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B1–B2

BUSINESS UPDATE 2

Workbook

Hans Mol and Joanne Collie

Garnet EDUCATION

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Credits

Published by
Garnet Publishing Ltd
8 Southern Court
South Street
Reading RG1 4QS, UK

www.garneteducation.com

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ISBN: 978 1 85964 663 2

British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library.

Production

Project manager:	Sophia Hopton
Editorial team:	Sophia Hopton, Pippa Mayfield, Martin Moore
Art director:	Mike Hinks
Design and layout:	Simon Ellway, Madeleine Lane
Photography:	Alamy, Corbis, iStock, Shutterstock
Audio:	Recorded at Silver Street Studios, Reading, UK

Acknowledgements

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1 | People at work

1.A Time out

Grammar – tenses

1 Complete the sentences using the words from the box.

have been	recruited	have been working
~~don't know~~	is moving	has been going to join
wanted	have been looking forward	going to

a There's a new accountant in our section but I don't know who she is yet.

b My department _____ into new offices next week.

c Ever since I started work here, my colleagues _____ friendly.

d We _____ to the arrival of our new boss for three weeks now.

e Last year, my department _____ three new secretaries.

f When I complete my training, I'm _____ the Accounts department of a large company.

g I _____ hard, I deserve a coffee break.

h She _____ very helpful in organizing the meeting.

i Is that the time? I _____ to leave early.

j I can't make the meeting, I'm _____ be in Zurich.

2 Circle the correct tense to complete the sentences.

a Last week our lift *has broken down* / (*broke down*) and I had to walk up eight floors.

b Alina *has been helping* / *helped* me with my computer skills and she's now teaching me to use the Internet.

c My colleague has just found a good job advertisement in the papers and he *applies* / *is going to apply* for it.

d Our company usually *is recruiting* / *recruits* new employees for management positions.

e Next Wednesday, at 11 a.m., the Accounts department *has moved* / *is moving* to new offices.

f Our secretary *was* / *has been* ill for a week now and will not be back for three weeks.

g I *took* / *am taking* the receipts to Accounts yesterday afternoon.

h Sarah *has been working* / *is working* in this department for the last six months.

i Tom *is going to start* / *starts* those reports tomorrow.

j She *has always worked* / *is working* on the sixth floor.

3 Match the sentences in Activity 2 with the correct description.

1 past simple for a definite time in the past a

2 present simple for a permanent state _____

3 present perfect progressive for events started in the past and still happening _____

4 *going to* for intentions _____

5 present progressive for future planned events _____

6 present perfect simple for events up to the time of speaking _____

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4 Complete the sentences with the correct form of the verb in brackets.

a Last week our assistant left (leave) the department to return home to America.

b My colleague has got a new job: she _____ (be) the manager of a new department.

c I was beginning to worry, because I _____ (see) you for a while.

d My boss is still on holiday: he _____ (be) away for two weeks.

e I just _____ (feel) that I'm right for this job, so I want to apply for another one.

Vocabulary – socializing

5 Correct the mistake in each line of the dialogue using the words from the box.

sort out	changing	~~having~~	
working	I'd like	happy	anything
getting	challenging	studying	

Alex: What are you ~~taking~~ having? It's my treat.

Beatrice: That's nice of you. Thanks! I demand a smoothie.

Alex: So, what's been happening? Everything new?

Beatrice: Well, actually, I'm moving jobs soon.

Alex: That's quite a big move. Are you surprised with that?

Beatrice: I'm looking forward to it. It's more depressing than working in Accounts.

Alex: So you'll be speaking mostly on the Internet?

Beatrice: Yes, I've been proposing the information about that on our website. What about you?

Alex: Well, I've just moved, so I had to buy the electricity and the telephone.

Beatrice: Well, it's time to be moving back, I suppose.

Listening – a conversation

6 TR1 Listen and complete the dialogue.

Giorgio: Hey, Anna! I haven't seen you lately. What have you _____?

Anna: I took some holiday. I had a _____ of weeks left over.

Giorgio: Oh, that was lucky! Did you do anything _____?

Anna: We _____ one week in Switzerland, _____.

Giorgio: Great! Too bad it was _____ a week.

Anna: _____. But there was a problem in the _____ – I had to come back early and sort things out.

Giorgio: And have you _____ everything out, now?

Anna: Yes, I think so. What about you? How's _____?

Giorgio: They're just fine, thanks. You and Sam _____ and have dinner with us soon.

Writing – questions

7 Read the answers to questions that people ask when they are socializing, then write the questions.

a What are you having? It's my treat.
That's nice of you. I'd like an orange juice, please.

b _____?
Well, yes, in fact, I have been taking a really interesting IT course.

c _____?
Our plans are to meet our friends on Saturday, and go to the cinema.

d _____?
I'm not sure, but I think there's a new Italian film at the Metro we'd like to see.

e _____?
Well, we haven't made definite holiday plans yet, but we think we might go to the Bahamas.

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1.B Introductions

Grammar – modal verbs

1 Match the verbs in the sentences (a–e) with their meanings (1–5).

a Our company *must* be the best in town.
b We *can* always find the right person for the job.
c *You'd better* leave now, before your boss sees you here.
d This company *can't* keep its employees.
e You *ought not* to drink so much coffee.

1 something is possible
2 something is not possible
3 something is a good idea
4 something is not a good idea
5 something is a logical deduction

2 Complete the sentences with the correct form of *can*, *must*, *ought to* or *had better*. More than one answer may be possible.

a You ~~must~~ tidy these files up before the boss gets here – she hates clutter!
b You _____ have been working here very long, or I would have met you before.
c My boss says the assistants _____ make coffee for everyone because it's not really their job.
d Reception is a great place to work, because you _____ meet so many new people.
e If you want to make a good impression, you _____ spend too much time in the coffee shop.
f My name's Samantha Branson, but you _____ call me Sam – everybody does.
g You really _____ meet the new assistant, she's ever so nice.
h I _____ go now, or I'll be late for my interview, and that would be a disaster.
i She speaks with a strong Scottish accent: she _____ be the new consultant from Edinburgh.

Vocabulary – idioms and register

3 Match the phrases (a–g) with their equivalents (1–7). Read them again and mark which phrase in each pair is formal (F) and which is informal (I).

a Getting away from it all.
b Hello, Mrs Walter.
c We popped down for a quick coffee.
d Our company is a large one.
e It would be a good idea for you to go now.
f Showing someone the ropes.
g Hi, please call me …

1 Helping someone to learn a new job.
2 You'd better be off.
3 Relaxing away from work.
4 Hi there!
5 We came down for a short break.
6 Pleased to meet you. My name is …
7 We're a big outfit.

Writing – introductions

4 Complete the dialogues.

a Dania: Jim, you haven't met Gregor, have you?
Jim: _____
Gregor: Hello, _____, too.

b Jim: Dania, _____
Alexandra McGee? She's the assistant to our new consultant.
Dania: _____
_____, Alexandra.
Alex: And I'm pleased to meet you. But _____ Alex – everyone does.

c Dania: Hannah, this is Jim Black, one of our senior consultants. Jim, this is Hannah Schmidt, who is joining us as a consultant. She's come from Hamburg.
Jim: _____. Welcome to our _____.
Hannah: _____.
Dania: And do you know Gregor Vindny? He works in Reception.
Gregor: _____.
Hannah: Hi there, and do call me Hannah.
Dania: I don't know whether you've met Alex McGee?
Hannah: _____. Hello, Alex.
Alex: _____.

Writing to a friend

5 Write to a friend about your first day in a new office or at college. Think about what you did and who you met. How did you feel? Nervous, happy, scared? Did you understand everything?

From:

To:

Subject: First day

Dear ...,

I survived my first day at ... _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

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1.C Your CV says it all

Grammar – modals in the past

1 Rewrite the sentences in the past.

a The applicant must know that he needs to include references on his CV.
The applicant must have known that he needed to include references on his CV.

b He ought to shorten his CV.
_____

c They should use a simple, clear typeface.
_____

d You ought not to give the impression that you're an untidy worker.
_____

e Your CV should show that you can communicate.
_____

f He may be invited for an interview.
_____

g The candidate should not arrive late for the interview.
_____

h She might get the job if she applies on time.
_____

i I should ask the candidates to fill in this questionnaire.
_____

j She must use the interview assessment form.
_____

2 A recruitment consultant is assessing a job application. Complete the sentences with the past tense of the modal verb in brackets. Pay attention: some sentences require a negative form.

a He sent in six pages, when he should have kept (should keep) it to two pages.

b He _____ (can visit) our website or he would not have written his CV by hand.

c He _____ (ought to list) his jobs in the wrong order.

d He left a gap of three years in his list of jobs – he _____ (may be) out of work.

e He _____ (should mention) his computer skills.

f He _____ (should add) that his skills are relevant to the job.

g He _____ (ought to write) about his hobbies.

h There are spelling mistakes – he _____ (can spend) much time checking his CV.

Vocabulary – CVs

3 Match the expressions (a–h) with their meanings (1–8).

a	interpersonal skills	**1**	a model that shows you how to do something
b	contact details	**2**	a summary of your skills and strengths
c	a template	**3**	official proof that you have passed a course, exam, etc.
d	certificates	**4**	emphasizing a quality
e	references	**5**	how to reach you – address/telephone/fax/mobile phone numbers/e-mail address
f	highlighting a feature	**6**	favourite activities that a person does for pleasure
g	a personal profile	**7**	the names and addresses of people who will make a statement about your character/ability
h	hobbies	**8**	the ability to work with and relate to people

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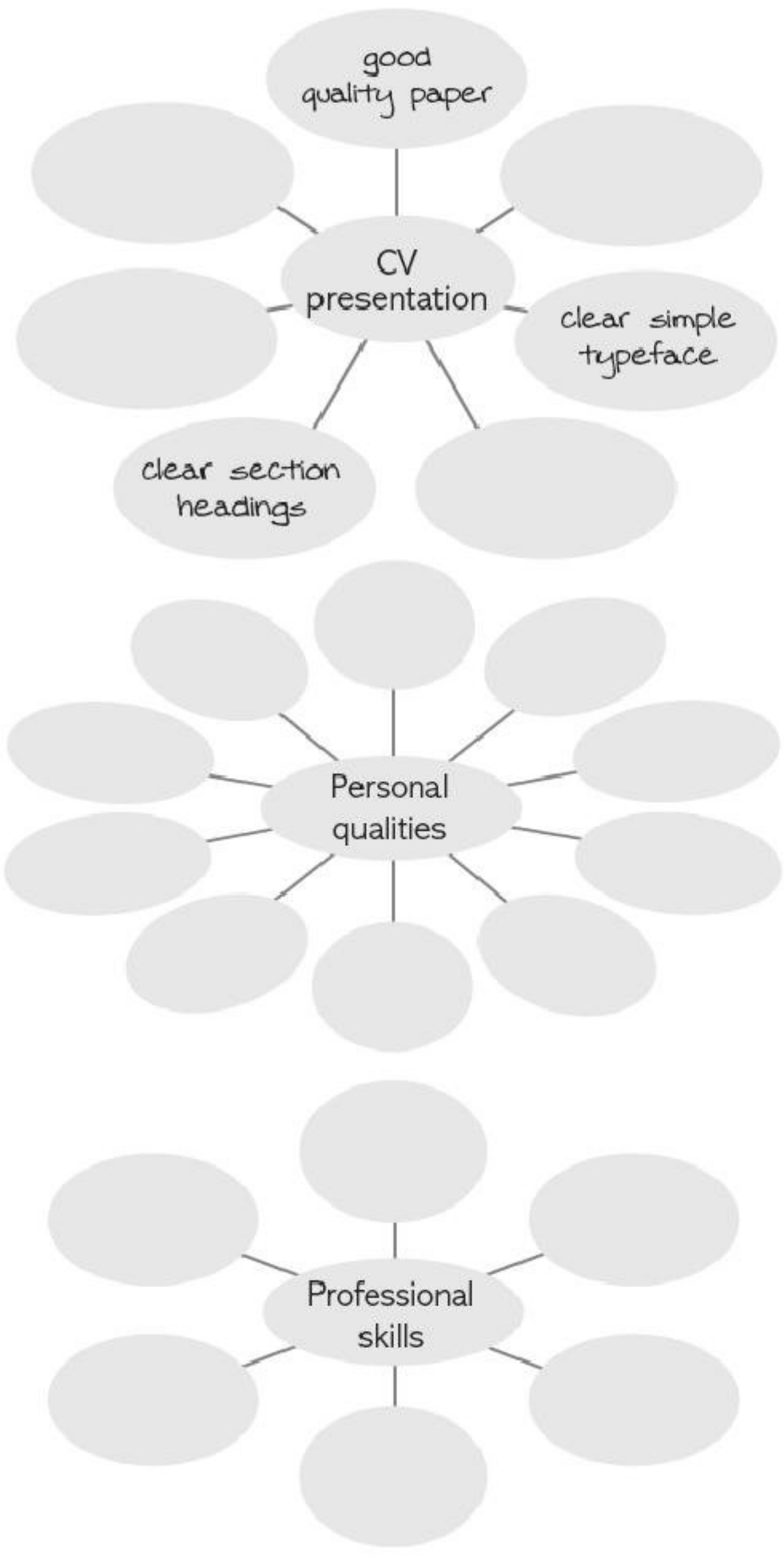
4 Study the spidergram on CV presentation and complete it using appropriate words and phrases from the box. Now complete the other two spidergrams. Can you add other expressions to the spidergrams?

Word enthusiastic plain PowerPoint Excel driving licence ~~clear section headings~~ short adaptable ambitious information in right order ~~clear simple typeface~~ confident reliable motivated ~~good quality paper~~ innovative hard-working good highlighting of skills responsible experience in managing an office typing and computer skills good team worker



Writing – CVs

5 Read the sample CV on pages 150–151 of the Correspondence section at the back of the book. Write a consultant's assessment of the CV. Use the words from your spidergrams to help you. (Write about 100 words.)

6 Rewrite the CV below so that it conforms to the sample CV on pages 150–151 of the Correspondence section at the back of the book, and the advice given in Course Book Unit 1.C. Invent the details that would normally be required.

CV - Catherine Fenchurch
26 Melton Road, London
Telephone: 0207 653 447
Mobile: 0726 278039
Previous experience
1999-2002 Cocham Newsagents, Sales Assistant
2002-2005 Trainee Office Manager
2005-2008 Magnusson Confectionery, Sales Assistant
2008-2012 Magnusson Confectionery, Office Manager
Presently unemployed

Pronunciation – modals in the past

Read the sentences and underline the words that are stressed.

● CD1 TR2 Listen and check, then listen again and practise the intonation patterns.

a She must have used the template on our website.

b He ought to have put his recent jobs first.

c He should have highlighted the relevant information.

d She might have got the job, if she hadn't been so nervous.

e She could have mentioned her interpersonal skills.

f He ought not to have hand written his CV.

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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record them and listen to yourself.

a You are in a cafeteria. Offer a colleague something to drink.
What/Would …? ___ /2

b Your colleague's been away. Catch up on what he/she has been doing.
So …? ___ /2

c A colleague wants to know about a new job you're moving to. Tell him about it.
I'm … ___ /2

d A new senior consultant, Mrs Bannerman, hasn't met your assistant, Julie Vasser.
You …? ___ /2

e On a CV, you see that the applicant hasn't looked at your company's website.
He … ___ /2

Two marks for each correct answer: ___ /10

Grammar

2 Circle the correct tense to complete the sentences.

Meena: I *didn't see / haven't seen* you last week. Where *are / were* you? ___ /2

Bob: I *go / went* with my brother on a skiing holiday. ___ /2

Meena: Oh, you're the lucky one. *Was / Has* the weather good? ___ /2

Bob: Oh, just perfect, we *have had / had* excellent skiing conditions. What about you? What *have you been / are you* doing? ___ /2

Meena: Well, you *know / have known* that I *change / am changing* jobs soon. I *was preparing / prepare* for it all week. Now I am going to study the website to make sure I *know / knew* everything I need for the new job. ___ /2

One mark for each correct answer: ___ /10

Vocabulary

3 Write an adjective to describe these people or things.

a Assessment tests that employees are obliged to take. ___ /0.5

b A person who loves speaking and working with people. ___ /0.5

c A person who wants to get ahead in his/her career. ___ /0.5

d A person who would never leave a job undone or half done. ___ /0.5

e Someone who doesn't feel confident with other people. ___ /0.5

f A person who helps a more senior staff member. ___ /0.5

g A CV that is easy to read. ___ /0.5

h A CV that is in a good order. ___ /0.5

i How you might feel when having an interview. ___ /0.5

j If you do well at an interview and are given a job, you are … ___ /0.5

Half a mark for each correct answer: ___ /5

Total ___ /25

Now check your answers on ▶ p142

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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Red run

1 Circle the correct tense to complete the sentences.

Ariel: Klaus, I keep meeting you at the photocopier. We *must be setting* / *can set* a trend!

Klaus: Yes, it's fun. What *do you do* / *have you been doing* this morning?

Ariel: I *look* / *have been looking* at some CVs with the new consultant. *Have you met* / *Do you meet* her yet?

Klaus: No, but you *can't* / *mustn't* get to know everyone in a big company like this one. Are the CVs any good?

Ariel: We have only *found* / *find* one applicant that we *ought* / *can* interview.

2 Complete the sentences with the past tense of the modal in brackets.

a The consultant must have found (must find) the right candidate.

b The CV _____ (must be) clear and convincing.

c She _____ (ought to use) clear headings.

d He _____ (should not shout) at the boss.

e She _____ (should become) a management trainee.

f She didn't get the job. She _____ (ought to be) on time for the interview.

g The meeting _____ (should finish) by now.

h The report is disorganized. She _____ (ought to spend) more time working on it.

3 Read the answers, then write questions for them.

a What are you doing this evening?
I'm going to the cinema with my sister.

b _____
No, I haven't. Pleased to meet you, Anders.

c _____
Yes, he has. He's worked here for twenty years.

d _____
Yes, it's an excellent Personal Profile – clear and relevant.

e _____
No, it's not complete. There isn't a Personal Profile.

4 Match the 'heads' of the phrases (a–i) with their 'tails' (1–9).

a	a coffee	**1**	headings
b	leisure	**2**	impact
c	catching	**3**	design
d	looking	**4**	skills
e	recruitment	**5**	up
f	section	**6**	break
g	interpersonal	**7**	forward to it
h	a positive	**8**	activities
i	a gimmicky	**9**	consultant

5 The last words of the sentences have got mixed up with each other. Correct them.

a Claudia talks more than other people on social occasions, she's very *obligatory*. outgoing

b Renaud is usually reserved in company, he's *ambitious*.

c His boss can always be sure that Graham will get the job done, he's completely *shy*.

d Paul wants a better job and is trying hard to get one, he's very *reliable*.

e Carolyn would never leave her job, she's totally *innovative*.

f This is an interesting job that makes you think, it's *committed*.

g This benefits package is a new idea, it's very ~~*outgoing*~~.

h The assessment can be taken if you like, it's not *stimulating*.

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1 Answer the questions.

a What did you do last weekend?
I went to the cinema.

b Where are you going on holiday this year?
_____

c How do you feel when you meet new people?
_____

d What do you have to do at work or college?
_____

e What would be a good idea for you to do tonight?
_____

f What would not be a good idea to do in a job interview?
_____

g What mistakes have applicants made in their CVs?
_____

h What should they have done to produce a better CV?
_____

2 Correct the mistakes in the dialogues. Pay attention: it may be a grammar mistake, or a mistake in politeness.

a Janice: Mr Roberts, have you ~~meet~~ met our new assistant, Layla? Layla, this is the consultant, James Roberts.

Layla: Hi there, Jim. Great to meet you.

b Phil: What are you do tonight, Sam?

Sam: Cynthia and I see a film. Do you want to join us?

c Jo: You're away all last week, Lucy. Are you sick?

Lucy: No, I am on holiday.

d Alex: What did you doing last Friday, Mel?

Mel: Last Friday? I've been reading CVs with the consultant.

e Kim: What are you think of this CV, Isabelle?

Isabelle: I'm thinking it's not very clear.

f John: What are you having, Julia? It my treat.

Julia: I don't want anything.

3 Write two answers to each question using the prompts in brackets and the correct form of the modals *must*, *ought to*, *can* or *had better*. Now translate your sentences into your own language.

a How should I present my CV?

1 (say something is a very bad idea)
You must not write your CV by hand.

2 (say something is a good idea)
You _____
_____

b Can I learn computer skills in two days?

1 (say it's impossible)
You _____
_____

2 (say it's possible)
You _____
_____

c Is it time for us to go now?

1 (say it's absolutely necessary)
We _____
_____

2 (say it would probably be a good idea)
We _____
_____

d Do you think I should leave my job?

1 (say it's impossible)
You _____
_____

2 (it's possible, but not a good idea)
You _____
_____

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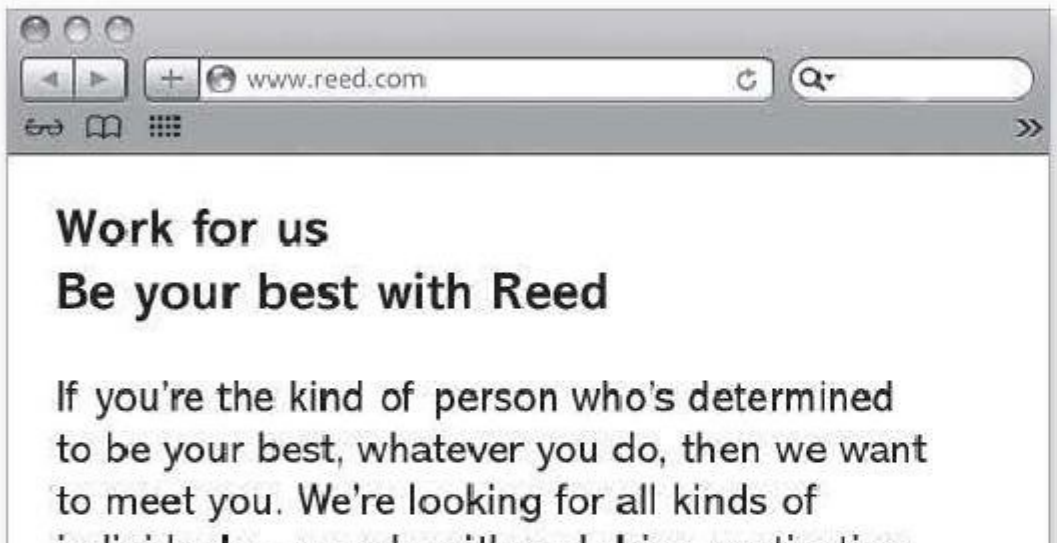
1.D Personality counts



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Now recruiting for recruitment consultants and business managers. Search our open vacancies to begin your journey with REED.

Reading a webpage

1 Read the webpage above. Match the 'heads' of the sentences (a–e) with their 'tails' (1–5).

a	Reed is expanding into	**1**	to hire recruitment consultants and business managers.
b	The company wants	**2**	a full list of jobs that are currently available.
c	Reed offers opportunities	**3**	people with commercial ability.
d	The company is looking for	**4**	different countries and sectors.
e	The website provides	**5**	to take your career in new directions.

Listening – a new career

2 Jenny and Ali are discussing the Reed website in Activity 1. ● TR3 Listen and complete the sentences.

a Jenny is thinking of *applying for a job at Reed.*

b She's tired of working _____

_____

c She's frustrated because there aren't _____

_____

d Ali asks Jenny if she has _____

_____

e The job she finds appealing is _____

_____

f Jenny says she has the right qualities for the job. She's _____

_____

g She is sure she could develop _____

_____

h Ali thinks it's _____

_____

Vocabulary – prepositions

3 Complete the sentences with *about*, *for*, *in*, *of* or *on*. Check your answers by reading the transcript of Activity 2 on page 136.

a I am tired *of* working in Accounts.

b I'm wondering whether to apply ____ a job.

c It's all about staring at numbers ____ a screen.

d I've learnt ____ business, working in Accounts.

e I'm a sociable person and I'm interested ____ people.

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Writing a covering letter

4 Complete the advice about covering letters using the correct words from the list (a–h) on the right.

Covering letters

It's always (a) 1 to send a letter accompanying your CV to convince the company to call you (b) ___ for that all-important interview. Use the opportunity to highlight key attributes or (c) ___ of your experience directly relevant to the position that you are applying for, but try not to ramble – you should, if possible, keep it to just one side.

Layout and content

Your CV should have a formal feel to it, so your letter gives you the (d) ___ to let your personality and enthusiasm for the job itself shine through. Keep the layout as a standard formal business letter, but consider the (e) ___ that you are applying for. If it's in a sector such as financial services, a straightforward formal style will be expected. However, if it's for, say, a marketing role, a more creative approach may be (f) ___.

Get to the point quickly without waffling and within the first paragraph, and mention the job that you're applying for along with an (g) ___ of why you are (h) ___ for it. Then use the following paragraphs as an opportunity to develop these points and expand on your relevant experience and aptitude for the job. You should finish your letter positively and confidently and show that you (i) ___ a response by giving your contact details or stating when you intend to contact the company.

a
1 civic
2 recommended
3 interesting
4 reasonable

b
1 up
2 out
3 in
4 off

c
1 topics
2 ideas
3 regions
4 areas

d
1 opportunity
2 occasion
3 time
4 reason

e
1 office
2 position
3 promotion
4 staff

f
1 appropriate
2 requested
3 received
4 obliged

g
1 explanation
2 account
3 interpretation
4 view

h
1 correct
2 fine
3 exact
4 right

i
1 wait
2 expect
3 attend
4 demand

5 Write a covering letter for Jenny's application to Reed. Invent the missing details.
OR
Write a covering letter for yourself, to apply for a job at Reed. Refer to the sample covering letter on page 149 of the Correspondence section at the back of the book.

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2 | Business abroad

2.A Setting the scene

Grammar – *should* and *have to*

1 Complete the sentences with the correct form of *have to* (stronger obligation) or *should* (weaker obligation or expectation).

a Our departments have to hold a meeting: we really can't manage this project without one.

b You _____ come to the meeting: it's not absolutely necessary, but we think it's a good idea.

c Your secretary _____ book a flight now – it's possible to book a flight on the day itself, but it's much more expensive.

d I'm not available on Tuesday. I _____ be away from the office.

e We _____ allow more than a morning for the meeting, because there isn't very much to discuss.

f Our company _____ decide on the contract details yet: there's plenty of time for that.

g I _____ leave the office early tonight as I have a doctor's appointment.

h She _____ be long: she rang to say she was on her way.

i Since the plane arrives at 9:30 a.m., you _____ be with us at 10:00 a.m.

j There isn't much to discuss: we _____ finish the meeting at 4:00 p.m.

k The building shuts at 4:00 p.m. so we _____ leave before then.

l We absolutely _____ meet our deadline this time, or the client will not renew the contract.

2 Translate these sentences into your own language and compare them with English.

a I should come and see the airport.

_____

b The meeting shouldn't take more than an hour.

_____

c I have to write a report on the meeting.

_____

d Our sales should go up next year.

_____

e We don't have to plan for expansion yet.

_____

Vocabulary – arranging meetings

3 Match the 'heads' of the expressions (a–i) with their 'tails' (1–9).

a	set up	1	a website
b	check	2	a draft contract
c	prepare	3	contact
d	come and have	4	through
e	sort out	5	a look
f	visit	6	around
g	show you	7	the details
h	talk things	8	a meeting
i	previous	9	my diary

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4 Complete the sentences with the prepositions *for, to, around, of, in, on* or *about*.

a I'm calling about our recent correspondence.

b It's good _____ hear from you.

c I'm interested _____ your advertising services.

d It's a good opportunity _____ us.

e I'm not available _____ Monday.

f After lunch we'll have a look _____ the airport.

g I need _____ be able to report on the draft contract.

h Let us know the time _____ your arrival.

i We need to have a meeting _____ discuss the new project.

j I will be working _____ the Accounts office this afternoon.

k I need the report _____ my meeting on Tuesday.

Listening – a phone call

5 TR4 Listen to Seamus Franklin arranging a meeting and complete the notes.

Date: 25.03
Name of caller: Seamus Franklin, from the company ABC Engineering.
Purpose of call: He wishes to set up a meeting to discuss _____. He intends to report to his board meeting on the _____.
Day and date of arranged meeting: _____.
Time of meeting: _____.
Arrangements proposed: Start in Amelie's office, then _____.

6 TR4 Listen again and complete the sentences.

a Amelie Lambert works at Geneva Airport Media Services.

b She thinks she and Seamus Franklin _____

_____

c A meeting would give her the opportunity to show Seamus _____

d She first suggests three dates, then realizes she has _____

_____

e The reason she suggests a full day is that she wants _____

_____

f Before she hangs up, she _____

_____

Writing

7 Write Seamus Franklin's e-mail to his colleague, Andrea Rossi. Tell him about the trip arranged in Activity 5, the reasons for the meeting, and all the details. (Write about 50 words.) Begin like this:

From: Seamus Franklin

To: Andrea Rossi

Subject:

Andrea,
I will be out of the office on _____

_____

_____

_____

_____

_____

_____

_____

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2.B A direct flight?

Grammar – *~ing* forms and infinitives

1 Complete the sentences with the *to* + infinitive or *~ing* form of the word in brackets.

a They agreed to meet (meet) at 10:30 a.m.

b When I've finished _____ (write) this letter, I'll make us some coffee.

c The media services manager has arranged _____ (report) to the board on Wednesday.

d I asked him _____ (take) an earlier flight, but he couldn't.

e When I asked about advertising, she suggested _____ (show) me around the airport.

f Would you consider _____ (move) your meeting to a later time?

g I very much dislike _____ (wait) in airports.

h I avoid _____ (schedule) early morning flights if I can.

i I need _____ (work) late tonight.

j Leo will be able _____ (help) you with the figures.

2 Translate these sentences into your own language and compare them with English.

a He decided to go on an early flight.

_____

b I expect to meet him at the airport.

_____

c The manager refused to change the date of the meeting.

_____

d I enjoy meeting new people.

_____

e I don't mind choosing another date for the meeting.

_____

f I suggest arranging a meeting straightaway.

_____

Vocabulary – arranging flights

3 Read the answers about arranging a flight, then write the Travel Agent's questions.

Agent: How can I help you?

Jenny: Oh, hello. I need to book a flight to Zurich.

Agent: _____?

Jenny: I'd like to go on Wednesday. That's Wednesday 14th.

Agent: _____?

Jenny: Morning, please, as early as possible.

Agent: _____?

Jenny: I'd like to return late in the afternoon, please.

Agent: _____?

Jenny: My name is Jenny Miles. That's J-E-N-N-Y M-I-L-E-S.

Agent: _____?

Jenny: It's Mrs.

Agent: _____?

Jenny: I'd like to charge it to my credit card.

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4 Match the words and expressions (a–h) with their opposites (1–8).

a	an early flight	**1**	a return journey
b	have a reservation	**2**	delayed
c	a flight with connections	**3**	arriving
d	on time	**4**	an evening flight
e	a morning flight	**5**	charging to a credit card
f	a single journey	**6**	a late flight
g	leaving	**7**	be on standby
h	paying cash	**8**	a direct flight

Reading

5 Complete the e-mail using the phrases from the box.

face-to-face discussions	department manager	new contacts and correspondence
long-awaited holiday	departure from New York	~~two months' leave~~

Date: March 14th

From: J. Bruno, Customer Sales Manager

Subject: My absence

To: All colleagues

As many of you are aware, I am going on a round-the-world trip and for this purpose have negotiated **(a)** two months' leave. I shall be leaving on May 1st (last day in the office April 30th) and returning July 2nd. My purpose is twofold: first a **(b)** _____, to see new countries and visit relatives in far-flung places. Secondly, I shall be visiting two partner companies in Australia and New Zealand for **(c)** _____ regarding the options already outlined for closer co-operation and expansion.

From May 3rd until May 16th I shall be in Australia, then for the rest of May, in Auckland and Wellington, New Zealand. In June, I shall travel to Singapore, and from there to San Francisco, Chicago and New York. My **(d)** _____ is on June 29th.

In my absence, my assistant Jamila will be handling any **(e)** _____ . She will pass on customer queries, requests and complaints to George, who will be handling these in my absence. Any problems that arise can be referred to George in the first instance and in case of difficulty to Clarissa, our **(f)** _____.

Contacts: Mobile phone: 0780 294 567 E-mail: j.bruno@breathe.com

Best wishes to all. See you in July – when I'm sure to bore you all with hundreds of photos!

Jim

Writing

6 Write Jim Bruno's e-mail to his assistant Jamila asking her to cover for him during his absence. Mention the dates of his absence, the specific duties he would like her to undertake, and any other arrangements he has made. (Write about 50 words.)

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2.C Minds on media

Grammar – *it* as a preparatory subject

1 Rewrite the sentences to begin with *it* as the subject.

a To see all the advertising locations is interesting.
It's interesting to see all the advertising locations.

b To think that our ads are seen by so many people is marvellous.

_____

c To find out what the best rates are is difficult.

_____

d To find the airport so empty is strange.

_____

e To show me around is really kind of you.

_____

f To think of display racks as useless is wrong.

_____

g To book in advance is important.

_____

h To talk to you is nice.

_____

i To look at all the options is most important.

_____

Vocabulary – airports and advertising

2 Match each expression (a–i) with the statement that refers to it (1–8). Pay attention: there is one expression you don't need.

a checking-in halls → 2
b advertising media
c luggage trolley
d central locations
e draft contract
f moving walkway
g departure gate
h duty-free shop
i short-stay car park

1 Choose these if you want your ads to be seen by most people.
2 Go to these when you arrive at the airport.
3 Take this if you want to go from one area to another without getting too tired.
4 Make sure it can be sent to you fairly quickly.
5 Go to this when it's time to board the plane.
6 Leave your car here, if you are going away for a short time.
7 Push one of these and see the ads on them.
8 Choose the right one for your advertising.

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3 The expressions have got mixed up with each other. Correct them.

a duty-free *buses* duty-free shops

b door-~~*shops*~~ _____

c airport transfer *bags* _____

d leaflet display *walkways* _____

e duty-free carrier *racks* _____

f moving *showcases* _____

4 Create new word partnerships about airport facilities using the words from the box.

impressive award-winning dynamic business and banking comprehensive underground train airport in-terminal travel-related luxurious varied modern

a shopping centre award-winning shopping centre, modern shopping centre, ...

b hotel

c facilities

d services

e station

f environment

Pronunciation – stressed and unstressed modal verbs

A TR5 Listen and practise these unstressed modal verbs: *can* (possibility) and *should* (weak obligation).

a When *can* we meet?

b How *can* I help you?

c We *can* start in my office.

d My boss thought I *should* come to see you.

e We *should* allow a whole day.

f You *should* visit our website.

B TR6 Listen and practise these stressed modals. *Should* is stressed when something is not certain.

a I *should* be there by 10:00, if my flight arrives on time.

b We *should* be through by 4:00, but you never know, do you?

c I *should* get the contract to you tomorrow, unless there are some problems with it.

d Our company *should* be able to get the deal.

e Where is Peter? He *should* be here by now.

f It *should* be in the folder marked 'Reports'; I put it there this morning.

Language links – colloquial expressions

Match the colloquial expressions you've heard in this unit (a–g) with a more formal way of saying the same thing (1–7).

a Hang on a minute. → **4** Please wait a moment.

b Get the feel of it. → **6** Become familiar with it.

c Never mind, just this once. → **5** I'll accept this as it doesn't happen often.

d Tell me the worst. → **2** Give me your answer, even if it's not good news.

e I'd better make a day of it. → **7** I'll stay for the whole day.

f Fire away! → **1** Ask your questions.

g It's swings and roundabouts. → **3** There are advantages and disadvantages.

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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record your answers and listen to yourself.

a You are a travel agent for a large company. Answer the telephone.
How …? ___ /2

b You need to get to Amsterdam for a meeting on Wednesday 5th, at 11 a.m.
I'd like …? ___ /2

c You'd rather have a flight without connections.
Aren't …? ___ /2

d You ask a client what type of advertising he/she is planning.
What …? ___ /2

e You wonder how long it will take to get a draft contract.
When …? ___ /2

Two marks for each correct answer: ___ / 10

Grammar

2 Complete the dialogues using the prompts in brackets and *should, have to* or *can*.

a Is it absolutely necessary to return on the same day?
No, not exactly, but I _____.
(you have a dinner engagement) ___ /1

b Is it absolutely necessary for you to take an early morning flight?
Yes, _____.
(meeting at 10:30 a.m.) ___ /1

c Do you expect to get to Madrid in time for the meeting?
Yes, _____.
(if the flight is on time) ___ /1

d Would you like to pay cash or receive an invoice?
_____, please?
(you would like an invoice) ___ /1

e What are the advantages of the airport expansion for local business?
The expansion _____.
(attract visitors and new business to the area) ___ /1

One mark for each correct answer: ___ / 5

Vocabulary

3 Complete the sentences.

a I'm calling so that we can set up a _____. ___ /1

b I can see you any day except Monday. I'm not _____ on Monday, I'm out of the office. ___ /1

c Let's _____ a whole day for our meeting, so that we don't have to rush. ___ /1

d The Frankfurt to Istanbul flight _____ at 7:20 p.m., so you'll have a two-hour wait. ___ /1

e I need an _____ flight because I have a meeting at 10:00 a.m. ___ /1

f I'd like to _____ the ticket to my credit card, please. ___ /1

g You need to drop your bags half an hour before _____. ___ /1

h We want to create a safe, reliable airport operation in harmony with the surrounding _____. ___ /1

i People are not happy about the airport's expansion because of traffic _____ and noise. ___ /1

j Less than half the airport's _____ comes from aviation activities. ___ /1

One mark for each correct answer: ___ /10

Total ___ /25

Now check your answers on ▶ p142

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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1 Write what you would say in these circumstances.

a You need an early morning flight to Cairo from Prague.
I need to book an early morning flight to Cairo from Prague, please.

b You would like an alternative flight.
_____

c You would like to see the media services manager to discuss advertisements.
_____

d You're not available on Mondays.
_____

e You find it hard to decide on the right place for your advert.
_____

f You think you will be on time for a meeting at 9:00 a.m.
_____

g You would like a direct flight.
_____

h You will pay in cash.
_____

i You need a later flight as your meeting won't have finished.
_____

2 Complete the sentences with the *to* + infinitive or *~ing* form of the verb in brackets.

a We need to review (review) our conference facilities.

b The community doesn't mind _____ (support) the airport's expansion because it will create jobs.

c We intend _____ (double) our present workforce.

d We want _____ (boost) the business facilities of the airport.

e The local residents should ask the authorities to consider _____ (create) new transport networks.

f The airport will attempt to avoid _____ (add) to the existing traffic congestion in the area.

3 Rewrite the sentences to begin with *it* as the subject.

a Going around the airport is interesting.
It's interesting to go around the airport.

b Seeing how many advertising media are available is surprising.
_____

c Having access to high-speed broadband is very essential.
_____

d Booking a flight in the evening has been difficult.
_____

e Companies will find it useful to have a loyalty scheme for Frequent Flyers.
_____

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1 Write what you would say in these circumstances.

a You have made a mistake in arranging a meeting and have to change the date.
Sorry, Monday's impossible. I have to be in the office. Can we change the date of our meeting?

b You explain why you don't want to accept the flight proposed.

_____

c You think your client should choose door showcases.

_____

d You answer a reporter's question about your opposition to airport expansion, giving your reasons.

_____

e You explain to a reporter the benefits of expanding the airport.

_____

f Your proposed flight gets you into Amsterdam at 11:00, but you need to be there by 9:30.

_____

g You let your colleague know what time you will arrive.

_____

h Explain to a customer when he should check in.

_____

i A media sales representative asks whether you found the tour of the airport useful.

_____

2 You are going to read a short press release about the launch of a community fund by your local airport. Before you read, study the words in the box and tick the words you expect to find in the press release.

consultation process ☐	booking ☐	
credit-card payment ☐	door showcases ☐	
cash aid ☐	luggage trolleys ☐	lasting benefits ☐
quality of life ☐	built-up areas ☐	check-in halls ☐

Now read the press release and check your guesses.

Projects bringing lasting benefits to areas around Hampton Airport could be in line for vital cash aid through the launch of a new Community Fund.

The Hampton Airport Community Fund has been launched with the aim of supporting schemes which will boost the quality of life for local people.

The new Community Fund will be open to groups within a ten-mile radius of the airport and will run alongside the long-standing community sponsorship initiative already in place at the airport, which funds around 50 local organizations each year.

After a wide-ranging consultation process, the airport has now successfully introduced Noise Preferred Routes – specially designed flight paths aimed at avoiding built-up areas around Hampton Airport.

3 Number the paragraph topics of the press release in the correct order.

a the aims of the fund ____

b successful reduction of noise levels ____

c financial benefits of the new fund ____

d who can benefit ____

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2.D Airport on the move

Reading an article

1 Complete the text using the correct words from the list (a–h) on the right.

What do ground services do?

What are 'ground services'? The ground services team (a) 3 all the functions that are involved in (b) ___ the aircraft. That means managing check-in and security, and overseeing the service partners who are responsible for baggage handling, re-fuelling, cleaning and catering. There are hundreds of staff doing all kinds of behind-the-scenes activities that improve the experience of people travelling (c) ___ the airport.

The ground services team meet regularly with the airlines to (d) ___ the operation runs as smoothly as possible. There is a community feeling at the airport. All services within the airport constantly co-operate and are looking for ways of (e) ___ facilities.

The ground services team is (f) ___ in the terminal and is therefore in constant contact with customers. Customer feedback is highly (g) ___ by the ground services team, and over the past few years staff have been (h) ___ from many different European backgrounds to improve communication with customers.

a
1 buys
2 works
3 handles
4 sells

b
1 supervising
2 improving
3 finishing
4 turning around

c
1 into
2 from
3 through
4 between

d
1 help
2 ensure
3 find
4 get

e
1 improving
2 cancelling
3 helping
4 meeting

f
1 based
2 found
3 phoned
4 met

g
1 valuing
2 valued
3 essential
4 disliked

h
1 discovered
2 researched
3 recruited
4 shared

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Listening – our airport

2 Listen to five people talking about environmental measures that are taken at an airport.
● TR7 Listen and match the speakers (a–e) with their topics (1–5).

a	Speaker 1	**1**	a package of environmental measures
b	Speaker 2	**2**	reducing car traffic around the airport
c	Speaker 3	**3**	good relations with the surrounding community
d	Speaker 4	**4**	sustainable energy sources
e	Speaker 5	**5**	noise mitigation

Vocabulary

3 Tick (✔) the correct meaning for these definitions. You can refer back to Activities 1 and 2 to help you.

a *Overseeing* service partners means:
- **1** supervising them. ☐
- **2** meeting them. ☐

b *Behind-the-scenes* activities means those that are:
- **1** not seen by the public. ☐
- **2** inside offices. ☐

c *A community feeling* means:
- **1** people live near the airport. ☐
- **2** people work together well. ☐

d *Noise mitigation* means:
- **1** lowering noise levels. ☐
- **2** stopping noise altogether. ☐

e *Minimizing environmental impact* means:
- **1** ensuring that the airport has no effect on the surrounding countryside. ☐
- **2** trying to reduce the effect that the airport has on the surrounding countryside. ☐

f *Sustainable energy* means:
- **1** cheaper energy. ☐
- **2** energy from sources that can be renewed. ☐

Writing – a press release

4 Find out more about your nearest airport.
- How many staff does it employ?
- How many airlines use the airport and where do they fly to?
- How many planes arrive and depart each day?
- Are there business facilities available such as conference rooms, function rooms?

Use your findings to write a promotional press release to tell the local community about the benefits of the airport. (Write about 150 words.)

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3 | The business of sport

3.A Entertaining times

Grammar – future forms

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

a We will take (take) them to a football game, depending on whether we schedule (schedule) their visit over a weekend.

b There _____ (be) a better chance of success afterwards, if our guests feel they _____ (be) special.

c Once they _____ (see) our offices, they _____ (want) to do business with us.

d We _____ (not, see) the results until after they _____ (meet) our Marketing Department.

e As soon as our guests _____ (arrive) we _____ (take) them to dinner.

f It doesn't matter if they _____ (not, arrive) on time, we _____ (wait) for them at the airport.

g The train _____ (leave) at 7:00 p.m., but we need to get there in plenty of time.

h After they _____ (visit) our Customer Services Department, they _____ (have) lunch in our cafeteria.

2 Correct the mistake in each sentence.

a With two meetings coming up, the sooner we ~~will~~ start planning, the better.

b We don't have to meet them because we see them the next morning in the office.

c When we get to the racetrack, we have some coffee and biscuits.

d Our company will need to be welcoming, if we will expect new business partners.

e Don't be late! The meeting will be at 10:00 a.m.

f Why will we not ask Katarina to get some more details for us?

g She'll let us know what she'll finds out.

h I have to leave the office early because my flight will be at 3:50 p.m.

i Following their arrival at the office, we organize a presentation in the boardroom.

j Please make a note: the race will be this Saturday at 2:00 p.m.

Vocabulary – entertaining phrases

3 Match the 'heads' of the phrases (a–j) with their 'tails' (1–10).

a	corporate	1	welcome
b	a typical catering	2	refreshments
c	a complimentary	3	reception
d	the premier	4	lunch
e	a warm	5	package
f	an exciting	6	drink
g	exceptional	7	spectacle
h	a four-course	8	entertainment
i	a champagne	9	value for money
j	post-match	10	sporting occasion

Listening – making decisions

4 TR8 Listen to two short extracts from two meetings.

What do the colleagues decide to do at:

meeting 1? _____

meeting 2? _____

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5 TR8 Listen again and answer the questions.

a Which expressions are asking whether people agree?

Meeting 1 Are we agreed, then?

Meeting 2 Do you all agree with this plan?

b Which expressions show they are hesitant about the proposals?

Meeting 1 _____

Meeting 2 _____

c Which expressions acknowledge other people's views?

Meeting 1 _____

Meeting 2 _____

d Which expressions show disagreement?

Meeting 1 _____

Meeting 2 _____

e Which expressions show agreement?

Meeting 1 _____

Meeting 2 _____

Reading a website

6 Complete the extract from the following website using the phrases (1–6).

1 discounts with many of the leading hotel chains
2 quality bands to liven up the proceedings
3 any additional cost to yourselves
4 the often time-consuming job of venue finding
5 fun day for the whole company
6 some of which are set in attractive rural surroundings

The Brilliant Corporate Entertainment Co. Ltd

The Brilliant Corporate Entertainment Co. Ltd has arranged hundreds of conferences for many different clients. We will arrange all aspects of your conference including (a) d.

As a company that arranges a lot of conferences we enjoy (b) ____. This enables us to provide the service in most cases without (c) ____. We can offer a fully catered (d) ____. We can erect a marquee, provide lunch and a bar and amuse your staff with daytime activities. If children are invited we also have a wide range of children's entertainment including bouncy castles and inflatable slides.

We have a number of suitable sites, (e) ____.

In the evening we can offer a disco in the marquee and/or (f) ____. All of our products involve working from a detailed client brief. We deliver a highly personalized, unique event that has been specially tailored to you, your clients or your company.

Writing replies

7 During a meeting, these comments are made about planning a day out for the whole company. Write a sentence to agree or disagree politely.

a 'Planning a whole day out takes too much time!' I tend to agree with you.

b 'Using a firm like this one is too expensive. Can't we organize it ourselves?'

_____

c 'It's just too expensive to provide lunch for the whole company!'

_____

d 'That's all very well, but what if it rains? The day will be ruined!'

_____

e 'I think we should get out of the city for a change.'

_____

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3.B Making arrangements

Grammar – *wh*~ questions

1 Underline the words in italics once if they are subjects, and circle them if they are objects.

a *Who* did you speak to?

b *What* is the size of your party?

c *Who* rang you from my office?

d *What* did you think of the facilities?

e *Which* would you prefer: races or football?

f *What* does the company provide in its package?

g *Which* is your favourite sport?

h *Why* did you choose this sports event?

i *What* are your menu requirements, please?

j *Which* catering package are you interested in?

2 Underline the words in italics if they are pronouns, and circle them if they are determiners.

a (*Which*) company gives better value for money?

b *What* time is the first race?

c *Which* was the most luxurious room?

d *What* was the purpose of their visit?

e *Which* date did you want to choose?

3 Rewrite the sentences with the correct form of *do*, if it is needed.

a What you say you were looking for?

What did you say you were looking for?

b Who looks after the bookings?

_____

c Who you invite to the lunch?

_____

d What kind of ticket you book for the event?

_____

e Which of the two options you want?

_____

Vocabulary – entertaining

4 Complete the puzzle using words with these meanings. The first letter of each word spells a service that provides food and drink at a sporting occasion.

a Say that the details of an arrangement are correct.

b The special quality that makes a room very attractive.

c A hot drink that can sometimes be green in colour.

d A request for details or information.

e The place where a racing event is held.

f All the details you need to make a booking.

g When something is pleasant or agreeable.

h The main platform for spectators at a race.

a	C	O	N	F	I	R	M			
b			M							
c			A							
d	E									
e					C					
f							T			
g		I								
h	G									

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Booking enquiries

5 Match the questions (a–j) with the replies (1–10). Pay attention: there are three replies which you need to write yourself.

a How can I help you?

b What's the size of your party?

c Are there any special catering requirements?

d What did you have in mind?

e Which dates did you require?

f What kind of facilities does the restaurant have?

g Which room gives better access to the grandstand?

h Can you confirm the booking then?

i Why wasn't I told before?

j Have I got your address?

1 It's furnished to very high standards and offers a marvellous atmosphere.

2 I do apologize, it was a mistake.

3 There are six of us all together.

4 We'd like to book for June 17th.

5 All our rooms give direct access.

6 The hospitality package with lunch in a private box.

7 I'd like to make a booking, please.

8 _____

9 _____

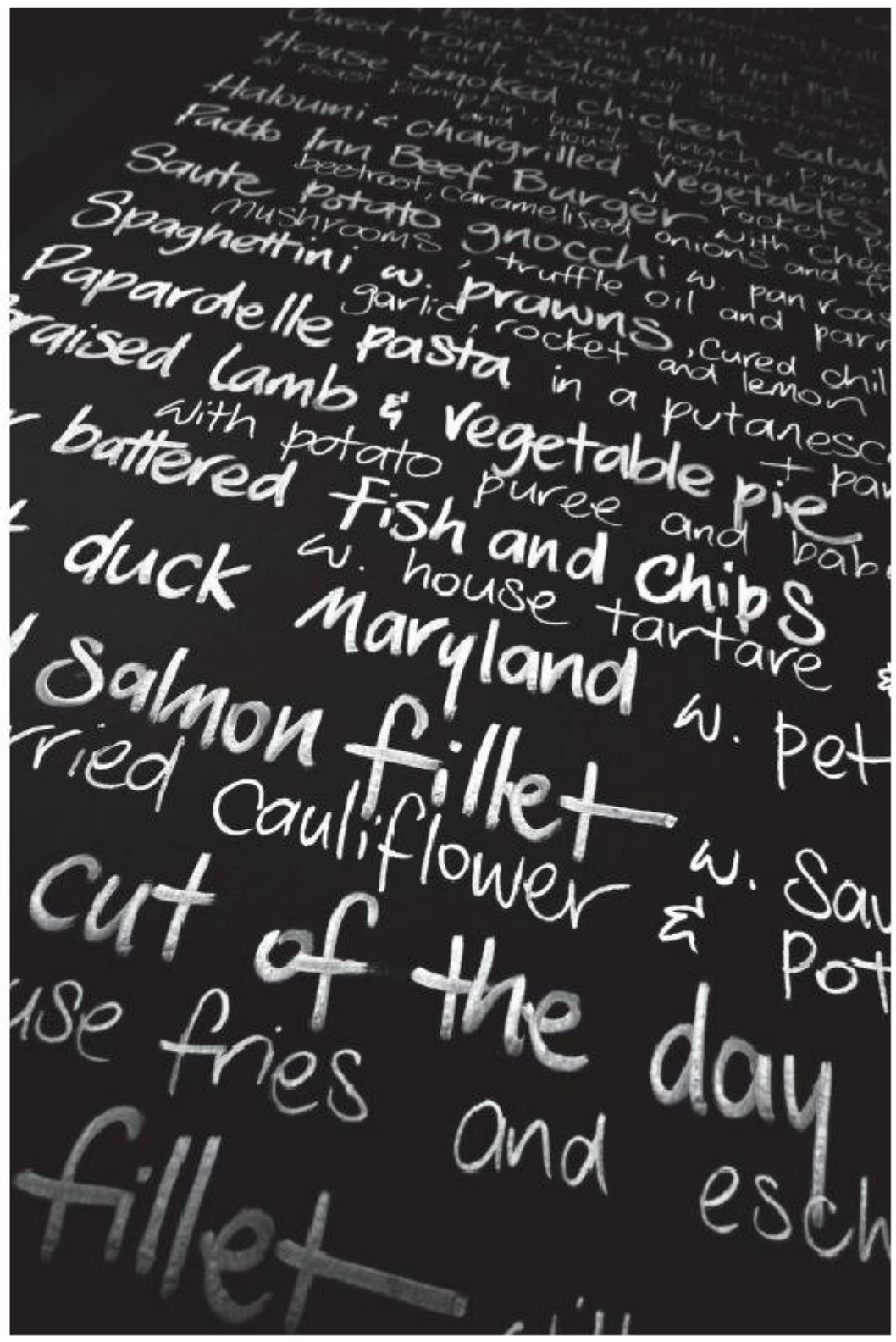
10 _____

Writing – an evening meal out

6 Imagine you are planning to take six business visitors from Pakistan out for an evening meal. Write the questions that you ask when you phone up to book a table. Find out about:

- the prices
- the standard of furnishings
- the kind of menu available
- whether special menu requirements can be met
- the name of the manager

7 Write to your colleagues to inform them of the arrangements made for your business visitors in Activity 6.



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3.C A day out

Grammar – the future

1 Complete the sentences with the future using *will* or the present progressive of the verb in brackets.

a We predict that the home team will win (win).

b We _____ (leave) on the 4 o'clock train.

c I don't think anything _____ (go) wrong.

d We're pretty sure the visitors _____ (enjoy) the match.

e This year, it's all planned: our company _____ (visit) our French partners.

f Next year we _____ (host) a return visit from them.

g The limousine _____ (pick them up) from the hotel at 9:00 a.m. sharp.

h This coming month _____ (be) the busiest ever for me.

i We _____ (fly) to Paris, then _____ (go) onwards by train.

j We very much hope there _____ (not, be) any problems.

2 Write a reply to reassure someone worrying about a future event.

a 'I'm so nervous. What if something goes wrong?'
Don't worry, you'll be all right, if I know you.

b 'What if we miss our train?'

_____

c 'The company hasn't sent a quotation yet!'

_____

d 'I'm worried that our guests won't enjoy the match.'

_____

e 'I just can't remember what time we're meeting them, can you?'

_____

f 'I'm really worried in case there are some last-minute hitches!'

_____

g 'Will they be able to meet the players?'

_____

h 'How are they getting to the match?'

_____

i 'What happens after the match?'

_____

Vocabulary – opposites

3 Write the opposite of these expressions.

a It's the quietest month of the year.
It's the busiest month of the year.

b Planning's a lot of fun.

_____

c It's an informal meal.

_____

d We've got ordinary unreserved seats.

_____

e I'll be so relaxed.

_____

f It's very inexpensive.

_____

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g I've had nothing to do at work.

_____

h This makes clients feel neglected.

_____

i We've overspent!

_____

j That's just negative thinking.

_____

Listening – telephone messages

4 TR9 Listen to three voicemail messages and complete the notes.

a

Doris, Peter called at 9:30 a.m. He's at _____. Train delayed, now arriving at _____. He'll get a taxi and be at the office around _____.

b

Message from Marisa Larelli. She rang with details of her _____. She's arriving at _____ Airport on _____, flight 6505, at _____. Let her know if _____, otherwise she'll make her own way into _____.

c

Sports Entertainment called to confirm booking for special _____ that includes reception, three-course _____, and private _____. Date: _____, time of arrival: _____

Writing

5 Study The professionals on page 29 of the Course Book. You've been to a dinner organized by a company that wants to do business with you. However, the meal was terrible and everything went wrong. Write to your colleague saying what happened. Would you recommend doing business with the organizers of the meal?

Pronunciation – *wh~* questions and intonation patterns

Mark the questions depending on whether the intonation goes up ↗ or down ↘.

TR10 Listen and check, then listen again and practise the intonation patterns.

a What have you been up to, then? ↘

b How are you getting there?

c Will you be able to meet them?

d Has their flight landed?

e Which package did you go for?

f Who did you speak to?

g Are you going to meet them at Customs?

h What plans have you made for the annual dinner?

i Are you feeling nervous about it?

j What are your plans for the visit?

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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record them and listen to yourself.

a Tell your colleague about your visitors' arrival date. (7th June) *The …* ___ /2

b Tell your colleague about the place of arrival. (Heathrow) *Their …* ___ /2

c Ask your colleague for his/her opinion on something. *What's …?* ___ /2

d Ask your colleague about travel arrangements. *How …?* ___ /2

e When booking a table, explain that you need vegetarian food. *I …* ___ /2

Two marks for each correct answer: ___ /10

Grammar

2 Write *wh~* questions using the prompts in brackets.

a (called/office this morning)
_____ ___ /1

b (attending/meeting)
_____ ___ /1

c (time/customer/wish to meet me)
_____ ___ /1

d (events/happened last week)
_____ ___ /1

e (type of menu/required)
_____ ___ /1

f (room/the customer chose)
_____ ___ /1

g (desk/is yours)
_____ ___ /1

h (reply/customer made)
_____ ___ /1

i (person/the director invited to dinner)
_____ ___ /1

j (type of restaurant/taking the guests)
_____ ___ /1

One mark for each correct answer: ___ /10

Vocabulary

3 Complete the sentences using the words and expressions from the box.

subsidized atmosphere formality swamped tab budget green with envy will mobile phone calls booking

a You're so lucky, I'm just _____. ___ /0.5

b Our guests will love the match: there's an electric _____. ___ /0.5

c Are we agreed then? Let's ask the assistant to make a definite _____. ___ /0.5

d I just can't cope with all my work, I'm _____. ___ /0.5

e If anything can go wrong, it _____. ___ /0.5

f Don't overspend: stay within your _____. ___ /0.5

g When you're having a meal with clients, don't take _____. ___ /0.5

h Take clients to breakfast and you won't run up a high _____. ___ /0.5

i In corporate dining rooms, the food is often _____. ___ /0.5

j In the dining room people wear suits, but relaxed guests might not like the _____. ___ /0.5

Half a mark for each correct answer: ___ / 5

Total: ___ / 25

Now check your answers on ▶ p142

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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1 Rewrite the sentences using the conjunction in brackets to make one sentence. Change the verb tense if necessary.

a We'll welcome them. They'll arrive. (when)
We'll welcome them when they arrive.

b The director will greet them. Then we'll take them round the company. (and)

_____

c We'll get tickets for the big match. We'll fly to Manchester. (if)

_____

d The secretary will book a lunch. The company won't have a reception. (but)

_____

e We'll check the venue. We'll make a firm booking. (before)

_____

f The arrangements will be completed. The bookings will be made. (once)

_____

g They're taking the 10 o'clock flight. They'll get to the office at noon. (so)

_____

h The manager hopes they enjoy their visit. We want to do business with them. (because)

_____

i We'll decide. The secretary will let you know. (as soon as)

_____

j We'll get to the restaurant. I'll switch my mobile phone off. (after)

_____

2 Correct the mistakes in the questions.

a Who is the size of your party?
What is the size of your party?

b What facilities you offer?

_____

c Which kind of dining room you prefer, please?

_____

d What is the expert who gave these recommendations?

_____

e What you know about your client's preferences?

_____

f Which coffee shop you choose for your lunch?

_____

g What says the catering company about its modified menus?

_____

h Who does arrive today at 10:00 a.m.?

_____

i What restaurant offers not any vegetarian meals?

_____

3 Complete the table using the phrases from the box.

an exciting spectacle	three-course lunch
~~the Conduit restaurant~~	complimentary drinks
cost-savings	a prestigious racecourse
value for money	a corporate dining room
an intimate ambience	a juice bar

Location	Services	Advantages
the Conduit restaurant		

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1 Read the answers in this telephone dialogue, then write the questions.

a Would you like to make a reservation?
Yes, I'd like to book dinner for ten people, please.

b _____
On Saturday 10th October.

c _____
We'd like to arrive at 8:00 p.m.

d _____
We'd like a private room, please.

e _____
Yes, we do. We'll have three vegetarian guests.

f _____
We'd like green tea as well as the standard drinks.

g _____
We'd like to have some very calm, restful music, please.

h _____
Afterwards, we'll have coffee in the lounge.

i _____
If there's a choice, we'd prefer a quiz show, rather than a disco.

j _____
Please send the invoice to our personnel manager.

2 Rewrite the sentences using the conjunction in brackets to make one sentence. Change the verb tense if necessary.

a We'll never meet. We'll arrange a firm date. (unless)
Unless we arrange a firm date, we'll never meet.

b It will be interesting to see. The customer will make a booking. (whether)
_____

c We will book the room. The room will be quiet. (on condition that)
_____

d You'll find a warm welcome. You'll go. (wherever)
_____

e I'll make the booking. The visitors will arrive. (in case)
_____

3 Translate the sentences from Activity 2 into your own language.

4 Study the phrases in the box regarding hospitality facilities offered in football clubs. Write the questions you would ask to enquire about each one and the response you would receive.

~~cash bar~~ priority car parking
dedicated waitress service
VIP executive entrance padded executive seats
complimentary match programme
colour TV monitors competition and prizes

a Can we get drinks during the match?
Yes, there is a cash bar.

b _____
_____

c _____
_____

d _____
_____

e _____
_____

f _____
_____

g _____
_____

h _____
_____

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3.D Cheap and chic?

Reading – advertisements

1 Read the advertisements for corporate entertaining (a–d) and match them to the sentences (1–7). You will need to refer to some advertisements more than once.

a

DONCASTER RACECOURSE

Renowned for producing racing of the highest order, Doncaster is undoubtedly one of the finest racecourses in Europe, with facilities to match. Doncaster traditionally launches the flat racing season in March and hosts races until November.

b

entertainment experience

Murder Hunt

Treat your staff and company visitors to the ultimate entertainment experience: a whole evening of fun and intrigue with Murder Hunt.

The scene is set at dinner, the drama then unfolds, with many unexpected events. The suspects are amongst the guests, who must solve the crime. It takes skill and reasoning to identify the murderer. Will he or she be discovered before striking again? A prize for the solution!

c

Corporate entertainment is an essential marketing tool! We can take all the worry out of organizing a day out for your special guests. Just choose one of our packages and we'll look after everything: pre-match drinks, a three-course lunch, special reserved seats, TV coverage for replays, and a chance to meet the players afterwards.

d

Evening Quiz!

Do you get bored at long stuffy company dinners? Do something new and more stimulating! Let us organize an evening's entertainment with a High-Tech Quiz Show using all the latest multimedia features. We offer a vast range of different themes, and you can even have a round specially designed for your company. Call us or visit our website now for a free brochure!

1 This company organizes all the details of a company's visit to a sporting event. _____

2 This will involve you in working out a puzzling mystery. _____

3 You can be sure of a first-class sporting event and the best facilities. _____

4 It's necessary to be hospitable if you want to increase your sales. _____

5 It will show your guests how much your staff really know. _____

6 This can be customized to suit your company. _____

7 This is an opportunity to take on an interesting role. _____

Vocabulary

2 Read the advertisements again and find the words that match the descriptions.

a something you can't do without essential

b famous _____

c starts something _____

d one of the parts of a competition _____

e a puzzle that makes you think _____

f formal and boring _____

g you can't deny this _____

h the greatest, the best _____

i the most advanced technology _____

j a section of film that goes slowly over action already performed _____

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Listening – where to go

3 TR11 Listen to Rita, a personal assistant to the sales manager, talking to her friend Hitomi. What is Rita trying to organize?

_____

_____

_____

_____

4 TR11 Listen again to the suggestions that Hitomi makes. Number them in the correct order and add the missing suggestion.

___ sandwiches from Gunther's catering company

__1__ a corporate dining room

___ a Brazilian café

___ a hotel bar

___ _____

5 TR11 Now listen again and write the reasons for or against each suggestion.

a Corporate dining room: They are taking the guests there for dinner.

b _____

c _____

d _____

e _____

Writing

6 Write to the Excelsior Hotel, to book lunch for a party of seven. Include:

- the date
- the time
- the number of guests
- any special requirements (e.g., a private location or a light menu).

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4 | Selling fashion

4.A Global fashion

Grammar – order of adjectives

1 Put the adjectives in the correct order before the noun.

a a group – fashion/successful/Spanish
A successful Spanish fashion group.

b policies – innovative/several/management
_____

c ties – silk/Italian/two/red/small
_____

d plan – one/stock/employee/participation
_____

e clothes – top/many/quality/designer
_____

f a culture – worldwide/single/film
_____

g shops – suburban/large/clothes/three
_____

h a strap – watch/stylish/Swiss/black
_____

i my classroom (add two or three adjectives)
_____

j my workplace (add two or three adjectives)
_____

2 Rewrite the sentences using the words from the box, inserting them in the appropriate place.

age reasonable between different ~~groups~~ committed sports majority together over

a Some European have opened fashion shops in the United States.
Some European groups have opened fashion shops in the United States.

b The group is made up of a hundred companies – in fact, 112 in total.
_____

c Pull and Bear specializes in casual and clothes.
_____

d We have some franchised stores, but the great are company-managed.
_____

e A Code of Conduct means good relations the group and its stakeholders.
_____

f The company acts in a responsible and socially way.
_____

g Our employees work, because team spirit is very important.
_____

h Our clothes are top quality at prices.
_____

i In this day and, we've got to have a single international fashion culture.
_____

j The group is made up of six main concepts, for markets.
_____

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Vocabulary – suffixes

3 Make the verbs into nouns and put them in the correct box. Pay attention: some verbs change slightly before adding the suffix.

~~produce~~	~~acknowledge~~	~~design~~	offer	
inform	structure	start	innovate	
participate	market	introduce	distribute	
manage	franchise	supply	commit	generate

Verb + ~*tion*

production

Verb +~*ment*

acknowledgement

Verb that stays the same

design

4 Now find five verbs that you can make into adjectives by adding ~*ive*.

a productive

b _____

c _____

d _____

e _____

Listening – market share

5 TR12 Listen to a conversation between Dave, a British reporter, and Clara, an American management consultant. Complete the information that Dave obtains for his article.

a Sports shoes are called _____ in the UK, and _____ in the US.

b Nike has over _____ % of the US market, while Adidas has about _____ %.

c In the UK, Nike has about _____ of the market, while Adidas has _____ %.

d Clara thinks that two main factors for international success are: a strong _____ and ability to _____ to _____ demands.

e Nike built its business on a knowledge of _____ in the US market.

f In other markets, Nike has had to adapt its _____ and _____ .

g Sales in China and Eastern Europe have increased by about _____ %.

Writing an article

6 Research a fashion company which originates in your country. Write a short article describing what the company makes and the factors that have influenced its success on the national or international fashion scene. Include some information on sales figures and market share if possible. (Write about 120 words.)

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4.B Moving fast

Grammar – adjectives and adverbs

1 Study the sentences below. Write ADV if the word in italics is an adverb, or ADJ if it is an adjective. Then rewrite the sentence using an adverb instead of an adjective, or an adjective instead of an adverb.

a The figures improved *annually*.
ADV The figures showed annual improvement.

b Expansion in the range of products was *rapid*.
____ _____

c Things moved *fast*.
____ _____

d The company grew *quickly*.
____ _____

e There was *vigorous* development in the markets.
____ _____

f The Spanish market share is reducing *slightly*.
____ _____

g Sales in the rest of Europe are increasing *phenomenally*.
____ _____

h The net income rose *fantastically* over the three years.
____ _____

i This was the *original* design marketed by the company.
____ _____

j There was *steady* regional improvement in the markets.
____ _____

2 Some adverbs have two forms with different meanings. What are the meanings of the expressions in italics? Write a word or expression that means almost the same.

a The staff *worked hard*.
Did a lot of work.

b The supervisor *hardly takes any notice* of customer complaints.
_____

c The personnel manager *spoke freely* to the reporter.
_____

d They distributed the information leaflets *for free*.
_____

e The sales representative *arrived late* for the meeting.
_____

f *Lately*, sales have been dipping again.
_____

g As an ambitious person, Marie intended to *aim high* in her new company.
_____

h The stock participation plan was *highly appreciated* by employees.
_____

i The sales *plunged right down* to new lows.
_____

j The board *decided rightly* that it was time to restructure.
_____

Pronunciation – /ʃ/ and /tʃ/ sounds

Study the sentences and mark whether the underlined words contain a ʃ sound or a tʃ sound.
● TR13 Listen and check, then listen again and practise saying the sentences.

a The group has activities related to textile design and distribution. ☑ ʃ

b Look at these pie charts. ☐

c The first Spanish shop opened in 1975. ☐

d The group is made up of several chains. ☐

e There are some variations. ☐

f There are some franchised stores. ☐

g There was a rapid growth in international sales. ☐

h There were changes in the main markets. ☐

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Vocabulary – listening for detail

3 Complete the description of the Inditex group using the words from the box. TR14 Listen and check.

approach biggest demands ~~design~~ distribution flexibility headquarters internationally locations model

The Inditex Group is made up of more than 100 companies operating in textile **(a)** ~~design~~, manufacturing and **(b)** _____.

The group's success and its unique business **(c)** _____, based on innovation and **(d)** _____, have made Inditex one of the **(e)** _____ fashion retailers in the world.

Our **(f)** _____ to fashion – creativity, quality design and rapid turnaround to adjust to changing market **(g)** _____ – has allowed us to expand **(h)** _____ at a fast pace and has generated an excellent public response to our retailers' collections.

The first Zara shop opened in 1975 in La Coruña, Spain, a city in which the group first began doing business and which is still home to its **(i)** _____. Its stores can now be found in prime **(j)** _____ in more than 400 cities on five continents.

Drawing graphs

4 Draw graphs to show the Inditex group's figures using the chart. You can use line graphs or bar graphs.

	2011	2010	2009	2008
Net sales (billion euros)	13.8	12.5	11.1	10.4
No. of stores	5,527	5,044	4,607	4,264
No. of countries	84	77	74	66
No. of employees (1,000s)	109	100	92	89

Writing a report

5 Write a short report to describe the progress of the Inditex group from 2008 to 2011 using the information from Activity 4. (Write about 100 words.)

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4.C What sells clothes?

Grammar – past ability and obligation

1 Complete the sentences using the prompts in brackets and *could, able to* or *had to*. Invent your answers for h–j.

a The company wasn't well known, so its advertising strategy … (involve high profile media)
had to involve high profile media.

b Nowadays, cigarettes are banned in adverts, but in the past, advertisers … (show people smoking)
_____

c Today the designer can afford long holidays, but when she was younger she … (take short breaks)
_____

d Its advertising strategy worked, and it … (get lot of new sales)
_____

e The sales rose so unexpectedly that the company … (increase production)
_____

f The company succeeded because it … (dress stars for the Oscars)
_____

g They wanted to use celebrity ads, but they … (not afford the cost)
_____

h The controversial ads worked, but the company …
_____

i The advertising campaign was a great success, so the company …
_____

j It started as an online business without any shops because it …
_____

Vocabulary – marketing strategies

2 Put the words in the box in the correct category (a–e). Add at least two more words to each category.

hotels	controversial	broadrooms	~~film stars~~	
newspapers	film premieres	sports stars		
television	sensationalist	showbiz	parties	

a celebrities: film stars
b mass media: _____
c luxurious settings: _____
d advertising strategies: _____
e splashy media events: _____

Reading an article

3 Quickly read the article on page 42 about the Internet clothes retailer Boden, and find words and phrases that mean the following:

a annual sales turnover
b business delivered by post
_____
c everyday clothes
_____
d product range linked to a particular way of life
_____
e in other countries
_____
f information about sales, profits, etc.
_____
g a period of economic decline
_____
h retail shops
_____
i group of people who regularly buy your products
_____
j person who runs a large company
_____

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Boden: a British success story

In a time of recession, when clothes shops on the high street are struggling, one retailer is enjoying success. Boden, the Internet and mail order business, released its results today. The figures showed that its turnover reached a record £200 million.

The company is owned and run by Johnnie Boden. In the early 1990s, Boden was an unhappy banker, looking for a fresh start. On a business trip to New York, he discovered that many of his American colleagues bought their clothes from mail order companies. They ordered basics, like button-down shirts, over the phone and a few days later the clothes arrived to their homes. For busy working people, this was the perfect shopping model.

Boden returned to the UK and set up a business from his home. Tuning into the lifestyle of his friends and family, he created a brand that appealed to the upwardly mobile residents of southern England. But Boden has cleverly adapted to the times. It established an Internet presence early on and it quickly learnt to use 21st-century marketing methods. Then it moved into overseas markets, managing to sell its very British lifestyle brand to an international audience.

Chief Executive Julian Granville commented on the results: 'We are very pleased with our strong performance. Our customer base continues to expand and we now have over one million loyal customers worldwide.'

Tim Danaher, editor of Retail Week, said: 'One of the things going for Boden is that it is a pure online retailer and that is a market still going from strength to strength.'

4 Read the article again and write true (T) or false (F) against the statements (a–h). Correct the false statements.

a Retailers are generally doing well at the moment. [f]

Retailers are struggling at the moment.

b Today's results show that Boden's business is increasing. [ ]

c Johnnie Boden enjoyed his job as a banker. [ ]

d His idea was to sell luxury clothes in stores on the High Street. [ ]

e He based his company's image on his American colleagues' lifestyle. [ ]

f Boden's international expansion hasn't been a success. [ ]

g Boden has more than one million customers in the UK. [ ]

h Boden now does most of its business over the Internet. [ ]

Writing a report

5 Write a short report about a clothes retailer in your country.

- What type of customer is it aiming at?
- How does it advertise and market its clothes?
- What kind of image does it create?

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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record them and listen to yourself.

a You want to find out about a company.
Could you …? ___ /2

b Explain your company's success.
There are … ___ /2

c Ask how rapidly a company grew.
Did …? ___ /2

d Ask about future trends.
What are …? ___ /2

e Ask about negative effects a strategy could have.
Are there …? ___ /2

Two marks for each correct answer: ___ /10

Grammar

2 Rewrite the sentences, putting the adjective(s) or adverb(s) in the correct place and order.

a We are a company that specializes in sleepwear. (silk/high quality/ladies')
_____ ___ /1

b The company has had results. (good/sales/national)
_____ ___ /1

c At first, everything moved. (slow/pretty)
_____ ___ /1

d After that, the figures increased. (month/rapid)
_____ ___ /1

e Turnover fell in the last financial year. (slight)
_____ ___ /1

One mark for each correct answer: ___ /5

3 Rewrite the sentences in the past using the prompts in brackets.

a This year, the company must expand rapidly.
Last year, _____ ___ /1

b Today, we can use the mass media for advertising.
In the past, we _____ ___ /1

c By dressing a film star at the Oscars, the company can get good publicity.
By dressing a film star _____
_____ ___ /1

d A designer really must dress television stars.
A designer _____ ___ /1

e The company can generate sales at a fashion show through sensationalist advertising.
At the fashion show last year, the company _____ ___ /1

One mark for each correct answer: ___ /5

Vocabulary

4 Match the 'heads' of the expressions (a–j) with their 'tails' (1–10).

a	company	**1**	sales
b	press	**2**	gains
c	employee stock	**3**	growth
d	company-managed	**4**	strategies
e	rising domestic	**5**	stakeholders
f	a corporate	**6**	campaign
g	strong annual	**7**	participation plans
h	an award-winning	**8**	group
i	marketing	**9**	stores
j	short-term	**10**	coverage

Half a mark for each correct answer: ___ /5

Total: ___ /25

Now check your answers on ▶ p143

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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1 Read the answers, then write the questions.

a What is the structure of your group?
Our corporate group is made up of six main components.

b _____
We specialize in sleepwear.

c _____
There are three factors: quality management, employees and products.

d _____
By that we mean everyone involved in the company: shareholders, employees, etc.

e _____
Our first store opened in Spain, 30 years ago.

f _____
Things moved very fast, with strong annual growth.

g _____
We think that it is likely that expansion will continue in the near future.

h _____
International sales have overtaken domestic sales.

i _____
Our marketing strategy is to use celebrities.

j _____
There can be some disadvantages: cost, for example.

2 Rewrite the sentences in the past.

a Today you can usually increase sales through advertising.
In the past, you could usually increase sales through advertising.

b For maximum exposure, you must use mass media.
_____

c The shops must sell the latest fashions to remain competitive.
_____

d The company can always diversify to boost its sales.
_____

e The group must sell its products abroad.
_____

f The company's image can be put across simply.
_____

g The shop can go into menswear because there is no competition.
_____

h Nowadays, to get the top jobs, a fashion photographer must win a national award.
_____

3 Circle the correct word to complete the sentences.

a Some European brands have been *tremendously* / *casually* popular in the States.

b I'm writing an article, and I'd like some *fantasy* / *basic* information, please.

c There are some franchised stores, but the *small* / *great* majority are company owned.

d Good management is the main reason for the company's *quality* / *impressive* success.

e Our team is made up of bright people who can work *fast* / *fastly*.

f Our Code of Conduct ensures *free* / *uneven* / *good* relations between the group and its stakeholders.

g This Code means that the company acts in a *privately* / *socially* / *commercially* committed way.

h In its first decade of business, figures improved *annual* / *annually* / *slow*.

i Turnover and sales rose *strongly* / *likely* / *lively*.

j The downside was that the ads were too *strongly* / *costly* / *expensively*.

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Black run

1 Rewrite the sentences using an adverb or an adverbial expression.

a The minimalist approach to advertising was an enormous success.
The minimalist approach was enormously successful.

b The rise in profits was steady throughout the financial year.
_____

c The group was bold in its choice of prime locations.
_____

d The expansion of the company was unexpected.
_____

e This a company with fast expansion.
_____

f The journalist arrived after the interview had begun.
_____

g In recent months new trends in advertising have emerged.
_____

h The department put in a lot of hard work to produce the brochures.
_____

i The public didn't take much notice of the sales campaign.
_____

j There was a slow rise in sales over the financial year, then a rapid decline.
_____

2 Complete the article using the expressions from the box.

hold their heads up	afford to buy one
turned out to be	escaped your attention
mass-producing fashionable clothes	
cost just £25	~~asked me about~~ drawn a blank

If, a week ago, you had (**a**) asked me about Zara, I would have largely (**b**) _____.

I knew it was Spanish, I knew they made inexpensive women's clothes and that was just about it. But just last week I was visited by my brother-in-law in what (**c**) _____ a Zara shirt, and a pretty spectacular shirt at that. It's a big, billowing, flowery white summer shirt and it (**d**) _____ I know because I went and bought one just like it yesterday, from Zara's flagship store at Oxford Circus.

It can't have (**e**) _____ that the high street has been big in menswear these last few years, due in no small part to the mini revolutions experienced at the Arcadia brands. But Marks and Spencer, Gap and now Zara have also improved their menswear to such an extent that they can (**f**) _____ among the hipper, more upmarket luxury brands.

Zara believes in (**g**) _____ at rock-bottom prices, always with an eye on fast turnover. I wouldn't necessarily expect a Zara shirt to last me a lifetime, but at these prices you could (**h**) _____ every couple of weeks.

3 If one of the sentences in the article were to provide the title, which sentence would you choose?

4 Write a synonym or explain what is meant by these expressions.

a drawn a blank not had a clue

b a flagship store _____

c hipper, more upmarket brands _____

d rock-bottom prices _____

e fast turnover _____

f last a lifetime _____

g a billowing shirt _____

h big in menswear _____

i in no small part _____

j can hold their heads up _____

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4.D Creating an image

Reading an article

1 Quickly read the texts about the different approaches to marketing that two companies – Viktor & Rolf and Jack Wills – take. Which one of the following descriptions (1–5) best identifies each company?

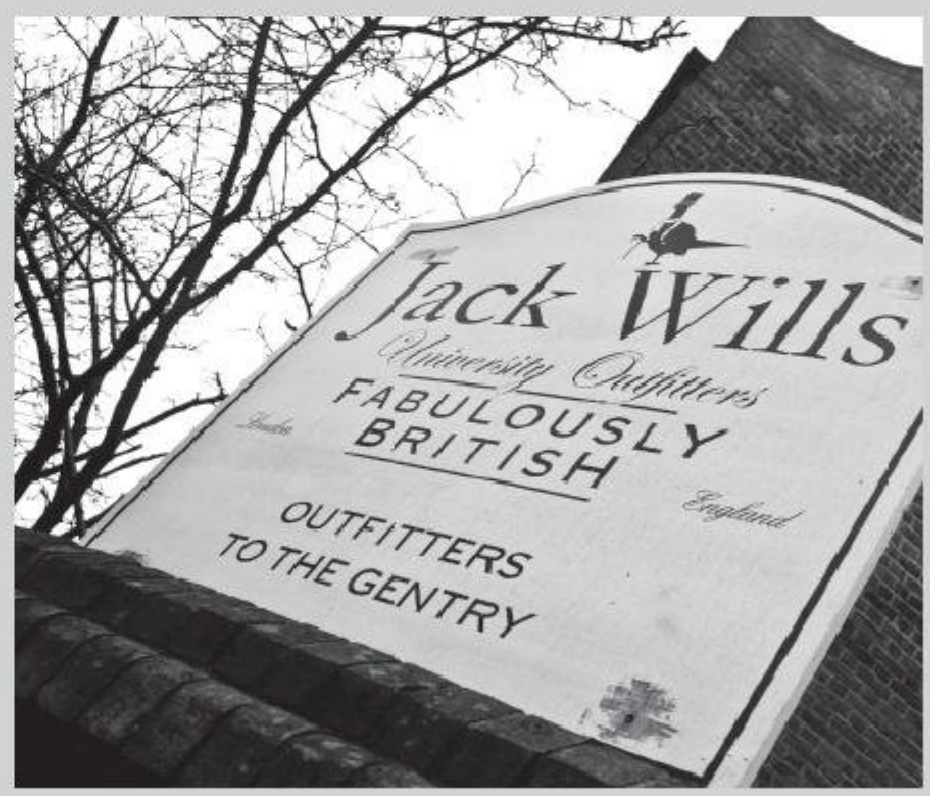
1 cutting-edge fashion
2 traditional formal wear
3 cheap everyday fashion
4 upmarket menswear
5 heritage clothes for teenager

a

Viktor & Rolf is a fashion brand that takes itself very seriously. Partners Viktor Horsting and Rolf Snoeren met at art school. Their shows are renowned for an experimental and avant-garde approach that marks out their designs for the ultra fashion conscious customer. Their mission was to 'turn the classical rules of luxury and beauty upside down'. Starting with haute couture in Paris, Viktor & Rolf entered the women's ready-to-wear market in 2000, adding menswear in 2003. But they remain committed to their artistic principles and have been reluctant to enter mass-market fashion. They prefer to court a more individual customer, using celebrities like Tilda Swinton and Tori Amos to define their high-fashion image. They've even modelled their own menswear collections, something which doesn't go down well with every critic. But Viktor & Rolf are not too concerned by other people's opinions. They want to play with the stereotypes and create their own vision, believing that 'fashion is an antidote to reality'.

b

Jack Wills is a modern marketing phenomenon. Starting in 1999 with a single shop in the quiet seaside town of Salcombe, in ten years Jack Wills spread throughout the UK and then beyond. Its hugely successful brand of 'preppy' clothes has entered the consciousness of university and high-school students not through conventional advertising campaigns, but through viral marketing. The company, for example, organizes social and music events which create a buzz among its target market. Word of mouth, too, has been critical to its success – young people telling their friends about the clothes and the shops. The Jack Wills brand is described by the company as 'drawing heavily on British heritage and culture' and many of the clothes have classic British sporting influences – rugby, polo and rowing, for example. Despite the British heritage, however, the company is expanding internationally and is taking the 'Fabulously British' slogan to a worldwide audience.



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2 Read the texts again and complete the chart.

	Victor & Rolf	Jack Wills
Business details		
Target markets		
Type of clothes		
Marketing strategies		

Vocabulary

3 Read the texts again and find the opposite meanings of the following words:

a conventional avant-garde

b enthusiastic _____

c fantasy _____

d slightly _____

e modern _____

f domestic _____

4 In the texts, find words or expressions with the same meanings as the following words:

a famous renowned

b plan, objective _____

c worried about _____

d a very rare event _____

e minds, awareness _____

f growing, increasing _____

Listening – a fashion show

5 TR15 Listen to a conversation between two fashion buyers, Leila and Gerry. Which designer does each buyer prefer? Listen again and match the correct company (Viktor & Rolf/Jack Wills) with the statements.

a Their clothes are really original.
Viktor & Rolf

b Most people haven't heard of them.
_____

c They've been very successful in the UK.
_____

d They've got maximum exposure with minimum investment.
_____

e They are more creative, way-out designers.
_____

6 Write sentences to contrast the two design companies using your notes from Activities 2 and 5. Use expressions that show contrast, such as *but, however, nonetheless, on the other hand, while, whereas* or *on the contrary.*

Viktor & Rolf's clothes are original, whereas

Jack Wills' are more practical.

_____

_____

_____

Writing

7 Imagine that you are a buyer for a fashion department. Write to your boss, recommending that you should stock the designs from one of the companies above or a company of your own choice. Give reasons for your recommendation.

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5 | Business environments

5.A A productive environment

Grammar – *make* and *do*

1 Complete the expressions with *make* or *do*, then write an example sentence for each expression.

a make arrangements — Let's make arrangements to meet Dr Stotz next week.

b _____ business — _____

c _____ good — _____

d _____ an offer — _____

e _____ your best — _____

f _____ an effort — _____

g _____ an excuse — _____

h _____ someone a favour — _____

i _____ a decision — _____

j _____ an attempt — _____

k _____ nothing — _____

Vocabulary – dealing with problems

2 Match the objections (a–g) with the responses (1–7).

a This office is just too dark!

b It's too noisy! I can't hear myself think!

c I don't get any natural light at all!

d This is not a productive work environment.

e My desk is right next to the coffee machine, and I hate the smell.

f The building is too far from the tube station.

g I just can't stand these little cubicles – they make me claustrophobic.

1 I'm afraid this is the best we could do. Premises in the city centre are so expensive.

2 I can see it's not ideal. But remember there's a no.7 bus that goes right past the front door.

3 That is a difficult one. But perhaps some movable partitions might help.

4 I know it's hard to get used to them. If they don't work, we'll remove the partitions and go for an open-plan space.

5 I see. Well, we could try some different lighting over your desk.

6 Why don't we swap desks? You sit by the window. I don't mind sitting in the corner.

7 That's an easy one. We'll move it. Let's go and discuss it with the others.

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Listening – a heated discussion

3 ● TR16 Listen to an argument between two employees and their manager, Bill. Complete this part of the conversation, using expressions with *make* or *do*.

Bill: Hang on, let's not start arguing. Look, Grace, can I make a suggestion: how about not eating in the office?

Grace: _____ a favour! No way! I just can't _____ properly if I can't eat!

Stella: No one else eats hot food at their desk. We just have sandwiches. Why should we _____ for you?

Bill: OK, OK, stop it, you two. I can see I'll have to _____ to sort this out.

Grace: Yeah, well. It's easy to _____. Promises, promises! That's all we ever get! You managers _____ than good, if you want my opinion!

4 ● TR16 Listen again. The discussion does not go well. Make notes about:

a the problem

b the attitude of the two employees

c the manager's attitude.

Writing

5 Bill sends you an e-mail, explaining the problem in Activity 3. Write a reply. Give Bill some advice about his handling of the situation, and make suggestions for resolving the problem.
Begin like this:

From:

To: Bill Wright

Subject: Staff problem

Many thanks for your e-mail yesterday. This is a tricky situation for you! However, I think you need to handle the situation a bit differently …

_____

_____

_____

_____

_____

_____

Language links – UK and US English

North American English is slightly different from British English. Note these equivalent expressions. Can you add others?

American English	British English
I'll call you.	I'll ring you.
I have the printer to my right.	I've got the printer on my right.
Do you have a minute?	Have you got a minute?
a store	a shop
the subway	the Underground (or Tube)
the elevator	the lift
the sidewalk	the pavement
the first floor	the ground floor

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5.B Integrated planning

Grammar – progressive and non-progressive verb forms

1 Circle the correct alternative to complete the sentences.

a I (*believe*) / *am believing* that young people represent the future of business.

b This student *thinks* / *is thinking* of doing a degree in Architecture.

c I *think* / *am thinking* that interiors are as important as exteriors.

d Some interior designers *say* / *are saying* that furnishing materials should be plain.

e *Do you say* / *Are you saying* that you *think* / *are thinking* integrated planning is essential?

f *I see* / *I'm seeing* what you mean, but I *disagree* / *am disagreeing*.

g *Do you see* / *Are you seeing* the entire product range while you're here?

h The architect *means* / *is meaning* well, but he *doesn't realize* / *isn't realizing* the importance of detail.

i Open-plan spaces *look* / *are looking* more user-friendly.

j We *look* / *are looking* to have a fluid arrangement of space in our workshop.

Vocabulary

2 Choose a word from list A to go before each noun, and a word from list B to go after each noun.

A Quality, ~~office~~, staff, open-plan, underground, natural

B Retention, fittings, space, environment, policy, ~~design~~

a	office interior	interior design
b	_____ light	light _____
c	_____ recruitment	recruitment _____
d	_____ parking	parking _____
e	_____ staff	staff _____
f	_____ office	office _____

3 Write the adjective that can be formed from each of the words below. The adjectives all end in either *~al* or *~ing*. Pay attention: the spelling may change before you can add *~al* or *~ing*.

a finance _____

b post _____

c work _____

d interest _____

e function _____

f architecture _____

Writing – office space

4 You have seen an advertisement for office space to rent. You want to phone the letting agent for more information. Write at least one question to ask about each topic:

a location Where exactly is it?
_____?

b number of rooms
_____?

c facilities
_____?

d rent
_____?

e availability
_____?

Listening – an office for rent

5 TR17 Listen to the conversation between Carla and a letting agent. Make notes about the accommodation Carla is looking for, using the headings below. What information is missing?

Location: downtown area

No. of rooms: _____

Facilities: _____

Rent: _____

Availability: _____

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Writing

6 Imagine you are the letting agent and have found suitable office space for Carla. Write an e-mail describing the accommodation and its facilities. (Write about 100 words.) Begin like this:

From:

To: Carla Manuelo

Subject: Office space

Further to our telephone conversation last week, I think I have found something suitable for you ... _____

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5.C An ecological building

Grammar – causative *make* and *have*

1 Unscramble the sentences. The first word is provided to help you. More than one answer may be possible.

a plans copy a of me make please the

Please make me a copy of the plans.

b building makes warm energy-saving the heating the quickly

The _____

c plan slimmer the building the look makes circular

The _____

d work good the made has smoothly design office

Good _____

e this rich design innovative make will us

This _____

f renovated had old have we an building

We _____

g designer new has materials created had the furnishing

The _____

h its furniture made own has the company had

The _____

i We the have complex had incorporated and new into shops offices

We _____

Reading – building facilities

2 Read the texts on page 53 about two building projects designed by Norman Foster. Which complex has:

a an internal waterfall?

b a riverside location?

c a huge open space inside it?

d a glass 'skin' made up of three layers?

e a glass-covered garden?

f a way of recycling water?

g a complex of shops next to it?

h a system for controlling lighting?

i the remains of an old building inside it?

j a way of preventing the building heating up in sunny weather?

3 What makes the two buildings similar or different? Read the texts again and make notes.

Similarities:

They both have a lot of natural light.

_____

_____

Differences:

_____

_____

_____

Vocabulary – learning new words

4 This unit has a lot of new vocabulary. How do you remember it? Read through the unit and make a list of the new words. Try one or more of these methods to help you remember them.

a Write the word and its opposite.

curved - linear

b Put the words into categories, e.g., words referring to buildings. Use different coloured pencils for each category.

facilities, location, environmental aspects, shape

c Write a word and use it in a sentence.

winter garden - that has a glass roof, so you can enjoy it all year

d Write the new word and find a word that rhymes with it.

accommodation - medication

The Jiushi Corporation Headquarters

Shanghai, China

This 40-storey tower occupies a significant site in Shanghai, overlooking the Huangpu River and the new business district. These views govern the structure of the building – its concrete core is positioned away from the river to create flexible curved floor-plates on the riverside, free of internal columns.

A triple-skin ventilated glazing system allows the tower to enjoy maximum daylight without any build-up of solar heat in the internal spaces. At the top is a six-storey glazed winter garden. Adjacent to the tower, a six-storey block containing shops, restaurants and bars follows the line of the street, with a two-storey colonnade, reminiscent of traditional Shanghai shopping arcades.

Hearst Tower

New York, USA

Norman Foster's dramatic 21st century Hearst Tower combines the old and the new. It is literally built on top of Hearst's 1928 headquarters. The new building incorporates the original shell into a vast internal plaza. Inside, an artificial waterfall fills the space with the sound of running water. On the exterior, its angled windows reflect the light like a jewel on the New York skyline.

Hearst Tower has been described as 'the most environmentally friendly office tower in the city's history'. The building includes a high proportion of recycled materials. Rainwater is collected on the roof, thus reducing water waste by 25%. Natural light is maximized and sophisticated light sensors automatically reduce the use of artificial lighting. It is the model of a sustainable office building.

Pronunciation – vowel sounds

Mark the vowel sounds (underlined) in the sentences with the correct symbol, as in sh<u>ee</u>p /iː/, sh<u>i</u>p /ɪ/ or sh<u>i</u>ne /aɪ/. ● **TR18** Listen and check. Practise saying the sentences aloud.

a The Swiss Re b<u>ui</u>lding has a sl<u>i</u>m base, with a publ<u>i</u>c plaza and shopping arcades.

b The shape w<u>i</u>dens as it r<u>i</u>ses from the ground.

c This l<u>ea</u>ding corporation has gathered all its k<u>ey</u> employ<u>ee</u>s in one location.

d The des<u>i</u>gn maxim<u>i</u>zes l<u>i</u>ght and minim<u>i</u>zes air conditioning.

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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record them and listen to yourself.

a A colleague complains that your workplace is too dark.
Let's see what … ___ /2

b You want to enquire whether your manager is free to talk to you.
Excuse me. Do …? ___ /2

c A colleague has just told you about a problem she's having.
Thanks … ___ /2

d You want to ask about two facilities in a building.
Has the building got …? ___ /2

e A friend asks which two aspects of a building make it good for the environment.
It's … ___ /2

Two marks for each correct answer: ___ /10

Grammar

2 Correct the mistake in each sentence.

a Our manager has done the arrangements for moving to new premises. ___ /2

b We've seen the designer twice and we see him again tomorrow. ___ /2

c The company has had new furniture making by the firm. ___ /2

d I'm believing that the studio makes good use of an open-plan space. ___ /2

e I'll do an exception and lower the rent on this office. ___ /2

Two marks for each correct answer: ___ /10

Vocabulary

3 Match each site (a–j) with something you could find there (1–10).

a a small cubicle
b a reception area
c a storage space
d an open-plan office
e a skyscraper
f a financial district
g a public square
h a leisure district
i a residential district
j an air-conditioned arcade

1 landscaping and fountains
2 apartment buildings
3 retail shops and restaurants
4 lifts and underground parking
5 seating and magazines
6 a desk and computer
7 movable partitions
8 many tall office buildings
9 shelving
10 an entertainment complex for night-time activities

Half a mark for each correct answer: ___ /5

Total: ___ /25

Now check your answers on ▶ p143

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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Red run

1 What would you say in these situations? Write one or two short sentences using the prompts.

a You want to complain about your dark office.
There's no ~~daylight in this office!~~

b An employee complains about the open-plan seating in the office.
I understand, but _____

c An employee complains that there isn't any ventilation in the office.
Leave it _____

d You want to complain because you're being constantly distracted at work.
There's so much _____

e A visitor from China asks you what 'a functional interior' means.
Well, it means that _____

f Ask two questions about office space that you might rent.
Has it got _____?

g Ask about the location of the office space inside a tower block.
Where _____?

h You want to convince a potential client that an office is worth renting.
It costs a lot, but _____

i A colleague asks what the point of good interior office design is.
It helps _____

j A potential client asks you what makes your building energy efficient.
The _____

k You are asked what facilities there are in your building.
Our building has got _____

2 Complete the sentences using the words and expressions from the box.

has had	~~making excuses~~	do anything
makes the	do business	slightest effort
make arrangements	made of	make/an offer

a You listen, you're good at ~~making excuses~~, but you never _____ about the problem!

b You never make the _____ to understand our problem.

c This designer is cool, we can definitely _____ with him.

d This design firm is rather pricey, but if they _____ us _____ we'll consider it.

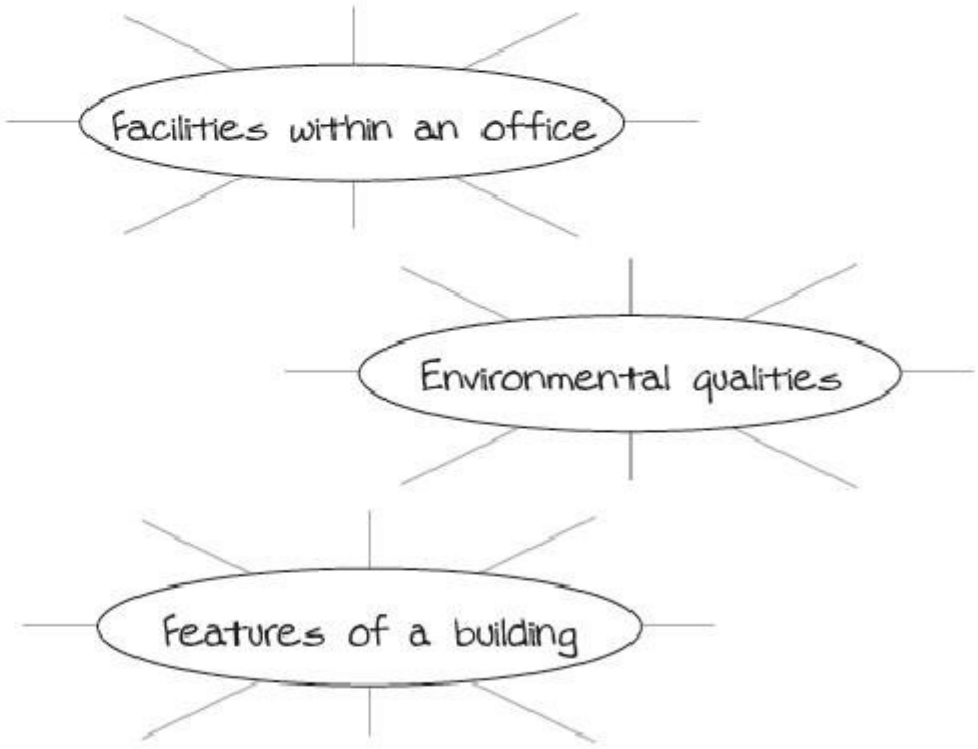
e We're not happy about this open-plan office: we'll _____ to meet the designer again next week.

f The company _____ all its office furnishings _____ special materials.

g The apex of the building is tapered, which _____ best use of a small site.

3 Copy the three spidergrams and complete them using the phrases from the box. Add at least three phrases to each.

air conditioning	energy efficiency
open-plan seating	a city-centre location
a landscaped roof garden	a coffee-making area
windows that open	a microclimate
shelving and storage units	
close to public transport	a reception area



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1 Match the descriptions (a–f) with the example sentences (1–6) to make a dialogue between a manager and an employee. Write the manager's last reply (6).

a Make a complaint.

b Express regret, ask for details.

c Reply, giving examples.

d Promise action.

e Express scepticism, ask for action.

f State what you will need to do to resolve the problem.

1 For one thing, the printer's always breaking down, and the lighting is poor.

2 Will you really do something about it? When could we expect some change?

3 I'm sorry you feel that way. Can you tell me what the problem is, exactly?

4 I see. Leave it with me, I'll look into it.

5 I can't work at my best in this office, it's so badly equipped.

6 _____

2 Complete the exchanges using expressions with *make*, *do* or the causative *have*. More than one answer may be possible.

a Ana: I can't stand this office!
Bill: Could I make a suggestion?
Why don't we move the furniture?

b Cris: We need to meet the designer.
Dan: OK. I'll make _____

c Elio: Who is going to decide where to put the desks in this office?
Fran: I'm the manager, so I'll make _____

d Gill: Please try to get used to this open-plan space.
Hans: Well, I can't make _____ but I'll try.

e Ian: This office building is not energy efficient!
Lucy: You're right. We'll have to _____ about it.

f Ken: The photocopier's in my way again. Can it go somewhere else?
Len: OK. I'll have _____

Metropolitan building, Warsaw, Poland

The site of the Metropolitan office development is at the northern edge of Pilsudski Square, one of Warsaw's most important public spaces.

The building extends to the perimeter of the site to establish an appropriate presence on the square, while an open public space, 50 metres wide at its heart, maintains pedestrian routes through the site. The drum-like space provides the social focus of the scheme and is lined with cafés and restaurants. At its centre is a dramatic water feature, surrounded by a ring of mature trees. The circular motif continues with a ring of light, cantilevered from the first floor of the building, which provides illumination for evening al fresco dining, and a gently glowing halo of light around the top of the building. Above the ground level shops and restaurants there are five storeys of flexible office accommodation, grouped in three separate, yet connected buildings. Below, the underground parking level provides space for 400 cars.

3 Read about the Metropolitan office building in Warsaw. Make a list of the facilities and features it offers.

4 Write to the resources manager of the Metropolitan building. Imagine that you are thinking of renting space in the building and ask for more details about the office space. (Write about 100 words.)

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5.D Creating a financial district

Vocabulary – describing a project

1 Find a synonym or write a short description for each phrase. Use a dictionary to help you.

a quarter

a small district within a town or city

b derelict

_____

c an industrial site

_____

d residential units

_____

e a pedestrian route

_____

f a performing arts venue

_____

g to improve energy efficiency

_____

h to enhance the appearance

_____

Rejuvenating an urban district

2 In Unit 5.D of the Course Book, you planned a financial district on a new site. If you had to rejuvenate an area within a city, what would be the most important features to provide? Tick (✔) three that you think are essential, and add at least three more.

commercial office space ☐

continuity with the architectural style of the city ☐

shops ☐

housing ☐

learning district ☐

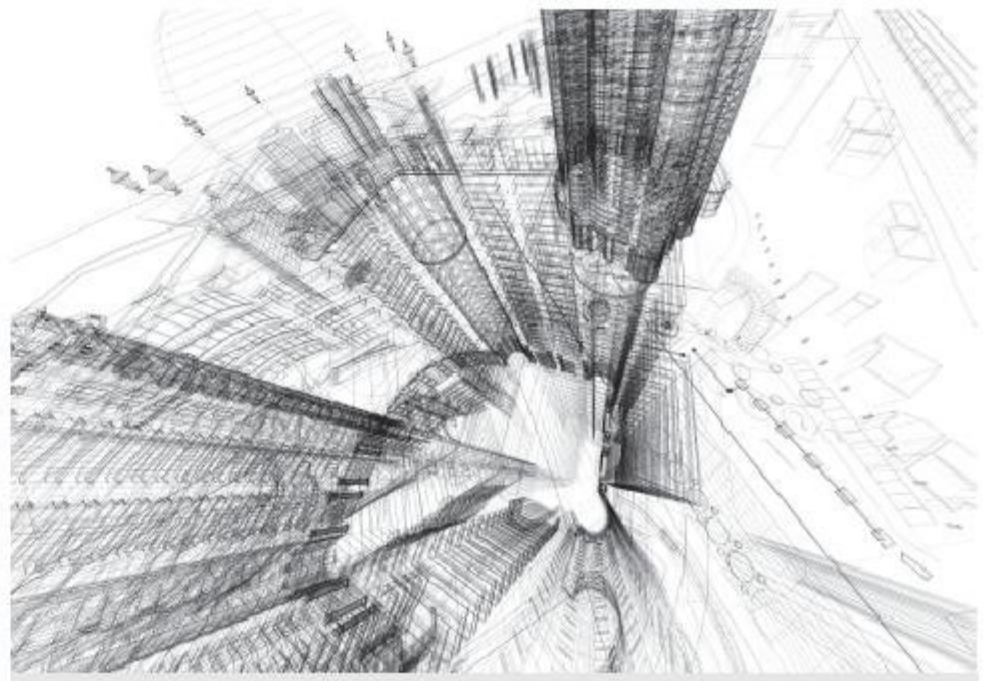
fountain ☐

_____

_____

Listening – a dictation

3 TR19 Listen to the director of the new development as he dictates the first part of an article about a major urban renewal project. Fill in the gaps, including the punctuation you hear.



Sustainable City

This exciting proposal will bring new life to a former (a) industrial site that is now derelict. [full stop] Its location in the (b) _____ of the city provides an opportunity to create a vibrant (c) _____ for the 21st century. [full stop] At the heart of the (d) _____ will be 20,000 square metres of commercial office space, [comma] a (e) _____ with capacity for 300 guests, [comma] 25 residential units and a (f) _____ with spa. [full stop]

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Reading an article

4 Read the rest of the article quickly. Make a list of all the facilities provided in the proposal. Are they the same as those you listed in Activity 2?

(Paragraph 2)
An important feature of the development will be the addition of a roof to improve energy efficiency and acoustics. The roof will be landscaped in a way that will enhance the overall appearance of the development to blend in with the district's existing, historic architecture.

(Paragraph 3)
The development will also provide a new entertainment space. The inclusion of a 150-seat performing arts venue offers a flexible space that can be used as a cinema or for small-scale theatre productions. The area will be enhanced further by the provision of cafés, bars and restaurants which will create new life in the district after business hours.

(Paragraph 4)
The re-development of this derelict area will also bring environmental benefits. Contamination from its former industrial use will finally be cleaned up. The planting of trees along the main pedestrian route will also add a valuable green space to the city centre.

(Paragraph 5)
The development will be accessible to all users, through the provision of pedestrian and cycle routes as well as full access for people with disabilities. Car users will be served through the provision of 340 underground parking spaces.

5 Which paragraph (including Paragraph 1, Activity 3) does each statement relate to?

a Pollution from previous uses of the land will be eliminated. ☐

b The district will be lively in the evenings. ☐

c People will be able to live, work and play in the new development. ☐

d The buildings will be pleasing to look at. ☐

e Visitors will be provided for. ☐

f There will be some areas where cars won't circulate. ☐

g Gardens on top of the buildings will be good for the environment. ☐

h People will walk along a tree-lined route. ☐

i People in wheelchairs will be catered for. ☐

j Theatre-goers will be able to have dinner or a drink nearby. ☐

Writing a proposal

6 Think of an area near you that could be improved or rejuvenated. Write a proposal outlining your plans for a new development on the site. (Write about 150 words.) Begin like this:

Dear Sirs,

I am writing to discuss my proposal for the improvement/rejuvenation of the … area of our city. For a long time, this area has suffered from … and could be much improved by _____

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6 | Better connections

6.A Communicating in-house

Grammar – purpose and result

1 a Rewrite these sentences of purpose so that they show results. Use a different expression each time, for example, *as a result, the result of … is …, therefore, so, consequently, as a consequence.*

1 We're taking this course to learn how to implement new solutions technologies.
As a result of taking this course, we'll know how to implement new solutions.

2 We have an intranet so that our employees can communicate with each other securely.

3 You click on 'directory' in order to access everyone's contact details.

4 The purpose of the intranet is to improve internal communication.

5 We protect our network by installing new security software.

b Rewrite the sentences so that they show purpose. Use a different expression each time, for example, *so that, in order to, to.*

1 I clicked on the icon, and consequently I accessed the directory.
I clicked on the icon in order to access the directory.

2 We provide FAQs, and therefore customers don't waste time browsing the web.

3 As a consequence of installing the intranet, we've improved employee relations.

4 The result of having new security software is that the company's IT systems are much more secure.

5 Doing the training course resulted in the employees improving their skills.

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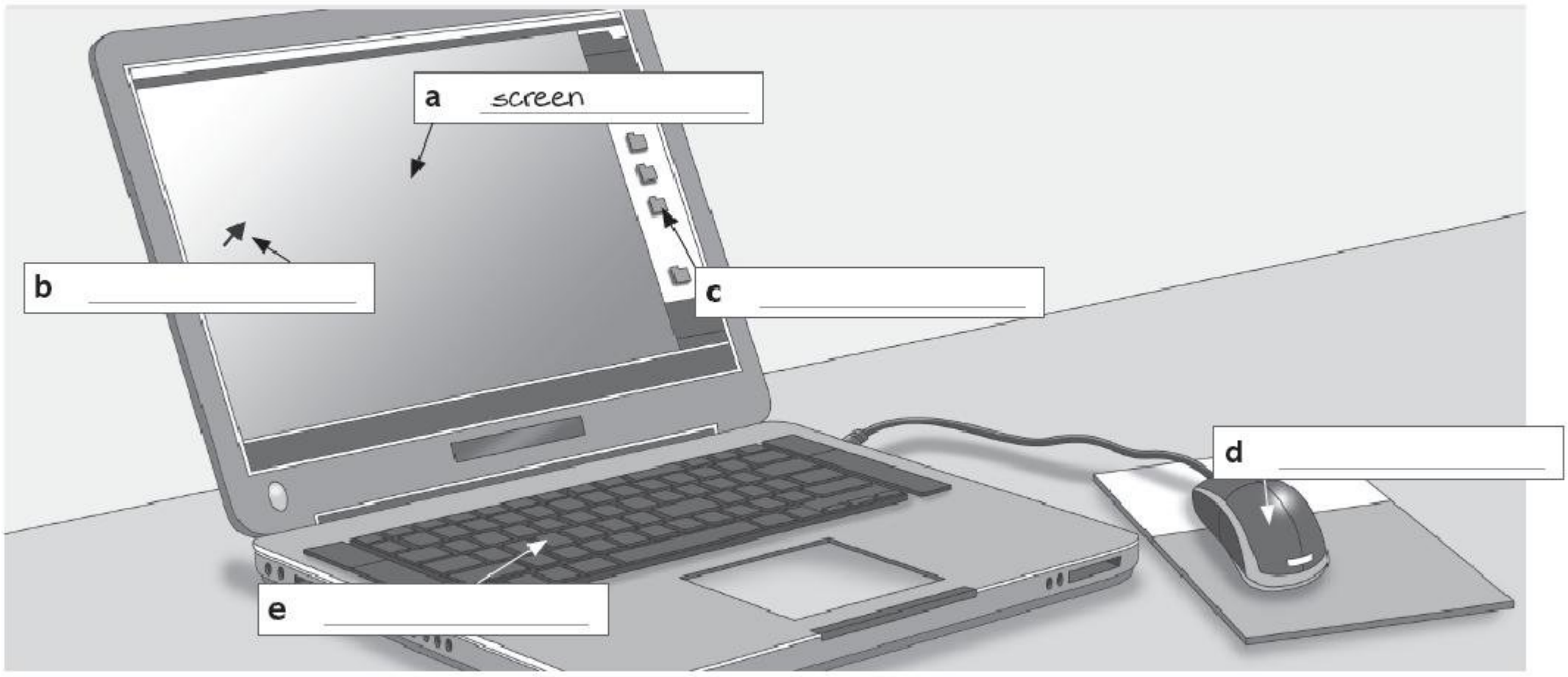
Vocabulary – computers

2 Label the parts of the computer and then write a sentence describing the purpose of each part.



a The screen is used to display information.

b _____

c _____

d _____

e _____

3 Circle the odd one out in each word group.

a mouse, screen, telephone, icon

b admin, communication, password, training

c blog, social networking, cursor, e-mail

d log in, intranet, download, view

e scroll, click, employee, access

f system, internal, external, departmental

Listening – instructions

4 TR20 Listen to a computer trainer giving five sets of instructions. Write what each instruction is for.

a To restart the computer.

b _____

c _____

d _____

e _____

Writing instructions

5 Write instructions for a colleague, telling him/her how to:

a attach a file to an e-mail message

b pick up voicemail from a company phone

c fill in a form, for example, for travel expenses, on the intranet.

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6.B Don't get a virus!

Grammar – intensifying adverbs

1 Intensify the adverb(s) or adjective(s) underlined in each sentence.

a A virus can be <u>dangerous</u> for a company's computer system.

~~A virus can be highly dangerous for a company's computer systems.~~

b The anti-virus software offers <u>secure</u> protection.

c The slide has <u>clear</u> lettering and a <u>nice</u> background.

d The speaker spoke <u>rapidly</u> to start with: I just couldn't understand him.

e It's best if the speaker uses <u>short</u> words and speaks <u>slowly</u>.

f Focus your slide just a little bit more; it's <u>blurred</u>.

g Basic virus protection systems are <u>effective</u>, but most companies need something more sophisticated.

h I don't normally enjoy IT presentations but this one was <u>interesting</u>.

2 Read these guidelines about the position of adverbs, then correct the sentences (a–f) below.

1 Do not put an adverb between a verb and its object.

~~*Computers get often viruses.*~~

Computers often get viruses.

2 The adverb usually goes after the auxiliary or modal verb.

~~*The company has altered radically its IT system.*~~

The company has radically altered its IT system.

These include:

- focusing adverbs *(also, just, only, mainly, mostly)*
- adverbs of certainty *(certainly, definitely, clearly, obviously, probably)*

3 Adverbs of manner, which describe how something is done *(well, badly)*, usually go at the end of the sentence.

This software protects the system well.

a The speaker has improved certainly his style.

<u>The speaker has certainly improved his style.</u>

b This slide gets definitely the message across.

c The speaker badly presented his last point.

d Just I will talk about the company.

e He has spoken also about virus protection.

f All the inbound messages immediately are scanned for viruses.

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Vocabulary – dealing with malware

3 Put the six steps to deal with an infected computer in the correct order, using the words from the box to introduce each stage.

Firstly ~~Secondly~~ Thirdly Next Lastly Then

- anti-virus software logs are analyzed
- the infected machine is cleaned up
- changes are made to company procedures, if the problem recurs
- the problem is reported to the IT Support Unit
- the user is asked for details of the problem
- all problems are recorded by the IT Support Unit

1 _____

2 Secondly, anti-virus software logs are analyzed.

3 _____

4 _____

5 _____

6 _____

Listening – how not to do it

4 TR21 Listen to Jason and Ikuko discussing a presentation they attended about a new firewall. Complete the comments they make about the speaker.

a She spoke too fast.

b She stood _____

c She never once _____

d She didn't prepare well, to overcome _____

e She needed to

1 _____ and

2 _____

f Her talk was muddled. She didn't have

1 _____

then she started by talking about

2 _____

g She couldn't _____

Writing guidelines

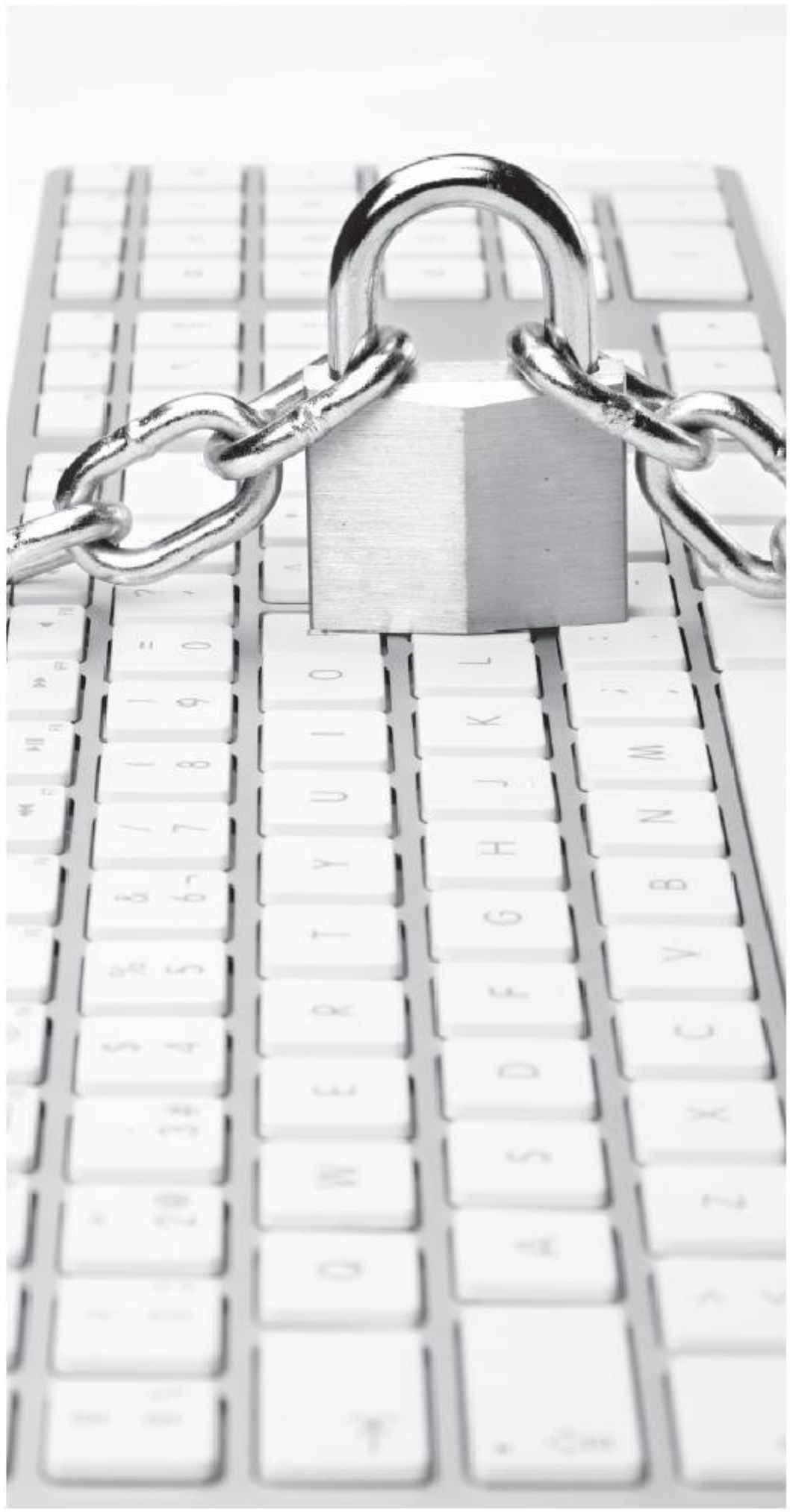
5 Write guidelines about giving a good presentation for your company's training handbook, using these headings:

- Preparation (e.g., research, overcoming nervousness, key points on slides)
- Structuring a talk
- Posture and speech
- Answering questions

(Write about 150 words.)
Begin like this:

Preparation

The first thing you need to think about is ...



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6.C A cost-effective system?

Grammar – question forms

1 Rewrite these statements as questions by adding a tag.

a That's how the system works.
That's how the system works, isn't it?

b New systems are appearing all the time.
_____

c You've got anti-virus software on your computer.
_____

d There's a more efficient way of doing this.
_____

e You have to keep upgrading the software.
_____

f Computers can still be infected with viruses.
_____

g AZP uses the latest technology.
_____

h We don't need this new system.
_____

i This isn't the only solution.
_____

j You would never need to invest in costly infrastructure.
_____

2 Rewrite the indirect questions or statements as direct questions.

a Is it true that downloading upgrades is time-consuming?
Is downloading upgrades time-consuming?

b I'd like to know whether AZP is cost-effective for a medium-sized company.
_____

c Is it true that AZP analyzes all our computer logs?
_____

d I wonder why we need AZP at all.
_____

e I'd like to know something about the process that is used.
_____

f Isn't it true that you can't stop all viruses?
_____

g Can you tell me why new viruses keep appearing?
_____

h Could you tell us when we'll get this new system?
_____

i Can you reassure us that this system is totally secure?
_____

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Reading – managing a firewall

3 Complete the text using the words from the box.

minimum	content	unauthorized
~~maximum~~	implement	opportunities
software	expertise	supply

A Managed Firewall enables you to protect your local area networks (LANs), corporate networks or intranets without expenditure on installing, upgrading and managing your own firewall system.

The service provides businesses with **(a)** maximum network security, with **(b)** _____ worry. The firewall – a combination of hardware and **(c)** _____ that protects a network from **(d)** _____ access from the outside world – is installed by the provider and managed 24 hours a day, 365 days a year.

Managed Firewall Solutions work with your existing network and will be kept up-to-date with any changes in your business. You can also request a reconfiguration of the firewall at any time. It is supported by uninterruptible power **(e)** _____ and back-up generators.

Managed Hosting Solutions enable you to **(f)** _____ your e-commerce strategy in order to make the most of the business **(g)** _____ offered by the internet. You can use the provider's extensive infrastructure and **(h)** _____ to host and manage your website, leaving you free to concentrate on developing effective web **(i)** _____ to support your business.

Writing

4 Write a reply to the following, suggesting ways of protecting the company's e-mail systems.

From: Janice Singh

To: All staff

Subject: VIRUSES!

Dear all,

I'm really fed up! This is the third time in six months that a virus has somehow got past our virus protection system and caused chaos. We don't seem to have adequate protection. Who is responsible for managing our virus protection programmes, upgrading them, and so on? I think we need to meet to discuss this. Meanwhile, can you send me any ideas that you have on this problem?

Many thanks,

Janice Singh

Customer Services

Pronunciation – /v/ and /w/ sounds

Mark the consonant sounds /v/ and /w/ in the sentences with the correct symbol. TR22 Listen and check, then practise.

Speaker 1: But how does that work?

Speaker 2: It works through a firewall. That's a combination of hardware and software which protects the network.

Speaker 1 Why do we need this system? We've got virus protection already.

Speaker 2: This will make the system less vulnerable and you don't have to invest in costly equipment.

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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in answer to the following questions? Write your answers. If you can, record them and listen to yourself.

a What does the intranet do?
It's … and it allows… ___ /2

b How does the intranet provide security? *It works through … and it protects against …* ___ /2

c Why do you have to keep installing protection upgrades on your computer? *New …* ___ /2

d Is a managed system cost-effective for a small business?
Well, it means you don't have to … ___ /2

e What is the directory for?
It's … ___ /2

Two marks for each correct answer: ___ /10

Grammar

2 Rewrite the direct questions as indirect questions or statements using the prompts.

a How do we access the various parts of the intranet?
Can you tell _____
_____? ___ /2

b What does the directory do?
Could you _____
_____? ___ /2

c Why is a managed system more efficient?
I wonder _____
_____? ___ /2

d Is a managed system vulnerable to viruses?
Isn't it the case _____
_____? ___ /2

e Why should we pay for a professional designer?
I'd like to know _____
_____? ___ /2

Two marks for each correct answer: ___ /10

Vocabulary

3 What do you call the following?

a Unwanted software, such as a virus, that can damage a computer or a network. ___ /1

b Computer hardware and software that protects a network from unauthorized external access. ___ /1

c A diagram that shows the way a process develops. ___ /1

d A device for selecting information on a computer, instead of using the keyboard. ___ /1

e A small design representing a company or brand name. ___ /1

One mark for each correct answer: ___ /5

Total: ___ /25

Now check your answers on ▶ p143

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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Red run

1 Rewrite the sentences so that they show purpose. Use a different expression each time, for example, *to, in order to, so that, because*.

a Our company is redesigning its intranet; it wants to improve communication.

Our company is redesigning its intranet because it wants to improve communication.

b You have to complete an expenses form; you have to claim travel expenses.

c The AZP system is cost-effective; you don't waste your time on managing IT problems.

d A message is sent to the customer: the message says a virus has been blocked.

e The system is constantly updated; this reduces threats.

2 Rewrite these sentences so that they show results. Use the expressions *consequently, as a result, therefore, as a consequence, so*.

a A virus was destroyed; the company was saved a lot of trouble.

A virus was destroyed and consequently the company was saved a lot of trouble.

b The speaker uses fairly simple words; he is understood easily.

c The security software is excellent; there's no chance of a virus getting through.

d We employed a professional; our website looks much better than it did.

e Profits began to decline; the cause was a drop in tourism to the US.

3 Complete the sentences with *fairly, very, really, extremely, particularly, immediately*.

a This system isn't expensive.

This system isn't particularly expensive.

b The software will pick up all viruses.

c The company is growing rapidly.

d The speaker presented his main points quickly.

e It's important to upgrade your antivirus software.

f We don't need a complex website.

g This computer is slow at downloading webpages.

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1 Read the webpage below. Circle the ten mistakes in it, then write the correct words (a–j).

a world

b _____

c _____

d _____

e _____

f _____

g _____

h _____

i _____

j _____

2 Imagine that a representative of Gator Web Design is giving a presentation about web design to your company. Think of four questions to ask and write them as indirect questions.

a Can you tell me how much experience you have?

b _____

c _____

d _____

3 Write possible answers to the four questions you asked in Activity 2.

1 _____

2 _____

3 _____

4 _____

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6.D Reaching the world

Reading a webpage

1 Before you read the webpage, answer the questions.

a What are the main purposes of having a website?

_____

b What professional skills are needed to create a website?

_____

c What results would a company expect from a good website?

_____

2 Now read the webpage. What answers does it give to the above three questions?

a _____

b _____

c _____

3 **Match the topics (a–e) with the paragraphs in which they appear (1–4).**

a Website features paragraph 4

b Importance of good design _____

c Reason for hiring professionals _____

d Cost of website design _____

e Skills needed for effective design _____

http://www.cutting-edge.co.uk/

CuttingEdge Website Design

Harness the full potential of the Internet with our professional website design search engine optimization and e-commerce business solutions.

Our main purpose is to design websites that will attract attention, give a professional image and support the message you are trying to convey. There are arguments for doing the design in-house. However, website design is a very specialized area. It is a cross between graphic design, programming, copywriting, brand building and direct marketing. It is difficult enough to find a website designer with these skills, let alone find the talent in-house. If your website is going to become a major focus of your business, then it could be worth considering hiring a full-time team, but it is probably more cost effective to outsource the work to an agency.

It is vitally important to hire professionals – badly designed sites reflect badly on your business. Even if the site looks presentable, it will not do its job properly unless it follows the rules of marketing, image handling, copywriting and the many other aspects of web development. Presenting your goods and services in the most appealing way that will generate a response from potential customers is a very specialized skill, something we know all about.

We provide cutting-edge website design that uses advanced information architecture and fourth-generation design. Online marketing begins with the initial concept and design of your site. This is far more than just reflecting your marketing process. It is achieved by incorporating direct response techniques, relationship marketing and consumer psychology into your site. This results in a fourth-generation site that will entice visitors back again and again, build a community, develop brand loyalty and nurture a long-term relationship that will turn a regular visitor into a valued customer.

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Vocabulary

4 Find expressions in the webpage that mean the same as:

a improve the position of your site in an Internet search
search engine optimization

b make sure people notice
_____

c uses skills from different areas
_____

d asking a member of your company to do the design
_____

e reinforcing the visibility of your company's name and logo
_____

f creating the text for an advertisement
_____

g pay for the work to be done by someone outside your company
_____

h its appearance is acceptable
_____

i selling products over the Internet
_____

j the first idea about something
_____

k a part that is essential
_____

l promote an affiliation that will last
_____

Listening – dictation

5 TR23 Listen and complete Paragraph 5 of the webpage.

Whereas most agencies are only interested in making your site look good, we set (a) higher goals. We design websites that not only project a professional image, but also serve a specific (b) _____ _____. This is achieved by combining (c) _____ -_____ website design and search-engine (d) _____ with advanced marketing and (e) _____-_____ techniques.

Writing a short report

6 Imagine that your company has designed a new website. Write a short report on the effect that the new website has had on the company, referring to the webpage on page 68 and using these headings:

- Reasons for choosing this designer
- The appearance of your company's website
- The response from employees
- The response from customers
- Effects upon marketing and sales

(Write about 150 words.)

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7 | It's all about people

7.A Talking shop

Grammar – using the *~ing* form

1 Complete the sentences using the *~ing* form of the verbs from the box. More than one answer may be possible and two verbs are not used.

attend	browse	build	check
create	ensure	maintain	provide
recruit	purchase	sell	use

a Recruiting the best people for the jobs available is the responsibility of the Personnel Officer.

b I would say that my main responsibility is _____ a good service to our customers.

c It is no good _____ through the website if you don't know what you are looking for.

d My manager told me that _____ this workshop would benefit my career.

e What else? Well, the cash registers need _____ every day.

f Would you say that _____ the shop's security is your main responsibility?

g I really don't mind _____ a new computer programme: I will enjoy finding out how it works.

h _____ an appealing image in the shop windows is what I enjoy most – I want to see people come in to our store!

i I dislike _____ the buildings: it's a part of my job that I don't really enjoy.

j What is your role in the organization? My role is _____ the menswear collection.

Vocabulary – departments

2 What do the following departments in a store like Debenhams do?

a Merchandizing

Their job is selecting new products.

b Human Resources

They are responsible for ...

c Visual Merchandizing

Their role is ...

d Operations Management

_____

e Loss Prevention

_____

3 Which department would you visit to buy these items? Use your dictionary if necessary.

a pots and pans

kitchenware

b pens

_____

c towels

_____

d washing machine

_____

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e a leather bag

_____

f a chair

_____

g a tube of toothpaste

_____

4 Complete the dialogue using the prompts.

Interviewer: (department) What department do you work in?

You: (Customer Services) I work in Customer Services.

Interviewer: What's your _____ in your department?

You: (help customers) _____

Interviewer: What _____ do you need?

You: (communication) _____

Interviewer: What would you say your main _____ is?

You: (advise customers) _____

Interviewer: What else is Customer Services _____ for?

You: (complaints) _____

Interviewer: Does the company _____ training programmes?

You: (workshops) _____

Writing – recruitment

5 You are a human resources officer for a department store. You are looking for a customer services executive. Complete the details of the job description using the notes (a–f) and the verbs *monitor, communicate, deal with, co-ordinate, follow up, maintain* or *work with*.

a account administration

b company decisions

c customer balances, daily, if necessary resolve problems

d customer contact: phone, e-mail, face to face

e customer enquiries, in a timely, professional manner

f unresolved investigations

Customer Services Executive

Job type	Permanent full-time
Location	London
Details	Your responsibilities are: dealing with all the account administration _____ _____ _____ _____ _____
Experience	Good written and verbal communication skills. Strong interpersonal and organizational skills. Computer and technical skills necessary. Second language preferred. College degree or equivalent experience.
Salary	Negotiable

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7.B Is this you?

Grammar – modal verbs

1 Complete the sentences using *be able to*, *could*, *had better*, *need*, *ought*, *might* or *should*. More than one answer may be possible.

a Rebecca decided that she should do something different. She had been in the same job for too long.

b She _____ have decided to carry on with the same job, but she did not.

c He _____ to have gone for promotion, but he decided he wasn't ready for it.

d Her manager told her that she _____ join the Management Trainee Programme.

e She thought the course _____ improve her career prospects.

f She feels that she _____ to look elsewhere for a job, as there are lots of internal vacancies.

g Greta will _____ to go on a three-month work placement at Head Office soon.

h Who knows, she _____ end up in a top management job one day!

Vocabulary – multi-word verbs

2 Make multi-word verbs by adding *along*, *forward*, *ahead*, *through* or *out* to the verbs (a–f). More than one multi-word verb may be possible.

a to start out

b to think something _____

c to get caught _____

d to look _____

e to hurry things _____

f to sort _____

3 Now add as many other words as possible to each verb in Activity 2. Use your dictionary to help you. Write six sentences to show the meaning of each combination.

4 Complete the text with the correct tense of the multi-word verbs from Activity 2.

How I dealt with a workload problem

When I (a) started out in this company I was full of hopes and ambitions. However, I kept getting (b) _____ out by unexpected problems and started missing deadlines. I wanted to (c) _____ things along but I found it very difficult to (d) _____ further ahead than the next day. I tried to (e) _____ things through but I couldn't come up with a solution. I was very unhappy and wasn't sleeping. I finally decided to talk to one of my colleagues. She said, 'You'd better (f) _____ it out because if you don't, you could make yourself ill.' Now I am feeling much better. I am taking a computer course and a workshop in time management.

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5 Match the phrases (a–h) to their definitions (1–9). Pay attention: there is one extra word.

a	looking back at your work over the past year with your manager	**1**	ambition
b	hiring new people for your company	**2**	people skills
c	a strong desire to achieve	**3**	workshop
d	reaching an agreement with others	**4**	time management
e	the ability to deal with your customers	**5**	negotiation
f	the ability to deal with more than one task in a given time period	**6**	downsizing
g	planning your future career	**7**	professional development
h	a practical learning activity undertaken with colleagues	**8**	appraisal
		9	recruitment

Writing – what about you?

6 Answer the appraisal questions, then ask the questions.

a Are you happy with how things are going?

_____

_____

b What would you say your strengths are?

_____

_____

c Where do you think your weaknesses lie?

_____

_____

d What do you think you could do about it?

_____

_____

e Are you taking any action?

_____

_____

f What opportunities do you see for yourself in your company?

_____

_____

7 Prepare a personal appraisal to send to your HR manager, outlining your strengths, weaknesses and the opportunities you see for yourself. Mention which strengths you would like to build on and the weaknesses you want to work on. Use your notes from Activity 6 to help you. (Write about 200 words.)

From:

To:

Subject: Professional development interview

In preparation for our interview, … _____

_____

_____

_

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7.C Moving ahead

Grammar – connectors

1 Complete the sentences with *admittedly, however, on the contrary, provided* or *so*.

a Can I do a Systems Engineering course so I can improve my performance?

b I ought to be able to deal with my new responsibilities; _____, that does not mean I won't need any help!

c _____, my experience is limited, but I would still like to be considered for the job.

d _____ you can prove you won the contract, I will consider giving you a rise.

e You haven't performed badly! _____, we feel you have done very well.

f I think these figures are correct: _____, I did them in a hurry.

g I didn't say that at all! _____, I meant the exact opposite!

h You can go to the workshop _____ you have finished these tasks.

i I had better take your advice _____ I can improve my time management.

2 Complete the development report from Debbie to her team using the connectors *since, therefore, although, moreover, while, unless, because, as, whereas*. More than one answer may be possible.

From: Debbie Carlton CONFIDENTIAL

To: Human Resources staff

Sarah Allen came to work with the company in December. **(a)** As she had worked for our competitor, we thought she had the right background for a career in our store.

(b) _____ we would normally give staff a three-month trial period, we badly needed her expertise, so we didn't insist on the trial period. **(c)** _____ we had good references from her employer, we thought it was OK to go ahead.

(d) _____, we offered her a permanent contract. **(e)** _____ she performed well at first, she seemed unhappy. **(f)** _____, we noticed that her sales figures were gradually decreasing.

(g) _____ we would normally give staff the opportunity to improve, it doesn't look as if training courses would change things for the better. **(h)** _____ her performance improves in the next two months, we see no other course of action than to terminate the contract. In the meantime, we must keep an eye out for a replacement **(i)** _____ we may need to act quickly to replace her.

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3 Read the report in Activity 2 again. Look at the connectors and put them in the categories below depending on what they refer to.

a result *therefore*

b reason _____

c condition _____

d contrast _____

e addition _____

Vocabulary – collocations

4 The expressions have got mixed up with each other. Correct them. More than one answer may be possible.

a career *bonus* career path

b personal *management* _____

c time *development* _____

d staff *floor* _____

e training *services* _____

f shop *recruitment* _____

g customer ~~*path*~~ _____

h annual *programme* _____

Pronunciation – referring back

Look at the Language links below.

TR24 Listen and practise the intonation in the speaker's replies.

Language links – referring back

We often use words or expressions that refer back to what was just said. Study the examples below and see how the second sentence refers back to the first sentence.

a I need to get back to the department.
That's fair enough. Let's talk about it later.

b A training course would be an excellent opportunity.
That sounds good. But what about the cost?

c I'll have to look into that. Can I get back to you?
Sure. That's OK.

d I'm really enjoying working here!
Glad to hear it. We're here to help you develop.

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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record them and listen to yourself

a Ask a colleague about what he/she does in the company. *What's …?* ___ /2

b Ask a colleague about how he/she sees his/her future in the company. *What …?* ___ /2

c Ask a colleague about his/her responsibilities. *What are …?* ___ /2

d Explain what the Visual Merchandizing team does. *The team …* ___ /2

e Advise a colleague about his/her time management problem. *You …* ___ /2

Two marks for each correct answer: ___ / 10

Grammar

2 Complete the sentences with the *to* + infinitive or *~ing* form of the verb in brackets.

a I don't mind _____ (miss) the meeting, as long as someone lets me know what has been discussed. ___ /1

b I need _____ (train) on that computer package, as I don't know how to use it. ___ /1

c I need _____ (arrange) the meeting room for the directors' meeting this afternoon. ___ /1

d _____ (listen) is a very important management skill. ___ /1

e I can't afford _____ (spend) hours in meetings; its a waste of time. ___ /1

One mark for each correct answer: ___ /5

Vocabulary

3 What do you call the following?

a The department in a shop that ensures security. _____ ___ /1

b The department that recruits employees. _____ ___ /1

c The analysis you use when thinking about your career. _____ ___ /1

d The annual interview to discuss your performance in your job. _____ ___ /1

e The department that designs shop windows. _____ ___ /1

f The department you would go to if you were having problems at work. _____ ___ /1

g The plan that helps you take responsibility for your own career path. _____ ___ /1

h The department in a store that is responsible for buying new stock. _____ ___ /1

i What you ask for if you feel that you need to learn or improve a skill. _____ ___ /1

j The name of the event where companies present themselves to people looking for work. _____ ___ /1

One mark for each correct answer: ___ / 10

Total: ___ / 25

Now check your answers on ▶ p144

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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Red run

1 Match the 'heads' of the questions (a–i) with their 'tails' (1–10). Pay attention: there is one extra 'tail'.

a	What is your …	**1**	you see for yourself?
b	What is the …	**2**	in moving into Merchandizing?
c	What else …	**3**	Visual Merchandizing Department do?
d	Are you happy with …	**4**	needs doing?
e	What do you think …	**5**	role in the company?
f	What opportunities do …	**6**	where one of your weaknesses lie?
g	What does the …	**7**	training take place?
h	Are you interested …	**8**	main skill you need?
i	Where does the …	**9**	how things are going?
		10	you could do about it?

2 Complete the sentences using either a modal verb or a connector from the box. More than one answer may be possible.

should	ought	could	since
might	however	although	

a I know I ought to forget it, but I am still upset.

a _____ most of the courses are very popular, I would suggest booking early.

b I know you are finishing those reports; _____ this should take priority.

c _____ there are some training courses, you will learn most skills on the job.

d She _____ come with us on our next trip to Japan; her knowledge would be helpful.

e _____ you have performed so well, I will allow you to have the extra holiday.

f If you show me, I _____ be able to help you with it.

g I really _____ to go and visit my sick colleague, but I don't feel so well myself.

h The rise in unemployment _____ explain this month's poor figures.

i Petra _____ have accepted the job; she was well qualified for it.

3 Complete the sentences using the *~ing* form of an appropriate verb.

a Recruiting the best people for the store is what I do.

b _____ our customers' safety is the most important thing I can think of.

c _____ the company's website I came across this vacancy.

d This position is worth _____, you know. How often will you get the opportunity?

e I dislike _____ long hours – I need my rest!

4 Unscramble these words that you might hear in an appraisal interview.

a tibiamon ambition

b uuftre _____

c nessweseak _____

d arinintg _____

e portuopnities _____

f resngtth _____

g cesuecd _____

h tenploevmde _____

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1 Peter is at his appraisal interview with his human resources manager, Tom. Complete the dialogue.

Tom: Hi, Peter. So, are you happy with how things are going?

Peter: Yeah, I am, Tom. I really feel I made the right choice.

Tom: Yeah, we think so too. We are quite happy with you. So _____

_____?

Peter: Oh well, most importantly, I feel I am good at advising customers. I have a bit of trouble with getting everything ready on time, though.

Tom: _____.

Peter: Hmm, yes, other people have told me that, too.

Tom: _____?

Peter: Well, I should take more time to plan my time each day.

Tom: That's excellent. Now _____

_____?

Peter: Well, I am interested _____

_____.

Tom: Merchandizing? That's interesting. Quite a career move.

Peter: It is, but I find it very interesting and creative.

2 **Write a job description for a position you have held, or invent a position. Use the following format.**

Job type	_____
Company	_____
Details	Your responsibilities are:
	_____
	_____
Experience	You need to have:
	_____
	_____

3 **Having an appraisal can be a stressful affair. Complete the sentences using the words from the box. Pay attention: there is one extra word.**

confident	confused	disappointed	elated	
hopeful	insecure	nervous	reluctant	
satisfied	scared	~~worried~~		

a You look worried, Diana. Is there something on your mind?

b I'm _____ of my boss, especially when I have my appraisal with him!

c I know it's silly, but I'm feeling a bit _____. Look – my hands are shaking.

d Listen. I know you think I sound a bit too _____ but I know that I have done well.

e I am not very _____. My previous appraisal was poor and I have not really improved. I don't think they'll let me stay.

f Appraisals make me so _____. I always come out of them thinking I am no good.

g What room is it in? G2.31? Oh dear, I am really _____ … I thought it was B2.31. Now I am going to be late!

h I am really _____ to go ahead with this appraisal. I mean, I know already what the end result is. It's a waste of time!

i My boss was so _____ in me. She said I had not lived up to her expectations.

j He was simply _____ when he left his boss's office. A promotion and a pay rise – how lucky can you get!

4 **Write two sentences in your notebook to describe your feelings before having an appraisal. You can use the words above or a dictionary to help you.**

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7.D Career opportunities

Listening – a Personal Development Plan

1 A Personal Development Plan is a document that allows you to work on your career and take responsibility for your own career path. Read the categories below and tick (✔) the ones you think you would see on a PDP.

		Activity 1	Activity 2
a	present position	☐	☐
b	future salary level	☐	☐
c	future responsibilities and positions	☐	☐
d	strengths and weaknesses	☐	☐
e	my colleagues	☐	☐
f	what I need to learn	☐	☐
g	my company's activities	☐	☐
h	how to monitor my development	☐	☐
i	how to keep my plan up-to-date	☐	☐
j	statistics and graphs	☐	☐
k	who helps me	☐	☐

2 ● TR25 Listen to Greg, an employee, and Claudia, a personnel officer, talking about Greg's PDP. Look at the categories in Activity 1 and tick (✔) the ones you hear.

3 Listen to the dialogue again and match the words (a–e) with their definitions (1–5).

a	career goal	**1**	creating a list of your strengths, weaknesses, opportunities and threats
b	SMART	**2**	skills which you intend to develop
c	learning objectives	**3**	your development needs must be Specific, Measurable, Achievable, Realistic and Timely
d	learning options	**4**	the ways in which you can learn: courses, workshops, etc.
e	self-assessment	**5**	the job you would eventually like to have

4 Work with a partner. Discuss the statements (a–e), then write true (T) or (F) against each one.

a	You and a colleague are responsible for your PDP.	F
b	You have to think about how you are going to keep track of your progress.	☐
c	It is important to know what skills you need for your job.	☐
d	You only have to talk about your plan once a year.	☐
e	Development needs should be SMART.	☐

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Writing a PDP

5 Complete the PDP form using the ideas in Activities 1 and 2, then complete it for yourself. Compare with other students in your group.

Personal Development Plan

Name

Department

Date completed

Period covered

Statement of overall aims:

Learning objectives:

Self-assessment:

Learning options:

Career goals:

Monitoring of progress:

Identification of development needs:

Revise and update plan:

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8 | Entertaining business

8.A Art and business

Grammar – relative clauses

1 Complete the sentences with *which*, *that*, *who*, *whose* or *whom*. More than one answer may be possible.

a May I introduce John Daniel, who is the director of our museum of modern art?

b The sponsorship information, _____ was sent out yesterday, hasn't arrived.

c Roy Lichtenstein, _____ was an important pop artist, died in 1997.

d The artist, _____ work was largely unrecognized, struggled for years.

e Jeremy objected to the sponsor's request, _____ was not a clever thing to do.

f Most visitors to the exhibition, _____ were aged between 20 and 40, liked it.

g Artists _____ have no commercial sense often find it hard to make a living.

h The museum's curator, _____ reputation was at stake, accepted the journalist's criticism.

i To own just one of the artist's paintings was all _____ he had ever wanted.

j Linda invited Bishu, _____ was an arts critic _____ she had met at an exhibition.

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Vocabulary – sponsoring an exhibition

2 Match the definitions (a–h) with the terms (1–8).

a	large visual images promoting an exhibition	**1**	souvenirs
b	long, colourful strips of cloth hung on the outside of a building	**2**	banners
c	slips of paper that admit you to an exhibition	**3**	catalogue
d	labels which provide information about an exhibited work	**4**	posters
e	a book accompanying an exhibition	**5**	advertisements
f	promotional visual images in a newspaper or magazine	**6**	picture plaques
g	objects that are a reminder of an exhibition you visited	**7**	admission tickets
h	a sum of money given to a museum or gallery	**8**	donation

3 List five other things that an organization could sponsor in an exhibition.

a opening party

b _____

c _____

d _____

e _____

Listening – negotiation tactics

4 TR26 Listen to these extracts from various negotiations and underline which negotiation tactic the speaker is using.

a	**1**	informing	**d**	**1**	suggesting
	2	appealing		**2**	promising
	3	committing		**3**	threatening
b	**1**	promising	**e**	**1**	promising
	2	questioning		**2**	flattering
	3	appealing		**3**	refusing
c	**1**	enquiring	**f**	**1**	appealing
	2	threatening		**2**	suggesting
	3	committing		**3**	refusing

Writing

5 Imagine you are Carlos Jiménez. Write to your fellow board members telling them what you are willing to sponsor at the Lichtenstein exhibition and why. Give details of any specific terms. (Write about 100 words.)

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8.B Enter Bollywood

Grammar – word order

1 Read the notes that a rather arrogant film star has prepared for a meeting with his agent. Write sentences using the prompts. You can add some details yourself!

a want/direct/Sean Connery

I want Sean Connery to direct the film.

b would like/be lead actor/(name of your favourite actor)

c should try to get/produce/Steven Spielberg

d want/be personal dresser and hairstylist/my daughter

e need/arrive on time/film crew

f perhaps/get/write script/(name of your favourite writer)

g not permit/be on the set/journalists

h would like/invite fans/the producer

i let/do weekly interview/(your favourite magazine)

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Grammar – verb forms

2 Complete the sentences with the correct form of the verbs from the box.

~~show~~	represent	gross	decline
charge	break out of	cause a stir	

a Over the past ten years more and more Bollywood films have been shown in Western cinemas.

b New Bollywood films are _____ in the West: audiences are dying to see them.

c The film is expected _____ over $5 million in the first week.

d Sales this year _____ from $1.4 to $1.25 billion.

e Last year 'Three idiots' _____ Bollywood and made it big in China.

f That _____ an excellent return on investment.

g At the moment, some producers _____ 16% interest by their bank.

b Now find the same words in the wordsearch. They are hidden horizontally, vertically, diagonally, upwards or downwards.

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

Vocabulary – film production

3 a Unscramble these film-related words.

1 tuotup output
2 bkcolbretsu _____
3 neeveru _____
4 ctidpuonor _____
5 triionbutdis _____
6 iednceau _____
7 orrecdit _____
8 anecmi _____
9 tpircs _____
10 minerdischang _____

Research – Bollywood film industry

4 Find out about the Bollywood film industry or a particular film, famous actor or producer. Research recent business developments, the artist's career or how films are made. Present your findings to the class as a new article. Key *Bollywood* into your search engine to help you. (Write 120–150 words.)

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8.C Big deal

Grammar – being indirect

1 Rewrite the direct statements and questions as indirect, polite questions.

a Tell me his name.

Could you tell me his name?

b Am I the best person for this job?

Do you think _____

c Does the project have the manager's approval?

Do you think _____

d Come into my office.

Would you like _____

e Show me the way.

Do you think _____

f Sign this contract.

Would you mind _____

g Invite Clare for dinner tonight.

Could you _____

h I want some information about the financial backing.

Can you give me _____

i Can you do this for me?

Do you think _____

j Let's have an Indian as the leading actor!

Have you considered _____

2 Rewrite the indirect questions as more direct ones.

a Do you think I would be suitable for this role?

Am I suitable for this role?

b Would you mind thinking about it?

_____

c Could you tell me when this is going to happen?

_____

d Am I right in assuming that you have got this organized?

_____

e Would you mind phoning her?

_____

f Am I correct in assuming you understand all this?

_____

g Do you think we can get Greg to do this for us?

_____

h Could you tell me if doing business abroad is difficult?

_____

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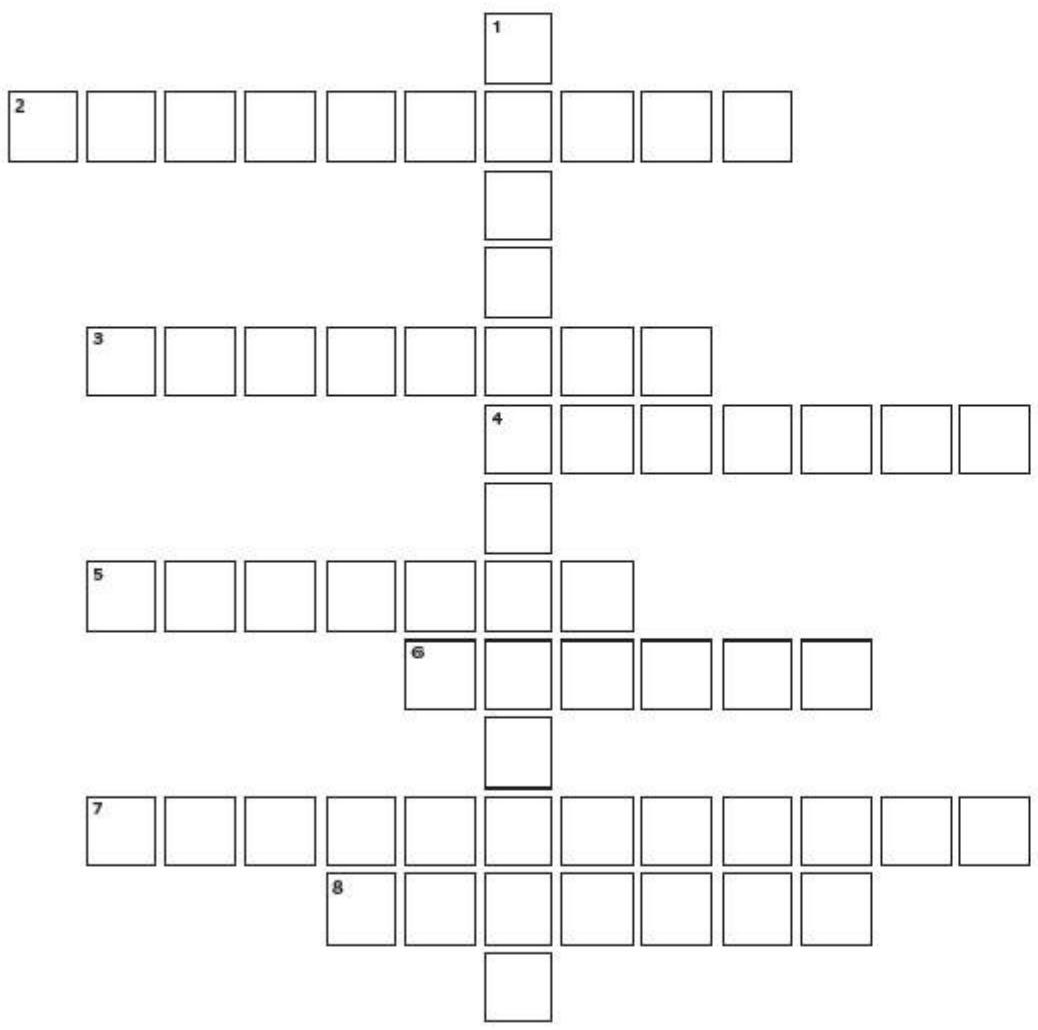
Vocabulary – film finance and distribution

3 Complete the word puzzle using the clues (1–8).



1 working together
2 get the money together
3 a formal promise
4 financial support
5 business project
6 somebody who guarantees funds
7 spreading copies of the film
8 money earned on a film

Writing

4 Write to your colleagues, explaining how to entertain a business guest from a foreign country of your choice. If you can, base this on your own experience. If you do not have the experience, ask somebody who has, or do some research. Begin like this:

From:

To:

Subject: Entertaining a business guest

When you receive a business guest from …

you should … _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Pronunciation – intonation

TR27 Listen to the sentences and underline the words which are stressed. What happens to the unstressed words? Listen and practise.

a Do you think you can help me?
b Would you mind thinking about it?
c Am I right in assuming you have the finance?
d Do you have any idea when you would be going?
e Are you in a position to contribute to advertising?

Language links – misunderstandings

A Swedish film company invited a young Indian film executive over to Stockholm. His plane was delayed and he didn't get to the hotel until 2:00 a.m. The company rep, who had waited for him, said: 'I don't suppose you would like a hot meal at this time of night.' The Indian, who was very hungry, replied: 'Oh no, I couldn't possibly put you to the trouble at this hour.' The rep replied: 'Oh well, good night then,' and went home.

What caused the misunderstanding?

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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record them and listen to yourself.

a Ask someone if he/she is prepared to sponsor a sports event for you.

Would you consider …? ___ /2

b Ask politely when your favourite actor is available for a role.

Do you know …? ___ /2

c Ask somebody to set up some meetings for you.

I'd be very … ___ /2

d You are willing to consider sponsorship. Your condition is that you have a say.

I am not sure … ___ /2

e Ask a colleague to try to persuade your boss to change his mind.

Can't you get …? ___ /2

Two marks for each correct answer: ___ /10

Grammar

2 Rewrite the sentences and questions so that they are more polite.

a Come to the movies with me.

_____ ___ /1

b Think about it.

_____ ___ /1

c Can I use your car?

_____ ___ /1

d Am I suitable for this job?

_____ ___ /1

e Can you sponsor the catalogue?

_____ ___ /1

One mark for each correct answer: ___ /5

3 Complete the sentences with the relative pronouns *who*, *that*, *which* or *whose*.

a The catalogue, _____ was for sale in the bookshop, was beautiful. ___ /1

b The artist, _____ died in 1978, has left an enormous body of work. ___ /1

c Anything _____ the art critic said was believed by his readers. ___ /1

d At the opening I saw the woman _____ bought his most famous painting. ___ /1

e Many of the artists, _____ work was in the museum, did not come to the opening. ___ /1

One mark for each correct answer: ___ /5

Vocabulary

4 List five things that are often sponsored in an art exhibition.

a _____ ___ /1

b _____ ___ /1

c _____ ___ /1

d _____ ___ /1

e _____ ___ /1

One mark for each correct answer: ___ /5

Total: ___ /25

Now check your answers on ▶ p144

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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Red run

1 Match the 'heads' of the sentences (a–i) with their 'tails' (1–9).

a	What form of sponsorship …	**1**	to give a guarantee?
b	I am not sure we can consider …	**2**	are you thinking of?
c	What sort of fees are …	**3**	back to you, I'm afraid.
d	I'll have to get …	**4**	down to details.
e	Now, let's get …	**5**	her to do the publicity for your exhibition?
f	Do you have any idea …	**6**	sponsorship unless we get a say.
g	Are you in a position …	**7**	them to change their minds?
h	Why do you want …	**8**	we talking about?
i	Can't you talk to them? Get …	**9**	when we would be going?

2 Complete the sentences with one word in each space. More than one answer may be possible.

a Would you be able to spend some time in New Delhi?

b _____ you tell me which road to take, please?

c _____ you think you could do this for me?

d _____ you think about it?

e _____ right in assuming that you will help us?

f She _____ Greg to direct the film. Nobody else but Greg Dalton will do.

g Can't we _____ Omar Sharaz to play the lead role?

h He _____ me _____ the scene over and over again.

i She said it would _____ them an extra month to finish the movie.

j Have you seen Sandra? Perhaps you could _____ her to ring me?

3 Correct the relative pronouns in these sentences.

a The exhibition, ~~what~~ has been running since March, will be extended by one month. which

b I met the curator of the museum yesterday, that asked me in for a cup of coffee. _____

c There wasn't anything in the talk who sounded new to me. _____

d He's the artist whom paintings were stolen last week. _____

e This new film, what we are trying to find a distributor for, should be ready by October. _____

f This is the actor which has starred in most of our films. _____

g That's Margaret's husband which I met at a conference. _____

h The producer, which film I saw last week, died yesterday. _____

4 Write the word or phrase for each definition.

a a collection of paintings in an art gallery — exhibition

b important, seen by many people — _____

c a person or company that gives money to an exhibition or event — _____

d yearly number of products created — _____

e finance given to a business in the hope of creating profit — _____

f a company's income — _____

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1 Complete the dialogue between Yvonne, an actress, and James, her agent. More than one answer is possible.

Yvonne: So, do you think you can get me the part?

Agent: Well, that depends on what we ask them for!

Yvonne: OK, I really want the part, but let's not sell ourselves cheap!

Agent: Do you think you are suitable for the part?

Yvonne: I do, yes – I've always wanted to play it. And I know exactly how to do it!

Agent: Are you available to start shooting in March?

Yvonne: Ah, well, that's a point. I've just booked a holiday in March! Can we _____?

Agent: I'll try, but I can't guarantee anything, I'm afraid. _____ assuming that if you have to, you will cancel the holiday?

Yvonne: Yes, yes, I will. Don't worry. Now, let's _____

Agent: OK. Details. What sort of _____?

Yvonne: Erm, what about $3,000,000?

Agent: Isn't that _____?

Yvonne: Oh, all right! Let's ask for two and a half million! But listen, I'm a hot item at the moment. People want to see me.

Agent: I'll try, but I can't guarantee _____ consideration?

Yvonne: Well, yes there are a few things. I really want Steven Spielberg to direct. I hear a rumour that he's interested.

Agent: Yes, you might be lucky there. _____ you also want a say in the script?

Yvonne: Definitely! I am not sure I can consider taking the role unless I get a say.

2 Write the definition for each of the following terms using *who*, *which*, *that*, *whom* or *whose*. Use your dictionary if necessary.

a a retrospective
An exhibition which shows an artist's past work.

b edutainment
_____

c low-exposure advertising
_____

d emerging markets
_____

e investment returns
_____

f fees
_____

g financiers
_____

h distribution guarantee
_____

i financial backing
_____

j a brief
_____

k distribution
_____

l revenue
_____

m customization
_____

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8.D Customize it!

The experience economy

When society was agricultural, industry dealt mostly in raw materials: it provided wheat to bake bread and wool to knit the family garments. After the industrial revolution, factories manufactured clothes and the corner bakery produced the daily bread. Mass-produced goods had arrived!

Economic prosperity increased wages and decreased working hours. But rather than use leisure time for making bread and clothes, people paid others to do it for them and the manufacturing and service sectors boomed.

Companies are now moving beyond services into customization and experiences. Restaurants offer more than a meal; they will host your child's birthday party, complete with a candle-lit cake and party amusements. Of course, experiences have a lot to do with entertainment and leisure. Think of a visit to a Disney theme park, an outdoor adventure playground, or a meal in a themed restaurant.

Disney is using the web to offer both customization and experiences. It offers people of all ages educational and interactive online games, activity and holiday planners, a newsletter, a discussion forum, competitions, 'quickpolls', screensavers, the opportunity to share tips and holiday experiences or to tune in to your favourite radio station, e-cards and auctions. At the end of the day, of course, Disney's aim is to get you to visit its parks, buy at its on-line store or go and see its movies, but it does this by building customer loyalty and creating a personal relationship with a mass audience.

Reading an article

1 Make a list of the services you and your family use, for example, banking or dry-cleaning. Which entertainment services do you use? Which do you access via the web?

2 Read the article and write true (T) or false (F) against the statements (a–e).

a The experience economy deals in mass-produced goods. ☐

b Although people work less than in the past, they do not use their leisure time for making clothes or food. ☐

c Services and experiences are more or less the same. ☐

d Companies in many sectors use entertainment to provide an experience for their customers. ☐

e Disney creates customer loyalty through an interactive website. ☐

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Vocabulary

3 Find the following words and phrases (a–h) in the text. Try to guess the meanings, then match each word with the correct definition (1–8).

a	agricultural →	**1**	based on working the land
b	host	**2**	wealth
c	outdoor	**3**	leisure time
d	free time	**4**	online voting
e	customer loyalty	**5**	when people keep buying products or services from the same company
f	economic prosperity	**6**	to provide a venue and services
g	'quickpolls'	**7**	online facility where people can communicate with each other
h	discussion forum	**8**	in the open air

Listening – what's the product?

4 TR28 Listen and write which experience or customized business each speaker represents.

an events management company	a travel company	~~an Internet bookstore~~
a theme weekend organizer	an online games company	

Speaker 1: an Internet bookstore

Speaker 2: _____

Speaker 3: _____

Speaker 4: _____

Speaker 5: _____

Writing – describing a product

5 Think of an entertainment product that you could customize or turn into an experience. Describe the product using the following questions to help you. (Write about 150 words.).

- What is it called?
- What does it do?
- How does it provide customized/experience entertainment?
- Who do you need to produce it?
- Where would you distribute it?
- How could you find out if this is a realistic product or service?

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9 | How is it made?

9.A It sounds great

Grammar – passive and active verb forms

1 Rewrite these sentences in the passive form. Which two sentences can't be transformed?

a We designed the product for outdoor use.

The product was designed for outdoor use.

b She manages the sales with specially designed software.

_____

_____

c The company always asked customers what they wanted.

_____

_____

d They give free gifts to people who fill in the questionnaire.

_____

_____

e I design the prototype on the basis of research.

_____

_____

f The new product arrived in the shops yesterday.

_____

_____

g We visited dozens of potential customers.

_____

_____

h We carry out a feasibility study before we make the prototype.

_____

_____

i The new product has many interesting design features.

_____

_____

2 Complete the conversation with the active or passive form of the verb in brackets.

Lizzy: So, what have you been doing today?

Rowan: My boss explained (explain) to me how the product development process works. We _____ (talk) about the market research for their amplifier for the iPhone.

Lizzy: I think I've heard about that. What _____ (call)?

Rowan: AirCurve. This is what they did. A large number of users _____ (interview) about their needs. Then the prototype _____ (test) with focus groups.

Lizzy: Are there any other ways that Griffin does research?

Rowan: Yes. Online questionnaires _____ (send) to customers. And they also _____ (phone) people up to get their views on new products. A lot of feedback _____ also _____ (gather) through the website. And that's not all! Selected retailers _____ (ask) for their opinion regularly.

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Vocabulary – the development process

3 Match the words and phrases (a–g) with the definitions (1–7).
Then put the development process in the correct order.

a	brainstorming	**1**	deciding whether the product will be commercially viable
b	prototype	**2**	getting as many new ideas as possible
c	production	**3**	evaluating feedback from potential customers
d	concept stage	**4**	deciding what the features of a new product will be
e	approval for manufacturing	**5**	making a working model
f	market research	**6**	making the product in a factory
g	feasibility study	**7**	management agreement that the product is ready for production

The correct order is:

brainstorming → _____ → _____ → _____ → _____ → _____ → _____

4 Match the words in each column to make word partnerships. Use your dictionary to help you.
Write the definition for each term.

a	project	**1**	costs
b	focus	**2**	enquiries
c	bottom	**3**	manager
d	break-even	**4**	line
e	sales	**5**	forecast
f	customer	**6**	viable
g	manufacturing	**7**	group
h	commercially	**8**	point

5 Circle the correct preposition to complete each sentence.

a Let's go *about* / *through* the development process, shall we?

b All the departments need to talk *to* / *through* each other.

c We actually went *around* / *with* the factory to talk to the engineers.

d How would you go *around* / *about* that, then?

e We go *in* / *through* a design phase first.

f The questionnaires are dealt *with* / *in* by the Marketing Department.

g The manager starts the process *around* / *with* a review.

h We follow that *with* / *in* a feasibility study.

i He talked to me *about* / *around* my role in the new project.

j Which department are you *in* / *of*?

k Look *in* / *on* the training manual if you have any questions.

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9.B Cleaning up

Grammar – past tenses

1 Read the sentences. Tick (✔) them if the past tense (in italics) is correct, and correct them if it is wrong.

a *Had* you *decided* what job you wanted before you started this course? ☐

_____

b I *didn't meet* him until I was introduced to him at a reception last year. ☐

_____

c She was talking to the journalist when her phone *had rung*. ☐

_____

d Until we were taken over ten years ago, we *were concentrating* on the UK. ☐

_____

e In 2002, market research *showed* Dyson that it should branch out. ☐

_____

f I *thought* about the new product when my manager phoned. ☐

_____

g We just *finished* our design when management requested some changes. ☐

_____

2 Complete the article about Dyson's history with the correct tense of the verbs in brackets.

James Dyson and his research team **(a)** had developed (develop) many products before their vacuum cleaner was introduced.

He **(b)** _____ (launch) his first product, the sea-truck, in 1977.

He invented other products, like the ball barrow, while he **(c)** _____ (study) at the Royal College of Art. Before he built his first vacuum cleaner, he **(d)** _____ (already, design) a similar application for industrial purposes. In fact, James **(e)** _____ (create) 5,127 prototypes by the time the world's first bag-less vacuum cleaner **(f)** _____ (appear) in 1982. Why was his idea so revolutionary? Because until then, makers of vacuum cleaners **(g)** _____ (make) big profits not by selling the machines but by selling expensive bags to go with them.

While his first vacuum cleaner **(h)** _____ (sell) in Japan, he used the revenues for further development. In June 1993 he **(i)** _____ (open) his research centre and factory in Wiltshire, not far from his home. Dyson don't only produce their successful range of vacuum cleaners. In 2006, the Airblade **(j)** _____ (launch), a unique hand drier which is five times faster than a conventional hand drier. The resulting energy savings mean it **(k)** _____ (use) in many public places such as airports.

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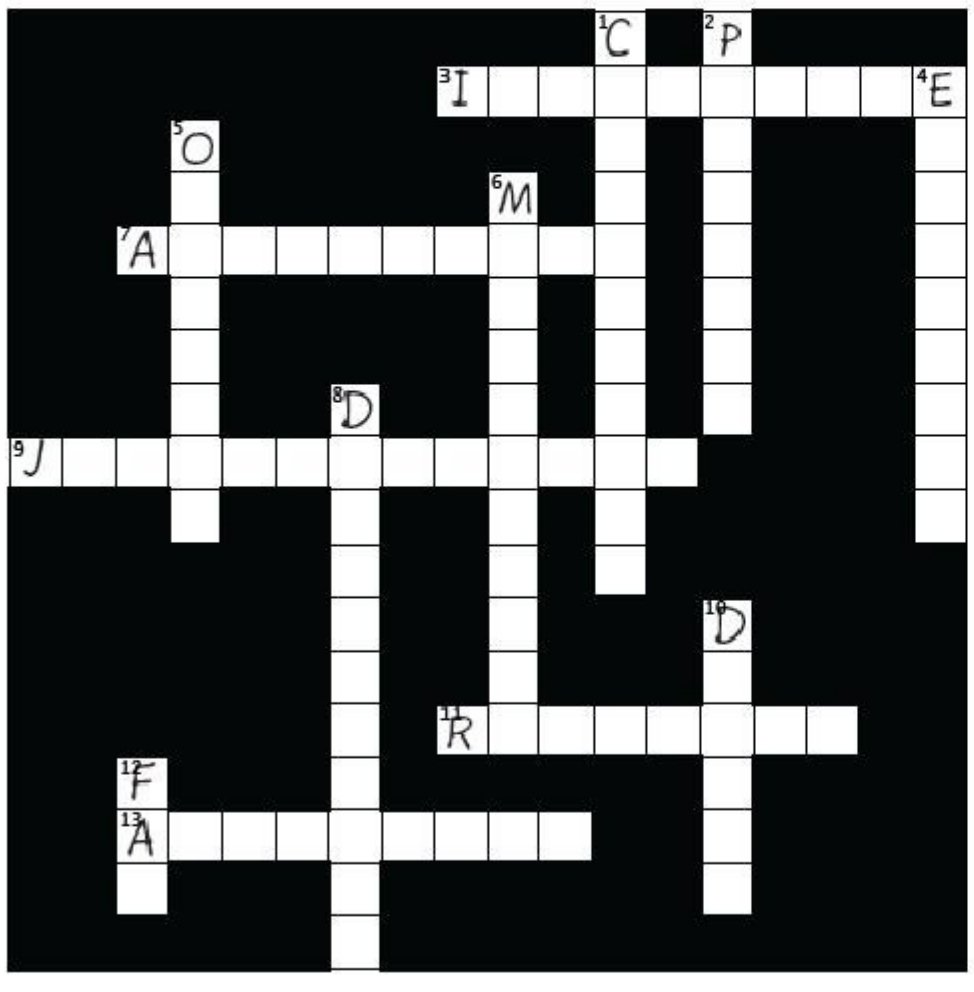
Vocabulary

3 Read the clues and fill in the puzzle. Use the letters provided to help you.



Clues across:

3 different and new
7 to like, to understand
9 reason for doing something
11 look closely into opportunities
13 electrical household machine

Clues down:

1 companies working in the same business as you
2 legally protected, so that no one else can copy it
4 in-depth
5 as different as is possible
6 the commercial world of buying and selling
8 to make something stand out from others in its group
10 brave, not afraid to do something
12 a temporary fashion

Writing – criticisms and justifications

4 Complete these criticisms and justifications using the prompts.

a Criticism: *TVs/expensive*
You could be accused of making expensive TVs!

Justification: *market willing to pay/price*
We felt the market would be willing to pay this price.

b Criticism: *mobile phones/too complicated/older people*
Hadn't you realized that _____

_____

Justification: *older people/like gadgets*
Don't forget _____

_____

c Criticism: *banning file-sharing websites/unfair*
Don't you think _____

_____

Justification: *artists/make a living*
I appreciate _____

_____

d Criticism: *electric cars/too slow*

_____

_____

Justification: *just as fast*
Research has _____

_____

e Criticism: *launching updates of a technology product every year/expensive*

_____

_____

Justification: I suppose that's true, but _____

_____

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9.C It's made of plastic

Grammar – conditionals

1 Complete the sentences with the correct conditional form of the verbs in brackets. The clues in italics show you what the speaker is thinking.

a If we (launch) the product on time, it (be) very successful.
(*I know they are on schedule.*)
If we launch the product on time, it will be very successful.

b Unless the machines (be) dirty, we (can) start production.
(*I asked the staff to clean the machines this morning.*)

c We (be able) to deliver earlier, if we (test) fewer components.
(*I think we should test all the components.*)

d If the factory workers (go) on strike, we (cannot run) the production line.
(*Human Resources has told me a strike is likely.*)

e John (fly) to London next week if he (have) no appointments.
(*John has no appointments in his diary at the moment.*)

f If I (win) the lottery, I (become) an inventor, too!
(*I'm not likely to win it.*)

g You (be) surprised if your competitor (introduce) the same appliance next month!
(*I've heard some rumours.*)

h What (do) you if the machinery (break) down?
(*The machinery was serviced last week.*)

2 Match the 'heads' of the sentences (a–g) with their 'tails' (1–7), then complete each sentence with the correct form of the verb in brackets.

a If we released (release) the design too early, …

b Unless components from outside suppliers _____ (be) late, …

c Unless a machine _____ (break down), …

d If I _____ (send) you the moulds now, …

e Unless goods _____ (be) thoroughly tested, …

f If the boxes _____ (be) tightly sealed in plastic, …

g Unless there _____ (be) a delay in distribution, …

1 most goods wouldn't stay in the warehouse for long.

2 nobody would be able to open them easily.

3 the production process would not stop.

4 we can begin assembly now.

5 we will not dispatch them.

6 we would get into trouble during production.

7 you can mount them on the machines this afternoon.

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Vocabulary puzzles

3 Which eight stages of the production process are hidden in the word search? Write the stages you find in the spaces below.

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

packing _____ _____

_____ _____

_____ _____

_____ _____

4 Complete the phrases using the verbs from the box. Pay attention: there is one extra verb.

assemble	limit	mount	pack
~~release~~	seal	store	put

a to release a design

b to _____ something into production

c to _____ the moulds

d to _____ the components

e to _____ the goods in boxes

f to _____ boxes in plastic

g to _____ the goods in a warehouse

Listening – business processes and stages

5 T29 Listen and complete the table with the stage of the business process and product that each person is talking about. What is the product?

Production stage	Product
a market research	
b	
c	
d	
e	

Pronunciation – vowel sounds

TR30 Listen to the words. Which sound do you hear: /æ/ (as in hat) or /ʌ/ (as in hut)? Tick (✔) the correct column and write the word you hear.

	æ	ʌ	Word
a			
b			
c			
d			
e			
f			
g			
h			
i			
j			

Writing

6 Think of a product that you really dislike or that you are disappointed with. Write to the manufacturer and politely express your views. Think of what annoys you most about the product (e.g., too much packaging, poor design, low quality). Refer to the Correspondence section in the back of the book.

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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record them and listen to yourself.

a You are in a factory. Ask about the production process.
I'd ... ___ /2

b Someone is describing a process to you. Ask about the next step/stage.
What ...? ___ /2

c Someone tells you about market research. Check you understand how it is done.
You mean ...? ___ /2

d A colleague has introduced a new way of doing something in your office. Make a criticism.
You ... ___ /2

e A colleague criticizes your decision to make staff pay for their tea and coffee. Accept the criticism and justify your decision.
I ... ___ /2

Two marks for each correct answer: ___ /10

Grammar

2 Complete the sentences using the prompts in brackets.

a The delays meant the Design Department (not/finish) its work when the market research started. ___ /1

b In the past, customers (never/ask) for feedback on our products. ___ /1

c If we (use) a different production process, the appliances would not be as strong. ___ /1

d If we don't deliver on time, we (not/get) more orders from the company. ___ /1

e Where (you/stand) when the accident happened? ___ /1

One mark for each correct answer: ___ /5

Vocabulary

3 Write a word to match each of the following definitions.

a The parts that something is made of
c _____ ___ /1

b Trial model of a new product
p _____ ___ /1

c Final model of the new product to be made
p _____
m _____ ___ /1

d Chain-like process of manufacturing, where each worker adds a part
a _____
l _____ ___ /1

e Standard shapes used in production
m _____ ___ /1

f Place where goods are held before distribution
w _____ ___ /1

g Assessment of an idea for its potential
f _____
s _____ ___ /1

h The technical details of a product
s _____ ___ /1

i Putting goods in boxes
p _____ ___ /1

j Process of putting a product together
a _____ ___ /1

One mark for each correct answer: ___ /10

Total: ___ /25

Now check your answers on ▶ p144

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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Red run

1 Write the production stage.

a studying consumer behaviour

market research

b making drawings of prototypes

_____

c delivering goods to customers

_____

d talking to potential clients

_____

e deciding whether an idea makes business sense

_____

f manufacturing the product

_____

2 Rewrite the sentences in the passive form.

a We produced this bicycle for rough terrain.

This bicycle was produced for rough terrain.

b She asked a group of retailers for their opinions.

_____

c They always screen their ideas through market research.

_____

d They studied their competitors' products closely.

_____

e I received this questionnaire yesterday.

_____

f This machine is filling the moulds with a special plastic.

_____

g We have taken customers' criticisms on board.

_____

3 Circle the correct past tense to complete the sentences.

a I *decide* / (*had decided*) / *was deciding* what I was going to produce before I started the business.

b She *felt* / *had felt* / *was feeling* sure that the product would be a success, but then she changed her mind.

c John *was talking* / *talked* / *had talked* to Peter when the manager came in and sat down.

d We *concentrated* / *were concentrating* / *had concentrated* on the design in October.

e The manager *has accused* / *was accusing* / *had accused* him of making mistakes the previous day, but the next day he was quite friendly.

4 Complete the expressions with the verbs from the box. More than one answer may be possible.

send	wrap	put	distribute
store	assemble	make	

a to make a prototype

b to _____ something into production

c to _____ the components

d to _____ goods in boxes

e to _____ boxes in plastic

f to _____ goods in a warehouse

g to _____ goods to customers

5 Complete the dialogue.

Mark: Let me take you through our product development process.

Jane: So, _____ work?

Mark: It's a _____ process, which starts with _____ for new ideas.

Jane: _____?

Mark: Well, we do a _____ study.

Jane: What _____?

Mark: We _____ the design and analyze the _____ our market research. The project is then _____ by the Board of Directors.

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1 You are visiting a factory which makes innovative personal music players. Below are some notes on the areas you want to discuss. Write the questions you would ask about each one, and a response you might receive.

market research questionnaires website
feasibility study design
test prototypes post-programme review

a Your question: How do you do market research?
Possible response: We go out and talk to our customers.

b Your question: _____?
Possible response: _____

c Your question: _____?
Possible response: _____

d Your question: _____?
Possible response: _____

e Your question: _____?
Possible response: _____

f Your question: _____?
Possible response: _____

g Your question: _____?
Possible response: _____

h Your question: _____?
Possible response: _____

i Your question: _____?
Possible response: _____

j Your question: _____?
Possible response: _____

2 Put the following into two categories: manufacturing (M) and distribution (D).

a air freight ___
b components ___
c containers ___
d conveyor belt ___
e design review ___
f forklift trucks ___
g freight forwarding ___
h product development ___
i production line ___
j prototype ___
k quality control ___
l raw materials ___

3 Complete the instructions from the user's manual for a vacuum cleaner using the active or passive form of the verbs from the box.

block contact not cover dispose of ~~extend~~
immerse use reach switch unplug

a Always extend the cable fully before use.

b If the cleaner _____ in a dirty area, wipe the wheels after use to clean off any dirt.

c Make sure that the cleaner _____ off before emptying the bin.

d Empty the bin as soon as the dirt _____ the FULL mark.

e The cleaner must not _____ in water.

f If any part of your vacuum cleaner _____, it may overheat and automatically shut off.

g Before clearing a blockage, _____ the vacuum cleaner and leave it to cool down.

h Using the cleaner in an outside area _____ by your guarantee.

i It is essential for environmental reasons that this product _____ correctly.

j For more detailed information, please _____ the Customer Care Helpline.

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9.D Moving goods about

Reading an article

1 Before you read the article, answer the questions.

a How can a warehouse management system help you reduce your costs?

b How can a warehouse management system help you improve the quality of your service? What is the most important factor in the successful running of a warehouse operation?

2 Now read the article about WareWise, a warehouse management system produced by NDH Ltd., and answer the questions below.

a What are the benefits of

- accurate stock location?
- stock rotation?
- bar coding?
- clear labelling?

b List five ways the system saves money for a company.

WareWise

WareWise is an enterprise warehouse management software package, established as a leading global solution within supply chain execution.

WareWise can provide:

- improved stock control, therefore reducing stock shortages and allowing stock levels to be optimized
- improved stock location allowing for optimum use of people and material handling equipment for put-away, picking and other warehouse operations
- elimination of lost stock
- perpetual inventory and greater stocktaking accuracy leading to reduced costs and downtime
- improved traceability of product – systems can provide total two-way traceability
- improved quality control – individual items or complete batches can be quality held and isolated – preventing held product from reaching customers
- fewer mistakes – the use of barcoding ensures that mistakes and their associated rectification costs are minimized, total stock accuracy is achievable
- improved management information – NDH Ltd. provide full, concise and relevant management information, in real time where required. Information which can be used to further improve the operation of the business
- reduced clerical work – the costs of clerical work are reduced, information is more accurate and is up to date
- improved stock rotation – the system can ensure that oldest stock is used first thus minimizing out of date stock
- improved warehouse utilization – the system makes the most efficient use of the available warehouse space
- high quality labelling of despatched product, bar coded to customer requirements
- improved costing of warehouse processes and activities

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Vocabulary

3 Complete the sentences with words and phrases from the article on page 101.

a The system provides real-time information on the movement of goods, allowing you to maintain an up-to-date inventory.

b _____ errors occur if people inaccurately key information into the system.

c Sophisticated software is an integral element in good _____ chain management.

d _____ is a key part of the system – knowing exactly where the goods are at every stage of the process.

e The system improves the management of _____. It means we don't reorder too many or too few.

f Making fewer mistakes helps the business, since _____ of errors is always expensive.

g More detailed information has helped the management to create an accurate _____ of the warehouse operation.

h _____ is a hidden cost. If staff are not picking goods, their time is not being utilized efficiently.

4 Read what Vince O'Mahoney, a warehouse manager, says about his company's needs (a–f). Match the statements with a characteristic of the new stock tracking system (1–7). Pay attention: there is one extra characteristic.

a 'Our customers expect us to be there for them.'

b 'We can't afford any mistakes in preparing our orders.'

c 'I need the system to tell me exactly how much we have in our warehouse.'

d 'I am interested in the situation now, not yesterday's stock.'

e 'In future I need to be able to add functions to the system.'

f 'I need the provider to help immediately if there's a problem with the system.'

1 be user friendly

2 give real-time information

3 guarantee accurate picking and packing

4 offer 24/7 technical support

5 measure stock levels

6 provide adaptability

7 provide high service levels

Writing

5 Imagine you are Vince O'Mahoney. You want to express your appreciation to NDH for the way WareWise has revolutionized your warehouse management. Write to the company, mentioning the advantages the system has brought you and expressing hope for future co-operation. Refer to the Correspondence section in the back of the book. (Write 150–200 words.) Begin like this:

From: Vince O'Mahoney

To:

Subject:

Dear ...,

I am writing to tell you how pleased I am with the new warehouse management system we recently purchased from you. ...

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10 | Money matters

10.A Bank your money

Grammar – future forms

1 Circle the correct future form to complete the sentences. Write why you think the form you have chosen is correct.

a I *will start* / *am going to start* my own business. Here is my business plan.

'going to' shows an intention or plan

b I have just made an appointment with the landlord and I *am going to sign* / *am signing* the lease tomorrow.

_____

c There *isn't going to be* / *won't be* anyone in the Athens office tomorrow – it's a public holiday.

_____

d She *is going to employ* / *will employ* more people, but she's not sure how many at this stage.

_____

e I told him it is urgent, so he *is going to call* / *will call* me back before 3 o'clock today.

_____

f I don't think I *will expand* / *am expanding* my business next year.

_____

g We *are going to look* / *will be looking* for extra staff in the next couple of weeks. Can you help us?

_____

h Thank you for helping me to decide. I think I *will open* / *am going to open* a Business Growth account.

_____

i We *will launch* / *are launching* a new bank account next month.

_____

Vocabulary – banking words

2 Match the items (a–g) to the information (1–7).

a revolving credit

b credit card

c overdraft facility

d refurbishment loan

e overnight payment clearance

f Internet banking

g property insurance

1 enables payment from clients to be processed before the next working day

2 provides capital for renovating business premises which must be paid back

3 allows you to re-borrow the sum you have already paid back on a loan

4 provides protection against fire and flood damage, etc.

5 allows you to buy goods on credit and to pay for them at a later date

6 allows you to spend more money than you have in your account

7 allows you to do your banking online

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3 Make banking terms by putting two or three words from the box together. How do you say these terms in your own language?

card	application	account	charge	
references	debt	overdraft	business	flexible
credit	insurance	loan	form	facility
bank	personal	monthly	deposit	property

credit card, charge card ...

_____

_____

_____

_____

4 Complete the dialogue.

Bank Clerk: Good morning. How can I help you?

Customer: I'd like some information about your business accounts.

Bank Clerk: Business accounts. What type of business are you in?

Customer: _____

Bank Clerk: A surf shop? That's interesting. _____?

Customer: Well, I've already found premises.

Bank Clerk: Excellent. _____?

Customer: Yes, I'll employ about five I think, most of them casual.

Bank Clerk: Well, I think we can offer you all you need. We have a Business Growth account for small businesses.

Customer: _____

Bank Clerk: Certainly. The account allows you to borrow money for things like equipment, etc.

Customer: That sounds good. Are _____?

Bank Clerk: Well, there is no opening fee, but there is a monthly fee.

Customer: _____?

Bank Clerk: There are many options. Are you looking for anything in particular?

Customer: _____

Bank Clerk: An overdraft? That is not a problem. Let me take you through all the options.

Writing

5 Imagine you are opening a small business. Think about the financial services you would need to set up your business. Write to your bank manager, explaining your financial needs. (Write about 100 words.)

Pronunciation – stressed and unstressed future forms

● TR31 Listen to the sentences (a–h). Is the future form in each sentence stressed (S) or unstressed (U)? Why are some future forms stressed and others not? Listen again and practise saying the sentences.

a I'll put a leaflet in the post to you this evening. ☐

b I will open my business next week, if it's the last thing I do! ☐

c I'm going to start my own business – an online jewellery company. ☐

d I am going to leave my job – I've decided, and no one can stop me! ☐

e I'm seeing some new premises on Friday. ☐

f I am meeting the bank manager – at four o'clock tomorrow. ☐

g We'll be employing five or six people to start with. ☐

h She won't need any help. She can manage on her own. ☐

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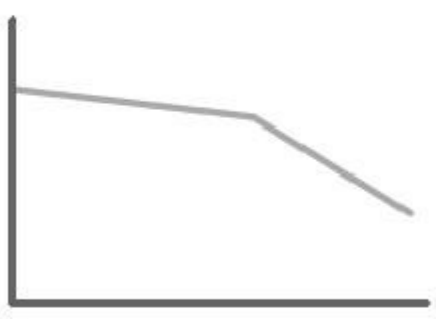
10.B Facts and figures

Grammar – adjectives and adverbs

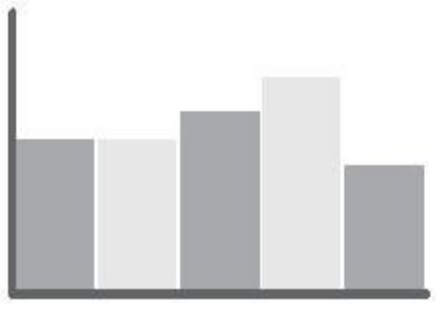
1 Describe the trends in these graphs using the prompts and, where appropriate, an adverb or adjective to describe the speed of movement.

a interest rates/rise

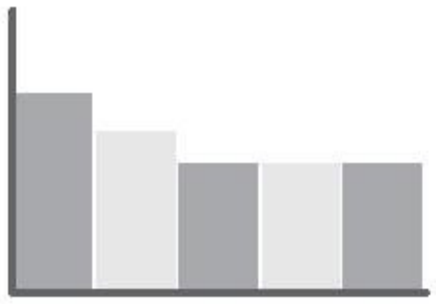
interest rates have risen steadily



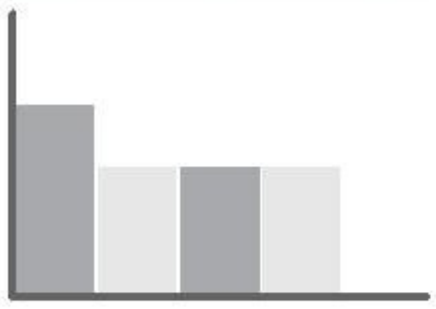
b business account sales/fall



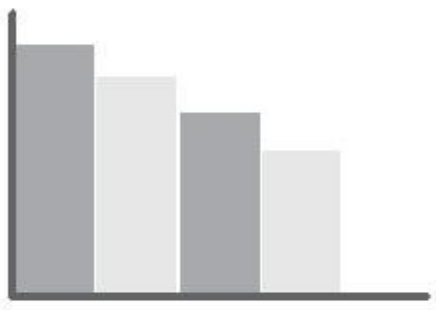
c sales of overdraft facilities/plunge



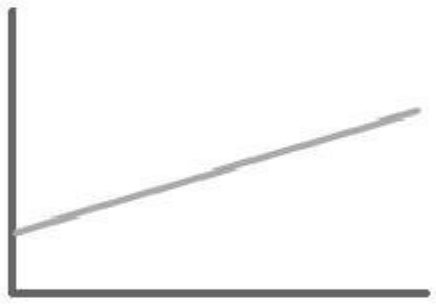
d the numbers/new customers/level out



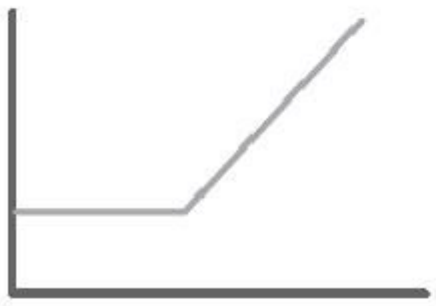
e interest rates/stabilize



f new credit card business/decrease



g business loans market/expand



h the demand/start-up loans/shoot up

2 Rewrite the sentences, inserting the adjective in brackets in the correct position. Pay attention: sometimes the adjective needs to be changed to an adverb.

a The number of new customers in their branch had increased. (rapid)

The number of new customers in their branch had increased rapidly.

b Despite the economic slowdown, the bank's business was improving. (gradual)

c There was a chance of recovery under new management. (reasonable)

d I don't know what you think, but the number of refurbishment loans seems to be rising. (steady)

e The insurance market appears to be shrinking. (dramatic)

f Our sales have risen. I am quite happy with that. (considerable)

g As Internet banking has become more popular, online fraud has also grown. (quick)

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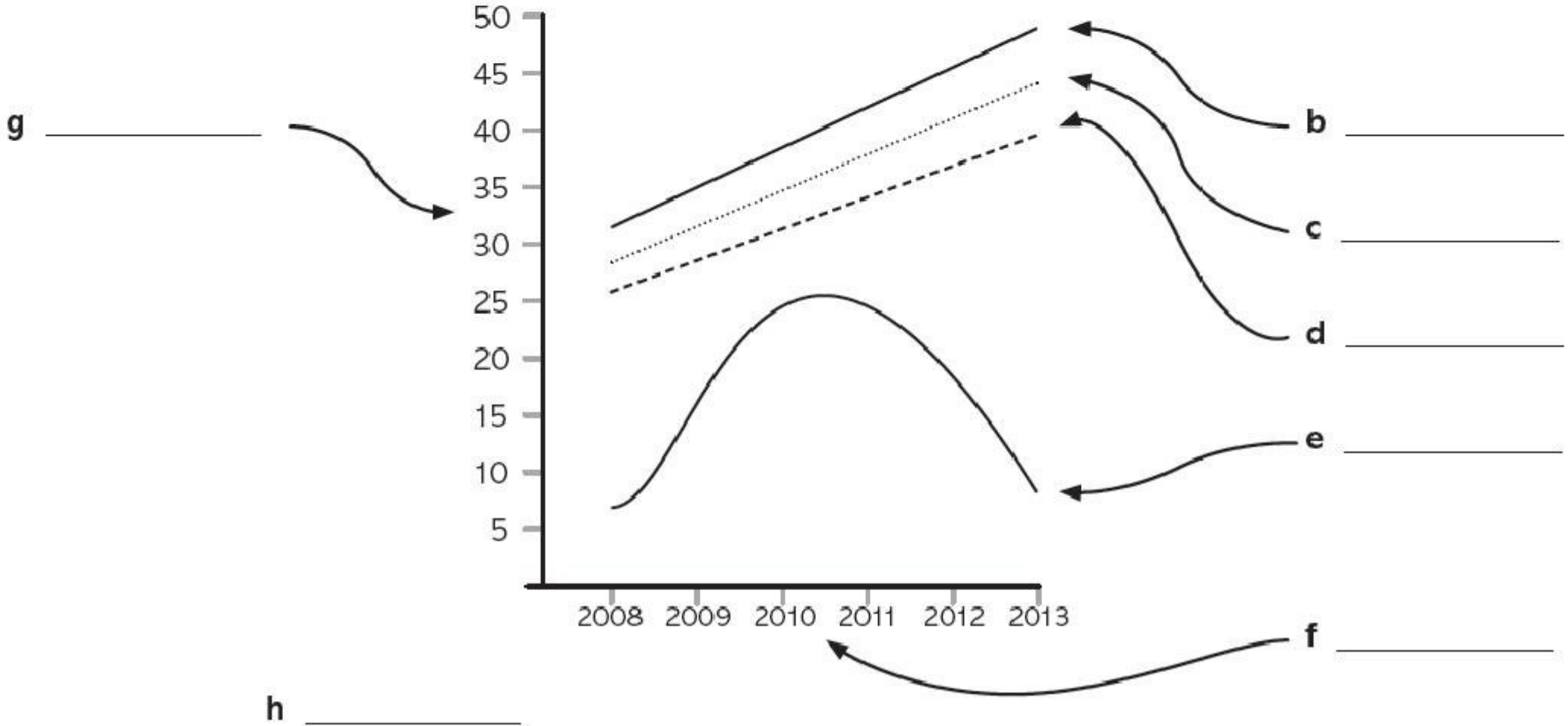
Vocabulary – describing graphs

3 Label the graphs (a–k) using the terms from the box.

horizontal axis	curve	solid line	segment	vertical axis	broken line
~~line graph~~	vertical bar	dotted line	pie chart	bar chart	

a line graph



Writing about figures

4 Draw a pie chart to show your monthly spending as proportions of your monthly income. Think about what you spend on accommodation, food, transport, entertainment, clothing, etc. and how much you save. Label each segment and write a paragraph explaining your pie chart.

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10.C Presenting your business

Grammar – future perfect

1 Complete the sentences with the future perfect tense of the verb in brackets.

a By June I will have finished (finish) this project.

b He will be tired when he arrives. He _____ (travel) over 500 km in one day.

c You can call me at 8:00 a.m. I _____ (arrive) at the office by then.

d The bank _____ (reach) the $1 billion profit mark by the end of the financial year.

e By the end of the month, we _____ (acquire) 50 new customers.

f The accountants say they _____ (finish) the reports by tomorrow.

g I _____ (complete) my probationary period by next Friday.

h They think the market _____ (recover) by this time next year.

2 Write sentences using the prompts to predict what will have happened by the year 2060.

a computers/sophisticated

Computers will have become far more sophisticated and will be able to think for themselves.

b supermarkets/introduce virtual assistants

_____

_____

c public transport/become reliable and quick

_____

_____

d paper/disappear from offices

_____

_____

e people/get used to/electronic money

_____

_____

Vocabulary

3 Complete the table by making verbs into nouns and vice versa. Pay attention: some words stay the same in both forms. Use a dictionary if necessary.

Verb	Noun
develop	a development
decrease	_____
drop	_____
_____	an increase
recover	_____
expand	_____
_____	a slowdown
_____	a levelling out
plunge	_____
_____	a rise
_____	a decline
grow	_____
improve	_____
fall	_____

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Company performance

4 Complete the extract from a building society's annual report using the words from the box.

~~annual~~	business	Chief Executive	conditions
financial	increase	market	members
profitability	significantly	status	substantial

I am delighted to report another outstanding **(a)** annual performance. This year, the Society has recorded a **(b)** _____ growth in mortgages and a similar **(c)** _____ in savings deposits. In both areas, our **(d)** _____ share has grown **(e)** _____.

This growth in sales has come at the same time as we have controlled our costs. As a result, levels of **(f)** _____ have also risen. In my time as **(g)** _____, the Society has reported a consistent **(h)** _____ performance. In today's difficult **(i)** _____, this consistency is particularly impressive.

I believe our strong performance is due to a simple **(j)** _____ model and our commitment to serving our **(k)** _____. The Society's mutual **(l)** _____ remains a key part of our success.

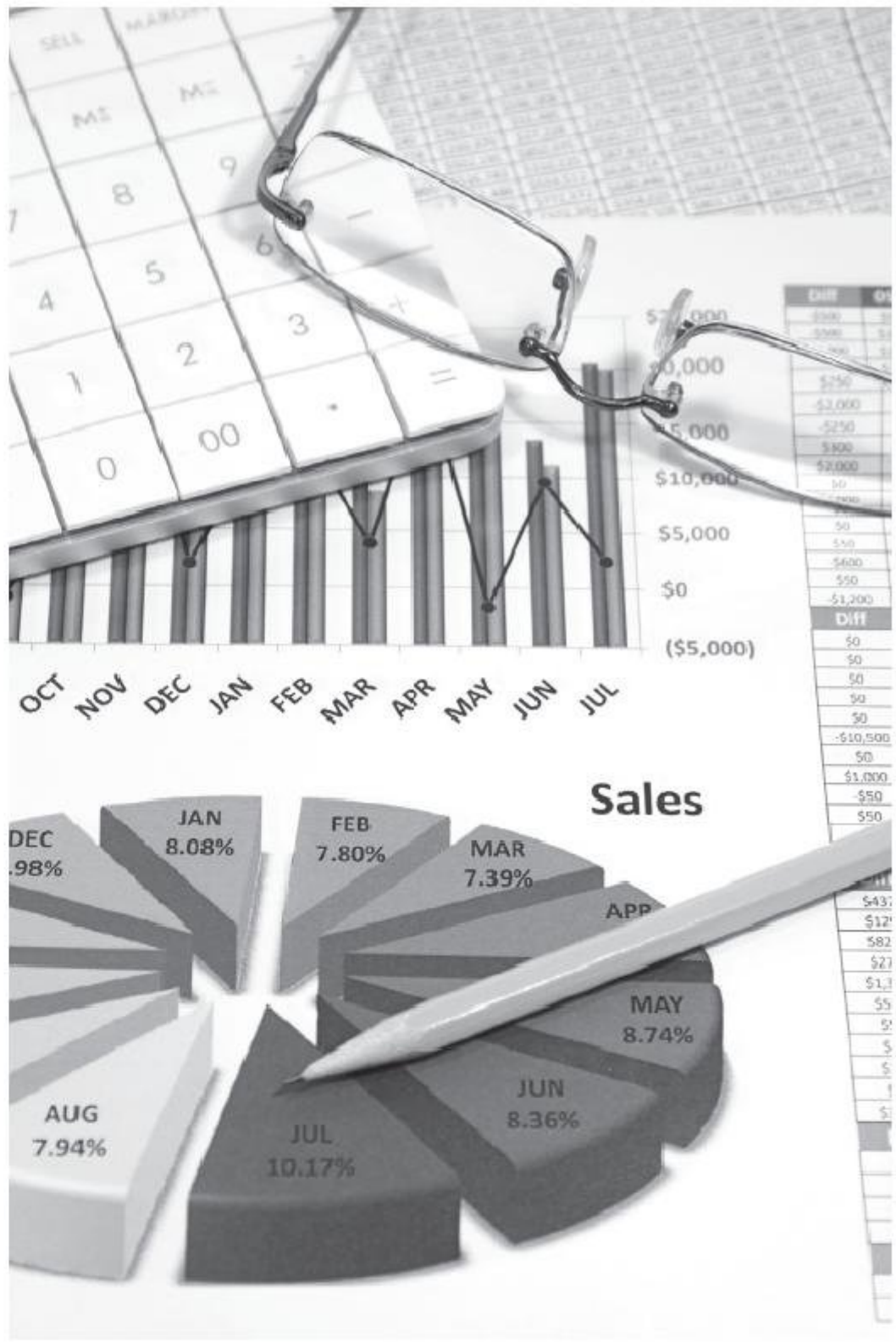
Research – your own company

5 Research your own company's performance over the last year. Find out about its:

- sales/customer performance
- profitability
- areas of growth
- areas of decline

Compare the company's performance with that of the previous year and think about what it would like to see happen in the next financial year. Present your findings to your class, using charts and graphs to illustrate your talk. Begin like this:

20___ was a successful/challenging year for ...



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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record them and listen to yourself.

a Ask for information about business accounts at the bank.
I'd … ___ /2

b Explain that your shop opens next month.
I'll … ___ /2

c Ask about fees attached to an account.
Are …? ___ /2

d Say that you have noticed that the stock market is going down.
There … ___ /2

e You are starting a meeting. Welcome everyone.
I'd … ___ /2

Two marks for each correct answer: ___ /10

Grammar

2 Correct the mistake in each sentence.

a I've never met him before, but I'm probably introduce myself to him at the conference.

_____ ___ /2

b By June next year we will increased our staff from 25 to 35.

_____ ___ /2

c OK, OK! I promise I'm calling him tomorrow!

_____ ___ /2

d We noticed a slowly increase in manufacturing costs.

_____ ___ /2

e The new credit card will been introduced by next August.

_____ ___ /2

Two marks for each correct answer: ___ /10

Vocabulary

3 Circle the odd one out in each word group, then say what the other words have in common.

a go up / level out / rise / increase

_____ ___ /1

b slowly / gradually / quick / dramatically

_____ ___ /1

c plunge / decrease / drop / stabilize

_____ ___ /1

d considerable / sharp / slight / dramatic

_____ ___ /1

e sharp / rapidly / slight / slow

_____ ___ /1

One mark for each correct answer: ___ /5

Total: ___ /25

Now check your answers on ▶ p144

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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Red run

1 Find nine more banking words in the wordsearch. The words may be hidden vertically, horizontally or diagonally.

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

2 Complete the sentences with the future tense of the verb in brackets.

a The loan is arranged: I am getting (to get) the money next week!

b Don't tell me again. I promise I _____ (to see) my bank manager early next week.

c OK, you've convinced me. I _____ (to open) a Business Growth account.

d This meeting has been in my diary for a long time. Let me see – yes, I _____ (to meet) him on Saturday.

e The chairman _____ (arrive) at 2:00 p.m. and the conference _____ (start) at 2:30 p.m.

f I _____ (to visit) the New York office some time next month, but I haven't fixed the dates yet.

3 SSU Bank Mortgage Department has produced a graph showing mortgage sales per month for the last calendar year. Look at the graph and describe the trends for each quarter.

a (January – March)

Sales of mortgages stood at 350 in January, then rose slightly in February to 400. They fell to January's level in March.

b (April – June)

_____

_____

c (July – September)

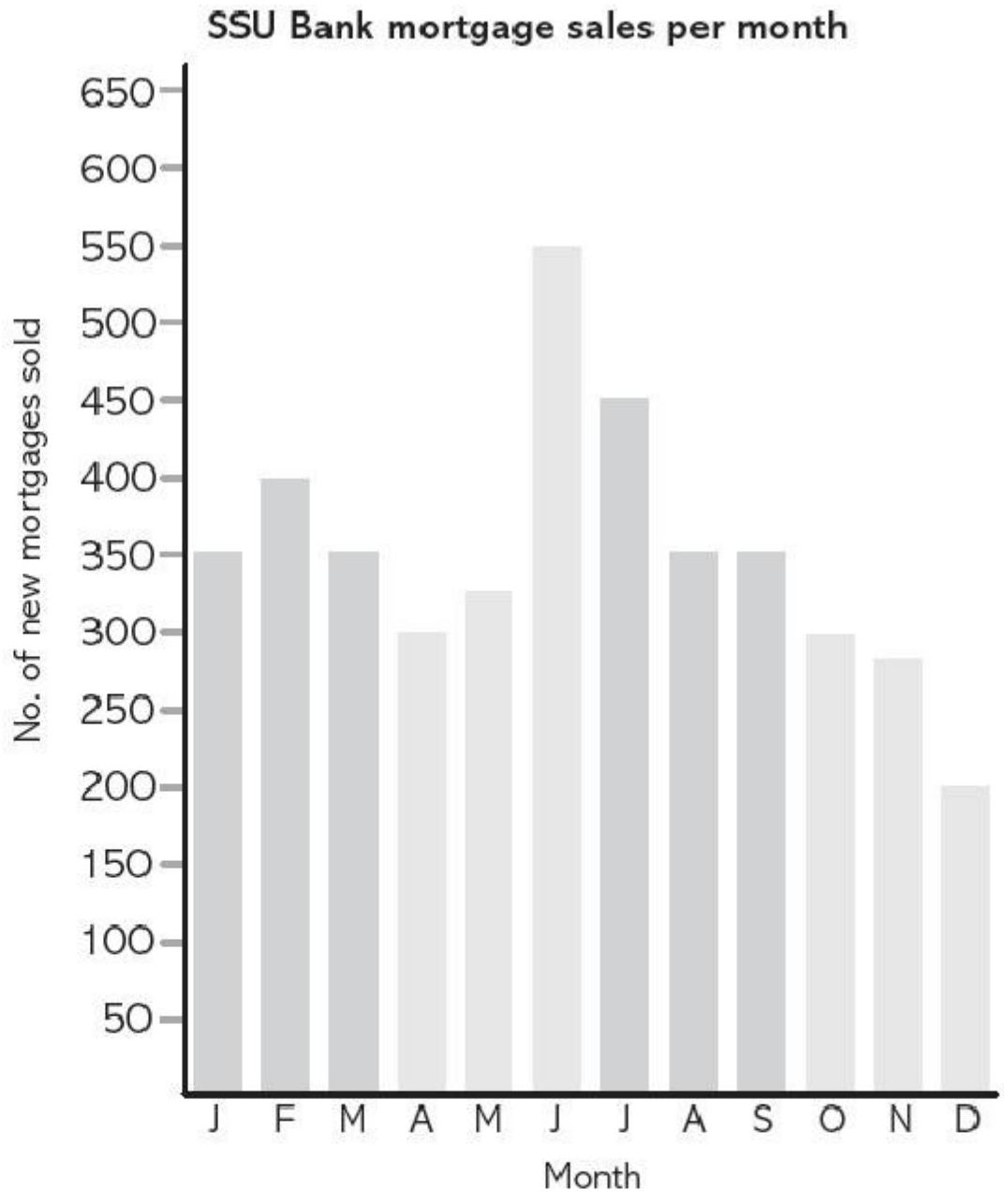
_____

_____

d (October – December)

_____

_____



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1 Match the links on SSU Bank's Internet site (a–h) with the description (1–8).

a	view your accounts	1	access assistance 24 hours a day, 7 days a week
b	transfer funds	2	change your e-mail, phone number, address or change your password
c	update your details	3	make changes to your regular bills, up to the day before they are due
d	paperless billing	4	receive all your bills and statements online
e	amend scheduled payments	5	move money between your SSU accounts
f	pay bills	6	see your account balances and last 100 transactions
g	help	7	transfer funds abroad to family, friends or for business
h	send money overseas	8	settle all your bills electronically

2 Read the journalist's notes from SSU's Annual General Meeting (AGM). Write them up as a draft article.

SSU BANK

PLANS 2008-2013

Project	Target
a Refurbish premises	complete end of next year
b Growth, 1 million new customers	achieve two years from now
c Update computer systems	finish four months' time
d staff, 600-800	increase by next June
e 15% more of credit card market	take four years from now

3 Write about your professional or personal plans and intentions for your future. Write about what you hope you will have achieved by the dates specified.

a By 2020 I will have... _____

_____

b By 2030 _____

_____

c By 2040 _____

_____

d By 2050 _____

_____

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10.D Ethical moves

Reading online information

1 Before you read the account descriptions, answer these questions.

a What are the differences between a current account and a savings account?

b Which, if any, do you and/or your family have?

2 Now read the two descriptions quickly. What type of customer is each account aimed at?

Triodos Online Saver Plus

The ethical online easy access savings account

Want an ethical savings account that you can manage online? Want to get at your savings whenever you need them? If so, opening a Triodos Online Saver Plus account makes great sense. You'll get easy access to your savings, a great rate, online management and you'll also be having a positive impact on social, cultural or environmental issues.

Know how we use your savings

At Triodos, we believe being ethical means being open. We publish details of every organization we lend to, so you know exactly where your money goes. No other bank offers you such a clear link between your savings and the positive difference they make.

Triodos Social Venture Current Account

Banking services that won't compromise your values

The Triodos Social Venture Current Account is only available to businesses, charities and organizations that can show clear social, environmental or cultural objectives.

It offers all the services you would expect from any high street bank. But as a Triodos customer, you're also doing a whole lot more by contributing to positive change.

Simple, straightforward ethical banking services

There's no minimum opening balance for the Social Venture Current Account, so you can switch to Triodos' ethical banking services straight away.

Vocabulary

3 Match the words (a–h) with the definitions (1–8). Read the account descriptions again to check your answers.

a ethical
b social venture
c easy access
d compromise
e values
f balance
g rate
h cultural

1 to endanger, put something at risk
2 principles
3 the percentage of money the bank gives you for depositing money with it
4 relating to the arts
5 ability to withdraw money immediately from your account
6 business aimed at benefiting the community
7 morally good
8 the amount of money in your bank account at any moment

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4 Correct the spelling mistakes in the table, then read the descriptions again to check your answers. Write the meaning of the words, using a dictionary if necessary.

Word	Correct Spelling	Meaning
a currant	current	in use at the moment
b busness		
c straitforward		
d minemum		
e enviromental		
f managment		

Listening – survey results

5 ● TR32 Listen to the results of a survey about banking and complete the sentences.

a The survey interviewed 1,000 people by telephone.

b _____ of the respondents say they are more aware nowadays of the impact their money can have.

c _____ of the people questioned wanted to know more about _____ and wanted information on how _____.

d _____ of people questioned believed _____ would grow in the future.

e _____ of respondents were unhappy with conventional savings products and wanted _____.

f _____ of Fair Trade products have been growing _____.

g _____ of those surveyed felt that banks are not interested in their clients.

h _____ of respondents felt that banks are driven by _____, not _____ _____.

Writing a survey

6 Work in teams of three and conduct a survey to find out about patterns of spending and saving in your class. Make a bar chart to present your findings and write an explanation to accompany your chart. (Write about 150 words.)

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11 | Advertise it!

11.A Get noticed!

Grammar – the perfect passive

1 Circle the correct form of the passive to complete the sentences.

a The advertisement (*was*) / *has been* placed online yesterday.

b The ads *have been* / *are* shown on national television for a week now.

c A market analysis *has been* / *had been* carried out before they started the advertising campaign.

d Our direct mailing *will have been* / *had been* sent out by the end of next month.

e Media awareness *has been* / *had been* secured when they sent out the press release.

f Tomorrow's launch event *has been* / *had been* organized by our public relations consultant.

g The press *will have been* / *has been* informed by the middle of next week.

2 Complete the sentences with the perfect passive form of the verbs in brackets.

a Until last year, their advertising had been managed (manage) by IPT Communications.

b _____ the press packs _____ (produce), or are they still with the printer?

c The campaign is going well. Press awareness _____ (raise) via a series of press conferences.

d I expect the flyers _____ (send) out by next Thursday.

e 'Have you got local support?'
'Yes. The local community _____ (involved) from the start.'

f By next Monday the new product _____ (present) to the press.

g This advertisement _____ (write) well. I like it.

h _____ any information on the campaign _____ (give) to the staff yet?

Vocabulary – the media

3 Match the media words and phrases (a–h) with their definitions (1–8).

a	celebrity interviews	**1**	the occasion at which a new product is introduced
b	posters	**2**	media chats with well-known people
c	press pack	**3**	attractive, large, printed promotional images
d	launch event	**4**	a special story in a magazine
e	banner ad	**5**	a TV station that you pay to watch
f	feature	**6**	ads that appear with search engine results
g	subscription channel	**7**	advertisement that runs along the top or side of a webpage
h	search advertising	**8**	a folder with information for journalists about a product or company

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Talking about a campaign

4 Two public relations consultants are discussing a recent product launch. Complete their conversation. More than one answer may be possible.

Sue: So, tell me, what is your objective in this campaign?

Jay: _____ to raise awareness among the local community.

Sue: _____?

Jay: Well, we placed advertisements in the local newspaper and secured local radio interviews. We also organized a community event.

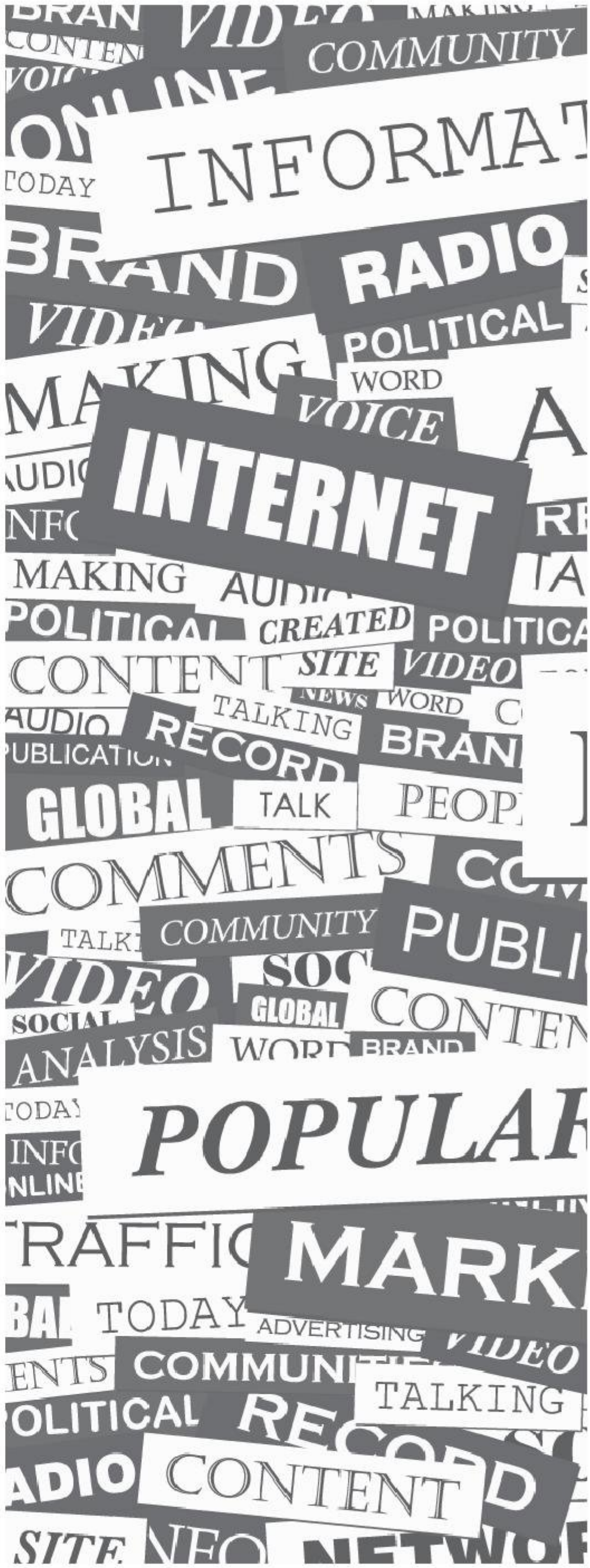
Sue: That's great. _____ _____ enough interest?

Jay: Oh yes, the event was packed!

Sue: _____ think of the event?

Jay: They were delighted. In fact, _____ _____ future promotions.

Sue: Excellent – that means a lot of work from them in the future.



Writing

5 Imagine you carried out one of the promotional campaigns in Lesson 11.A, Activity 6 of the Course Book. Write to your accounts manager outlining your objectives, what action you took and the results. (Write about 150 words.) Begin like this:

From:

To: Accounts Manager

Subject: Campaign

You asked me to summarize my last campaign with … _____

_____

_____

_____

_____

_____

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11.B Sound advice

Grammar – conditional sentences

1 Rewrite the sentences using the third conditional.

a He missed the launch event because he was on holiday.

If he hadn't been on holiday, he wouldn't have missed the launch.

b We couldn't go to the press conference because we didn't have time.

If we _____ enough time, we _____ to the press conference.

c We lost the bid for the campaign because we were not organized enough.

We _____ the campaign, if we _____ better organized.

d Our competitor's advertising campaign was so aggressive that ours failed to make any impact.

If our competitor's campaign _____ so aggressive, ours _____ an impact.

e Our product didn't sell well because we had not done enough market research.

Our product _____ well, if we _____ more market research.

f I couldn't place more adverts because I didn't have enough money in my budget.

If _____ more money, I _____ more adverts.

g The PR Department did not prepare the press pack properly, so journalists did not understand what the new company was hoping to achieve.

Journalists _____ what the new company was hoping to achieve, if the PR Department _____ the press packs properly.

h I didn't know about your services then, so I didn't ask you for your advice.

If I _____ about your services then, I _____ you for your advice.

2 Write 1st, 2nd or 3rd conditional sentences using the prompts and the information in brackets.

a If you/advertised/customers/recognize/your company's name (unlikely to happen in the future)

If you advertised, customers would recognize your company's name.

b If we/write/a company brochure/we/present/ the company better (likely to happen in the future)

If _____

c If they/make/a TV commercial/they/reach/the target market more easily (past regret)

If _____

d They/reach/a lot of customers/if they/ advertise/on the Internet (past regret)

They _____

e There be/better response/if a feature/appear/ in the local paper (unlikely to happen in the future)

There _____

f If you/can afford/a colour brochure/you/can show/your products better (unlikely to happen in the future)

If _____

g There be/more journalists/at the launch/if we/ remind/them about it beforehand (past regret)

There _____

h If you/ask me/I can recommend/many other options (past regret)

If _____

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Listening – making recommendations

3 ● TR33 Listen to the conversation between an advertising consultant and a client. Tick (✔) which advertising mix the consultant recommends.

a Internet advertising, brochure, company background brochure, direct mailing campaign, television commercials ☐

b Internet advertising, banners, flyers, company background brochure, direct mailing campaign ☐

c banners, brochure, press release, direct mailing campaign, posters ☐

Vocabulary – advertising

4 Complete the sentences with the words from the box. Pay attention: there are two extra words.

exceptional	audience	benefits
billboard	banner ads	justify
return	message	campaign

~~essential~~

a Clear advertisements are essential. If they appear too complicated, people stop looking at them.

b Any advertising must show a _____ on the investment made.

c Good sales are not enough – if I conduct an expensive advertising campaign I expect _____ sales!

d I'm sorry, but that is simply too expensive. I can't _____ the cost!

e Look at that huge _____ on the side of the road!

f I am interested in the _____ of a product. What does it do for me?

g We need to be sure about the _____ we want to reach.

h People who read an advert have to grasp its _____ immediately.

Writing

5 Imagine you work for a public relations consultancy. You are negotiating a contract with a client who has asked your opinion about the effectiveness of:

- online advertising
- print advertising
- brochures
- a mix of media.

Your client is either a local bookshop, a national clothes chain with 25 outlets, or an independent pizza delivery business. Advise your client, giving reasons for or against the above forms of advertising for their particular circumstances. (Write 150–200 words.) Begin like this:

From:

To:

Subject: Advertising options

Dear …,

Further to our discussion yesterday, you asked for my advice concerning certain types of media advertising … _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

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11.C Selling space

Grammar – *much* and *many*

1 Complete the sentences below with *many* or *much*.

a How much money did the campaign cost?

b How _____ time did it take you to prepare this press pack?

c They don't have _____ resources for advertising.

d I'd like to know how _____ it would cost to organize this mailing.

e Are there _____ large advertising companies in Europe?

f I didn't get _____ feedback from our clients.

g Did the company make _____ of an effort to advertise its products?

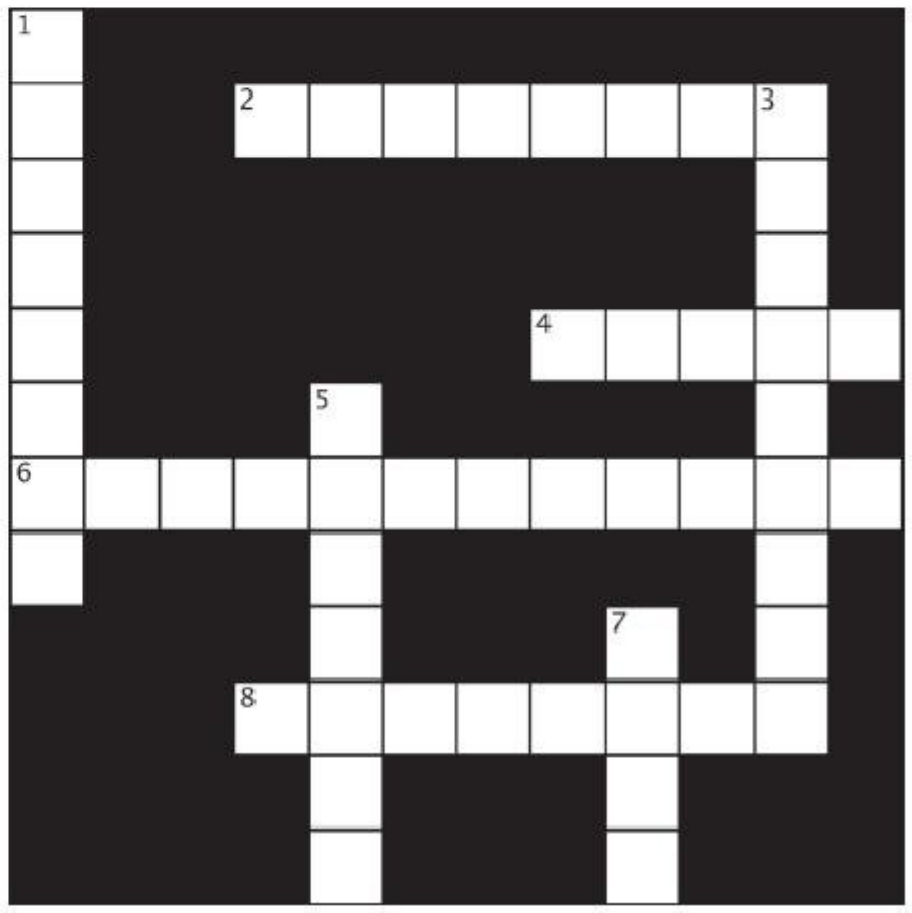
h There are not _____ good public relations consultancies around.

i How _____ does a banner advert cost?

j Can you tell me if there are _____ people coming to the press conference?

Vocabulary – advertising in directories

2 Complete each sentence with one word. Then complete the crossword.



1 Directories contain thousands of _____ which advertise the services of businesses.

2 Offering a _____ is an important way of encouraging clients to advertise in a directory.

3 A lot of people don't like being contacted by _____ staff.

4 The _____ for buying a listing vary according to the size and amount of information.

5 _____ is often used to describe the most expensive service.

6 This directory has a wide _____ coverage. It lists businesses throughout every region of the country.

7 A company _____ is a visual symbol that represents the company and its brand.

8 The number of _____ to a directory influences the cost of advertising.

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3 You are selling advertising by phone. Write what you would say in the following situations using the information in brackets to help you. More than one answer is possible.

a You work for a business directory. Offer a client advertising space on the phone.

I'd like to offer you advertising in our new business directory.

b Your client asks you about the number of people viewing the directory. Answer him/her. (more than 2,000 per day)

_____

c Your client wants to know about the advertising options. (three types of listing)

_____

d Offer your client a discount if he buys space in the next seven days. (25%)

_____

e Your client is in a hurry and wants to hang up. (suggest calling him back)

_____

f Your client wants you to send him more information. (promise to send an e-mail)

_____

Listening – a telephone conversation

4 TR34 Listen to the telephone conversation between Donald Jones, a telesales executive, and Jeannette Hudson, a new client. Complete Jeanette's notes.

Report of advert sales

type of listing: enhanced

with logo?: _____

price: £_____

discount rate: _____%

final price: £_____

Vocabulary – prepositions

5 Complete each sentence with the appropriate preposition.

a I'd like to speak to the person dealing with advertising.

b Do you have a moment to discuss this _____ me?

c Geographical spread is very important _____ us.

d _____ your convenience we have several advert sizes available.

e What can you tell me _____ the different rates?

f Thanks _____ sending me the information.

g I am running out _____ time.

h Would you be interested _____ our online services?

Pronunciation – *th* /ð/ and *d* /d/

Work with a partner. Take turns to pronounce these words. T35 Listen and check your pronunciation.

a	than	Dan
b	there	dare
c	they	day
d	then	den
e	though	dough
f	those	doze
g	breed	breathe
h	sued	soothe
i	seethe	seed

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Quiz – What do you know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record them and listen to yourself.

a Ask somebody what he/she wishes to achieve with a promotion campaign.
What …? ___ /2

b Tell somebody that there are various useful advertising solutions you can think of.
There … ___ /2

c Ask somebody about his/her method of advertising in the past.
What …? ___ /2

d Ask a client if he/she has time to discuss something.
Can …? ___ /2

e You are a Telesales Executive. You want to call the client back later to discuss what he/she has decided about your special offer.
Perhaps …? ___ /2

Two marks for each correct answer: ___ /10

Grammar

2 Complete the sentences with the correct passive form of the verb in brackets.

a The brochures _____ (send out) by the end of next week. ___ /1

b The advertisement _____ (show) on TV every night for the last month. ___ /1

c The press packs _____ (give) to the press a few hours before the meeting. ___ /1

d The research findings _____ (process) by the time you next visit us. ___ /1

e The event was a great success and _____ (review) very positively by the press. ___ /1

One mark for each correct answer: ___ /5

3 Correct the part of each sentence that is in italics.

a *If I knew that you were coming,* I would have tidied my office!
_____ ___ /1

b *We had succeeded,* if we had done better research.
_____ ___ /1

c I know that *if I am budgeting better,* I could have placed more ads.
_____ ___ /1

d We will receive a lot of e-mails, *if this banner ad worked well.*
_____ ___ /1

e If the feature appears in the paper, *we create a good image.*
_____ ___ /1

One mark for each correct answer: ___ /5

Vocabulary

4 List five types of media you could use for a promotional campaign.

a _____ ___ /1

b _____ ___ /1

c _____ ___ /1

d _____ ___ /1

e _____ ___ /1

One mark for each correct answer: ___ /5

Total: ___ /25

Now check your answers on ▶ p145

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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1 Complete the sentences with one word or a phrase.

a Let's invite the press and hold a press conference.

b The _____ contains information about our new products.

c Did you see the classified _____ in the trade journal?

d Maybe a _____ interview with the star of the film would help?

e Let's hope that the _____ article in the magazine does what it is supposed to, namely attract attention.

f The _____ was sent out to journalists, asking them to come to the meeting.

g We are a _____, so we get our income from people who pay to watch our programmes.

h The _____ means you can watch our programmes for free for three months.

i _____ advertising will help you get noticed by people who are browsing the Internet for related products.

2 Read the answers, then write the questions.

a What's your main objective?
Our objective was to raise awareness.

b _____
We placed advertisements in the papers.

c _____
It was packed at the press conference!

d _____
Yes, and they asked us to do their future promotions.

e _____
So far, we have advertised in fashion magazines.

f _____
We felt that it would improve our image.

g _____
I would be very interested in seeing them.

h _____
The directory is viewed by thousands of people every day.

i _____
You can, but send me information on paper as well, please.

3 Circle the correct verb form to complete the sentences.

a The launch *is been organized / had been organized* by our advertising agents.

b I am quite sure that if we *were placing / had placed* some ads in the paper, we would have had more responses.

c The press release *will have been published / is published* by this time tomorrow.

d I'm afraid we have not got that *much / many* money for advertising.

e Sales *would be / would have been* better if they *are ordering / had ordered* more stock.

f The TV ads *had only been broadcast / were only broadcast* a few minutes earlier when the phones started ringing.

g Until the introduction of the Internet, people *would have been / had been* quite happy with printed directories.

h How *many / much* time do you have?

i Did he give you *much / many* advice?

4 Match the words in Column A with the words in Column B to make a common phrase. Use each word once only. Then, write a sentence with each phrase.

Column A	Column B
a marketing	**1** strategy
b advertising	**2** offer
c target	**3** market
d media	**4** campaign
e special	**5** coverage

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1 Complete the dialogue using the word(s) in brackets to help you. More than one answer may be possible.

Bonita: Well, Peter, I'd like to say that we are very happy with the campaign you did for us. I've had so much *(much/many)* positive feedback.

Peter: I'm glad to hear that, Bonita.

Bonita: By next month the campaign _____ *(finish)* and we'll be able to see the results.

Peter: Yes, I wonder what _____ *(happen)* if you _____ *(stay)* with the other marketing company.

Bonita: I think I would have had _____ *(much/many)* sleepless nights!

Peter: Now, which medium do you think _____ *(work)* best so far?

Bonita: The local television commercials. If we _____ *(not/hire)* extra telesales staff, we _____ *(not/able)* to cope, I can tell you that!

Peter: And the sponsorship?

Bonita: We _____ *(just/start)* working with a local athletics team. We _____ *(provide)* them with trainers in exchange for advertising at their meetings.

Peter: It's all _____ *(look)* very good, Bonita!

2 Write a definition for each of the following (a–h). Use a dictionary if necessary.

a An advertising agency is a company that organizes advertising campaigns for its customers.

b A public relations consultancy _____

_____

c A communications company _____

_____

d A media company _____

_____

e An advertising executive _____

_____

f A marketing manager _____

_____

g A marketing consultant _____

_____

h A telesales executive _____

_____

3 Match each item in the list of criteria for writing effective advertisements (a–f) with its explanation (1–6). How would you translate the criteria into your own language?

a	appropriate	**1**	it's lively, fresh and interesting
b	entertaining	**2**	it tells your target market what you want it to know
c	informative	**3**	the layout is appealing and attractive
d	well-designed	**4**	the reader feels comfortable with the content, vocabulary, tone and style
e	well-illustrated	**5**	the wording is grammatical with correct spelling
f	well-written	**6**	the material contains an appropriate picture or graphic

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11.D Creating an image

Reading an article

1 Before you read the article, answer the questions.

a What social networking sites do you use? How do you feel about adverts on social media: are they interesting or do they annoy you?

b When you buy clothes, are you interested in the clothes other people are wearing, or is your choice very individual?

c What kinds of online advertising and marketing can you think of?

2 Read the article 'Smart Retail'. Write true (T) or false (F) against the statements (a–e).

a Free People shows pictures of ordinary people modelling their clothes on its website. T

b Free People sends customers lists of clothes they would probably like. ☐

c Jay Jays' new campaign asks customers to access their site via Facebook. ☐

d Jay Jays uses customers' photos to recommends the best colour of clothes for them. ☐

e Jay Jays puts the best customer images onto its own site. ☐

Smart Retail

Instagram innovators

It's fantastic to see retailers grasping the power of crowd-sourcing approval. Eco-friendly retailer Free People and Australian hipsters Black Milk have incorporated hash-tagged customer imagery into their commerce sites. It's a really smart move, giving the Gen Y customer the pre-purchase validation they need. Showing 'normal' people in their purchases also helps consumers work out the fit, gives them styling ideas and creates hype. It can also help up-sell other products from the range and cleverly lets customers market the brand for free, spreading their images through their own social network.

Free People also deserve recognition for incorporating further persuasive devices into their site. Customers can create wishlists to share with their friends across social networks (and get that much sought after peer approval) as well as create their own moodboards of products from the collection.

Social Savviness

The youth retailer, Jay Jays, has this week launched a new digital initiative which features stop-motion, shoppable videos. What's really impressive is the brain power they've put into using Facebook in a commercial way. Their 'Multiply the Colour' tool requires customers to log in through Facebook. Next it scans the customer's Facebook images to judge which coloured denim from their extensive range best suits the customer. Jay Jays recommends the shade for you based on your 'character', for example, we were told we're 'happy, positive and spontaneous' so the 'Sunkisd Orange' would work best! Customers are then encouraged to post to their Facebook page and get their friends to agree or disagree. Even though we didn't indulge in the Sunkisd selection, it's genius marketing, so full marks go to Jay Jays.

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Vocabulary – digital marketing

3 Match the words (a–i) with their definitions (1–9). All the words are in the article on page 123.

a	wishlist	**1**	gathering ideas from online groups of ordinary people
b	peer approval	**2**	list of products you'd like to buy
c	hash-tagged	**3**	group of images that reflect someone's personal style
d	crowd-sourcing	**4**	marked with # symbol on social networking sites
e	hype	**5**	interactive film which you can click to buy products
f	Generation Y	**6**	positive feedback from similar people
g	shoppable video	**7**	people born in the 1980s and 1990s
h	to post	**8**	positive marketing message
i	moodboard	**9**	add your own comments, photos, etc. to social media site

Listening – peer marketing

4 TR36 Listen to a discussion about Jay Jays and Mambo, two competing companies in the surf wear market. Answer the questions.

a What concept lies at the centre of peer-to-peer marketing?

b Why is peer-to-peer marketing more than just advertising? What else comes into play?

c How did the Mambo clothing brand get known all over the world?

d How does the Mambo clothing brand distinguish itself from Jay Jays?

e For what age group is peer-to-peer marketing seen to be important?

Writing

5 Think of an advert or advertising campaign that you don't/didn't like. How would you improve the ad? Write to the company explaining what you thought of its ad, what changes you would propose and why. (Write about 200 words.) Refer to the Correspondence section in the back of the book. Begin like this:

Dear ...

I am writing to object to your advertisement for ... which I saw on/in ...

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12 | Energize!

12.A Let's meet up

Grammar – *some* and *any*

1 Circle the correct word to complete the sentences. In which sentence are both words correct?

a Only *any* / (*some*) of his colleagues went to the conference.

b There wasn't *any* / *some* information on Mrs Grant's registration.

c Some people don't know *anything* / *something* about the environment.

d *Any* / *Some* workshop will be fine, thanks. I have no preference.

e Don't lock the door yet; there are still *some* / *any* participants inside.

f Do you have *some* / *any* more brochures anywhere?

g Have you met *someone* / *anyone* from Green Valley Energy at this conference?

h I haven't brought *something* / *anything* to eat – I thought lunch was provided!

i The energy company didn't give *any* / *some* response to my letter.

j Would you like *some* / *any* more coffee?

k The audience didn't ask *some* / *any* questions.

Listening – at a conference

2 ● TR37 Listen to these people introducing themselves at a conference and complete their profiles.

Max Johnson
Company:
Position:
Country:
Reason for attendance:
Activity/Workshop chosen:

Shelly Adams
Company:
Position:
Country:
Reason for attendance:
Activity/Workshop chosen:

Dieter Horstmann
Company:
Position:
Country:
Reason for attendance:
Activity/Workshop chosen:

3 Complete the sentences with the words from the box, then translate the words into your own language.

attendance list	auditorium	~~event~~
name tag	opening address	participants
register	registration	special interest groups

a The conference was a big annual event organized by the Ministry of Energy.

b _____ during the first day of the conference was always busy.

c The organizers at the conference were checking names on the _____.

d Every visitor received a _____ to make meeting other people easier.

e At the _____ everybody listened to the Minister of Energy.

f After that, the _____ left the _____ and went to smaller rooms for the workshops.

g The workshops were for _____: people who were interested in the same topic.

h Participants had to _____ for the workshops in advance, to be sure of a place.

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4 Rewrite the sentences using *any*, *anything*, *anybody/anyone* or *anywhere*.

a It doesn't matter where you sit at the workshop.

You can _____

b Who did you talk to at the plenary session?

I didn't _____

c How many workshops are you attending?

I'm not _____

d It's not important to wear a suit at the party.

You can _____

Writing

5 You are a consultant for an energy company. Write to your boss, asking to attend a conference on renewable energy. Say when and where it is, why you want to go, which workshops you want to attend, and why. (Write about 200 words.)

From:

To: Olivia Walker

Subject: Renewable energy conference

Dear Olivia,

I would like to … _____

Pronunciation – stressed and unstressed forms of *some* and *any*

TR38 Listen to these sentences and decide whether *some* and *any* are stressed (strong) or unstressed (weak).

a I can't find anyone to help me.

stressed

b Somebody told me this, but I can't remember who.

_____

c Would you like some coffee?

_____

d Have you got any writing paper?

_____

e Have you any idea where it is?

_____

Now say these sentences aloud. In which of them should *some* and *any* be stressed?

1 Nobody asked any questions!

2 There's something not quite right here …

3 Would you like to give us some more examples, please?

4 Some people say he was right, but most of us disagree.

5 Have you got any ideas?

6 I'd love some tea, please.

7 Have you got any business cards on you?

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12.B It's up to you!

Grammar – reported speech

1 Write sentences to report what each person said at the energy conference.

a 'I really feel that solar energy is the best option.' (Jill Straw)

Jill Straw said that she felt solar energy was the best option.

b 'Fossil fuels pollute more than other energy sources do.' (Pedro De Costa)

c 'We are working hard to solve fossil fuel pollution.' (Emilia Zampoli)

d 'The scientific evidence has been ignored for years.' (Professor Don Sprite)

e 'I will know a lot more about wind energy after today.' (Jack Davies)

f 'The government may decide to build the wind farm after all.' (Vicky Donaldson)

g 'John Hallet told me that he studied the research findings for two weeks.' (Jude Bridges)

h 'We are going to run out of fossil fuels in the next two centuries.' (Randolf Barclay)

2 Rewrite the sentences, which report what each person said, as direct speech.

a He told me that solar energy was cheap.

'Solar energy is cheap.'

b She informed me that I had not been registered.

c The energy company claimed that I had not paid my bill.

d It was made clear to me that I was talking too much.

e Lucy said she would look into wind energy for her home.

f Saskia said she was going to leave early.

g George told her that he had had too many meetings that week.

h The minister said the government might do something about it.

i I was asked whether I would like coffee or tea.

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Vocabulary – energy

3 Unscramble the words using the clues and complete the boxes.

a Energy that never runs out.

realewben

r	e	n	e	w	a	b	l	e
2						14		

b Relating to nature.

volnienemtanr

						7				17	

c Dirty air or water; noise.

luopoinlt

					16	12		

d The expense of running an electricity plant.

nogpaerit tossc

								1				13	
15													

e Oil is an example of this.

soflis luef

								4	

f A place where petrol is produced.

fiererny

19				5			

g What remains after coal is burned or nuclear energy is generated.

teswa

				6

h What comes out of car exhausts and factory chimneys.

misnoesis

8								

i A thick dirty mist.

goms

			10

j Energy based on splitting atoms.

cuenarl egryne

				18		9				3			11

Now copy the letters from the numbered boxes above into the numbered boxes below to complete the slogan.

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

Writing – reporting opinions

4 Interview five people about their opinions on renewable energy sources. Summarize and present your findings as if for a conference. (Write about 200 words.) Begin like this:

I would like to welcome you all to the conference. I would like to start by talking about my research on ... _____

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12.C Going green

Grammar – question forms

1 For each statement (a–e), write the question you would ask if:
1) you did not know the information, and
2) you knew the information, but wanted to check.

a 'Hybrid' means a combination of two or more things.

1 What does the term 'hybrid' mean?

2 Hybrid means a combination of two or more things, doesn't it?

b The car was designed in the USA.

1 _____

2 _____

c The car has other advantages.

1 _____

2 _____

d The car has direct benefits for the environment.

1 _____

2 _____

e Other manufacturers have produced similar models.

1 _____

2 _____

3 Complete the sentences with the words you can find in the wordsnake.

companiesdeductionhandlingconventionalfuelnetworkelectrichybridshared

a America's transport network is highly developed.

b Technology _____ are working hard on finding the best fuel solution for cars.

c A _____ car project can help reduce peak hour traffic.

d The tax department offers a tax _____ for people who buy environmentally friendly cars.

e _____ vehicles are a good choice for people who want to help the environment.

f This car's _____ system is based on electricity and gas.

g This car is so safe on the road: its road _____ is excellent!

h _____ cars cause a lot more pollution than electric vehicles.

i Vehicles that use two or more sources of power are called _____.

Vocabulary – energy-related words

2 Match the adjectives (a–i) with the nouns (1–7) to make word partnerships, then write sentences using the combinations. Some adjectives can be used with more than one noun.

a	sustainable	**1**	benefits	_____
b	environmentally friendly	**2**	energy	_____
c	electric	**3**	vehicle	_____
d	direct	**4**	performance	_____
e	enormous	**5**	improvement	_____
f	bad	**6**	emissions	_____
g	better	**7**	technology	_____
h	high			
i	dominant			

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Meet the press

4 You are a manufacturer of hybrid electrical vehicles, and you are being interviewed for a newspaper about your latest model. Write answers to the questions using the prompts in brackets.

a Why are you developing environmental technologies? (responsibility/protect)

We feel that it is our responsibility to help protect the environment.

b Could you explain the term 'hybrid' for our readers? (electric/gas)

c Would you mind going into the benefits for the environment? (emissions/air quality)

d What can you tell me about the car's performance? (better/conventional cars)

e The car's got a number of other advantages, too, hasn't it? (sporty/road handling)

f Do you believe that hybrid technology will become dominant in the future? (grow)

Writing – a news bulletin

5 Find five items on the Internet about energy-efficient transport. Then, write a short article describing the latest developments. (Write about 150 words.) Compare your article with others'.

This is the latest development in energy-efficient transport ...

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Quiz – what do I know?

Start here →

What would you say?

1 What would you say in the following situations? Write your answers. If you can, record them and listen to yourself.

a You are a conference organizer and you want to apologize to a participant for a mix-up.
I'm … ___ /2

b Ask a conference participant for his/her name during registration.
Could …? ___ /2

c Ask somebody to explain the word 'hybrid'.
You …? ___ /2

d You want to confirm the time a meeting starts. You believe it is at 4 p.m.
The meeting starts …? ___ /2

e You want to say that solar energy is more environmentally friendly than fossil fuels.
Compared … ___ /2

Two marks for each correct answer: ___ /10

Grammar

2 Write sentences to report what each person said.

a The energy company: 'You have not paid your bill.'
_____ ___ /2

b Lucy: 'I want to look into solar energy for my business.'
_____ ___ /2

c Professor Smith: 'Energy companies must wake up.'
_____ ___ /2

d Dave: 'Jack told me that biomass energy pollutes, too!'
_____ ___ /2

e Gaby: 'I have attended too many meetings today.'
_____ ___ /2

Two marks for each correct answer: ___ /10

Vocabulary

3 Match the energy expressions (a–e) with the descriptions (1–5), completed using the words from the box.

a renewable energy ☐
b geothermal energy ☐
c fossil fuel energy ☐
d hydroelectric power ☐
e sustainable energy ☐

burning	coal	Earth	environment	force
heat	natural	run	sources	water

1 electricity created through the _____ of _____

2 energy created through the _____ of _____

3 energy taken from the _____'s natural _____

4 using _____ resources at a steady level, so that the _____ is not damaged

5 using continuously available energy _____ which will not _____ out

Half a mark for each correct answer: ___ /5

Total: ___ /25

Now check your answers on ▶ p145

If you scored 18 or less, go to the **Red** run.
If you scored 19 or more, go to the **Black** run.

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1 Complete the dialogue and then put it in the correct order.

a Is there anywhere I can smoke?

b So how does the day work?

c Could I have your _____, please?

d I don't seem to be able to find a _____ of your name.

e I'd like to register for the _____ on fossil fuels, please. And now, where can I get a cup of tea?

f _____, it's Witsel.

g That's strange. Here is a letter _____ my payment.

h I'm _____, but the conference is strictly non-smoking.

i You start the day with the _____ presentation. Later you will be split up into _____ groups. Which workshop would you like to _____?

j You'll find the _____ down the hall, on your right. The cloakroom is on the left.

k Many thanks, sorry about the mix-up.

Correct order: c, ...

2 Write sentences expressing opinions about renewable energy using the prompts.

a fossil fuels/emissions/run out/future

fossil fuels create emissions...

b wind power/damage/beauty/landscape

_____

c solar power/land-intensive/cheap

_____

d refineries/noisy/ugly/pollute

_____

e hydroelectric/damage/rivers/environment

_____

3 Complete the sentences with *any*, *anything*, *anyone/anybody*, *anywhere* or *some*, *something*, *someone/somebody*, *somewhere*.

a I can't find anyone/anybody from your company on the attendance list.

b Let's find _____ to have lunch.

c _____ of my colleagues are here, too. I had better find them.

d Is there _____ workshop you would prefer to go to?

e Our company is using _____ renewable energy sources already.

f I can't find _____ to write my notes with.

g Did you just say _____?

h There were _____ places left at the conference, but not many.

i The energy companies never offer _____ a discount.

j _____ told me that John was not going to the conference, but I forget who.

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1 Complete the text using the words from the box.

designed	standards	~~network~~	
integrated	stepped down	increased	
distribution	transmission	electricity	power

How electricity gets to you

The transmission **(a)** network provides the vital link between **(b)** _____ plants that produce electricity and the **(c)** _____ system that delivers the electricity to homes, businesses and industries. It is a highly complex and **(d)** _____ network that works well because it has been carefully **(e)** _____ and constructed according to strict operating **(f)** _____.

When electricity leaves a power plant, its voltage is **(g)** _____ at a step-up substation. Next the energy travels along a **(h)** _____ line to the area where the power is needed. Once there, the voltage is decreased, or **(i)** _____, at another substation, and a distribution power line carries the **(j)** _____ to its destination.

2 Find the energy-related words listed below in the wordsearch. The words may be hidden vertically, horizontally or diagonally.

~~bioenergy~~	fuel	land-intensive
biomass	gas	organic
coal	generate	pollution
diesel	geothermal	refinery
ecological	green	renewable
electricity	greenhouse	solar
emission	heat	sustainable
environment	hybrid	turbine
feasible	hydro	wind
fossil	hydrogen	

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

3 Think about how you could make your place of work or study more energy efficient. Write to the person in charge with your ideas using the verbs *build*, *cover*, *hang*, *install*, *plant*, *set* and *use*. (Write about 200 words.)

OR

Design a poster for your place of work or study to tell your colleagues how to be more energy aware and how to save energy in their everyday activities.

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12.D Energy for education

Reading an article

1 Before you read the article, answer the questions.

a List three well-known environmental organizations that operate internationally.

b Describe briefly what each organization focuses on.

c What is:

1 a wind farm? _____

2 a solar park? _____

3 a hydroelectric plant? _____

4 a biomass plant? _____

2 Read the article about wind farms. Write true (T) or false (F) against the statements (a–e).

a Permission for a wind farm has been approved. [F]

b The Docking Shoal wind farm would have been located in the Norfolk countryside. [ ]

c The Department of Energy was concerned about the impact on birds. [ ]

d Three wind farms have been approved in the same area. [ ]

e The RSPB is opposed to the building of all wind farms. [ ]

Wind farm scrapped over fears for birds

A £1.5bn wind farm that could have powered almost 400,000 homes has been rejected by the government because it might kill 90 small birds a year.

Over £10m, and three and a half years of planning, have been wasted on the 540 megawatt Docking Shoal offshore wind farm near the Lincolnshire and north Norfolk coast which was turned down by the Department of Energy and Climate Change on Friday.

'It appears to come down to 94 sandwich terns,' said a spokesman for Centrica, the parent group of British Gas which proposed the scheme. 'It's the cumulative impact of a number of wind farms in the area on birds.'

The rejection of Docking Shoal came as a second Centrica wind farm in the same area was given the go-ahead – the 580MW Race Bank project.

A third 560MW project in the region, known as Dudgeon and operated by Warwick Energy, has also been given the green light by Energy Minister Charles Hendry.

The RSPB admitted it had opposed the Docking Shoal wind farm but said it supported the other schemes in the area. 'We want to see renewable energy projects developed because we recognize that climate change will have a greater impact on wildlife [than wind turbines]. But three farms would have been an unacceptable risk.'

'The north Norfolk coast is an important summer site for sandwich terns and we have an international responsibility to protect them.'

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3 Read the article again and complete the sentences using the words from the box.

operated	opposed	~~rejected~~
supported	turned down	

a The plans for wind turbines were rejected.

b The Docking Shoal plan was _____ by the RSPB, because it would endanger birds in the area.

c If the wind farm had been approved, it would have been _____ by the energy company Centrica.

d The proposal was formally _____ by the Department of Energy.

e The Race Bank and Dudgeon projects were _____ by the RSPB even though it was against Docking Shoal scheme.

Listening – the news

4 TR39 Listen to the radio news bulletin and answer the questions.

a How and why are plans for wind farms being blocked?

Plans are being blocked by local residents, who ...

b What is the best energy solution according to campaigners?

_____

_____

c What is the opinion of Friends of the Earth?

_____

_____

d Which two other countries have the largest wind farms in the world?

_____

_____

e Which is more expensive: wind power or energy from fossil fuels?

_____

_____

Advantages and disadvantages

5 Your local council has organized a public enquiry to discuss the advantages and disadvantages of wind farms. Write three points for and against wind farms.

For

1 _____

2 _____

3 _____

Against

1 _____

2 _____

3 _____

6 Write a report describing an energy project that your country is involved in. Examine the advantages and disadvantages of the project for the environment. (Write about 200 words.) Present your findings to the class.

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T | Transcripts

1 People at work

1.A Time out

TR1 Activity 6 Listening – a conversation

Giorgio: Hey, Anna! I haven't seen you lately. What have you been doing?

Anna: I took some holiday. I had a couple of weeks left over.

Giorgio: Oh, that was lucky! Did you do anything exciting?

Anna: We spent one week in Switzerland, skiing.

Giorgio: Great! Too bad it was just a week.

Anna: Right! But there was a problem in the office – I had to come back early and sort things out.

Giorgio: And have you sorted everything out now?

Anna: Yes, I think so. What about you? How's the family?

Giorgio: They're just fine, thanks. You and Sam must come round and have dinner with us soon.

1.C Your CV says it all

TR2 Pronunciation – modals in the past

a She must have used the template on our website.

b He ought to have put his recent jobs first.

c He should have highlighted the relevant information.

d She might have got the job, if she hadn't been so nervous.

e She could have mentioned her interpersonal skills.

f He ought not to have handwritten his CV.

1.D Personality counts

TR3 Activity 2 Listening – a new career

Jenny: Look, Ali, this is part of the Reed website … I'm wondering whether to apply for a job. What do you think?

Ali: Mmm. What appeals to you about Reed?

Jenny: Well, I'm pretty tired of working in Accounts. It's all about staring at numbers on a screen. I feel frustrated. I've got lots of drive and I want to develop my career, but there aren't enough opportunities here.

Ali: Well, it says they want people with passion and motivation. So that sounds good. What about commercial awareness?

Jenny: That's OK. I've learnt about business working in Accounts, but I just don't get a chance to do things for myself.

Ali: So, Jenny, which type of job do you think you'd like?

Jenny: Being a recruitment consultant appeals to me, actually. I'm a pretty sociable person and I'm interested in people … and I'm sure I could develop good interpersonal skills, given half a chance.

Ali: Well, go for it, I think it's a terrific idea. They say they'll support you to develop your career. I think that's exactly what you're looking for.

Jenny: I'll let you know how I get on. Do you want another coffee?

2 Business abroad

2.A Setting the scene

TR4 Activity 5 Listening – a phone call

Amelie: Geneva Airport Media Services, Amelie Lambert speaking. How can I help you?

Seamus: Oh, hello. This is Seamus Franklin, from ABC Engineering in Dublin. I wrote to you about advertising at the airport, and you suggested a meeting.

Amelie: Oh yes, Seamus. Good to hear from you. Yes, I do think a meeting's a good idea. I could take you around the airport and show you all the advertising spots. So, when do you think you'd like to come?

Seamus: Well, next week would be ideal, because then I could report to our board meeting on the 11th of April.

Amelie: April … let's see … well, April the 3rd, 4th or 8th are all free at the moment.

Seamus: Wonderful. Can we say April the 3rd?

Amelie: Oh, hang on a minute. I've made a mistake. No, the 3rd isn't possible, I have to be in Munich for a meeting. What about the 4th?

Seamus: Yes, the 4th is fine.

Amelie: Excellent. Let's allow the whole day, so that we can sort out all the details. When do you think you can get here?

Seamus: There's a daily flight from Dublin at 8:15, so I should be with you by about 10:00 or 10:30 in the morning.

Amelie: Perfect. Let's say 10:30, to be safe. So, that's Friday the 4th of April, at 10:30. We'll start in my office, have lunch, then we'll have a look around the airport. Thanks for calling, Seamus, and I look forward to meeting you on the 4th.

2.C Minds on media

TR5 Pronunciation A – stressed and unstressed modal verbs

a When can we meet?

b How can I help you?

c We can start in my office.

d My boss thought I should come to see you.

e We should allow a whole day.

f You should visit our website.

TR6 Pronunciation B – stressed and unstressed modal verbs

a I should be there by 10:00, if my flight arrives on time.

b We should be through by 4:00, but you never know, do you?

c I should get the contract to you tomorrow, unless there are some problems with it.

d Our company should be able to get the deal.

e Where is Peter? He should be here by now.

f It should be in the folder marked 'Reports' – I put it there this morning.

2.D Airport on the move

TR7 Activity 2 Listening – our airport

a Speaker 1: The airport authority encourages its staff to use public transport to come to work, rather than drive, through a range of schemes, including a travel card which entitles staff to reduced fares on buses and trains.

b Speaker 2: The airport has proposed measures for noise mitigation, which include banning noisy aircraft and restricting night-time flights for wide-bodied aircraft.

c Speaker 3: Our group is committed to minimizing environmental impact through an integrated approach, which includes safety, noise, air quality and airport accessibility.

d Speaker 4: We have achieved our target to buy 3% of our energy from renewable, eco–friendly resources, such as wind and water.

e Speaker 5: Community relations are a priority with us. We want to make sure local people are given advance warning of any major building works which could affect them.

3 The business of sport

3.A Entertaining times

TR8 Activity 4 Listening – making decisions

Meeting 1

Alec: Are we agreed then? We'll organize a day at the golf course for our guests?

Bill: I'm not sure … How do we know they even like playing golf? Seems boring to me. Have you thought about taking them to a racecourse instead?

Alec: The secretary told me that their personnel manager is a real golfing enthusiast. So I thought we should go for that.

Davinia: Absolutely right, and the company belongs to the golf club. That cuts down costs quite considerably.

Bill: I see your point, but I still think a day at the races would be more exciting, but I'll go along with what you think. Golf it is.

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Meeting 2

Carlotta: I've managed to book tickets for the football match for three of us and our Spanish visitors, but the booking is only provisional. I have to confirm it. Do you all agree with this plan?

David: I'm sorry, I don't agree with it at all. I think it's just a waste of money.

Margret: Mmm … It's true that this kind of package is quite expensive, David, but I think it's worth it – the Spanish are important contacts. We'd like to do business with them in the future. My vote is to go ahead.

Frank: I tend to agree with you, Margret. This could mean big sales for us! Let's go ahead and confirm the booking.

David: Well, I still don't think it's the right decision!

3.C A day out

TR9 Activity 4 Listening – telephone messages

Peter: Hello, Doris? Peter here. I'm at the station, but the train's been delayed. It's arriving at 10:30 now. So, I'll wait and when they arrive we'll get a taxi to the office. We'll probably be there around 11:00.

Marisa: Yes, good morning. This is a message for Mr Evans, from Marisa Larelli. I said I'd ring and give you details of my travel arrangements. I'm arriving at Charles de Gaulle Airport on Wednesday, March the 7th, on flight 6505, at 15:45. Are you planning to meet me? If not, please let me know and I'll make my own way into Paris.

Malini: Hello, this is Malini Khan speaking, from Sports Entertainment Ltd. I'd like to confirm that we've booked your party in for the special hospitality package: reception, three-course lunch, private box and six reserved VIP seats for the match. That's on Saturday, April the 4th. Please arrive at the club at 11:00.

TR10 Pronunciation – *wh*~ questions and intonation patterns

a What have you been up to, then?

b How are you getting there?

c Will you be able to meet them?

d Has their flight landed?

e Which package did you go for?

f Who did you speak to?

g Are you meeting them at Customs?

h What plans have you made for the annual dinner?

i Are you feeling nervous about it?

j What are your plans for the visit?

3.D Cheap and chic?

TR11 Activity 3 Listening – where to go

Rita: Hitomi, I'm so worried! The boss has asked me to take our Brazilian visitors out for lunch, but where can I go? All the restaurants here are so expensive.

Hitomi: Don't worry, we'll think of something. Doesn't your company have a corporate dining room where the food is subsidized? Guests like to see the facilities that a company offers.

Rita: Well, yes, but that's where we're taking them for dinner.

Hitomi: Oh, that's no good then … well look, there's that new Brazilian café in town.

Rita: Yes, I thought of that, too, but the boss said absolutely not. He's been, and he says it's not authentic.

Hitomi: Hey! There's a wonderful new vegetarian salad bar at the railway station.

Rita: Hmm. But it can be fairly noisy, can't it? The atmosphere isn't very intimate, and we couldn't talk about our joint project there at all.

Hitomi: Well, why don't you ask Gunther's, the catering company, to provide you with one of those sandwich trays? That would keep your costs down and keep your minds on business.

Rita: We just don't have a room that's suitable. All of our offices are so small …

Hitomi: I know! What about the bar at the Excelsior Hotel? It has got a nice, informal setting, but you can get an intimate table in a corner.

Rita: Mmm … that sounds like a really good idea! I've had delicious food there, and it's not nearly as expensive as the dining room.

4 Selling fashion

4.A Global fashion

TR12 Activity 5 Listening – market share

Dave: Clara, do you think that fashion is global? And what do you think are the main factors that make a fashion company internationally successful?

Clara: Well, there's certainly a single fashion market across the world today. I think the appeal of a strong brand is a key element for success, but it doesn't always guarantee international markets. Look at trainers … or sneakers as they're called here in the US. Nike started as a low-cost rival to Adidas in 1972, and now it has over 40% of the US market, whereas Adidas only has about 13%. Nike has expanded into a global fashion brand, but even so, almost half of the company's revenue still comes from US sales.

Dave: What is Nike's market share in other parts of the world?

Clara: Independent figures give Nike about 18% of the UK market, for instance, while Adidas with its European heritage, isn't so far behind with about 15% of the market.

Dave: So maybe ability to adapt to local market demands is another major factor?

Clara: Well, that's certainly the case – Nike built their business on a knowledge of fashion trends in the US market, but fashion trends are slightly different in different countries and Nike has had to adapt its advertising and marketing.

Dave: And is that working?

Clara: It seems to be. Sales in newer markets like China and Eastern Europe have increased by about 10% – much more than the increase in the US and the UK.

Dave: Thanks very much, Clara. That's very interesting.

4.B Moving fast

TR13 Pronunciation

a The group has activities related to textile design and distribution.

b Look at these pie charts.

c The first Spanish shop opened in 1975.

d The group is made up of several chains.

e There are some variations.

f There are some franchised stores.

g There was a rapid growth in international sales.

h There were changes in the main markets.

TR14 Activity 3 Vocabulary

The Inditex Group is made up of more than 100 companies operating in textile design, manufacturing and distribution.

The group's success and its unique business model, based on innovation and flexibility, have made Inditex one of the biggest fashion retailers in the world.

Our approach to fashion – creativity, quality design and rapid turnaround to adjust to changing market demands – has allowed us to expand internationally at a fast pace and has generated an excellent public response to our retailers' collections.

The first Zara shop opened in 1975 in La Coruña, Spain, a city in which the group first began doing business and which is still home to its headquarters. Its stores can now be found in prime locations in more than 400 cities on five continents.

4.D Creating an image

TR15 Activity 5 Listening – a fashion show

Leila: What did you think of the show, Gerry?

Gerry: I didn't like it at all! It's an outrageous publicity stunt and sensationalist!

Leila: Well, you know – you have to do something surprising these days to grab people's attention, but their clothes are really original. I don't know if you saw it, but their first menswear show in Paris was full of thrilling ideas: the fashion world was dazzled! And the following year, everyone thought their Paris show was the greatest of the season.

Gerry: Still, most people in the high street haven't heard of Viktor & Rolf, have they?

Leila: Maybe not, but they have teamed up with some really big names recently.

Gerry: Well, I guess I'm pretty conservative. I go for practical clothes, you know, stuff with a heritage feel. Like the Jack Wills brand.

Leila: Yeah, they've been very successful in the UK, but can they translate it into worldwide sales?

Gerry: In the UK, they market themselves by word of mouth, which gives them maximum exposure with minimum investment.

Leila: A clever marketing strategy!

Gerry: And customers seem pleased with the quality of the new collections.

Leila: That's true, but I still like the more creative, way-out designers.

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Transcripts

5 Business environments

5.A A productive environment

TR16 Activity 3 Listening – a heated discussion

Grace: Bill, I can't stand sitting here. It's so cold! Stella insists on keeping the windows open all the time, rain or shine.

Stella: Well, it's too stuffy otherwise. There's no air in this building.

Will: Wait a minute! Let's not get all upset here. It isn't as bad as all that now, is it, Grace?

Grace: Yes, it is. I'm freezing. Look at my fingers – they're blue! I can't type. And not only that: it's so noisy with the windows open! The traffic outside is deafening.

Stella: I have to keep the windows open if you want to eat smelly food in the office. It's really off-putting.

Will: Hang on, let's not start arguing. Look, Grace, can I make a suggestion: how about not eating in the office?

Grace: Do me a favour! No way! I just can't do my work properly if I can't eat!

Stella: No one else eats hot food at their desk. We just have sandwiches. Why should we make an exception for you?

Will: OK, OK, stop it, you two. I can see I'll have to do something to sort this out.

Grace: Yeah, well. It's easy to make promises. Promises, promises! That's all we ever get! You managers do more harm than good, if you want my opinion!

Will: Well, I don't need your opinion at the moment, Grace …

Grace: Fine! Maybe you don't need my services either!

5.B Integrated planning

TR17 Activity 5 Listening – an office for rent

Agent: Executive Locations, good afternoon. Can I help you?

Carla: Yes, please, this is Carla Manuelo. I'm making preliminary enquiries about renting office space in the downtown area.

Agent: I'm sure we can help you. We have quite a few prime locations at the moment. What kind of space do you need?

Carla: Well, we'd like space for our team of five, and at least one or possibly two larger rooms, and one smaller room for seminars. We're in management training …

Agent: Mmm, I see … so, one or two large training rooms.

Carla: Yes, so we'll need lots of power points for all our presentation equipment.

Agent: Mmm, and a room or some space for printing? That kind of thing?

Carla: Oh yes, definitely.

Agent: And … let's see … do you need parking facilities?

Carla: No, but we'd like to be near the subway. And we definitely want a building with air conditioning.

Agent: Right. Let me have a look …

Carla: Oh, I almost forgot. We'd like a ladies' rest room on the same floor as the offices.

Agent: OK, now we're getting somewhere … Do you need something right away?

Carla: No. We're looking to move in about three months.

Agent: OK. That's good. Would you like an office with a view? We have quite a few premises on, say, the 20th or 30th floors, with stunning views over the bay.

Carla: We're not really concerned about that. But if it's not on the first floor, we'll definitely need a building with an elevator. I think we're most interested in having good lighting.

Agent: Ma'am, on the 20th floor, with windows on two sides, lighting will not be your principal concern.

5.C An ecological building

TR18 Pronunciation – vowel sounds

a The Swiss Re building has a slim base, with a public plaza and shopping arcades.

b The shape widens as it rises from the ground.

c This leading corporation has gathered all its key employees in one location.

d The design maximizes light and minimizes air conditioning.

5.D Creating a financial district

TR19 Activity 3 Listening – a dictation

This exciting proposal will bring new life to a former industrial site that is now derelict. [full stop] Its location in the historic centre of the city provides an opportunity to create a vibrant new quarter for the 21st century. [full stop] At the heart of the development will be 20,000 square metres of commercial office space, [comma] a four-star hotel with capacity for 300 guests, [comma] 25 residential units and a leisure club with spa. [full stop]

6 Better connections

6.A Communicating in-house

TR20 Activity 4 Listening – instructions

a Trainer: First, click on the START button at the bottom left of your screen. That opens the START menu. Then, find SHUT DOWN at the bottom right of the menu. Don't click on it, but move your cursor over the arrow to the right. A drop-down menu appears. Click once on RESTART. Your machine will shut down and then automatically start up again.

b Trainer: Find the loudspeaker icon at the bottom of your screen. Click on it and raise the bar to increase the volume on your computer.

c Trainer: Right, now, you've got a Word document on the screen and you want to change the style of a word – for example, to change the word into capitals. Right click on the word and you'll see a menu box with different style options. Left click on FONT and then choose ALL CAPS from the menu box. That will change the word to capital letters.

d Trainer: When you've typed your message, click on the INSERT tab and then click on ATTACH FILE. That opens up your document folders. Browse your folders until you find the file you want. Click on the file and then click on INSERT and you will see the file attached to your email.

e Trainer: Click the START button, and the menu pops up. Click HELP AND SUPPORT. Type in your query or browse the Help topics.

6.B Don't get a virus!

TR21 Activity 4 Listening – how not to do it

Jason: So, what did you think of that presentation?

Ikuko: It was terrible! Amazingly bad! She spoke so fast I could hardly make out half of what she was saying.

Jason: Yeah, I sure couldn't take down any notes. And she stood right in front of the screen, so I couldn't read her PowerPoint slides, either.

Ikuko: Yes. She just read from her notes, she mumbled, she never once looked at us!

Jason: Well, perhaps she was very nervous. Maybe this was her first presentation.

Ikuko: Well, I can understand that, but if you prepare well, you can get over your nervousness. Breathing deeply helps, too. She should have been better prepared!

Jason: The bottom line for me is that she didn't seem to know very much about her subject at all. She needed to do more research, get the facts straight, put the main ideas across effectively. It was all muddled – she didn't have an introduction, and then she started off by talking about the end of the process. Great! But what happens before that? You need to structure a talk much more clearly.

Ikuko: And when people asked questions, she couldn't answer! She just implied that the question wasn't relevant.

Jason: Yeah, well, it was a lesson in how not to do it. Let's go down to the cafeteria, shall we? We need a strong cup of coffee after that!

6.C A cost-effective system?

TR22 Pronunciation – /v/ and /w/ sounds

Speaker 1: But how does that work?

Speaker 2: It works through a firewall. That's a combination of hardware and software which protects the network.

Speaker 1: Why do we need this system? We've got virus protection already.

Speaker 2: This will make the system less vulnerable and you don't have to invest in costly equipment.

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6.D Reaching the world

TR23 Activity 5 Listening – dictation

Paul: Linda! The printer is misbehaving again! There's a page missing from the text I just printed off. Can you read it to me, please?

Linda: Sure. I have it on my screen still. It says: 'Whereas most agencies are only interested in making your site look good, we set higher goals. We design websites that not only project a professional image, but also serve a specific marketing purpose. This is achieved by combining cutting-edge website design and search engine optimization with advanced marketing and relationship-building techniques.'

Paul: OK. Thanks, Linda. Got that now.

7 It's all about people

7.C Moving ahead

TR24 Pronunciation – referring back

a I need to get back to the department.That's fair enough. Let's talk about it later.

b A training course would be an excellent opportunity. That sounds good. But what about the cost?

c I'll have to look into that. Can I get back to you? Sure. That's OK.

d I'm really enjoying working here! Glad to hear it. We're here to help you develop.

7.D Career opportunities

TR25 Activity 2 Listening – a Personal Development Plan

Claudia: Right, Greg, I am just going to brief you on your Personal Development Plan and then send you away to write it.

Greg: OK, so what sort of information do I need to put in?

Claudia: Well, this document lists the various categories such as self-assessment, learning options, etc. But remember that what we are interested in is you – and your development. Don't tell us what you think we want to hear. It's your career – tell us what you want.

Greg: So, do I say anything about the company, or about my sales results?

Claudia: No, we know all that. What we want to hear you say is: this is where I am, this is where I want to go, and this is how I am going to do it.

Greg: Fair enough. So, I'm a sales assistant and eventually I would like to be a sales manager, so I should put that in as my career goal.

Claudia: Exactly, and then think about what your development needs are to help you become a sales manager.

Greg: Oh, I see. So my learning objectives could be to know more about our products and management.

Claudia: That's it. But remember your development needs should be SMART: Specific, Measurable, Achievable, Realistic and Timely. So you could ask to go on a product awareness course, for example. Later on, when you are ready for it, you could do a supervisory skills course, to learn how to manage others.

Greg: Right, I see. So I list SMART development needs and then say how I can achieve those needs.

Claudia: Yes, but don't forget you also need to think about your strengths and weaknesses.

Greg: Ah, yes, you mean like bad time-management skills?

Claudia: Yes, if planning your time is a problem, then write about the skills you need to improve that.

Greg: Yes, that makes sense. How will I check my progress?

Claudia: Well, you should indicate how you are going to keep your plan up-to-date, how you are going to evaluate it, and with whom. Development takes place all the time, so you need to monitor your progress and then plan the next stage. You could do this with me, but if you prefer someone else, write it down and we'll discuss it.

Greg: OK, well, I think that gives me enough to go on. I'll do the first draft and discuss that with you. Next week?

Claudia: That sounds fine.

8 Entertaining business

8.A Art and business

TR26 Activity 4 Listening – negotiation tactics

a Listen, Bruce. What we are offering covers all your costs! You can't turn down such a generous offer.

b I am really pleased that we have come to an agreement so quickly. I will ensure that the draft contract is in the mail by tomorrow, so we can finalize things later this week.

c I'm sure the board will turn your proposal down, and then we will both be disappointed. Now, neither of us wants that, do we?

d Perhaps it would be a good idea for you to talk to your board first. Then we can meet again and continue our discussion.

e I think your exhibition is going to be a huge success, and such a lovely location, too!

f Sorry, but I simply can't agree to that. It's against our policy.

8.C Big deal

TR27 Pronunciation – intonation

a Do you think you can help me?

b Would you mind thinking about it?

c Am I right in assuming you have the finance?

d Do you have any idea when you would be going?

e Are you in a position to contribute to advertising?

8.D Customize it!

TR28 Activity 4 Listening – what's the product?

Speaker 1: People used to buy our goods in shops, but it is so much easier on the web. We track our customers' choices closely so that we know exactly what type of books they are interested in. So next time they visit the site, we can recommend new titles to them.

Speaker 2: Our customers are mainly companies who bring their staff or clients over for a fantastic weekend of mystery and suspense – completely tailored to their needs. We have murder weekends, mystery weekends, historical weekends. You name it, we can do it.

Speaker 3: We'll organize a trip to suit you – where you want to go, how long you want to spend there, and when you want to travel. We can book your flights, your hotels – everything. Our holidays are for independent travellers who don't want to be herded around.

Speaker 4: Our clients don't want to think about how to entertain their customers or their friends. They ask us to do it for them. We find the venue, book the entertainment and the catering – whatever the client wants.

Speaker 5: People who use our products are games fanatics – they love sitting in front of a screen for hours on end, living out their fantasies and making up their own stories.

9 How is it made?

9.C It's made of plastic

TR29 Activity 5 Listening – production and business processes

a So, what we did is, we sent out questionnaires and did some telemarketing – calling up potential customers. Most of them were interested to hear about our ideas for home entertainment software.

b You see, when the furniture finally arrives in our warehouse, it's up to us to ensure that they get to our customers. Quite a complicated job, I can tell you – but we are supported by the latest technology.

c I love talking to people! I enjoy going out each day to see existing customers and find new ones. Have a coffee, talk about new products, see if they're interested. Don't forget, mobile technology is constantly evolving, so people are always willing to see you.

d I am happy to say that most of the time our customers are quite satisfied with our products and services. But sometimes you get these professional complainers on the phone: 'I've bought this tool and I don't like it!' Nothing is good enough for them and they always want their money back.

e You can make what you want, but if at the end of the day, it doesn't sell, or doesn't make a profit, then what's the use? So, we have to look carefully at the potential of every new car we want to produce. And that's where my department comes in.

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TR30 Pronunciation – vowel sounds

a bad
b bunker
c began
d cab
e come
f stuck
g swum
h stamp
i truck
j rang

10 Money matters

10.A Bank your money

TR31 Pronunciation – stress

a I'll put a leaflet in the post to you this evening.

b I will open my business next week, if it's the last thing I do!

c I'm going to start my own business – an online jewellery company.

d I am going to leave my job – I've decided, and no one can stop me!

e I'm seeing some new premises on Friday.

f I am meeting the bank manager – at four o'clock tomorrow!

g We'll be employing five or six people to start with.

h She won't need any help. She can manage on her own.

10.D Ethical moves

TR32 Activity 5 Listening – survey results

Presenter: According to the results of a poll released today, patterns of saving and spending are changing radically. The survey, which questioned 1,000 people aged 15 plus by phone, found that UK consumers are more and more concerned about the impact their savings can have on other people and the environment, particularly in the developing world. Banks lend savers' money in order to make a profit, but sometimes this is lent to brutal overseas regimes or to environmentally damaging projects. Savers, according to this survey, are increasingly likely to do something positive about this.

75% of people are more aware now of the impact that their money has than they were five years ago. 90% of the people questioned wanted to know more about the financial products they bought and wanted information on how their money is invested. There are more critical consumers who do not simply believe the banks' advertising.

A lot of people believed that there would be a further development in ethical banking: 66% thought that an increasing number of people would choose to use their money to benefit both themselves and others in the future.

People are looking for new ways to use their money that benefit the people and places they care about most. 75% of respondents appeared to be unhappy with conventional ways of saving and wanted new, more ethical alternatives.

Interestingly, these results come at a time when sales of Fair Trade products, which guarantee producers in the developing world fair wages and working conditions, have been growing steadily.

Many people think of their bank as a faceless institution governed solely by their self-interest. 70% of those surveyed felt that banks are not really concerned about their customers.

The same number of respondents felt that profit was more important to their banks than personal service.

11 Advertise it!

11.B Sound advice

TR33 Activity 3 Listening – making recommendations

Consultant: Tell me, what media have you been using in your campaigns so far?

Client: Well, we have placed adverts in the international trade journals – both print and online. Expensive business, that, but worth it. Lots of response.

Consultant: Why did you choose that option?

Client: We felt it would improve our image and we were looking to boost our share of the international market, and we thought this was the best way.

Consultant: There are a number of other options I could recommend. I think you should go for an Internet search advertising scheme. You know, work with search engine results, directing people to your own site.

Client: That sounds appealing, but what would it cost?

Consultant: I think we will be able to fit it into your budget. I also think you should prepare a company background brochure for promotion in this country, which you can distribute through a direct mailing campaign.

Client: What about a television commercial?

Consultant: I'd advise against that one, I'm afraid. Your products are very specialized; I think you need to target your advertising carefully.

11.C Selling space

TR34 Activity 4 Listening – a telephone conversation

Donald: You're through to Donald Jones. How can I help you?

Jeannette: Good morning, Jeannette Hudson here. We spoke the other day about advertising.

Donald: Oh yes, I remember. What have you decided?

Jeannette: Well, first of all, thanks for sending me all the information. That was really helpful. I'd like to buy a listing in your directory.

Donald: Excellent, and what type of listing would you like?

Jeannette: I'd like to go for an enhanced listing.

Donald: Good thinking. Remember you can add your company logo. That will show off your company really well.

Jeannette: How much was that again?

Donald: Just £140 extra. It will make a much stronger visual impact.

Jeannette: OK. I'll go for the logo, too.

Donald: Excellent. Now, let me get you a price, erm … that would come to £1,756.

Jeannette: Yes, but you promised me, as a new client, a discount of 20% for the first year.

Donald: Quite right. So for the first year we would be talking about … bear with me a moment … £1,405.

Jeannette: That sounds about right.

Donald: Great! I'll put it all in writing and then we can start thinking about the copy.

TR35 Pronunciation – *th* /ð/ and *d* /d/ !

a than	Dan
b there	dare
c they	day
d then	den
e though	dough
f those	doze
g breed	breathe
h sued	soothe
i seethe	seed

11.D Creating an image

TR36 Activity 4 Listening – peer marketing

Alison: So, what's special about peer-to-peer marketing?

Barry: Well, the main thing is a company doesn't send its message directly to its target market. Instead it gets individual people to pass the message on to other members of the target group. People respond much more positively to recommendations from friends than they do to ads straight from a company.

Alison: So it focuses very much on group identity?

Barry: That's right. The targeted group is seen as attractive to individual consumers because their friends are part of that group.

Alison: People want to belong to a group, don't they?

Barry: A lot of people do, yes. The idea underpins products such as those launched by the Jay Jays and Mambo clothing brands. Take Mambo – one of the largest surfing clothing brands in the world. It made its name among the surfing community in Australia and the 'news' spread around the world among surfing communities, and then among other communities that admired surfers and wanted to dress like them.

Alison: So, it's word-of-mouth advertising, really?

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Barry: Exactly. But it is combined with lifestyle. Again, take Mambo. Where Jay Jays focuses on sea, sand and surf, Mambo is a brand with more 'attitude' and other groups want to buy into that.

Alison: I suppose peer-to-peer marketing works best for people between, what, 16 and 25?

Barry: Yes, this is the demographic that uses social media most – and of course it's also the key age group for surfwear brands like Jay Jays and Mambo.

12 Energize!

12.A Let's meet up

TR37 Activity 2 Listening – at a conference

Max: Hi, I'm Max Johnson. I represent SoftEnergy Incorporated, from New York. Nice to meet you. Busy conference, don't you think? Always good to meet people. I'm an energy consultant. I'm here to learn more about the advantages of solar energy, so I have registered for the workshop on solar panel installations.

Shelly: Pleased to meet you, Max. I'm Shelly, Shelly Adams. I'm from Australia, and I represent Country Energy. I'm one of their Environmental Engineers. I've come to the conference to get to know more people here in the States – networking is always a good thing to do, isn't it? I was thinking of going to the wind energy seminars. There's a lot going on around wind energy in Australia at the moment.

Dieter: Well, Max, Shelly, nice to meet you. My name is Dieter Horstmann. I am from Germany and I work for the Ministry for the Environment in Cologne. I am head of the Renewable Energy Department. I want to learn about American hydroenergy projects. But this morning, after the plenary session, I will be meeting up with the US Energy Secretary, so I won't be going to any of the sessions today.

TR38 Pronunciation – strong and weak forms of *some* and *any*

a I can't find anyone to help me.

b Somebody told me this, but I can't remember who.

c Would you like some coffee?

d Have you got any writing paper?

e Have you any idea where it is?

12.D Energy for education

TR39 Activity 4 Listening – the news

Newsreader: Plans for wind farms built on the British countryside are being blocked by local residents who object to the creation of giant wind generators and the noise they fear they will create. Over the past few years, many plans for wind farms have been halted by public enquiries.

The UK, however, has more potential than any other country in Europe for generating wind power. The environmental pressure group, Friends of the Earth, also insists that green power in the UK must have a future. Campaigners say that the best energy solution lies with giant wind farms in the sea. It has proved easier to get planning approval for offshore projects, and the UK – together with Denmark and Germany – now has some of the biggest wind farms in the world. Despite this increase in the capacity, however, the unit cost of wind power is still higher than that produced by fossil fuel, but supporters say that the costs are falling consistently and wind power will be economically viable within two decades.

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Q | Quiz answer key

Marking scheme

When marking, give yourself the full number of marks for each question only if your answers are completely correct. If you make a mistake or mistakes, deduct marks accordingly.

1 People at work – Quiz page 10

What would you say?

1 **Possible answers:**

a What are you having? It's my treat./Would you like something to drink?

b So, what's been happening?/So, what have you been doing?

c I'm changing jobs soon./I'm going to be an assistant./I'm looking forward to it.

d You haven't met Julie Vasser; my assistant, have you? Julie, this is Mrs Bannerman.

e He can't have visited/read/looked at our website.

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Answers:**

Meena: I *didn't see* you last week. Where *were* you?

Bob: I *went* with my brother on a skiing holiday.

Meena: Oh, you're the lucky one. *Was* the weather good?

Bob: Oh, just perfect, we *had* excellent skiing conditions. What about you? What *have you been* doing?

Meena: Well, you *know* that I *am changing* jobs soon. I *was preparing* for it all week. Now I am going to study the website to make sure I *know* everything I need for the new job.

1 mark for each correct answer. Maximum 10 marks.

Vocabulary

3 **Answers:**

a obligatory

b outgoing/sociable

c ambitious/go-ahead

d reliable

e shy

f assistant

g clear

h well structured/well organized

i nervous/anxious

j successful

½ a mark for each correct answer. Maximum 5 marks.

2 Business abroad – Quiz page 21

What would you say?

1 **Possible answers:**

a How can I help you?

b I'd like to book a flight to Amsterdam on Wednesday 5th, in the morning as early as possible.

c Aren't there any direct flights? (I hate waiting for connections.)

d What advertising are/were you thinking of?

e When can you have the draft contract ready (for me)?

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Possible answers:**

a No, not exactly, but I *should get back because I've got a dinner engagement that day.*

b Yes, *I have to get there for a meeting at 10:30 a.m.*

c Yes, *I should get there if the flight is on time.*

d *Could you send me an invoice,* please?

e The expansion *should attract visitors and new business to the area.*

1 mark for each correct answer. Maximum 5 marks.

Vocabulary

3 **Answers:**

a I'm calling so that we can set up a *meeting.*

b I'm not *available* on Monday, I'm out of the office.

c Let's *allow* a whole day for our meeting, so that we don't have to rush.

d The Frankfurt to Istanbul flight *arrives/lands* at 7:20 p.m., so you'll have a two-hour wait.

e I need an *early* flight because I have a meeting at 10:00 a.m.

f I'd like to *charge* the ticket to my credit card, please.

g You need to drop your bags half an hour before *take-off.*

h We want to create a safe, reliable airport operation in harmony with the surrounding *environment.*

i People are not happy about the airport's expansion because of traffic *pollution* and noise.

j Less than half the airport's *turnover* comes from aviation activities.

1 mark for each correct answer. Maximum 10 marks.

3 The business of sport – Quiz page 32

What would you say?

1 **Possible answers:**

a The visitors are arriving/arrive/will arrive on the 7th of June.

b Their flight/plane arrives at Heathrow.

c What's your view on this?

d How are you getting there?/How long are they staying?

e I need/would like vegetarian food for (number) people.

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Possible answers:**

a Who called our office this morning?

b Who is attending the meeting?

c What time does the customer wish to meet me?

d What happened last week?

e What type of menu is required?

f Which room did the customer choose?

g Which desk is yours?

h What reply did the customer make?/What was the customer's reply?

i Who did the director invite to dinner?

j What type of restaurant are you/we taking the guests to?

1 mark for each correct answer. Maximum 10 marks.

Vocabulary

3 **Answers:**

a You're so lucky, I'm just *green with envy.*

b Our guests will love the match: there's an electric *atmosphere.*

c Let's ask the assistant to make a definite *booking.*

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d I just can't cope with all my work, I'm *swamped.*
e If anything can go wrong, it *will.*
f Don't overspend: stay within your *budget.*
g When you're having a meal with clients, don't take *mobile phone calls.*
h Take clients to breakfast and you won't run up a high *tab.*
i In corporate dining rooms, the food is often *subsidized.*
j In the dining room people wear suits, but relaxed guests might not like the *formality.*

½ a mark for each correct answer. Maximum 5 marks.

4 Selling fashion – Quiz page 43

What would you say?

1 **Possible answers:**

a Could you give me some background information?
b There are three factors: management, employees and quality of product.
c Did the company grow quickly?
d What are the likely trends for the future?
e Are there any drawbacks/disadvantages to this strategy?

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Answers:**

a We are a company that specializes in high quality ladies' silk sleepwear.
b The company has had good national sales results.
c At first, everything moved pretty slowly.
d After that, the monthly figures increased rapidly.
e Turnover fell slightly in the last financial year.

1 mark for each correct answer. Maximum 5 marks.

3 **Possible answers:**

a Last year, *the company had to expand rapidly.*
b In the past, we *couldn't use the mass media for advertising.*
c By dressing a film star *at the Oscars, the company was able to get good publicity.*
d A designer *really had to dress television stars.*
e At the fashion show last year, the company *was able to generate sales through sensationalist advertising.*

1 mark for each correct answer. Maximum 5 marks.

Vocabulary

4 **Answers:**

a 5 company stakeholders
b 10 press coverage
c 8 employee stock group
d 9 company-managed stores
e 1 rising domestic sales
f 8 a corporate group
g 3 strong annual growth
h 6 an award-winning campaign
i 4 marketing strategies
j 2 short-term gains

½ a mark for each correct answer. Maximum 5 marks.

5 Business environments – Quiz page 54

What would you say?

1 **Possible answers:**

a Let's see what we can do about it.
b Excuse me. Do you have a minute?
c Thanks for bringing that to my attention.
d Has the building got air conditioning/a lift/ventilation/natural daylight?
e It's ecological and energy efficient.

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Answers:**

a Our manager has *made* the arrangements for moving to new premises.
b We've seen the designer twice and we*'re seeing* him again tomorrow.
c The company has had new furniture *made* by the firm.
d I *believe* that the studio makes good use if an open-plan space.
e I'll *make* an exception and lower the rent on this office.

2 marks for each correct answer. Maximum 10 marks.

Vocabulary

3 **Answers:**

a 6 a small cubicle – a desk and computer
b 5 a reception area – seating and magazines
c 9 a storage space – shelving
d 7 an open-plan office – movable partitions
e 4 a skyscraper – lifts and underground parking
f 8 a financial district – many tall office buildings
g 1 a public square – landscaping and fountains
h 10 a leisure district – an entertainment complex for night-time activities
i 2 a residential district – apartment buildings
j 3 an air-conditioned arcade – retail shops and restaurants

½ a mark for each correct answer. Maximum 5 marks.

6 Better connections – Quiz page 65

What would you say?

1 **Possible answers:**

a It's an internal system of communication and it allows employees to communicate securely.
b It works through a firewall and is protected against unauthorized access.
c New viruses keep appearing/occurring/arriving all the time.
d Well, it means you don't have to install, upgrade and manage your own system.
e It's for storing the contact details of all our staff.

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Possible answers:**

a Can you tell *me how to access/how we access the various parts of the intranet?*
b Could you *tell me what the directory does?*
c I wonder *why a managed system is more efficient?*
d Isn't it the case *that a managed system is vulnerable to viruses?*
e I'd like to know *why we should pay for a professional designer.*

2 marks for each correct answer. Maximum 10 marks.

Vocabulary

3 **Answers:**

a malware
b a firewall
c a flow chart
d a mouse
e a logo

1 mark for each correct answer. Maximum 5 marks.

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Quiz answer key

7 It's all about people – Quiz page 76

What would you say?

1 **Possible answers:**

- **a** What's your role in the company?
- **b** What opportunities do you see for yourself?/What are your plans for the future?
- **c** What are your main responsibilities?/What are you mainly responsible for?
- **d** The team projects our image to the outside world./The team creates exciting, eye-catching windows and displays./The team works with Head Office to ensure that the displays generate sales.
- **e** You should develop your time management skills./You could attend a course in time management./You'd better improve your time management.

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Answers:**

- **a** I don't mind *missing* the meeting, as long as someone lets me know what has been discussed.
- **b** I need *training* on that computer package, as I don't know how to use it.
- **c** I need *to arrange* the meeting room for the directors' meeting this afternoon.
- **d** *Listening* is a very important managerial skill.
- **e** I can't afford *to spend* hours in meetings; it's a waste of time.

1 mark for each correct answer. Maximum 5 marks.

Vocabulary

3 **Answers as follows:**

- **a** Loss Prevention
- **b** Human Resources
- **c** SWOT
- **d** an appraisal
- **e** Visual Merchandizing
- **f** Human Resources
- **g** Personal Development Plan
- **h** Merchandizing
- **i** training
- **j** a recruitment/careers fair

1 mark for each correct answer. Maximum 10 marks.

8 Entertaining business – Quiz page 87

What would you say?

1 **Possible answers:**

- **a** Would you consider sponsoring a tennis match?
- **b** Do you know when (actor's name) would be available (to start filming)?
- **c** I'd be very grateful if you could set up some meetings.
- **d** I am not sure we can consider sponsorship unless we have a say.
- **e** Can't you get him/her to change his/her mind?

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Possible answers:**

- **a** Would you like to come to the movies with me?
- **b** Could you think about it?
- **c** Do you think I could use your car?
- **d** Do you think I am suitable for this job?
- **e** Have you considered sponsoring the catalogue?

1 mark for each correct answer. Maximum 5 marks.

3 **Answers as follows:**

- **a** The catalogue, *which* was for sale in the bookshop, was beautiful.
- **b** The artist, *who* died in 1978, has left an enormous body of work.
- **c** Anything *that/which* the art critic said was believed by his readers.
- **d** At the opening I saw the woman *who/that* bought his most famous painting.
- **e** Many of the artists, *whose* work was in the museum, did not come to the opening.

1 mark for each correct answer. Maximum 5 marks.

Vocabulary

4 **Possible answers:**

posters/poster advertising; (entrance) tickets; banners; picture plaques; catalogue; gifts for VIPs; opening party; calendars; bookshop.

1 mark for each correct answer. Maximum 5 marks.

9 How is it made? – Quiz page 98

What would you say?

1 **Possible answers:**

- **a** I'd like you to take me through the production process.
- **b** What happens then/next?
- **c** You mean you send out questionnaires?
- **d** You've made a very radical decision, haven't you?/You could be accused of making a very radical decision.
- **e** I appreciate what you are saying, but my research has shown that people are willing to pay for their drinks.

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Answers:**

- **a** The delays meant the Design Department *had not finished* its work when the market research started.
- **b** In the past, customers *were never asked* for feedback on our products.
- **c** If we *had used* a different production process, the appliances would not be as strong.
- **d** If we don't deliver on time, *we will not get/won't get* more orders from the company.
- **e** Where *were you standing* when the accident happened?

1 mark for each correct answer. Maximum 5 marks.

Vocabulary

3 **Answers:**

- **a** components
- **b** prototype
- **c** production model
- **d** assembly line
- **e** moulds
- **f** warehouse
- **g** feasibility study
- **h** specifications
- **i** packing
- **j** assembly

1 mark for each correct answer. Maximum 10 marks.

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10 Money matters – Quiz page 109

What would you say?

1 **Possible answers:**

- **a** I'd like some information about business accounts.
- **b** I'll be opening my shop next month./I'll be opening in a month's time.
- **c** Are there any fees attached to the account?
- **d** There has been a drop/decline/fall in the stock market.
- **e** I'd like to start by welcoming you all to the meeting./I'd like to welcome everybody to the meeting.

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Answers:**

- **a** I've never met him before, but I'*ll* probably introduce myself to him at the conference.
- **b** By June next year we will *have* increased our staff from 25 to 35.
- **c** OK, OK! I promise I'*ll call* him tomorrow!
- **d** We noticed a *slow* increase in manufacturing costs.
- **e** The new credit card will *have* been introduced by next August.

2 marks for each correct answer. Maximum 10 marks.

Vocabulary

3 **Answers:**

- **a** *level out* describes stability, the other words describe upward trends
- **b** *quick* is an adjective, the other words are adverbs
- **c** *stabilize* describes stability, the other words describe downward trends
- **d** *slight* describes a small change, the other words describe large changes
- **e** *rapidly* is an adverb, the other words are adjectives

1 mark for each correct answer. Maximum 5 marks.

11 Advertise it! – Quiz Page 120

What would you say?

1 **Possible answers:**

- **a** What is your objective?/What do you wish to achieve?
- **b** There are a number of options I could recommend.
- **c** What advertising methods have you used in the past?
- **d** Can you spare me a moment to talk about it?
- **e** Perhaps I could call you later/next week/tomorrow to see what you've decided about our special offer.

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Answers:**

- **a** The brochures *will be sent out/will have been sent out* by the end of next week.
- **b** The advertisement *has been shown* on TV every night for the last month.
- **c** The press packs *will be given/were given* to the press a few hours before the meeting.
- **d** The research findings *will have been processed* by the time you next visit us.
- **e** The event was a great success and *was reviewed/has been reviewed* very positively by the press.

1 mark for each correct answer. Maximum 5 marks.

3 **Answers:**

- **a** *If I had known that you were coming,* I would have tidied up my office!
- **b** *We would have succeeded,* if we had done better research.
- **c** I know that *if I had budgeted better,* I could have placed more ads.
- **d** We will receive a lot of e-mails, *if this banner ad works well.*
- **e** If the feature appears in the paper, *we will create a good image.*

1 mark for each correct answer. Maximum 5 marks.

Vocabulary

4 **Possible answers:**

press ads; celebrity interviews, magazine features; Internet search advertising; launch events; press conferences; press packs; banner ads; TV ads; flyers; press releases.

1 mark for each correct answer. Maximum 5 marks.

12 Energize! – Quiz page 131

What would you say?

1 **Possible answers:**

- **a** I'm very sorry about the mix-up.
- **b** Could I have your name please?
- **c** You couldn't explain the word 'hybrid', could you?
- **d** The meeting starts at 4:00 p.m., doesn't it?
- **e** Compared to fossil fuels, solar energy is more environmentally friendly.

2 marks for each correct answer. Maximum 10 marks.

Grammar

2 **Answers:**

- **a** The energy company said (that) I had not paid my bill.
- **b** Lucy said (that) she wanted to look into solar energy for her business.
- **c** Professor Smith said (that) energy companies had to wake up.
- **d** Dave said (that) Jack told him (that) biomass energy pollutes, too!
- **e** Gaby said (that) she had attended too many meetings that day.

2 marks for each correct answer. Maximum 10 marks.

Vocabulary

3 **Answers as follows:**

- **a** **5** renewable energy: using continuously available energy *sources* which will not *run* out
- **b** **3** geothermal energy: energy taken from the *Earth*'s natural *heat*
- **c** **2** fossil fuel energy: energy created through the *burning* of *coal*
- **d** **1** hydroelectric: electricity created through the *force* of *water*
- **e** **4** sustainable energy: using *natural* resources at a steady level, so that the *environment* is not damaged

½ a mark for each correct answer. Maximum 5 marks.

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C | Correspondence

OPENING SALUTATION

formal (+), informal (–) or neutral (0), depending on the content of the e-mail and relationship with the recipient

Dear Sir or Madam, (+)

Dear (first name), (–)

Dear Mr/Ms/Mrs/Miss (surname), (0)

REQUESTS

Please ...

Could you ...?

REPLYING TO AN ENQUIRY

Thank you for your enquiry about ...

I am attaching/enclosing information about ...

BAD NEWS/APOLOGY/COMPLAINT

I'm afraid ...

I am sorry for any inconvenience.

MAKING A COMPLAINT

I am writing to express my disappointment with ...

Please give this matter your immediate attention.

We would be grateful for a prompt response.

REPLYING TO A COMPLAINT

We are extremely sorry to hear about ...

We will give this matter our immediate attention.

We trust that this action will resolve the problem.

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SAYING THANK YOU

I am writing to thank you for (sending/taking the time to) ...

I particularly appreciated ...

I look forward to working with you again.

CLOSING REMARKS

If you have any queries regarding ..., then please do not hesitate to contact ...

If you have any further questions, then please let me know.

Thank you for your help.

I look forward to seeing/hearing from you.

CLOSING SALUTATION

formal (+), informal (–) or neutral (0), depending on relationship with the recipient and opening salutation

Yours faithfully/truly, (+)

Best wishes,/Regards,/See you soon, (–)

Yours sincerely,/Sincerely yours, (0)

FORMAL LETTER LAYOUT

Feather&Fountain Inc.
10 Denmark Hill
London
NW5 6NS
Tel: 0207 465 4982
Fax: 0207 465 4983
E-mail: enquiries@rewrite.co.uk

Sender's company: name/ address/phone number/ e-mail address in the top right-hand corner

Ms Hanelore Staub
F C Schreiber & Co.
Viktoria – Luise – Platz 6
D-10686 Berlin
Germany

Name/address of the person that you are writing to

Our ref: GAT 6597
Your ref: KL MP 123

Filing/correspondence reference numbers

6th June 2012

Date

Dear Mrs Staub,

Opening salutation

Re: New catalogue

To introduce the subject that the letter is about

Markus Wittig has asked me to send you a copy of our new catalogue.

Feather&Fountain Inc. is the leading producer of high-quality office supplies. We specialize in office stationery and equipment to cover all office requirements. If you wish to open an account, I have enclosed an account opening form.

The reason for writing

If you have any queries regarding our products or would like to open an account with us, then please do not hesitate to contact either Markus Wittig or me directly.

Closing remark

Many thanks for your enquiry.

Yours sincerely,

Closing salutation

Susan Nice

Signature

Susan Nice
Sales Administrator

Printed name and position

Enc.

Enclosures

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COVERING LETTER FOR A CV

64 Greetham Road
Leicester LE2 3LL
Tel: 0116 679 231
Mobile: 0796 734429
E-mail: mail@pgrant.co.uk

Mrs J Mechin
Gordon Strong Menswear
The Armstrong Retail Centre
Cable Street
Bristol BS2 4RT

Dear Mrs Mechin,

Re: OF/MD/20104 Department Manager, *Evening Post*, 24th July

I am writing in response to the advertisement on your website for a department manager.

I am currently seeking a management position offering greater responsibilities and an opportunity to extend the considerable interpersonal skills I have acquired. I believe that my extensive experience in menswear retail and customer services makes me a strong candidate for the position.

Full details of my employment record are contained in the enclosed CV, including my four 'Employee of the Month' awards. *In addition, I would like to mention* that within the last year I have been responsible for re-organizing the customer complaints service of Matthew Johnson Menswear, and for training an assistant. This has given me experience of both project management and line management.

As you will see from my CV, I have also been involved in counselling young people in a voluntary capacity. Finding creative ways of dealing with their diverse problems has enabled me to develop the skills needed to relate to the people and situations routinely encountered in management positions.

Because of your company's reputation as an innovator in menswear trends and employee participation policies, *I would welcome the opportunity of* meeting you at interview *to discuss how I could make a contribution* to the continued success of Gordon Strong Menswear. *If you require any further information* relating to my application, *please do not hesitate to contact me* on 0796 734429.

I look forward to hearing from you soon.

Yours sincerely,

Philip Grant

Philip Grant

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CV

Philip John Grant

64 Greetham Road, Leicester LE2 3LL
0116 679 231
0796 734429
mail@pgrant.co.uk

Personal profile

- An effective communicator with experience in menswear retail and customer services.
- Self-motivated and able to work with little supervision.
- Accustomed to problem solving in sensitive situations.

Education and qualifications

- Leicester Adult Education Centre (2006–2008) Evening courses in Advanced IT
- Anderson Grove Secondary School, Leicester (2000–2005) GCSE passes: English, Maths, Computer Science, French, Biology, Business Studies (2005)

Key skills

- Strong interpersonal and communication skills
- Creative approach to problem solving
- Advanced knowledge of Microsoft Office
- Experience of working with websites

Key experience and achievements

2010 to present

Customer Services Officer
Customer Services, Matthew Johnson Menswear

Assist customers with retailing choices. Handle enquiries and complaints by letter, e-mail and face-to-face. Upgrade the Customer Services website. Received two 'Employee of the Month' awards.

2000–2010

Trainee/Customer Service Assistant
Customer Services, Matthew Johnson Menswear

Received training in all aspects of Customer Services. Handled administration of correspondence and calls. Produced the FAQs page for the Matthew Johnson Menswear website and monitored customer use of the website. Received two 'Employee of the Month' awards.

2008–2009

Sales Assistant
Matthew Johnson Menswear, Leicester

Handled promotions of sportswear. Contributed to a ten per cent increase in sportswear sales in 2009.

Leisure interests

Sporting interests: climbing, skiing, rugby, sailing. I am a member of Leicester Amateur Rugby Club.

For the last four years I have been an organizer and part-time trainer with the Melton Youth Club, providing evening and weekend activities as well as informal counselling for young people aged 13–16.

Personal details

Date of birth: 7th April 1989
Nationality: British
Marital status: Single

Clean driving licence held

Referees

Mrs P Kumar
Head of Personnel Services
Matthew Johnson Menswear
3 Centre Street
Leicester LE12 0HE

Mr Brian Govenny
Senior Manager
The Melton Youth Club
Leicester Road
Leicester LE33 2MW

EXAMPLES OF E-MAIL CORRESPONDENCE

EXTERNAL E-MAIL:

From: kelly.watts@hotelparc.fr

To: guy.kito@kitoworld.com

Subject: Reservation, May 14–16

Thank you for your enquiry regarding a room reservation. I'm afraid that we do not have any rooms available on the nights of May 14 to May 16. I am sorry for any inconvenience. Please contact us again if we can be of assistance on another occasion.

Yours sincerely,

Kelly Watts
Hotel Manager
Hotel Parc
www.hotelparc.com

From: kim.long@orientspeed.com

To: mail@tinacheng.com

Subject: Sales conditions

Dear Ms Cheng,

Further to our telephone conversation this morning, I am attaching full details of our sales conditions as you requested. Please complete the credit account form and when we get it back we will be very happy to open a credit account for you. We would ask that you wait five days before placing your first order, so that your account can be processed.

If you have any further questions, then please let me know.

Yours sincerely,

Kim Long
Export Sales Assistant
Orient Speed Inc, 168 Ti-ding Boulevard
200087 Shanghai, P.R.China

INTERNAL E-MAIL:

From: June Kramer

To: Robert Flowers

Subject: Marketing meeting

Tim Bowen called to say he couldn't make the marketing meeting you arranged for this afternoon. He wants you to call him back to make another arrangement for the meeting as he will be out of the office for the rest of today. Tomorrow morning is fine to call him back.

JK

PERSONAL E-MAIL:

From: vparr@franciamail.fr

To: clardi@extra-mail.co.uk

Subject: last weekend

Dear Claudia,

Thank you very much for showing me the sights last weekend. It made my trip to London so much more enjoyable. I'm glad that you are settling in and I really liked your flat.

The photographs from the London Eye have come out really well, and I hope you like the one of us together. The trip back wasn't too bad and everyone here says 'hello'. I am going out tonight to meet Ana and Lucie, so I will tell them how you are getting on.

See you soon.

Best wishes,
Vanessa

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W | Word list

Legend

' primary stress
, secondary stress
abbrev abbreviation
adj adjective
adv adverb
n noun
npl plural noun
phr phrase
v phr verb phrase
phr v phrasal verb
prep preposition
v verb
(coll) colloquial

1 People at work

accent *n* /'æksent, -ənt/ the particular way in which a person pronounces words 1.B *6*

adaptable *adj* /ə'dæptəbl/ if somebody is adaptable, they are not rigid in the way they work and are willing to do new things 1.C *9*

all-important *adj* /'ɔ:l ɪm,pɔ:tnt/ of the greatest importance 1.D *14*

ambitious *adj* /æm'bɪʃəs/ wanting to succeed professionally 1.C *9*

applicant *n* /'æplɪkənt/ a person who is applying for a new job 1.C *8*

aptitude *n* /'æptɪtju:d/ the natural ability to do something 1.D *14*

assessment *n* /ə'sesmənt/ an appreciation of how good or bad something is 1.C *8*

attribute *n* /'ætrɪbju:t/ a characteristic or quality 1.D *14*

benefits *n* /'benəfɪts/ extra advantages provided by a company, in addition to salary 1.Q *11*

(to) catch up on *phr v* /ˌkætʃ 'ʌp ˌɒn/ to get up to date with 1.Q *10*

clutter n /'klʌtə'r)/ a mess 1.B *6*

(to) come round *phr v* /ˌkʌm 'raʊnd/ to visit 1.A *5T*

committed *adj* /kə'mɪtɪd/ serious about something you believe in 1.Q *11*

confectionery *n* /kən'fekʃənəri/ sweets and chocolates 1.C *9*

(to) conform to *v phr* /kən'fɔ:m tə/ to match 1.C *9*

constrained *adj* /kən'streɪnd/ prevented from doing what you want to 1.D *13*

convincing *adj* /kən'vɪnsɪŋ/ persuasive 1.Q *11*

(to) count *v* /kaʊnt/ to be important 1.D *13*

covering letter *n* /'kʌvərɪŋ ˌletə(r)/ a formal letter which is part of a job application 1.D *14*

drive *n* /draɪv/ energy, desire to achieve success 1.D *13T*

driving license *n* /'draɪvɪŋ ˌlaɪsns/ an official document saying that you are allowed to drive because you passed a driving test 1.C *9*

entrepreneurial flair *n* /ɒntrəprə,nɜ:riəl 'fleə(r)/ a natural ability to run a business 1.D *13*

ever so *adv (coll)* /'evə ˌsəʊ/ very 1.B *6*

(to) expand into *v* /ɪk'spænd 'ɪntə/ to develop a business in other areas 1.D *13*

(to) expand on *phr v* /ɪk'spænd ˌɒn/ to talk or write at greater length 1.D *14*

(to) get ahead *phr v* /ˌget ə'hed/ to advance, to make progress 1.Q *10*

get to the point *phr* /ˌget tə ðə 'pɔɪnt/ get to the most important thing 1.D *14*

gimmicky *adj* /'gɪmɪki/ not really practical, but which draws your attention 1.Q *11*

given half a chance *adv* /ˌgɪvn 'hɑ:f ə ˌtʃɑ:ns/ if I had the chance 1.D *13T*

go for it! *phr (coll)* /'gəʊ fər ˌɪt/ do it! 1.D *13T*

half done *adj* /ˌhɑ:f 'dʌn/ unfinished 1.Q *10*

high-octane *adj* /'haɪ ˌɒkteɪn/ dynamic, exciting 1.D *13*

innovative *adj* /'ɪnəvətɪv/ creative 1.C *9*

interpersonal skills *n pl* /ɪntə,pɜ:sənl 'skɪlz/ the skills you need when dealing with other people 1.D *13T*

left over *adj* /ˌleft 'əʊvə(r)/ remaining, not used 1.A *5*

motivated *adj* /'məʊtɪveɪtɪd/ determined and hard-working 1.C *9*

newsagents *n* /'nju:zeɪdʒənts/ a shop which sells newspapers, and usually also sweets and some groceries 1.C *9*

Office Manager *n* /ˌɒfɪs 'mænɪdʒə(r)/ the person who is responsible for the general administration in an office, for example, dealing with payments and ordering stationery 1.C *9*

out of work *adj* /ˌaʊt əv 'wɜ:k/ not working, unemployed 1.C *8*

outgoing *adj* /'aʊtgəʊɪŋ/ somebody who likes meeting and talking to people 1.Q *11*

passion *adj* /'pæʃn/ a strong feeling 1.D *13*

position *n* /pə'zɪʃn/ a job 1.A *4*

(to) ramble *v* /'ræmbl/ to talk or write without any structure 1.D *14*

reference *n* /'refrəns/ a letter written by somebody who knows you, with information about your character and experience, used when you apply for a job 1.C *8*

reliable *adj* /rɪ'laɪəbl/ somebody who can be trusted to do their work well and on time 1.C *9*

reserved *adj* /rɪ'zɜ:vd/ shy, not talkative 1.Q *11*

responsible *adj* /rɪ'spɒnsəbl/ sensible and not likely to cause problems 1.C *9*

scared *adj* /skeəd/ frightened 1.B *7*

section heading *n* /'sekʃn ˌhedɪŋ/ the title of an individual part of a document 1.C *9*

(to) shine through *phr v* /ˌʃaɪn 'θru:/ to be obvious 1.D *14*

smoothie *n* /'smu:ði/ a thick fruit juice 1.A *5*

sociable *adj* /'səʊʃəbl/ friendly 1.D *13*

straightforward *adj* /streɪt'fɔ:wəd/ not complicated 1.D *14*

(to) survive *v* /sə'vaɪv/ to be alive after a difficult experience 1.B *7*

talented *adj* /'tæləntɪd/ skilled, clever 1.D *13*

too bad *phr (coll)* /'tu: ˌbæd/ it's a shame, a pity 1.A *5*

typeface *n* /'taɪpfeɪs/ the design of printed letters 1.C *8*

(to) waffle *v* /'wɒfl/ to talk or write without saying anything relevant 1.D *14*

2 Business abroad

accessibility *n* /əksesə'bɪlətɪ/ how easy it is to get to or into a place 2.D *22T*

airport transfer bus *n* /'erpɔ:rt 'trænsfɜ:(r) ˌbʌs/ a bus which takes people to and from the aircraft and the airport buildings 2.C *20*

alternative flight *n* /ɔ:l'tɜ:nətɪv ˌflaɪt/ a different flight to take the place of the original one 2.Q *22*

(to) arise *v* /ə'raɪz/ to happen 2.B *18*

aviation *n* /eɪvi'eɪʃn/ activities relating to flying 2.Q *21*

award-winning *adj* /ə'wɔ:d ˌwɪnɪŋ/ which has won a prize 2.C *20*

baggage handling *n* /'bægɪdʒ ˌhændlɪŋ/ the service which moves luggage around an airport 2.D *24*

(to) ban *v* /bæn/ to forbid 2.D *22T*

(to) be in harmony with *v phr* /ˌbi: ɪn 'hɑ:mənɪ wɪð/ to go well with 2.Q *21*

(to) be through *v phr* /ˌbi 'θru:/ to be finished 2.C *20*

(to) boost *v* /bu:st/ to increase 2.Q *22*

built-up area *n* /'bɪlt ˌʌp ˌeərɪə/ an area where there are a lot of buildings 2.Q *23*

checking-in hall *n* /ˌtʃekɪŋ 'ɪn ˌhɔ:l/ where you go when you arrive at an airport to have your ticket checked and to get a boarding card 2.C *19*

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Word list

community fund *n* /kə'mju:nəti ˌfʌnd/ a sum of money to help local people 2.Q ***23***

comprehensive *adj* /kɒmprɪ'hensɪv/ which includes a lot of things or every possible option 2.C ***20***

connection *n* /kə'nekʃn/ another flight, train, etc. 2.B ***18***

co-operation *n* /ˌkəʊ ɒpə'reɪʃn/ working together 2.B ***18***

(to) cover for (somebody) *v phr* /'kʌvə fə/ to do somebody's job for them temporarily 2.B ***18***

customer feedback *n* /ˌkʌstəmə 'fi:dbæk/ customers' opinions and comments about particular things 2.D ***24***

deadline *n* /'dedlaɪn/ the date or time by which something has to be finished 2.A ***15***

direct flight *n* /də'rekt, dɪ-, daɪ- ˌflaɪt/ a journey by air which doesn't involve changing planes 2.B ***17***

display rack *n* /dɪ'spleɪ ˌræk/ a small piece of furniture on which things are arranged for the public to see them 2.C ***19***

(to) double *v* /dʌbl/ to increase by 100% 2.Q ***22***

draft contract *n* /'drɑ:ft ˌkɒntrækt/ a version of an agreement which isn't yet final 2.A ***15***

duty *n* /'dju:ti/ a responsibility, a task, something you have to do 2.B ***18***

duty-free *n* /ˌdju:ti 'fri:/ goods on which you don't pay tax 2.C ***19***

engagement *n* /ɪn'geɪdʒmənt/ an appointment 2.Q ***21***

engineering *n* /endʒɪ'nɪərɪŋ/ the design and construction of machines, roads, etc. 2.A ***16***

(to) enjoy *v* /ɪn'dʒɔɪ/ to have the benefit of 2.B ***17***

(to) entitle (somebody to a benefit) *v* /ɪn'taɪtl/ to give somebody the right to a benefit 2.D ***22T***

face-to-face *adj* /ˌfeɪs tə 'feɪs/ in person 2.B ***18***

far-flung *adj* /ˌfɑ: 'flʌŋ/ very far away 2.B ***18***

flight path *n* /'flaɪt ˌpɑ:θ/ the exact route taken by a plane 2.Q ***22***

folder *n* /'fəʊldə(r)/ a file 2.C ***20***

Frequent Flyer *n* /ˌfri:kwənt 'flaɪə(r)/ a person who often travels by plane 2.Q ***22***

(to) give advance warning *v phr* /ˌgɪv əd'vɑ:ns 'wɔ:nɪŋ/ to tell in advance 2.D ***22T***

ground *n* /graʊnd/ the land (as opposed to the air) 2.D ***24***

(to) hang up *phr v* /ˌhæŋ 'ʌp/ to put the phone down at the end of a conversation 2.A ***16***

high-speed *adj* /'haɪ ˌspi:d/ very fast 2.Q ***22***

impact *n* /'ɪmpækt/ an effect 2.D ***25***

in advance *adv* /ˌɪn əd'vɑ:ns/ before you leave 2.C ***19***

in one's absence *adv* /ˌɪn wʌnz 'æbsəns/ 2.B ***18***

initiative *n* /ɪ'nɪʃətɪv/ a scheme 2.Q ***23***

integrated *adj* /'ɪntɪgreɪtɪd/ which takes into account and co-ordinates different elements 2.D ***22T***

in-terminal *adj* /'ɪn ˌtɜ:mɪnl/ inside the airport terminal 2.C ***20***

(to) launch *v* /lɔ:ntʃ/ to start, to put into operation 2.Q ***23***

leave *n* /li:v/ holiday 2.B ***18***

location *n* /ləʊ'keɪʃn/ where something is situated 2.C ***19***

long-awaited *adj* /'lɒŋ ə,weɪtɪd/ something which you have been waiting for for a long time 2.B ***18***

long-standing *adj* /'lɒŋ ˌstændɪŋ/ which has existed for a long time 2.Q ***23***

loyalty scheme *n* /'lɔɪəlti ˌski:m/ a system under which regular customers are given certain benefits 2.Q ***22***

media *n pl* /'mi:diə/ different forms of advertising (posters, the Internet, radio, television, etc.) 2.A ***16***

mitigation *n* /mɪtɪ'geɪʃn/ limitation 2.D ***25***

moving walkway *n* /ˌmu:vɪŋ 'wɔ:kweɪ/ a kind of moving path along a corridor 2.C ***19***

(to) negotiate (something) *v* /nɪ'gəʊʃieɪt/ to discuss something and obtain it 2.B ***18***

(to) outline (something) *v* /'aʊtlaɪn/ to give the basic facts about, or structure of, something 2.B ***18***

(to) oversee (something) *v* /əʊvə'si:/ to check that something is done properly 2.D ***24***

press release *n* /'pres rɪˌli:s/ a statement which is given to the press 2.Q ***23***

query *n* /'kwɪəri/ a question 2.B ***18***

radius: within a ten-mile radius *adv* /wɪˌðɪn ə ˌten ˌmaɪl 'reɪdiəs/ no more than 10 miles away 2.Q ***23***

(to) refer (something to somebody) *v* /rɪ'fɜ:(r)/ to address something to somebody 2.B ***18***

relative *n* /'relətɪv/ a member of your family 2.B ***18***

(to) run *v* /rʌn/ to function 2.Q ***23***

(to) schedule *v* /'ʃedju:l/ to fix the time for something 2.B ***17***

(to) set the scene *v phr* /ˌset ðə 'si:n/ to give a context for and information about something 2.A ***15***

showcase *n* /'ʃəʊkeɪs/ a piece of furniture on which things are arranged for people to see them 2.C ***20***

spot *n* /spɒt/ a precise place 2.A ***16T***

standby: (to) be on standby *v phr* /ˌbi: ˌɒn 'stændbaɪ/ to be on a list of people at an airport wanting to know whether there are any spare seats on a flight 2.B ***18***

(to) talk (something) through *phr v* /ˌtɔ:k ... 'θru:/ to discuss in detail 2.A ***15***

traffic congestion *n* /'træfɪk kən,dʒestʃən/ when there are too many vehicles for them to move at a good speed, there is congestion 2.Q ***22***

(to) turn around (an aircraft) *phr v* /ˌtɜ:n ə'raʊnd/ to do everything necessary from when an aircraft arrives to its next departure 2.D ***24***

twofold *adj* /'tu:fəʊld/ which has two different parts 2.B ***18***

(to) undertake *v* /ʌndə'teɪk/ to do, to take responsibility for 2.B ***18***

wide-bodied aircraft *n* /ˌwaɪd ˌbɒdid 'eəkrɑ:ft/ an aircraft which has a wide interior 2.D ***22T***

wide-ranging *adj* /'waɪd ˌreɪndʒɪŋ/ involves a lot of different people 2.Q ***23***

workforce *n* /'wɜ:kfɔ:s/ the total number of people working for a company 2.Q ***22***

3 The business of sport

(to) acknowledge (something) *v* /ək'nɒlɪdʒ/ to show that you know something exists 3.A ***27***

authentic *adj* /ɔ:'θentɪk/ genuine, true 3.D ***36T***

(to) be up to (something) *v phr (coll)* /ˌbi: 'ʌp tə/ to be doing something 3.C ***31***

(to) be subsidized *v* /bi: sʌbsɪdaɪzd/ to be financed in part by somebody else or an organization 3.Q ***32***

bouncy castle *n* /ˌbaʊnsi 'kɑ:sl/ a toy castle filled with air for children to play on 3.A ***27***

box *n* /bɒks/ a special room or area in a sports stadium, reserved for VIP guests 3.B ***29***

business partner *n* /'bɪznəs ˌpɑ:tnə(r)/ a person you do business with 3.A ***26***

coming up *adv* /ˌkʌmɪŋ 'ʌp/ soon, approaching 3.A ***26***

complimentary *adj* /kɒmplɪ'mentri/ free 3.A ***26***

(to) cope *v* /kəʊp/ to manage 3.Q ***32***

corporate *adj* /'kɔ:pərət/ which relates to a large business 3.A ***26***

dedicated *adj* /'dedɪkeɪtɪd/ for your exclusive use 3.Q ***34***

(to) deny (something) *v* /dɪ'naɪ/ to say that something isn't true 3.D ***36***

drama *n* /'drɑ:mə/ an exciting story 3.D ***35***

electric *adj* /ɪ'lektrɪk/ very exciting 3.Q ***32***

(to) erect a marquee *v phr* /ɪˌrekt ə mɑ:'ki:/ to put up a kind of very large tent 3.A ***27***

expert *n* /'ekspɜ:t/ a specialist 3.Q ***33***

firm *adj* /fɜ:m/ definite 3.Q ***33***

formality *n* /fɔ:'mælәti/ the smart or serious character of something 3.Q ***32***

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golfing enthusiast *n* /ˈgɒlfɪŋ ɪnˌθjuːziæst/ a person who really likes golf 3.A ***27T***

green with envy *adj* /ˌgriːn ˌwɪð ˈenvi/ to be very envious, to want something that somebody else has 3.Q ***32***

hesitant *adj* /ˈhezɪtənt/ unsure 3.A ***27***

hitch *n* /hɪtʃ/ a problem 3.C ***30***

hospitable *adj* /hɒˈspɪtəbl/ friendly and welcoming 3.D ***35***

hospitality *n* /hɒspɪˈtæləti/ the things provided by a company to welcome visitors 3.Q ***34***

(to) host *v* /həʊst/ if you host an event, you are responsible for organizing it for people who are visiting you 3.C ***30***

hotel chain *n* /həʊˈtel ˌtʃeɪn/ a number of hotels which have the same owner 3.A ***27***

inflatable *adj* /ɪnˈfleɪtəbl/ which you fill with air 3.A ***27***

intimate *adj* /ˈɪntɪmət/ private, but warm and comfortable 3.Q ***33***

intrigue *n* /ˈɪntriːg/ mystery 3.D ***35***

last-minute *adj* /ˈlɑːst ˌmɪnɪt/ which occurs very late on 3.C ***30***

limousine *n* /ˈlɪməziːn, lɪməˈziːn/ a large, luxury car 3.C ***30***

(to) liven (something) up *phr* /ˌlaɪvn ... ˈʌp/ to make something more interesting or fun 3.A ***27***

(to) make one's own way *v phr* /ˌmeɪk ˌwʌnz ˌəʊn ˈweɪ/ to organize one's own transport or to walk, without anyone meeting you 3.C ***31***

modified *adj* /ˈmɒdɪfaɪd/ changed, altered 3.Q ***33***

murder hunt *n* /ˈmɜːdə ˌhʌnt/ a search for the person who has killed somebody 3.D ***35***

negative thinking *n* /ˈnegətɪv ˌθɪŋkɪŋ/ being pessimistic, thinking bad things will happen 3.C ***31***

neglected *adj* /nɪˈglektɪd/ uncared for 3.C ***31***

of the highest order *adj* /əv ðə ˈhaɪɪst ˌɔːdə(r)/ excellent, first-class 3.D ***35***

(to) overspend *v* /əʊvəˈspend/ to spend more than your budget 3.Q ***32***

package *n* /ˈpækɪdʒ/ a set of offers or arrangements 3.A ***26***

padded *adj* /ˈpædɪd/ with a cushion 3.Q ***34***

party *n* /ˈpɑːti/ a group of people who are doing something together 3.B ***28***

post-match *adj* /ˈpəʊst ˌmætʃ/ which takes place after the match 3.A ***26***

(to) predict *v* /prɪˈdɪkt/ to say what you think will happen 3.C ***30***

pre-match *adj* /ˈpriː ˌmætʃ/ before the match 3.D ***35***

premier *adj* /ˈpremiə(r)/ leading, best 3.A ***26***

prestigious *adj* /preˈstɪdʒəs/ respected and admired 3.Q ***33***

proceedings *n pl* /prəˈsiːdɪŋz/ organized events 3.A ***27***

provisional *adj* /prəˈvɪʒənl/ not yet definite, which you will confirm later 3.A ***27T***

puzzling *adj* /ˈpʌzlɪŋ/ mysterious and difficult 3.D ***35***

quite considerably *adv* /ˌkwaɪt kənˈsɪdərəbli/ quite a lot 3.A ***27T***

racecourse *n* /ˈreɪskɔːs/ where horse races take place 3.A ***26T***

renowned *adj* /rɪˈnaʊnd/ famous 3.D ***35***

replay *n* /ˈriːpleɪ/ showing on television again 3.D ***35***

round *n* /raʊnd/ an individual section of a quiz 3.D ***35***

rural *adj* /ˈrʊərəl/ relating to the countryside 3.A ***27***

setting *n* /ˈsetɪŋ/ a location 3.D ***36T***

sharp *adv* /ʃɑːp/ exactly 3.C ***30***

slide *n* /slaɪd/ a slide is a steep slope that children go down; slides are found in children's playgrounds 3.A ***27***

(to) strike again *v phr* /ˌstraɪk əˈgen/ to repeat a crime 3.D ***35***

stuffy *adj* /ˈstʌfi/ boring 3.D ***35***

suspect *n* /ˈsʌspekt/ a person whom you think has committed a crime 3.D ***35***

swamped *adj (coll)* /swɒmpt/ to have a lot of work or too much to do 3.Q ***32***

tab *n* /tæb/ (chiefly US) a bill for food or drink 3.Q ***32***

(to) tailor (something) *v* /ˈteɪlə(r)/ to organize or adapt something precisely 3.A ***27***

this coming month *adv* /ˌðɪs ˌkʌmɪŋ ˈmʌnθ/ next month 3.C ***30***

time-consuming *adj* /ˈtaɪm kənˌsjuːmɪŋ/ which takes a lot of time 3.A ***27***

tool *n* /tuːl/ something which helps you to do your job 3.D ***35***

flat racing *n* /ˌtɜːf ˈflæt ˌreɪsɪŋ/ horse-racing without jumps 3.D ***35***

TV coverage *n* /ˌtiː ˈviː ˌkʌvərɪdʒ/ showing on television 3.D ***35***

(to) unfold *v* /ʌnˈfəʊld/ to develop 3.D ***35***

value for money *n* /ˌvæljuː fə ˈmʌni/ not expensive in relation to the quality or quantity 3.A ***26***

vast *adj* /vɑːst/ huge 3.D ***35***

venue *n* /ˈvenjuː/ the place where an event is held 3.A ***27***

VIP *n abbrev* /ˌviː ˌaɪ ˈpiː/ very important person 3.C ***31T***

4 Selling fashion

annually *adv* /ˈænjuəli/ every year 4.B ***39***

antidote *n* /ˈæntidəʊt/ a cure for something 4.D ***46***

avant-garde *adj* /ˌævɒn ˈgɑːd/ very modern and unusual 4.D ***46***

billowing *adj* /ˈbɪləʊɪŋ/ very large, like the sails of a boat 4.Q ***45***

brand *n* /brænd/ the name of a manufacturer or particular product 4.A ***38T***

buzz *n* /bʌz/ excitement 4.D ***46***

celebrity *n* /səˈlebrəti/ a famous person such as film or football star 4.C ***41***

code of conduct *n* /ˌkəʊd əv ˈkɒndʌkt/ a set of rules 4.A ***37***

company-managed *adj* /ˈkʌmpəni ˌmænɪdʒd/ managed by the parent company 4.A ***37***

competitive *adj* /kəmˈpetətɪv/ able to sell goods because it keeps its prices reasonable 4.Q ***44***

concept *n* /ˈkɒnsept/ an idea 4.A ***37***

conservative *adj* /kənˈsɜːvətɪv/ traditional, old-fashioned 4.D ***47T***

(to) court *v* /kɔːt/ to target, aim to please 4.D ***46***

(to) dazzle *v* /ˈdæzl/ to impress with brilliance 4.D ***47T***

designer *adj* /dɪˈzaɪnə(r)/ created by exclusive fashion designers 4.A ***37***

(to) dip *v* /dɪp/ to decrease a little 4.B ***39***

downside *n* /ˈdaʊnsaɪd/ a disadvantage 4.Q ***44***

(to) draw a blank *v* /ˌdrɔːr ə ˈblæŋk/ not to know 4.Q ***45***

(to) escape one's attention *v* /ɪˌskeɪp ˌwʌnz əˈtenʃn/ not to notice 4.Q ***45***

exposure *n* /ɪkˈspəʊʒə(r)/ if something gets exposure, it is seen by a lot of people 4.D ***47T***

fantasy *n* /ˈfæntəsi/ dream 4.Q ***44***

flagship store *n* /ˈflægʃɪp ˌstɔː(r)/ the most important shop in a chain 4.Q ***45***

flexibility *n* /fleksəˈbɪləti/ the ability to change to suit different circumstances 4.B ***40***

franchised store *n* /ˈfræntʃaɪzd ˌstɔː(r)/ a shop which has permission to sell another company's goods or services 4.A ***37***

(to) go down well with *v* /ˌgəʊ ˌdaʊn ˈwel wɪð/ to please 4.D ***47***

(to) go from strength to strength *v* /ˌgəʊ frəm ˌstreŋθ tə ˈstreŋθ/ to get more and more successful 4.C ***42***

haute couture *n* /ˌəʊt kuˈtjʊə(r)/ luxury fashion for women 4.D ***46***

heritage *n* /ˈherɪtɪdʒ/ tradition 4.D ***46***

high street *n* /ˈhaɪ ˌstriːt/ the main shopping area of a town, sometimes refers to the retail sector in general 4.C ***42***

high profile *adj* /ˈhaɪ ˌprəʊfaɪl/ very visible to the public 4.C ***41***

hipper *adj* /ˈhɪpə(r)/ more hip, more fashionable 4.Q ***45***

(to) hold one's head up *v* /ˌhəʊld ˌwʌnz ˈhed ʌp/ to be proud 4.Q ***45***

in this day and age *adv* /ˌɪn ˈðɪs ˌdeɪ ən ˌeɪdʒ/ today, in the present period 4.A ***37***

market share *n* /ˌmɑːkɪt ˈʃeə(r)/ a company's percentage of the total revenue for a product or service 4.B ***38***

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Word list

mass media *n* pl /ˌmæs 'miːdi/ television, radio, newspapers, magazines 4.C ***41***

(to) mass-produce *v* /ˌmæs prə'djuːs/ to produce in large quantities 4.Q ***45***

minimalist *adj* /'mɪnɪməlɪst/ very limited in size, scale or decoration 4.Q ***45***

outrageous *adj* /aʊt'reɪdʒəs/ shocking 4.D ***47T***

phenomenally *adv* /fə'nɒmɪnəli/ hugely 4.B ***39***

pie chart *n* /'paɪ ˌtʃɑːt/ a kind of circular graph 4.B ***39***

(to) plunge *v* /plʌndʒ/ to decrease very fast 4.B ***39***

preppy *adj* /'prepi/ describes the way students at private schools are thought to dress and act 4.D ***46***

prime *adj* /praɪm/ first-class 4.Q ***45***

range *n* /reɪndʒ/ a series of products 4.B ***39***

(to) restructure *v* /riː'strʌktʃə(r)/ to reorganize 4.B ***39***

revenue *n* /'revənjuː/ income 4.A ***38T***

rival *n* /'raɪvl/ competitor 4.A ***38T***

rock-bottom *adj* /ˌrɒk 'bɒtəm/ lowest 4.Q ***45***

sensationalist *adj* /sen'seɪʃənəlɪst/ shocking 4.C ***41***

showbiz *n (coll)* /'ʃəʊbɪz/ show business (the theatre, film and TV industries) 4.C ***41***

socially committed *adj* /'səʊʃəli kəˌmɪtɪd/ aiming to help society 4.A ***37***

splashy *adj* /'splæʃi/ extravagant and seen in the media 4.C ***41***

stakeholder *n* /'steɪkhəʊldə(r)/ a person or group which has a high number of shares in a company 4.A ***37***

steady *adj* /'stedi/ regular, even 4.B ***39***

stereotype *n* /'steriəʊtaɪp/ a fixed image or typical way of seeing something 4.Q ***46***

stock *adj* /stɒk/ relating to shares in a company 4.A ***37***

stunt *n* /stʌnt/ something designed to draw attention 4.D ***47T***

stylish *adj* /'staɪlɪʃ/ fashionable 4.A ***37***

suburban *adj* /sə'bɜːbən/ on the edge of a town or city 4.A ***37***

supervisor *n* /'suːpəvaɪzə(r)/ a person who checks and guides the work of other employees 4.B ***39***

team spirit *n* /ˌtiːm 'spɪrɪt/ co-operation, working together 4.A ***37***

textile design *n* /'tekstaɪl dɪˌzaɪn/ designing material for clothes, curtains, etc. 4.B ***39***

thrilling *adj* /'θrɪlɪŋ/ very exciting 4.D ***47T***

trend *n* /trend/ (here) a fashion, a tendency 4.Q ***43***

(to) tune into *n phr* /'tjuːn ˌɪntə/ to recognize and understand 4.C ***42***

turnaround *n* /'tɜːnəraʊnd/ the completion and delivery of an order from start to finish 4.B ***40***

(to) turn out to be *v* /'tɜːn ˌaʊt tə ˌbi/ to be discovered to be, to prove to be 4.Q ***45***

uneven *adj* /ˌʌn'iːvn/ mixed, not smooth, changeable 4.Q ***44***

upmarket *adj* /ʌp'mɑːkɪt/ expensive 4.Q ***45***

upwardly mobile *adj* /ˌʌpwədli 'məʊbaɪl/ getting gradually richer 4.C ***42***

vigorous *adj* /'vɪgərəs/ strong 4.B ***39***

viral *adj* /'vaɪrəl/ spreading very quickly 4.D ***47***

way-out *adj* /ˌweɪ 'aʊt/ extravagant and very modern 4.D ***47***

5 Business environments

acoustics *n* /ə'kuːstɪks/ sound quality 5.D ***58***

adjacent to *adv* /ə'dʒeɪsnt tə/ next to 5.C ***53***

apex *n* /'eɪpeks/ the pointed top of something 5.Q ***55***

(to) circulate *v* /'sɜːkjəleɪt/ to move around 5.C ***53***

claustrophobic *adj* /klɔːstrə'fəʊbɪk, klɔː/ which feels too small and airless 5.A ***48***

colonnade *n* /kɒlə'neɪd/ a series of columns 5.C ***52***

column *n* /'kɒləm/ a tall thin structure for holding up a roof, for example 5.C ***52***

complex *n* /'kɒmpleks/ a group of buildings 5.C ***52***

contamination *n* /kəntæmɪ'neɪʃn/ pollution 5.D ***58***

cool *adj (coll)* /kuːl/ young and fashionable 5.Q ***55T***

core *n* /kɔː(r)/ the centre 5.C ***52***

cubicle *n* /'kjuːbɪkl/ a very small room 5.A ***48***

curved *adj* /kɜːvd/ not straight 5.C ***52***

deafening *adj* /'defnɪŋ/ very loud 5.A ***49T***

derelict *adj* /'derəlɪkt/ abandoned and in ruins 5.D ***57***

drum-like *adj* /'drʌm ˌlaɪk/ like a drum, round with high sides 5.Q ***56***

energy efficient *adj* /ˌenədʒi ɪ'fɪʃnt/ which doesn't use a lot of energy (electricity or gas, for example, for heating, etc.) 5.Q ***55***

(to) enhance *v* /ɪn'hɑːns/ to improve 5.D ***57***

facilities *n* /fə'sɪlətiz/ services and equipment within an office building 5.B ***51***

floor-plate *n* /'flɔː ˌpleɪt/ a section of a floor 5.C ***52***

free of *adv* /'friː əv/ without 5.C ***52***

furnishing materials *n pl* /'fɜːnɪʃɪŋ məˌtɪərɪəlz/ materials used for furniture, curtains, etc. 5.B ***50***

glazed *adj* /gleɪzd/ with windows or glass walls 5.C ***53***

glazing system *n* /'gleɪzɪŋ ˌsɪstəm/ glass windows or walls 5.C ***53***

letting agent *n* /'letɪŋ ˌeɪdʒənt/ a person who arranges for properties to be rented 5.B ***51***

(to) make an exception *v* /ˌmeɪk ən ɪk'sepʃn/ to do something which you wouldn't normally do, especially as a favour 5.Q ***54***

mature *adj* /mə'tʃʊə(r)/ quite old 5.Q ***56***

microclimate *n* /'maɪkrəʊklaɪmət/ an area which has its own individual climate (a different temperature or humidity, for example) 5.Q ***55***

open-plan *adj* /'əʊpən ˌplæn/ without any internal walls 5.B ***50***

partition *n* /pɑː'tɪʃn/ a panel which can be used to separate areas of a room 5.A ***48***

premises *n pl* /'premɪsɪz/ the buildings or rooms occupied by a particular business 5.A ***48***

pricey *adj* /'praɪsi/ expensive 5.Q ***55***

rain or shine *adv* /'reɪn ɔː ˌʃaɪn/ whatever the weather 5.A ***49T***

(to) rejuvenate (an area) *v* /rɪ'dʒuːvəneɪt/ to make an area lively and interesting 5.D ***57***

(to) renovate *v* /'renəveɪt/ to make more modern 5.C ***52***

retention *n* /rɪ'tenʃn/ the action of keeping something, rather than losing it/stopping it 5.B ***50***

riverside *n* /'rɪvəsaɪd/ the banks of a river 5.C ***52***

scepticism *n* /'skeptɪsɪzəm/ doubt 5.Q ***56***

seminar *n* /'semɪnɑː(r)/ a meeting, especially for training 5.B ***51T***

shopping arcade *n* /'ʃɒpɪŋ ɑːˌkeɪd/ a mall, a covered area of shops 5.C ***53***

skin *n* /skɪn/ (here) the outside layer 5.C ***52***

solar *adj* /'səʊlə(r)/ which comes from the sun 5.C ***53***

(to) taper *v* /'teɪpə(r)/ to become narrower 5.Q ***55***

tricky *adj* /'trɪki/ difficult 5.A ***49***

urban renewal *n* /ˌɜːbən rɪ'njuːəl/ to make a depressed area of a city prosperous and lively 5.D ***57***

ventilated *adj* /'ventɪleɪtɪd/ which allows the air to flow 5.C ***53***

water feature *n* /'wɔːtə ˌfiːtʃə(r) a fountain or other design feature which uses water 5.Q ***56***

6 Better connections

blurred *adj* /blɜːd/ not clear 6.B ***61***

(the) bottom line *phr (coll)* /(ðə) 'bɒtəm ˌlaɪn/ the most important thing 6.B ***62T***

brand loyalty *n* /'brænd ˌlɔɪəlti/ not changing to a different company or product 6.D ***68***

conception *n* /riːkən'sepʃn/ the start of a project 6.Q ***67***

cost-effective *adj* /'kɒst ɪˌfektɪv/ which gives good value by saving you money 6.C ***63***

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cutting-edge *adj* /ˌkʌtɪŋ 'edʒ/ most advanced 6.D ***68***

(to) entice (somebody) back /ɪnˌtaɪs ... 'bæk/ to encourage somebody to return 6.D ***68***

expertise *n* /ekspɜː'tiːz/ specialist skills and knowledge 6.C ***64***

firewall *n* /'faɪəwɔːl/ a system which protects a computer against viruses 6.B ***62***

focus *n* /'fəʊkəs/ something which draws attention 6.D ***68***

(to) focus *v* /'fəʊkəs/ to make (an image) clearer 6.B ***61***

(to) harness *v* /'hɑːnɪs/ to use 6.D ***68***

(to) implement *v* /'ɪmplɪment/ to put into use 6.A ***59***

inbound *adj* /'ɪnbaʊnd/ incoming 6.B ***61***

infected *adj* /ɪn'fektɪd/ to have a virus 6.B ***62***

infrastructure *n* /'ɪnfrəstrʌktʃə(r)/ the facilities which allow a company to function 6.C ***63***

intranet *n* /'ɪntrənet/ a network of information available on computer within a company 6.A ***59***

log *n* /lɒg/ a record of activities 6.B ***62***

muddled *adj* /'mʌdld/ not clear, not well-structured 6.B ***62***

(to) nurture *v* /'nɜːtʃə(r)/ to encourage, to help 6.D ***68***

optimization *n* /ɒptɪmaɪ'zeɪʃn/ making the best use of something 6.D ***68***

(to) overcome *v* /əʊvə'kʌm/ to deal with, to control 6.B ***62***

(to) pick up *phr v* /ˌpɪk 'ʌp/ to detect 6.Q ***66***

posture *n* /'pɒstʃə(r)/ how you stand or sit, for example, with a straight back or bending forwards 6.B ***62***

(to) pride yourself on something *v* /'praɪd jɔːˌself ˌɒn/ to see something as one of your strengths 6.Q ***67***

reconfiguration *n* /riːkənfɪgə'reɪʃn/ make changes to the way something is set up 6.C ***64***

(to) reflect badly on (something) /rɪˌflekt 'bædli ˌɒn/ to create a bad impression 6.D ***68***

relationship marketing *n* /rɪ'leɪʃnʃɪp ˌmɑːkɪtɪŋ/ the development of a long-term relationship with an individual in order to encourage them to buy more products from you 6.D ***68***

(to) scan *v* /skæn/ to search a computer for viruses 6.B ***61***

(to) scroll *v* /skrəʊl/ to move text up or down on a computer screen 6.A ***60***

slide *n* /slaɪd/ an individual image, like a screen in a PowerPoint presentation 6.B ***61***

uninterruptible *adj* /ʌnɪntə'rʌptəbl/ which cannot be interrupted 6.C ***64***

upgrade *n* /'ʌpgreɪd/ a later version of something 6.C ***63***

voicemail *n* /'vɔɪsmeɪl/ a system which allows a caller to leave a message for you on your phone 6.A ***60***

vulnerable to viruses *adj* /ˌvʌlnərəbl tə 'vaɪrəsɪz/ can be attacked by viruses 6.Q ***65***

7 It's all about people

ambition *n* /æm'bɪʃn/ something you hope to achieve 7.B ***72***

appraisal *n* /ə'preɪzl/ evaluation, assessment (of how an employee is doing) 7.B ***72***

badly: we badly needed ... *phr* /ˌwiː 'bædli ˌniːdɪd/ we very much needed ... 7.C ***74***

balance *n* /'bæləns/ the amount of money which is in an account 7.A ***71***

(to) benefit *v* /'benəfɪt/ to help 7.A ***70***

(to) brief *v* /briːf/ if you brief somebody on something, you give them information about it 7.D ***79T***

cash register *n* /'kæʃ ˌredʒɪstə(r)/ in a shop, the machine which adds up how much you owe and where the sales assistant puts your money 7.A ***70***

confused *adj* /kən'fjuːzd/ puzzled, not sure exactly what is happening or what to do 7.Q ***78***

downsizing *n* /'daʊnsaɪzɪŋ/ making smaller by dismissing employees 7.B ***72***

elated *adj* /ɪ'leɪtɪd/ very happy 7.Q ***78***

(to) get back (to somebody) *phr v* /ˌget 'bæk tə/ to phone somebody back 7.C ***75***

in-house *adj* /ˌɪn 'haʊs/ which takes place within a company 6.A ***59***

insecure *adj* /ɪnsɪ'kjʊə(r)/ not confident 7.Q ***78***

internal vacancy *n* /ɪnˌtɜːnl 'veɪkənsi/ a vacancy within a company 7.B ***72***

investigation *n* /ɪnvestɪ'geɪʃn/ an enquiry, an examination 7.A ***71***

(to) keep track of /ˌkiːp 'træk əv/ to monitor, to follow 7.D ***79***

(to) live up to expectations /ˌlɪv ˌʌp tuː ekspek'teɪʃnz/ to be as good as you expected 7.Q ***78***

loss prevention *n* /'lɒs prɪ'venʃn/ preventing goods from being stolen or spoilt 7.A ***70***

merchandizing *n* /'mɜːtʃəndaɪzɪŋ/ (here) the way a shop organizes how it sells goods, for example, how they are displayed 7.A ***70***

(to) monitor *v* /'mɒnɪtə(r)/ to follow closely, to watch carefully 7.A ***71***

negotiable *adj* /nɪ'gəʊʃiəbl/ not fixed, which can be discussed 7.A ***71***

overall *adj* /əʊvər'ɔːl/ general 7.D ***80***

(to) perform *v* /pə'fɔːm/ if you perform well or badly, you do well or badly 7.C ***74***

realistic *adj* /riːə'lɪstɪk/ which can be achieved 7.D ***79***

reluctant *adj* /rɪ'lʌktənt/ hesitant, not willing 7.Q ***78***

second language *n* /ˌsekənd 'læŋgwɪdʒ/ a foreign language 7.A ***71***

specific *adj* /spə'sɪfɪk/ precise 7.D ***79***

systems engineering *n* /'sɪstəmz endʒɪˌnɪərɪŋ/ designing and developing computer systems for individual organizations 7.C ***74***

(to) take priority *phr* /ˌteɪk praɪ'ɒrəti/ if something takes priority, you give it more importance than anything else or you do it first 7.Q ***77***

(to) terminate *v* /'tɜːmɪneɪt/ to end 7.C ***74***

this is where I am *phr (coll)* /'ðɪs ɪz ˌweər aɪ 'æm/ this is what I am doing now, what my current position is 7.D ***79T***

time management *n* /'taɪm ˌmænɪdʒmənt/ using time efficiently or not 7.B ***72***

timely *adj* /'taɪmli/ on time, prompt 7.A ***71***

trial period *n* /'traɪəl ˌpɪəriəd/ a period during which you see how well somebody performs, or something works 7.C ***74***

visual merchandizing *n* /'vɪʒuəl ˌmɜː tʃəndaɪzɪŋ/ projecting a company's visual image, for example, through window displays 7.A ***70***

workload *n* /'wɜːkləʊd/ the total amount of work which somebody has to do 7.B ***72***

workshop *n* /'wɜːkʃɒp/ a training session 7.A ***70***

8 Entertaining business

agent *n* /'eɪdʒənt/ a person who gets work for an actor 8.B ***83***

amusements *n pl* /ə'mjuːzmənts/ games and other fun activities 8.D ***90***

auction *n* /'ɔːkʃn/ a sale in which goods are sold to the person who offers the highest price 8.D ***90***

audience *n* /'ɔːdiəns/ the people who go to watch a film or play 8.B ***84***

backing *n* /'bækɪŋ/ sponsorship, finance 8.C ***85***

(to) be at stake /ˌbiː ət 'steɪk/ if something is at stake, it risks being damaged 8.A ***81***

(to) be dying to *v* /ˌbi 'daɪɪŋ tə/ to really want to 8.B ***84***

(to) be herded around /ˌbi ˌhɜːdɪd əˌraʊnd/ to be moved around with a lot of other people 8.D ***91T***

(to) be in a position to (do something) /ˌbiː ˌɪn ə pə'zɪʃn tə/ to be able to do something 8.C ***86***

blockbuster *n* /'blɒkbʌstə(r)/ a very successful film 8.B ***84***

body of work *n* /'bɒdi əv ˌwɜːk/ a large amount/collection of work 8.Q ***87***

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Word list

Bollywood *n* /ˈbɒliwʊd/ the Indian film industry 8.B ***83***

(to) boom *v* /buːm/ to expand greatly and do very well financially 8.D ***90***

(to) break out of (somewhere) *v* /ˌbreɪk ˈaʊt əv/ to find a market beyond (somewhere) 8.B ***84***

brief *n* /briːf/ if you have a brief for something, you are officially responsible for doing it 8.Q ***89***

(to) cause a stir *v* /ˌkɔːz ə ˈstɜː(r)/ to create excitement 8.B ***84***

commercial sense *n* /kəˌmɜːʃl ˈsens/ having an idea of what will make a profit 8.A ***81***

corner bakery *n* /ˌkɔːnə ˈbeɪkəri/ a small local baker's shop 8.D ***90***

(to) cover costs /ˌkʌvə ˈkɒsts/ to pay for expenses 8.A ***82T***

curator *n* /kjʊəˈreɪtə(r)/ a person who is responsible for objects in a museum or for an exhibition 8.A ***81***

customization *n* /kʌstəmaɪˈzeɪʃn/ adapting something in a particular way for a specific client 8.Q ***89***

dresser *n* /ˈdresə(r)/ a person who is responsible for getting an actor dressed 8.B ***83***

dry cleaning *n* /ˌdraɪ ˈkliːnɪŋ/ cleaning clothes using chemicals, not water 8.D ***90***

edutainment *n* /edjuˈteɪnmənt/ education combined with entertainment 8.Q ***89***

emerging market *n* /ɪˌmɜːdʒɪŋ ˈmɑːkɪt/ a new, developing market 8.Q ***89***

fanatic *n* /fəˈnætɪk/ a person who is extremely interested in something 8.D ***91T***

fees *n pl* /fiːz/ money paid for services 8.Q ***88***

film crew *n* /ˈfɪlm ˌkruː/ all the people involved in shooting a film, for example, cameraman and sounds and lighting technicians 8.B ***83***

financier *n* /faɪˈnænsiə(r), fə-/ a person who finances something 8.Q ***89***

flattering *adj* /ˈflætərɪŋ/ which praises excessively or insincerely 8.A ***82***

garment *n* /ˈgɑːmənt/ an item of clothing 8.D ***90***

(to) gross *v* /grəʊs/ to generate income 8.B ***84***

(to) have a say *phr v* /ˌhæv ə ˈseɪ/ to contribute to a discussion 8.Q ***87***

I'm a hot item *phr (coll)* /ˌaɪm ə ˈhɒt ˌaɪtəm/ I'm very popular 8.Q ***89***

investment returns *n pl* /ɪnˈvestmənt rɪˌtɜːnz/ profit made thanks to investment 8.Q ***89***

leading actor *n* /ˈliːdɪŋ ˌæktə(r)/ the most important actor 8.C ***85***

low-exposure advertising *n* /ˈləʊ ɪkˌspəʊʒər ˌædvətaɪzɪŋ/ advertising in which a company's name or logo is not highly visible 8.Q ***89***

(to) make it big *v* /ˌmeɪk ˌɪt ˈbɪg/ to be very successful 8.B ***84***

(to) make up *phr v* /ˌmeɪk ˈʌp/ to invent 8.D ***91T***

part *n* /pɑːt/ a role, which an actor performs 8.Q ***89***

pop artist *n* /ˈpɒp ˌɑːtɪst/ a modern artist (pop art imitated the styles of a popular culture and the media) 8.A ***81***

prosperity *n* /prɒˈsperəti/ doing well financially 8.D ***90***

(to) put (somebody) to the trouble /ˌpʊt ... tə ðə ˈtrʌbl/ to make things difficult for somebody 8.C ***86***

rep *n* /rep/ a representative; a person who travels around representing a company, often selling the company's products 8.C ***86***

screensaver *n* /ˈskriːnseɪvə(r)/ an image or graphics which appear on a computer screen when it is not being used 8.D ***90***

script *n* /skrɪpt/ the words of a film 8.B ***84***

(to) sell oneself cheap /ˌsel wʌnˌself ˈtʃiːp/ to accept less money than you are worth 8.Q ***89***

(the) service sector *n* /(ðə) ˈsɜːvɪs ˌsektə(r)/ industries which provide services rather than goods, for example, banking and restaurants 8.D ***90***

set *n* /set/ the part of a studio where a film is made, with furniture, scenery, etc. 8.B ***83***

(to) shoot *v* /ʃuːt/ to film 8.Q ***89***

(to) struggle *v* /ˈstrʌgl/ to have financial difficulties 8.A ***81***

suspense *n* /səˈspens/ a feeling of tension and excitement as you wait for something to happen 8.D ***91T***

tactics *n pl* /ˈtæktɪks/ ways of doing things in order to achieve success 8.A ***82***

theme weekend *n* /ˈθiːm wiːkˌend/ a weekend with organized events relating to a particular topic 8.D ***91***

threatening *adj* /ˈθretnɪŋ/ which suggests that something bad will happen 8.A ***82***

(to) tune into a radio station /ˌtjuːn ˌɪntuːˈreɪdiəʊ ˌsteɪʃn/ to adjust your radio so that you can listen to a particular station 8.D ***90***

(to) turn down *phr v* /ˌtɜːn ˈdaʊn/ to reject 8.A ***82T***

unrecognized *adj* /ʌnˈrekəgnaɪzd/ not seen as being as important or as valuable as it ought to be 8.A ***81***

9 How is it made?

air freight *n* /ˈeə ˌfreɪt/ transport by air 9.Q ***100***

appliance *n* /əˈplaɪəns/ a machine used in the home for cooking or cleaning 9.C ***99***

assembly *n* /əˈsembli/ putting together 9.C ***96***

batch *n* /bætʃ/ a group of things 9.D ***101***

blockage *n* /ˈblɒkɪdʒ/ an obstruction in a pipe or tube 9.Q ***100***

(the) bottom line *n* /(ðə) ˈbɒtəm ˌlaɪn/ (here) the most important factor that you take into account in making a decision 9.A ***93***

(to) branch out *phr v* /ˌbrɑːntʃ ˈaʊt/ to extend one's activities into new areas 9.B ***94***

break-even *adj* /ˌbreɪk ˈiːvn/ makes neither a loss nor a profit 9.A ***93***

cable *n* /ˈkeɪbl/ a wire which carries electricity 9.Q ***100***

chain-like *adj* /ˈtʃeɪn ˌlaɪk/ with one thing coming after another, in sequence 9.Q ***98***

clerical work *n* /ˈklerɪkl ˌwɜːk/ work done in an office such as filing, writing letters, dealing with invoices, etc. 9.D ***101***

component *n* /kəmˈpəʊnənt/ an individual part of something such as a machine 9.C ***96***

conveyor belt *n* /kənˈveɪə ˌbelt/ a moving strip of rubber or metal used to move objects from one part of a factory or warehouse to another 9.Q ***100***

dispatch *n* /dɪˈspætʃ/ sending out 9.C ***96***

(to) dispose of *v* /dɪˈspəʊz əv/ to throw away 9.Q ***100***

downtime *n* /ˈdaʊntaɪm/ time when nothing is happening; wasted time in a process 9.D ***101***

feasibility study *n* /fiːzəˈbɪlətiˌ stʌdi/ an examination of how good an idea is, of how successful it is likely to prove 9.A ***92***

feedback *n* /ˈfiːdbæk/ comments 9.A ***92***

forklift truck *n* /ˌfɔːklɪft ˈtrʌk/ a vehicle used for carrying goods on pallets (pallets are small wooden platforms on which goods are stored) 9.Q ***100***

forwarding *n* /ˈfɔːwədɪŋ/ sending on 9.Q ***100***

gadget *n* /ˈgædʒɪt/ a small device which isn't really useful 9.B ***95***

(to) go on strike /ˌgəʊ ˌɒn ˈstraɪk/ to refuse to work, for example, because you want more money 9.C ***96***

history *n* /ˈhɪstri/ everything about the past of something, for example, when it was made, who ordered it, etc. 9.B ***94***

household *n* /ˈhaʊshəʊld/ a home 9.B ***95***

(to) immerse *v* /ɪˈmɜːs/ to put something under water 9.Q ***100***

in-depth *adj* /ˈɪn ˌdepθ/ detailed, thorough 9.B ***95***

integral *adj* /ˈɪntɪgrəl/ essential 9.D ***102***

inventory *n* /ˈɪnvəntri/ a complete list of items in a particular building 9.D ***102***

market research *n* /ˌmɑːkɪt rɪˈsɜːtʃ, (riːsɜːtʃ)/ getting and analyzing information about what customers want and like 9.A ***92***

money back *n* /ˈmʌni ˌbæk/ a refund 9.C ***97T***

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mould *n* /məʊld/ a hollow container which is the same shape as a component and in which the component is formed 9.C ***96***

(to) mount *v* /maʊnt/ to install 9.C ***96***

on the basis of *adv* /ˌɒn ðə ˈbeɪsɪs ɔv/ based on, using the results 9.A ***92***

outside supplier *n* /ˌaʊtsaɪd səˈplaɪə(r)/ a supplier who is not part of the company or group of companies 9.C ***96***

perpetual inventory *n* /pəˌpetʃuəl ˈɪnvəntri/ an automatically updated record of how many items are in stock 9.D ***101***

post-programme review *n* /ˌpəʊst ˌprəʊgræm rɪˈvjuː/ an assessment that is carried out after other things have been completed 9.Q ***100***

professional complainer *n* /prəˌfeʃənl kəmˈpleɪnə(r)/ a person who complains a lot 9.C ***97T***

prototype *n* /ˈprəʊtətaɪp/ a new machine, built for test purposes 9.A ***92***

provider *n* /prəˈvaɪdə(r)/ a supplier 9.D ***102***

quality held *adj* /ˈkwɒləti ˌheld/ when goods are not dispatched because of quality problems 9.D ***101***

real-time information *n* /ˈrɪəl, ˈriːəl ˌtaɪm ɪnfəˌmeɪʃn/ information which relates to the precise present moment 9.D ***102***

rectification *n* /rektɪfɪˈkeɪʃn/ correction of a mistake 9.D ***101***

(to) release *v* /rɪˈliːs/ to launch, to put on the market 9.C ***96***

retailer *n* /ˈriːteɪlə(r)/ a person or company which sells something 9.Q ***99***

rough terrain *n* /ˈrʌf təˌreɪn/ ground that is not smooth or flat 9.Q ***99***

rumour *n* /ˈruːmə(r)/ a rumour is something that people are saying, but which might not be true 9.C ***96***

(to) screen *v* /skriːn/ if you screen things, you check them and remove any faulty or bad ones 9.Q ***99***

sea-truck *n* /ˈsiː ˌtrʌk/ an open boat for transporting goods 9.B ***94***

(to) service (machinery) *v* /ˈsɜːvɪs/ to check machinery to make sure that it is working properly and to repair it 9.C ***96***

sophisticated *adj* /səˈfɪstɪkeɪtɪd/ advanced and capable of doing many and difficult things 9.D ***102***

(to) stand out *phr v* /ˌstænd ˈaʊt/ to be obvious, to be very visible 9.B ***95***

stock location *n* /ˈstɒk ləʊˌkeɪʃn/ the place where an item is stored in a warehouse 9.D ***101***

stock rotation *n* /ˈstɒk rəʊˌteɪʃn/ moving stock, for example, so that the oldest goods are sold first 9.D ***101***

stock tracking system *n* /ˈstɒk ˌtrækɪŋ ˌsɪstəm/ a system which follows the movements of goods, for example, into and out of a warehouse, and in what quantities 9.D ***102***

supply chain execution *n* /səˈplaɪ ˌtʃeɪn eksɪˌkjuːʃn/ the process of moving goods and materials from one organization to another 9.D ***101***

telemarketing *n* /ˈtelɪmɑːkɪtɪŋ/ marketing by telephone 9.C ***97T***

that's where ... comes in *phr* /ˌðæts ˌweə ˈ... ˌkʌmz ˌɪn/ that's where ... is important; that's where ... becomes involved 9.C ***97T***

thoroughly *adv* /ˈθʌrəli/ fully, completely 9.C ***96***

truck *n* /trʌk/ a lorry 9.C ***97T***

two-way traceability *n* /ˌtuː ˌweɪ treɪsəˈbɪləti/ the ability for both partners to check the progress of a delivery 9.D ***101***

(to) utilize *v* /ˈjuːtəlaɪz/ to use 9.D ***102***

vacuum cleaner *n* /ˈvækjuəm ˌkliːnə(r)/ a machine that sucks up dust and dirt from floors 9.B ***94***

warehouse management *n* /ˌweəhaʊs (mænɪdʒmənt/ the efficient organization of the storage and delivery of goods 9.D ***101***

(to) wipe *v* /waɪp/ to clean with a cloth 9.Q ***100***

10 Money matters

(to) acquire *v* /əˈkwaɪə(r)/ to get 10.C ***107***

alternative *n* /ɔːlˈtɜːnətɪv/ another possible choice 10.D ***113T***

(to) amend *v* /əˈmend/ to change, to correct 10.Q ***111***

at this stage *adv* /ət ˈðɪs ˌsteɪdʒ/ at the moment 10.A ***103***

(to) be governed by /ˌbi ˈgʌvnd ˌbaɪ/ to be driven by, to be motivated by 10.D ***113T***

brutal *adj* /ˈbruːtl/ violent, cruel 10.D ***113T***

business plan *n* /ˈbɪznəs ˌplæn/ details of how you will start a new business 10.A ***103***

casual *adj* /ˈkæʒuəl/ temporary and not employed to work a full week 10.A ***104***

challenging *adj* /ˈtʃælɪndʒɪŋ/ stimulating, demanding 10.C ***108***

(to) compromise something *v* /ˈkɒmprəmaɪz/ to endanger something, put it at risk 10.D ***112***

(to) convince *v* /kənˈvɪns/ to persuade 10.Q ***110***

critical *adj* /ˈkrɪtɪkl/ if you are critical, you assess things before you act 10.D ***113T***

(to) deposit (money) *v* /dɪˈpɒzɪt/ to put money into an account 10.D ***112***

(the) developing world *n* /dɪˈveləpɪŋ ˌwɜːld/ countries whose economies are based on small-scale agriculture and industry 10.D ***113T***

driven by *adj* /ˈdrɪvn ˌbaɪ/ to be motivated by 10.D ***113***

due *adj* /djuː/ the date or time something is due is the date or time by which it had to be done 10.Q ***111***

economic slowdown *n* /iːkəˌnɒmɪk ˈsləʊdaʊn/ a period during which the economy does less well 10.B ***106***

ethical *adj* /ˈeθɪkl/ moral, right 10.D ***112***

ethical banking *n* /ˌeθɪkl ˈbæŋkɪŋ/ financial operations which do not exploit people or do not support corrupt governments 10.D ***113T***

(to) expand (a business) *v* /ɪkˈspænd/ to make a business bigger 10.A ***103***

faceless *adj* /ˈfeɪsləs/ anonymous and remote, not associated with any particular person 10.D ***113T***

flood damage *n* /ˈflʌd ˌdæmɪdʒ/ damage caused by a lot of water 10.A ***103***

funds *n pl* /fʌndz/ money 10.Q ***111***

horizontal axis *n* /hɒrɪˈzɒntl ˌæksɪs/ the line along the bottom of a graph 10.B ***106***

landlord *n* /ˈlændlɔːd/ the person who owns a property that you rent 10.A ***103***

lease *n* /liːs/ an official document allowing you to rent a property 10.A ***103***

mortgage *n* /ˈmɔːgɪdʒ/ a loan to buy a house 10.Q ***110***

open *adj* /ˈəʊpən/ willing to share information 10.D ***112***

overseas *adj* /ˈəʊvəsiːz/ foreign 10.D ***113T***

paperless billing *n* /ˈpeɪpələs ˌbɪlɪŋ/ charging for services online (i.e. without paper) 10.Q ***111***

password *n* /ˈpɑːswɜːd/ a secret word 10.Q ***111***

poll *n* /pəʊl/ a survey 10.D ***113T***

probationary period *n* /prəˈbeɪʃnri ˌpɪəriəd/ the period at the start of a new job during which your employer decides whether or not you are right for the job 10.C ***107***

property *n* /ˈprɒpəti/ a building 10.A ***103***

quarter *n* /ˈkwɔːtə(r)/ a period of three months 10.Q ***110***

reasonable *adj* /ˈriːznəbl/ fairly good 10.B ***105***

recovery *n* /rɪˈkʌvəri/ doing better 10.B ***105***

(to) refurbish *v* /riːˈfɜːbɪʃ/ to renovate, to get new equipment 10.Q ***111***

regime *n* /reɪˈʒiːm/ the government or system which is running a country 10.D ***113T***

(to) release *v* /rɪˈliːs/ to make public 10.D ***113T***

savings deposit *n* /ˈseɪvɪŋz dɪˌpɒzɪt/ money in a bank savings account 10.C ***108***

segment *n* /ˈsegmənt/ a section of a pie chart 10.B ***106***

(to) settle (a bill) *v* /ˈsetl/ to pay a bill 10.Q ***111***

(to) shoot up *phr v* /ˌʃuːt ˈʌp/ to increase rapidly 10.B ***105***

shrinking *adj* /ˈʃrɪŋkɪŋ/ getting smaller 10.B ***105***

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Word list

social venture *n* /ˈsəʊʃl ˌventʃə(r)/ a business or organization which aims to benefit society 10.D ***112***

solely *adv* /ˈsəʊlli/ only 10.D ***113T***

start-up loan *n* /ˈstɑːt ˌʌp ˌləʊn/ money to invest in creating a new company 10.B ***105***

statement *n* /ˈsteɪtmənt/ a document that gives details of all the transactions of an account, such as money paid in a debits 10.Q ***111***

substantial *adj* /səbˈstænʃl/ large 10.C ***108***

surf shop *n* /ˈsɜːf ˌʃɒp/ a shop which specializes in equipment for surfing 10.A ***104***

(to) take (somebody) through (something) *phr v* /ˌteɪk... ˈθruː/ to explain something step by step to somebody 10.A ***104***

transaction *n* /trænˈzækʃn/ any activity which affects how much money you have in an account (debits, credits, etc.) 10.Q ***111***

(to) update *v* /ʌpˈdeɪt/ to change something so that it includes the latest correct details 10.Q ***111***

vertical axis *n* /ˈvɜːtɪkl ˌæksɪs/ the line up the side of a graph 10.B ***106***

virtual *adj* /ˈvɜːtʃuəl/ which is in cyberspace, on the Internet, not physically real 10.C ***107***

(to) withdraw (money) *v* /wɪðˈdrɔː/ to take money from an account 10.D ***112***

11 Advertise it!

aggressive *adj* /əˈgresɪv/ very strong and forceful 11.B ***116***

appropriate *adj* /əˈprəʊpriət/ suitable 11.Q ***122***

beforehand *adv* /bɪˈfɔːhænd/ in advance, earlier 11.B ***116***

bid *n* /bɪd/ if you put in a bid for something, you put in a proposal for doing it 11.B ***116***

billboard *n* /ˈbɪlbɔːd/ a very large board for advertising posters 11.B ***117***

(to) buy into (something) *phr v* /ˈbaɪ ˌɪntə/ to be a part of something because you like it or agree with it 11.D ***124T***

chat *n* /tʃæt/ a talk, a conversation 11.A ***114***

(to) come into play /ˌkʌm ˌɪntə ˈpleɪ/ to become involved 11.D ***124***

commercial *n* /kəˈmɜːʃl/ an advertisement 11.B ***116***

crowd-sourcing *adj* /ˈkraʊd ˌsɔːsɪŋ/ gathering information from a lot of people via social media 11.D ***124***

demographic *n* /deməˈgræfɪk/ age group 11.D ***124T***

direct mailing *n* /dəˌrekt, dɪ-, daɪ-ˈmeɪlɪŋ/ posting promotional materials to people 11.A ***114***

Gen Y *n* /ˌdʒen ˈwaɪ/ people born between roughly 1980 and 2000 11.D ***123***

geographical spread *n* /dʒiːəˌgræfɪkl ˈspred/ the area covered by something (for example, a particular region or the whole of a country) 11.C ***119***

(to) grasp *v* /grɑːsp/ to understand 11.B ***117***

hash-tagged *adj* /ˈhæʃ ˌtægd/ marked with # symbol so that it can be followed on social media 11.D ***123***

hipster *n* /ˈhɪpstə(r)/ someone who is very fashionable 11.D ***123***

(to) indulge in *v* /ɪnˈdʌldʒ ˌɪn/ (here) to buy something from 11.D ***123***

lifestyle *n* /ˈlaɪfstaɪl/ the way a person lives and their values 11.D ***124T***

listing *n* /ˈlɪstɪŋ/ information about a company in a directory 11.C ***118***

(to) make an impact /ˌmeɪk ən ˈɪmpækt/ to have an effect 11.B ***116***

media company *n* /ˈmiːdiə ˌkʌmpəni/ a company that works in the mass media (TV, magazines, newspapers, etc.) 11.Q ***122***

objective *n* /əbˈdʒektɪv/ an aim, something you are trying to achieve 11.A ***115***

packed *adj* /pækt/ very busy, crowded 11.A ***115***

peer-to-peer marketing *n* /ˌpɪə tə ˈpɪə ˌmɑːkɪtɪŋ/ marketing which involves targeting a whole group in a way that makes that group appear attractive to other groups 11.D ***124***

pre-purchase validation *n* /ˌpriː ˌpɜːtʃəs vælɪˈdeɪʃn/ confirmation that a product suits you before you buy it 11.D ***123***

return *n* /rɪˈtɜːn/ a profit 11.B ***117***

shoppable *adj* /ˈʃɒpəbl/ linking to a e-commerce website 11.D ***123***

smart move *n* /ˌsmɑːt ˈmuːv/ a clever idea 11.D ***123***

telesales executive *n* /ˈteliseɪlz ɪgˌzekjətɪv/ a person who phones people in order to try and sell them things 11.C ***119***

trade journal *n* /ˈtreɪd ˌdʒɜːnl/ a specialist magazine for an individual profession 11.B ***117T***

(to) underpin (something) *v* /ʌndəˈpɪn/ to be behind something and very important to it 11.D ***124T***

(to) up-sell *v* /ʌpˈsel/ to encourage customers to buy more expensive items from your company 11.D ***123***

word-of-mouth *adj* /ˌwɜːd əv ˈmaʊθ/ which happens by people telling each other about it 11.D ***124T***

12 Energize!

auditorium *n* /ɔːdɪˈtɔːriəm/ (here) a lecture hall 12.A ***125***

bioenergy *n* /ˈbaɪəʊenədʒi/ energy produced from plants, usually agricultural crop waste. The biomass is burnt or turned to gas 12.Q ***133***

biomass energy *n* /ˈbaɪəʊmæs ˌenədʒi/ energy produced from plants, usually agricultural crop waste. The biomass is burnt or turned to gas 12.Q ***131***

(to) block *v* /blɒk/ to stop, to get in the way of 12.D ***135***

cumulative *adj* /ˈkjuːmjələtɪv/ combined, total 12.D ***134***

diesel *n* /ˈdiːzl/ a kind of oil, used in lorries and some cars instead of petrol 12.Q ***133***

(the) environment *n* /ɪnˈvaɪrənmənt/ the natural world and our place in it 12.A ***125***

fossil fuels *n pl* /ˈfɒsl ˌfjuːəlz/ coal, oil and gas 12.B ***127***

Friends of the Earth *n* /ˌfrendz əv ðiː ˈɜːθ/ an organization which promotes environmental concerns, especially with regard to the use of natural resources 12.D ***135***

generator *n* /ˈdʒenəreɪtə(r)/ a machine which produces electricity 12.D ***135T***

(to) give the go-ahead/green light to *v* /ˌgɪv ðə ˈgəʊ əˌhed, ˌgriːn ˈlaɪt tə/ to approve 12.D ***134***

(to) halt *v* /hɔːlt, hɒlt/ to stop temporarily 12.D ***135T***

handling *n* /ˈhændlɪŋ/ a car's handling refers to how easy it is to drive around bends and corners 12.C ***130***

hydroenergy *n* /ˈhaɪdrəʊenədʒi/ energy which comes from water 12.A ***125T***

I have no preference *phr* /ˌaɪ ˌhæv ˈnəʊ ˌprefrəns/ I don't mind 12.A ***125***

land-intensive *adj* /ˈlænd ɪnˌtensɪv/ which uses a lot of land 12.D ***132***

megawatt *n* /ˈmegəwɒt/ one million watts (a measure of electrical power) 12.D ***135***

networking *n* /ˈnetwɜːkɪŋ/ making useful contacts with other people 12.A ***125T***

offshore *adj* /ˈɒfʃɔː(r)/ not on the land, in the sea 12.D ***134***

opening address *n* /ˈəʊpənɪŋ əˌdres/ an introductory talk at the beginning of a conference 12.A ***125***

parent group *n* /ˈpeərənt ˌgruːp/ an organization which owns several companies 12.D ***134***

peak hour *n* /ˈpiːk ˌaʊə(r)/ the busiest times of day, when people are going to and from work 12.C ***129***

plenary session *n* /ˈpliːnəri ˌseʃn/ a meeting at a conference which everyone attends 12.A ***126***

public enquiry *n* /ˌpʌblɪk ɪnˈkwaɪəri/ an official or legal examination of a matter of public concern, such as a crime or accident 12.D ***135***

registration *n* /redʒɪˈstreɪʃn/ the act of registering for something 12.A ***125***

renewable energy *n* /rɪˈnjuːəbl ˌenədʒi/ energy which comes from sources that can't be used up, for example, wind power or solar energy 12.A ***126***

sandwich tern *n* /ˈsænwɪtʃ ˌtɜːn/ a small bird which lives near the sea 12.D ***134***

(to) scrap *v* /skræp/ to cancel 12.D ***134***

solar energy *n* /ˈsəʊlər ˌenədʒi/ energy which comes from the sun 12.A ***125T***

solar panel *n* /ˌsəʊlə ˈpænl/ a flat device, for example, on a roof, to capture energy from the sun 12.A ***125T***

solar park *n* /ˈsəʊlə ˌpɑːk/ an area where there are devices to generate electricity using the heat from the sun 12.D ***134***

(to) split up *phr v* /ˌsplɪt ˈʌp/ to divide 12.Q ***132***

substation *n* /ˈsʌbsteɪʃn/ a small power station 12.Q ***133***

topic *n* /ˈtɒpɪk/ a subject 12.A ***125***

transmission *n* /trænsˈmɪʃn, trænz-/ sending from one place to another 12.Q ***133***

turbine *n* /ˈtɜːbaɪn/ a machine which rotates, such as a windmill, to produce electricity 12.Q ***133***

unit cost *n* /ˈjuːnɪt ˌkɒst/ the price of one unit of a product or service 12.D ***134T***

vital *adj* /ˈvaɪtl/ essential 12.Q ***133***

(to) wake up *phr v* /ˌweɪk ˈʌp/ (here) to become aware of something 12.D ***131***

wind farm *n* /ˈwɪnd ˌfɑːm/ an area which has wind turbines that generate electricity 12.D ***134***

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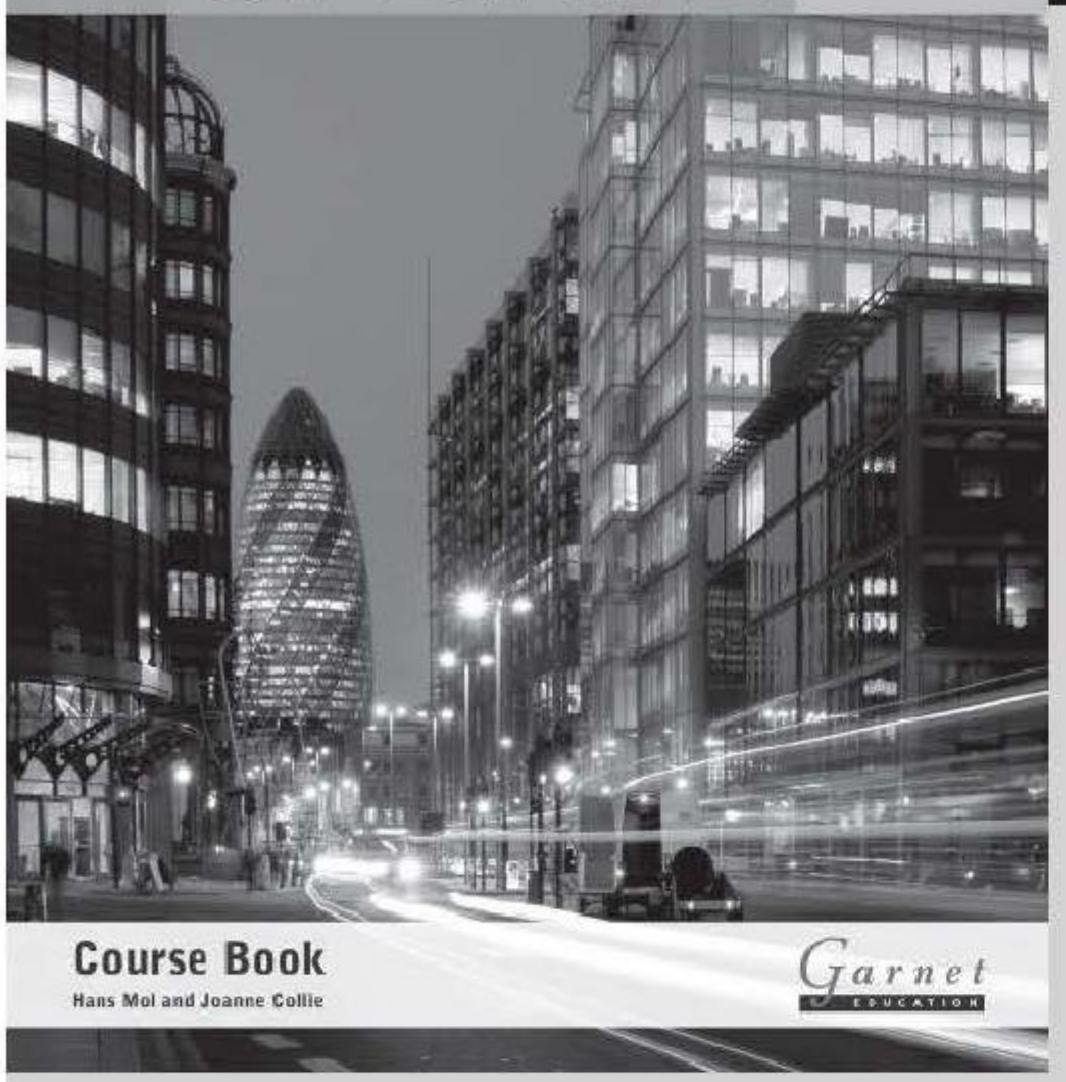

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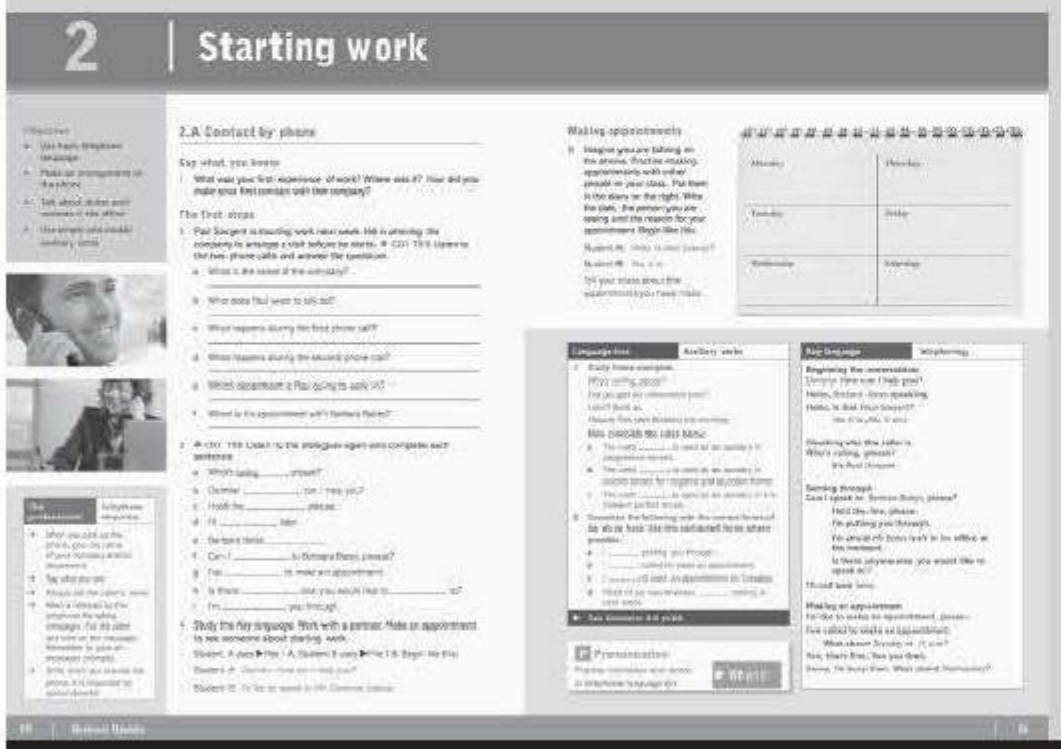

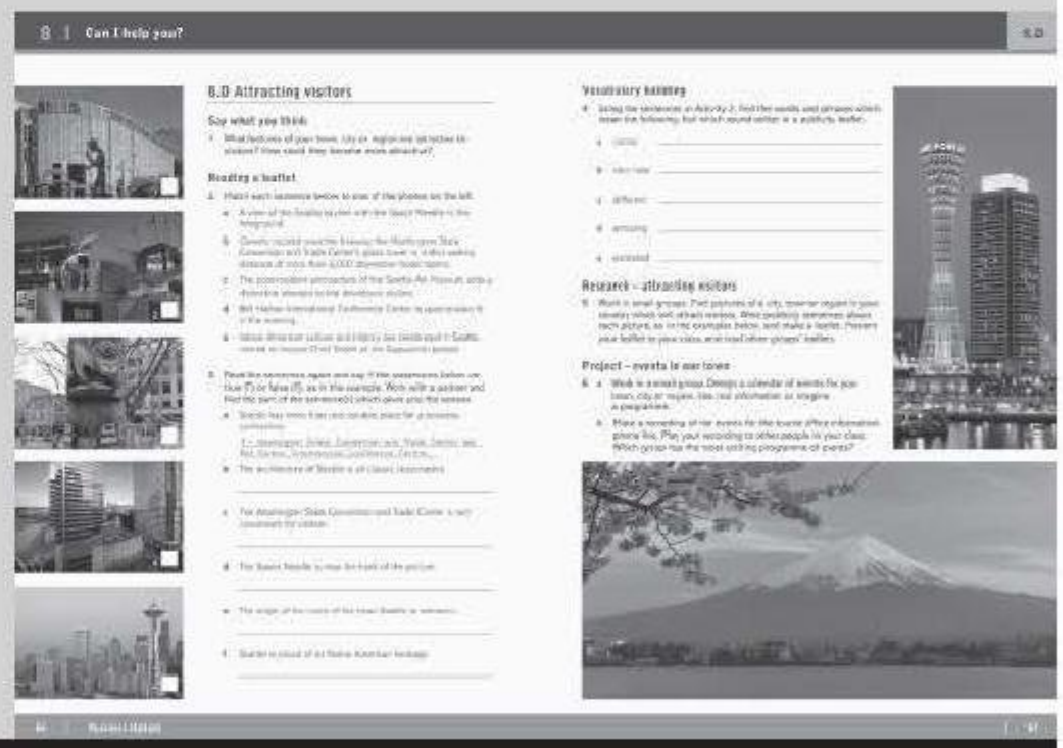

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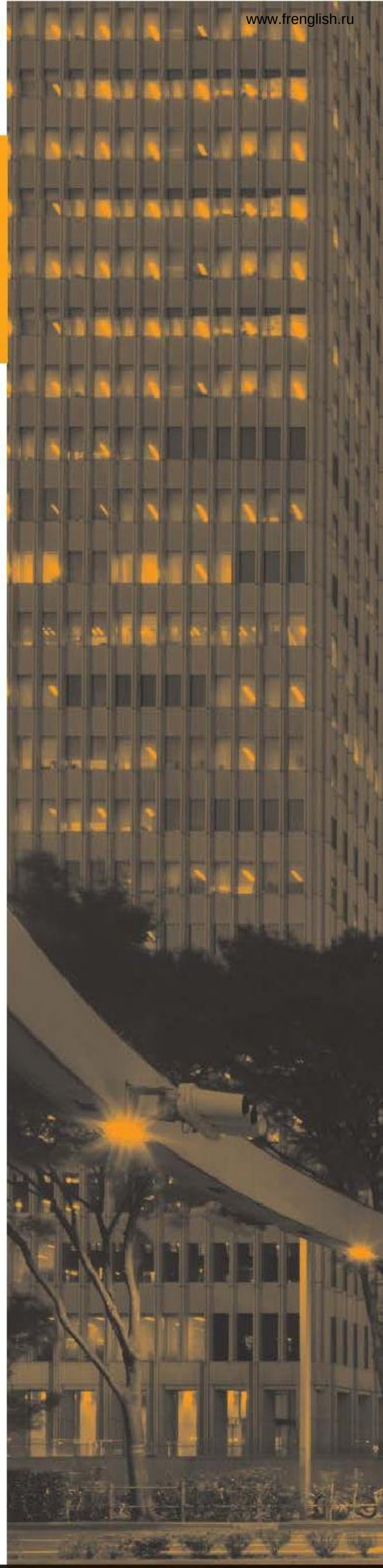

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