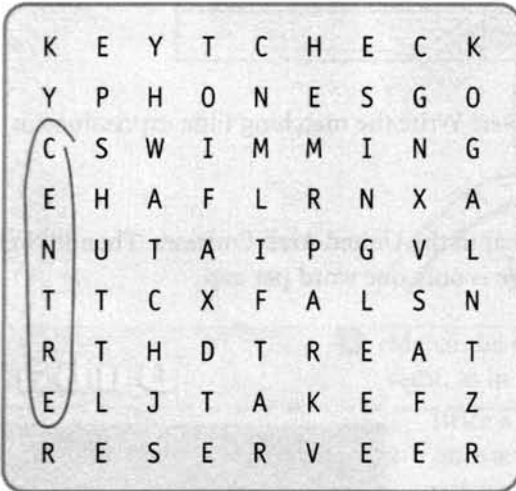
- 1 (have / double room) *Could I have a double room, please?*
- 2 (tell / the price)
- 3 (give / my room key)
- 4 (stay / an extra night)
- 5 (tell / the time)
- 6 (have / breakfast in my room)
- 7 (pay / credit card)
- 8 (send / a fax)

2 Now match the requests in 1 with the responses below.

- a Yes, of course. It's €1 per page.
- b I'm sorry, but we only have a single for tonight.
- c Yes, certainly. It's seven thirty.
- d Yes, of course. It's €63 per night, including breakfast.
- e I'm afraid we only serve meals in the restaurant.
- f I'm sorry, but we only accept cash or traveller's cheques.
- g Yes, of course. Can you tell me your room number?
- h Let me check, sir. So that's four nights and not three?

C Word search

Find the words in the square to fill the gaps below. You can read horizontally or vertically, as in the example.



Hotel facilities

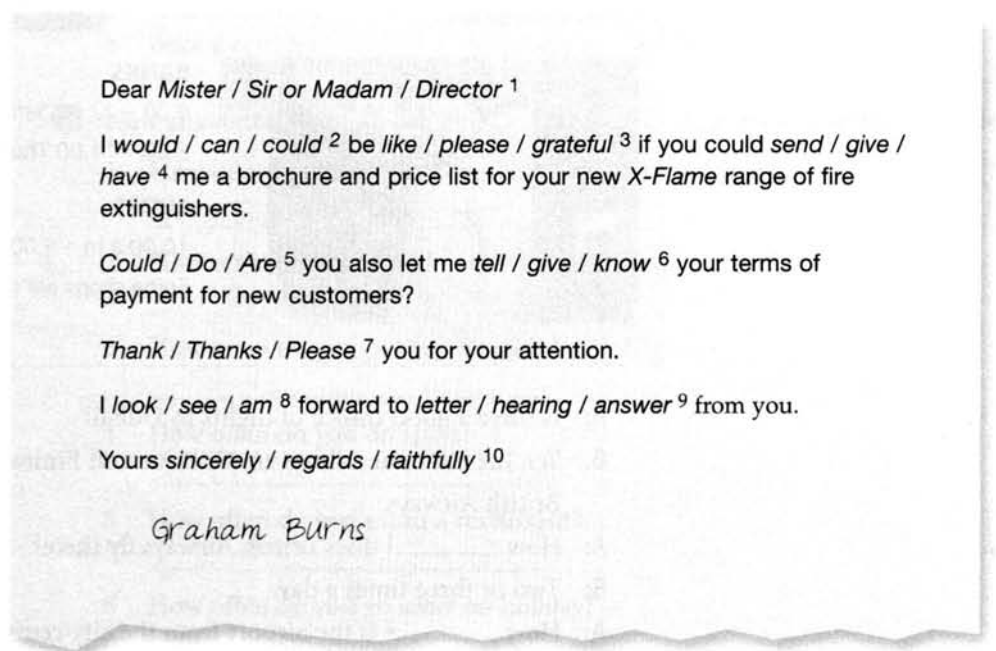
- 1 a business centre...
- 2 a pool
- 3 a bus
- 4 a room
- 5 a car
- 6 a mobile
- 7 an electronic

Things to do

- 8 to a room
- 9 to in at reception
- 10 to collect your
- 11 to take the
- 12 to a shower
- 13 to TV
- 14 to in the restaurant
- 15 to send a

D A letter of request

Choose the correct words to fill the gaps in this letter.



2.2 Flying out

A Telling the time

- 1 The times below are written in three different ways. Match the times which are the same, as in the example.

	A	B	C
1	<i>eleven fifty-five</i>	4.30	quarter past four
2	three forty-five	11.35	<i>five to midnight</i>
3	three twenty	12.25	twenty-five to twelve
4	four thirty	3.45	twenty past three
5	eleven thirty-five	23.55	half past four
6	four fifteen	16.15	quarter to four
7	15.20

- 2 Which time in column B is left over? Write the matching time expressions in words in columns A and C.


B Travel information


Read this information about Dubai in the United Arab Emirates. Then fill in the gaps in the sentences below. There is only one word per gap.

Dubai

GETTING THERE

72 airlines operate flights to Dubai.
British Airways offers two or three flights per day from London.
From Dubai airport to city centre: 5 km (10 minutes by taxi).





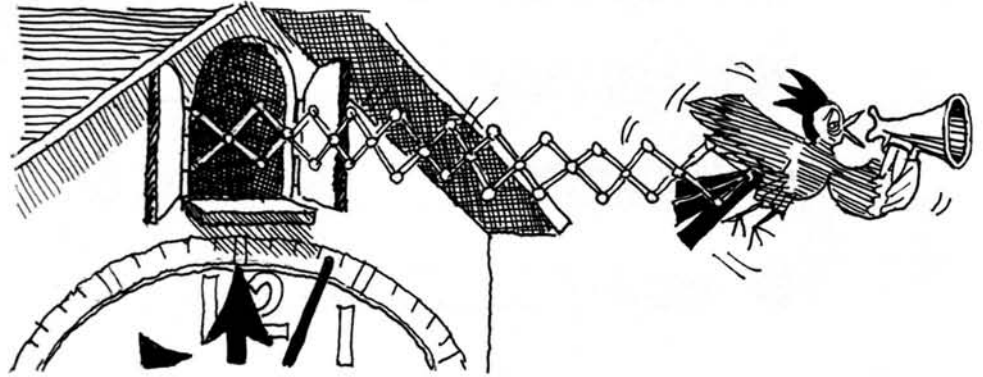
BANKS
8.00 – 12.00 Saturday to Wednesday
8.00 – 11.00 Thursday

SHOPS
10.00 a.m – 9.00 p.m.
Some shops are not open 1.00 – 4.00 p.m.

- A: Is there a good choice of flights to Dubai?
B: Yes, the national airlines are Gulf Air and Emirates, but you can also go by British Airways.
A: How¹ does British Airways fly there?
B: Two or three times a day.
A: How² is the airport from the city centre?

- B: About five kilometres.
 A: And how³ does it take to get there?
 B: About ten minutes. You have to take a taxi.
 A: What about banks?⁴ do they open in the morning?
 B: At eight o'clock. And they usually⁵ at midday.
 A:⁶ they open on Friday?
 B: No, they aren't. Friday is a religious day.
 A: Oh, yes, of course. And when⁷ shops close?
 B: At about nine in the evening. But be careful, because some shops aren't⁸ between one and four in the afternoon.

C Frequency



- 1 Match the expressions of frequency on the left with a similar meaning on the right, as in the example.

- | | |
|---------------------|------------------------|
| 1 twice a minute | a nearly every day |
| 2 once an hour | b every three months |
| 3 twice an hour | c every thirty seconds |
| 4 three times a day | d every sixty minutes |
| 5 six times a week | e every eight hours |
| 6 twice a month | f every hundred years |
| 7 four times a year | g every half an hour |
| 8 once a century | h every two weeks |

- 2 Now answer these questions using expressions of frequency, as in the example.

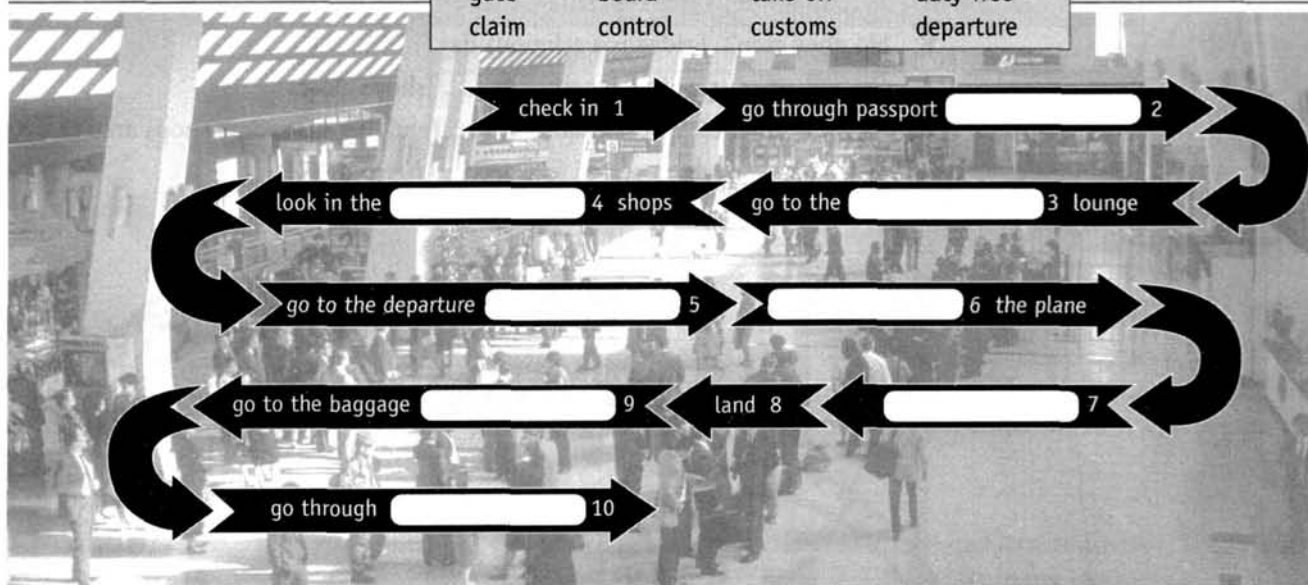
- How often is there a presidential election in the USA?
every four years
- How often is there a national election in your country?
.....
- How often do you have an English lesson?
.....
- How often do you do sport?
.....
- How often do you eat in a restaurant?
.....
- How often do you go away on holiday?
.....

2.3 Arriving

A Airports

The word chain below shows what you do when you fly to another country. Complete the gaps with these words.

gate	board	take off	duty-free
claim	control	customs	departure



B Countable and uncountable

Choose the correct word to complete these dialogues.

- B: Do you have *any* / *a*¹ luggage to check in?
A: Yes. I have *a* / *some*² suitcase here. Can I have a window seat, please?
B: I'm afraid there aren't *some* / *any*³ more seats by the window, madam.
- A: Excuse me. I want to buy *a* / *some*⁴ souvenirs to take home. Are there *any* / *some*⁵ souvenir shops near here?
C: Yes, there's *a* / *some*⁶ very good shop just on the corner.
- A: How *much* / *many*⁷ time do we have before our train?
D: Forty minutes.
A: Do you want another drink?
D: No. You have *a* / *some*⁸ drink. I want to look in the shops.
- D: I want to buy *some* / *any*⁹ wine at the duty-free. Do you want *a* / *any*¹⁰ cigarettes?
A: Yes, please.
D: How *much* / *many*¹¹ do you want – 200 or 300?
A: 200 is fine. Here. I'll give you *a* / *some*¹² money.

C Have and have got

- Read the text opposite about Airbus Industrie. Find the following numbers and write them in figures, as in the example.

- thirty 30
- a hundred and eighty
- forty thousand
- a hundred and eighty-five
- nineteen seventy

AIRBUS



FOUNDED in 1970, Airbus sells its planes to more than 180 airlines world wide. Based in Toulouse, France, it is a truly international organization, employing around 40,000 people of over 30 different nationalities. Its shareholders are two leading European aerospace companies: the European Aeronautic Defence and Space Company (EADS) (80%) and BAE Systems of the United Kingdom (20%).

Airbus's product line is divided into three aircraft families – the A320 Family (A318/A319/A320/A321) with 107–185 seats, the A300/A310 Family with 220–266 seats, and the A330/A340 Family

with 253–380 seats. In response to market demand for very high capacity aircraft, Airbus is also developing the A3XX Family, starting with 555 seats. In 30 years of operation, Airbus has received orders for some 4000 aircraft.

Airbus has factories all over Europe, subsidiaries in the United States and China, regional offices in Sydney, Tokyo, Singapore, New Delhi, Moscow, Brussels, and Dubai, spare parts centres in Hamburg, Frankfurt, Washington, Beijing, and Singapore, and training centres in Toulouse, Miami, and Beijing.

- 2 Now choose the correct word to complete the questions, as in the example. Then answer the questions.

1 How many customers does Airbus ~~got~~ / have worldwide?

It has more than 180......

2 Does / Has it got any American shareholders?

.....

3 How many European shareholders does / has it have?

.....

4 Have / Has the shareholders got the same share in the company?

.....

5 How many employees has / does the group have?

.....

6 Do / Does A300 planes have more than 200 seats?

.....

7 How many spare parts centres has the company got / get?

.....

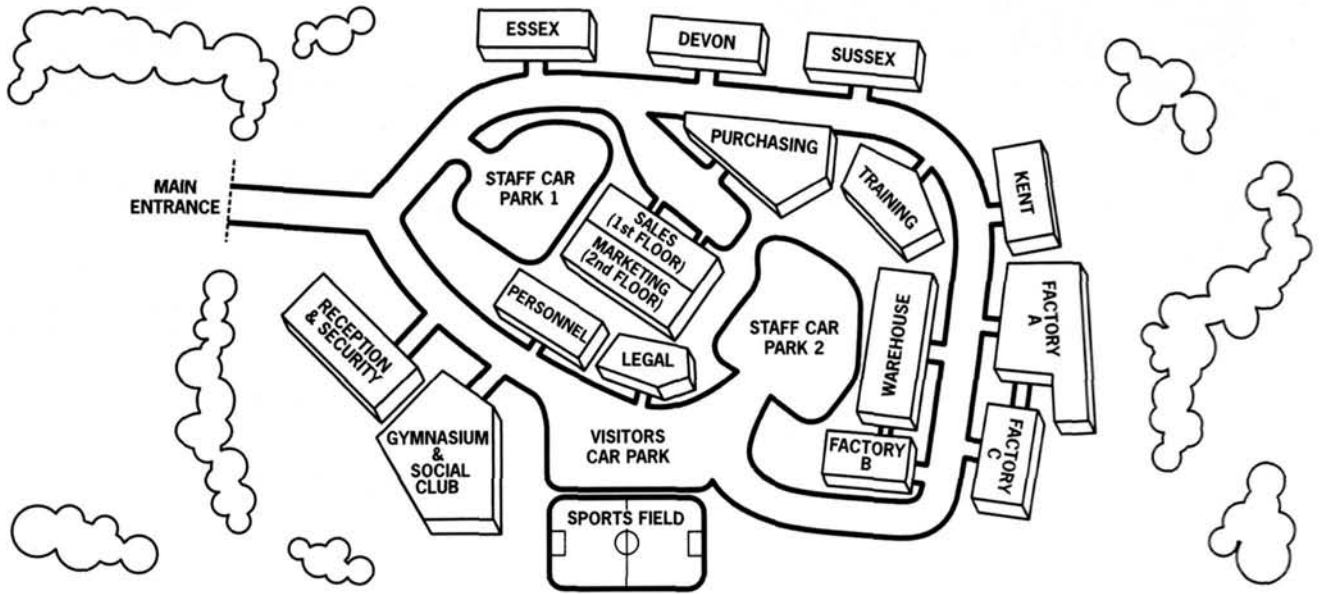
8 Where does / has the company got training centres?

.....

3.1 Finding your way

A Giving directions

- 1 Look at this map of the different parts of a company. Where are you if you follow the instructions below?



- 1 It's between the Kent Building and Factory C, and opposite the warehouse.
- 2 It's just behind the visitors' car park, near the gymnasium and social club.
- 3 It's next to the first staff car park, just above the Sales department.
- 4 Go in the main entrance and turn left. Go past the Essex Building on your left, then take the first right, and it's the building on the left.
- 5 Come out of Reception. Go along this road, past the gymnasium and sports field on your right. Follow the road to the left, and you see it just in front of you.

- 2 Now answer these questions.

- 1 Where's the Training department?

.....

- 2 I'm in the Training department. How do I get to the Personnel department?

.....

B Giving advice



Here is some advice for giving a presentation. Choose verbs from the box below to fill the gaps, as in the examples. Put the verbs in the negative form where necessary.

use	look	write	speak	answer
ask	read	check	pause	prepare

Secrets of a successful presentation

- *Prepare*¹ your presentation in advance. *Don't write*² everything you want to say – just the main points.
-³ at your audience.⁴ your notes all the time.
-⁵ visual information to illustrate your presentation, and⁶ that everybody can read it.
-⁷ too quickly.⁸ every two minutes to give people time to think about what you're saying.
-⁹ your audience to wait until the end to ask questions.¹⁰ questions immediately.

C Formal and informal letters

Here are two letters confirming a future visit, but they are mixed up. One is formal, and one is informal. Decide which letter each sentence or phrase comes from, then put them in the right order, as in the example.

Formal letter⁵

Informal letter⁸

1

Can you look at them when you have a moment?

2

Have a good journey next week;

3

I would be grateful if you could look at the enclosed schedule.

4

We hope you have a safe journey to our company,

5

Dear Mrs Wenger

6

William Gallas

7

Best regards

8

Dear Anne

9

Please do not hesitate to contact us if you wish to make any changes.

10

and we look forward to meeting you.

11

John

12

I am writing to give you more details about your visit on 25 March.

13

Here are the details of your visit next week.

14

Yours sincerely

15

Give me a call if you want to change anything.

16

it'll be nice to see you again.

3.2 Going out

A Free-time activities



5 badminton

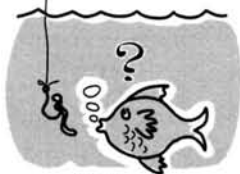


10 skiing



1 pub / bar

go to



6 fishing



2 theatre



7 shopping



3 housework



8 golf



4 judo



9 football

1 Look at the activities in the pictures. Fill in the correct verb to describe them, as in the example. Choose between the following:

go do go to have play

2 Now make true sentences about yourself, as in the example. How often do you do these activities? Choose from the expressions below.

= a lot ← very often often quite often sometimes occasionally hardly ever never → = not at all

- 1 *I quite often play tennis.*
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

B Like and would like

1 Choose the correct word or expression in italics.

- 1 I *like* / 'd like working for my company.
- 2 I *wouldn't* / don't like to be a politician.
- 3 I'd *like* / like to go to France for my next holidays.
- 4 They *don't* / wouldn't like going out to restaurants.
- 5 What *do* / would you like to do this evening?
- 6 *Do* / Would you like something to drink?
- 7 What sort of things *do* / would you like doing in your free time?

2 Match questions 5, 6, and 7 in 1 to answers a–f. There are two possible answers for each question.

- a Yes, please. What have you got?
- b Just stay at home, I think.
- c Working around the house, or in the garden.
- d I don't know. Do you have any ideas?
- e No, thanks.
- f It's often nice to go somewhere and see something different.

C Telephone talk

In this telephone dialogue the underlined expressions are impolite or incorrect. Find better expressions, as in the example.



- A: Hello. Are you Petra Semler's secretary? 1 Is that
- B: Yes, it's me. 2
- A: I want to speak to Petra, please. 3
- B: What's your name? 4
- A: It's Simon Fuller. 5
- B: Wait a moment. 5
- A: OK... 6
- B: Excuse me she's in a meeting. 6
- A: You tell her to call me back. 7
- B: What's your number? 8
- A: 010-658-7896. 9
- B: OK. I tell her. 9
- A: Good. 10

D Pronunciation

For each group of words or letters below, circle the item where the underlined letters are pronounced differently from the others, as in the example.

- 1 his fine give with
- 2 this then bath with
- 3 see sit key eat
- 4 E I P G
- 5 works lives opens is
- 6 thanks three theatre this
- 7 I V A K
- 8 night Italian wine idea
- 9 closes likes watches washes

3.3 Eating out

A Restaurant words

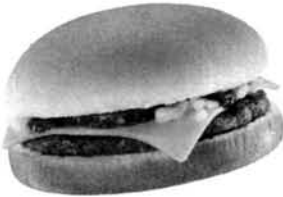
Choose two words for each question, as in the example. One word is left. What is it?

knife	beans	menu	waiter	chef
sorbet	glass	onions	pear	fork
cheese	juice	wine	cream	cup
chicken	orange	beef	fruit salad	

- 1 types of vegetable *beans*
- 2 types of meat
- 3 types of drink
- 4 dairy products (made from milk)
- 5 you use these for drinking
- 6 you eat with these
- 7 they work in a restaurant
- 8 types of dessert
- 9 types of fruit

B Describing dishes

- 1 Read these descriptions of famous dishes from around the world. What are their names? Use a dictionary to help you, if necessary.



- 1 IT'S A TYPE OF SANDWICH. It's filled with a piece of meat, which is cooked on a grill. The meat is usually topped with mayonnaise and ketchup, and sometimes cheese.

- 2 THEY'RE LITTLE CREATURES with shells, and you find them in the garden in many countries. They're cooked in a garlic and parsley sauce, and served hot, as a starter.



- 3 THE BASE IS A TYPE OF BREAD, made with flour and water. This is topped with a special tomato sauce and grated mozzarella cheese. You can also put pieces of meat or vegetables on top. It's cooked in the oven at a very high temperature.



- 4 IT'S USUALLY A MAIN COURSE, and there are many different types of dish. It's made with meat, fish, or vegetables. It's cooked in a sauce made with different spices, and it's often served with rice. It's an Indian speciality.

2 Now write a short description of a dish from your country.

.....
.....
.....
.....
.....

C Countable and uncountable

Here are some sentences you would hear or use in a restaurant. Choose words from the box below to complete the second gap in each sentence. Then write *a* or *some* in the first gap, as in the example.

wine	bottle	fruit	spoon
knife	sugar	glass	receipt

- 1 And what would you like to drink, madam?
I'll have *a* *bottle* of mineral water, please.
- 2 Excuse me. Could I have for my soup?
- 3 I'd like with my main course.
Me too. Do you prefer red, rosé, or white?
- 4 How can I help you?
Could you bring me of water, please?
- 5 I don't have for the cheese.
You can take mine. I don't want any cheese.
- 6 Would you like a dessert?
Yes, I think I'll have
- 7 Could you bring me for my coffee, please?
- 8 Here's my credit card. Could I have , please?
Yes, I'll bring it immediately.

D Restaurant dialogues

Match the sentences on the left with the responses on the right.

- | | |
|---------------------------------------|--------------------------------------|
| 1 Could I book a table for three? | a No, thanks. I'll just have coffee. |
| 2 What do you recommend? | b Yes. I'll bring it immediately. |
| 3 Could I have the wine list, please? | c Downstairs, sir. |
| 4 Would you like a drink? | d Do you take VISA? |
| 5 Would you like some dessert? | e No. This is on me. |
| 6 Where are the toilets, please? | f I'm sorry. We're full tonight. |
| 7 How would you like to pay? | g Yes. I'd like a whisky, please. |
| 8 Please, let me pay. | h It's a pleasure. |
| 9 Thank you for inviting me. | i I suggest the lasagne. |

4.1 Meeting people

A Was and were

Complete these dialogues with the appropriate form of *was / were*.

- 1 A: Hello, Emil. Where¹ you yesterday?
 B: I² at a meeting.
 A:³ it interesting?
 B: No, it⁴. There⁵ many people there.
- 2 C: Good morning, Hiromi. How⁶ your holiday?
 D: I⁷ on holiday, I⁸ sick.
- 3 E: There⁹ two red files on my desk yesterday. Where are they now?
 F: They¹⁰ there when I left last night. John¹¹ here. Maybe he took them.

B Past tenses

- 1 Complete this grid by filling in the gaps in the sentences on the right.

11		
1	T _ _ _ E D	She was Italian but we in French.
2	_ X P _ _ _ E D	I them to come at 4.00 p.m. but they arrived at 3.00.
3	L _ _ T _ N E D	My boss to me very carefully.
4	_ N _ E D	The meeting at 7.00 p.m.
5	P _ _ _ E D	I'm sorry, but I the letter this morning.
6	_ A _ E D	When I was young I maths.
7	_ P _ _ E D	She the letter immediately.
8	_ O _ _ C E D	When I arrived I something strange.
9	E _ _ _ _ _ E D	In the sixties the company 20,000 people.
10	_ E C _ _ _ E D	We had no food at home so we to eat out.

- 2 What word is 11? Make a sentence with it.

- 3 Complete the following questions and answers, as in the example. Use the information in 1 to help you.

- | | | |
|---|------------------------------------|-----------------------|
| 1 | Did they talk in French? | <i>Yes, they did.</i> |
| 2 | <i>Did he expect them at 3.00?</i> | No, he didn't. |

- | | | |
|----|--------------------------------------|------------------|
| 3 | Did he listen carefully? | |
| 4 | Did the meeting end at 6.30? | |
| 5 | | Yes, he did. |
| 6 | Did he like maths when he was young? | |
| 7 | | Yes, she did. |
| 8 | Did she notice something strange? | |
| 9 | Did the company employ many people? | |
| 10 | | No, they didn't. |

C Question making

A business person is answering questions about a recent trip. Make the questions, as in the example. Choose the question words from the box below.

what? why? what time? who? when? how? where?



- | | | |
|----|----------------------------------|---|
| 1 | <i>Where did you stay?</i> | I stayed at the Holiday Inn. |
| 2 | | I visited Hans Klinger. |
| 3 | | I arrived on Wednesday. |
| 4 | | I travelled by car. |
| 5 | | I hired a car because the factory is 30 km outside the city centre. |
| 6 | | We discussed a new contract. |
| 7 | | I arrived back yesterday. |
| 8 | | I started work this morning at 9.00. |
| 9 | | I telephoned Hans Klinger at 9.15. |
| 10 | | He signed the contract yesterday. |

Match a sentence from 1–10 with a reply from a–j.

D Welcoming

- | | |
|------------------------------------|---|
| A | B |
| 1 Thank you for coming to meet me. | a Yes, thanks, I did. |
| 2 Is this your first visit here? | b It starts at 10.00. |
| 3 How was your journey? | c That would be nice. |
| 4 Did you sleep well? | d No, that's OK. It's not very heavy. |
| 5 Can I show you around? | e In the car park. It's not far. |
| 6 Would you like a coffee? | f No problem. |
| 7 I'm afraid the computer is down. | g Yes, please. Black if possible |
| 8 Where's your car? | h That's a pity. |
| 9 What time is our meeting? | i No, I came here as a student. |
| 10 Can I take your bag? | j Fine, thanks. Everything was on time. |

4.2 Reporting on a trip

A Reading



Mike Hodgkinson is the Chief Executive of British Airports Authority. This is his diary for last week.

1 Fill in the gaps using the verbs from the box below in the correct form.

get	leave	see	have	be
visit	arrive	make	meet	go
travel	attend	go	return	

Monday

I¹ up early and² at the office at 8.00 a.m. At 9.00 I³ a meeting with Gabriele Renzully, the Director of Naples Airport. After a nice lunch I⁴ to the bank to discuss future investments. At 5.00 p.m. I⁵ the office and⁶ to the Millennium Dome by boat. I⁷ delegates for the ACI conference. In the evening there⁸ a conference dinner at the Dorchester Hotel.

Tuesday

I⁹ the opening speech for the ACI conference and then¹⁰ different talks and seminars during the day. I¹¹ lots of old contacts.



Wednesday

A normal morning at the office. I had lunch with a journalist who wanted to hear about our future plans. In the afternoon I attended a board meeting and made a presentation on our future strategy. In the evening my wife and I¹² our son and daughter-in-law for dinner.

Thursday

Trip to Stansted Airport. I met a lot of staff and customers. I¹³ to London in the evening and¹⁴ to the opera to see *La Bohème*.



2 Change the order of these words to make questions, as in the example. Then answer the questions.

- morning who he Monday on did meet?
Who did he meet on Monday morning? He met Gabriele Renzully.
- the Dome time he did what visit?
.....?
- travel how he there did?
.....?
- he evening on dinner where have did Monday?
.....?
- on did lunch he who Wednesday have with?
.....?
- he who on evening did visit Wednesday?
.....?
- did Thursday on where he evening go?
.....?
- see he did what?
.....?



3 Now answer these questions with full sentences.

- 1 What did he discuss with Gabriele? *He discussed Naples airport.*
- 2 What time was his first meeting on Monday?
.....
- 3 What did he make on Tuesday morning?
.....
- 4 Where did he spend the day on Tuesday?
.....
- 5 What did he attend on Wednesday?
.....
- 6 What did he do there?
.....
- 7 Where did he go on Thursday?
.....
- 8 Who did he meet?
.....

B Past tense puzzle

There are twelve verbs in the past tense in the grid. Find them and use them to complete the twelve sentences, as in the example. The words can read across, down, or diagonally.



- 1 He *left* the office at six o'clock and the six-thirty train.
- 2 She to Paris on Thursday and on Friday.
- 3 I three times but nobody
- 4 On the plane he a postcard and a book.
- 5 He at the hotel at seven o'clock and dinner at eight.
- 6 I in the office when you the e-mail.

4.3 Describing company structure

A Reading

SBS

SBS stands for Siemens Business Services. It is a division of the famous German company Siemens. It is only about five years old but is already responsible for a considerable part of Siemens' turnover. How? Siemens had the idea in 1995. A whole department of Siemens was at the time responsible for the information and communication activities of Siemens. The idea was to offer this service not only inside the company but outside too. SBS is now one of the world's leading providers in the

area of electronic business solutions and services.

Friedrich Froeschl is the CEO and SBS is now an independent division with 33,000 employees in 88 countries and turnover of €5.8 billion. One of its largest customers is the British government. SBS organizes and manages the passports and national savings accounts for Britain. In Europe its main competitors are IBM, Cap Gemini, and EDS. With growth in this market of at least 15% the future looks bright for this German service company.

Read the text and choose the correct answer to these questions.

- 1 What is the activity of SBS?
 - a electronic engineering
 - b printing
 - c database management
- 2 Which company does Friedrich Froeschl manage?
 - a Siemens Business Services
 - b Siemens
 - c IBM
- 3 One of its largest customers is:
 - a EDS
 - b SBS
 - c the British government
- 4 €5.8 billion represents:
 - a Siemens turnover
 - b SBS's turnover
 - c SBS's profit
- 5 SBS manages electronic services for:
 - a IBM
 - b British passports
 - c 88 countries
- 6 SBS is:
 - a a branch of Siemens
 - b a department of Siemens
 - c a division of Siemens

B Vocabulary

Find words in the Siemens text which match these definitions.

- 1 a computer application for keeping records *data Base*
- 2 a list of company employees
- 3 annual sales *turnover*
- 4 clients
- 5 companies in the same market
- 6 a document for travelling from one country to another
- 7 an increase

C Word partners

Look at this list of words. Match pairs of words, as in the examples, to make the expressions defined below.

sales	annual	company	development
office	human	research	marketing
stock	market	resources	managing
head	parent	director	production
site	public	relations	turnover

- 1 a department in charge of finding new ideas
research + development = Research and Development
- 2 a person in charge of a company
managing + director = Managing Director
- 3 a firm which owns subsidiaries
.....
- 4 a department in charge of finding and increasing the number of customers
.....
- 5 a factory or a plant
.....
- 6 department in charge of recruitment, training, and personnel
.....
- 7 the administrative and central building of a company
.....
- 8 the value of a public company is quoted here
.....
- 9 the total sales of a company for a year
.....
- 10 the department of a company which is in charge of external communication
.....

5.1 Current activities

A Present actions

Complete these sentences with a verb in the present continuous, as in the example. Use the verbs in the box below.

design	write	call	improve	recruit
speak	introduce	develop	have	build

- Hello. I'm calling from the airport. Can I speak to Dan Vermont, please?
- The company is recruiting three new sales staff for its Madrid office.
- We are developing our activities in South America.
- I'm afraid she is having lunch at the moment. Can I take a message?
- I am designing a prototype for a new car engine.
- They are building a factory just outside Krakow.
- Our new training programme is improving the spoken English of all our employees.
- I'm sorry, but you are speaking too quickly for me. Could you slow down a little?
- We are introducing a new product into the Asian market.
- Don't go into his office – he is writing an important report at the moment.

B Present simple or continuous?

Read this dialogue between a Polish businessman and his British colleague. Choose the correct form of the verb in *italics*, as in the examples.

- Eric: Hello. I'm Eric Johnstone. (I work) / *I'm working*¹ here in the IT department.
- Jan: Nice to meet you. I'm Jan Mazowiecki, from PDC Poland. *I visit* / (I'm visiting)² the head office here in London.
- Eric: Ah yes. I heard you were here. Would you like a cigarette?
- Jan: No, thanks. (I don't smoke) / *I'm not smoking*³. But please go ahead.
- Eric: Thanks. So where in Poland (do you come) / *are you coming*⁴ from, Jan?
- Jan: I'm from Gdańsk.
- Eric: And how long *do you stay* / (are you staying)⁵ here in England?
- Jan: *I work* / (I'm working)⁶ here for three months. *I learn* / (I'm learning)⁷ about PDC's operations in the UK. What about you? Are you based in London?
- Eric: Yes. (I have) / *I'm having*⁸ a permanent office here, but (I travel) / *I'm travelling*⁹ abroad a lot – three, or sometimes four days a week.
- Jan: Where (do you go) / *are you going*¹⁰ on your business trips?
- Eric: To Europe, and sometimes South America. So (do you enjoy) / *are you enjoying*¹¹ your stay here?
- Jan: Yes, it's very interesting.
- Eric: And (do you find) / *are you finding*¹² time to go sightseeing in London?
- Jan: No, not really. But I hope to have time before I leave.

New tourist boom in Argentina

TOURISM is one of the fastest growing industries in the world and Argentina is a country where the tourism sector is booming. At the moment, seven out of ten visitors to the country stay in the capital, Buenos Aires. However, the Tourism Secretary, Santiago Lombardi, is hoping to interest tourists in the country's other attractions, such as the waterfalls of Iguazú and the spectacular wildlife and landscape of Patagonia.

Buenos Aires is currently attracting millions of dollars of investment in the tourist sector. Between 1991 and 1996, hotel groups invested about \$800m in building projects. This figure doubled to more than \$1.6bn between 1996 and 1999. This year alone they are building

twenty-six new hotels. This includes a new 600-room luxury Hilton hotel and shopping complex in Puerto Madero, an area of the city which was an industrial wasteland only few years ago.

Buenos Aires is also developing its resources as a centre for business conventions. British Airways now



operates direct non-stop flights between London and Buenos Aires five days a week. According to the President of Congressos Internacionales, a Buenos Aires-based conference organizer, the capital receives between sixty and seventy conferences a year. He estimates annual growth at about 15%.

1 Find words or expressions in the text that mean the following.

- 1 economically active and successful *booming*
- 2 places for sightseeing *attractions*
- 3 animals in their natural environment *wild life*
- 4 countryside / open spaces *landscape*
- 5 increased by 100% *doubled*
- 6 an area with old factories that are no longer used *industrial wasteland*
- 7 expansion / increase in size *grows*

2 Complete the questions, as in the example. Make sure you use the appropriate question form (present simple, present continuous, or past simple).

- 1 Where *are* they *building* a hotel and shopping complex?
In Puerto Madero.
- 2 Where *do* seven out of ten visitors *stay*?
In Buenos Aires.
- 3 What *is* Mr Lombardi *hoping* to interest tourists in other parts of the country.
- 4 How much *did* hotel groups *invest* between 1991 and 1996?
About \$800m.
- 5 How many hotels *are* they *building* this year?
Twenty-six.
- 6 How often *does* British Airways *operate* flights to Buenos Aires?
Five days a week.
- 7 How many conferences *does* the capital *receive*?
Between sixty and seventy a year.

5.2 Company developments

A Describing trends Complete the crossword. Sometimes the first letter of the word is given.

DOWN

- 1 There are more police on the streets, but the number of crimes *increasing* ~~item~~..... decreasing.
- 2 Between 1984 and 1996, the number of divorces *rose*..... by 16.88%.
- 3 Taxes often *go*..... down just before a big election.
- 4 Prices usually *fall*..... when you open a market to competition.
- 5 Our share price *went*..... up when they announced our half-yearly results.
- 6 House prices generally *rose*..... when the economy is strong.
- 8 The average household size decreased *from*..... 2.54 to 2.4.
- 9 This month was very good, but *Last*..... month was terrible.
- 11 Life expectancy increased *by*..... 2.7 years for men, and 2.8 years for women.

1	i	n	c	r	e	a	s	i	n	g			
	d			o						o			
	e			s		4			5	w			
	m		6	r	e	m	a	i	n	e	d		
			o			l				n			
			s			l				7	d		
		8	f	e	l	9							
			r			10	a	b	o	u	t		
			o			s					11	b	
		12	m	o	u	t	s			13	w	a	y

ACROSS

- 1 Sales of mobile phones are *increasing*..... by 20% a year.
- 6 Share prices in London *remained*..... more or less the same yesterday.
- 7 Our profit margin decreased by 5% *to*..... \$1.6 million.
- 8 Because of increased competition, our sales *fell*..... last year.
- 10 *About*..... 60% of our customers are in Western Europe.
- 12 February was a very good *month*..... for us.
- 13 *Was*..... there an increase in customer complaints in May?

B Word stress

Underline the syllable which is stressed in each word. Circle the word in each group of four which is different.

- | | | | |
|--------------------|------------------|------------------|-----------------------------------|
| 1 <u>product</u> | <u>produce</u> | <u>training</u> | <u>programme</u> |
| 2 <u>China</u> | <u>Japan</u> | <u>Thailand</u> | <u>Europe</u> |
| 3 <u>recruit</u> | <u>design</u> | <u>open</u> | <u>employ</u> |
| 4 <u>expand</u> | <u>compare</u> | <u>figures</u> | <u>remain</u> |
| 5 <u>entering</u> | <u>visiting</u> | <u>improving</u> | <u>travelling</u> |
| 6 <u>expensive</u> | <u>fantastic</u> | <u>terrible</u> | <u>exciting</u> - <i>boetwint</i> |
| 7 <u>inflation</u> | <u>diagram</u> | <u>period</u> | <u>vertical</u> |

C Presenting figures

An advertising consultant is giving a presentation at a company which manufactures baby products. This is the data she is going to present.

If you could only have one child, would you prefer a boy or a girl?

Country	Boy	Girl	No preference
Thailand	44%	27%	29
Hungary	25	12	63
United States	35	23	42
France	41	31	28
Mexico	31	24	45
Great Britain	31	26	43
Germany	21	19	60
Spain	20	27	53

For you personally, do you think it is necessary or not necessary to have a child at some point in your life?

Country	Yes	No
Hungary	94%	6%
Thailand	85	13
France	73	26
Mexico	61	38
Spain	60	35
Great Britain	57	41
Germany	49	45
United States	46	51

- 1 Read the first part of the presentation. Fill in the gaps using the words in the box.

shows attention see notice like figures
look answer as slide draw column

Let's have a¹ at the first² This table³ the preference of each nationality for a male or a female child. The first⁴ shows the percentage of people who prefer a boy. Can everybody⁵ that clearly? Good.⁶ you can see, the preference in most countries is for a boy. But I want to⁷ your⁸ to the bottom of the table, where you see the⁹ for Spain.¹⁰ that in this country, there is a small majority of people who prefer a girl. Why should this be? I'd¹¹ to¹² this question a little later.

- 2 Now complete the description of the second slide.

But first, let's have a look at my second slide. This table ...

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

5.3 Personal developments

A Meeting an old friend

Two friends meet by chance at a trade fair. Complete the dialogue with the expressions below.

- | | |
|---------------------------|----------------------------|
| a How do you do? | f How's Virginia? |
| b That's great news! | g How are you? |
| c Nice to meet you. | h Business is fine. |
| d I'm sorry to hear that. | i How's business? |
| e I'm very well. | j Let me introduce you ... |

A: Hello, Tony. g ? ¹

T: Andrew! What a surprise!
e ? ² And you?

A: I'm fine, too. I didn't know you were here. ? ³

T: Very good. We're having a fantastic year. A lot of new clients. What about you?

A: h ? ⁴ We've just got a big new contract with Turismo.

T: b ! ⁵ Tell me –
f ? ⁶

A: She's very well.

T: Is she still working at Total Fina?

A: No, she lost her job, unfortunately. Her branch closed.

T: d ? ⁷ Is she looking for another job now?

A: Yes, in fact she's here today to try and make some useful contacts. But, here's someone else I'd like you meet. ⁸ to Marcello Baresi, – our new Area Manager for Italy.

T: a ? ⁹

Mr Baresi: c ? ¹⁰

B Having a wonderful time

1 Match the adjectives in the box below with their opposites, as in the example.

<input checked="" type="checkbox"/> cheap	<input checked="" type="checkbox"/> interesting	friendly	<input checked="" type="checkbox"/> quiet	<input checked="" type="checkbox"/> boring
terrible	<input checked="" type="checkbox"/> convenient	<input checked="" type="checkbox"/> long	<input checked="" type="checkbox"/> noisy	<input checked="" type="checkbox"/> short
<input checked="" type="checkbox"/> expensive	unfriendly	fantastic	<input checked="" type="checkbox"/> inconvenient	

friendly / *unfriendly*

.....

.....

.....

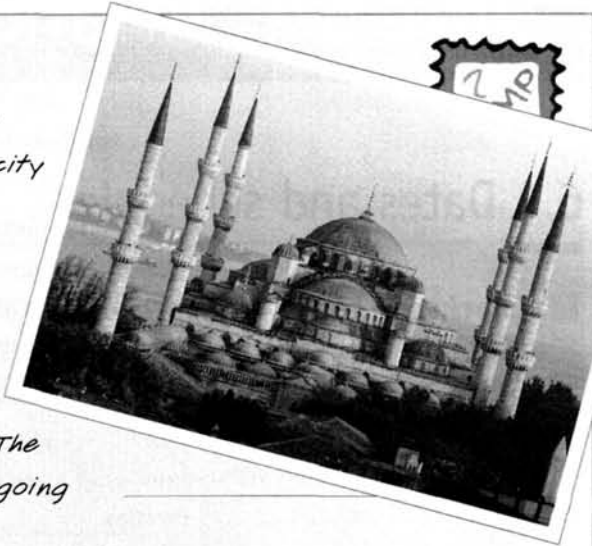
2 Now use eight of the adjectives from 1 to complete this postcard from Turkey.

Dear Valerie,

We arrived in Istanbul yesterday morning, very tired after our! overnight flight. The city is really¹ with lots of traffic, but our hotel is on a small side street, and very². It's also very³ for the conference centre - just two minutes away. The hotel staff are very⁴ and welcoming.

It's the second day of the conference today. The programme doesn't look very⁵, so I'm going shopping. I've got a really⁶ guidebook which tells you where to find the best shops and markets. Everything's very⁷ here, so I'm sure I'll buy a lot of souvenirs to take home.

Love Anne-Marie



C Like and would like

1 Match questions 1-7 with answers a-g.

- | | |
|--|--|
| 1 Do you like working for your company? | a No, thanks. I'm fine. |
| 2 Would you like to work in another country? | b Fantastic. We had a wonderful time. |
| 3 Would you like something to drink? | c Very nice. She has a lot of good ideas. |
| 4 What do you like doing in the evenings? | d Reading, or playing the piano. |
| 5 What was your weekend like? | e Not really. I'm looking for something different. |
| 6 What would you like to do this evening? | f A meal in a restaurant would be nice. |
| 7 What's your boss like? | g Yes. Maybe for a few years. |

2 Now write your own answers to questions 1-7.

- 1
- 2
- 3
- 4
- 5
- 6
- 7

Unit 6 Arrangements

6.1 Dates and schedules

A Checking the diary

1 This is Mrs Dillon's diary for next week. Complete the missing information in the diary using the information from the conversation below.

MONDAY	
MORNING: ¹ .00 Meeting with	²
AFTERNOON: ³ .00	⁴ meeting.
TUESDAY	
4:30 ⁵ .00 Meeting with <i>Mr Zenden</i>	⁶
WEDNESDAY	
..... ⁷ .30 Managing Director - Station.	
Dinner with <i>Mr Zenden</i> ⁸ at <i>Grand Hotel</i> ⁹	
THURSDAY	
Travel to <i>Rotterdam</i> ¹⁰	
FRIDAY	
..... ¹¹ .00 Meeting with	¹²
SATURDAY	
Return from	¹³

- A: So, Sarah, what's happening next week?
 B: Well, the Managing Director is coming.
 A: When is that?
 B: He's arriving on Wednesday and leaving on Thursday.
 A: When's he coming?
 B: I'm meeting him at the station at half past four.
 A: Where's he staying?
 B: At the Grand Hotel. You're having dinner with him there on Wednesday.
 A: When is the Rotterdam trip?
 B: You're flying there on Thursday afternoon, and coming back on Saturday.
 A: OK, and when is my appointment with Mr Zenden?
 B: You're meeting him on Friday at two.
 A: Where?
 B: At the factory.
 A: Right. We need to prepare that meeting. Have we got the figures?
 B: The Production Manager is coming here on Tuesday morning. You're seeing her at ten.
 A: And on Monday?
 B: You're going to see the bank manager in the morning, and in the afternoon we're having our monthly personnel meeting.
 A: What time is the meeting at the bank?
 B: It's at eleven. The personnel meeting starts at two.
 A: So, quite a quiet week, then!

2 Look at the dialogue again and complete the questions and answers below, as in the example.

- | | |
|---|--------------------------|
| 1 Where is she going on Monday morning? | <i>To the bank</i> |
| 2 Who is she seeing on Tuesday morning? | |
| 3 When is the Managing Director coming? | |
| 4 | At the Grand Hotel. |
| 5 | To Rotterdam. |
| 6 What time is she meeting Mr Zenden? | |
| 7 | At the factory. |
| 8 When is she coming back? | |

B Free time

Elizabeth and Laura are discussing their plans for the weekend. Complete the spaces using an appropriate form of the words in brackets, as in the example.

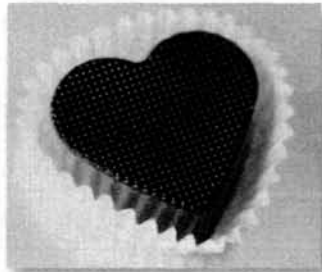


- E: What are you doing¹ this weekend? (you / do)
 L:² away. (I / go)
 E: Where³ (you / go)
 L: Paris.
 E: How⁴ there? (you / get)
 L:⁵ the Eurostar. (we / take)
 E: Where⁶ (you / stay)
 L: At a small hotel near the river.
 L: What about you. What⁷ (you / do)
 E:⁸ some friends. (we / visit)
 L: When⁹ (you / leave)
 E: On Friday evening and¹⁰
 back on Sunday. (we / come)
 L:¹¹ with you? (Jack / go)
 E: No.¹² as usual.¹³ my sister. (he / work); (I / take)
 L: Well, have a good weekend!
 E: You too!

C Checking the date

1 Write the appropriate date next to these events. Write the date in full, then in figures in American (USA) and British (UK) style, as in the example.

- | | | | | |
|---|-----------------|--------------------|----------------|-----------------|
| 1 | Valentine's Day | <u>14 February</u> | <u>GB 14/2</u> | <u>USA 2/14</u> |
| 2 | Christmas Day | | | |
| 3 | New Year's Day | | | |
| 4 | Bonfire Night | | <u>GB 5/11</u> | |
| 5 | Hallowe'en | | | |
| 6 | Your birthday | | | |



2 Complete these sentences with the appropriate ordinal number.

- 1 March is the month of the year.
- 2 The person who finishes wins a silver medal.
- 3 2000 was the year of the new millennium.
- 4 July is a public holiday in France.
- 5 20% = one
- 6 July is a public holiday in the USA.

6.2 Getting connected

A Talking on the telephone

Look at this telephone conversation. There are three people talking, Lynne (L), Richard Martini (R), and Charles Kent (C). Put the dialogue in the right order, indicating who says what, as in the example.



- 7 C..... Is that you, Harry?
 1 L..... Good morning, Robertson Foods, Lynne speaking. How can I help?
 4 R..... Bye.
 3 L..... I'm sorry. The line is busy. Will you hold?
 6 C..... Harry Wood's phone.
 9 R..... Thanks for your help. Bye.
 8 R..... No, it's Richard Martini, I work with Harry. I'm afraid Harry is out.
 4 C..... Yes, OK.
 12 R..... OK Charles. I'll give him the message.
 2 C..... Hello, could I speak to Harry Wood, please?
 10 C..... Do you know when he'll be back?
 5 L..... The line's free now. I'm connecting you.
 10 R..... Tomorrow I think. Would you like to leave a message?
 11 C..... Yes, please. Could you tell him Charles Kent called and I'll call back tomorrow?

B Telephone language

Make three-line dialogues by taking one sentence from each column, as in the example.

	SPEAKER A	SPEAKER B	SPEAKER A
1	Mr Hill?	No, my name is Gilles.	<i>I have a call for you, sir.</i>
2	Could I speak to Sarah, please?	Sorry. He's away on business.	Yesterday.
3	Did you get my message?	Speaking.	I'm afraid he's away today. Can I help?
4	Sales Department.	<i>Yes, this is Sam Hill.</i>	When will he be back?
5	Is that Jack?	When did you leave it?	Hi Sarah, it's Tim.
6	Is John Waters there?	Can I speak to the manager?	Sorry, wrong number.

C Telephone expressions

Complete these expressions using one of the words in the box below.

that on calling hold up through leave later

- 1 Just a minute, I'll put you through.
- 2 Can you call back later?
- 3 I'm on the other line.
- 4 Could you speak up? The line is bad.
- 5 The line is busy. Would you like to hold?
- 6 I'm afraid she's out. Would you like to leave a message?
- 7 Is that Sarah?
- 8 Thanks for calling.

D Telephone responses

You are telephoning in English. How do you reply to these sentences?

1 Who's calling, please?
2 Could you spell that?
3 Where are you calling from?
4 Could you speak up?
5 I'm afraid he's busy right now.
6 Will you hold or call back?
7 Can I take a message?
8 Does he have your number?
9 Thanks for calling.

6.3 Making appointments

A Time expressions

It is Saturday, 17th March, 2001. It is 7.30 p.m. Match the time expressions on the left with the correct times on the right, as in the example.

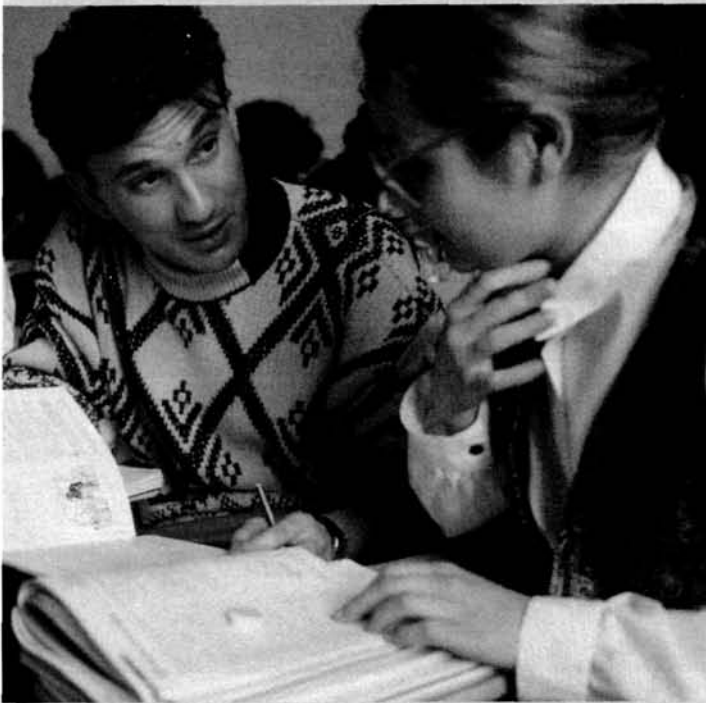
- | A | | B |
|----------------------------|---|-----------------------|
| 1 One hour ago | — | a ten past seven |
| 2 The day before yesterday | — | b 19 / 03 / 01 |
| 3 Twenty minutes ago. | — | c 18.30 |
| 4 Last month | — | d at half past eight |
| 5 The day after tomorrow | — | e 10 / 03 |
| 6 In an hour | — | f 18th March |
| 7 Next Saturday | — | g the twenty-fourth |
| 8 Tomorrow | — | h February |
| 9 Last Saturday | — | i Thursday 15th March |

B Making arrangements

Read these dialogues about people arranging to meet. Fill in the gaps using the expressions from the box below.

- | | |
|--|--------------------------------------|
| Would it be possible to meet? | I look forward to meeting you. |
| Do you want to meet up? | I'm sorry, I can't make it then. |
| When would be convenient? | Are you doing anything this weekend? |
| What time would suit you? | Would Tuesday be possible? |
| How about Sunday lunchtime at the King's Head? | How about Saturday afternoon? |

- 1 Lise and Frank are studying at a language school. They are in the same group.

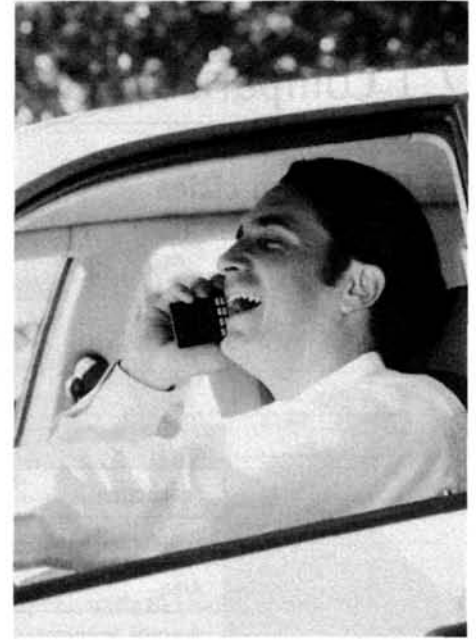


- F: Hello Lise. How are you?
 L: Fine thanks, Frank.
 F: ? 1
 L: Not much.
 F: ? 2
 L: That would be nice.
 F: ? 3
 L: 4
 F: ? 5
 L: That would be fine.
 F: See you on Sunday, then.

- 2 Giancarlo Baldi is Purchasing Manager for an Italian electronics company. Andrew Napper is a salesman who wants an appointment with Mr Baldi. He doesn't know him.

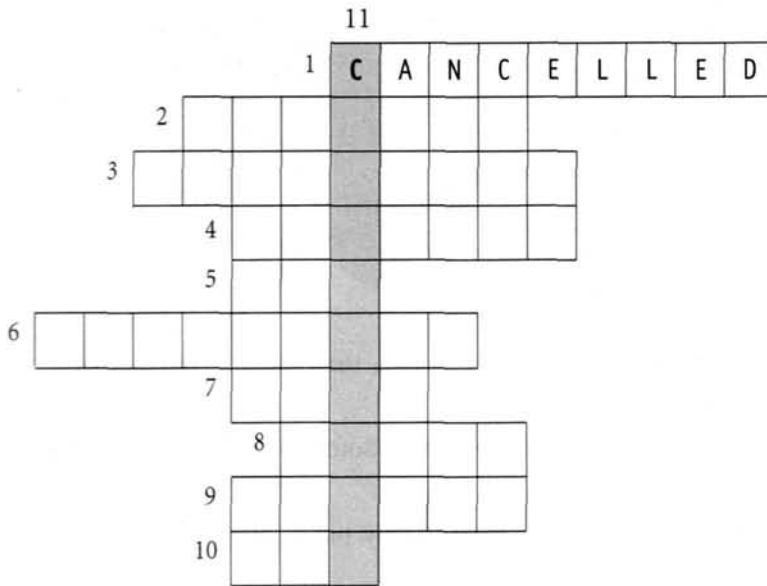


A: Mr Baldi, this is Andrew Napper.
I sent you a brochure last week.
G: Yes Mr Napper, I remember.
A: I'm in Italy next week.
..... ?¹
G: Possibly, I'm very busy.
A: ?²
G: I'm afraid I'm busy on Tuesday.
A: Well. ?³
G: I'm free on Thursday afternoon.
A: That's fine. ?⁴
G: 5.15.
A: So that's 5.15 on Thursday.
.....⁵
G: Until then. Good bye.
A: Good bye Mr Baldi.



C Crossword

Complete the sentences with the correct word, as in the example. Then fill in the grid below. All the words come from Unit 6.



- 1 We cancelled the meeting because nobody could attend.
- 2 *Transfer* is another word for put *t*.....
- 3 My *e*..... number is 3354.
- 4 He *i*..... me to lunch and I accepted.
- 5 What time is he *d*..... back?
- 6 We arranged to meet on Wednesday and then *p*..... it to Friday.
- 7 What time would *s*..... you?
- 8 There's no *r*..... from the office. Would you like me to take a message?
- 9 I can't *m*..... Monday.
- 10 I'm afraid he's *e*..... of the office today.
- 11 What day would be *c*..... for you?

7.1 Comparisons and contrasts

A Comparing cities

This table compares three states of Australia. Choose adjectives from the box below to complete the sentences, using a comparative form.

	New South Wales	Victoria	Western Australia
<i>Foundation</i>	7/2/1788	1/7/1851	18/6/1829
<i>Population</i>	6,008,578	4,462,064	1,677,616
<i>Area</i>	801,600 km ²	227,600 km ²	2,525,500 km ²
<i>Average temperature (Jan / Jul)</i>	22°C / 12°C (Sydney)	20°C / 10°C (Melbourne)	24°C / 13°C (Perth)
<i>Average rainfall (Jan / Jul)</i>	102 mm / 10 mm (Sydney)	47 mm / 48 mm (Melbourne)	8 mm / 174 mm (Perth)
<i>Coastline</i>	1,900 km	1,800 km	12,500 km

long	big	populated
small	wet	recent
short	dry	cool

- In terms of area, New South Wales is than Victoria, but than Western Australia.
- With more than six million inhabitants, New South Wales is than the other two states.
- In January, Perth is a lot than Sydney, but in July it's , with 174 mm of rainfall.
- The coastline of New South Wales is much than that of Western Australia.
- The foundation of Victoria is than the other two states.
- Temperatures in Melbourne are than in Sydney or Perth.
- Victoria's coastline isn't as that of New South Wales.

B Incorrect statistics

- 1 Look again at the table in A. In these sentences, the information given is wrong. Change the superlative form to make it correct, as in the example.
- 1 Perth has the ~~coldest~~ winters. *the hottest*
 - 2 New South Wales is the least populated of the three states.
 - 3 Perth is the wettest in January.
 - 4 New South Wales is the youngest of the three states.
 - 5 Victoria has the hottest temperatures.
 - 6 Victoria is the biggest in area.
 - 7 Victoria has the longest coastline.

- 2 Write five sentences to compare your home town with another town or city in your country.

- 1
- 2
- 3
- 4
- 5

C Travel, trip, and journey

Study these notes, then complete each sentence with the word *travel*, *trip*, or *journey*.

to *travel*: *travel* is a verb. We cannot say a *travel*.

a *journey*: *journey* is a noun. When we travel from A to B, and we describe the process of getting there, we call it a *journey*.

trip: *trip* is also a noun. When we travel from A to B, and we are describing what we did and where we went, we call this a *trip*.

- 1 Thank you for visiting us, and have a safe home.
- 2 How was your to Paris last weekend? Did you have a good time?
- 3 When we were in Dubrovnik, we went on a sightseeing round the islands.
- 4 I a lot for my work.
- 5 How many business do you make every year, on average?
- 6 How long does the to Madrid take by train?
- 7 It was a very long, because there was a lot of traffic on the road.

7.2 Describing products and services

A Describing processes

Look at this diagram of the Federal Express delivery process. Complete the description of the process below, using the verbs in brackets, as in the example. All the verbs should be in the present simple passive form.

Federal Express Package Cycle



First of all, your package (pick up) *is picked up*¹ from your home, and all the details of your shipment (record)² by the driver on a barcode scanner. Then your package (take)³ to the nearest collection station. International and long-distance shipments (send)⁴ to the airport, where they (fly)⁵ to an international hub airport. These (locate)⁶ in more than 200 countries worldwide. When they arrive, shipments (transport)⁷ by plane to a regional airport, or they (transfer)⁸ immediately to a delivery station. Finally, your package (deliver)⁹ to its final destination. The progress of your package (monitor)¹⁰ at all times by our tracking system, and you can contact us at any moment to find out where it is.

B Active or passive?

Complete each pair of sentences with an appropriate form of the verb indicated, as in the example. One sentence is passive, and the other active.

speak

- 1 English *is spoken* as a first language by nearly half a billion people.
My wife *speaks* very good English.

make

- 2 Canon a wide range of high-tech products for the office and home.
The bodywork is Spanish, but the engine in Germany.

use

- 3 We this process to speed up production.
This software to detect errors in the system.

give

- 4 This list of company rules to every employee.
My boss me a long list of things to do every morning.

arrange

- 5 All our meetings at least a week in advance.
Her secretary all her appointments.

show

- 6 This graph our results for the last quarter of the year.
Visitors to the company the main factory, but not the high-security block.

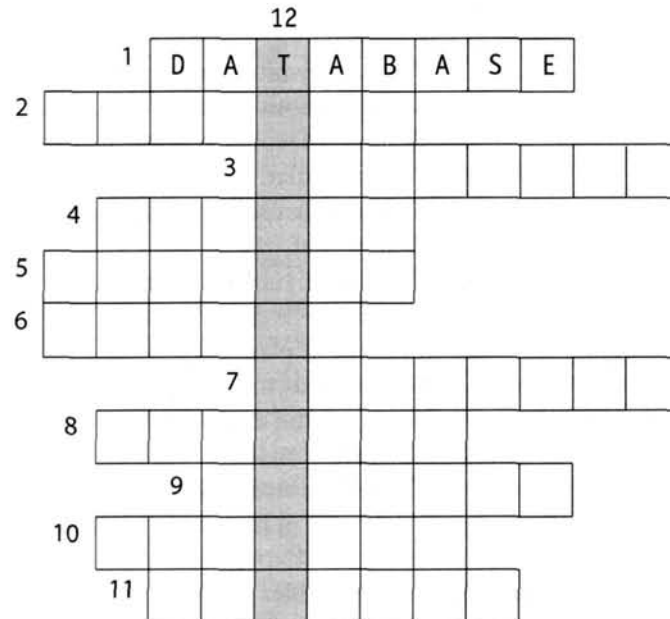
sell

- 7 Our new low-price range of CDs only in supermarkets.
They a lot in the USA, but not many in South America.

C Word puzzle

Read the clues and complete the word puzzle.

- 1 We store information about all our clients on a *d*.....
- 2 The *p*..... of copying and printing the document takes about two minutes.
- 3 In business, we say that 'the *e*..... is always right'.
- 4 They promised to send us the goods *w*..... two weeks.
- 5 I'd like to *a*..... another visit for next month.
- 6 Our machine isn't working again; can you send someone to *r*..... it.
- 7 In the Quality department we *e*..... many different types of tests.
- 8 What day can you *d*..... the goods to our factory?
- 9 The person who takes your payment in a supermarket is the *e*.....
- 10 Before you take a plane, your luggage is always *e*..... to check you aren't carrying any dangerous objects.
- 11 We will try to *r*..... the problem in the quickest possible time
- 12 Maintenance staff are often called *t*.....



D Word partners

Find words in **C** that can be used with all the following expressions, as in the example.

- 1 a regular / difficult / good *customer*.....
- 2 an administrative / technical / simple
- 3 to call back twenty-four hours / three days / a month
- 4 to a study / a job / maintenance work
- 5 to early / on time / late
- 6 to a meeting / an appointment / a schedule

7.3 Evaluating products

A Describing objects

The sentences below describe the objects in the table. Complete the table as in the example.

				
3	14	4	1	18
10	19	20	12	2
11	15	9	7	6
16	8	5	13	17

- ① It's about 2.5 cm in diameter.
- ② It can be used for tipping waiters in restaurants.
- ③ The single version is usually about 2 m long and 1 m 50 cm wide.
- ④ It's used for going in and out of a room.
- ⑤ It's about 3.5 cm in thickness.
- ⑥ It's round.
- ⑦ It's usually white, but sometimes orange.
- ⑧ It weighs about 20 g.
- ⑨ It's made of wood, and the handle is usually metal.
- ⑩ It's rectangular.
- ⑪ It's normally used at night.
- ⑫ It's spherical.
- ⑬ It's made of rubber and plastic.
- ⑭ It's square – 9 cm by 9 cm.
- ⑮ It's made of plastic and metal.
- ⑯ It's about 60 cm in height.
- ⑰ Its weight and diameter depend on its value.
- ⑱ It's made of metal.
- ⑲ It's used for storing information.
- ⑳ It's about 2 m high and 1 m wide.

B Size and dimension

1 Complete this table.

ADJECTIVE	COMPARATIVE	SUPERLATIVE	NOUN
long	longer	the longest	length
deep..... ¹	deeper..... ² ³	depth
high	higher..... ⁴	the highest..... ⁵	highest..... ⁶
wide	wider..... ⁷	the widest..... ⁸ ⁹
heavy..... ¹⁰	heavier..... ¹¹	the heaviest ¹²

2 Now complete the following sentences using words from the table.

- 1 The Seto-Ohashi Bridge is 12.3 km
- 2 The drilling equipment for the Channel Tunnel was 575 tonnes in
- 3 The running race at the Olympics is the marathon.
- 4 The CN Tower in Toronto is 553.54 m; that's more than 100 m than the Empire State Building.
- 5 The area of a rectangle is the multiplied by the
- 6 The gold mines of South Africa go down to a maximum of 3,500 m.

C Pronunciation

Put the words below into one of the five groups according to the pronunciation of the vowels underlined, as in the example.

<u>h</u> igh	<u>e</u> ep	w <u>i</u> te	p <u>i</u> nk	d <u>e</u> pth	g <u>r</u> ey	<u>h</u> eight
w <u>i</u> de	h <u>e</u> avy	g <u>r</u> een	r <u>e</u> d	w <u>e</u> ight	w <u>i</u> th	<u>l</u> ength

1	my	why	<u>h</u> igh
2	t <u>e</u> n	w <u>e</u> t
3	d <u>a</u> y	<u>e</u> ight
4	s <u>i</u> t	<u>i</u> t
5	s <u>e</u> e	b <u>e</u>

D Giving opinions

Three managers are discussing the best location for a new car assembly plant. Choose the correct alternative from the expressions in italics.

- A: So we have three possible locations – Ireland, northern Italy, or the north-east of France. What's your *think / view*¹ on this?
- B: Well, *I think Ireland isn't / I don't think Ireland is*² a good choice, because it's too far from the rest of Europe. *In / to*³ my view, Northern Italy would be better.
- A: *How / What*⁴ do you think, Lucy?
- C: *I / I'm*⁵ agree with Des when he says that Ireland isn't really a possibility. But *I'm not / I don't*⁶ agree that Italy is the best choice. If you ask *me / to me*⁷ north-east France is the ideal location. It's much better placed for the Scandinavian market, which represents 40% of our sales.
- A: Yes, you *have / are*⁸ right, Lucy. But don't forget that a lot of our parts come from Romania and Turkey. Personally, *I think / I'm thinking*⁹ it's better to be near our suppliers.
- B: Yes, I think *it / so*¹⁰ too. That's why I prefer Italy.

8.1 Success stories

A Reading

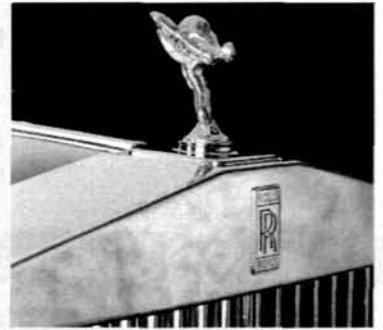
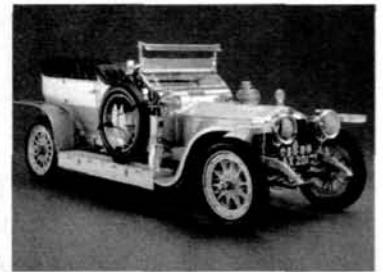
1 Read this article about two famous men and fill in the gaps in the text using the verbs in the box below.

became	died	met	went	founded
began	agreed	set	sold	crossed
acquired	moved	was	got	bought

HENRY ROYCE was born in 1863 in Peterborough. Charles Rolls was born in London in 1877. Royce was the son of a miller, and Rolls was the son of an aristocrat. Royce¹ work at the age of ten. He² newspapers for a few months, then³ a job as an apprentice engineer with GNR, one of the railway companies in Britain. A few years later he⁴ to London and worked for an electric company. In 1884 he was made redundant and he⁵ his own company. H.R. Royce sold dynamos and other electric devices to factories and cotton mills. He⁶ rich and⁷ his first car. It did not work very well so Royce decided to produce cars himself.

At the same time Charles Rolls was a student at Cambridge University. In the 1890s he⁸ to France and bought his first car, a Peugeot. In 1902 he started his own company selling cars. At the time he⁹ a champion driver and the following year he¹⁰ a new world speed record. Rolls loved cars but he really wanted to have his own name on a car and in 1904 he¹¹ Henry Royce. They¹² to set up the Rolls-Royce company. Two years later the company produced the Silver Ghost. The same year Rolls¹³ the English Channel by hot air balloon. He loved speed. Unfortunately four years later he¹⁴ in a flying accident.

Royce continued producing cars. In 1931 Rolls-Royce¹⁵ another company, Bentley. Royce died in 1933 at the age of seventy.



2 Are these sentences true (T) or false (F)?

- 1 Royce was older than Rolls.
- 2 Rolls and Royce were students together at Cambridge.
- 3 Royce set a world record in 1903.
- 4 Rolls died before Royce.
- 5 Rolls-Royce was bought by Bentley.

B Past simple passive



① Make passive sentences using the verbs in brackets, as in the example.

- 1 Electricity (discover) in the 1880s.
Electricity was discovered in the 1880s.
- 2 H.R. Royce (found) in 1884.
.....
- 3 Rolls and Royce (be born) in the nineteenth century.
.....
- 4 The dynamos (sell) to factories and cotton mills.
.....
- 5 Rolls Royce (create) in 1904.
.....
- 6 The RR Silver Shadow (produce) in 1906.
.....
- 7 A new world record (set) in 1903.
.....
- 8 Rolls (kill) in a flying accident.
.....
- 9 Bentley (acquire) in 1931.
.....

② Make questions for these answers. Use the passive form, as in the example.

- 1 *When was Charles Rolls born?*
He was born in 1877.
- 2 Where?
He was born in Peterborough.
- 3 When?
He was made redundant in 1884.
- 4 What year?
Bentley was acquired in 1931.
- 5 How?
He was killed in a flying accident.
- 6 When?
It was produced in 1906.

C Time expressions

Henry Royce died on April 23rd 1933. Using this date as a starting point, match the time expressions on the right with the dates on the left, as in the example.

- | | |
|---------------------|----------------------|
| the following year | May 1933 |
| the next day | in 1934 |
| ten years later | 23 / 04 / 1933 (UK) |
| the same day | in 1931 |
| two years before | 1943 |
| the following month | April 24th 1933 |
| one week before | 04 / 16 / 1933 (USA) |

8.2 Making money

A Financial vocabulary

1 Complete the gaps in the table below.

NOUN	VERB	PERSON
share	share	shareholder
savings	save ¹	saver
loans ²	lend	lender
investments ³	invest	investor ⁴
loss	lose ⁵	loser ⁶
borrowings	borrow ⁷	borrower

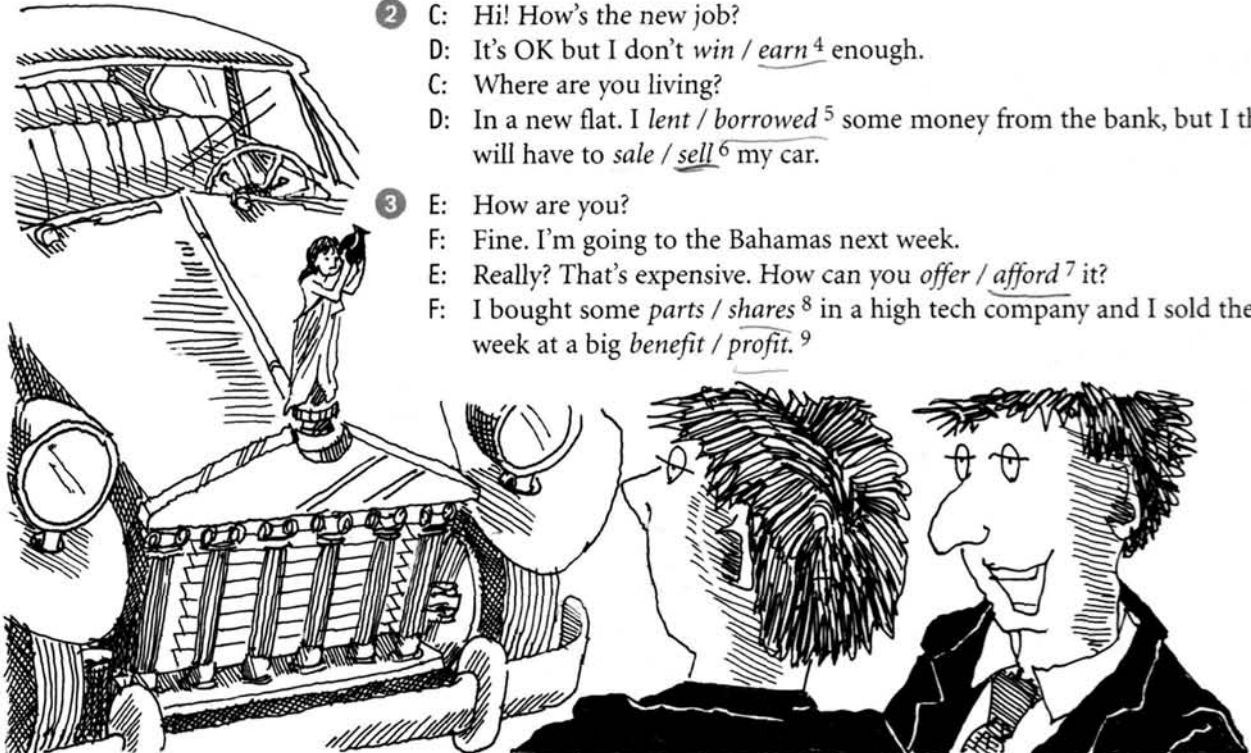
2 Complete these sentences using words from the table.

- We spent more than we earned so we made a loss.
- At the Annual General Meeting the year's results are presented to the shareholders.
- The bank gave us a loan of £25,000.
- Every month I invest 5% of my salary in a fund.
- Can you lend me some money? The bank is closed.

B Confusing words

Choose the correct words to complete these dialogues.

- A: That's a beautiful car. Where did you sell / buy it?¹
 B: At a garage in Rome. It's worth / worse² £15,000 but I paid / bought³ £12,000.
- C: Hi! How's the new job?
 D: It's OK but I don't win / earn⁴ enough.
 C: Where are you living?
 D: In a new flat. I lent / borrowed⁵ some money from the bank, but I think I will have to sale / sell⁶ my car.
- E: How are you?
 F: Fine. I'm going to the Bahamas next week.
 E: Really? That's expensive. How can you offer / afford⁷ it?
 F: I bought some parts / shares⁸ in a high tech company and I sold them last week at a big benefit / profit.⁹



Match a word from A with a word from B to make the expressions defined below. The word from A can go before or after the word from B, as in the examples. Use each word from A twice.

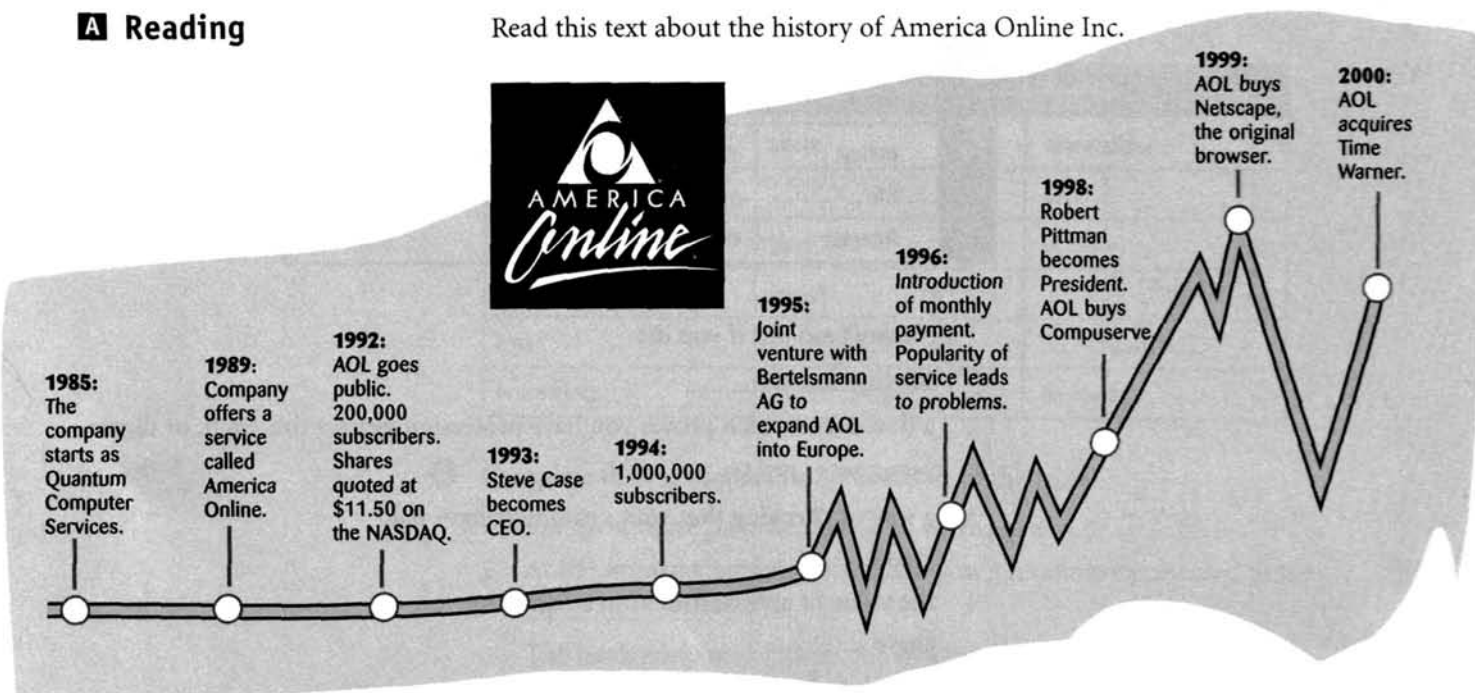
A	bank	rate	credit	
	share	insurance	cash	
B	policy	statement	account	price
	life	profit	control	card
	interest	exchange	flow	box

- money paid out if you die
life insurance.....
- a document which proves you have protection against fire, theft, or illness
insurance policy.....
- a way of checking that your customers have paid
credit
- the value of an investment in a company
share
- a place to keep money on deposit or for current use
..... account
- a document sent regularly to confirm your financial position
bank
- a way of paying without using cash or a cheque
..... card
- the money going in and out of a company
..... flow
- a means of calculating when changing money from one currency to another
exchange
- a place for keeping money during office hours
cash
- the extra amount due when you borrow money from a bank
..... rate
- a bonus paid on the good financial results of a company
profit

8.3 Company history

A Reading

Read this text about the history of America Online Inc.



1 Complete these sentences using the correct form of the verb in brackets.

- The company in 1985. (found)
- In 1999 Netscape by AOL. (buy)
- From 1992 to 1994 the number of subscribers 1,000,000. (reach)
- Time Warner in 2000. (acquire)
- The monthly payment in 1996. (introduce)
- The joint venture with Bertelsmann to expand AOL in Europe. (design)
- In 1993 Steve Case CEO. (appoint)
- In 1992 shares in AOL at \$11.50. (quote)

2 Make questions for these answers, as in the example.

- When was Netscape bought?* It was bought in 1999.
- ? He became president in 1998.
- ? It was introduced in 1996.
- ? It led to many problems.
- ? They were quoted on the NASDAQ.
- ? It went public in 1992.
- ? It started as Quantum Computer Services.
- ? It stands for America Online.

B Reading

- 1 Read the short histories of some famous companies below. Match them with the correct logos and name the companies.

1 Formed in 1924, this company was for decades the most famous Hollywood motion picture studio, with many of the best and brightest stars in the industry including Judy Garland, Greta Garbo, Clark Gable, and Katherine Hepburn.

Company:
.....

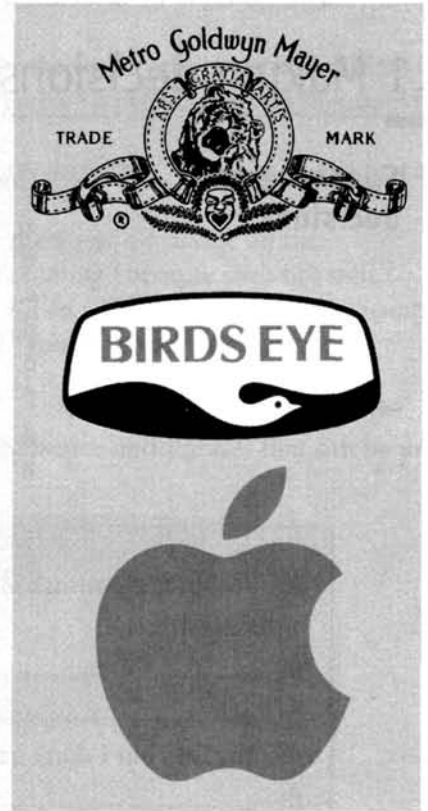
2 Steve Jobs ran this company from his father's garage in the seventies. He named the company after a fruit and was the real inventor of the personal computer. He discovered the mouse and persuaded a senior executive of PepsiCo to join the company in the early eighties. Unfortunately, Jobs left the

company in 1985. He bought Pixar, the makers of Toy Story, became a billionaire, and then returned to his first company where he launched the iMac.

Company:
.....

3 This company was founded in 1930 by a man with the same name. He invented the idea of frozen food in Newfoundland where he noticed that the fishermen ate their fish months after they were caught. Today many of the world's freezers are full of this company's fish, vegetables, and hamburgers.

Company:
.....



- 2 Decide if these sentences are true (T) or false (F). If they are false, correct them, as in the example.

- 1 Steve Jobs left Apple in 1995. *F: He left in 1985.*
- 2 Mr Apple was a real person.
- 3 Mr Birdseye was a real person.
- 4 You keep Birdseye products in a freezer.
- 5 MGM was founded in 1942.
- 6 Birdseye made 'Toy Story'.
- 7 The iMac is an Apple product.
- 8 In the seventies Steve Jobs' father worked in a garage.
- 9 Birdseye was founded in 1903.
- 10 MGM make films.

9.1 Making decisions

A Spontaneous decisions

Complete the dialogues below with the appropriate responses a–h.

- a Shall I ask him if he's free the day after?
- b One moment, please. I'll see if he's there.
- c Then we'll have the meeting without him.
- d Hold on a moment – I'll look in my address book.
- e Shall I try her on her mobile?
- f I'll just check the register.
- g No, I'll try again a little later.
- h I'll wait for her to come down.

A: She's not there – it's just her answerphone.
 B:
 1
 A: Yes, OK, but I don't have the number.
 B:
 2

C: He told me he can't come tomorrow.
 D:
 3
 C: You can try, but I think he's busy all week.
 D:
 4

E: Do you have a Ms Tiffany staying here?
 F:
 5
 Yes, we do. Shall I call up to her room?
 E: No, that's OK, she's expecting me.

 6

G: Could I speak to Antoine, please?
 H:
 7
 Hello, I'm afraid he's still at lunch. Can I take a message?
 G:
 8

B Decision or arrangement?

Look at the conference programme opposite. Then read the dialogue between two colleagues who are attending the conference. B has decided what to do this morning, but A hasn't. Complete the conversation with the correct form of the verb.

CONFERENCE ON COMMUNICATION SKILLS

Monday 12th April

ROOM 135 10.00–12.00
 HOW CAN MEDITATION IMPROVE COMMUNICATION?
 Graham Overwood

~~ROOM 216~~ 10.30–12.00
~~IN COMPANY COMMUNICATION CHANNELS~~
~~Petra Durkin~~

CANCELLED DUE TO ILLNESS

- A: Which session *are you attending / will you attend*¹ this morning?
 B: *I'll go / I'm going*² to the talk by Graham Overwood. You too?
 A: I don't know. What *will he talk / is he talking*³ about?
 B: Meditation techniques.
 A: Oh yes, I saw him do that last year. I think *I'll go / I'm going*⁴ to the other session. What is it?
 B: Just a minute, *I'll check / I'm checking*⁵ the conference programme. Here it is. It's Petra Durkin. She *will give / is giving*⁶ a presentation on in-company communication.
 A: She's a very good speaker. *I'll try / I'm trying*⁷ that. What time *will she start / is she starting*⁸?
 B: At 10.30. Oh, I've just remembered – there was a message on the noticeboard. *She won't come / She isn't coming*⁹ because she's not well.
 A: That's a pity. OK, in that case I think *I'll do / I'm doing*¹⁰ a little shopping this morning. *I'll meet / I'm meeting*¹¹ you in the bar at lunch time.
 B: OK, see you later.

C Verb and noun pairs

Match the verbs in the box below with the words and phrases that can be used with them, as in the example.

ask	hire	send	invite	order
print	remind	book	check	pick up

1 *ask* a question for information someone the time

2 a hotel room a holiday a flight

3 a brochure a conference programme a document

4 food in a restaurant photocopy paper another drink

5 the figures in at the airport a date

6 someone for the weekend someone to dinner someone to speak

7 an e-mail a letter by post a parcel first class

8 someone to lock the door someone to pay an invoice someone about a meeting

9 a conference room temporary staff a car

10 a visitor at the airport a brochure at the printer's your children from school

9.2 Thinking ahead

A If ...

A father has a problem with his son who is studying at university for a business degree. Read this e-mail to his son, and complete sentences 1–8 with phrases a–h.

To: Sam
From: John Wilson-[jwilson@ab.com]
Subject: Job Interview

Dear Sam,

Your mother and I were very surprised to hear about your job offer from IPC. Of course, we are very pleased to hear that they want you, but we really think that if you don't finish your degree course,¹

First of all, you say that if you take the job,² Do you have a big problem with money at the moment?³ then I'll send you some more – you know we are always happy to help you.

Secondly, you say that if you don't accept the job now,⁴ Is this really true? We think that if the company is really interested in you,⁵ I'm sure they understand that if you pass your exams,⁶ And if you are well qualified, you'll be in a better position for promotion. And what will happen⁷ You'll certainly regret it then if you don't have a degree.

It's very difficult communicating by e-mail, and you're never there when we call you. Why don't you come down and see us? I'll pay for your train fare.⁸ we'll talk about all this in more detail before you make your decision. Give us a call.

Love
Dad



- a they'll wait until you finish your degree course
- b If you come this weekend
- c If it's a question of money
- d you'll regret it in the future
- e you'll have one of the best business degrees in the country
- f if you decide to move or you lose your job
- g you'll be on an excellent salary
- h they won't offer it to you again later

B Company strategy

Decide which phrase (a, b, or c) best completes each sentence.

- We don't have enough money to finance our new research and development programme, so I think ...
 - we'll lend some money to the bank.
 - we'll attract more shareholders and increase the share capital.
 - we'll reduce our profits.
- We have too much work at the moment, and none of the staff want to work longer hours, so ...
 - we won't have enough work.
 - we'll have to think about taking on more staff.
 - we'll ask them to do shorter hours.
- We have a 75% market share in our country, but only 6% of the world market, so ...
 - I think we'll concentrate on developing our export activity.
 - I don't think our share of the home market will be very high.
 - we'll probably import more goods.
- If we don't get any better candidates for the new sales job ...
 - we'll take the worst one.
 - we won't have any sales.
 - we'll have to advertise again.
- We won't interest the general public in our new range of computers if ...
 - we don't offer competitive prices.
 - we do a direct mailing.
 - we offer them free technical assistance.

C Distribution and advertising

- 1 The words in the boxes below are linked with distribution and marketing. For each box, make sets of word pairs by matching the words on the left with an appropriate word on the right, as in the examples.

Target customers

- | | |
|-------------|-------------|
| 1 married | a boys |
| 2 teenage | b age group |
| 3 general | c couples |
| 4 business | d public |
| 5 the 50-70 | e people |

Distribution / sales outlets

- | | |
|--------------|-----------|
| 6 travel | a stores |
| 7 sports | b order |
| 8 shopping | c shops |
| 9 department | d centres |
| 10 mail | e agents |

Advertising

- | | |
|-------------|--------------|
| 11 local | a adverts |
| 12 business | b mailing |
| 13 TV | c newspapers |
| 14 direct | d radio |
| 15 daily | e magazines |

- 2 Which customers, distribution outlets, and means of advertising would you choose for the following?

- an exercise machine
- a computer game
- a luxury hotel by the sea

9.3 Complaining and apologizing

A A hotel complaint



This is a conversation between a hotel manager and a guest. Put the sentences in order, as in the example.

- a Is it the same price?
- b You're welcome. Shall I send a porter to move your luggage?
- c I'm very sorry about that, sir. I'm surprised, because the system was checked last week.
- d No, it's a little more, but we won't ask you to pay the difference.
- e Maybe it was, but could you send someone to look at it again?
- f No, that's OK, thanks. I can manage.
- / g Good morning, sir. Did you sleep well?
- h Yes, please, if you have one.
- i Let me check. Yes, Room 312 is free. That's on the third floor.
- j No, not really. I think there's a problem with the air-conditioning in my room. It's very noisy.
- k Thank you. That's very kind of you.
- l I'm afraid that's not possible on a Sunday. Would you like me to find you another room for tonight?

B A change of plan

The e-mail below is in an informal style. The fax opposite is a more formal version of the same message. Complete the missing words in the fax. The first letter of each word is given.

To: Grenville
From: Yolande@samex.fr
Subject: Visit to Essonne production plant

Dear Grenville,

I'm afraid I have to cancel your visit to the Essonne production plant at 9.30 on Friday, as the Production Manager is ill this week.

Shall we fix some other appointments with head office staff for the Friday morning? Could you let Sandy know asap? She'll make the arrangements.

Sorry about the last minute change. Have a safe journey, and see you on Thursday afternoon.

Regards
Yolande

Dear Mr Bentsen

I *r*..... 1 to *i*..... 2 you that that I have to cancel your visit to our Essonne production plant at 9.30 a.m. on Friday morning, as our Production Manager is unwell.

If you wish, we will be *p*..... 3 to fix some other appointments with head office staff for the Friday morning. I *w*..... 4 be *g*..... 5 if you *c*..... 6 contact my secretary Sandra Toyes as soon as possible to make the necessary arrangements.

I *a*..... 7 for the last minute change to your schedule. I *h*..... 8 you have a safe journey, and we *l*..... 9 *f*..... 10 to *m*..... 11 you on Friday.

Yours *s*..... 12

Yolande Pineau-Valenciennes

C What is 'it'?

Here are some complaints. Say what 'it' is in each case, as in the example.

- 1 It's wrong. It says here that we had three bottles of wine, but we only had two.

It = the bill (in a restaurant or wine bar).

- 2 It often goes off for no reason. Last night I had a call from the police because it started ringing at 2.00 in the morning.

- 3 Every time I try to open it, I get an error message on the screen.

- 4 I'm sorry, but the date on it is wrong. I said I wanted to travel on the 15th, but here it's got the 16th written on it.

- 5 It makes a strange noise every time I accelerate or turn a corner.

- 6 You told me I could use it in any machine, but the first time I tried to take some money out, the machine ate it.

- 7 Why don't I want it? Because it's nearly cold, it tastes like dishwater, and there's a fly swimming in it!

10.1 Suggesting and recommending

A Vocabulary

Complete the dialogue below using the words in the box.

mailed	contract	advertising	staff	lease
discount	turnover	premises	competitors	rent

- A: How's business, Carlo?
 B: Not very good at all. Our¹ is down 20% compared with last year.
 A: Why is that?
 B: Well, we lost a big² in Japan. One of our³ offered a much better price.
 A: That's too bad. How are the⁴?
 B: They're not very happy. I couldn't give them a pay rise in January.
 A: I'm sure things will get better.
 B: Maybe in the new⁵. We are moving in June.
 A: Why?
 B: The⁶ came to an end and the owners wanted to increase the⁷ by 30%. That makes £4,000 per month for 200 m². It's too much.
 A: So what are you doing to get more business?
 B: We⁸ our new brochure to 10,000 addresses and we are offering a 15%⁹ to all new customers. We are also¹⁰ on local radio.
 A: OK. Well, good luck.

B Making suggestions (1)

Two friends are discussing possible careers. Match sentences in 1–5 with the appropriate responses in a–e.

- 1 What are you planning to do when you graduate?

- 2 How about continuing your studies? ____
- 3 What about registering with a recruitment agency?

- 4 I registered with Manpower. You should also start looking in the newspapers. ____
- 5 In that case, why don't you look on the Internet? Maybe you'll get some ideas. ____

- a That's a possibility. Can I borrow your PC?
- b I'm not sure really. I must start looking.
- c That's out of the question. I want to earn some money.
- d I got *The Times* this morning, but I'm not really sure what kind of job I want.
- e That's a good idea. Do you know a good one?

C Making suggestions (2)



1 An English language school wants to attract more business customers. A consultant makes some suggestions. Match the suggestions with the reasons.

SUGGESTION	REASON
1 mail companies directly	a your premises are well-situated
2 refurbish the premises	b better value for clients – more opportunities to speak
3 not sponsor sports events	c attract more local customers
4 increase the number of teaching hours	d the marketing budget is not large enough
5 teach other languages as well as English	e provide better facilities
6 redesign your documents	f attract customers from new countries
7 reduce the class size to six	g give them a more professional image
8 not move	h make courses more intensive
9 advertise on the Internet	i increase corporate business

2 Now use the suggestions and reasons above to write the consultant's report. Use the expressions in the box to help you. Write sentences, as in the examples.

why don't you ...? I think / don't think you should ...
 how about ...? I would advise you to ...

- 1 I don't think you should *move, as your premises are well-situated.*
- 2 I would advise you to refurbish your premises, *as you will be able to offer better facilities.*
- 3 Why don't you
- 4
- 5
- 6
- 7
- 8
- 9

10.2 Responsibilities and regulations

A Regulations

A new employee is starting work. She is checking the rules. Complete the dialogue using the correct form of verbs from the box below, as in the example.

(don't) have to (not) be allowed to must / mustn't can / can't

A: What are my working hours?

B: Well, we have flexible hours here. You *have to*¹ be here between 10.00 a.m. and 3.30 p.m. It's a thirty-five hour week but you² choose to start early or finish late.

A:³ decide now?

B: No. You can decide each day.

A:⁴ smoke anywhere?

B: You⁵ smoke in the smokers' lounge on the second floor. You⁶ smoke anywhere else for safety reasons.

A: What about dress?

B: You must be smart but not too formal. You⁷ wear a tie, for example.

A: Good! What about weekends?

B: You never⁸ work at weekends. In fact⁹ come into the building at the weekend for security reasons.

A: And what about holidays?

B: You have four weeks per year, but¹⁰ take two of them at Christmas. The other two you can take when you want.

B Jobs (1)

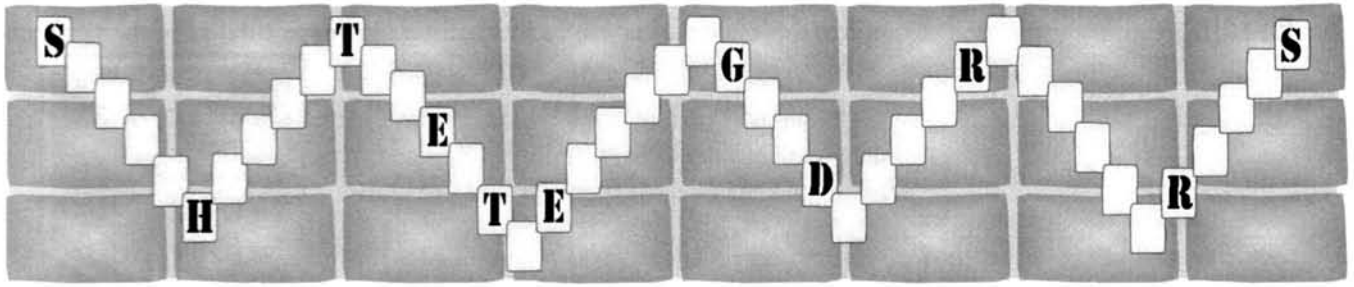
Match the first half of the sentences in 1–10 with the second half in a–j.

- 1 A lorry driver isn't allowed to
- 2 Teachers have to
- 3 A miner has to
- 4 A flight attendant
- 5 A receptionist
- 6 Staff must never
- 7 Someone who works from home
- 8 Employees are not allowed to
- 9 An accountant must
- 10 Doctors sometimes have to

- a be good with figures.
- b doesn't have to wear uniform off-duty.
- c disclose company secrets.
- d has to be welcoming to visitors.
- e work underground.
- f doesn't have to travel to work.
- g be on call at night.
- h prepare their lessons.
- i steal company property.
- j drive more than two hours without a break.

G Vocabulary

In this word chain the last letter of one word is the first of the next. Complete the chain using the definitions provided.



- 1 On a plane you must off mobile phones before take-off.
- 2 On a construction site you have to wear a to protect your head.
- 3 In many companies you cannot holidays at busy times.
- 4 Employees are often not allowed to in their offices, only in the canteen.
- 5 In some companies men have to wear a
- 6 Cleaners often have to work in the when the offices are closed.
- 7 Someone in Public Relations has to be with people.
- 8 A must never reveal confidential information about a patient.
- 9 Employees must to switch off lights and equipment.
- 10 A perfect employee never breaks the

D Rules

Where would you see these rules? The answers are on page 85.

1 PLEASE DO NOT TALK TO THE DRIVER

2 **DOGS**
must be kept on a lead and out of the water

3 **SHIRTS**
must be worn at all times

4 This film has been rated PG

5 **SILENCE**

6 **ALCOHOL**
may not be served to anyone under 18

7 **NO PARKING**
permit holders only

8 Not to be given to children under 6 years

10.3 Checking and correcting information

A Reading



Complete this dialogue between a journalist and a representative of the perfume industry, using expressions from the box below.

- | | |
|--------------------------------|--------------|
| Can I read that back to you | That's right |
| Did you say eighty or eighteen | Ready |
| I'm sorry, I didn't catch that | go ahead |
| I've got that | go on |

- A: So here are some facts and figures. ?¹
 B: One moment, I'll get my pen. OK, ?²
 A: The main manufacturers are L'Oréal, Unilever, Procter & Gamble and Estée Lauder.
 B: ?³ L'Oréal, Unilever ...
 A: Procter & Gamble and Estée Lauder.
 B: P & G and Estée Lauder. OK, ?⁴ Is it a very complex manufacturing process?
 A: Well, to take an example, in Chanel No. 5 there are eighty ingredients.
 B: Sorry, ?⁵
 A: Eighty.
 B: Really! It must be very expensive to make?
 A: Well, for a bottle of perfume which costs \$50 the contents cost \$5. The rest goes on marketing, packaging, royalties, and a discount to the retailer.
 B: That's very interesting. Please ?⁶
 A: Well, that's all really. Except to tell you that perfume sales in the UK total £800 million a year.
 B: Great. Well, thanks for your help. Could I have your number if I need more information?
 A: Sure, it's 0132-4798.
 B: ?⁷ 0132-4798.
 A: ?⁸

B Short answers

Give short answers to these questions, as in the example.

- | | |
|---|---------------------|
| 1 Are you American? | <i>No, I'm not.</i> |
| 2 Were you born in the sixties? | |
| 3 Are you learning English for your job? | |
| 4 Have you got a mobile phone? | |
| 5 Do you enjoy learning English? | |
| 6 Does your English teacher speak your language? | |
| 7 Do you use the Internet? | |
| 8 Is the economy doing well at the moment? | |
| 9 Would you like to change jobs? | |
| 10 Are there any English-speaking people in your company? | |

C Writing

Look at these notes on the history of Heuer, the Swiss watch company. Expand each line into a full sentence, using the past active and past passive forms of the verbs, as in the examples. Then link the sentences together to make a paragraph.



TAG HEUER

- 1860 Edouard Heuer founds company in Switzerland.
- 1862 He files his first patent for a watch.
- 1920 The Olympic Games chooses Heuer as the official timekeeper.
- 1985 TAG buys Heuer for Sfr 20 million. New name for company – TAG Heuer.
- 1987 TAG Heuer appoints management consultants Booz Hamilton. Christian Viros leads the Booz Hamilton team.
- 1988 Christian Viros becomes CEO of TAG Heuer.
- 1996 Flotation of company.
- 1999 French luxury goods company LVMH buys TAG Heuer.

The company was founded in 1860. Two years later Edouard Heuer filed his first patent for a watch.

.....

.....

.....

.....

.....

.....

D Correcting information

Look at this information about the director of TAG Heuer. Then read the dialogue below and fill in the gaps.

Name: **Christian Viros**

Born: **1948**

Home: **Switzerland**

Degree: **Civil Engineering**

EMPLOYMENT HISTORY

1973–1977: **Engineer for World Bank**
MBA Columbia University
1977

1977–1988: **Consultant with**
Booz Hamilton (Paris)

1988–2000: **CEO TAG Heuer watches**

1999: **President Watch and**
Jewellery of LVMH

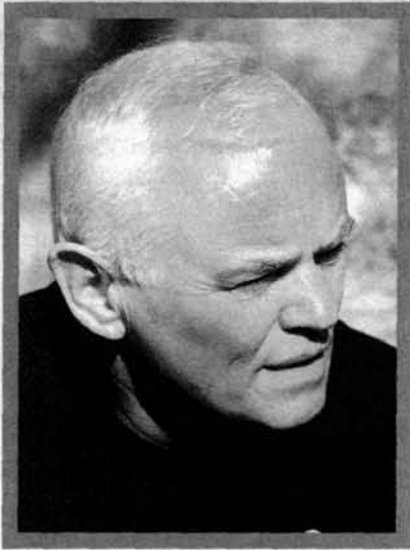
- A: So, Christian Viros was born in 1958.
- B: No, he¹ he was born in 1948.
- A: At university he studied chemistry.
- B: No, he²
- A: And he got his MBA in 1977.
- B: Yes, he³
- A: He joined TAG Heuer in 1977.
- B: No, he joined Booz Hamilton⁴
- A: He was a consultant with Booz Hamilton for eleven years.
- B: Yes, he⁵
- A: He's now the CEO of TAG Heuer.
- B: Yes, he⁶
- A: And he lives in Paris.
- B: No, he⁷. He⁸ in Switzerland.

11.1 Recruitment processes

A Likes and dislikes

- 1 Read the text about Werner Baldessarini and fill in the gaps with an appropriate verb in the *-ing* form, as in the example.

WERNER BALDESSARINI



THE HUGO BOSS chairman doesn't like *spending* 1 too much time in his office. Before being appointed to the top job in 1998, Werner Baldessarini always worked in an open-plan office.

He has just returned from three weeks in Milan, Paris, and New York, attending the presentation of the new fashion collections for next winter. It's a tiring schedule, but he enjoys2 his colleagues in the evening and3 about the day's work. 'It's fun,' he says.

When he started his new job, he didn't really like4 English. 'At the first meeting with analysts, I had a big speech written down, because my English isn't very good.' But now he speaks more freely, and he doesn't mind5 mistakes. 'I can say better what I feel and what I think,' he says.

Baldessarini doesn't have much free time, but he enjoys6 – once a year he rents an old wooden boat in Turkey. 'You do nothing, and each day you sail to a new bay. You see nobody.' He then hates7 to civilization. 'When you come back and hear the first car go "toot, toot," you go crazy.'

Does he like8 in his free time? Not really. 'I've taken the same book on holiday for the past five years.' But he really enjoys9 to music, with a particular preference for Rod Stewart. He also likes10 fast cars – he owns a Porsche 911.

- 2 Write five sentences about your holiday or free-time activities.

- 1 I really enjoy
- 2 I quite like
- 3 I don't mind
- 4 I don't really like
- 5 I hate

B Personal qualities

Complete the sentences below with the adjectives from the box.

sensitive	outgoing	good with figures	patient	energetic
ambitious	adaptable	attentive to detail	creative	persuasive

- 1 She often gets angry with her secretary. She isn't very
- 2 He never corrects his spelling mistakes. He's not
- 3 He's not interested in getting a better job. He's not at all
- 4 She's not good at coming up with original ideas. She isn't really a person.
- 5 He never talks to anyone. He just sits at his desk. He isn't at all
- 6 He never wins arguments in meetings with our boss. He's not a person.
- 7 She's always tired, even first thing in the morning. She's not very
- 8 He can't work out $2 + 2$ without a calculator! He's not
- 9 She always says the wrong thing and gets people angry. She's isn't a person.
- 10 He just refuses to use the new software program. He's not at all

C Pronunciation

Put these words in the correct column according to their stress pattern and number of syllables, as in the examples. There are three words in each group.

shortlist	interview	resignation	independent	attentive	apply
offer	energetic	ambitious	adaptable	accept	responsible
persuasive	patient	advertisement	candidate	resign	sensitive

●○	○●	●○○	○●○	○●○○	○○●○
<i>shortlist</i>	<i>interview</i>
.....
.....

11.2 Applying for a job

A Time expressions

Complete these sentences using *for*, *since*, *ago*, or *in*.

- 1 I've worked for the same company 1998.
- 2 He's studied English six months.
- 3 She called about half an hour, but she didn't leave a message.
- 4 He's been Marketing Manager nearly a year.
- 5 I was really busy April, but now things are quieter.
- 6 The conference finished three days
- 7 The company has been based in Barcelona the 1980s.
- 8 I'm very tired. I've been here 7 o'clock this morning.
- 9 They moved to Paris 1997.
- 10 We've used this supplier the last three years.

B Reading

- 1 Read this article about Ted Turner, the American television entrepreneur. Name the three TV companies associated with him.

- 1
- 2
- 3

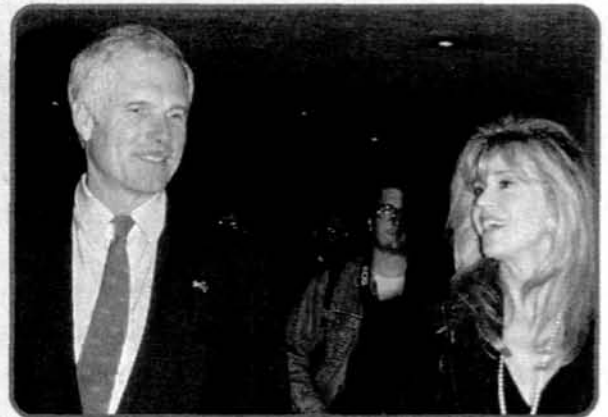
Ted Turner— Mr TV

BORN IN CINCINNATI, Ohio in 1938, Ted Turner became a CEO at the age of only 25 when he took over his father's advertising company.

In 1970, he moved into television when he bought a small Atlanta TV station, WJRJ. He later changed its name first to WTBS, then to TBS. In 1976, WTBS was the first TV station in the USA to transmit to cable systems nationwide via satellite. In the same year, Turner bought the Atlanta Braves baseball team.

1977 was another sporting year for Ted Turner. He bought a basketball team this time, the Atlanta Hawks. He was also captain of the boat *Courageous*, which sailed to victory in the America's Cup.

In 1980 he launched CNN (Cable News Network), which is now recognized as the leader in instant coverage of world events. Six



years later he bought the MGM / United Artists Entertainment Company, and then founded a new TV company, TNT (Turner Network Television) in 1988. In 1990 he created his own charity organization, the Turner Foundation.

In 1996 Time Warner bought TBS for \$7.5 bn, and Ted Turner was no longer in charge. 'I've been a CEO for thirty-three years, and that's a long time for anyone,' he said at the time. 'I'm married to Jane Fonda, so I know what it's like to be number two.'

- 2 Now complete the fact file about Ted Turner, using information from the article.

FACT FILE	
Name:	<u>Ted Turner</u>
Year of birth: ¹ Place of birth:
Marital status: ³
Media successes	Other interests
..... ⁴ took over father's advertising company.	Sailing – won ¹⁰ in 1977.
1970 bought WJRJ, later became TBS. Since	Basketball / baseball – bought Atlanta Braves in
..... ⁵ TBS has been owned by Time Warner. ¹¹ and Atlanta Hawks in
1976 TBS started using ⁶ for its transmissions. ¹²
1980 created	Philanthropy – created ¹³ in 1990.
..... ⁸ purchased MGM / UA.	
1988 launched	

C Past simple and present perfect

- 1 Complete these sentences about Ted Turner with the correct verb form, as in the example.

- 1 Ted Turner was / *has been* born in 1938.
- 2 For several years he *managed* / *has managed* his father's advertising company.
- 3 TBS *used* / *has used* satellite since 1976.
- 4 In the 1970s, Ted Turner *bought* / *has bought* a baseball and a basketball team.
- 5 CNN *reported* / *has reported* on world events for more than twenty years.
- 6 For many years, Ted Turner *was* / *has been* married to Jane Fonda.
- 7 The Turner Foundation *existed* / *has existed* since 1990.
- 8 Ted Turner *launched* / *has launched* TNT about fifteen years ago.
- 9 He *worked* / *has worked* in television since 1970.
- 10 Time Warner *acquired* / *has acquired* TBS in the mid-nineties.

- 2 Now make questions for the sentences in 1, as in the example.

- 1 When was Ted Turner born?
- 2 What
- 3 How long
- 4 What
- 5 How long
- 6 Who
- 7 How long
- 8 When
- 9 How long
- 10 When

11.3 Staff profiles

A Staff movements

- 1 Complete the table below, as in the example.

VERB	NOUN
dismiss	<i>dismissal</i> ¹
retire ²
..... ³	resignation
..... ⁴	transfer
recruit ⁵
to make someone redundant ⁶

- 2 Now choose an appropriate word from the table to complete each sentence. Sometimes you have to change the form of the word.

- When he lost his job, he received a big payment.
- He came to see me to ask for a to another branch.
- When I in 2010, I'm going to go on long holidays abroad.
- We were surprised that he from the company – we all thought he was happy there.
- The company fifty people when they closed down.
- The Personnel Manager is responsible for of new staff.
- I've decided to take early so I can spend more time with my grandchildren.
- Did he from the company, or was he because of his bad results?

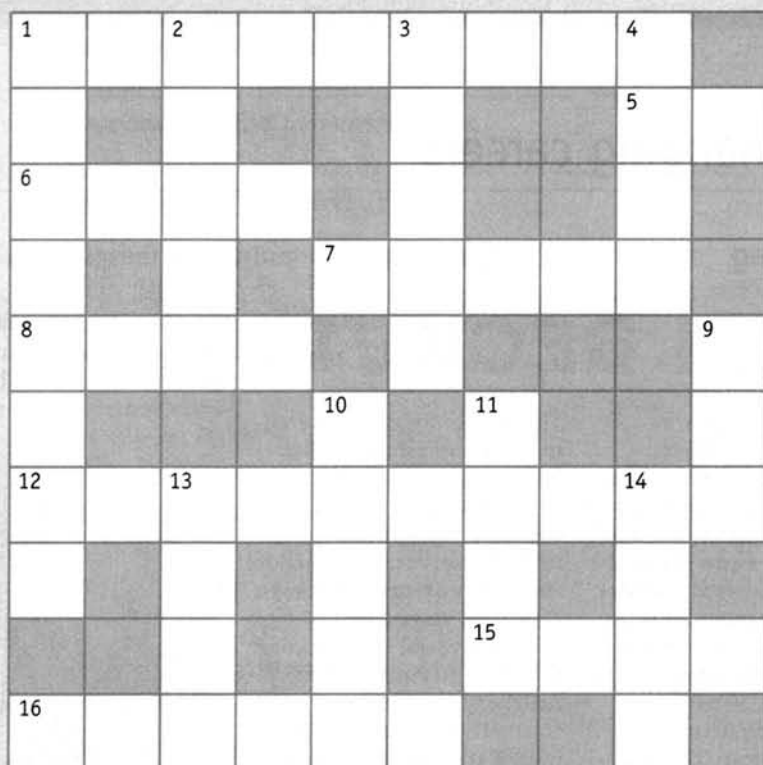


B Present perfect or past simple

Choose the correct verb form to complete these dialogues.

- A: Have / did¹ you ever lived abroad?
 B: Yes, I *spent* / *have spent*² two years in Nigeria in the 1990s.
 A: Oh really? What *did you do* / *have you done*³ there?
 B: I *was* / *have been*⁴ a Project Manager for BP.
- C: *Did you have* / *Have you had*⁵ good sales results this year?
 D: Yes, they *were* / *have been*⁶ much better than last year.
 C: *Did* / *Has*⁷ business *go* / *gone*⁸ badly last year, then?
 D: No, not really. But our profits *were* / *have been*⁹ down because of the high dollar.
- E: *Did you see* / *Have you seen*¹⁰ Tom today?
 F: No. He *went* / *has gone*¹¹ to Paris, I think.
 E: *Did you speak* / *Have you spoken*¹² to him yesterday about the new marketing campaign?
 F: Yes, and he *thought* / *has thought*¹³ it was a good idea.
- G: When *did* / *has*¹⁴ the company first *contact* / *contacted*¹⁵ you about the job?
 H: In May, when I *went* / *have gone*¹⁶ to England for the sales conference.
 G: And *did you hear* / *have you heard*¹⁷ from them again recently?
 H: Yes, they *called* / *have called*¹⁸ me twice in the last month.

Complete this crossword using the clues below.



ACROSS

- 1 You make a of candidates after receiving all the applications.
- 5 What languages did you study school?
- 6 The interviewer asks the candidate questions about his personal and professional
- 7 This shows the number of people who have left or joined the company this year.
- 8 We have to the applications to make an initial selection.
- 12 Another word for *candidates*.
- 15 The opposite of *difficult*.
- 16 The company have asked me to an interview.

DOWN

- 1 The person who does this job often has to travel a lot and be persuasive.
- 2 If your application is successful, the company will you the job.
- 3 A contract is a document.
- 4 The company wants to on fifteen new employees.
- 9 Documents that are sent with letters of application.
- 10 The best candidates are a second or third interview.
- 11 The opposite of *love*.
- 13 We are advertising for the of Chief Accountant.
- 14 Some employers ask you to do a psychological

Unit 12 | The world of work

12.1 Changing careers

A Reading

Read this article and answer the questions below.

NIKKI BECKETT

NIKKI BECKETT was yesterday named Businesswoman of the Year. She received her prize at a ceremony in London. At the age of thirty-eight she is the chief executive and founder of a software business with offices in America, France, Germany, and Britain, and a turnover of £50 million. NSB Retail Systems provides software packages to department stores and fashion chains such as Selfridges or Debenhams.

The company was founded in 1994 and now employs 600 people.

What is the secret of her success? She has always been ambitious. After school she took a summer job with IBM and stayed for fourteen years. 'I then knew I wanted to run a public company by the age of thirty-five and after that to have a company worth £0.5 billion by 2001.' Another reason is her husband, Geoff, who works part-time

for the company and part-time at home looking after their two children. He took early retirement from IBM,



which allowed Nikki to concentrate on her career. She doesn't work at weekends and takes all her holidays. Her employees can work from home if they want to and she allows them time off for their families when necessary. 'I see someone's career as a long journey. We are long-term employers,' she said, after receiving her prize from the sponsors Veuve Cliquot. These are very strong, old-fashioned values from someone at the head of such a modern, high-tech company.

1 Complete this table using information from the text, as in the example.

Name	<i>Nikki Beckett</i> ¹
Name of company 2
Position 3
Number of employees 4
Office locations 5
Annual sales 6
Clients 7

2 Are these sentences true (T) or false (F)? If they are false, correct them.

- 1 NSB Retail Systems has offices in four countries.
- 2 Geoff Beckett runs NSB Retail Systems.
- 3 Nikki and Geoff both worked for IBM.
- 4 Nikki often works at the weekend.
- 5 The company supplies software to retailers.
- 6 The Becketts have three children.
- 7 Nikki Beckett likes employees to stay with the company a long time.
- 8 The competition was sponsored by Moet & Chandon.

B Question making

Look at these sentences and make questions for the words in italics, as in the example.

- 1 *Where do they live?*
The Becketts live *near Newbury*.
- 2
Nikki worked for IBM *for fourteen years*.
- 3
She has worked for NSB *since 1995*.
- 4
Her sons *are six and eight*.
- 5
Alan Vickery is the Chairman of NSB.
- 6
NSB employed *eighteen* people when it started.
- 7
Nikki started the company *because she saw a gap in the market*.
- 8
She works about *eighty* hours a week.

C Find the mistakes

There is one grammar mistake in each of these sentences. Find and correct it, as in the example.

- 1 Nikki work about eighty hours a week. *works*.....
- 2 She has thirty-eight.
- 3 She's started the company in 1995.
- 4 The company gone public in 1997.
- 5 NSB is not as large than IBM.
- 6 Alan Vickery is Chairman since 1997.
- 7 In 2000 the company is valued at £500 million.
- 8 NSB has any very important customers.

D Tense review

Look at Andrew George's diary and answer the questions below. It is 8.30 p.m. on Wednesday 5 October.

MONDAY	<i>Fly to Boston (British Airways) Meridian Hotel.</i>
TUESDAY	<i>Meeting: Citibank Alan Broomhead - 10.00 a.m.</i>
WEDNESDAY	<i>Hire car - Meet Priscilla Brooks (Harvard) 11.00 a.m. Dinner 8.00 p.m. - Peter O'Brien.</i>
THURSDAY	<i>Fly Boston - New York. (8.00 a.m. flight). Meeting with Robert Dillon - 12.30 Plaza Hotel. Evening: Baseball game - Madison Square Gardens.</i>
FRIDAY	<i>New York - London. 4.00 p.m. Get presents for children! Parents-in-law for weekend!</i>

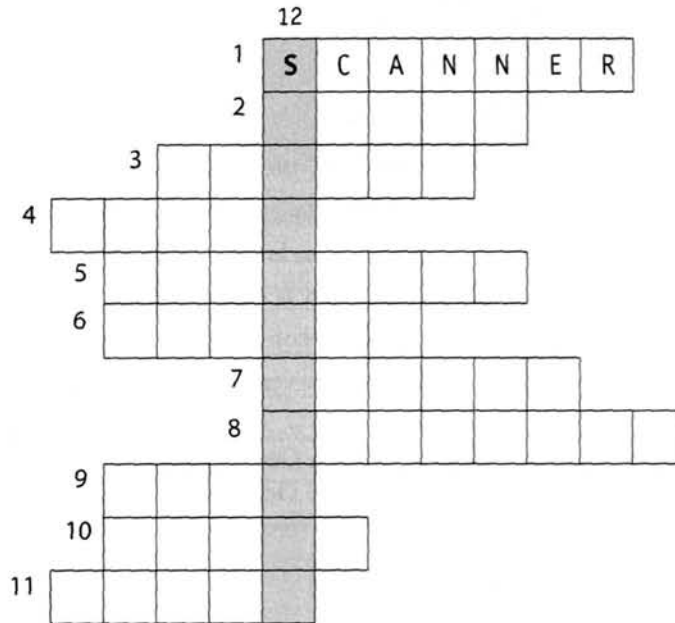
- 1 What is Andrew doing at the moment?
- 2 Who does Alan Broomhead work for?
- 3 How long has Andrew been in Boston?
- 4 How did he get to Harvard this morning?
- 5 What time is his flight tomorrow?
- 6 What's he doing tomorrow evening?
- 7 What does he have to do on Friday morning?
- 8 Who is coming for the weekend?

12.2 Work environments

A Vocabulary

Complete the word grid using the clues below, as in the example. All the vocabulary is connected with computers.

- 1 You use a *scanner* to copy images into a computer.
- 2 Making changes to a letter is easy. Just cut and *paste*.
- 3 You should not work in front of a computer *screen* for too long.
- 4 The *mouse* is used to move the cursor on your screen.
- 5 We keep records of all our customers on a *database*.
- 6 You should keep documents in a *folder* so you know where to find them.
- 7 Yahoo is a *search* engine.
- 8 Most applications are kept on the *hard drive*.
- 9 I forgot to *save* my document and I lost it.
- 10 To send an e-mail you have to connect your *modem*.
- 11 You can *print* documents in black and white or colour.
- 12 I calculate all my tax with a simple *spreadsheet*.



B Complaints and apologies

Where or when would you hear these complaints and apologies? Match each complaint with one of the places in the box below.

- | | | | |
|------------|-------------|-----------------|----------------|
| at a hotel | at a school | at a restaurant | at a nightclub |
| at work | at a garage | at an airport | after a match |

- 1 Excuse me, this is too strong. Can I have some water?
- 2 Excuse me, my room is really too small.
- 3 Mr Jenkins, this report is not detailed enough.
- 4 I love it but it's too expensive. Have you got an older model?

- 5 I'm sorry, but if you're only sixteen you are too young.
- 6 I'm sorry, but the flight is delayed. It is too foggy to land in Paris.
- 7 The other team deserved to win. Our players were not good enough.
- 8 This is too difficult for me. Can I change levels?

C Too or not enough?



Complete these sentences using *too* or *not enough* and the word or words in brackets.

- 1 Shall we go somewhere else? This hotel is (expensive)
- 2 I must stay inside today. It's outside. It's below zero. (cold)
- 3 We had to stay another day because my wife was to travel. (well)
- 4 We scored in the last minute, but it was We lost 3-1. (late)
- 5 I must get a new computer. This one is for the new games. (fast)
- 6 I slept really badly last night. There were in the hotel bar. (people)
- 7 We couldn't play golf yesterday. It was (cold and windy)
- 8 It was a good film, but it was (long)
- 9 'I'm sorry Mr Westlake, but your work is simply ? (good)
- 10 'But Ms Symons, your standards are (high). I never have ? (time)

D Spelling

All of these words have appeared in the book. Which ones are spelt incorrectly? Mark them with a **X** and write the correct spelling, as in the example.

- 1 arrangment ~~X~~ *arrangement*
- 2 bild
- 3 currensy
- 4 dessert
- 5 early
- 6 flite
- 7 gest
- 8 hire
- 9 interview
- 10 journey
- 11 keybord
- 12 lawer
- 13 manige
- 14 negociate

12.3 Saying goodbye

A Saying goodbye and leaving

Match the sentences (1–10) with the correct replies (a–j).

- 1 It was nice to see you again.
- 2 Thanks for the invitation. It was a lovely evening.
- 3 Thanks for your help.
- 4 I will write to all candidates next week.
- 5 That's all from me. Now, any questions?
- 6 Thanks very much for your time.
- 7 Thanks for ringing. I'll speak to you soon.
- 8 OK. See you tomorrow. Have a good evening.
- 9 Well, that was an excellent lunch. I'll get the bill.
- 10 Drive carefully.

- a Yes, I will.
- b No, this is on me.
- c Yes, could you explain ...
- d Yes, speak to you soon. Bye.
- e Not at all. It was very interesting.
- f Don't mention it.
- g You too. Got any plans?
- h You too.
- i Thanks for coming.
- j In that case, I look forward to hearing from you.

B Contexts

Where would you hear these remarks?

1 Are you ready to order?
.....

6 Welcome aboard. My name is Captain Webster.
.....

2 Do you have anything to declare?
.....

7 We will shortly be arriving at Oxford station.
.....

3 Shall I check your oil?
.....

8 Can you read the second row of letters?
.....

4 That will be \$9.90.
.....

9 Please leave your name and number and I will call you back.
.....

5 I'm sorry sir but we are fully booked tonight. You could try the Plaza. They usually have rooms.
.....

10 To eat here or take away?
.....

C Say it properly

In *Business Basics* you have practised speaking in many different situations. Look at these situations and decide what you would say.

Travelling

- 1 On a plane you want to read another passenger's magazine. Ask politely.
.....
- 2 You are on a train. You are hungry. Ask another passenger the way to the restaurant car.
.....
- 3 As you arrive in a city, ask another passenger to recommend a hotel.
.....
- 4 Ask a taxi driver the price of a ride from the airport to the city centre.
.....
- 5 At the hotel, check the availability of a single room with shower.
.....

Telephoning

- 6 Ask a caller to speak more clearly.
.....
- 7 Offer to take a message for a colleague.
.....
- 8 End a call to a friend in Austria who is visiting you next week.
.....
- 9 Thank someone for giving you some help.
.....
- 10 Apologize because your boss is absent for the next five days.
.....

Meetings

- 11 Say that you completely agree with your Italian colleague.
.....
- 12 You are thirsty. Ask the person opposite for the water.
.....
- 13 You are chairing the meeting. Everyone is bored. Suggest coffee.
.....
- 14 It is the end of the meeting. You have one more thing to say.
.....
- 15 You are chairing the meeting. Try and find the best date for the next one.
.....

Socializing

- 16 Invite a colleague to join you for dinner.
.....
- 17 Offer a group of friends a drink.
.....
- 18 Suggest you all go to the bar.
.....
- 19 Check the time.
.....
- 20 Suggest it is time to go home. Thank your host for the evening.
.....

Unit 1.1

1.1

A

- 2 IBM
- 3 Madrid
- 4 Nanni
- 5 translator
- 6 Japanese
- 7 30

2

- 1 (He's) Russian.
- 2 (She's from) Spain.
- 3 (She's a) systems analyst.
- 4 (He's) 42.
- 5 (She lives in) Tokyo.
- 6 (They work for) IBM.

3

- 3 Yes, she is.
- 4 Is Claudio Italian?
- 5 Yes, they are.
- 6 No, they aren't.

B

- 1 me introduce you
- 2 do you do
- 3 I'm
- 4 to meet you
- 5 name's
- 6 do you do
- 7 about you
- 8 are you from
- 9 live

C

- 2 e
- 3 h
- 4 b
- 5 f
- 6 a
- 7 g
- 8 d

D

A	B
1 J, K	date pay
2 D, E, G, P, T, V	week team
3 L, M, N, S, X, Z	French men
4 Y	light line
5 —	know go
6 U, W	do new
7 —	bar are

1.2

A

- 1 is
- 2 manufactures
- 3 sells
- 4 employs
- 5 has
- 6 are
- 7 manages
- 8 supplies
- 9 plans
- 10 owns
- 11 advertises
- 12 sponsors
- 13 publishes
- 14 have
- 15 live

B

- 2 employees
- 3 turnover
- 4 company
- 5 supplier
- 6 owns
- 7 head office
- 8 competitors

C

- 2 Yes, it is
- 3 is it based
- 4 It manufactures tyres
- 5 people, it employ
- 6 do, advertise
- 7 Do you work in
- 8 do you do

D

- 2 Jaguar
- 3 Nintendo
- 4 Perrier
- 5 Philips
- 6 Lindt
- 7 Siemens
- 8 Agnelli

1.3

A

- 1 F 6 AS
- 2 AS 7 F
- 3 F 8 AS
- 4 F 9 AS
- 5 AS 10 F

The order is:

thirty-three
 forty
 fifty
 sixty-one
 100
 twelve thousand
 two hundred and twenty thousand
 four point five million
 two point eight billion
 forty-five billion

2

- 1 F
- 2 T
- 3 T
- 4 T
- 5 F
- 6 T
- 7 F
- 8 F

3

- 2 What is the turnover of Fiat SpA?
- 3 How old is Fiat?
- 4 How many newspapers and magazines does ASV publish?
- 5 Where is ASV based?
- 6 Which newspaper does Fiat SpA own?

B**1**

- 1 employ
- 2 manufacture
- 3 publishing
- 4 owner
- 5 founder

2

- 1 publishing
- 2 owner
- 3 employs
- 4 manufactures
- 5 founder

C

Students' own answers.

Unit 2

2.1

A

- 1 is
- 2 It's
- 3 How many
- 4 Are there any
- 5 there are
- 6 is there a
- 7 there is
- 8 there's
- 9 Are
- 10 they are

B**1**

- 2 Can / Could you tell me the price, please?
- 3 Can / Could you give me (Can / Could I have) my room key, please?
- 4 Can / Could I stay an extra night, please?
- 5 Can / Could you tell me the time, please?
- 6 Can / Could you bring me (Can / Could I have) breakfast in my room, please?

7 Can / Could I pay by credit card, please?

8 Can / Could you send (Can / Could I send) a fax, please?

2

a 8 b 1 c 5 d 2 e 6 f 7 g 3 h 4

C

Hotel facilities:

- 2 a swimming pool
- 3 a shuttle bus
- 4 a single room
- 5 a car park
- 6 a mobile phone
- 7 an electronic safe

Things to do:

- 7 to reserve a room
- 8 to check in at reception
- 9 to collect your key
- 10 to take the lift
- 11 to take a shower
- 12 to watch TV
- 13 to eat in the restaurant
- 14 to send a fax.

D

- 1 Sir or Madam
- 2 would
- 3 grateful
- 4 send
- 5 Could
- 6 know
- 7 Thank
- 8 look
- 9 hearing
- 10 faithfully

2.2

A**1**

- 2 three forty-five / 3.45 / quarter to four
- 3 three twenty / 15.20 / twenty past three
- 4 four thirty / 4.30 / half past four
- 5 eleven thirty-five / 11.35 / twenty-five to twelve
- 6 four fifteen / 16.15 / quarter past four

2

7 12.25 / twelve twenty-five / twenty-five past twelve

B

- 1 often
- 2 far
- 3 long
- 4 when
- 5 close
- 6 Are
- 7 do
- 8 open

C**1**

- 2 d
- 3 g
- 4 e
- 5 a
- 6 h
- 7 b
- 8 f

2

Students' own answers.

2.3

A

- 2 control
- 3 departure
- 4 duty-free
- 5 gate
- 6 board
- 7 take off
- 8 claim
- 9 customs

B**1**

- 1 any
- 2 a
- 3 any

2

- 4 some
- 5 any
- 6 a

- 3
7 much
8 a

- 4
9 some
10 any
11 many
12 some

C

- 1
2 180
3 40,000
4 185
5 1970

- 2
2 has No, it hasn't.
3 does It has (It's got) two major shareholders.
4 Have No, they haven't.
5 does It has (It's got) about 40,000.
6 do Yes, they do.
7 got It's got (It has) five spare parts centres.
8 has It's got (It has) training centres in Toulouse, Miami and Beijing.

Unit 3

3.1

A

- 1
1 Factory A
2 sports field
3 Marketing
4 Purchasing
5 Staff car park 2

2

Example answers:

- 1 It's between Purchasing and the warehouse, and opposite Kent.
2 Come out of the Training department. Turn right, and go past Factory A (on your left) and the warehouse (on your right). Turn right, go past the Visitors' car park, and it's the first building on your right.

B

- 3 Look
4 Don't read
5 Use
6 check
7 Don't speak
8 Pause
9 Ask
10 Don't answer

C

Formal letter:

5 12 3 9 4 10 14 6

Informal letter:

8 13 1 15 2 16 7 11

3.2

A

- 1
2 go to the theatre
3 do the housework
4 do judo
5 play badminton
6 go fishing
7 go shopping
8 play golf
9 play football
10 go skiing

2

Students' own answers.

B

- 1
1 like
2 wouldn't
3 'd like
4 don't

- 5 would
6 Would
7 do

2

- a 6 d 5
b 5 e 6
c 7 f 7

C

- 2 it is / that's right
3 Could I / I'd like to
4 Could I have / Can you tell me
5 Hold on, please
6 I'm afraid
7 Could you ask
8 Can I have / Could you tell me
9 I'll give her the message / tell her.
10 Thank you for your help.

D

- 2 bath (/θ/, not /ð/)
3 sit (pronounced /ɪ/, not /i:/)
4 I (pronounced /aɪ/, not /i:/)
5 works (pronounced /s/, not /z/)
5 this (pronounced /ð/, not /θ/)
7 V (pronounced /i:/, not /eɪ/)
8 Italian (pronounced /ɪ/, not /aɪ/)
9 likes (pronounced /s/, not /əs/)

3.3

A

- 1 onions
2 beef, chicken
3 wine, juice
4 cheese, cream
5 cup, glass
6 fork, knife
7 chef, waiter
8 sorbet, fruit salad
9 orange, pear

The word left is 'menu'. This is a list of dishes available in a restaurant.

B

- 1
1 hamburger (or cheeseburger)
2 snails
3 pizza
4 curry

2 Students' own answers.

- C**
- 1 a spoon
 - 2 some wine
 - 3 a glass
 - 4 a knife
 - 5 some fruit
 - 6 some sugar
 - 7 a receipt

- D**
- 1 f
 - 2 i
 - 3 b
 - 4 g
 - 5 a
 - 6 c
 - 7 d
 - 8 e
 - 9 h

Unit 4

4.1

- A**
- 1 were
 - 2 was
 - 3 was
 - 4 wasn't
 - 5 weren't
- 2**
- 6 was
 - 7 wasn't
 - 8 was
- 3**
- 9 were
 - 10 were
 - 11 was

- B**
- 1 talked
 - 2 expected
 - 3 listened
 - 4 ended
 - 5 posted
 - 6 hated
 - 7 opened
 - 8 noticed
 - 9 employed
 - 10 decided

2 telephoned

- 3**
- 3 Yes, he did.
 - 4 No, it didn't.
 - 5 Did he post the letter?
 - 6 No, he didn't.
 - 7 Did she open the letter?
 - 8 Yes, she did.
 - 9 Yes, it did.
 - 10 Did they eat at home?

- C**
- 2 Who did you visit?
 - 3 When did you arrive?
 - 4 How did you travel?
 - 5 Why did you hire a car?
 - 6 What did you discuss?
 - 7 When did you arrive back?
 - 8 When did you start work?
 - 9 What time did you telephone Hans Klinger?
 - 10 When did he sign the contract?

- D**
- 1 f
 - 2 i
 - 3 j
 - 4 a
 - 5 c
 - 6 g
 - 7 h
 - 8 e
 - 9 b
 - 10 d

4.2

- A**
- 1 got
 - 2 arrived
 - 3 had
 - 4 went
 - 5 left
 - 6 travelled
 - 7 met
 - 8 was
 - 9 made
 - 10 attended
 - 11 saw
 - 12 visited
 - 13 returned
 - 14 went

- 2**
- 2 What time did he visit the Dome?
He visited the Dome at 5.00 p.m.
 - 3 How did he go there?
He went by boat.
 - 4 Where did he have dinner on Monday evening?
He had dinner at the Dorchester Hotel.
 - 5 Who did he have lunch with on Wednesday?
He had lunch with a journalist.
 - 6 Who did he visit on Wednesday evening?
He visited his son and daughter-in-law.
 - 7 Where did he go on Thursday evening?
He went to the opera.
 - 8 What did he see?
He saw La Bohème.

- 3**
- 2 It was at 9.00.
 - 3 He made a speech.
 - 4 He spent the day at the ACI conference.
 - 5 He attended a board meeting.
 - 6 He made a presentation on future strategy.
 - 7 He went to Stansted Airport.
 - 8 He met staff and customers.

B

- took
- went, returned
- phoned, answered
- wrote, read
- arrived, had
- was, sent

4.3**A**

- c
- a
- c
- b
- b
- c

B

- database
- pay roll
- turnover
- customers
- competitors
- passport
- growth

C

- Parent Company
- Sales and Marketing
- Production Site
- Human Resources
- Head Office
- Stock Market
- Annual Turnover
- Public Relations

- are ('re) building
- is ('s) improving
- are ('re) speaking
- are ('re) introducing
- is ('s) writing

B

- I don't smoke
- do you come
- are you staying
- I'm working
- I'm learning
- I have
- I travel
- do you go
- are you enjoying
- are you finding

C

- booming
- attractions
- wildlife
- landscape
- doubled
- industrial wasteland
- growth

2

- is / hoping to do?
- did / invest
- are / building
- does / operate
- does / receive

5.2**A**

1	I	N	C	2	R	E	A	S	I	N	3	G	
	S				D							D	
	N				O		4	F			5	W	
	T		6	R	E	M	A	I	N	E	D		
				I			L				N		
				S			L			7	T	O	
			8	F	E	L	9	L					
				R			10	A	B	O	U	T	
				O		S					11	B	
		12	M	O	N	T	H			13	W	H	Y

B

- China Japan Thailand Europe
- recruit design open employ
- expand compare figures remain
- entering visiting improving travelling
- expensive fantastic terrible exciting
- inflation diagram period vertical

C**1**

- look
- slide
- shows
- column
- see
- as
- draw
- attention
- figures
- Notice
- like
- answer

2**Example answer:**

This table shows how many people think it is necessary to have a child some time in their life. Can everybody see that? As you can see, most people think it is important. But I want to draw your attention to the figures for the USA. Notice that in this country there is a small majority of people who don't think it's important to have a child. Why should this be?

5.3**A**

- g
- e
- i
- h
- b
- f
- d

Unit 5**5.1****A**

- is ('s) recruiting
- are ('s) developing
- is ('s) having
- am ('m) designing

- 8 j
- 9 a
- 10 c

B

1

interesting / boring
 cheap / expensive
 quiet / noisy
 terrible / fantastic
 convenient / inconvenient
 long / short

2

- 1 long
- 2 noisy
- 3 quiet
- 4 convenient
- 5 friendly
- 6 interesting
- 7 fantastic
- 8 cheap

C

1

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

2

Students' own answers.

Unit 6

6.1

A

1

- 1 11
- 2 bank manager
- 3 2
- 4 monthly personnel

- 5 10
- 6 Production Manager
- 7 4
- 8 Managing Director
- 9 Grand Hotel
- 10 Rotterdam
- 11 2
- 12 Mr Zenden
- 13 Rotterdam

2

- 2 The Production Manager.
- 3 On Wednesday.
- 4 Where is he staying?
- 5 Where is she going on Thursday?
- 6 2.00.
- 7 Where is she meeting him?
- 8 On Saturday.

B

- 2 I'm going
- 3 are you going
- 4 are you getting
- 5 We are ('re) taking
- 6 are you staying
- 7 are you doing
- 8 We are ('re) visiting
- 9 are you leaving
- 10 We are ('re) coming
- 11 Is Jack going
- 12 He is ('s) working
- 13 I am ('m) taking

C

1

- | | | | |
|---|------------------------|-------|-------|
| 2 | 25 December | 25/12 | 12/25 |
| 3 | 1 January | 1/1 | 1/1 |
| 4 | 5 November | 5/11 | 11/5 |
| 5 | 31 October | 31/10 | 10/31 |
| 6 | Students' own answers. | | |

2

- 1 3rd
- 2 2nd
- 3 1st
- 4 14th
- 5 5th
- 6 4th

6.2

A

- 1 L: Good morning, Robertson Foods, Lynne speaking. How can I help?
- 2 C: Could I speak to Harry Wood, please?
- 3 L: I'm sorry. The line is busy. Will you hold?
- 4 C: Yes, OK.
- 5 L: The line's free now. I'm connecting you.
- 6 R: Harry Wood's phone.
- 7 C: Is that you, Harry?
- 8 R: No, it's Richard Martini, I work with Harry. I'm afraid Harry is out.
- 9 C: Do you know when he'll be back?
- 10 R: Tomorrow I think. Would you like to leave a message?
- 11 C: Yes, please. Could you tell him Charles Kent called and I'll call back tomorrow?
- 12 R: OK Charles. I'll give him the message.
- 13 C: Thanks for your help. Bye.
- 14 R: Bye.

B

- 2 Could I speak to Sarah, please? Speaking. Hi Sarah, it's Tim.
- 3 Did you get my message? When did you leave it? Yesterday.
- 4 Sales Department. Can I speak to the manager? I'm afraid he's away today. Can I help?
- 5 Is that Jack? No, my name is Gilles. Sorry, wrong number.
- 6 Is John Waters there? Sorry. He's away on business. When will he be back?

C

- 1 through
- 2 later
- 3 on

- 4 up
- 5 hold
- 6 leave
- 7 that
- 8 calling

D

Students' own answers.

6.3

A

- 2 i
- 3 a
- 4 h
- 5 b
- 6 d
- 7 g
- 8 f
- 9 e

B

1

- 1 Are you doing anything this weekend?
- 2 Do you want to meet up?
- 3 How about Saturday afternoon?
- 4 I'm sorry I can't make it then.
- 5 How about Sunday lunchtime at the King's Head?

2

- 1 Would it be possible to meet?
- 2 Would Tuesday be possible?
- 3 When would be convenient?
- 4 What time would suit you?
- 5 I look forward to meeting you.

C

- 2 through
- 3 extension
- 4 invited
- 5 due
- 6 postponed
- 7 suit
- 8 reply
- 9 manage
- 10 out
- 11 convenient

Unit 7

7.1

A

- 1 bigger, smaller
- 2 more populated
- 3 drier, wetter
- 4 shorter
- 5 more recent
- 6 cooler
- 7 as long

B

1

- 2 most populated
- 3 driest
- 4 oldest
- 5 coolest
- 6 smallest
- 7 shortest

2

Students' own answers.

C

- 1 journey
- 2 trip
- 3 trip
- 4 travel
- 5 trips
- 6 journey
- 7 journey

7.2

A

- 2 are recorded
- 3 is taken
- 4 are sent
- 5 are flown
- 6 are located
- 7 are transported
- 8 are transferred
- 9 is delivered
- 10 is monitored

B

- 2 makes / is made
- 3 use / is used
- 4 is given / gives
- 5 are arranged / arranges
- 6 shows / are shown
- 7 is sold / sell

C

- 2 process
- 3 customer
- 4 within
- 5 arrange
- 6 repair
- 7 carry out
- 8 deliver
- 9 cashier
- 10 scanned
- 11 resolve
- 12 technicians

D

- 2 process
- 3 within
- 4 carry out
- 5 deliver
- 6 arrange

7.3

A

- | | |
|-----------------|---------------|
| a bed | 11, 16 |
| a computer disk | 8, 14, 15, 19 |
| a door | 4, 5, 9, 20 |
| a golf ball | 1, 7, 12, 13 |
| a coin | 2, 6, 17, 18 |

B

1

- 1 deep
- 2 deeper
- 3 the deepest
- 4 higher
- 5 the highest
- 6 height
- 7 wider
- 8 the widest
- 9 width
- 10 heavy
- 11 heavier
- 12 weight

2

- 1 long
- 2 weight
- 3 longest
- 4 high, higher
- 5 length, width
- 6 depth

C

- | | | | |
|----------|--------|-------|-----|
| 1 white | height | wide | |
| 2 length | depth | heavy | red |
| 3 grey | weight | | |
| 4 width | pink | | |
| 5 deep | green | | |

D

- 1 view
- 2 I don't think Ireland is
- 3 In
- 4 What
- 5 I
- 6 I don't
- 7 me
- 8 are
- 9 I think
- 10 so

Unit 8

8.1

A

- 1 began
- 2 sold
- 3 got
- 4 moved
- 5 founded
- 6 became
- 7 bought
- 8 went
- 9 was
- 10 set
- 11 met
- 12 agreed
- 13 crossed
- 14 died
- 15 acquired

2

- 1 T
- 2 F
- 3 F
- 4 T
- 5 F

B

1

- 2 HR Royce was founded in 1884.
- 3 Rolls and Royce were born in the nineteenth century.
- 4 The dynamos were sold to factories and cotton mills.
- 5 Rolls Royce was created in 1904.
- 6 The RR Silver Shadow was produced in 1906.
- 7 A new world record was set in 1903.
- 8 Rolls was killed in a flying accident.
- 9 Bentley was acquired in 1931.

2

- 2 Where was he born?
- 3 When was he made redundant?
- 4 What year was Bentley acquired?
- 5 How was he killed?
- 6 When was the Silver Shadow produced?

C

the next day	April 24th 1933
ten years later	1943
the same day	23 / 04 / 1933 (UK)
two years before	in 1931
the following month	May 1933
one week before	04 / 16 / 1933 (USA)

8.2

A

- 1 save
- 2 loan
- 3 investment
- 4 investor
- 5 lose
- 6 loser
- 7 borrow

2

- 1 loss
- 2 shareholders
- 3 loan
- 4 invest
- 5 lend

B

1

- 1 buy
- 2 worth
- 3 paid

2

- 4 earn
- 5 borrowed
- 6 sell

3

- 7 afford
- 8 shares
- 9 profit

C

- 3 control
- 4 price
- 5 bank
- 6 statement
- 7 credit
- 8 cash
- 9 rate
- 10 box
- 11 interest
- 12 share

8.3

A

1

- 1 was founded
- 2 was bought
- 3 reached
- 4 was acquired
- 5 was introduced
- 6 was designed
- 7 was appointed
- 8 were quoted

- 2
- When did Pittman become president?
 - When was the monthly payment introduced?
 - What did the popularity of the service lead to?
 - Where were AOL shares quoted?
 - When did AOL go public?
 - What did AOL start as?
 - What does AOL stand for?

B

- 1
- MGM
 - Apple
 - Birdseye

2

- F: Apple was the company name.
- T
- T
- F: it was founded in 1924.
- F: Pixar made 'Toy Story'.
- T
- F: Steve Jobs worked in his father's garage.
- F: Birdseye was founded in 1930.
- T

- is she starting
- She isn't coming
- I'll do
- I'll meet

C

- book
- print
- order
- check
- invite
- send
- remind
- hire
- pick up

9.2

A

- 1 d 2 g 3 c 4 h 5 a 6 e 7 f 8 b

B

- 1 b 2 b 3 a 4 c 5 a

C

1

Target customers:

- 2 a 3 d 4 e 5 b

Distribution / sales outlets:

- 7 c 8 d 9 a 10 b

Advertising:

- 11 d 12 e 13 a 14 b 15 c

2

Example answers

- 20–30 or 50–70 age group / sports shops / specialist magazines
- teenage boys / specialized stores or supermarkets / TV adverts
- business people or retired people / travel agents / business or travel magazines

9.3

A

- j
- c
- e
- l

- h
- i
- a
- d
- k
- b
- f

B

- regret
- inform
- pleased
- would
- grateful
- could
- apologize
- hope
- look
- forward
- meeting
- sincerely

C

- a security alarm
- a computer program (or document on a computer)
- a travel ticket
- a car (or motorbike)
- a cashpoint or other electronic bank card
- soup (or tea or coffee)

Unit 9

9.1

A

- 1 e 2 d 3 a 4 c 5 f 6 h 7 b 8 g

B

- are you attending
- I'm going
- is he talking
- I'll go
- I'll check
- is giving
- I'll try

Unit 10

10.1

A

- turnover
- contract
- competitors
- staff
- premises
- lease
- rent
- mailed
- discount
- advertising

B

- 1 b
- 2 c
- 3 e
- 4 d
- 5 a

C**1**

- 1 i
- 2 e
- 3 d
- 4 h
- 5 c
- 6 g
- 7 b
- 8 a
- 9 f

2**Example answers:**

- 3 Why don't you mail companies directly in order to increase your corporate business?
- 4 I don't think you should sponsor sports events as the marketing budget is not large enough.
- 5 Why don't you increase the number of teaching hours to make courses more intensive?
- 6 I would advise you to redesign your documents in order to give a more professional image.
- 7 How about reducing the class size to six to give better value for clients and provide more opportunities to speak?
- 8 I think you should teach other languages as well as English in order to attract more local customers.
- 9 Why don't you advertise on the Internet to attract customers from new countries?

10.2**A**

- 2 can
- 3 Do I have to
- 4 Can I / Am I allowed to
- 5 are allowed to / can

- 6 mustn't
- 7 don't have to
- 8 have to
- 9 you are not allowed to
- 10 you have to / must

B

- 1 j
- 2 h
- 3 e
- 4 b
- 5 d
- 6 i / c
- 7 f
- 8 c / i
- 9 a
- 10 g

C

- 1 switch
- 2 helmet
- 3 take
- 4 eat
- 5 tie
- 6 evening
- 7 good
- 8 doctor
- 9 remember
- 10 rules

D

- 1 on a bus
- 2 at the beach or in a park
- 3 in certain bars in holiday resorts
- 4 at the cinema
- 5 in a library
- 6 in a pub
- 7 in the street
- 8 on a medicine packet

10.3**A**

- 1 Ready
- 2 go ahead
- 3 I'm sorry, I didn't catch that
- 4 I've got that
- 5 Did you say eighty or eighteen
- 6 go on
- 7 Can I read that back to you
- 8 That's right

B

Students' own answers.

C**Example answer:**

The company was founded in 1860. Two years later Edouard Heuer filed his first patent for a watch. Heuer was chosen as the timekeeper for the Olympic Games in 1920. TAG bought Heuer for Sfr 20 million in 1985. The new company was called TAG Heuer. TAG Heuer appointed Booz Hamilton as management consultants in 1987 and the team was led by Christian Viros. Christian Viros became the CEO of TAG Heuer in 1988. The company was floated in 1996 and was bought by the French luxury goods company LVMH in 1999.

D

- 1 wasn't
- 2 studied civil engineering
- 3 did
- 4 in 1977
- 5 was
- 6 is
- 7 doesn't
- 8 lives

Unit 11**11.1****A****1**

- 2 meeting / seeing
- 3 talking / speaking / chatting
- 4 speaking / using
- 5 making
- 6 sailing
- 7 returning / coming back / going back

- 8 reading
- 9 listening
- 10 driving

2

Students' own answers.

B

- 1 patient
- 2 attentive to detail
- 3 ambitious
- 4 creative
- 5 outgoing
- 6 persuasive
- 7 energetic
- 8 good with figures
- 9 sensitive
- 10 adaptable

C

●○

shortlist offer patient

○●

apply accept resign

●○○

interview candidate sensitive

○●○

attentive ambitious persuasive

○●○○

adaptable responsible advertisement

○○●○

resignation independent energetic

11.2

A

- 1 since
- 2 for
- 3 ago
- 4 for
- 5 in
- 6 ago
- 7 since
- 8 since
- 9 in
- 10 for

B

1

- 1 WJRJ / WTBS / TBS
- 2 CNN
- 3 TNT

2

- 1 1938
- 2 Cincinnati, Ohio
- 3 married
- 4 1963
- 5 1996
- 6 satellite
- 7 CNN
- 8 1986
- 9 TNT
- 10 America's Cup
- 11 1976
- 12 1977
- 13 the Turner Foundation

C

1

- 2 managed
- 3 has used
- 4 bought
- 5 has reported
- 6 has been
- 7 has existed
- 8 launched
- 9 has worked
- 10 acquired

2

- 2 What did he manage for several years?
- 3 How long has TBS used satellite?
- 4 What did Ted Turner buy in the 1970s?
- 5 How long has CNN reported on world events?
- 6 Who has Ted Turner been married to for many years?
- 7 How long has the Turner Foundation existed?
- 8 When did Ted Turner launch TNT?
- 9 How long has Ted Turner worked in television?
- 10 When did Time Warner acquire TBS?

11.3

A

1

- 2 retirement
- 3 resign
- 4 transfer
- 5 recruitment
- 6 redundancy

2

- 1 redundancy
- 2 transfer
- 3 retire
- 4 resigned
- 5 made, redundant
- 6 recruitment
- 7 retirement
- 8 resign, dismissed

B

1

- 1 Have
- 2 spent
- 3 did you do
- 4 was

2

- 5 Have you had
- 6 have been
- 7 Did
- 8 go
- 9 were

3

- 10 Have you seen
- 11 has gone
- 12 Did you speak
- 13 thought

4

- 14 did
- 15 contact
- 16 went
- 17 have you heard
- 18 have called

1	S	H	2	O	R	T	3	L	I	S	4	T	
	A		F					E			5	A	T
6	L	I	F	E			G					K	
	E		E			7	T	A	B	L	E		
8	S	O	R	T			L					9	C
	M					10	G		11	H			V
12	A	P	13	P	L	I	C	A	N	14	T	S	
	N		D		V		T				E		
			S		E		15	E	A	S	Y		
16	A	T	T	E	N	D					T		

- Why did Nikki start the company?
- How many hours a week does she work?

C

- She **is** thirty-eight.
- She** started the company in 1995.
- The company **went** public in 1997.
- NSB is not as large **as** IBM.
- Alan Vickery **has been** Chairman since 1997.
- In 2000 the company was valued at £500 million.
- NSB has **some** very important customers.

D

- He is having dinner with Peter O'Brien.
- He works for Citibank.
- He has been in Boston for two days.
- He got to Harvard by car.
- His flight is at 8.00 a.m.
- He is going to a baseball game.
- He has to buy presents for his children.
- His parents-in-law are coming for the weekend.

12.2

A

- paste
- screen
- mouse
- database
- folder
- search
- hard disk
- save
- modem
- print
- spreadsheet

B

- at a restaurant
- at a hotel
- at work
- at a garage
- at a nightclub

- at an airport
- after a match
- at a school

C

- too expensive
- too cold
- not well enough
- too late
- not fast enough
- too many people
- too cold and windy
- too long
- not good enough
- too high, enough

D

- build
- currency
- dessert
- early
- flight
- guest
- hire
- interview
- journey
- keyboard
- lawyer
- manage
- negotiate

12.3

A

- h
- i
- f
- j
- c
- e
- d
- g
- b
- a

B

- in a restaurant
- at customs
- at a garage
- at a shop
- at a hotel
- on a plane
- on a train

Unit 12

12.1

A

- NSB Retail Systems
- Chief Executive
- 600
- America, France, Germany, and Britain.
- £50,000,000
- Selfridges, Debenhams

2

- T
- F: He works part-time for NSB.
- T
- F: She doesn't work at weekends.
- T
- F: They have two children.
- T
- F: It was sponsored by Veuve Cliquot.

B

- How long did she work for IBM?
- How long has she worked for NSB?
- How old are her sons?
- Who is the Chairman of NSB?
- How many people did NSB employ when it started?

- 8 at the optician's
- 9 on an answering machine
- 10 at a fast food restaurant

C**1****Example answers****Travelling:**

- 1 May I read your magazine, please?
- 2 Could you tell me the way to the restaurant car, please?
- 3 Could you recommend a hotel?
- 4 How much is it from the airport to the city centre?
- 5 Do you have any single rooms with a shower?

Telephoning:

- 6 Could you speak more clearly, please?
- 7 Can I give him / her a message?
- 8 Look forward to seeing you next week.
- 9 Thank you for your help.
- 10 I'm sorry, but my boss is going to be away for the next five days.

Meetings:

- 11 I agree with you completely.
- 12 Could I have some water, please?
- 13 Let's have a coffee.
- 14 Finally, I'd like to say one more thing.
- 15 What date would be suitable for everyone for the next meeting?

Socializing:

- 16 Would you like to have dinner?
- 17 Would everyone like a drink?
- 18 Let's all go to the bar.
- 19 What time is it, please?
- 20 Maybe we should go home.
Thank you for a wonderful evening.

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OXFORD ENGLISH
ISBN 0-19-457341-9



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