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PASS Cambridge BEC Higher

An examination preparation course *Updated for the revised exam*



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WORKBOOK

with Answer key



Use the present perfect continuous to express the following:

Use the present perfect to express the following:

Notes:

The present perfect continuous emphasises the process itself. The present perfect emphasises the result of an action.

Use the present perfect continuous to express the following:

- to describe an action that started in the past and is still continuing
- to describe an action that started in the past and has just finished
- to describe an action that started in the past and is still continuing

The present perfect is used in the following ways:

Present perfect

The present perfect is used in the following ways:

- to refer to actions or situations that have happened at an unspecified time before now
- to describe repeated actions

The present perfect is used in the following ways:

Present simple

Use the present simple to express the following:

- to describe a permanent situation
- to describe a habit or regular action
- to describe a fact or general truth

Notes:

Use the present simple to express the following:

- to describe a permanent situation
- to describe a habit or regular action
- to describe a fact or general truth

The present continuous is used in the following ways:

The present continuous is used in the following ways:

- to describe an action that is happening now
- to describe an action that is happening at a specific time
- to describe a temporary situation

The present simple is used in the following ways:

Present simple and continuous

Organisation

Pass BEC Higher Workbook

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Organisation

Present simple and continuous

The present simple is used in the following ways.

- to describe facts and permanent situations
We don't have a large hierarchy.
- to describe routines and fixed timetables
Our managers report in on a daily basis.
The train to Bucharest leaves at six thirty tomorrow.

The present continuous is used in the following ways.

- to describe unfinished or temporary actions or situations
We're restructuring the department at the moment.
I'm working in another department for a few weeks.
- to describe future arrangements
When are you holding the teamwork seminar?

Note! We do not use the present continuous to express the following.

- | | |
|-----------------------------------|---------------------------------|
| routines (usually, normally etc.) | emotions (like, love, hate) |
| ownership (own, have, need) | opinions (think, believe, feel) |
| senses (see, hear, feel) | |

Past simple

The past simple is used in the following ways.

- to describe finished events
I sent the report to the client yesterday.
- to refer to definite or finished time (ago, yesterday, last, all dates)
The meeting didn't finish until 3 o'clock.

Present perfect

The present perfect is used in the following ways.

- to describe events that started in the past and are still continuing
Some employees have been working from home since 1998.
- to refer to unfinished time (already, today, this, for, since, yet, ever, never)
Their technical support has improved a lot already.
- to describe changes that affect the present situation
We've just implemented a 24-hour IT support service.

Note! The present perfect simple emphasises the product of an action while the present perfect continuous emphasises the process itself.

We've reduced our overheads by 15 per cent.
We've been looking at ways of reducing our overheads.

For expresses the duration of an action. *Since* states a starting point.

We've been working with them for 5 years / since 1997.

Grammar practice

1 Present simple and continuous Complete the sentences with the correct form of the verbs in brackets.

- We (try) 're trying to cut costs by 20 per cent this year.
- The post (not / arrive) _____ until 10.30.
- How long (you / stay) _____ in Paris after the conference?
- At the moment, I (feel) _____ we should cancel the project.
- Who (you / report) _____ to?
- With our teleworking initiative, we (not / need) _____ as much office space.
- The videoconference (not / start) _____ until 3.30 this afternoon.
- I (see) _____ the MD on Monday about working from home.

2 Past simple and present perfect Complete the dialogue with the correct form of the verbs in brackets.

- Ingrid Ah, Freddie, I (1want) wanted to talk to you about a follow-up report to that team leadership seminar we (2run) _____ last year. The MD (3ask) _____ about it the other day and wants some kind of feedback – you know, whether we (4do) _____ anything about the recommendations yet. That kind of thing.
- Freddie Well, we still (5not / implement) _____ all the recommendations as the report only (6come) _____ back six months ago.
- Ingrid I know. And I think that's exactly why the MD wants some kind of update. What (7we / do) _____ so far?
- Freddie We (8start) _____ screening all managerial applicants for appropriate leadership attributes but we (9not / manage) _____ to set up the assessment centres yet for existing team leaders.
- Ingrid And why's that?
- Freddie We (10have) _____ a few problems setting them up.
- Ingrid What kind of problems?
- Freddie Well, there (11be) _____ some resistance amongst some of the managers. They think the assessments are a threat to their jobs.
- Ingrid But (12not / you / explain) _____ to them their jobs are safe?
- Freddie I did. But there's also the issue of who actually does the assessments.
- Ingrid Isn't that for HR to decide?
- Freddie We originally (13ask) _____ them to propose a framework for doing the assessments but they (14come) _____ back and said the department heads should do it as they know the managers better.
- Ingrid (15you / speak) _____ to any department heads yet?
- Freddie Yes, we (16speak) _____ to most of them last week. They (17say) _____ it would mean more unnecessary paperwork and it (18will) _____ affect their relationships with their managers.

3 Present perfect simple and continuous Complete the sentences with the more appropriate form of the present perfect simple or continuous.

- We've finally finished / been finishing the company restructuring.
- I haven't read / been reading the report yet.
- We've run / been running training days this summer and they're proving very useful.
- Have you filled / been filling in the questionnaire yet?
- Staff who have worked / been working at home recently have increased productivity.
- How long have you waited / been waiting for them to finish the report?
- Sales have gone / been going up by 12 per cent this year.
- Staff have worked / been working very long hours recently so they're tired.

Reading practice

- 1 Read the text and put the paragraphs in the correct order.

a What happened to the teleworking revolution?

As the new millennium approached, we all dreamt of working from the comfort of our own homes. Tricia Patel finds out whether reality lived up to the hype.

It was said to be the biggest change in our working lives since the industrial revolution. New technology would make office space a thing of the past as companies would save fortunes in rent by setting employees up to work from their own homes. Employees, in turn, looked forward to a working life that started when they stumbled out of bed and sat down at their computers. Spared the stress of the daily commute, the new flexibility would finally put them in charge of their lives. The dream was an ideal win-win situation. But has reality lived up to the hype? The government recently commissioned a study to find out whether the office exodus is still continuing or whether the good old desk is once more back in fashion.

b This definition of working from home includes people who use their own living space as part of their full-time job. This includes more mobile workers who travel a lot using their own home as a base and people who work from home at least one day a week. Seven out of ten teleworkers are likely to be men. One in four of them is employed by a company in either the business or financial services sector.

c 'The way to get around these problems is to work from home just a couple of days a week,' argues Hunt. 'That's definitely the way forward. It has all the advantages but avoids any of the downsides of teleworking. If you look at the figures, it's definitely the future.'

d However, business change expert Marsha Hunt thinks this is not the main saving. 'The single greatest cost to an employer is recruiting and training a new employee. And with an ageing UK workforce, it's vital that companies retain staff. Giving employees the flexibility to work from home can be the difference between retaining and losing key personnel.'

e The advantages teleworking offers these businesses have not changed. BT, who has been promoting working from home initiatives since 1992, claims to have saved £180m of office space expenditure to date. The company currently has nearly 10,000 home-based staff and with average costs per desk in the UK between £10-16,000, the attractions are obvious.

f Further disadvantages for teleworkers include the lack of quick technical support when computers go wrong and the resentment of colleagues unhappy at not being allowed to telework themselves. However, the biggest complaint is isolation from daily office life. Many teleworkers feel cut off socially and politically from their office-based colleagues.

g Hunt points out, though, that any employee using their own home as office space has the disadvantage of effectively subsidising the company. 'Take someone working from home in London, for example. Office space is massively expensive in London, so if the company can put desks in people's homes, the employees are effectively paying to work for the company.'

h The government Labour Force study shows that the number of people now working from home has risen to 1.5 million, or approximately 6 per cent of the UK workforce. The figures represent an increase of 19 per cent on the previous year; so in terms of numbers alone, teleworking is indeed more popular than ever before. The study also profiles who is most likely to work from home and an explanation of exactly what counts as working from home.

- 2 Match a summary with each paragraph of the text.

- 1 introduction a
- 2 figures to show teleworking trends
- 3 details on how the figures were arrived at
- 4 the advantages for companies
- 5 the main advantage for companies
- 6 a disadvantage for employees
- 7 further disadvantages for employees
- 8 conclusion

- 3 Read the text again and choose the correct option for each question.

- 1 The Labour Force study revealed that
 - a) about 6 per cent of the UK workforce works at home.
 - b) 1.5 million more people in the UK now work from home.
 - c) 19 per cent of the UK workforce now works at home.
- 2 The definition of working from home does not include
 - a) sales reps who spend most of their time travelling.
 - b) people who only work from home one or two days a week.
 - c) people working at home in part-time jobs.
- 3 According to Marsha Hunt, the main savings teleworking offers companies are in
 - a) rent for office space.
 - b) equipment and technical support.
 - c) recruitment and training.
- 4 Teleworkers subsidise companies by
 - a) providing free office space.
 - b) doing unpaid overtime.
 - c) reducing staff turnover.
- 5 The main problem facing teleworkers is
 - a) the lack of technical support.
 - b) not being part of everyday office life.
 - c) the jealousy of office-based colleagues.
- 6 Marsha Hunt thinks that in future
 - a) the trend towards working from home will decrease.
 - b) more people will work from home one or two days a week.
 - c) companies will continue to reduce office space.

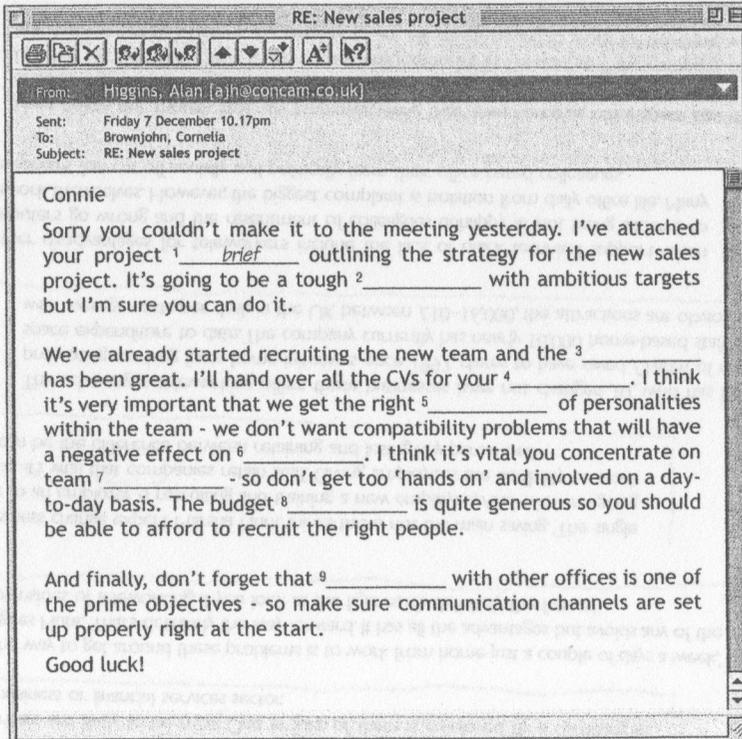
- Vocabulary 4 Match the words from the text with their definitions.

- 1 hype a) disadvantage
- 2 commute b) publicity that exaggerates the importance of something
- 3 exodus c) bitterness or anger at someone or something
- 4 downside d) being kept away from other people and things
- 5 isolation e) daily journey to work
- 6 resentment f) departure of many people at the same time

Vocabulary practice

Managing 1 Use the noun form of the following verbs to complete the email below.

- brief collaborate respond co-ordinate
motivate assign assess balance allocate



2 Match the words then use them to complete the sentences below.

- | | |
|---------------|-------------|
| real-time | units |
| online | information |
| flexible | advantage |
| business | support |
| competitive | working |
| communication | structure |
| company | processes |
| operating | channels |

- Technology now gives us real-time information on sales as they happen so we can order products the moment we look as if we might run out of stock.
- The company is divided into six separate _____.
- We're assessing the effectiveness of our _____ to see whether we can improve the flow of information between project team members.

- They've streamlined their _____ by removing some of the layers of hierarchy in senior management.
- I don't think the new _____ policies have increased productivity, but letting employees work from home has certainly improved morale.
- Our web team will provide the _____ for the new product.
- We're hoping that by producing in the Czech Republic, we can get good quality at good prices, which will give us a _____ over our rivals.
- She wants us to review our _____ to find out how we can reduce production times and waste levels.

Describing tasks 3 Match the words with opposite meanings.

- | | |
|------------|---------------|
| 1 nimble | a) dynamic |
| 2 static | b) hampered |
| 3 feasible | c) focused |
| 4 flexible | d) simple |
| 5 complex | e) rigid |
| 6 diverse | f) impossible |

Writing practice: Organising a report

Formal report 1 You have been asked to write a report on how communication could be improved within your project team. You have made the following notes to help you plan your report. Use the notes to write a report of 200-250 words.

Notes on planning a report

Report making recommendations

- Start with an introduction
aim - to identify problems with communication within the team & make recommendations how to improve it
- Findings - state your main points & give one or more supporting ideas for each main point
 - whole team rarely gets together
 - people in different departments are in different parts of the building
 - people don't copy emails to other team members
- Conclusion - summarise your main points
 - improving procedures will improve attitudes among team members
 - no real reason why communication shouldn't be better
- Recommendation - say what action needs to be taken
 - schedule weekly meetings
 - ensure people are copied in on emails
 - organise a team-building seminar

Don't forget to lay it out in separate paragraphs with headings!!

Mergers

Relative clauses

Defining clauses define a noun and have the following forms.

- with *who, which* or *that* (no commas)
The news will affect all the companies **which / that** do business with them.
- without a relative pronoun (if it is the object of the verb in the clause)
They've renamed the company (**that**) they bought last year.
- with *whom* (to refer to the object of the clause – formal style only)
The new CEO **whom** they have hired has a marvellous reputation.
- with *whose* (to show possession)
They merged with a company **whose** products complemented their own.

Non-defining clauses give extra information and have the following forms.

- with *who, which, whom* or *whose* (extra information within commas)
The deal, **which** is worth £600m, will be completed tomorrow.

Note! *That* is used only in defining relative clauses.

The offer price, ~~that~~ was confirmed yesterday, will surely attract investors.
The offer price, **which** was confirmed yesterday, will surely attract investors.

In very formal style, *whom* is necessary following a preposition.

I would like to thank Jo Cox, without **whom** the deal couldn't have succeeded.

Adjectives and adverbs

Adjectives are used in the following ways.

- before nouns
There's been a **dramatic** rise in the price of oil this week.
- after the verbs *be, become, seem, appear, look, feel, remain*
The forthcoming merger looks **interesting**.
- in comparatives and superlatives
Our stock market performance wasn't **as strong as** last year.
Vodafone is the world's **largest** mobile telecoms group.

Adverbs are used in the following ways.

- after verbs
They expanded **quickly** in the late 1990s.
- before adjectives and other adverbs
Many companies are struggling in **increasingly** competitive markets.
The service sector did **extremely** well this year.
- in comparatives
Their share price has risen **more sharply** than their rival's.

Note! Some adverbs have irregular forms.

fast - fast good - well hard - hard late - late

Grammar practice

Relative pronouns 1 Join the sentences using an appropriate relative pronoun where necessary.

- They'll need to negotiate with the unions. The unions are afraid of job cuts.
They'll need to negotiate with the unions, who are afraid of job cuts.
- The offer price is \$18 a share. It was confirmed yesterday.

- They've increased the offer. They made the original offer last week.

- The merger will make them the biggest bank in the UK. It hasn't been approved yet.

- They'll need the approval of private shareholders. They own 35% of the company.

- Shareholders have lost faith in the board. Its expansion strategy has lost £800m.

- The merger was masterminded by Luc Van der Saar. All credit should go to him.

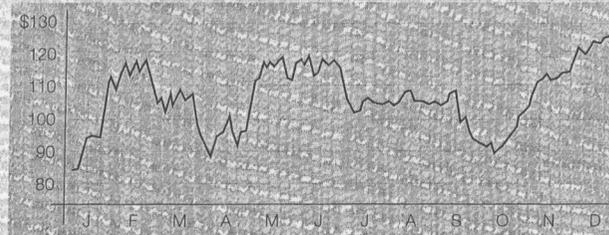
- The company sold the web TV subsidiary. The company bought it two years ago.

- After the merger they closed 64 retail outlets. The outlets were in similar locations.

- We're having problems integrating two management styles. They are very different.

Adjectives and adverbs 2 Complete the report with the correct form of the words in brackets.

IBM share price performance 2001



The IBM share price began 2001 with a (1dramatic) dramatic rise, soaring from \$85 to over \$110. In February prices became (2erratic) erratic, fluctuating between \$110 and \$120, before then dropping (3sudden) suddenly to back below \$90 by April. The share price soon rose (4quick) quickly again to over \$110 by May. Throughout May and June there were further (5marked) marked fluctuations between \$110 and \$120. By July, however, the price had slid again (6slight) slightly back to just over \$100. Over the next three months the price remained (7reasonable) reasonable (8stable) stable around the \$105 mark. However, the price then fell (9sharp) sharply once more back to the \$90 level in October. There then followed a (10strong) strong recovery with shares climbing (11steady) steadily until the end of the year, ending with a 52-week high of \$125.

Reading practice

1 Read the text and choose the most suitable headline from the following options.

- a) Media giants caught in hostile takeover bid
- b) AOL announces joint venture with Time Warner
- c) Old media meets new internet
- d) Time Warner seals distribution deal with AOL

Media giants announce world's largest merger in attempt to marry the value of traditional assets with the new potential of internet growth.

Internet services giant America Online (AOL) today announced it intends to merge with media conglomerate Time Warner. With AOL having a current market capitalisation of \$163bn and Time Warner currently valued at \$83bn, the companies announced that the \$350bn all stock merger would be the largest in the world. AOL will take a majority stake in the new group, with its shareholders owning 55 per cent. Both boards unanimously approved the deal and AOL's Steve Case will be Chairman. Reaction to the announcement has been very positive, with share prices rising sharply on the news. At the end of trading, AOL finished 19 per cent up, with Time Warner shares also increasing 12 per cent.

Clicks and mortar

The merger signals the first attempt to merge the potential of internet growth with the old world assets of a traditional company in a so-called 'clicks-and-mortar' model. Many internet companies enjoy huge stock market capitalisation despite low revenues and few tangible assets. Many traditional companies, on the other hand, have sound revenue models and large assets but lack the expertise and skills to take advantage of internet growth. Although AOL has vast online experience, reliable distribution and a massive market share, it has no content. Time Warner's content is its strength, especially in the vital area of news. One of the world's largest media companies, Time Warner owns leading cable news channels CNN and TNT as well as entertainment channels such as Cartoon Network and a host of magazines and other publications. What Time Warner lacked, however, was a way of delivering this content over the internet. With the merger, Time Warner can now push this

through AOL's internet gateway while AOL will be able to promote its services through TV screens across the US.

Going it alone

Both partners had been trying for some time to independently achieve what the combined group promises to do. Founded in 1995, AOL has been a leading provider of interactive services and net technologies and is one of the very few firms to make a successful internet-based business model; theirs currently has 20 million subscribers. Major acquisitions of rival CompuServe and leading internet company Netscape have strengthened the core business but done little to solve the lack of content. Time Warner, meanwhile, has poured millions into unsuccessful internet ventures that suffered from a lack of experience and strategy disagreements. However, the purchase of CNN gave it one of the world's leading news websites as well as bringing in the skills and expertise that had taken CNN Interactive into profitability.

Difficulties

Although the merger appears to offer both companies solutions to their needs, it will not be without its risks. The confidence in internet stocks that created AOL's massive market capitalisation so suddenly could disappear just as quickly in the future. The move will also come under regulatory review and protest from rivals such as Disney-owned ABC. Even if these obstacles are cleared, there are no guarantees that such a large company will have the agility to fully exploit the rapidly-changing online environment. Moreover, any success would certainly lead to similar consolidation within the media industry and the creation of equally-powerful competitors.

2 Read the text again and answer the questions.

- 1 Which of the two companies has the higher stock market valuation?
- 2 Which company has the most tangible assets?
- 3 Which company will control the newly-merged group?
- 4 What effect did the news have on AOL's and Time Warner's share prices?
- 5 Why was AOL interested in Time Warner?
- 6 What did AOL have to offer?
- 7 Why did AOL buy CompuServe and Netscape?
- 8 Why were Time Warner's internet ventures unsuccessful?
- 9 What did the purchase of CNN offer Time Warner?
- 10 What could stop the merger happening?

3 Match the figures with what they refer to in the text.

- | | |
|---------------|---|
| 1 163 billion | a) increase in AOL's share price |
| 2 55 per cent | b) market capitalisation of AOL |
| 3 20 million | c) AOL shareholders' stake in the new company |
| 4 19 per cent | d) number of AOL subscribers |
| 5 350 billion | e) value of the newly-merged AOL Time Warner |

4 What are the relationships between the following companies?

- | | |
|---------------------------------|----------------------------|
| 1 AOL / CompuServe | <u>AOL owns CompuServe</u> |
| 2 CNN / TNT | |
| 3 Time Warner / Cartoon Network | |
| 4 AOL / Netscape | |
| 5 Disney / ABC | |
| 6 AOL Time Warner / Disney | |

Vocabulary 5 Match the words with their definitions.

- | | |
|-------------------------|--|
| 1 gateway | a) large company consisting of many smaller companies |
| 2 stock | b) distribution channel on the internet |
| 3 market capitalisation | c) person who pays for a service on a regular basis |
| 4 tangible assets | d) ability to move quickly in different directions |
| 5 revenue | e) government check to ensure fair competition |
| 6 conglomerate | f) total value of all of a company's shares |
| 7 subscriber | g) streamlining of an industry by takeovers or mergers |
| 8 regulatory review | h) objects owned by a company |
| 9 agility | i) shares in a company |
| 10 consolidation | j) income |

6 Complete the sentences with the following words.

although however ~~despite~~ while as well as

- 1 AOL is highly-valued despite having very few concrete assets.
- 2 _____ Time Warner has content, it doesn't have a way of delivering it online.
- 3 AOL will get content _____ Time Warner can distribute its content online.
- 4 Time Warner owns CNN _____ many other cable channels.
- 5 AOL has over 20 million subscribers. What it doesn't have, _____, is good quality content to distribute to these subscribers.

Selling

Time clauses

Present verbs are used to refer to future time after the following words: *before, after, when, as soon as, until, while*.

You'll need to do a lot of preparation *before* you go to Bangladesh.
I'll send you a copy of the contract *as soon as* I get it.

Note! The present perfect is used to emphasise that one action is complete before another one starts.

We can't plan the stand *until* they've confirmed its location.

The continuous is used to refer to actions in progress in the future.

I can do some sightseeing *while* you're inspecting the factory.

Articles

The indefinite article (*a / an*) is used in the following ways.

- to refer to general singular countable nouns
There's **an** exhibition of office furniture in Milan this week.
- to refer to jobs
She's **an** export sales manager.
- to refer to frequency
I go out to Russia three or **four** times a year.

The definite article (*the*) is used in the following ways.

- to refer to nouns already mentioned or defined
We've got a new agent. **The** last **one** didn't promote our products enough.
- to refer to nouns that are unique
We heard the news on **the** radio.
- to refer to superlatives
Japan is one of **the** largest telecoms markets in the world.
- to refer to adjectives that describe a group
They've been doing a lot of business with **the** French.

No article (Ø) is used in the following situations.

- to refer to proper names (companies, sectors, cities, countries)
I worked in **construction** for three years in **India**.
(But *the* is used in *The United States, The Republic of China* etc.)
We set up a production facility in **the** Czech Republic.
- to refer to general uncountable or general plural nouns
All **trade literature** should be in the local language.

Note! If an adjective is used before a general noun, no article is required.

We're looking to develop **sales**.

We're looking to develop **overseas sales**.

Grammar practice

Time clauses 1 Use the following words to complete the sentences below.

before after when as soon as until while

- I'll be waiting for you at the airport when you arrive.
- We'll have something to eat _____ we've seen the next client.
- I'll do some work back at the office _____ you're meeting the next customer.
- We can't book the hotel _____ the flights have been confirmed.
- You'd better do some research _____ you go out there on business.
- I'll email you the report _____ it's finished.

2 Complete the sentences with an appropriate form of the verbs in brackets.

- I (give) 'll give you a call as soon as I (get) get off the plane.
- I (read) _____ the report while I (wait) _____ in the departure lounge.
- (not / forget) _____ to write a report when you (get) _____ back home.
- After we (finish) _____ this meeting, we (take) _____ a taxi to the hotel.
- I (not / arrange) _____ any meetings until you (confirm) _____ the dates.
- We (give) _____ you a call just before we (leave) _____ my hotel room.
- I (play) _____ a bit of golf while I (visit) _____ Spain on business.
- She (pick) _____ you up from the hotel after you (have) _____ breakfast.

Articles 3 Complete the email with *a, an, the* or no article (Ø).

RE: Your visit

From: Travellian, Roger [trav@emiratesmail.net]

Sent: Thursday 31 May 14.59pm
To: James, Christine
Subject: RE: Your visit

Dear Christine

Sorry I haven't been in touch sooner about your visit to Sharjah. Things have been very busy here. We have ¹ a visit from US colleagues tomorrow so we've been making all ² _____ necessary arrangements for that. As ³ _____ Americans didn't give us much notice, it's been ⁴ _____ real panic. They don't seem to realise that these things take a little longer to organise in ⁵ _____ Arab World countries. And, of course, we're busy preparing for ⁶ _____ Network Arabia exhibition and your visit next week. I'm arranging your trip around visits to ⁷ _____ local retailers and I'm still hoping to get ⁸ _____ access to one or two of ⁹ _____ larger wholesalers if I can. They account for ¹⁰ _____ 40% of ¹¹ _____ sales in ¹² _____ region, so they're ¹³ _____ very important and influential distribution channel. I've arranged ¹⁴ _____ exhibition pass for you for ¹⁵ _____ whole weekend (that's Friday / Saturday don't forget!), so you should be able to make ¹⁶ _____ contacts yourself there.

And so to your itinerary. We've arranged ¹⁷ _____ accommodation for you at ¹⁸ _____ Airport Hotel. It's ¹⁹ _____ good hotel and it's not far from ²⁰ _____ exhibition centre.

Reading practice

1 Where do you think the article below is from?

- a) in-flight magazine
- b) company brochure
- c) business newspaper
- d) company newsletter

KINGFISHER CONTINUES GROWTH STRATEGY IN ASIA-PACIFIC

Europe's largest home improvement retailer opens Shanghai megastore reports **Gillian Woo**.

Kingfisher, Europe's leading home improvement retailer, continued its Asia-Pacific expansion strategy with the opening of its newest megastore in Shanghai, China. Like its other three stores in China, the Yangpu megastore will trade under its B&Q brand, the largest home improvement brand in the UK.

With over 550 home improvement stores worldwide, Kingfisher also enjoys market leadership in France, where it trades mainly under its Castorama brand, and Turkey, with its five Koçtaş stores. Furthermore, it is one of Poland's largest names, with its 29 NOMI outlets. Kingfisher is also one of Europe's leading electrical retailers with its Paris-based Kingfisher Electricals operating over 800 stores in nine countries.

With such an established market position in its European homelands, Kingfisher is now looking towards the Asia-Pacific region for future growth. The company first entered China in 1995, followed a year later by the first of its ten B&Q stores in Taiwan. Sales in the area are now increasing at between 25 and 30 per cent a year and the retail giant is planning to have 58 stores operating in the region by 2005. The Yangpu megastore is the fourth of these and the largest yet. At 18,000 square feet, it is twice

the size of the average UK B&Q Supercentre or Warehouse and is the same size as two football pitches. This growth is due to the increasing enthusiasm for 'Do-It-Yourself' (DIY) in China. The home improvement market was worth \$22bn last year, up from \$6bn two years ago. Rising living standards are enabling more and more urban Chinese to improve their modest apartments.

Moreover, Shanghai is experiencing a large construction boom with extensive government programmes rapidly pulling down inner-city slums and building new suburbs. Many of the new apartments being built are sold as empty shells with no interior walls or doors, obliging new owners to supply these along with all kitchen and bathroom fittings. The new Yangpu outlet has specially designed escalators to help customers carry such heavy purchases around the two-storey megastore.

B&Q has had to adapt to the local needs and its Shanghai store operates differently from those in the UK. Garden centres, a key feature in the UK, play no part in the Chinese format. With space being at such a premium in cities like Shanghai, most Chinese live in small apartments without a garden. Other product lines, such as soft furnishings, kitchens and bathroom fittings are just as important in China as in Europe. Wallpaper, however, does not appear in the Chinese stores due to the humid climate.

35
40
45
50
55
60

2 Read the text again and answer the questions.

- 1 What kind of company is Kingfisher?
- 2 Why is it targeting the Asia-Pacific region for expansion?
- 3 What is B&Q's growth target?
- 4 Why is the Chinese market growing so quickly?
- 5 How does B&Q operate its Chinese stores differently to those in the UK?

3 Are the following statements true or false according to the text?

- 1 Kingfisher trades under its own name in China.
- 2 There are over 550 B&Q stores in the world.
- 3 Kingfisher is Europe's largest electrical retailer.
- 4 Kingfisher Electricals is based in the UK.
- 5 The first Asian market B&Q entered was Taiwan.
- 6 Kingfisher now has 58 stores in the Asia-Pacific region.
- 7 DIY is traditionally popular in China.
- 8 The government is investing heavily in housing in Shanghai.
- 9 B&Q has the same global product lines everywhere in the world.
- 10 Apartments are very expensive in Shanghai.

4 What do the following words refer to in the text?

- 1 *its* (line 5) _____ *Kingfisher's*
- 2 *where* (line 11) _____
- 3 *the region* (line 28) _____
- 4 *these* (line 29) _____
- 5 *it* (line 30) _____
- 6 *This growth* (line 33) _____
- 7 *such heavy purchases* (line 50) _____
- 8 *those in the UK* (line 54) _____

Vocabulary 5 Match the words from the text with their definitions.

- 1 enthusiasm — a) expense which is greater than usual
- 2 slum — b) strong interest in something
- 3 suburb — c) way of doing something
- 4 escalator — d) area of housing on the edge of a city
- 5 format — e) area of very poor housing
- 6 premium — f) moving walkway or stairs

6 Match the words as they appear in the text.

- 1 expansion — a) feature
- 2 market — b) strategy
- 3 future — c) lines
- 4 retail — d) standards
- 5 local — e) giant
- 6 key — f) growth
- 7 product — g) needs
- 8 living — h) position

Vocabulary practice

Trade fairs 1 Use the clues below to find the eleven trade fair words in the puzzle.

E	X	H	I	B	I	T	I	O	N
B	D	O	T	I	W	E	T	M	E
R	G	I	F	T	S	S	I	A	X
O	E	R	S	E	R	A	C	I	H
C	S	A	M	P	L	E	K	L	I
H	T	H	H	T	L	R	E	O	B
U	A	F	A	A	R	A	T	R	I
R	N	B	R	L	E	T	Y	D	T
E	D	O	T	D	L	Y	O	E	O
M	A	I	L	S	H	O	T	R	R

- event where things are shown to the public
- thin glossy booklet giving product information
- promotional material to show a product attractively
- things which are given free to customers to promote a product
- temporary display area that a company constructs at an exhibition
- service allowing customers to purchase products by post
- promotional strategy of posting letters to a large number of potential customers
- you need one to attend an exhibition
- small example of a product to show what it is like
- person who displays something at an exhibition
- large building where trade fairs are held

Commerce 2 Match the words then use them to complete the sentences below.

long-term	interests
independent	commitment
trade	retailers
commercial	negotiations
entry	strategy
intense	literature

- Doing business overseas is a long-term commitment not a way of making quick profits.
- Do you have any _____ on the product I could take away and read?
- After several weeks of _____, we finally reached an agreement on price.
- We don't have our own shops. We sell directly to local _____.
- Our _____ for getting into the US was to find a joint venture partner.
- It's a prestigious event and very much in our _____ to exhibit at it.

Writing practice: Using standard letter phrases

Formal letter 1 You work for Meridian Promotions, an exhibition organiser. You have been asked to reply to the enquiry below. Use the following phrases and handwritten notes to write a formal letter of about 200 words.

please do not hesitate to we look forward to hearing from you
we are pleased to confirm that please find enclosed
should you have any questions with reference to



The Bookings Officer
Meridian Promotions
24 Spring Gardens
London W2

• Thank him for the enquiry
• Dates for 2003: 24-26 October
• Enclose booking form and floor plan with available places

12 July 2001

Re: Futuresoft International 2003

Dear Sir / Madam

I am writing to enquire about next year's Futuresoft exhibition. We are a new but fast-growing software developer based in Amsterdam who would be very interested in displaying at the Futuresoft International Exhibition 2003.

We would be very grateful if you could confirm the dates for next year's exhibition and whether there is still exhibition space available. If this is the case, could you please send details of available spots, their prices and a booking form?

As we have not previously exhibited at Futuresoft, we would also be very grateful for any other information about exhibiting, in particular guidelines on display stands and the availability of power etc.

I look forward to hearing from you soon.

Best regards

Arnold van Rijn
Managing Director
Defrag Software

• Application must be in by 1 September and full payment by 1 October
• Enclose display stand guidelines
• Ask him to submit product information and details of their display stand

Technology

Referring to the future

Present tenses can be used to refer to the future in the following ways.

- to describe events that have been arranged (present continuous)
They're bringing out a new version of the software in March.
- to refer to fixed timetables or schedules (present simple)
The train doesn't leave until 11.30.

Note! *Will* is not used to describe future arrangements.

We **will meet** our agents next week.
We're **meeting** our agents next week.

Going to and *will* can be used to express intentions in the following ways.

- to express existing intentions (*going to* + infinitive)
We're going to invest \$20m in our website next year.
- to express spontaneous intentions (*will* + infinitive)
A: *Could you send me the report?*
B: *OK. I'll email you a copy of it.*

Going to, *will* and other modal verbs can be used to make predictions.

- to make predictions based on present evidence (*going to* + infinitive)
The website's not going to make a profit in the next eighteen months.
- to express future certainty (*will*, *must*)
The new system will make a big difference to our resource management.
- to express future probability (*should*, *would*)
The increase in teleworking should reduce congestion on the roads.
- to express future possibility (*might*, *may*, *could*)
Worries about security might slow down the growth of e-commerce.

Future perfect and continuous

The future perfect and continuous have the following forms.

will / going to + *have* + past participle

We'll have installed the new system by the time the website goes live.
We're going to have reached 50,000 subscribers by June.

will / going to + *be* + present participle

We'll be doing a lot more training in the near future.
We're going to be investing £800,000 in the new website next quarter.

The future perfect and continuous are used in the following ways.

- to describe actions completed by a certain time in the future
Our costs will have gone over budget by the end of the month.
- to describe actions in progress at a certain time in the future
The website won't be ready next week as we'll still be checking it for bugs.

Grammar practice

Futures 1 Complete the sentences with the most appropriate future forms.

- We _____ our order systems in three months' time.
a) update b) will update c) 're updating
- I'm absolutely sure that the new design _____ improve sales.
a) could b) will c) should
- You can't open the attachment? Don't worry. I _____ it again.
a) send b) 'll send c) 'm going to send
- The flight _____ at ten o'clock in the morning.
a) leaves b) will leave c) is leaving
- We've decided that we _____ the hardware this year as we can't afford it.
a) may not upgrade b) don't upgrade c) 're not going to upgrade
- I'm still worried that customers _____ want to give credit card details online.
a) mightn't b) mustn't c) shouldn't

2 Complete the dialogue with the correct future forms.

- Pippa Hey, Richard. (1*you / go*) Are you going to the CeBit conference this year?
Richard We (2*all / go*) _____, aren't we?
Pippa No, we're not. They (3*cut*) _____ the travel budget for the rest of the year so only senior sales reps and product development people are allowed to go this time.
Richard That (4*not / be*) _____ very popular in the department. A lot of people (5*be*) _____ disappointed about not going.
Pippa You can say that again! I only found out about it this morning from Karen. She asked me into her office and told me I can't go.
Richard Is that a final decision?
Pippa Well, she said there's a chance that she (6*not / be able to*) _____ go due to other commitments, in which case she (7*send*) _____ me in her place.
Richard Well, that's better than no chance at all, isn't it?
Pippa Yeah, but if I (8*go*) _____ in her place, then I (9*have to*) _____ do her presentations, too.
Richard Oh right. I see what you mean. That (10*not / be*) _____ much fun for you! (11*she / not / do*) _____ our major product presentation session?
Pippa She is! I'm not even sure I want to go any more.

Future perfect and continuous 3 Complete the sentences with the future perfect or future continuous form of the verb in brackets.

- We (already / work) 'll already be working hard on the next version of the program when we launch version 2 in March.
- We (reach) _____ our target of 30,000 registered users of the website by the end of the year.
- They (not / make) _____ any profit on the new phones next year.
- (you / finish) _____ installing the new software by next week?
- A lot of telecoms companies (announce) _____ job cuts in order to reduce costs over the coming months.
- By the time the infrastructure upgrade is complete, they (spend) _____ over \$800m.

Reading practice

1 Read the text and answer the questions on the opposite page.

THURSDAY 24 AUGUST

BUSINESS NEWS

3G - paying the price

As the financial situation worsens for Europe's telecoms, shareholders question whether next-generation mobile phone services can ever produce a return on the massive investment in securing the operating licences.

The struggling European telecoms sector suffered another setback this week as Xfera, the Spanish 3G operator, announced 70 per cent job losses, from 600 employees down to 160. The news follows similar announcements as Europe's major telecoms groups struggle to deal with spiralling debt, plummeting share prices and the delay of 3G - the next generation of mobile phone technology.

3G technology, it is hoped, will generate the next great wave of growth in the mobile phone industry. It will allow mobile phones to receive internet, video and emails faster than by fixed line and modem. With voice traffic set to fall, mobile data services are seen as the future. Major telecoms players hope the new technology will repeat the growth that made mobile phones a fashion icon and the economic success of the 1990s.

However, in order to run 3G networks, these companies needed government licences. Aware of the importance of these licences, governments held auctions and sold them to the highest bidders. The first of these auctions, in the UK, cost the six licenceholders a total of £20bn (\$14bn). As this process was repeated across France, Germany and Spain, international telecoms groups were forced to buy several licences in order to operate across Europe. The UK telecoms group BT, for example, paid a total of \$30bn. BT argues that it had no choice but to pay what was necessary to secure the licences as without them it would have no future in the industry. '3G is the future of mobile telephony. Without it, you're dead,' says industry analyst Pia Nielson.

Nevertheless, the cost of the licences has driven up debt levels across the European telecoms sector. BT has doubled its debt to £30bn (\$21bn) while Deutsche Telekom, its

German counterpart, is now \$50bn in debt. These huge debts leave licenceholders badly positioned to invest in the infrastructure required to support the new technology. Operators face bills of up to \$45bn to improve network quality before they can roll out 3G services on a European basis. Originally scheduled for launch in 2001, widespread 3G access might now be delayed until 2003.

The spiralling debt and delays in bringing the new technology to market have hit shareholder confidence. Within months, BT shares fell from £15 to £5. Similarly, France Telecom and Deutsche Telekom shares have lost 71 and 74 per cent of their value.

It is not only shareholders losing faith in telecoms. Standard & Poor, the credit rating agency, has slashed BT's credit rating from AA plus to A - raising the cost of financing its huge debt. Debt management is now key to the survival of Europe's telecoms, with several companies already disposing of overseas assets to cut debt. Analysts also expect mergers and alliances in the sector and that network sharing will reduce costs.

Another problem facing licenceholders is anticipating customer needs. Will mobile internet services be popular enough for companies to make the licences pay? The mobile phone has established itself as a lifestyle icon just as heavily influenced by fashion as by technological advances. Lifestyle brands such as Nike or Virgin may be better equipped to market 3G services than Europe's global telecoms groups.

However, the major problem will be price. Having paid so much for licences, operators will have to pass this cost on to customers. The telecoms companies were willing to pay the price for 3G. It remains to be seen whether the customer will.

- What is a 3G mobile phone?
 - a mobile phone you can use anywhere in the world
 - a mobile phone that can receive internet and video
 - a very small and fashionable mobile phone
- Telecoms companies are so interested in 3G because
 - the technology will cut their operating costs.
 - it could give them a competitive advantage.
 - they think it is the future standard of all mobile phones.
- Why were the 3G licences so expensive to buy?
 - Because there is only one licence for each country.
 - Because governments made companies bid against each other.
 - Because companies can make huge profits from them.
- The launch of 3G services will be delayed because
 - the technology has not been fully developed yet.
 - not all the government licences have not been sold yet.
 - networks are not able to operate them yet.
- What is the biggest problem facing the licenceholders?
 - how to make the technology work
 - how to repay the money they owe
 - how to establish a global presence
- What will the greatest difficulty be in selling 3G services?
 - persuading customers to pay a premium for them
 - giving them a trendy lifestyle image
 - selling the same services in many different countries

2 Match the sentence halves.

- | | |
|--|-----------------------------------|
| 1 Companies had to secure 3G licences to | a) fall dramatically. |
| 2 The delay of 3G has led share prices to | b) stay in business. |
| 3 Large companies had to buy several licences to | c) reduce their levels of debt. |
| 4 To buy the licences, the companies had to | d) pass costs on to the customer. |
| 5 Due to the heavy debt, they are now unable to | e) maximise revenue from them. |
| 6 Governments auctioned the licences in order to | f) increase their levels of debt. |
| 7 Companies are selling assets to | g) implement 3G on schedule. |
| 8 Analysts fear companies will be forced to | h) operate across Europe. |

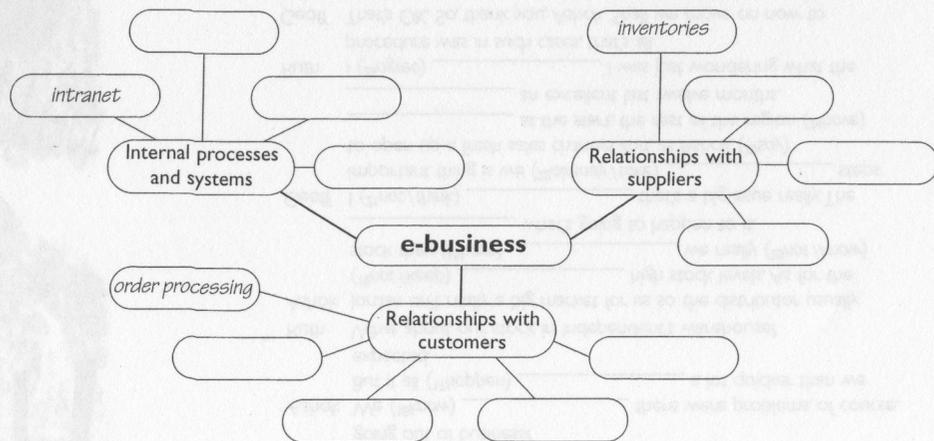
Vocabulary 3 The text uses several different words and phrases to refer to the companies and the new technology that the story is about. Read the text again and list them below.

the companies	the new technology
<i>Europe's telecoms</i>	<i>3G</i> <i>next-generation mobile phone services</i>

Vocabulary practice

e-business 1 Complete the word diagram with the following words.

order processing intranet inventories e-commerce extranet
personalised offerings telemarketing supply chain management
teleworking online billing vendor electronic diary hotdesking



2 Match the words then use them to complete the sentences below.

handle	email
personalise	transactions
simplify	processes
anticipate	the system
download	offerings
log onto	wants

- The new accounting software means we can handle transactions a lot more quickly and get very up-to-date cash flow figures.
- Our customer profiles allow us to _____ and tailor our services to the customers' exact requirements.
- Each employee has to use a code and password when they _____ in order to protect the security of the central database.
- The website checks other customers that have bought the same product and what else they've bought. This allows us to _____ and target offerings.
- Connecting the website to stock data helps us _____ and get goods to customers more quickly. The system for checking stock used to be very complex.
- We have to put all attachments through a virus detection program whenever we _____ from the internet.

Odd one out 3 Which word is the odd one out?

1 process	system	plan	routine
2 staff	duties	workers	labour
3 structure	hierarchy	organisation	configuration
4 schedule	inventory	stock	goods
5 key	secure	vital	critical
6 optimise	generate	create	produce

Writing practice: Conciseness

Short report 1 Match the words in bold with the following features of writing. Which of the features are positive and which should be avoided?

wordiness reference words repetition redundancy

- Shares in dot.com companies rose quite sharply at the start of 2000 but then lost a lot of value towards the end of 2000.
- The new software** allows us to process orders far more quickly. **It also reduces processing costs** by up to 40 per cent.
- The number of subscribers started at 13,206 in 2001 and only went up by a **very small amount indeed** in the first quarter to 13,895.
- By giving suppliers access to our extranet, **which we have done**, we have managed to greatly improve the efficiency of our tender system and sourcing processes.

2 Look at the following report. Although it is factually and grammatically accurate, it is unnecessarily long. Rewrite the report in 120–140 words without changing any facts.

- use reference words
- cut any repetition, redundancy and wordiness

The graph, which is above, shows the total UK sales per day of the week for Millennium Textiles' two best selling product lines – Ladies Office Wear and Ladies Casual Wear. The graph shows that very nearly £90,000 worth of Ladies Office Wear was sold on Mondays during the year 2001. This figure of £90,000 rose quite sharply to a total of £130,000 for Tuesdays. Wednesday and Thursday were very similar indeed with total sales of £140,000 and £135,000. The graph then shows a sharp rise in sales of Ladies Office Wear on Saturday and Sunday. The best day of the week was Saturday with total UK sales of £220,000. Total UK sales on Sundays were very nearly just as high, with a total of £190,000, which is very surprising. Sales of Ladies Casual Wear were quite a bit lower than sales of Ladies Office Wear between Monday and Friday. Only a total of £50,000 worth of Ladies Casual Wear was sold on Mondays in the year 2001. That's £40,000 less than Office Wear on Mondays. The graph shows £60,000 for Tuesdays, £65,000 for Wednesdays, £72,000 for Thursdays and £68,000 for Fridays. Once again there was a big jump at weekends. The company sold a total of £280,000 worth of Ladies Casual Wear on Saturdays in 2001 and almost as much on Sundays – £275,000 worth of items.

Review unit 1 (1-4)

Grammar

- 1 Complete the dialogue with the correct present, present perfect or past forms.

Geoff OK, let's begin the meeting with a look at some sales figures.
Ashok, (¹you / want) _____ to start with a look at the Middle East?

Ashok Sure, well, on the whole we (²do) _____ quite well. Despite the political events that (³happen) _____ recently in the region, sales (⁴hold) _____ firm. As you can see from the figures, which I (⁵copy) _____ for you here, most of the markets are on target except Jordan.

Ruth What (⁶happen) _____ in Jordan?

Ashok Our main distributor, a local company called Jordan Independent Trading, (⁷go) _____ out of business in September. As they (⁸be) _____ our only sales channel in Jordan, everything (⁹grind) _____ to a halt since then, I'm afraid.

Geoff But we (¹⁰look) _____ for a new distribution partner since then and it looks like we (¹¹might / find) _____ one already.

Ashok That's right. You (¹²have) _____ to trade through a local company in Jordan, so without a distribution partner we can't sell at all. We (¹³currently / negotiate) _____ with Independent Trading's main rival, who (¹⁴be) _____ now one of the biggest importers in the country.

Ruth (¹⁵you / know) _____ Jordan Independent Trading was going out of business?

Ashok We (¹⁶know) _____ there were problems, of course. But it all (¹⁷happen) _____ a lot quicker than we expected.

Ruth What about our stock in Independent's warehouse?

Ashok Jordan isn't really a big market for us so the distributor usually (¹⁸not / keep) _____ high stock levels. As for the stock they (¹⁹have) _____, we really (²⁰not / know) _____ what's going to happen to it.

Geoff I (²¹not / think) _____ that's a big issue really. The important thing is we (²²already / take) _____ steps to open up a fresh sales channel and, as Ashok (²³say) _____ at the start, the rest of the region (²⁴have) _____ an excellent last twelve months.

Ruth I (²⁵agree) _____. I was just wondering what the procedure was in such cases, that's all.

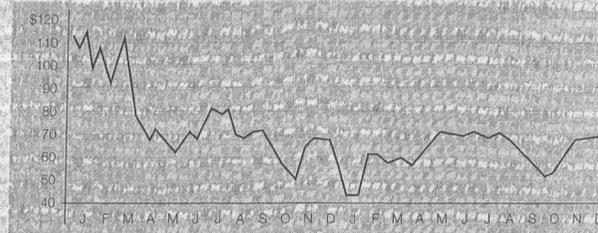
Geoff That's OK. So, thank you, Ashok. Shall we move on now to Martina and Latin America? Martina

- 2 Complete the sentences with an appropriate relative pronoun.

- It must be very difficult for a lot of older managers _____ just aren't very computer literate.
- There's no point in updating a system _____ is working perfectly well if you're not having any problems with it.
- The latest version of the program, _____ was released in July, still seems to be full of bugs.
- We'll need to hire someone _____ experience includes working with Powerpoint.
- Make sure we buy software _____ is compatible with our existing software and will run smoothly on the network.
- The program _____ I really want is just too expensive, unfortunately.
- It was installed by the young engineer _____ was here yesterday.
- I think it's the memory _____ is the problem. Your computer just doesn't have enough of it to run the program. You'll need to upgrade it.
- I can't really help you, I'm afraid. You'll have to find someone _____ knowledge of Excel is better than mine.
- Press the ESCAPE key, _____ is top left of your keyboard, and you'll return to the previous order screen. That's it.

- 3 Complete the report with the correct form of adjective or adverb.

Microsoft Corporation 24 Month Share Price (as of 4/1/2002)



The Microsoft share price began 2000 at just over \$110. Over the next three months it fluctuated (¹dramatic) _____, falling as low as \$90 before returning to its (²original) _____ level. However, in March 2000 it (³sudden) _____ plummeted, losing over \$40 by April. Although the speed of the fall slowed (⁴slight) _____, it continued down to \$60 by May. A (⁵brief) _____ recovery took the price back to \$80, where it remained (⁶stable) _____ until July. It then started to decline (⁷steady) _____ over the next three months, falling as (⁸low) _____ as \$50 by November. The year 2000 ended more (⁹encouraging) _____ for Microsoft with shares back at the \$70. However, 2001 started (¹⁰bad) _____ with shares dropping to a two-year low of \$43 by the end of January. A (¹¹reasonable) _____ (¹²quick) _____ recovery took shares back above \$60 in February and further (¹³steady) _____ progress saw them back above \$70 by May. Unfortunately, prices fell (¹⁴sharp) _____ again, back down to almost \$50 by October. The shares recovered (¹⁵good) _____ over the last two months to finish at the \$70 mark. So, despite a difficult 2001 for Microsoft with the federal court case, shares finished at the same level as they started the year.

4 Complete the sentences with the correct present or future form.

- 1 They (*reveal*) _____ the name of the new CEO on Tuesday when they (*make*) _____ the official announcement about the merger.
- 2 They (*cut*) _____ jobs as soon as the merger (*be*) _____ complete.
- 3 They (*not / be able*) _____ to proceed with the merger until the European Competition Commissioner (*approve*) _____ it.
- 4 We (*not / release*) _____ any details of the planned merger to the press while negotiations (*take*) _____ place.
- 5 We (*need*) _____ to conclude the deal before they (*receive*) _____ a better offer from someone else.
- 6 The unions (*not / make*) _____ a statement until they (*read*) _____ the details of the takeover.
- 7 They (*find*) _____ it hard to fight a hostile takeover bid while their share price (*fall*) _____ the way it is.
- 8 When the deal (*go*) _____ through, we (*be*) _____ the third largest bank in the country.
- 9 We (*not / know*) _____ if the deal is successful until they (*have*) _____ two or three years' trading as a fully-merged company.
- 10 We really (*need*) _____ to reduce the company's unacceptable level of debt before we (*look*) _____ for a buyer.

5 Complete the report extract with *a, an, the* or no article (\emptyset).

Working from home – a feasibility study

It is clear that ¹ _____ nature of our business means that ² _____ good number of staff should be able to work from home. As long as ³ _____ employee has ⁴ _____ access to our web-based intranet, they will be able to work easily with ⁵ _____ company database. It is also possible to re-route ⁶ _____ telephone calls so callers are automatically redirected to staff homes.

Almost forty per cent of ⁷ _____ staff have expressed ⁸ _____ interest in working from home. Of these, fifteen per cent would like to work from their homes on ⁹ _____ full-time basis, while ¹⁰ _____ other twenty-five per cent would like ¹¹ _____ flexibility to work from home two or three days each week, as and when it is convenient.

Each employee who enquired about working from home was asked to complete ¹² _____ job profile and technical audit in order to assess the level of ¹³ _____ IT support they would require. If ¹⁴ _____ company is genuinely serious about encouraging ¹⁵ _____ employees to work from home, then it will definitely need to consider how it intends to provide 24-hour IT support to these employees in their homes.

6 Complete the dialogue with appropriate future forms.

- Luisa Hi Pia. How are you?
 Pia Oh, OK. It's all a bit hectic at the moment. You know with the sales conference and everything.
 Luisa It's that time of year again, isn't it? (¹*you / go*) _____ to the conference?
 Pia Yes, everyone in Marketing is. And this year (²*be*) _____ the biggest conference yet.
 Luisa Where (³*it / hold*) _____ this year?
 Pia It's Helsinki, two weeks on Monday.
 Luisa So soon? (⁴*you / fly*) _____ out on the Monday morning or the day before?
 Pia The Monday morning flight (⁵*leave*) _____ at something like six o'clock in the morning. I (⁶*not / get*) _____ up at 3.30 am just to catch a plane, so I (⁷*fly*) _____ out on Sunday evening.
 Luisa I don't blame you. It is a bit early, isn't it? And (⁸*you / do*) _____ any presentations at the conference?
 Pia I (⁹*do*) _____ two product presentations on the Tuesday morning. But I (¹⁰*also / help*) _____ Marco with his sessions on Wednesday.
 Luisa How many people (¹¹*be*) _____ at your presentations?
 Pia I'm not sure really. All the national managers (¹²*be*) _____ there. And there (¹³*be*) _____ the marketing people too, of course. So, I guess something like 200 people.
 Luisa Rather you than me. I think I (¹⁴*enjoy*) _____ a nice quiet week at the office without any managers around!
 Pia Sounds lovely. I know one thing for sure – it (¹⁵*not / be*) _____ quiet in Helsinki.

7 Complete the sentences with the future continuous or future perfect form of the verbs in brackets.

- 1 I'm on the train right now just outside Lyon. So I (*arrive*) _____ in about twenty minutes.
- 2 Two weeks skiing in the USA! You lucky thing. I (*think*) _____ of you while I'm sitting at my desk all next week.
- 3 We (*not / finish*) _____ the report by next Monday.
- 4 (*you / visit*) _____ suppliers while you're in India?
- 5 If we're not careful, our rivals (*launch*) _____ their own products before ours hits the market.
- 6 The schedule's very tight, so we (*not / do*) _____ any sightseeing while we're in Barcelona.
- 7 You'd better call them first thing Monday because they (*not / hear*) _____ the news by then.
- 8 High development costs mean they (*not / make*) _____ any profit on their new product in the first two years.
- 9 If we keep losing money at this rate, we (*lose*) _____ over half a billion dollars by the end of the year.
- 10 Now the companies have merged, they (*look*) _____ at ways of reducing their costs.

Vocabulary

Complete each sentence with the correct option.

- 1 We need to _____ our objectives before we start planning the campaign.
a) clarify b) interpret c) prescribe
- 2 After Apple's success with the iMac, PC producers jumped on the _____.
a) trend b) hype c) bandwagon
- 3 We have to be clear about customer _____ of what our product stands for.
a) branding b) perceptions c) values
- 4 Many supermarkets are looking to _____ into new product lines.
a) deregulate b) destabilise c) diversify
- 5 We've got a very _____ management structure that won't be easy to change.
a) rigid b) nimble c) rapid
- 6 What we're looking for is loyalty and _____ from our shareholders.
a) enterprise b) commitment c) congestion
- 7 We want to _____ new reporting procedures to improve communication.
a) initiate b) motivate c) brief
- 8 Employees working from home have secure access to the company _____.
a) internet b) extranet c) intranet
- 9 We reviewed our _____ processes and cut production times by 12 per cent.
a) management b) sales c) operating
- 10 We're _____ the company on the FTSE to raise capital for expansion.
a) sharing b) selling c) floating
- 11 They need to _____ two very different cultures to make the merger work.
a) integrate b) implement c) join
- 12 The companies announced _____ merger worth \$20bn.
a) a non-cash b) an all-share c) a swap
- 13 We'll need to set up the exhibition _____ the day before the fair opens.
a) showcase b) store c) stand
- 14 We bought an address list and did a _____ of 2,500 addresses.
a) posting b) mailshot c) send-off
- 15 The company faced a hostile takeover when its shares _____ on the NYSE.
a) dipped b) plummeted c) peaked
- 16 Be careful of viruses when you _____ email from people you don't recognise.
a) download b) connect c) log onto
- 17 It was hard to get used to such a _____ different culture when I was in Japan.
a) slightly b) basically c) radically
- 18 The meeting lasted all night due to the _____ of the negotiations.
a) disparity b) complexity c) flexibility
- 19 Many dotcoms went bankrupt when the internet bubble finally _____.
a) deflated b) burst c) broke
- 20 We need to find ways of _____ our customers' wants more effectively.
a) anticipating b) guessing c) considering
- 21 They're cutting management jobs in order to _____ their company structure.
a) shrink b) streamline c) economise
- 22 The international trade fair is a _____ event for companies to exhibit at.
a) fundamental b) diverse c) prestigious
- 23 We don't have a sales force of our own. We use _____ agents.
a) third-party b) independent c) free
- 24 The software wasn't _____ with our system so we had to replace it.
a) interactive b) interconnected c) compatible
- 25 Demand has been very _____ so we're cutting prices to stimulate sales.
a) inflated b) static c) even
- 26 Our ability to respond to changes has been _____ by a lack of information.
a) refined b) depressed c) hampered

- 27 Due to large losses, shareholders won't receive a _____ this year.
a) dividend b) bonus c) revenue
- 28 In China it's very _____ to arrive late for a meeting.
a) hospitable b) discourteous c) harmonious
- 29 Smart companies are pushing social issues up the _____.
a) schedule b) agenda c) itinerary
- 30 We publish _____ on the net and invite suppliers to send quotes.
a) specifications b) findings c) expectations
- 31 Despite early losses, they managed to _____ by the end of the year.
a) stabilise b) level out c) break even
- 32 We ordered 500 12-page glossy _____ to hand out at the trade fair.
a) leaflets b) brochures c) samples
- 33 We don't own the Paris office. We _____ it from a larger company.
a) hire b) borrow c) lease
- 34 There are several important issues _____ from the findings of this report.
a) arising b) coming c) attributing
- 35 They had to sell off some _____ in order to reduce their level of debt.
a) headquarters b) assets c) capital
- 36 Our customers buy our goods from independent high street _____.
a) wholesalers b) distributors c) retailers
- 37 By _____, we've been able to reduce our office space by 20 per cent.
a) swapping desks b) desk exchange c) hotdesking
- 38 The joint venture has been a successful _____ for both parties.
a) collaboration b) teamwork c) interaction
- 39 The price of the shares was _____ by the lack of their availability.
a) inflated b) generated c) enhanced
- 40 The investment in new point-of-sale _____ boosted sales by 12 per cent.
a) showcases b) stands c) displays
- 41 In future companies will have to face up to their social _____ more.
a) expectations b) agendas c) obligations
- 42 Do you know how much of the budget has been _____ to recruitment?
a) ensured b) allocated c) prescribed
- 43 Flexible working lets us _____ labour to meet peaks and troughs in demand.
a) process b) schedule c) transform
- 44 The major _____ reduced the company's market capitalisation by 70 per cent.
a) selling b) sale c) sell-off
- 45 Many companies now no longer allow employees to accept _____.
a) gadgets b) gimmicks c) gifts
- 46 They're trying to reduce the layers of _____ and do away with status symbols.
a) structure b) hierarchy c) organisation
- 47 The email system should help us improve _____ within the company.
a) communication b) information c) interconnectivity
- 48 We sold our _____ in RoyalMed to focus on our core activities.
a) partition b) presence c) equity stake
- 49 The new warehouse system allows us to manage our _____ a lot better.
a) inventory b) assets c) holdings
- 50 A recent wave of _____ has left only five big players in the market.
a) joint ventures b) efficiencies c) consolidation

Human resources

Passive

Form The passive has the following forms.

subject + correct tense of the verb be + past participle
 Most vacancies **are filled** by internal applicants.
 The position **was advertised** on the Internet.
 Staff motivation **has been affected** by the job cuts.
 The vacancy **won't be filled** until next month.
 Where **is the interview being held**?

Use The passive is used in the following ways.

- when the agent is unimportant or unknown
 Staff wages **have been increased** by 4 per cent.
- to describe systems and processes
 All senior appointments **are managed** by an executive search agency.
- to create an impersonal or formal style
 A shortlist of four candidates **has been compiled**. I enclose their CVs.

Reference words

The following can refer to other parts of a text.

- one / ones
 We're advertising several grades of vacancies at the moment. However, you'll only see the lower level **ones** advertised internally.
- former / latter
 The position was advertised in a national newspaper and on the internet. The **former** resulted in very few applications, whereas the **latter** produced a substantial number of completely unsuitable responses.
- such
 There has been a steady increase in absenteeism levels recently. It is clear that **such** a trend cannot be tolerated any further.
- determiners (this, that, these, those)
 We received a shortlist of three candidates. Each of **these** was interviewed by both the recruitment agency and ourselves.
 The management recently cut bonuses. **This** has caused a certain amount of ill-feeling in the Sales Department.

Note! This followed by a noun refers back to the previous noun, whereas **this** without a following noun refers back to the previous idea.

The company has decided to reward employees with an extra six per cent pay increase. **This bonus** should have a positive effect on employee morale. **The jobs** will be advertised on the web page. It is hoped that **this** will increase the number of applicants.

The ones has the same meaning as those but is less formal.

Where are the reports? You know, **the ones** we were looking at earlier.

Grammar practice

Passive 1 Rewrite the sentences using the passive. Do not change the tenses.

- We advertised the jobs in the *Guardian* last month.
The jobs were advertised in the Guardian last month.
- Can you tell me how many vacancies you're going to advertise?

- I'm sorry but we've just filled that particular vacancy.

- We won't recruit a new manager until next year.

- They normally hold appraisal interviews in January.

- We haven't processed all the applications yet.

- When did they interview you?

- Have you seen how many jobs they're advertising on their website?

2 Complete the report extract with the correct active or passive forms.

It (1find) has been found that motivation within the Customer Service Department (2seriously / affect) _____ by the recent restructuring and the consequent redundancies. Although only two people (3make) _____ redundant from the department, the remaining team members (4feel) _____ that their jobs (5threaten) _____ by the changes. Another major concern (that (6voice) _____ by employees is that of staff (7place) _____ under increased pressure as workloads (8increase) _____ to cover the duties of those who (9leave) _____ the department. Furthermore, there is also a feeling that the changes (10not / make) _____ particularly logically and they (11handle) _____ insensitively by management. It is therefore clear that motivation and goodwill (12not / restore) _____ easily or quickly.

Reference words 3 Use the following reference words to complete the note below.

those the latter these ones those the former such this ones

Geoff
 I looked through all 1 those applications you gave me. It took forever! I soon started putting them into groups - 2 _____ worth reading carefully and the rest, which were completely unsuitable. Unfortunately, 3 _____ far outnumbered 4 _____. I know 5 _____ is usually the case with recruitment, but is it me or is the standard of applications getting worse nowadays? I couldn't even read half of the handwritten 6 _____. How can 7 _____ applicants ever hope to get an interview? Thankfully, once I started looking through the better 8 _____, it was more encouraging. I've noted about six applicants I'd like to invite for interview. From 9 _____ I'd hope to make a shortlist of about three for a second interview with Elizabeth.

Reading practice

1 Read the text and match the paragraphs (1-7) with the headings on the opposite page.

PERSONNEL

'Site currently down - more information soon'

The simple six-word message that signalled the end of Stepstone, the high-profile UK online recruitment company.

1 Stepstone, the European online recruiter, announced this week that it was to shut down all UK operations, raising doubts about the future of the online recruitment sector. The Norwegian-owned company is to cut 525 jobs from its 876 strong workforce and concentrate on its markets in Denmark, Germany and Belgium.

2 One of the most widely-known brands in the industry, Stepstone was famous for its £7m sponsorship of televised sport on Channel 4 in the UK. Despite such healthy brand recognition and its website carrying 14,000 vacancies, mounting losses have forced the company into liquidation.

3 Stepstone announced third quarter losses of £10m, down from £25m the previous quarter. The losses are large for a company rapidly running out of cash. Like many other dotcoms, Stepstone expanded aggressively and burnt through shareholder capital far more quickly than its business model was able to generate profits. In the six months to September, cash reserves fell from £30m to just £14m. The company's shares have fallen just as dramatically, from 62 Norwegian Kroner in March to just 0.3 Kroner at the time of the latest announcement.

4 With the collapse of Stepstone's market value, investors are questioning whether there is any money at all to be made from dotcom recruitment. However, analyst Claudia Silvino is convinced that online job hunting is here to stay: 'Online recruitment is the ideal application of internet technology. Jobhunters can search through thousands of vacancies quickly and efficiently and they can register CVs for the attention of thousands of companies at a fraction of the cost of posting them individually. There are over one

million vacancies on the internet in the UK at the moment. The problem is that there are also well over a thousand recruitment websites. The industry will survive but Stepstone won't be the last to go under.'

5 Despite the failure of Stepstone, the size of the UK online recruitment market looks set to increase. Monster, the UK's largest online recruiter, now holds over 300,000 CVs on its database. More and more companies now see the internet as vital to their recruitment strategy. 'Within five years, all jobs will be advertised only on the internet,' argues Silvino. Ryanair, the UK low-cost airline, already refuses to handle anything but online applications. 'Don't ring, don't fax, don't post; this is the only way your application will be processed,' says its website.

6 However, Mark Fischer, a headhunter for London-based Elite, doesn't see online recruitment as suitable for every vacancy. 'You might not want your competitors to know that you're looking to replace a key executive. Sensitive hirings can only be done by a headhunter so the internet has no direct use for us.' There is also the issue of security. Ryanair's 'online only' policy hit the news when it was discovered that applicants had to submit personal information and credit card numbers through a non-secure website. 'A lot of people still just don't trust the internet,' says Fischer.

7 Whether the growth in online recruitment will be enough to tempt investors back to companies like Stepstone remains to be seen. New Chief Executive Colin Tenwick is hoping to raise fresh finance. Shareholders, meanwhile, are very aware that business is currently down and are waiting for more information soon.

- a) Stepstone's financial position
- b) the UK online recruitment market
- c) a profile of Stepstone
- d) the future of Stepstone
- e) introduction *paragraph 1*
- f) the future of online recruitment in the UK
- g) reasons for not recruiting online

2 Read the text again and answer the questions.

- 1 How did Stepstone get into financial difficulty?
- 2 What effect has it had on the UK online recruitment market?
- 3 What is the future for UK online recruitment market?
- 4 What are the advantages and disadvantages of online recruitment?
- 5 What is Stepstone's future strategy?

3 Read the text again and complete the sentences below with the following.

Ryanair	Stepstone	Monster	Elite	Channel 4
---------	-----------	---------	-------	-----------

- 1 You can only apply for jobs at Ryanair through their website.
- 2 _____ is the UK's largest online recruitment company.
- 3 _____ does not use the internet to recruit for client companies.
- 4 _____ received a lot of money from _____ in sponsorship.
- 5 _____ has a Norwegian parent company.
- 6 The headquarters of _____ are in London.
- 7 _____ is a television company.
- 8 _____ was in the news because of the lack of security on its website.

4 Read the text again and complete the information about Stepstone.

	six months ago	now
employees	876	
share price		
markets		
cash reserves		

5 Match the words from the text with their definitions.

- | | |
|---------------|---|
| 1 doubt | a) money a company has for investment |
| 2 sponsorship | b) feeling of uncertainty |
| 3 recognition | c) small part of something |
| 4 liquidation | d) money a company keeps back for future use |
| 5 capital | e) financial support for a TV/radio station in return for advertising |
| 6 reserves | f) awareness |
| 7 fraction | g) bankruptcy |

Vocabulary practice

Odd one out 1 Which word does not go with the word in capital letters?

- | | | | | |
|-------------|------------|--------------|-------------|------------|
| 1 JOB | rotation | satisfaction | behaviour | enrichment |
| 2 STAFF | motivation | criteria | car park | feedback |
| 3 TEAM | appointee | spirit | building | leader |
| 4 EXECUTIVE | search | forces | position | salary |
| 5 ONLINE | newsgroup | advertising | recruitment | candidate |

Headhunting 2 Put the following stages of the headhunting process in the correct order:

- a) The headhunter assists with the final contract negotiations.
- b) The headhunter researches potential companies to identify candidates.
- c) The client pays the headhunter the final balance of his / her fee.
- d) The headhunter interviews potential candidates and draws up a shortlist.
- e) The client instructs the headhunter to fill a vacancy and pays a retainer.
- f) The headhunter presents findings to the client.
- g) The client interviews the most promising candidates from the shortlist.
- h) The headhunter targets individuals within these companies.
- i) The client pays the second instalment of the headhunter's fee.
- j) The chosen candidate signs a contract of employment.

Prefixes 3 Put each adjective in the correct group according to the prefix that forms its opposite. Then use the positive or negative forms to complete the sentences below.

competent	ethical	formal	satisfactory	discreet
appropriate	co-operative	flexible	enthusiastic	

in-	un-
<i>incompetent</i>	

- 1 He's incompetent ! He just doesn't know how to do the job properly!
- 2 She's a very _____ member of the team – always willing to help people.
- 3 Wasim was pretty _____ about his promotion. He didn't look happy at all.
- 4 This is just an _____ spoken warning. Next time it will go on your record.
- 5 Your promotion might upset some people so be _____ about it for a while.
- 6 If the terms of the contract are _____, please sign and return it to us.
- 7 Li can be a bit _____ at times and needs to try doing things differently.
- 8 We'll never recruit a top manager, offering such an _____ salary.
- 9 Exploiting company expenses is at least _____ and possibly a sacking offence.

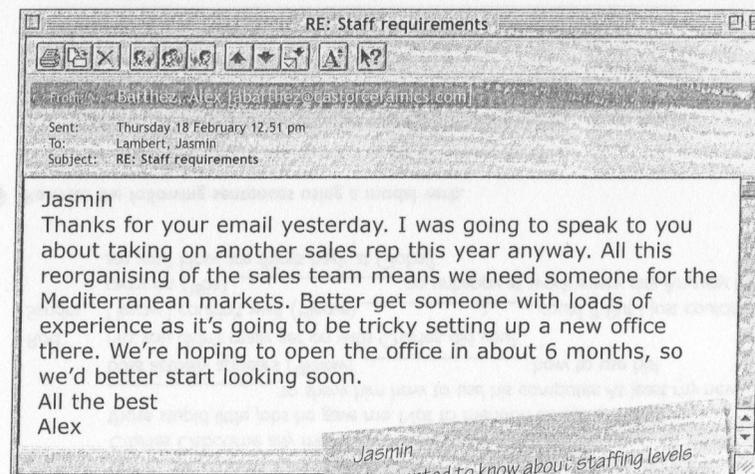
Writing practice: Formal language

Standard phrases 1 Match the informal spoken phrases with the formal written phrases.

- | | |
|-------------------------------|--|
| 1 What about ... | a) It was agreed that ... |
| 2 It looks as if ... | b) It is suggested that ... |
| 3 If I were you, I'd ... | c) A further issue is ... |
| 4 We've got problems with ... | d) We recommend that ... |
| 5 We decided to ... | e) It would seem that ... |
| 6 Another thing is ... | f) The following areas of concern have been highlighted. |

Formal report 2 You have been asked to write a report on your company's staffing requirements. Use the information below to write a report of 200-250 words. Consider your reader and purpose and use an appropriate level of formality. Include the following information.

- the number of new people each department needs
- the kind of candidates that are needed
- how these people should be recruited



Jasmin
You wanted to know about staffing levels in production. Well, I reckon we'll need another five people for holiday cover this summer. George is retiring next year so it might be an idea to keep a couple of them on afterwards even.
Javagal

Jasmin
Thanks for the note about secretarial resourcing. If you ask me, I think we'll need to look at a couple of new people. Martha is going on maternity leave soon and we don't know yet whether she's coming back afterwards. And there's always holidays, of course. Could we advertise for two new secretarial staff? If we advertise locally, it'll be cheap and then we can train them up.
Louise

Culture

Gerunds and infinitives

Gerunds (-ing forms) are used in the following ways.

- as nouns
We've started offering cultural awareness training to our staff.
- after prepositions and certain verbs (see the list on page 66)
We don't send staff abroad without giving them a culture briefing first.
I really enjoy learning about new cultures and different countries.

Infinitives are used in the following ways.

- after certain verbs (see the list on page 66)
We can't afford not to give our managers cross-cultural awareness training.
- after adjectives (often with too or enough)
All our staff are confident enough to give feedback to their managers.
- after nouns
We're under a lot of pressure to cut costs.

Note! Some verbs can be followed by either a gerund or an infinitive.

- with no difference (begin, hate, like, love, prefer, start)
I hate spending / to spend so much time away from home.
- with a time difference (forget, remember, regret)
Do you remember meeting Mr Solanki in Lahore? (refers to the past)
Remember to pick up the market report. (refers to the present / future)

Modal verbs

Modal verbs are used in the following ways.

- to express intentions (will, might, could – also going to)
We'll /'re going to / might make an announcement soon.
- to express permission (may, can, could – also allowed to)
May / Can / Could I have Spanish lessons before I leave for Mexico?
- to express ability (can, could – also able to)
They couldn't / were unable to deal with cultural differences after the merger.
- to make spontaneous offers (will, can, shall)
We'll adapt the product if it isn't selling well in Italy.
- to make suggestions (should, shall, could)
Should / Shall I phone them to ask about dietary requirements?
- to make requests (can, could, would, may)
Can / Could / Would you send a copy of our values to all managers, please?
May I use your phone, please?
- to express obligation (must, should – also have to)
All foreign companies must / should / have to have a local partner.
- to express different levels of possibility (see page 24)
We'll / might / could use the same catalogue in Japan.

Grammar practice

1 Complete the dialogue with the correct form of the verbs in brackets.

- Rod Hi, Sandra. How are you? How's the new job going?
Sandra Fine, thanks. The job's going OK.
Rod I think (¹leave) leaving like you did caused one or two of us to think about our own positions too, you know. So, anyway, what's it like (²work) _____ for MegaCorp? Do they expect staff (³do) _____ as many hours as everyone says they do?
Sandra Oh, it's not too bad. You're under a lot of pressure (⁴meet) _____ deadlines. But it used (⁵be) _____ like that anyway, didn't it?
Rod That's true. Do you remember (⁶work) _____ on that contract for Pakistan? I can't believe the number of extra hours we must have put in.
Sandra I know. But we managed (⁷get) _____ it done on time. So life's not really that much different at MegaCorp.
Rod And what about the people? Are they nice (⁸work) _____ with?
Sandra Yeah. It's always difficult (⁹make) _____ friends at a new company, isn't it? But it's such a relief (¹⁰not / have) _____ to work for Charles Osbourne any more! I hated (¹¹have) _____ to do all those stupid little jobs he gave me. Not to mention always (¹²have) _____ to show him how to use his computer. At least my new boss actually appears (¹³know) _____ how to use his!
Rod No, you didn't really get on with Charles, did you?
Sandra I know. I couldn't wait (¹⁴leave) _____, could I? But I just couldn't carry on (¹⁵be) _____ so unhappy at work every day. Anyway, how are you? How are things back at Global?

2 Rewrite the following sentences using a modal verb.

- Maybe we'll offer cultural awareness training to sales executives.
We might offer cultural awareness training to sales executives.
- Why don't we take our overseas guests to a sporting event?

- We'll be obliged to socialise with our hosts during our stay in Japan.

- Is it possible to drink alcohol in the hotel?

- We didn't manage to set up a meeting with Mr Tse.

- Is it all right if I bring a colleague with me to the meeting?

3 Choose the correct verb form to complete each sentence.

- You don't have to / mustn't drink alcohol in public while you're there.
- We wouldn't / couldn't reach agreement with a suitable local partner.
- Will / Shall I arrange some sandwiches for lunch?
- There might / will be difficulties integrating the two companies. Only time will tell.
- I'm sorry you didn't get the report. I 'll / 'm going to send it to you right away.
- UK citizens don't have to / mustn't get a visa for travelling to the USA.
- What might you / are you going to do with the Nigerian visitors?
- May / Would I use your phone, please?

Reading practice

1 Read the text and match the paragraphs with the questions on the opposite page.

Clash of the Titans

After Mannesmann loses its fight against Vodafone's hostile takeover, is Germany about to lose more than just ownership of one of its most famous companies? **Jamilla Ahktar** reports.

1 After a bitter three-month conflict, Vodafone, the world's largest mobile phone company, looks set to complete its \$180bn hostile takeover of Mannesmann, Germany's largest mobile phone operator. The deal is Germany's first ever hostile takeover by a foreign company and has led to warnings that German business culture itself is now under threat from foreign invaders. Mannesmann's Chairman, Klaus Esser, claimed that the company's shareholders had neglected long-term prospects in favour of their own short-term financial reward.

2 Resistance to the deal has been widespread in Germany. Mannesmann workers demonstrated outside the company's Düsseldorf headquarters, fearing that aggressive Anglo-American business culture will lead to extensive job cuts. Klaus Ulrich, spokesman for IG Metall, Germany's largest engineering union, also sees Vodafone as a danger to Mannesmann's consensual business culture: 'What we fear from Vodafone is that our business culture, which takes account of the interests of workers as well as shareholders and has been developed over the years, will be destroyed.' Chancellor Gerhard Schroeder has also said that hostile takeovers damage corporate culture.

3 The system that Schroeder and the unions see under threat is based on a consensus between closely-integrated institutions such as banks, employers, union and government – a system that they see as key to Germany's economic success. Companies have long-term relationships with banks, whose executives sit on the companies' supervisory boards. Companies within the same industry form sector associations, which not only agree industry-wide wage settlements with the unions but also fix vocational training standards to equip workers with industry-specific skills. There is also widespread sharing of research resources. Labour market regulation, enforced by the German government, employers and unions, discourages companies from using job cuts to combat short-term economic downturns. Any major strategic decision must be made in full consultation with powerful workers' councils.

4 In contrast to this system of values is the so-called Anglo-American economic model preferred in the USA and UK. In these countries, market forces regulate relationships between banks and companies, and employers and workers. Finance and labour markets are fluid. Highly developed financial markets make it easy for companies to raise capital and deregulated labour markets allow companies to hire and fire workers according to short-term sales performance. However, there is little incentive for companies to invest in the long-term development of employees' skills. In the USA and UK, employees are also often left to negotiate their own pay levels.

5 Both business cultures have their merits. Although the German system produces stability, it is bureaucratic and suffers from slow decision-making. The German model creates the long-term technical knowledge vital for engineering, whereas the Anglo-American system succeeds in dynamic environments where change is continuous and a fast response essential. The Daimler-Benz takeover of Chrysler illustrates the success of German automobile manufacturing; however, the high-tech, ever-changing world of Formula One motor racing is dominated by UK engineering.

6 Resistance to the Vodafone/Mannesmann deal clearly shows the German desire to defend their business culture. Whether the system will be able to withstand the attack of globalisation and European deregulation, however, remains to be seen. German companies will need to ensure that their share prices perform as well as US rivals in order to protect themselves from foreign raiders and to finance acquisitions of their own. This will make it harder for companies to offer long-term employment. There is also a fundamental shift in the European economies away from heavy mechanical engineering, in which Germany excels, towards dynamic high-tech, knowledge-based industries, such as biotechnology, that require constant innovation.

7 Despite his objections to hostile takeovers, Chancellor Schroeder is under increasing pressure to increase economic flexibility. Recent tax reforms included measures allowing banks to sell their stakes in companies tax-free, encouraging them to break with long-term partner companies and redirect capital towards growth industries of the future. Whether the German banks will choose to do so remains to be seen.

- a) What is a 'consensual business culture'? *paragraph 3*
- b) Why is Vodafone's takeover of Mannesmann so unusual?
- c) Why will it be difficult for Germany to defend its system?
- d) What is an 'Anglo-American' business culture?
- e) What changes in regulation has the German government made?
- f) What are the advantages of each type of culture?
- g) Why is German industry so unhappy about the takeover?

2 Read the description of German business culture again and identify the relationships between the following institutions in German business.

1	supervisory boards	banks	<u>Bank executives sit on supervisory boards.</u>
2	employers	workers' councils	_____
3	sector associations	unions	_____
4	government	unions	_____

3 The text describes German and 'Anglo-American' business culture. Read the following statements and decide who might say them and which culture they refer to.

- 1 'We've dealt with them for many years now. We're happy to provide capital when they need it. It's a close working relationship and they keep us informed at all times.'
- 2 'I have to negotiate my own pay rises by myself. The union doesn't have enough power to negotiate on behalf of all of us so there's not a lot you can do if you're badly paid.'
- 3 'Although we're competitors, it clearly makes sense for us to share the cost of basic research. If it raises the standards of all our products, then it's in all our interests.'
- 4 'We strongly believe in training and the standardisation of skills. If all workers have good skills, then it makes recruitment easier for all of us in the industry.'
- 5 'We have absolutely no role in strategic decision-making. The management just make a decision and then tell us what's going to happen. It's even possible to see your own job advertised in the newspaper before you're told what's happening.'
- 6 'If orders are down, then we have to save money and make some people redundant. If we couldn't, then we'd go out of business. Flexibility's the key to survival.'
- 7 'We don't have a large influence on how the company makes its decisions but we do have a couple of senior executives on the supervisory board. They're there to keep us informed about what the company's doing and to make sure they act responsibly.'
- 8 'Advertising is a very dynamic industry, so we do need to keep our options open and be able to recruit when business is good and cut costs when it isn't.'
- 9 'Nobody believes in a job for life any more. And when a company can just make you redundant tomorrow, why should you stay loyal to them all your career?'

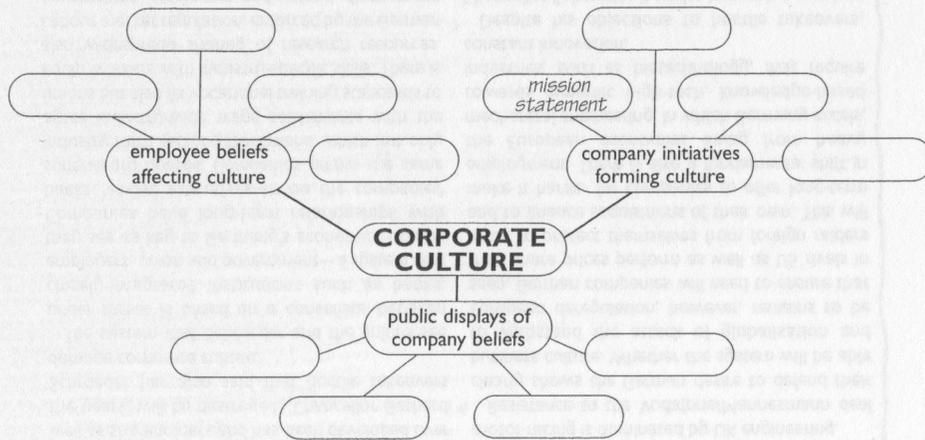
Vocabulary 4 The text uses a lot of war metaphors. Find other words in the text with a similar meaning as the following.

- 1 clash conflict
- 2 aggressive _____
- 3 danger _____
- 4 destroy _____
- 5 fight _____
- 6 protect _____
- 7 resist _____
- 8 invaders _____

Vocabulary practice

Culture 1 Complete the word diagram with the following words.

mission statement cultural values positioning policies
 products dress code basic values status symbols mindset
 organisational hierarchy uniform value systems



2 Complete the table then use the words to complete the sentences below.

adjective	noun
diverse	<u>diversity</u>
_____	vitality
_____	optimism
humble	_____
valid	_____
cost-conscious	_____

- The diversity of our workforce means we do a lot of cultural awareness work.
- I admire your _____ but I can't see us achieving those sales figures.
- Sales are up but so is expenditure. We need to be more _____ in future.
- She's so full of energy and her _____ gets the whole sales team motivated.
- We value _____ highly. That's why we don't give managers status symbols.
- I'm not questioning the _____ of the idea. I just think it'll be tricky to actually implement, that's all.

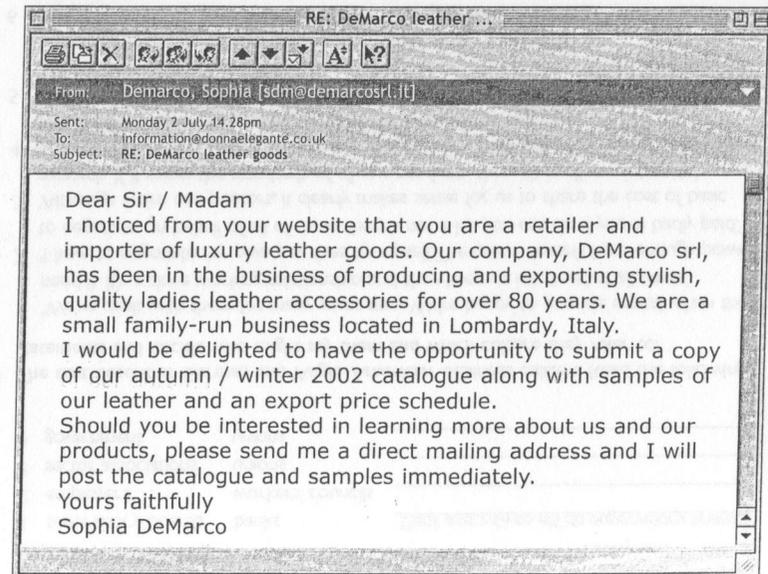
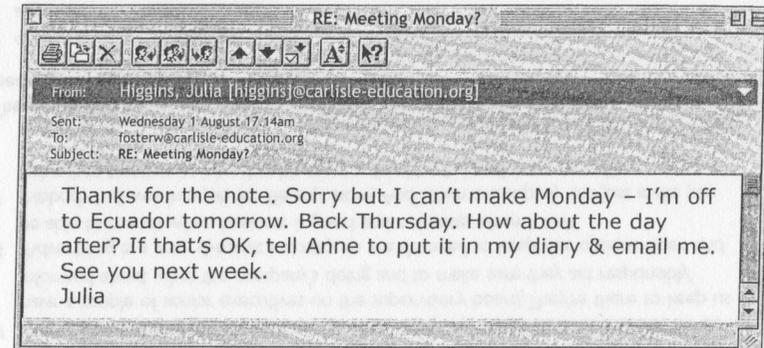
Odd one out 3 Which word is the odd one out?

- | | | | |
|------------------|------------|---------------|-------------|
| 1 values | mindset | <u>policy</u> | beliefs |
| 2 cost-conscious | thrifty | careful | pretentious |
| 3 status | elite | rank | position |
| 4 diverse | synonymous | uniform | cloned |
| 5 discharge | rebuke | dismiss | sack |
| 6 code | policy | rule | symbol |

Writing practice: Formality in emails

Email 1 Read the two emails below. Are the following statements true or false?

- Emails always use informal language.
- You should never send emails to people you don't know.
- Emails are usually shorter than letters.
- Very informal emails don't need opening and closing salutations.
- Formal emails are very similar to formal letters.



2 Use the following tips to write a reply to each email.

- Respond with the same level of formality as in the original email.
- Email is usually a quick and short medium but when necessary, formal conventions must still be used.
- Use appropriate standard phrases (either formal or informal) for each reply.
- Use appropriate opening and closing salutations.

Ethics

Conditionals (real possibility)

Conditionals expressing real possibility have the following forms.

if + present tense, present tense / modal verb + infinitive
If too many people use the system at once, it runs very slowly.
We'll risk being fined if we don't improve our workplace safety.

These conditionals are used in the following ways.

- to show cause and effect
If we don't comply with disposal regulations, we get fined.
- to predict the effect of an action
There'll be a scandal if the press hear about it.
- to request action if something happens
Politely refuse to accept any gifts if they offer them to you.

Note! *If* introduces a possible event. *When* introduces a definite event.

Give her a warning if she's late. (She might be late.)
Let me know when she arrives. (She will definitely arrive.)

Conditionals (hypothetical situations)

Conditionals expressing hypothetical situations have the following forms.

hypothetical situations in the present or future

if + past tense, *would / could / might* + infinitive
If we had an ethical policy, we'd / might attract investment from ethical funds.

hypothetical situations in the past

if + had + past participle, *would / could / might* + have + past participle
We could / might have stopped the virus if we'd had better email security.

Hypothetical conditionals are used in the following ways.

- to talk about hypothetical situations
If we sued our competitor, we'd lose. (= we're unlikely to sue)
We would have taken action if we'd known. (= we didn't know)

Note! The hypothetical present and future form of *be* is always *were*.

I wouldn't launch the new product yet if I were you.

Mixed conditionals

Some conditionals can mix past and present / future forms.

If we'd dealt with the problem at the time, we wouldn't be in this mess.
 (past + present)

If the plans were stolen, then we'll have to report it to the police.
 (past + future)

Grammar practice

Real possibility 1 Match the sentence halves.

- | | |
|---|---|
| 1 If we issue passwords, | a) they receive legal protection. |
| 2 If ethical funds perform well, | b) people will only forget them. |
| 3 If we don't follow the disciplinary code, | c) we can't use the machine. |
| 4 If we can't guarantee its safety, | d) we can't expect staff to follow them. |
| 5 If we don't make the guidelines clear, | e) more people will be attracted to them. |
| 6 If someone blows the whistle, | f) sacked employees can claim unfair dismissal. |

Real and hypothetical possibility

2 Complete the dialogue with the correct form of the verbs in brackets.

- Janice Peter, come in and take a seat. I'm afraid I've got some bad news. It looks like the Health and Safety Executive is going to ban the use of Petrotox in spray paints.
- Peter You're joking! It's one thing after another. What (¹we / use) are we going to use then if we can't use Petrotox-based paints?
- Janice That's the question, isn't it? But if the HSE (²ban) _____ it, then we'll need to have a replacement ready. Any ideas?
- Peter Well, there are alternatives. But if we used them, then you do realise that our costs (³go) _____ up massively. How likely is the ban?
- Janice If the rumours (⁴be) _____ true, then it looks pretty certain, I'm afraid.
- Peter And what would happen if we just (⁵carry) _____ on using Petrotox anyway?
- Janice Come on Peter, you know that's not an option. If we (⁶do) _____, we'd be breaking the law.
- Peter How often does the HSE inspect us? They'd never know.
- Janice But you know as well as I do that if we (⁷carry) _____ on using a banned substance and they inspected us, we (⁸get) _____ a hefty fine and it (⁹be) _____ an absolute PR disaster.

Conditionals 3 Complete the sentences with the correct form of the verbs in brackets.

- Last year's harassment scandal (*not / happen*) wouldn't have happened if we (*appoint*) 'd appointed an ethics officer when we first discussed the idea.
- If they (*offer*) _____ you any form of gifts while you're there on business, (*not / accept*) _____ them.
- I (*not / blow*) _____ the whistle on the corporate racism that was going on if I (*be*) _____ him. It was a very brave thing to do.
- If you (*harass*) _____ colleagues again in future, you (*get*) _____ a written warning.
- I (*not / want*) _____ to work for a company if I (*think*) _____ they discriminated against anyone on account of their colour or race.
- We (*not / be*) _____ in this situation now if we (*issue*) _____ a clear set of guidelines on discrimination.
- If the accident (*cause*) _____ by defective machinery, then the company (*face*) _____ criminal proceedings.
- The company (*get*) _____ a lot of 'fat cat' headlines in the newspapers if the board (*award*) _____ itself huge pay rises again this year.
- I (*not / invest*) _____ in a company if I (*find*) _____ out that they (*be*) _____ any way involved in child labour.
- He (*not / able*) _____ to steal the files if we (*had*) _____ proper information security – but it's too late now, of course.

Reading practice

- 1 Read the email and answer the questions on the opposite page.

RE: green funds

From: Stokes, Natalie [natalie.fellows@ark-investments.co.uk]

Sent: Monday 2 July 2.17pm
To: Connolly, John
Subject: RE: green funds

John

Have you seen this month's IFA newsletter? I've copied it below in case you haven't. There's some really interesting stuff about green investment funds - just what we were talking about the other day. EIRIS has a directory we could get on, which would be great - if we could meet the criteria. I reckon about 25% of our business would count as green so we might be able to make the minimum requirement with a bit of effort. A lot of our clients are asking about green funds but I'm not sure we could get enough of them to switch. What do you think? Should I send off for more details? We'd also have to think about our investment strategy as we invest in all sorts of green firms at the moment. I think we'd have to decide which shade of green would suit us best. And what about the FTSE4Good? We could offer a fund that only invested in FTSE4Good companies. I'm sure it would be popular. What do you think?

Natalie

To: natalie.fellows@ark-investments.co.uk
From: news@theifa.co.uk
Date: 2 July 2001

The Independent Financial Advisor
Monthly Newsletter: July 2001

Dear Financial Advisor

You will no doubt be aware of the growing interest in ethical or 'green' investment. More and more clients are asking if there is any way of ensuring that their money is invested in companies that have no links to the tobacco or arms industry, show responsible employment practices and are committed to sustainable growth. There are currently 45 ethical investment funds in the UK managing over £2bn. In response to this trend, the London Stock Exchange (FTSE) will launch a green index at the end of the month called FTSE4Good. The new index has been developed with Unicef and the Ethical Investment Research Service (EIRIS) and firms must meet all three main entry criteria: environmental stability, relationship with stakeholders and support for human rights. Any fund managers using the index will pay a licence fee, which will be a donation to the international children's charity Unicef. For more information on FTSE4Good, go to www.ftse4good.com. EIRIS has a national directory of ethical funds. If you wish to be included in this list, you will need to invest a minimum of £100,000 or 40 per cent of your business in green funds. Although all these funds exclude companies with any interests in tobacco, animal testing, nuclear power, oppressive regimes, gambling or pornography, they still range from 'dark green' funds, which have very strict exclusion rules and avoid oil companies and banks, to 'light green' funds that might invest in such companies provided they can prove a commitment to social and environmental issues. There is more information about the directory and qualification details at www.eiris.org.

- What kind of company do you think John and Natalie work for?
 - a publisher
 - a financial services firm
 - the London Stock Exchange
- Where did the newsletter come from?
 - an internal company newsletter
 - a friend of Natalie's
 - a trade magazine
- Natalie thinks John will be interested in the newsletter because
 - they were talking about ethical investments recently.
 - he wants to invest his money in green funds.
 - business is not going very well.
- How many more customers would they need to qualify for the EIRIS directory?
 - 15 per cent
 - 25 per cent
 - 40 per cent
- What does Natalie mean by 'which shade of green would suit us'?
 - how much money they should invest in green funds
 - what percentage of their business should be in green funds
 - what type of green funds they should invest in
- Who launched the FTSE4Good?
 - EIRIS
 - The London Stock Exchange
 - Unicef
- The FTSE4Good index was launched because
 - of the rapidly growing popularity of ethical investments.
 - the charities saw a new opportunity to raise money.
 - investors were showing no interest in green investments.
- What must companies do to be listed on the FTSE4Good index?
 - They must be one of the 100 largest companies in the UK.
 - They must be listed on the EIRIS ethical funds directory.
 - They must pass three types of strict ethical assessment.

Vocabulary 2 Match the words from the text with their definitions.

- | | |
|------------------------------------|--|
| 1 fund | a) company's employees and shareholders |
| 2 stakeholders | b) money invested on behalf of several investors |
| 3 sustainable growth | c) something given for free |
| 4 index | d) list of companies whose shares are traded |
| 5 criteria | e) fair terms and conditions for employees |
| 6 responsible employment practices | f) organisation financed by gifts of money |
| 7 donation | g) governments with poor human rights records |
| 8 charity | h) list of companies |
| 9 directory | i) standards by which something is judged |
| 10 oppressive regimes | j) expansion that does not destroy resources |

Vocabulary practice

Odd one out 1 Which word does not go with the word in capital letters?

- 1 ETHICAL
gossip dilemma behaviour investment
- 2 OFFICIAL
warning policy prejudice guidelines
- 3 CORPORATE
philanthropy privacy gift-giving guidelines
- 4 LEGAL
harassment action proceedings compliance
- 5 SECURITY
password measures procedures perpetrator
- 6 ETHNIC
minority diversity mismanagement origin

Ethics 2 Match the words then use them to complete the sentences below.

- | | |
|-------------|-------------|
| foul | blower |
| information | play |
| good | sector |
| industrial | correctness |
| political | practices |
| shady | causes |
| public | security |
| whistle | espionage |

- 1 The company suspected foul play so hired a security expert to find out whether someone was giving confidential information to a competitor.
- 2 In the present atmosphere of _____, you have to be very careful what you say to colleagues at work. An inappropriate joke could be seen as harassment.
- 3 It takes a lot of courage to be a _____. Powerful companies can put a lot of pressure on employees not to go to the press with stories of corporate wrong-doing.
- 4 The company donates a lot of money to _____. It also encourages staff to support charities by matching any private donations they give.
- 5 Hacking into another company's computers is a very rare form of _____. Computer hackers are normally individuals who target a company.
- 6 We're tightening up our _____ by issuing log-on passwords to all staff.
- 7 If they can't compete fairly, some companies resort to _____.
- 8 As there is no competition or profit-making in the _____, there are very few cases of industrial espionage.

Espionage 3 Match the words with the definitions.

- | | |
|-----------------|--|
| 1 espionage | a) gaining unauthorised access to confidential computer data |
| 2 investigation | b) spying to obtain secret information |
| 3 bugging | c) secretly entering a place or organisation |
| 4 infiltration | d) careful watch of someone suspected of doing wrong |
| 5 hacking | e) collection and examination of evidence to find the truth |
| 6 surveillance | f) fitting a secret microphone to a telephone or room |

4 Match the verbs with the nouns then use them to complete the sentences.

- | | |
|-------------|--------------|
| produce | the law |
| take | an imitation |
| hack into | a grudge |
| issue | a system |
| bear | a fine |
| commit | legal action |
| comply with | passwords |
| pay | a crime |

- 1 One of our competitors managed to produce an imitation of our secret recipe, which tasted exactly the same. That's when we suspected foul play.
- 2 Computer experts can _____ no matter how good its security is.
- 3 We're now under a lot of pressure to _____ on protecting whistle-blowers.
- 4 Most people think they don't _____ when they take stationery home from work for private use but in reality it's a form of theft.
- 5 We used to _____ but too many people forgot them and had to ring the IT department saying they were locked out of the computer system.
- 6 We knew someone was deleting important data from the server, so we asked all the managers if they had any employees that might _____ against the company.
- 7 When their main rival brought out a similar product, they decided to _____ on the grounds of an infringement of their patent.
- 8 The company had to _____ after being found guilty of paying for information from employees of one of their rivals.

Writing practice: linking

Formal report 1 You have been asked to write a report on information security at your company. Use the notes below and the following tips to write a report of 200–250 words.

Aim – assess how good security is & propose ways of improving it

Findings – main points:

- a) Everyone has access to the same central data – need to grade and restrict access to more sensitive info.
- b) Disk drives can be used to copy data & take it out of the building – why not disable disk drives so people can't copy files? They can forward files to each other internally using the system. Problem with taking work home?
- c) No-one has log-in codes so no record of who's using the system – definitely need to assign log-on codes to keep track of who's accessing what. People forgetting passwords?

Conclusion – security not very good & needs tightening a lot.

Recommendations:

- 1) Grade & restrict access to sensitive information to managers only.
- 2) Must assign log-on codes to all employees.
- 3) Disable disk drives – only let certain PAs copy files to take home.

Use linkers of addition to list the main points

State the possible drawbacks of an idea - use linkers

Use sequencers to list action points

Globalisation

Reported speech

The following tense and time changes can be used in reported speech.

- 'They're selling well now.' She said (that) they were **selling well then**.
 'I saw them yesterday.' She said (that) she'd seen them **the day before**.
 'We bought it a year ago.' He said (that) they'd bought it **a year before**.
 'I haven't seen the brochure.' She said (that) she **hadn't seen** the brochure.
 'I'll call you this week.' He said (that) he'd call me **that week**.
 'We're leaving tomorrow.' They said (that) they were **leaving the next day**.

Verbs used to report speech can be followed by

- the tense used by the speaker
She **said** (that) the brand **isn't** very well-known in Sweden.
- a tense change (admit, agree, complain, explain, promise, say)
She **explained** (that) the French **saw** yoghurt as a health food.
- an infinitive (agree, ask, decide, demand, offer, promise, refuse, want)
We **decided to localise** all the packaging.
- a gerund (admit, deny, mention, report)
He **didn't mention meeting** Luisa at the conference.
- an object + infinitive (advise, ask, instruct, invite, remind, tell, warn)
We **advised them to adapt** the product to the local market.

Note! In reported questions, the subject and verb are not inverted. There is no auxiliary verb *do*.

She **asked me where the contract was**.
 They **asked us whether the goods had arrived on time**.

The verbs *suggest*, *recommend* and *advise* are never followed immediately by *to*. They are often followed by *-ing* or *that*.

I **suggest to look** into the possibility of a joint venture.
 I **suggest looking** into the possibility of a joint venture.
 I **suggest (that) you look** into the possibility of a joint venture.

Inversion

The verb and subject are inverted in the following situations.

- after negative sentence openers
Never have we seen such terrible market conditions.
On no account should we risk the quality of our product.
No sooner had we built the new plant **than** the market collapsed.
Not only does it sell in Germany **but also** in Austria. (note auxiliary verb *do*)
Under no circumstances will we renegotiate the agreed delivery dates.
- after *only*, *rarely*, *little*
Only in the Far East can we produce them so quickly.
Rarely does changing suppliers result in good quality.
Little did I know our competitors already had a factory there.

Grammar practice

Reported speech 1 Rewrite the sentences using reported speech.

- We've been doing business in Hong Kong since 1984.
She said that they'd been doing business in Hong Kong since 1984.
- Have you sent the brochures yet?
He asked me _____
- Are you going to the trade convention in Cancun?
She asked me _____
- When did you arrive in Bahrain?
She asked me _____
- We're negotiating a deal with a local distributor in Cracow.
He admitted that _____
- We'll dispatch your order tomorrow.
She promised that _____

Summarising 2 Use the following reporting verbs to summarise the report extracts below.

admit agree recommend refuse warn

- | | |
|--|--|
| 1 Faced with an investigation, the company submitted files showing it had been using a banned chemical. | 1 The company <u>admitted using a banned chemical.</u> |
| 2 Stone & Co. would be ill-advised to contest the legal action as the weight of evidence is heavily against the company. | 2 The report _____ |
| 3 Despite evidence to the contrary, the company was unwilling to accept any charges of racial discrimination. | 3 The company _____ |
| 4 We therefore strongly advise the company to appoint an ethics officer and draw up an official code of ethics. | 4 The report _____ |
| 5 In conclusion, Mr Giddins was dismissed according to the disciplinary code and has no grounds for unfair dismissal. | 5 The report _____ |

Inversion 3 Use the following sentence openers to rewrite the statements below.

Not only No sooner On no account Little Never Only

- We've got problems in both Argentina and Brazil.
Not only do we have problems in Argentina, but also in Brazil.
- We'd just found a joint venture partner and then they went bankrupt!

- I had no idea that they were selling on the black market for \$10 each.

- We can reduce the features, but there's no way we're going to compromise on quality.

- I've never experienced such a dramatic rise and fall in a company's fortunes.

- We can only sell our products in markets where English is spoken.

Reading practice

- 1 Match each of the statements on the opposite page with one of the letters below.

Letters to the editor

Tuesday's editorial column on the violent anti-globalisation protests at the recent International Monetary Fund (IMF) meeting in Seattle produced a large response from our readers. Here is a selection showing the range of opinions we received.

Dear Sir

Globalisation is nothing new – in fact it's as old as civilisation itself. From the days of the Roman Empire, economic powers have always looked to increase their wealth through trade. This process has always brought different cultures into contact, with both sides learning new ideas and customs from each other. If trade didn't benefit both parties, it wouldn't happen, so I don't believe it's true that globalisation today is only benefiting rich western countries such as the USA. Globalisation is all about increasing wealth and the choice of goods for everyone. Technology is making this easier and bringing the world and its economies closer together, which can only be a good thing in my opinion. Increased trade leads to information exchange and an increased understanding of other cultures. The world's largest economic sector - tourism - is a result of this spread of information and interest in other cultures. Globalisation has also helped to spread democracy, improve human rights and set environmental standards in many countries that look to participate in the global marketplace.

John, Washington DC (by email)

Dear Sir

The recent anti-globalisation protests in Seattle show that an increasingly large and varied group of people are very concerned about the effects of liberalised world trade. Anti-poverty campaigners, environmentalists, trade unions and human rights activists from all over the world are concerned that:

- 1) globalisation widens the economic gap between the world's richest and poorest countries. The latest World Bank report states the gap between the average income in the richest and poorest 20 countries has doubled in the past 40 years.
- 2) national cultures are under threat from satellite TV, mass tourism and multinationals selling the same goods in every country. In French cinemas, most films are now made in Hollywood.
- 3) multinationals are becoming more powerful than elected governments. A large US energy company recently forced the state of California to legalise a chemical used in petrol that the California state government had banned for health reasons. At the current World Trade talks, multinationals are looking to secure the same powers over foreign national governments.
- 4) multinationals serve only their shareholders and are interested in huge profits only – not in environmental sustainability - especially in overseas markets. If these companies are more powerful than governments, who can protect our environment?

Martina, Prague

Dear Sir

I recently took part in a one-day strike in protest at our government's economic reforms that will allow multinationals to enter the country. I do not believe that liberalisation is the only way to achieve efficiency. For many years, India has benefited from efficient industries secured by protection from outside competition - as did countries such as Germany and Japan. Our large semi-skilled workforce and strengths in information technology should place India in a good position to benefit from globalisation and many Indians want to participate in the revolution – but at what cost? Once these foreign multinationals become established in the country, can the government ensure that they will operate in the interests of the millions living in poverty and not just those with money to buy their goods?

Sourav Gupta, Mumbai (by email)

- 1) Mass tourism is a good thing. *John, Washington DC*
- 2) Globalisation is a danger to cultural variety in different countries.
- 3) His or her country will probably benefit economically from globalisation.
- 4) Free world trade benefits all countries.
- 5) Foreign competition does not improve domestic industrial performance.
- 6) Globalisation strengthens democratic and human rights.
- 7) Opposition to globalisation is growing stronger and stronger.
- 8) Multinationals help to protect the environment.

- 2 Read the letters again and answer the questions.

- 1 What event took place in Seattle recently?
- 2 What happened at this event?
- 3 Which anti-globalisation groups were in Seattle?
- 4 What other act of protest is mentioned in the letters?
- 5 What does Martina see as the main threats to national culture?
- 6 Why does Sourav think India might benefit from globalisation?

- 3 Read the letters again and complete the table with the possible opportunities and threats posed by globalisation.

	opportunities	threats
wealth	<i>increased wealth for everyone</i>	<i>the rich get richer while the poor get poorer</i>
culture		
the environment		
the role of governments		
range of products		
film / television		
mass tourism		

- Vocabulary 4 Match the words from the text with their definitions.

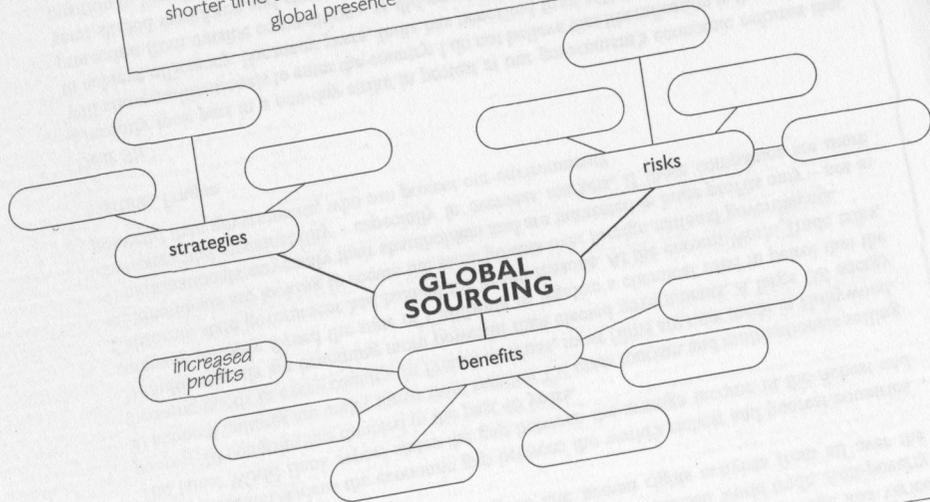
- | | |
|---------------------------|---|
| 1 globalisation | a) change in a country's business laws and practices |
| 2 democracy | b) internationalisation of markets and companies |
| 3 anti-poverty campaigner | c) ability to maintain something without damaging it |
| 4 mass tourism | d) removal of legal barriers to free trade |
| 5 multinational | e) business of providing holidays for lots of people |
| 6 sustainability | f) system of government based on election by the public |
| 7 economic reform | g) person who fights for the rights of the world's poor |
| 8 liberalisation | h) large company with offices in many different countries |

Global sourcing

Vocabulary practice

1 Complete the word diagram with the following words.

increased profits negative publicity strategic alliance lower labour costs
 lower quality buying the market competitive advantage
 shorter time to market cultural differences currency exchange fluctuations
 global presence access to markets full ownership



2 Complete the sentences with the following words.

to with up into in to for of

- All of our products conform to EU safety regulations.
- By centralising production at our Slovakia plant, we've been able to realise substantial economies scale.
- Because we localise our products, overseas customers are more able to identify them.
- We weighed all the factors and decided to look for a joint venture partner.
- I think the main catalyst change was the creation of the single European currency.
- Our first plant there was a big risk as we had little expertise the region.
- After problems with quality, we decided to shift a long-term supplier relationship strategy and invested in equipment and training for our main supplier.
- The aggressive growth strategy saw us expand several new territories.

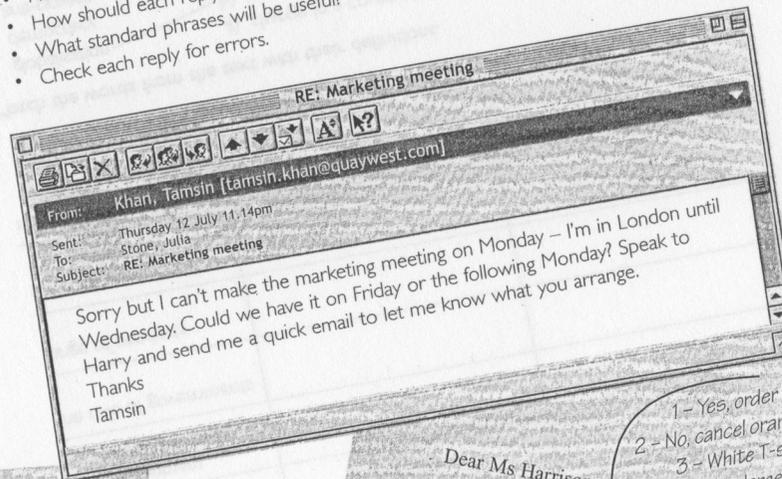
3 Match the verbs with the nouns.

a) presence

Writing practice: Mixed practice

1 You work for QuayWest, a leisurewear retailer. Read the email, letter and notes below, which have been sent to you by colleagues and a customer. Write suitable replies. Remember the following.

- Who is the reader? What level of formality is appropriate?
- How long should each reply be?
- How should each reply be organised?
- What standard phrases will be useful?
- Check each reply for errors.

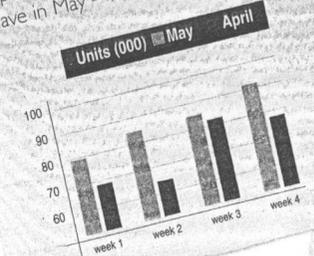


Re: Marketing meeting
 Can't make meeting with Tamsin on Friday I'm afraid but following Monday is OK. What time? Email me.
 Harry

Dear Ms Harrison
 Re: Your order RF20078/01
 Thank you very much for the above-mentioned order. We are very grateful for your order and to your full satisfaction.
 Apologies

- 1 - Yes, order
- 2 - No, cancel order
- 3 - White T-shirts
- 100 Extra large
- 300 Medium
- Delivery date

Here are last month's weekly production figures, showing the previous month's figures as well. Could you do a short report summarising the figures and email it to me to forward to the MD? Don't forget to mention the supply problems we had at the start of April and the effect the new machinery started to have in May - 91,320 units is a factory record after all!



In order to do this, we will need you to answer the following questions:

- Article HX02/0240 ladies jeans. You have our current discount schedule would give you an extra 3% off. Would you like to increase the quantity?
- Article HX02/ 0081 boys jackets. We no longer have these in an alternative color. Would you like these in an alternative color?
- Article HX02/0009 white T-shirts. You didn't specify a size. Would you like for these articles. What sizes and quantities would you like?

Could you also confirm the deadline for this order? As we noted a delivery date of 1 March. However, your order was a great surprise to us. Please confirm the correct date if possible.

I look forward to hearing from you soon in order that we can work on your order without delay.

Yours sincerely
 Charlie

Review unit 2 (5– 8)

Grammar

1 Complete the presentation with appropriate reference words.

Good morning, ladies and gentlemen, and thank you very much for coming to ¹_____ training session. My name is Adam Lukic and today I'm going to discuss cultural differences and the effect they can have on people ²_____ as yourselves when working abroad. I'll begin by taking a brief look at typical responses to being alone in a foreign environment and the limitations of ³_____ responses. We'll then go on to discuss how value systems can differ and the benefits of accepting ⁴_____ as a simple fact of life. ⁵_____ will include a look at our own values and how ⁶_____ could seem strange and illogical to others.

So, let's begin with two extreme, but very typical, responses to working abroad, which we call the 'expat syndrome' and 'going native'. ⁷_____ is when the person totally rejects the new culture, whereas ⁸_____ is when the person totally embraces the new culture to the point where they are no longer interested in their own culture. Now, although it's clear that neither of ⁹_____ extremes is healthy, anyone who thinks ¹⁰_____ could never happen to them underestimates the disorientating effect being alone in a foreign country can have.

The people who fall into the 'expat syndrome' category are ¹¹_____ who make no attempt to learn the local language, only socialise with their own nationals, take no interest in social and political events and refuse to participate in the traditions and customs of the host country. ¹²_____ attitude is very much the result of a mindset that sees an overseas posting as nothing more than a temporary inconvenience which has no long-term benefits apart from possible career advancement. For many people posted overseas, ¹³_____ is certainly the case.

On the other hand, we have ¹⁴_____ who 'go native'. For many people, the first weeks of an overseas posting are very exciting. Everything is new and fascinating - an effect we call the 'honeymoon period'. For most, ¹⁵_____ wears off after a few weeks. But for some, it doesn't. They become so attracted to the new culture that they compare it favourably to their own. It's not hard to imagine the problems this causes when they complete their posting and return to their own country.

2 Complete the dialogue with the correct gerund or infinitive forms.

- Karl Ah, Sarah. I've got some exciting news for you.
Sarah Oh, what's that?
Karl Well, do you remember (1see) _____ those Koreans a few months ago? Well, I forgot (2mention) _____ that they were officials from the Korean government, who were here to negotiate a contract (3supply) _____ official merchandise for the 2002 World Cup. Well, the negotiations went well and we've just managed (4close) _____ the deal.
Sarah That's great.
Karl It's a huge contract. It won't be easy (5meet) _____ deadlines on top of our other orders, but we decided (6accept) _____ their terms and not risk (7lose) _____ the whole thing.
Sarah No, there's no point in (8risk) _____ the whole contract over order numbers. But do we have enough capacity (9produce) _____ the agreed volumes?
Karl Well, Peter and I worked out that we'll need (10increase) _____ capacity by about 20 per cent over the next eight months.
Sarah We can't do that without (11recruit) _____ more workers.
Karl I know and that's why I need (12talk) _____ to you. We're planning (13install) _____ a fourth production line.
Sarah A fourth line? We'll need (14man) _____ it, of course. (15train) _____ will be an issue as well. A new production line will mean new machinery, which people will have to learn to use. Not to mention (16have) _____ (17train) _____ new staff as well. That's all going to take time, you know.
Karl I know. That's why we'd like you to make a start (18research) _____ all these issues straight away. You can start by (19advertise) _____ for new staff right away, while you're putting a report together.
Sarah Right. OK. I'll make a start. It's going to be a lot of work though.
Karl I warned you (20not / book) _____ any holidays this year, didn't I?

3 Complete the report extract with the active or passive form of the verbs in brackets.

A recent ethical audit, which (1carry) _____ out in May, showed that the company's operations included several practices that (2might / judge) _____ as unethical by shareholders and the general public. It (3find) _____ that the company employed no workers from ethnic minorities. Moreover, many of the company's products (4sourced) _____ from overseas markets where cheap labour, including child labour, (5employ) _____. Although there is no evidence of the company using such labour, it (6could / see) _____ to indirectly support its use. Several newspaper stories (7publish) _____ recently showing how cheaply top brands (8produce) _____ on the subcontinent compared with the premium prices at which they (9sold) _____ in Europe. As a well-known manufacturer of branded leisurewear with suppliers who (10locate) _____ on the subcontinent, we (11could / easily / put) _____ into this category by national newspapers and consequently the public. Needless to say that investor attitudes (12might / also / affect) _____ if this (13happen) _____ in the future. It is clear that action needs (14take) _____ to avoid such negative publicity. It (15recommend) _____ therefore that the company review its employment policies and commission a new ethical audit with a view to publishing it as part of a campaign to promote the company's ethical credentials.

4 Which of the three options would not complete each sentence?

- 1 _____ I use your phone, please?
a) May b) Will c) Can
- 2 We _____ reach agreement at the last meeting.
a) weren't able to b) wouldn't c) couldn't
- 3 You _____ use a mobile phone during the flight.
a) don't have to b) mustn't c) shouldn't
- 4 It _____ be a difficult year ahead with the economy performing as badly as it is.
a) 'll b) 's going to c) shall
- 5 You _____ have a local sponsor before you can go there on business.
a) will b) have to c) must
- 6 What _____ do about it?
a) will you b) may you c) are you going to
- 7 They _____ re-arrange the visit for July. We don't know yet.
a) might b) 'll c) may
- 8 _____ I phone Reception and get them to bring some room service up?
a) Should b) Shall c) Will
- 9 Don't try to lift that case. It's too heavy. I _____ do it.
a) 'll b) can c) must
- 10 With all the extra security, we _____ check in at least two hours before the flight.
a) may b) have to c) should
- 11 We _____ adapt the product to the African market.
a) might b) 're going to c) shall
- 12 We _____ get a taxi back to the hotel. It won't be very expensive from here.
a) could b) shall c) should
- 13 _____ you pass me those handouts, please?
a) Would b) May c) Could
- 14 If Zoe doesn't arrive soon, I _____ ring her on that phone in the corner.
a) would b) 'll c) can
- 15 We _____ have any cultural awareness training before we left for China.
a) weren't allowed to b) couldn't c) may not

5 Use the verbs in the box to report the following sentences.

admit
invite
deny
advise
suggest
remind
ask
warn
complain
promise

- 1 I'm afraid it was me who accidentally sent them the sales figures.

- 2 Why don't we advertise on the internet?

- 3 Don't use my office email address because my boss sometimes checks it.

- 4 Would you be available to attend an interview on 23 October at 10 am?

- 5 Don't worry. I won't tell anyone that you're looking for a new job.

- 6 Have you got any experience of working with html?

- 7 I didn't lie on my CV. It was a genuine mistake.

- 8 If I were you, I'd phone up and ask to speak to the HR Officer.

- 9 Don't forget to put some information about hobbies on your CV.

- 10 There are too many applications. How am I going to read them all before tomorrow?

6 Complete the sentences with the correct conditional form.

- 1 If we (*not/look*) _____ to expand soon, we (*fall*) _____ behind our competitors within three years.
- 2 If their European outlets (*not/lose*) _____ so much money, then they (*not/close*) _____ them down last year.
- 3 We (*not/be*) _____ in a mess now if we (*secure*) _____ better terms at the original negotiations.
- 4 If there (*be*) _____ any problems at customs, (*call*) _____ me.
- 5 This recession (*affect*) _____ us more if we (*not/have*) _____ as many diversified businesses as we do.
- 6 If the goods (*lose*) _____ in transit, then we (*have*) _____ to send them a replacement order. But I want proof first that that's what happened.
- 7 The unions (*call*) _____ a strike if the merger (*go*) _____ ahead as looks likely.
- 8 If sales (*continue*) _____ to grow as they are, we (*beat*) _____ our all-time 12-month sales record by the end of the year.
- 9 They (*not/license*) _____ local production if it (*not/be*) _____ for all the black market copies that were being sold anyway.
- 10 (*not/let*) _____ Jack see the report before I (*see*) _____ it.
- 11 If we (*find*) _____ the right partner, we (*pursue*) _____ a joint venture strategy, but we just couldn't find one.
- 12 I (*adapt*) _____ the product to the market if I (*be*) _____ you.
- 13 If the goods (*ship*) _____ on Tuesday, they (*arrive*) _____ by the fifteenth of next month.
- 14 If the contract (*sign*) _____ last year, we (*all/make*) _____ a lot of money right now. We missed a great opportunity.
- 15 If the goods (*not/leave*) _____ Rotterdam until last Monday, then I doubt they (*arrive*) _____ yet.

7 Use the negative sentence openers to rewrite the following sentences.

- 1 They'd just completed the merger and then they sacked all the management.
No sooner _____.
- 2 I'm sorry but we cannot accept the terms of the deal.
Under no circumstances _____.
- 3 Whatever you do, don't sign the contract until I get there.
On no account _____.
- 4 The company has never made such profits before.
Never _____.
- 5 My plane was delayed because of a bomb scare at the airport.
Little did I know _____.
- 6 You can only really understand another culture when you live in the country.
Only _____.
- 7 They don't work late and they don't work weekends either.
Not only _____.
- 8 It's not often that you meet a British person who speaks Japanese so well.
Rarely _____.
- 9 We'll only sign the contract after it's been translated into French.
Only _____.
- 10 Sending people abroad without cultural awareness training is out of the question.
On no account _____.

Vocabulary

Complete each sentence with the correct option.

- 1 Salary is a not necessarily the greatest factor in job _____.
a) contentment b) satisfaction c) enrichment
- 2 _____ is an important attribute at IKEA. We don't tolerate arrogance.
a) vitality b) thrift c) humility
- 3 Many companies are now more sensitive to the dangers of corporate _____.
a) gift-giving b) gift exchange c) gift swapping
- 4 We have a strategic _____ in Germany, so we distribute through our partner.
a) venture b) friendship c) alliance
- 5 Once a headhunter is instructed, he receives a _____ for his services.
a) retainer b) proportion c) remuneration
- 6 The company values are officially expressed through its _____ statement.
a) beliefs b) objective c) mission
- 7 There are many _____ about corporate spies, but I doubt they are true.
a) urban legends b) investigations c) accusations
- 8 Companies that island _____ in the hope of cutting costs risk quality.
a) jump b) leap c) hop
- 9 The _____ will receive an official job offer within about three weeks.
a) trainee b) interviewee c) appointee
- 10 The company is strict about staff complying with the official dress _____.
a) sense b) code c) obligation
- 11 A competitor _____ our sales team and got a lot of inside information.
a) perpetrated b) surveyed c) infiltrated
- 12 Advertising that _____ a national stereotype can be very successful.
a) portrays b) reveals c) creates
- 13 The benefits package was one of the main _____ for choosing this job.
a) motivations b) criteria c) contributions
- 14 The _____ has to be good so we don't compete against our own products.
a) diversity b) status c) positioning
- 15 No computer system is completely safe from _____.
a) hacking b) surveillance c) violation
- 16 The racial discrimination case created a lot of bad _____ for the company.
a) circumstance b) publicity c) coverage
- 17 Headhunters scan online _____ to get the names of contributors.
a) news rooms b) news pages c) newsgroups
- 18 Our product was so successful that competitors started producing _____.
a) clones b) tributes c) copyrights
- 19 The manager had to leave when he was found guilty of _____.
a) embarrassment b) compliance c) harassment
- 20 Low interest rates were a _____ for a wave of investment in new machinery.
a) criteria b) cause c) catalyst
- 21 We have a job _____ policy so everyone gains experience of different jobs.
a) rotation b) opportunities c) appraisal
- 22 We believe in equality so managers don't have _____ such as company cars.
a) valuables b) status symbols c) pretensions
- 23 According to shop floor _____, we're going to be sold to our main rival.
a) morale b) evidence c) gossip
- 24 The euro cuts costs by ending currency _____ amongst Eurozone countries.
a) overheads b) complexity c) exchange risk
- 25 Praise is a key _____ factor, but different cultures approach it differently.
a) appraisal b) motivational c) behavioural
- 26 We have several new managerial _____ to improve team spirit.
a) initiatives b) policies c) codes
- 27 We need to _____ a system for tracking who accesses the data.
a) suspect b) devise c) hack
- 28 A high percentage of the goods were _____ and had to be returned.
a) defective b) desirable c) deducted
- 29 A headhunter has started an executive _____ for our new CEO.
a) hunt b) search c) appointment
- 30 We fell well short of our targets, which were too _____ to begin with.
a) pretentious b) imposing c) optimistic
- 31 Legal _____ is a major ethical issue for most of the CEOs interviewed.
a) compatibility b) contribution c) compliance
- 32 We're using a recruitment agency as well as our own _____ process.
a) selection b) search c) scanning
- 33 One culture's customs and traditions are just as _____ as another's.
a) vivid b) valid c) vital
- 34 They were using banned chemicals until a _____ went to the press.
a) whizzkid b) whistle-blower c) informer
- 35 For many people German engineering is _____ with high quality.
a) equal b) synonymous c) uniform
- 36 In order to improve information security, we're going to _____ passwords.
a) issue b) access c) log on
- 37 Lucy received an official _____ for continued bad time-keeping.
a) threat b) code c) warning
- 38 Using cheap labour could have negative PR _____ for the company.
a) circumstances b) fluctuations c) implications
- 39 We put the specifications on the web and invited _____ to submit tenders.
a) purchasers b) vendors c) alliances
- 40 A headhunter must be very _____ when approaching possible candidates.
a) dismissive b) extensive c) discreet
- 41 It's difficult to change the _____ of a whole department when morale is low.
a) values b) mindset c) consciousness
- 42 When a lot of illegal copies started turning up, we began to suspect _____.
a) a grudge b) foul play c) a whistle-blower
- 43 We need to speed up production and reduce our _____ to market.
a) time b) duration c) period
- 44 We're a small company so we aim for a high market share of _____ markets.
a) niche b) saturated c) global
- 45 We're famous for our _____. Not a cent is wasted at this company.
a) humility b) philanthropy c) thrift
- 46 Using environmentally unsustainable materials would go against our _____.
a) principals b) priorities c) principles
- 47 With today's political _____ in the office, you have to watch what you say.
a) espionage b) correctness c) privacy
- 48 The discrimination was judged a personal _____ and not a company policy.
a) prejudice b) paranoia c) persuasion
- 49 Managers were presented with ethical _____ and asked for solutions.
a) circumstances b) dilemmas c) visions
- 50 After several attacks on staff, they reviewed their security _____.
a) behaviour b) measures c) campaign

Verb lists

Verbs followed by -ing

admit	enjoy	recommend
appreciate	finish	report
avoid	go	resist
carry on	imagine	risk
celebrate	involve	suggest
commence	keep	
consider	mention	
continue	mind	
delay	miss	
deny	postpone	
dislike	practise	

Phrases followed by -ing

be used to	it's no good	make a start
can't help	it's no use	object to
can't stand	look forward to	there's no point

Verbs followed by an infinitive

afford	fight	prepare
agree	hesitate	promise
aim	hope	prove
appear	intend	refuse
arrange	learn	seem
ask	manage	tend
choose	mean	threaten
decide	neglect	wait
demand	need	want
expect	offer	wish
fail	plan	

Verbs followed by object + infinitive

advise someone (not) to ...
 allow someone (not) to ...
 ask someone (not) to ...
 encourage someone (not) to ...
 expect someone (not) to ...
 get someone (not) to ...
 instruct someone (not) to ...
 invite someone (not) to ...
 leave someone (not) to ...
 order someone (not) to ...
 persuade someone (not) to ...
 recommend someone (not) to ...
 remind someone (not) to ...
 tell someone (not) to ...
 warn someone (not) to ...

Verbs followed by -ing or infinitive

With little /no difference in meaning

attempt	hate	prefer
begin	like	start
continue	love	try

With some difference in meaning

- **regret**
 (-ing refers to a past action)
I regret not telling you about the problem earlier.
 (an infinitive introduces bad news)
We regret to tell you we cannot replace the goods.
- **remember / forget**
 (-ing refers to a past action)
Do you remember meeting Jessica last year?
 (an infinitive refers to a future action)
Remember to take your passport, won't you?

Verbs followed by that

add	explain	report
admit	fear	reveal
agree	feel	say
announce	insist	state
argue	mention	suggest
claim	promise	tell
complain	propose	think
confirm	remark	threaten
decide	remember	understand
deny	repeat	warn

Verbs of suggesting

Suggest, recommend and advise are never followed immediately by to. They are often followed by -ing or that.

I suggest to meet at about 7.30 pm.
I suggest meeting at 7.30 pm.
I suggest (that) we meet at 7.30 pm.

Answer key (Units 1-8)

Unit 1: Organisation

Grammar practice

- 1 2 doesn't arrive 6 don't need
 3 are you staying 7 doesn't start
 4 feel 8 'm seeing
 5 do you report

- 2 2 ran 11 's been
 3 asked 12 didn't you explain
 4 've done 13 asked
 5 haven't implemented 14 came
 6 came 15 Have you spoken
 7 have we done 16 spoke
 8 've started 17 said
 9 haven't managed 18 would
 10 've had

- 3 2 read 6 been waiting
 3 been running 7 gone
 4 filled 8 been working
 5 been working

Reading practice

- 1 Order: a, h, b, e, d, g, f, c

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

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

- 4 2 e 5 d
 3 f 6 c
 4 a

Vocabulary practice

- 1 2 assignment 6 motivation
 3 response 7 co-ordination
 4 assessment 8 allocation
 5 balance 9 collaboration

- 2 2 business units
 3 communication channels
 4 company structure
 5 flexible working
 6 online support
 7 competitive advantage
 8 operating processes

- 3 2 a 5 d
 3 f 6 c
 4 e

Writing practice

- 1 See sample answer on page 75.

Unit 2: Mergers

Grammar practice

- 1 2 The offer price, which is \$18 a share, was confirmed yesterday.
 3 They've increased the original offer (which /that) they made last week.
 4 The merger, which hasn't been approved yet, will make them the biggest bank in the UK.
 5 They'll need the approval of private shareholders, who own 35% of the company.
 6 Shareholders have lost faith in the board, whose expansion strategy has lost £800m.
 7 The merger was masterminded by Luc Van der Saar, to whom all credit should go.
 8 The company sold the web TV subsidiary (which /that) it bought two years ago.
 9 After the merger they closed 64 retail outlets which /that were in similar locations.
 10 We're having problems integrating two management styles which /that are very different.

- 2 2 erratic 7 reasonably
 3 suddenly 8 stable
 4 quickly 9 sharply
 5 marked 10 strong
 6 slightly 11 steadily

Reading practice

- 1 c

- 2 1 AOL (\$163bn)
 2 Time Warner (TV news and entertainment channels plus many publications)
 3 AOL (majority stake)
 4 They went up. (AOL +19%, Time Warner +12%).
 5 AOL needed content, whereas Time Warner wanted internet distribution for its content.
 6 Online experience and 20 million subscribers.
 7 Increase market share (CompuServe) and knowledge base (Netscape).
 8 Lack of experience and strategy disagreements.
 9 Skills, expertise and a profitable TV news channel.
 10 Regulatory review. (Monopolies Commission)

- 3 2 c 4 a
3 d 5 e

- 4 2 Both are news channels owned by Time Warner.
3 Time Warner owns the Cartoon Network.
4 AOL owns Netscape.
5 Disney owns ABC.
6 AOL Time Warner is a competitor of Disney.

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

- 6 2 Although 4 as well as
3 while 5 however

Vocabulary practice

- 1 2 rollercoaster ride / fluctuate
3 go through the roof / soar
6 slide / fall steadily
5 reach a high / peak
6 cooling of enthusiasm / fall off

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

- 3 2 demerger 5 diversify
3 sell-off 6 merge
4 dividends

- 4 **advantages** economies of scale synergies diversification increased revenue
problems destabilisation duplicated functions redundancies

- 2 diversification
3 integration of cultures
4 synergies
5 redundancies
6 economies of scale
7 increased revenue
8 duplicated functions
9 destabilisation

Writing practice

- 1 See sample answer on page 75.

Unit 3: Selling

Grammar practice

- 1 2 after 5 before
3 while 6 as soon as
4 until

- 2 2 'I'll read, 'm waiting
3 Don't forget, get
4 've finished, 'll take
5 won't arrange, confirm / 've confirmed
6 'll give, leave
7 'm going to play, 'm visiting
8 'll pick, 've had

- 3 2 the 12 the
3 the 13 a
4 a 14 an
5 Ø 15 the
6 the 16 Ø
7 Ø 17 Ø
8 Ø 18 the
9 the 19 a
10 Ø 20 the
11 Ø / the

Reading practice

- 1 c
- 2 1 Home improvement retailer.
2 More potential for growth than in Europe.
3 58 stores operating by 2005.
4 Rising living standards and construction boom.
5 Adaptation of product lines (e.g. no garden furniture and wallpaper).
- 3 1 F (it trades under its B&Q brand)
2 F (there are 550 *Kingfisher* stores worldwide)
3 F (one of Europe's leading electrical retailers)
4 F (Paris-based)
5 F (China in 1995)
6 F (58 stores refers to its growth target for 2005)
7 F (rising living standards are making DIY popular)
8 T (government programmes building suburbs)
9 F (no garden centres or wallpaper in China)
10 T (most Chinese live in small apartments)

- 4 2 in France
3 the Asia-Pacific region
4 stores operating in the Asia-Pacific region
5 the Yangpu megastore
6 general growth in Asia for B&Q
7 kitchen and bathroom fittings
8 stores

- 5 2 e 4 f 6 a
3 d 5 c

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

Vocabulary practice

1

E	X	H	I	B	I	T	I	O	N
B	D	O	T	I	W	E	T	M	E
R	G	I	F	T	S	S	I	A	X
O	E	R	S	E	R	A	C	I	H
C	S	A	M	P	L	E	K	L	I
H	T	H	H	T	L	R	E	O	R
U	A	F	A	A	R	A	T	R	I
R	N	B	R	L	E	T	Y	D	E
E	D	O	T	D	L	Y	O	E	R
M	A	I	L	S	H	O	T	R	R

- 2 2 trade literature 5 entry strategy
3 intense negotiations 6 commercial interests
4 independent retailers

Writing practice

- 1 See sample answer on page 76.

Unit 4: Technology

Grammar practice

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

- 2 2 're all going
3 're cutting
4 won't / isn't going to be
5 will / are going to be
6 might not / won't be able to
7 'll / 's going to send
8 go
9 'll / 'm going to have to
10 won't / isn't going to be
11 Isn't she doing

- 3 2 'll have reached 5 will be announcing
3 won't be making 6 'll have spent
4 Will you have finished

Reading practice

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

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

- 3 the companies
European telecoms sector
Europe's major telecoms groups
major telecoms players
these companies
international telecoms groups
operators
the telecoms companies

the new technology

- next generation of mobile phone technology
mobile data services
3G networks
3G technology
the new technology
mobile internet services
3G services

Vocabulary practice

- 1 INTERNAL PROCESSES AND SYSTEMS
teleworking, electronic diary, hotdesking
RELATIONSHIPS WITH SUPPLIERS
vendor, extranet, supply chain management
RELATIONSHIPS WITH CUSTOMERS
e-commerce, personalised offerings, online billing, telemarketing

- 2 2 personalise offerings
3 log onto the system
4 anticipate wants
5 simplify processes
6 download email

- 3 1 plan 4 schedule
2 duties 5 secure
3 configuration 6 optimise

Writing practice

- 1 1 repetition 3 wordiness / redundancy
2 reference words 4 redundancy / wordiness

- 2 See sample answer on page 76.

Unit 5: Human resources

Grammar practice

- 1 2 ... vacancies are going to be advertised?
3 ... vacancy has just been filled.
4 A new manager won't be recruited ...
5 Appraisal interviews are normally held ...
6 All the applications haven't been processed ...
7 When were you interviewed?
8 ... jobs are being advertised ...

- 2 2 has been seriously affected
3 have been made
4 feel
5 are threatened
6 has been voiced
7 being placed
8 increase
9 have left / leave
10 have not been made
11 have been handled
12 will not be restored

- 3 2 those 6 ones
3 the latter 7 such
4 the former 8 ones
5 this 9 these

Reading practice

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

- 2 1 Expanded too aggressively. Spent money more quickly than it generated profits.
2 Investors are doubting there is any money to be made from investing in online recruitment.
3 The market looks as if it will increase.
4 Advantages: jobhunters can search through thousands of vacancies and post CVs. Reduces company recruitment costs.
Disadvantages: cannot deal with sensitive hirings, security issues, saturated market.
5 Concentrate on its markets in Denmark, Germany and Belgium and try to raise finance.

- 3 2 Monster 6 Elite
3 Elite 7 Channel 4
4 Channel 4, Stepstone 8 Ryanair
5 Stepstone

	six months ago	now
employees	876	351
share price	62 Kroner	0.3 Kroner
markets	UK, Denmark Belgium, Germany Norway	Denmark, Belgium, Germany Norway
cash	£30m	£14

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

Vocabulary practice

- 1 1 behaviour 4 forces
2 criteria 5 candidate
3 appointee

- 2 Order: e, b, h, d, f, i, g, a, j, c

- 3 in- un-
informal unethical
indiscreet unsatisfactory
inappropriate unco-operative
inflexible unenthusiastic

- 2 co-operative 6 satisfactory
3 unenthusiastic 7 inflexible
4 informal 8 inappropriate
5 discreet 9 unethical

Writing practice

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

- 2 See sample answer on page 77.

Unit 6: Culture

Grammar practice

- 1 2 working 9 to make
3 to do 10 not to have
4 to meet 11 having
5 to be 12 having
6 working 13 to know
7 to get 14 to leave
8 to work 15 being
- 2 2 Shall we / We could take our overseas guests ...
3 We must / I'll have to socialise with ...
4 Can we / Are we allowed to drink ...
5 We couldn't / weren't able to set up a ...
6 Could / May / Can I bring a colleague ...

- 3 1 mustn't 5 'll
2 couldn't 6 don't have to
3 Shall 7 are you going to
4 might 8 May

Reading practice

- 1 b) paragraph 1 e) paragraph 7
c) paragraph 6 f) paragraph 5
d) paragraph 4 g) paragraph 2
- 2 2 Employers have to consult workers' councils on major strategic decisions.
3 Sector associations agree industry-wide wage settlements with unions.
4 The government and unions both enforce labour market regulation that discourages companies from cutting jobs during economic downturns.

- 3 1 Banker (German)
2 Worker (Anglo-American)
3 Company executive (German)
4 Manager / Union representative (German)
5 Worker (Anglo-American)
6 Company executive (Anglo-American)
7 Banker (German)
8 Company executive (Anglo-American)
9 Worker (Anglo-American)

- 4 2 hostile 6 defend
3 threat 7 withstand
4 damage 8 foreign raiders
5 combat

Vocabulary practice

- 1 EMPLOYEE BELIEFS
basic values, cultural values, mindset, value systems
COMPANY INITIATIVES
policies, organisational hierarchy, positioning
PUBLIC DISPLAYS
products, dress code, uniform, status symbols

- 2 2 optimism 5 humility
3 cost-conscious 6 validity
4 vitality

- 3 2 pretentious 5 rebuke
3 elite 6 symbol
4 diverse

Writing practice

- 1 1 F (Formality depends totally on the reader.)
2 F (Emails of introduction are very common.)
3 F (Length depends on content and reader.)
4 T (Very informal emails can be just a few words.)
5 T (Formality depends on the reader.)

- 2 See sample answer on pages 77 and 78.

Unit 7: Ethics

Grammar practice

- 1 2 e 5 d
3 f 6 a
4 c
- 2 2 bans 6 did
3 would go 7 carried
4 are 8 'd get
5 carried 9 would be
- 3 2 offer, don't accept
3 wouldn't have blown, 'd been
4 harass, 'll get

- 5 wouldn't want, thought
6 wouldn't be, 'd issued
7 was / were caused, will / would face
8 will / would get, awards / awarded
9 wouldn't invest, found, were
10 wouldn't have been able, 'd had

Reading practice

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

Vocabulary practice

- 1 1 gossip 4 harassment
2 prejudice 5 perpetrator
3 privacy 6 mismanagement
- 2 2 political correctness 6 information security
3 whistle-blower 7 shady practices
4 good causes 8 public sector
5 industrial espionage
- 3 2 e 5 a
3 f 6 d
4 c
- 4 2 hack into a system 6 bear a grudge
3 comply with the law 7 take legal action
4 commit a crime 8 pay a fine
5 issue passwords

Writing practice

- 1 See sample answer on page 78.

Unit 8: Globalisation

Grammar practice

- 1 2 ... whether / if I had sent the brochures.
3 ... whether / if I was going to the trade ...
4 ... when I had arrived in Bahrain.
5 ... they were negotiating a deal with ...
6 ... they would dispatch the order the next day.
- 2 2 ... warned Stone & Co not to contest the legal action.
3 ... refused to accept any charges of racial ...
4 ... recommended appointing / that the company appoint an ethics officer and draw up an official

code of ethics.

5 ... agreed that Mr Giddins had been dismissed according to the disciplinary code and that he had no grounds for unfair dismissal.

- 3 2 No sooner had we found a joint venture partner than they went bankrupt.
- 3 Little did I know that they were selling on the black market for \$10 each.
- 4 We can reduce the features but on no account are we going to compromise on quality.
- 5 Never have I experienced such a dramatic rise and fall in a company's fortunes.
- 6 Only in markets where English is spoken can we sell our products.

Reading practice

- 1 2 Martina, Prague 6 John, Washington DC
3 Sourav, Mumbai 7 Martina, Prague
4 John, Washington DC 8 John, Washington DC
5 Sourav, Mumbai

- 2 1 International Monetary Fund (IMF) meeting in Seattle
2 Violent anti-globalisation protests
3 Anti-poverty campaigners, environmentalists, trade unions, human rights activists
4 One-day strike in India
5 Satellite TV, mass tourism and multinationals selling the same goods in every country
6 Because of its large semi-skilled workforce and strengths in information technology

3 OPPORTUNITIES THREATS

culture:

Increased trade brings an increased understanding of other cultures.

environment:

Globalisation helps set higher environmental standards.

governments:

Globalisation spreads democracy and improves human rights.

products:

Increased choice of products.

culture:

Reduction of cultural variety.

environment:

Multinationals stronger than governments and not concerned with environmental sustainability.

governments:

Not strong enough to make multinationals legally accountable.

products:

People will only be able to buy the same goods in every country.

OPPORTUNITIES

film / television:

mass tourism:

Exposes people to other cultures and improves understanding of them.

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

Vocabulary practice

1 STRATEGIES

strategic alliance, buying the market, full ownership

RISKS

negative publicity, lower quality, cultural differences, currency exchange fluctuations

BENEFITS

lower labour costs, competitive advantage, global presence, access to markets, shorter time to market

- 2 2 of 6 in
3 with 7 to
4 up 8 into
5 for

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

Writing practice

- 1 See sample answers on pages 79 and 80.

THREATS

film / television:

National film industries will die as all films are made in Hollywood.

mass tourism:

Review units

Review 1 (Units 1-4) Grammar

- 1 1 do you want
2 're doing
3 have happened / have been happening
4 have held / have been holding / are holding
5 copied / ve copied
6 happened / has happened / has been happening
7 went
8 were / are
9 has ground
10 've been looking
11 might have found
12 have
13 're currently negotiating
14 is
15 Did you know
16 knew
17 happened
18 doesn't keep
19 have
20 don't know
21 don't think
22 've already taken
23 said
24 has had
25 agree

- 2 1 who / that 6 that / which / Ø
2 which / that 7 who / that
3 which 8 that / which
4 whose 9 whose
5 that / which 10 which

- 3 1 dramatically 9 encouragingly
2 original 10 badly
3 suddenly 11 reasonably
4 slightly 12 quick
5 brief 13 steady
6 stable 14 sharply
7 steadily 15 well
8 low

- 4 1 'll reveal, make / 've made
2 'll cut, is
3 won't be able, approves / has approved
4 won't release, are taking
5 need / 'll need, receive
6 won't make, 've read
7 'll find, is falling
8 goes / has gone, 'll be
9 won't know, have / 've had
10 need, look

- 5 1 the 5 the 9 a 13 Ø
2 a 6 Ø 10 the 14 the
3 an 7 Ø / the 11 the 15 Ø
4 Ø 8 an / Ø 12 a

- 6 1 Are you going 9 'm doing
2 will / is going to be 10 'm also helping
3 is it being held 11 are going to be
4 Are you flying 12 will / are going to be
5 leaves 13 'll / 're going to be
6 'm not going to get 14 'll / 'm going to enjoy
7 'm flying 15 won't be
8 are you doing

- 7 1 'll be arriving 6 won't be doing
2 'll be thinking 7 won't have heard
3 won't have finished 8 won't be making
4 Will you be visiting 9 'll have lost
5 will have launched 10 'll be looking

Review 1 (Units 1-4) Vocabulary

- 1 a) clarify 26 c) hampered
2 c) bandwagon 27 a) dividend
3 b) perceptions 28 b) discourteous
4 c) diversify 29 b) agenda
5 a) rigid 30 a) specifications
6 b) commitment 31 c) break even
7 a) initiate 32 b) brochures
8 c) intranet 33 c) lease
9 c) operating 34 a) arising
10 c) floating 35 b) assets
11 a) integrate 36 c) retailers
12 b) an all-share 37 c) hotdesking
13 c) stand 38 a) collaboration
14 b) mailshot 39 a) inflated
15 b) plummeted 40 c) displays
16 a) download 41 c) obligations
17 c) radically 42 b) allocated
18 b) complexity 43 b) schedule
19 b) burst 44 c) self-off
20 a) anticipating 45 c) gifts
21 b) streamline 46 b) hierarchy
22 c) prestigious 47 a) communication
23 b) independent 48 c) equity stake
24 c) compatible 49 a) inventory
25 b) static 50 c) consolidation

Review 2 (Units 5-8) Grammar

- 1 1 this 4 this / these
2 such 5 This
3 these / such 6 these / they

- 7 The former
8 the latter
9 these
10 this / that
11 the ones / those

- 2 1 seeing
2 to mention
3 to supply
4 to close
5 to meet
6 to accept
7 losing
8 risking
9 to produce
10 to increase
- 11 recruiting
12 to talk
13 to install
14 to man
15 Training
16 having
17 to train
18 researching
19 advertising
20 not to book

- 3 1 was carried
2 might be judged
3 was found
4 are sourced / were sourced
5 is employed
6 could be seen
7 have been published
8 are produced
9 are sold
10 are located
11 could easily be put
12 might also be affected
13 happened
14 to be taken
15 is recommended

- 4 1 b 5 a 9 c 13 b
2 b 6 b 10 a 14 a
3 a 7 b 11 c 15 c
4 c 8 c 12 b

- 5 1 He admitted sending them the sales figures.
2 She suggested advertising on the internet.
3 He warned me not to use his office email address because his boss sometimes checked it.
4 She invited me to attend an interview on 23 October at 10 am.
5 He promised not to tell anyone that I was looking for a new job.
6 She asked whether I had any experience of working with html.
7 He denied lying on his CV.
8 She advised me to phone up and ask to speak to the HR Officer.
9 He reminded me to put some information about my hobbies on my CV.
10 She complained that there were too many applications and that she wouldn't be able to read them all before the next day.

- 6 1 don't look, 'll fall
2 hadn't lost, wouldn't have closed
3 wouldn't be, 'd secured
4 are, call
5 would be affecting / have affected, didn't have
6 were lost, 'll have
7 will call, goes
8 continue, 'll beat / 'll have beaten
9 wouldn't have licensed, hadn't been
10 Don't let, see / 've seen
11 'd found, would have pursued
12 'd adapt, were
13 are shipped, 'll arrive
14 had been signed, 'd all be making
15 didn't leave, 'll have arrived

- 7 1 ... had they completed the merger than they ...
2 ... can we accept the terms of the deal.
3 ... sign the contract until I get there.
4 ... before has the company made such profits.
5 ... that there would be a bomb scare ...
6 ... when you live in another country can you ...
7 ... do they not work late but they also don't work weekends either.
8 ... do you meet a British person who speaks ...
9 ... when / after the contract has been translated into French will we sign it.
10 ... should people be sent abroad without ...

Review 2 (Units 6–10) Vocabulary

- | | |
|----------------------|----------------------|
| 1 b) satisfaction | 26 a) initiatives |
| 2 c) humility | 27 b) devise |
| 3 a) gift-giving | 28 a) defective |
| 4 c) alliance | 29 b) search |
| 5 a) retainer | 30 c) optimistic |
| 6 c) mission | 31 c) compliance |
| 7 b) urban legends | 32 a) selection |
| 8 c) hop | 33 b) valid |
| 9 c) appointee | 34 b) whistle-blower |
| 10 b) code | 35 b) synonymous |
| 11 c) infiltrated | 36 a) issue |
| 12 a) portrays | 37 c) warning |
| 13 b) criteria | 38 c) implications |
| 14 c) positioning | 39 b) vendors |
| 15 a) hacking | 40 c) discreet |
| 16 b) publicity | 41 b) mindset |
| 17 c) newsgroups | 42 b) foul play |
| 18 a) clones | 43 a) time |
| 19 c) harassment | 44 a) niche |
| 20 c) catalyst | 45 c) thrift |
| 21 a) rotation | 46 c) principles |
| 22 b) status symbols | 47 b) correctness |
| 23 c) gossip | 48 a) prejudice |
| 24 c) exchange risk | 49 b) dilemmas |
| 25 b) motivational | 50 b) measures |

Sample report: Unit 1, page 11

Report on improving project team communication

Introduction

The aim of this report is to identify communication problems within the new project team and recommend ways of improving this communication.

Findings

To begin with, individual interviews were held with all eight team members. Each team member also completed a questionnaire, which was designed to highlight the effectiveness of communication within the team. Several key issues arose from this feedback.

- 1) Although individual team members meet fairly frequently to discuss the project, the outcome of these discussions is not shared amongst other team members. Furthermore, these individual meetings are creating mini-teams within the team. This, of course, damages team spirit.
- 2) The eight team members are located in different parts of the building. This does not encourage contact and results in the situation outlined in Point 1.
- 3) Team members do not make enough effort to share information by email. Messages are sent to one person only and not copied to colleagues.

Conclusion

No evidence of personnel problems was found amongst team members. The lack of communication is due to difficulty with procedures and location, both of which should be easy to solve.

Recommendations

- 1) It is recommended that whole team meet on a weekly basis to share information and time together.
- 2) Team members should remember to copy colleagues in on emails relating to the project. This may require some training with the email software.
- 3) It has been suggested that the team attend a team-building seminar or adventure weekend. This would be a good idea.

Sample short report: Unit 2, page 17

In general, sales performed better in 2001 than in the previous year. Despite a three-month collapse in autumn, they finished the year higher than the previous year. Sales also fluctuated a lot more than in 2000.

Sales rose slowly in the first quarter, from \$550,000 to \$750,000, which was slightly down on the previous year. However, in May 2001 there was a sharp increase with sales peaking at \$920,000, compared to less than \$800,000 in 2000. Despite strong sales in June and July, both well up on 2000, there was a collapse from August to October with sales falling below \$500,000. However, sales recovered in November and finished the year well, performing better than the previous year. December 2001 sales finished at \$750,000, about \$50,000 up on 2000.

Dear Mr van Rijn

Re: Futuresoft International 2003

I am writing with reference to your enquiry of 12 July. We are pleased to confirm that there are still display spots available for the Futuresoft International Exhibition 2003, which will be held at Earls Court, London on 24–26 October 2003.

Please find enclosed a floor plan showing the available spots along with a booking form. I have also enclosed information on display stand guidelines and the availability of power sources in the exhibition hall.

We recommend that you return the completed application form as soon as possible as all applications must be returned by 1 September. Could you please submit product information, samples and details of your proposed display stand along with your completed application form? Once you receive confirmation that your application has been accepted, full payment will be required by 1 October.

Should you have any questions, please do not hesitate to contact me on 0044 20 7632 7588.

Thank you for your interest in Futuresoft International. We look forward to hearing from you soon.

Yours sincerely

Sample short report: Unit 4, page 29

The graph shows the total UK sales per day of the week for Millennium Textiles' two best selling product lines – Ladies Office Wear and Ladies Casual Wear.

Beginning with Ladies Office Wear, nearly £90,000 worth of goods was sold on Mondays during the year 2001. This figure rose sharply to £130,000 for Tuesdays. Wednesdays and Thursdays were similar with sales of £140,000 and £135,000. There was a sharp rise in sales on Saturdays and Sundays, with total sales of £220,000 and £190,000 respectively.

Sales of Ladies Casual Wear were substantially lower Mondays to Fridays. Only £50,000 worth of Ladies Casual Wear was sold on Mondays in the year 2001, £40,000 less than Office Wear. The graph shows £60,000 for Tuesdays, £65,000 for Wednesdays, £72,000 for Thursdays and £68,000 for Fridays. Once again sales rose at weekends, with sales of £280,000 on Saturdays in 2001 and £275,000 on Sundays.

Report on company staffing requirements

Introduction

The aim of this report is to consider current staffing levels and recommend whether more staff need to be recruited.

Findings

All heads of department were asked to consider staffing requirements and assess whether new employees were needed.

Due to recent reorganisation, the Sales Department urgently needs a new representative for the Mediterranean markets. The importance of the markets means we need to appoint a candidate with considerable experience.

The Production Department were concerned about holiday cover over the summer and the loss of staff through retirement later in the year. They would like to recruit five more workers.

The Secretarial Department would like two new employees to provide cover for maternity leave that may well be long-term.

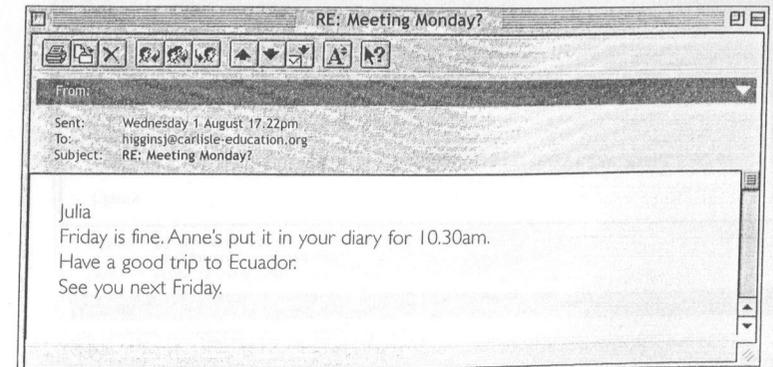
Conclusion

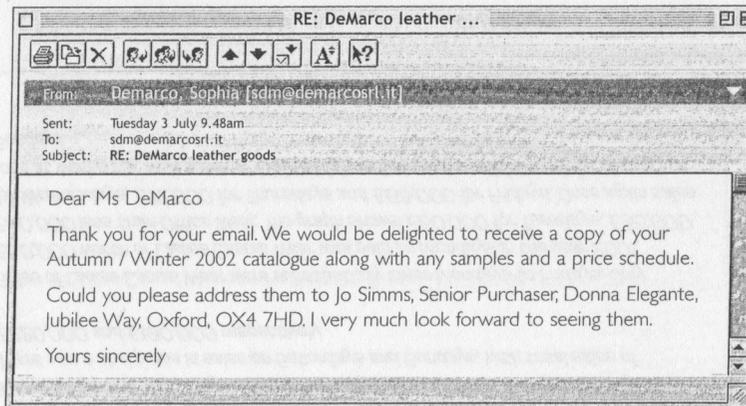
It is clear that the Sales Department's need is greatest. Although both Production and Secretarial Departments need short-term cover, they have both asked for more staff than they are losing.

Recommendations

- 1) It is recommended that we start to recruit a new sales representative immediately by advertising in national newspapers and trade magazines.
- 2) Temporary positions should also be advertised in local newspapers for four production workers and one secretary. If the successful candidates prove reliable, they can be offered full-time contracts to replace employees retiring or not returning from maternity leave.

Sample email: Unit 6, page 47





Sample report: Unit 7, page 53

Report on information security

Introduction

The aim of this report is to assess information security within the company and recommend ways of improving it.

Findings

Research has identified the following weaknesses in company security.

Firstly, all members of staff have access to all areas of the central database regardless of seniority. It is clear that access to sensitive information such as client lists should be restricted to those who genuinely need to use it.

Secondly, all staff computers are fitted with disk drives that allow files to be easily copied and taken from the building. As files can be exchanged internally using the network, there is no need for disk drives to be operational, except for when staff need to take work home.

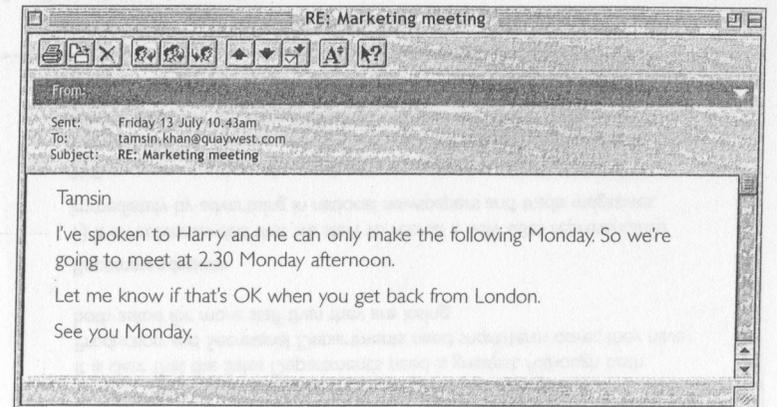
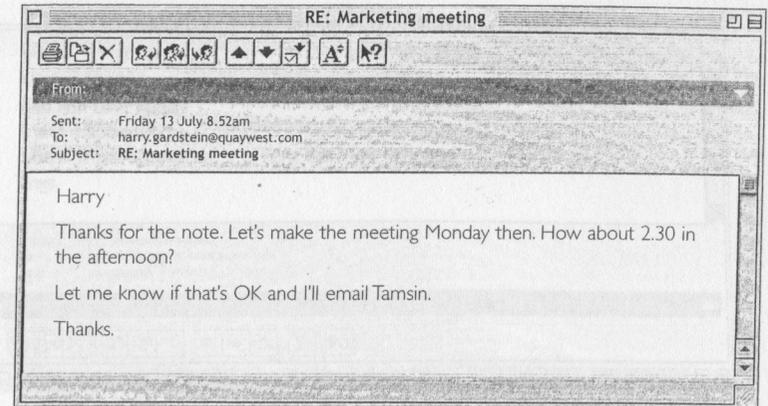
Finally, staff do not use log-on codes to access the database so there is no record of who has accessed what information. Passwords would be a simple solution to this, despite the inconvenience of some staff forgetting them.

Conclusion

It is clear that the level of information security is very poor in the company. However, a few simple steps will greatly improve this.

Recommendations

Firstly, the company should grade all information in the database and restrict access according to rank and duties. In order to do this, the company needs to assign log-on codes and passwords to all staff. Finally, all disk drives should be disabled, except for those used by senior PAs. Anyone wishing to take files out of the building should only do so by requesting copies through these PAs.



May Production Report

Overall output in May rose steadily throughout the month and was ahead of the previous month's figures in each individual week. However, it must be noted that there were serious supply problems that affected production at the start of April.

May began slightly up on the last week of April with production at just under 80,000 units, which was over 10,000 units up month on month. This figure rose to about 85,000 units for the next two weeks, slightly ahead of April's peak of 82,000. Then, as the new machinery really began to take effect, output in the fourth week of May broke the 90,000 level to set a new weekly production record of 91,320 units. This figure was almost 14,000 units up on the same week in April.

Total output in May was almost 340,000 units, which was an increase of over 45,000 compared to April even taking April's problems into account, which was a great achievement.

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