



Intelligent Business

Workbook

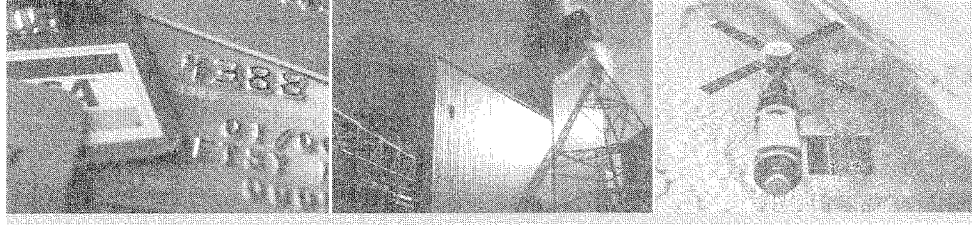
Pre-Intermediate
Business English



PEARSON
Longman

| Irene Barrall | Nikolas Barrall |

The
Economist



Intelligent Business

Workbook

Pre-Intermediate
Business English

| Irene Barrall | Nikolas Barrall |

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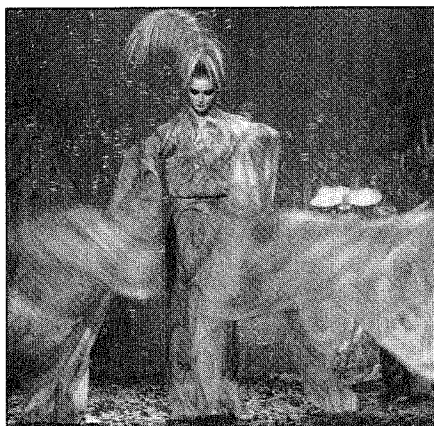
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Image

Fashion's favourite

What is the point of fashion shows? They are very expensive and few people want to buy the dresses, which may cost \$100,000 or more. But a show generates a lot of publicity and helps to sell cheaper products with the same brand name. Fashion is big business and brings economic benefit to many. **Page 16.**



Job-seeking

The online job-market

Lots of people now use the internet to find jobs. The biggest online job-search site is monster.com, founded by Jeff Taylor. The monster image and Jeff Taylor's unusual ideas for marketing have made the company a huge success. It not only offers a fast and efficient service but is fun to use as well. **Page 32.**

4	1 Activities	36	9 Selling
	Present simple and present continuous Explaining your job Email introducing yourself		Modals of obligation Making suggestions Note making a suggestion
8	2 Data	40	10 Price
	Countable and uncountable Checking information Letter requesting information		Present perfect Describing a graph Report describing a graph
12	3 Etiquette	44	11 Insurance
	Offers and requests Being polite Email replying to requests		Passives Expressing arguments Completing a form
16	4 Image	48	12 Service
	Comparatives and superlatives Describing products Memo describing products		Conditional 1 Dealing with problems Letter responding to a complaint
20	5 Success	52	13 Productivity
	Past simple Telling a story Email answering questions		Adjectives and adverbs Managing time Memo responding to questions
24	6 Future	56	14 Creativity
	Modals of possibility Making predictions Memo giving opinions		Conditional 2 Finding creative solutions Note making suggestions
28	7 Location	60	15 Motivation
	Future plans and intentions Making an appointment Email arranging an appointment		Present perfect and past simple Giving reasons Letter applying for a job
32	8 Job-seeking	64	BEC Preliminary practice test
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		92	Answer key

Unit 1 Activities

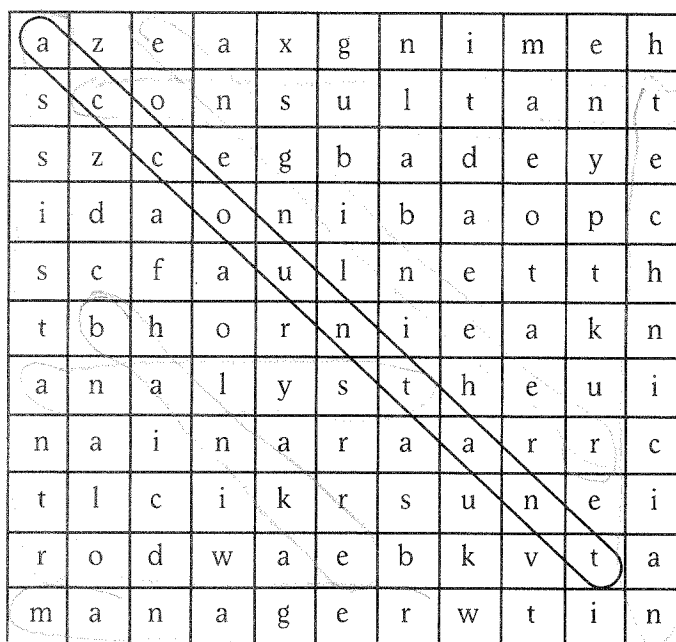


Vocabulary: Activities
Language: Present simple and present continuous
Career skills: Explaining your job
Writing: Email introducing yourself

Vocabulary

1 Find the eight jobs below in the word search.

accountant analyst assistant manager
 banker engineer consultant technician



2 Underline the two verbs that you could use to complete each sentence.

- | | | | | |
|---|----------------|------------|------------------|---|
| 1 | a <u>offer</u> | b take | c <u>provide</u> | They _____ good service at a reasonable rate. |
| 2 | a give | b purchase | c buy | I _____ products for my company. |
| 3 | a create | b design | c imagine | We _____ new products every season. |
| 4 | a invest | b set up | c found | When you _____ a company it is a good idea to get financial advice. |
| 5 | a run | b close | c manage | Does Jill still _____ the IT department? |

1 Complete the sentences with the present simple or present continuous form of the verb in bold. Use an auxiliary verb where necessary.

1 **work**

a Does Theo James work in the sales department? Yes, he does.

b _____ he _____ there today? No. He's on holiday.

2 **do**

a What _____ you _____ at the moment? I'm designing a new electric car.

b What _____ you _____? I'm a design manager.

3 **finish**

a Why _____ they _____ early this afternoon? The factory is closing for repairs.

b _____ they usually _____ work at 4 o'clock? No, they usually finish at 6 o'clock.

4 **develop**

a _____ the company _____ new software programs? Yes, it does.

b What _____ it currently _____? A new engineering program.

2 Complete the text about a management training scheme with verbs from the box in the present simple or present continuous.

get learn offer spend ~~want~~ work not have not earn

Inés García is a Spanish graduate in business administration and she
 1 wants to have a career in business management. At present, she
 2 _____ for a large telecommunications company in Madrid. It is a
 one-year graduate trainee programme and she 3 _____ any
 guarantee of a job at the end of the year. The company usually
 4 _____ jobs to only a few of the best trainees – Inés hopes to be
 one of these. Trainees on the programme 5 _____ up to six weeks
 working in different departments. This is usually helpful because the
 trainees 6 _____ useful work experience. A disadvantage is that
 trainees 7 _____ very much money. Inés says 'It's a hard life just
 now, but it's good experience and I 8 _____ a lot of new things.'



Listening T2

1 Listen to Matthew Davies register for a media industry conference and complete the information on his registration form.



- 1 Name: Matthew Davies
- 2 Job: analyst
- 3 Company name: and James
- 4 Type of company: firm
- 5 Which of these activities describes what your company does (tick one)?

Manufactures goods	Retail products	Provides services
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- 6 Additional information about your job:
Responsible for estimating the
of new films.

2 Put the words in the right order and match the questions to Matthew's answers.

- | | |
|---|---|
| <ol style="list-style-type: none"> 1 What / do / company / kind / of / for / you / work?
 <i>What kind of company do you work for?</i> 2 What / do / your / company / does? 3 What's / job / your? 4 What's / role / main / your? | <ol style="list-style-type: none"> a I'm a financial analyst. b I'm responsible for estimating the cost of new films. c We provide services for the film industry. d It's a legal firm. |
|---|---|

Writing

You are working on a new project with a colleague from another branch of your company. Read the email from your colleague and write a reply (30–40 words) to introduce yourself. You can write about yourself or invent information.

- Thank her for the email.
- Say what your job title is and what you do.
- Say what you are doing at the moment.
- End the email politely.

Hi

My name is Cheung Lo and I'm looking forward to working with you on the new project. I'm the project coordinator and I work in the Marketing department in the Hong Kong branch.

At the moment I'm taking extra English lessons to help with our work!

Best wishes

Cheung

Then compare your answer with the suggested answer on page 92.

- 1 The writer thinks that self-service is a good idea for
 - a companies not customers.
 - b customers not companies.
 - c both customers and companies.
- 2 The first supermarket was set up
 - a before 1920.
 - b in the 1950s.
 - c after 1975.
- 3 The store clerk's main job was to
 - a check items on the shelves.
 - b give customers the goods they wanted.
 - c open the supermarket.
- 4 Modern self-service is increasing because people
 - a don't want to work with employees.
 - b are using cafeterias and laundromats.
 - c are using the internet a lot.
- 5 Mass production changed
 - a the retail industry.
 - b the service economy.
 - c the manufacturing industries.

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Reports

You're hired!

Firms can give customers more control – and save money too

Meet your airline's latest employee: you. You may not have noticed, but you are also now working for your phone company and your bank. Why? Because of the growth of the self-service economy in which companies are making the customers do the work. Self-service can have benefits both for companies and customers. It is already changing business practices in many industries, and seems likely to become even more widespread in future.

The idea is not new, of course. Self-service has been around for decades, ever since Clarence Saunders, an American entrepreneur, opened the first Piggly Wiggly supermarket in 1916 in Memphis, Tennessee. The idea is simple. Shoppers enter the store, help themselves to whatever

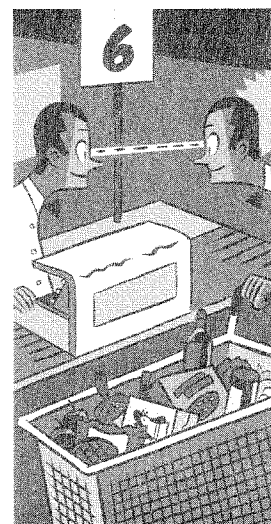
they need and then carry their purchases to the check-out counter to pay for them. Previously, store clerks were responsible for getting items off the shelves; but with the arrival of the supermarket, the shoppers took on that job themselves.

Then came laundromats, cafeterias and self-service car washes, all of which were variations on the same theme. But now, with the rise of the web, companies are taking self-service to new levels. Millions of people now manage their finances, track packages and buy cinema and theatre tickets while sitting in front of their computers. They plan their own travel itineraries and make their own hotel and airline bookings: later, at the airport, they may even check themselves in. And they do all of this with mouse in hand and no

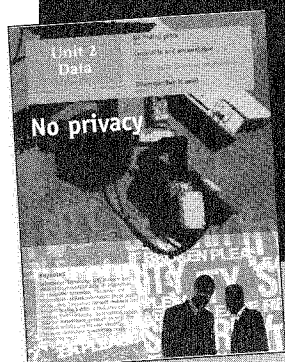
human employees in sight.

Self-service systems can save companies money and make customers happy.

This suggests that they could transform the service economy in much the same way that mass production transformed manufacturing, by allowing services to be delivered at low cost in large volumes. Though it may take five years before most transactions are conducted via self-service, we are definitely moving in that direction. So, you never know who you might be working for next.



Unit 2 Data



Vocabulary: **Data**
 Language: **Countable and uncountable**
 Career skills: **Checking information**
 Writing: **Letter requesting information**

Vocabulary

1 Underline the two verbs which can be used with each of the nouns below.

- | | | | |
|---------------|------------------|------------------|----------|
| 1 data | a <u>collect</u> | b <u>analyse</u> | c advise |
| 2 records | a keep | b exit | c check |
| 3 details | a check | b amend | c cross |
| 4 information | a arrange | b file | c update |
| 5 research | a conduct | b look | c do |

2 Write the words in *italics* as numbers.

- That'll be *twenty-nine dollars and thirty cents*, please.
\$29.30
- The room measures about *two hundred and twenty-nine* metres.
- The account number is *six double-seven nine two eight*.

- He owns *a third* of the company.
- The data shows that *nought point four* per cent of people work from home.

- There are exactly *four thousand, six hundred and two* employees.
- This shows a rise of *nineteen point five* per cent.

- The population of the United States is over *two hundred and ninety-six million*.



Reading 1

1 Read the article and decide if these statements are 'Right' or 'Wrong'. If there is not enough information in the article to answer 'Right' or 'Wrong', choose 'Doesn't say'.

- 1 People steal more data now than in the past. **a**
 a Right b Wrong c Doesn't say
- 2 Thieves stole credit cards from a data-processing firm in Atlanta.
 a Right b Wrong c Doesn't say
- 3 The unprotected details include information about people's jobs and addresses.
 a Right b Wrong c Doesn't say
- 4 Europeans have worse data-protection problems than America.
 a Right b Wrong c Doesn't say
- 5 In Europe, the law says that companies must have procedures to look at how to protect data.
 a Right b Wrong c Doesn't say
- 6 In Japan, companies don't have to tell the public if there are any problems with data security.
 a Right b Wrong c Doesn't say

2 Look at the article again and correct any wrong numbers in these sentences.

- 1 Thieves stole data from ~~4,000~~ ^{40,000,000} credit card accounts in Atlanta, USA.
- 2 More than \$50,000,000,000 was stolen by data theft.
- 3 Approximately 500,000,000 people may have their personal details unprotected.
- 4 Europe began to take data protection seriously over ten years ago.
- 5 The 1985 European Union directive helps to protect data.

The Economist

Data protection

Hot data

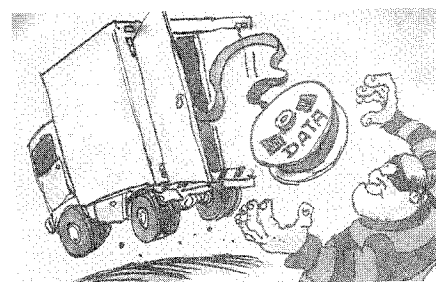
Some simple, cheap measures could help protect personal data

The theft of data, often involving personal information about customers and employees, is increasing dangerously fast. After data on 40m credit-card accounts were stolen from the computers of a data-processing firm based in Atlanta, Georgia, business leaders and politicians everywhere are taking notice.

Data theft accounted for over \$50 billion in losses last year in America alone. Careless information-security practices have left vulnerable the

personal information – such as financial details, health records and Social Security numbers – of around 50m Americans.

Europe has avoided the spectacular data-protection problems that have been happening in America. That may be in part because it started to take the problem seriously a decade ago. The European Union's 1995 data-protection directive requires firms to assess their data-protection practices and to document how they handle



sensitive information. These simple rules have encouraged firms to address the issue of data security. But the biggest weakness of the European directive is that it does not require firms to report privacy breaches. As a result, it is impossible to say how effective it has really been.

In Japan, companies have to make a public announcement when privacy breaches take place. America and Europe should do the same.

Language check

1 Complete the questions from a questionnaire using *much*, *many* or *any*. More than one answer may be possible.

- 1 How much do you spend on clothes each month?
- 2 How times a week do you go to the supermarket?
- 3 Do you buy products on the internet?
- 4 How times a month do you use your credit card for hobbies or interests?
- 5 Do you use your credit card to buy business purchases?

2 Underline the correct word(s) in *italics* to complete these answers to the questionnaire. Then match each answer to one of the questions in exercise 1.

- a Four or five. I buy lots of / *much* golf equipment, because I play every week.
- b Yes, I buy *any* / *some* stuff from Amazon and eBay.
- c No, I don't buy *any* / *some* business items with my credit card.
- d I don't spend *much* / *lots of*, about \$180 a month.
- e I don't enjoy it so I don't go *much* / *many* times a week, only once or twice.

Listening 1 T3

Listen to a customer calling his bank and complete the information in the bank statement.

*** WRS Bank**

PO Box 84

Current Account Statement

a Mr D C onway

b _ _ Elm Way,
Dublin, Eire

c Sort code: _ - _ - _

d Account number: _ _ _ _ _

Date	Details	Paid out (€)	Paid in (€)	Balance (€)
	OPENING BALANCE			2,750
6 July	N&G Holdings	350		2,400
7 July	Cashpoint	60		2,340
9 July	Credit		1,800	4,140
10 July	Visa	e _ _ _		3,810
	BALANCE CARRIED FORWARD			3,810
	Visa payment should be f _ _ _			

Listen to the second conversation. Are these statements true or false? Correct any wrong information.

- 1 Mr Conway's credit-card number is 77299424. *True*
- 2 The expiry date on his card is 07/08.
- 3 Mr Conway is the account holder.
- 4 Sarah offers to transfer 200 dollars to Mr Conway's current account.
- 5 The questionnaire is to collect data about people's selling habits.

Reading 2

Look at the advertisement. It shows the services offered by a data-protection consultancy. Decide which service (a–h) would be suitable for each customer (1–5). There are three services that are not used.

Is your data safe?

Do you need expert advice in any of the following areas?

We can help you:

- a stop unwanted emails and advertisements (spam).
- b identify your company's data-protection requirements.
- c check that your company knows about the latest data-protection laws.
- d design data-protection systems that are right for your company.
- e arrange staff training about the importance of data control and protection.
- f check that the computers in your company do not have viruses.
- g input data safely and efficiently.
- h protect confidential customer information.

- 1 Elizabeth Morris wants her employees to learn about how to protect data. *e*
- 2 Karim Shah needs to stop emails that his company does not want to receive.
- 3 Anna Olson wants to stop other companies getting private information about her customers.
- 4 Viktor Orloff thinks that some of the computers in his company may have viruses.
- 5 Arnold Hoffmann is not sure that his company understands the laws about data protection.

Writing

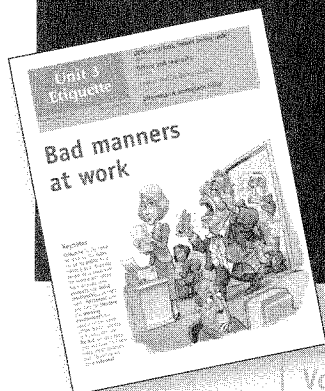
Write a short letter (60–80 words) to Mr Newton, the Manager of WRS Bank. You do not need to include any postal addresses.

- You want information about the bank's new business account.
- You want the bank to send you an information pack.
- You also have some questions.
 - Ask how much interest the bank pays on this account.
 - Ask if the bank charges business customers to write cheques.
 - Ask if the bank has a personal manager for business accounts.

Then compare your answer with the suggested answer on page 92.

Unit 3

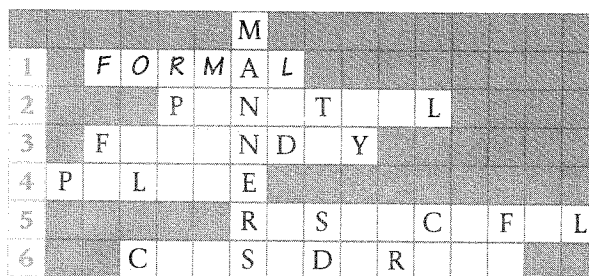
Etiquette



Vocabulary: **Etiquette**
 Language: **Offers and requests**
 Career skills: **Being polite**
 Writing: **Email replying to requests**

Vocabulary

1 Use the clues to find the words in the puzzle.



- 1 style of language used in business letters, reports, etc.
- 2 always on time
- 3 nice to people
- 4 saying 'please' and 'thank you'
- 5 showing politeness to people who are older or more senior
- 6 thinking about how other people feel

2 Use the prefixes in the box to make the opposites of the adjectives 3–6 in exercise 1.

~~in-~~ im- un- dis-

1 informal

3 Use the adjectives from exercises 1 and 2 to write a short description of someone that you know, or who is famous.

Then compare your answer with the suggested answer on page 92.

Listening 1 T5



Listen to a conversation in a restaurant. Are these statements true or false?

- 1 Howard is late. *True*
- 2 Alison sees one of her clients.
- 3 Nigel works in the IT department.
- 4 Alison and Howard work for the same company.
- 5 Nigel invites Howard and Alison to lunch.

1 Listen to the conversation after the meal and answer the questions.

- 1 Nigel thanks Howard for b
 - a coming to lunch.
 - b help with an order.
 - c a lovely dessert.
- 2 In the restaurant customers
 - a can smoke during the meal.
 - b can smoke cigarettes but not cigars.
 - c cannot smoke at any time.
- 3 Alison needs to
 - a return to work.
 - b go to an appointment.
 - c go home.
- 4 Howard says that he will see Alison
 - a tomorrow.
 - b at their next appointment.
 - c when he returns to work.

2 Who says these things: Howard (H), Alison (A) or Nigel (N)?

- 1 This is a very nice meal. N
- 2 Thanks very much for your help.
- 3 You're welcome.
- 4 Not for me, thanks.
- 5 Is it OK to smoke cigars in here?
- 6 I'm afraid not.
- 7 Thanks for a very nice lunch.
- 8 I'm glad you enjoyed it.

Language check

1 Correct the mistakes in these sentences.

- 1 ~~Could~~^{Would} you like to go to the conference in Brussels?
- 2 Let me to help you with that report.
- 3 Would I have another cup of coffee, please?
- 4 You can open the window, please?
- 5 Could you give me please some information?
- 6 Can I the new designs see?

2 Choose the best response to each offer or request.

- 1 Could I have the data by the end of the week, please? b
 - a Not at all.
 - b Certainly.
 - c Don't worry.
- 2 I could bring the files to your office.
 - a Thanks – that's very kind of you.
 - b Yes.
 - c That would be very nice.

- 3 Would you like another cup of coffee?
 - a I'm afraid not.
 - b Not just now, thanks.
 - c No I don't.
- 4 Can you give me a lift to the station, please?
 - a Yes, please.
 - b I'm pleased to.
 - c Yes, no problem.
- 5 Let me show you to the conference room.
 - a Of course.
 - b You're welcome.
 - c Thank you.
- 6 Would you send this by express courier, please? It's urgent.
 - a I'm sorry, I can't at the moment.
 - b It isn't possible. I'm busy.
 - c Not at the moment, thanks.

Reading Look at these notes and messages. For each one, which answer (a-c) is correct?

Judith
 Re: Order number HJ 795
 Mr Danson phoned - part of this order is missing.
 Please call his office urgently - 0550 5847243.

- What is the problem? **b**
- a The order did not arrive.
 - b Some of the order did not arrive.
 - c Some machine parts are missing.

- 2 Bridget should contact Sue
 - a before 3pm.
 - b after 3pm.
 - c at 3pm.

Bridget
 I have two tickets to the
 MBA conference next
 Thursday. Are you free?
 Can you get back to me by
 3pm?
 Sue

- 3 George has to
 - a go to a party on 1 April.
 - b order new clothes.
 - c reply before 1 April.

To: George Hawkins

Telephone message from:
 Clarissa at Zeno Media.

You are invited to their launch
 party on Friday 4 April at
 7:30pm. Casual dress.
 RSVP by Tuesday 1 April.

- 4 Westpark Foods' customers normally pay for goods
- when the order is delivered.
 - when the order is placed.
 - when the accounts office sends an invoice.

Louise
Westpark Foods phoned.
Your order can't be despatched unless paid for at the time of ordering. To make special payment arrangements contact their accounts office.

5

Hi Sean
Mr Lopez called. His flight is delayed.
Arriving Manchester airport at 2:30pm.
He is hiring a car but will take at least two hours to get to the office. Would you like me to postpone the meeting?

Mr Lopez will probably arrive

- a after 4:30pm. b at 4:30pm. c before 4:30pm.

Writing

1 Look at this email and rewrite the underlined requests and offers to make them less direct. Include correct punctuation where necessary.

Hi
I want you to help me.
I'm preparing a report about the Art department's budget, so check these figures for me.
Do you want me to send you a copy of the report.
Lucian says that you are working on the design for the new logo. Show it to me before you send it to the client. Also, phone Tomas Pavel because he wants to see it too.
Thanks for your help.
Best wishes
André

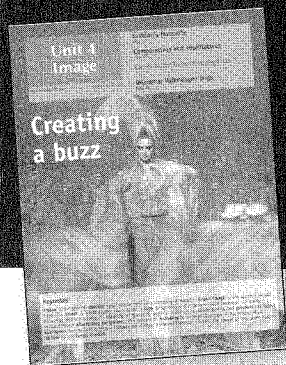
2 Write a polite email to reply to André (60–80 words).

- Begin and end the email politely.
- Agree to check the figures.
- Ask for a copy of the report.
- You can show him the design this afternoon (if convenient).
- You cannot contact Tomas Pavel as he is in Prague at the moment.
- Offer to show Tomas the design when he gets back on Wednesday.

Then compare your answer with the suggested answer on page 93.

Unit 4

Image

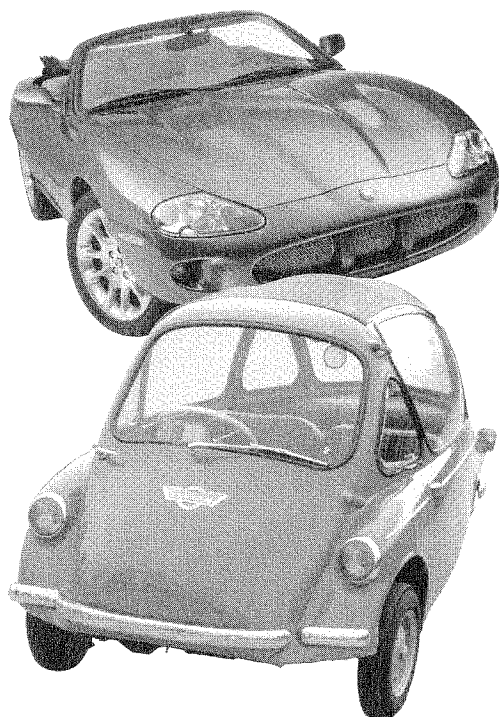


Vocabulary: **Image**
 Language: **Comparatives and superlatives**
 Career skills: **Describing products**
 Writing: **Memo describing products**

Vocabulary 1

1 Look at the adjectives in the box below. Which adjectives describe your car (or the car that your family has) and which ones describe your ideal car?

fast big exciting old reliable economical traditional
 safe slow boring small smart modern new unreliable
 long spacious uneconomical expensive



My car / My family's car

My ideal car

2 Use some of the adjectives to describe the two cars.

The car I have now is small and reliable. It's safe and ...

My ideal car is modern and exciting. It's fast and ...

3 Write four differences between your ideal car and the car that you have now.

My ideal car is more expensive than the car I have now.

Reading

Read the article and decide if statements 1-5 are 'Right' or 'Wrong'. If there is not enough information in the article to answer 'Right' or 'Wrong', choose 'Doesn't say'.

- 1 The success of a car company does not depend on how good the designer is. *b*
 a Right b Wrong c Doesn't say
- 2 A car is one of the most expensive things that people buy.
 a Right b Wrong c Doesn't say
- 3 What a car looks like is more important than how reliable it is.
 a Right b Wrong c Doesn't say
- 4 Car designs are less exciting now than in the past.
 a Right b Wrong c Doesn't say
- 5 The sort of car that a person drives can say something about the sort of person that they are.
 a Right b Wrong c Doesn't say

Putting on the style

Designers are the rock stars of the car industry

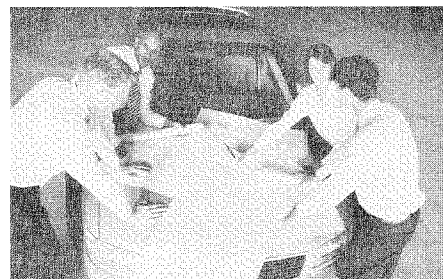
The people who design what a car looks like are more important than ever to the success of the world's big car companies. We live in a designer world, and the car designers are at its heart, because they work with the most expensive consumer goods that most people ever buy. These designers are different from other industrial designers, because they are all mad about cars.

Today, designers can make or break car companies. Car makers all use almost the same technology and engineering skills, so the focus is on what the car looks like. This interest

in design is not new, but it is even more important now than it was in the past.

In the 1980s, all modern cars were beginning to look the same. The manufacturers' main aim was to make cars stronger, safer and more economical. The designers' aim was to make cars that did not displease people. Now designers can be more adventurous. In a competitive market, car bosses want models that stand out.

So what makes a winning design? Most designers use the word 'emotion' when describing what makes a successful model. They agree that the design communicates



something important about the car. Some designers think that it can also communicate something about the person who is driving the car. So it is no surprise that the new car designers look as glamorous as rock stars. They know that you have to create a good impression in person as well as on the road.

Language check

1 Complete the table.

	Adjective	Comparative	Superlative
1	adventurous	<i>more adventurous</i>	<i>most adventurous</i>
2		worse	
3	big		
4		cheaper	
5			the most competitive
6	easy		
7		more economical	
8	good		
9			the highest
10		more popular	
11			the safest
12		more sensible	
13	strong		

2 Write the comparative or superlative form of each of the adjectives in brackets to complete the text.

Better deals for loyal customers?

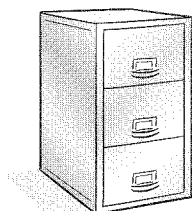
Consumers may be getting ¹ more adventurous (adventurous) about changing brands, but do they feel the same way about changing services? Some customers feel ² _____ (safe) purchasing something that they know, whether it is clothes, food or services. In a busy world, staying with a company that you know can be ³ _____ (easy) option but it is not always ⁴ _____ (sensible) way of making a decision. For example, competition between service companies such as call providers and internet service providers can benefit customers. Consumers can often save money if

they compare prices on the internet to find ⁵ _____ (cheap) option. It is a similar case with banking, where some banks offer a ⁶ _____ (competitive) deal than others. Again, a quick check on the internet will let you know if your bank is paying a ⁷ _____ (high) rate of interest on accounts than others, or perhaps that they have ⁸ _____ (expensive) charges on business and personal accounts. It is good to know what you like, but it is even ⁹ _____ (good) to know that you are getting ¹⁰ _____ (good) deal possible.

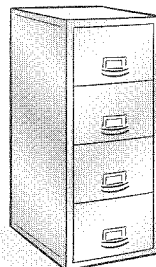
Listening T7

Listen to four conversations. Which of the three objects is being described in each conversation?

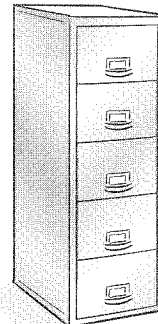
1 a ✓



b



c



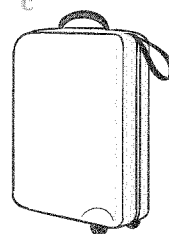
2 a



b

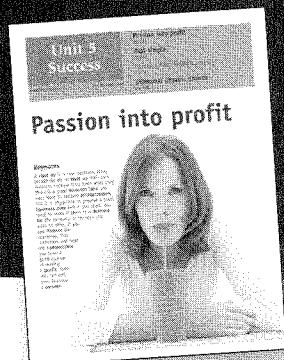


c



Unit 5

Success



Vocabulary: Success
Language: Past simple
Career skills: Telling a story
Writing: Email answering questions

Language check

1 Choose the correct word (a-c) to complete the text.

Conrad Asher is an entrepreneur. When he was a boy he decided that he didn't want a job where he worked ¹ _____ 9am ² _____ 5pm every day. Conrad wanted something more exciting. When he finished college ³ _____ 1999, he worked as an events organiser ⁴ _____ two years. Then, ⁵ _____ 26 August 2001, he launched his own company to help organisations choose which sporting events to sponsor. The company made a loss for the first few years, but ⁶ _____ year, it made a good profit. Conrad likes to start work early. He is usually at his desk ⁷ _____ 7am. He often goes to sporting events ⁸ _____ the evenings. ⁹ _____ the weekend, Conrad plays rugby and hockey and goes to watch football matches. 'I enjoy my free time, but I always enjoy getting back to work ¹⁰ _____ Monday morning.' Conrad says, 'Sport is my work and my life; I'm very lucky.'

- | | | |
|-----------|----------|--------|
| 1 a to | b at | c from |
| 2 a two | b to | c too |
| 3 a in | b on | c at |
| 4 a since | b during | c for |
| 5 a at | b on | c in |
| 6 a then | b the | c last |
| 7 a in | b at | c on |
| 8 a at | b on | c in |
| 9 a At | b In | c To |
| 10 a in | b on | c at |

2 Complete the article using the verbs in the box in the past simple.

want start buy expand be ~~begin~~ give produce

Timberland ¹ begin in 1918. It ² _____ as a small shoe company based in Boston, Massachusetts. Nathan Swartz made boots. In 1955, he ³ _____ The Abingdon Shoe Company. Later, his sons worked for the company too. Together they ⁴ _____ some of the world's first waterproof leather boots.

In 1973, the Timberland name was born. It started as the brand name of the original waterproof

leather boot. The boot ⁵ _____ so popular that the company changed its name to The Timberland Company. In the 1980s, the company ⁶ _____ into international markets. Then the company introduced adult and children's clothing, women's footwear, and accessories. In the 1990s, Timberland began a project that ⁷ _____ Timberland employees paid time off to work on local community projects. The

company ⁸ _____ to show that it was possible for a company to do well financially and do good in the community.



3 Look at three ways to pronounce -ed past simple endings. Put the verbs in the box into the right column in the table.

expand work study visit export order arrive discuss ask

/d/	/t/	/id/
changed	based	started

Vocabulary

1 Complete the table.

Verb	Noun
1 succeed	success
2	failure
3 export	
4	importer
5 profit	
6	retailer
7 supply	
8	product / producer / production

2 Use words from exercise 1 to complete the sentences in B so that they have the same meaning as the sentences in A.

A	B
Olivia sells products in her shop.	1 Olivia is a <u>retailer</u> .
She buys products from abroad.	2 She _____ products.
Olivia can usually sell the products at a higher price than she paid for them.	3 Olivia usually makes a _____.
The companies that Olivia buys from are all 'fair trade' companies.	4 Olivia's _____ are all 'fair trade' companies.
Olivia believes that it is important that the people who make the goods are paid a fair price.	5 Olivia believes that it is important that the people who _____ the goods are paid a fair price.

Listening T8

1 Look at the photo of the Gibbs Aquada. What do you think is special about it?



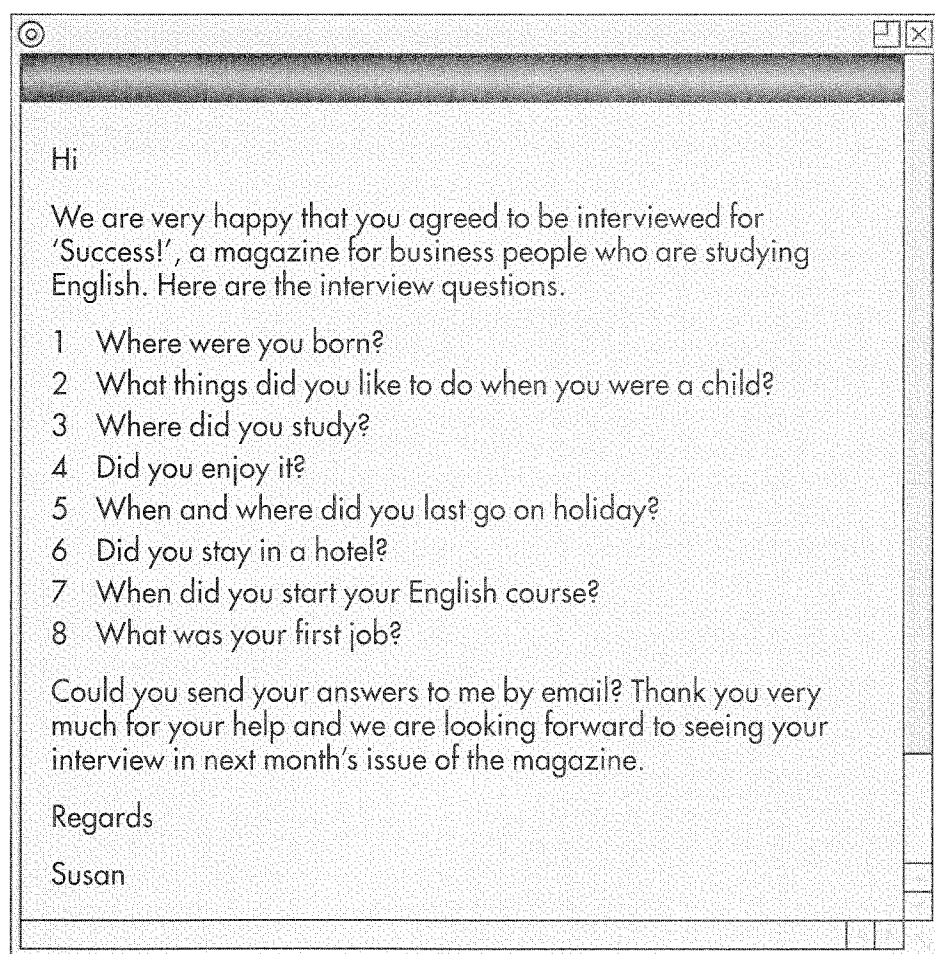
2 Listen to an interview with a transport expert about the Gibbs Aquada. Choose the correct answer (a-c).

- The Gibbs Aquada is a
 - a car that can become a boat.
 - a car that can go on a boat.
 - a boat that can go on a car.
- On the road the car can travel at
 - a maximum speed of 30 mph.
 - a maximum speed of 100 mph.
 - a maximum speed of 110 mph.
- Neil Jenkins' first job was at
 - British Leyland.
 - British Aerospace.
 - a design engineering company.

- 4 In 1993 Neil
 - a heard about a new project.
 - b employed an engineering consultancy.
 - c started his own company.
- 5 When Alan Gibbs was in Detroit, he was
 - a studying engineering.
 - b working on a car-boat project.
 - c working on TV.
- 6 Alan and Neil decided to
 - a join their two companies together.
 - b work in the telecoms industry.
 - c start a business designing farm equipment.

Writing

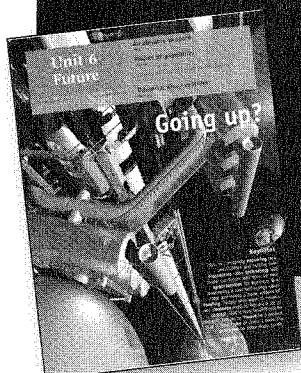
1 Look at this email from a journalist who wants to write a short profile of you for a business magazine. Write an email (60–80 words) to the journalist answering the questions.



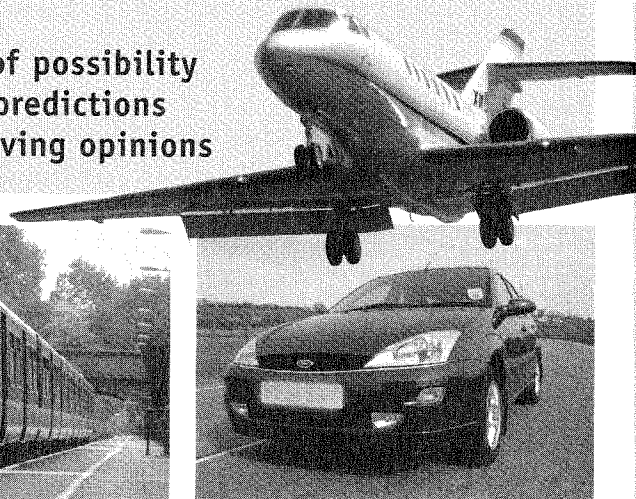
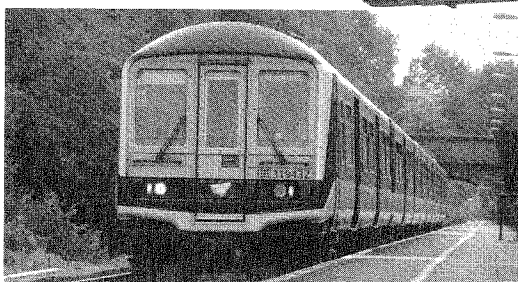
Then compare your answer with the suggested answer on page 93.

Unit 6

Future



Vocabulary: **Future**
 Language: **Modals of possibility**
 Career skills: **Making predictions**
 Writing: **Memo giving opinions**



Vocabulary

1 Look at the groups of words. Underline the two verbs in *italics* that can be used with each noun.

- 1 *take* / *open* / *get on* a shuttle bus
- 2 a flight *rides* / *takes off* / *lands*
- 3 *catch* / *arrange* / *miss* a train
- 4 *drive* / *hire* / *board* a car

2 Complete the sentences using verbs and nouns from exercise 1. Use each word only once.

- 1 We could take the shuttle bus to the hotel.
- 2 You can _____ your _____ to the city centre but you might not find a parking space.
- 3 What time does your _____ _____? I may be able to collect you from the airport.
- 4 Do you think we'll get to the station on time? I don't want to _____ my _____.

3 Complete the questions using *make* or *do*. Then answer the questions.

- 1 Are short-term investments a good way to make money?
- 2 Which business sector will _____ the biggest profit in your country next year?
- 3 Is it possible to _____ business with someone that you don't like?
- 4 Will you _____ any changes in your career in the next twelve months?
- 5 Do you hope to _____ any training courses this year?
- 6 What new leisure activity _____ you think you might try next?
- 7 Do you prefer to _____ plans for the future or decide things at the last moment?

Reading

1 Match the words (1-6) with the definitions (a-f).

- | | |
|---------------|-------------------------------------|
| 1 smoother | a ending |
| 2 convenient | b through or by |
| 3 eliminating | c reception |
| 4 via | d not so difficult |
| 5 reminder | e easy |
| 6 lobby | f a message to help you to remember |

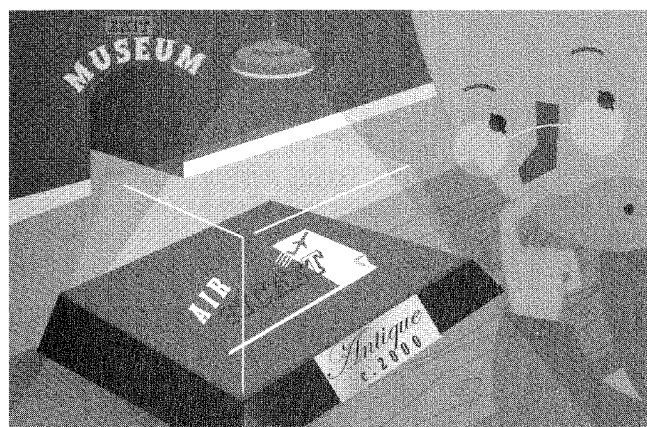
2 Read the article and complete it with the correct words (a-d).

The Economist

Reports

Change is in the air

Smart travel: New technologies promise to make air travel smoother for passengers and cut costs for airlines



Get ready to change the way you ¹ a. That is the message from Giovanni Bisignani, the head of the International Air Transport Association (IATA). He believes technology could reduce costs for airlines and make travel simpler and smoother for ² _____.

The first part of IATA's plan is to end the use of paper ³ _____ by the end of 2007. Instead passengers would use an electronic ticket. It is much more convenient for passengers, and might result in huge ⁴ _____ for airlines: an e-ticket costs around \$1 to issue and process, compared with \$10 for a paper ticket. Eliminating paper tickets could save the industry over \$2.7 billion a year.

Other changes mean that you could check in for your flight from home via the web, or even while on the move via your mobile phone. The system may even be able to ⁵ _____ passengers a text message reminder two hours before the flight. IATA also plan to expand the use of self-service kiosks for passengers to check in. Airlines ⁶ _____ that the majority of their passengers will use kiosks for check-in by 2008. The kiosks might not be found only in airports. It could soon be possible, for example, to use a kiosk in a hotel lobby to check out ⁷ _____ the hotel, and then to check in for your flight. It seems that ⁸ _____ could soon make air travel smoother, quicker, more fun and more productive.

- | | | | |
|---------------|--------------|--------------|------------|
| 1 a travel | b go | c visit | d meet |
| 2 a retailers | b pilots | c passengers | d workers |
| 3 a books | b tickets | c maps | d invoices |
| 4 a savings | b money | c banks | d expenses |
| 5 a take | b post | c explain | d send |
| 6 a want | b expect | c require | d like |
| 7 a on | b by | c of | d for |
| 8 a ideas | b technology | c customers | d research |

Language check

1 Match the pairs of sentences

- | | |
|--|--|
| 1 You could ring him this afternoon. | a He won't be at the meeting. |
| 2 Don't phone him this afternoon. | b There may be mosquitoes. |
| 3 You could take insect repellent. | c He might not be at the meeting. |
| 4 Take insect repellent. | d There will definitely be mosquitoes. |
| 5 I'm not sure if she can speak Italian. | e He won't be back in the office until tomorrow. |
| 6 She can't speak Italian. | f We may need to ask for an interpreter. |
| 7 John's in hospital. | g He might be back in the office after lunch. |
| 8 John isn't feeling very well. | h We'll ask for an interpreter. |

2 Choose the best modal verb to complete each sentence.

- The traffic's quite bad. We *might* / *won't* miss our train.
- I'm certain that the sales results *may* / *will* improve next quarter.
- Janice is in a long meeting, so she *might not* / *could* be able to attend the presentation this afternoon.
- Mr Henry wants to know if we *could* / *may* send him some brochures.
- We have a huge budget for this project, so money *won't* / *might not* be a problem.

Listening T9

1 You will hear an interview with Alex Trigg, a leisure consultant, talking about the future of the leisure industry. Listen and tick the column that matches each prediction.

In the future ...	Certain?	Possible?	Improbable?
1 ... people will have less leisure time.	✓		
2 ... people will take long holidays.			
3 ... people will take short breaks.			
4 ... the weather will be less predictable.			
5 ... people will want to travel abroad.			
6 ... people will spend less time using technology at home.			
7 ... people will spend less time on traditional leisure activities.			

1 You are the marketing manager for Ronola, a company that produces electric bicycles. Look at this draft of an advertisement. Find and correct ten mistakes.

Buy ~~By~~ hour knew electric
bikes – their grate!



Everybody's will want won.
They are cheep too run
and lots off fun!

2 Your company plans to run the advertisement in *New Wave*, a serious magazine aimed at young professionals. The magazine often has articles about saving energy and 'green' issues. Do you think the style of the advertisement will work in the magazine? How could it be improved?

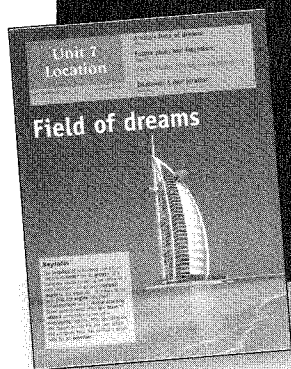
3 Write a memo (60–80 words) from the marketing manager to Louis Docker, the editorial assistant responsible for producing the advertisement.

- Say if you think that the style of the advertisement will work in the magazine (give reasons why / why not).
- Suggest changes that could make the advertisement better (do not mention the language mistakes corrected in exercise 1).
- Ask Louis to send you a copy of the advertisement after the changes have been made.

Then compare your answer with the suggested answer on page 93.

Unit 7

Location



Vocabulary: **Location**
 Language: **Future plans and intentions**
 Career skills: **Making an appointment**
 Writing: **Email arranging an appointment**

Vocabulary

1 Match the words (1-7) with the definitions (a-g).

- | | |
|------------------|--|
| 1 infrastructure | a areas in a city or town |
| 2 port | b building projects |
| 3 attractions | c basic systems that make economic activity possible (for example, road links) |
| 4 accommodation | d entertainment and places to see |
| 5 facilities | e where ships arrive |
| 6 developments | f places for eating, shopping and doing leisure activities |
| 7 zones | g places for people to live or stay |

2 Complete the table.

Country	Nationality	Person
1 Denmark	Danish	A Dane
2 India		
3 Italy		
4 Japan		
5 Poland		
6 Russia		
7 Britain		
8 The US		

Reading

1 Read the article and answer the questions.

- In India, the best call centres are **c**
 a not famous. b owned by rock stars. c very famous.
- The IT industry in India is growing
 a very quickly. b very slowly. c at a steady rate.
- How much of India's BPO industry's revenue comes from call centres?
 a exactly half b more than half c less than half
- In the future India will face _____ competition.
 a less b the same amount of c more
- The quality of India's infrastructure is going to become
 a unimportant. b quite important. c very important.

2 Which of these words describe a facility, and which describe part of infrastructure? Complete the table.

school	swimming pool	road	power supply
golf course	airport	restaurant	basketball court

Facility	Infrastructure
	<i>school</i>

Glossary

business-process outsourcing when one company uses another company to do administrative work

white-collar work work in an office, not a factory

The Economist

Survey: Outsourcing

The place to be

In the global market for white-collar work, India rules supreme. But others are lining up

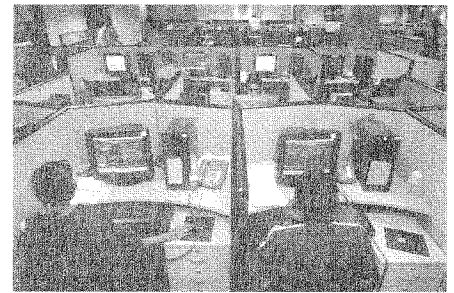
Most Americans or Britons would find it difficult to name their best national call centres or top providers of IT services. In India, the people who run the call centres are like rock stars, endlessly featured in the media.

India's IT industry is growing at an incredible rate. Last year the industry achieved sales of \$16 billion. The big firms are hiring about 1,000 graduates a month straight from Indian technical colleges.

The sales of Infosys alone, one of the top providers of IT services, have grown rapidly in the last five years. The firm claims to run the biggest corporate training facility in the world, with 4,000 students at a time

and three courses a year. The company's chairman, Narayana Murthy, says Infosys is going to expand further. The headquarters of Infosys in Bangalore has facilities that include open-air restaurants, an amphitheatre, basketball courts, a swimming pool and even a golf course.

India's BPO (business-process outsourcing) industry is younger and smaller, but growing even faster. Last year its sales were \$3.6 billion; by 2008 they are expected to reach \$21 billion or even \$24 billion. About 70% of the BPO industry's revenue comes from call centres; 20% from high-volume, low-value data work, such as transcribing health-insurance



claims; and the remaining 10% from higher-value information work, such as dealing with insurance claims.

For the moment, India accounts for about 80% of the low-cost offshore market. In the long run, however, it is sure to face hotter competition, especially from China and Russia. When it does, the quality of its infrastructure will become crucial. The most important thing to improve is India's airports, says Mr Murthy of Infosys: 'The moment of truth comes when foreigners land in India. They need to feel comfortable.' After airports, Mr Murthy lists better hotels, roads, schools and power supply, in that order.

Language check

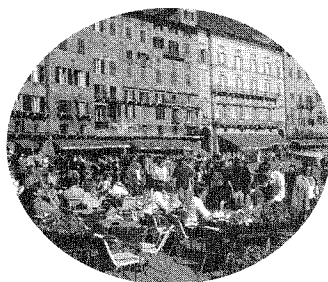
Find and correct the mistakes. Tick the sentences that are correct.

- 1 I'll ~~phoning~~^{phone} the restaurant and book a table for our lunch meeting.
- 2 Don't forget I'm leaving early this afternoon.
- 3 I spoke to Ronan today. He not going to Japan until next month.
- 4 Are you going finish the report on time?
- 5 I hope we'll find a good location for the new warehouse.
- 6 They is visiting the production plant at 3pm.
- 7 I'm afraid I won't finish the plans until next Thursday.
- 8 So, what time you meeting the supplier?

Listening T10

Listen to four conversations with property buyers who work for online villa-rental companies. For each conversation, tick the picture that best describes the location of the villas.

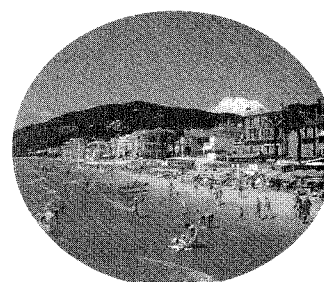
1 a ✓



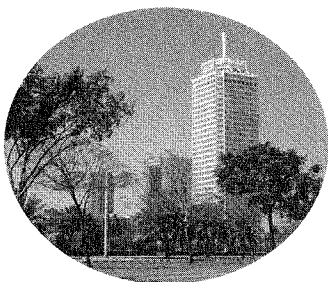
b



c



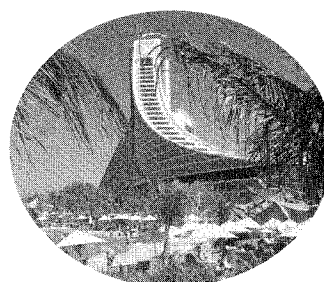
2 a



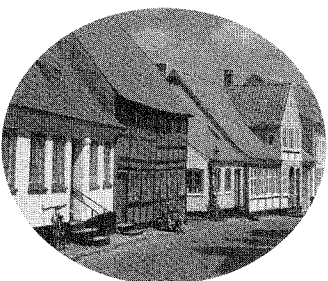
b



c



3 a



b



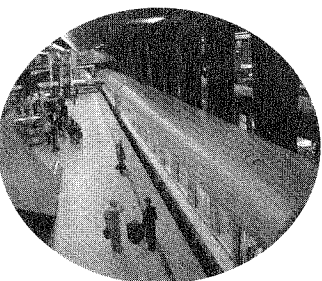
c



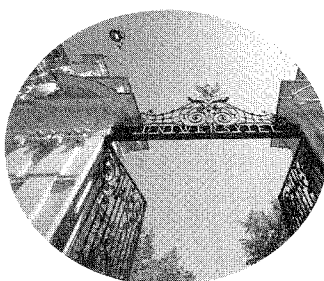
4 a



b



c



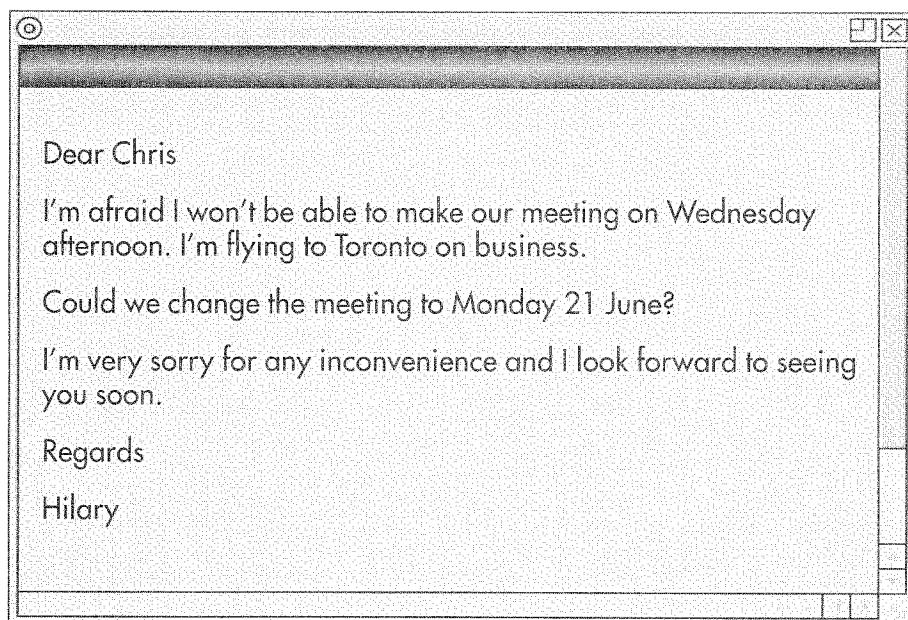
1 Complete the sentences with words from the box.

free see busy ~~arrange~~ make say meet

- 1 I'd like to arrange an appointment with you, please.
- 2 Are you _____ on Monday?
- 3 Can we _____ next week?
- 4 I can't _____ Thursday I'm afraid.
- 5 I'm afraid I'm _____ on Tuesday.
- 6 Let's _____ 9:30?
- 7 I'll _____ you at 9:30 on Wednesday then.

2 Look at the email from Hilary Mason. Use the diary information and write an email reply from Chris (30–40 words).

- Thank Hilary for the email.
- Apologise for being unable to make the new appointment.
- Give the reason why it is not suitable.
- Suggest another date and time.
- End the email in a friendly way.

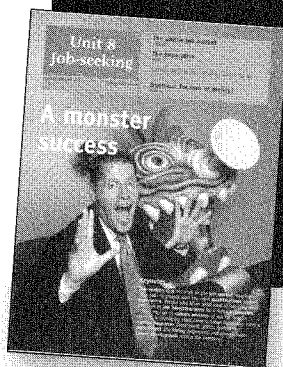


JUNE	
Monday 21	9am - 4pm Trade Fair
Tuesday 22	9am - 10.30am Finance meeting
Wednesday 23	

Then compare your answer with the suggested answer on page 94.

Unit 8

Job-seeking



Vocabulary: **Job-seeking**
 Language: **The imperative**
 Career skills: **Explaining what to do**
 Writing: **Letter offering an interview**

Vocabulary

1 Look at these words connected to work. Underline the two words or phrases in each group that can go with the verbs in bold.

- | | | | |
|--------------------|------------------|--------------------|----------------|
| 1 recruit | a <u>staff</u> | b <u>employees</u> | c information |
| 2 earn | a a living | b a trainee | c a salary |
| 3 work | a knowledge | b placement | c experience |
| 4 send | a a resumé | b a CV | c a placement |
| 5 interview | a a department | b a candidate | c an applicant |
| 6 require | a qualifications | b references | c recruitment |



2 Match the types of work with the definitions.

- | | |
|-----------------|---|
| 1 full-time | a work from home using a computer |
| 2 part-time | b work that needs special training |
| 3 flexi-time | c start and finish work at convenient times |
| 4 job-share | d work shorter hours or fewer days each week |
| 5 contract work | e sometimes work at night and sometimes work in the day |
| 6 tele-working | f go to a place of work five full days a week |
| 7 shift work | g work for a company for a fixed time until a project is finished |
| 8 skilled work | h divide a job between you and another person |

3 Write an advantage and a disadvantage for each of these types of work.

	Type of work	Advantage	Disadvantage
1	part-time	<i>have more free time</i>	<i>earn less money</i>
2	job-share		
3	contract work		
4	tele-work		
5	shift work		

Language check

1 Complete the stages of a career with the imperative forms of the verbs in the box. Then put the stages in order.

take apply go accept ~~get~~ write

- a get promotion
 b _____ a CV
 c _____ a job offer
 d _____ early retirement
 e _____ for an interview
 f _____ for a job

2 Underline the best word in *italics* to complete the sentences.

- I'm going for a job interview this afternoon. Don't / *Let's* tell my boss!
- When you arrive for the interview, *please* / *don't* report to reception.
- Please* / *Don't* be late for the training course.
- If you aren't sure how to find our office, *please* / *let's* phone for directions.
- Right, *let's* / *please* move on to the next question.
- Great news about your job offer, *don't* / *let's* go and celebrate!

Reading

Read the article about what companies want from MBA graduates and decide if these statements are true or false.

- 1 Companies think that MBA graduates have little chance of becoming senior managers. *False*
- 2 Employers want new employees to do a good job quickly.
- 3 If you change career it might be difficult at the start.
- 4 There isn't much change in the skills that employers want.
- 5 In the mid-1990s employers needed staff who could speak German.
- 6 Career advisors always know what employers want.
- 7 Career advisors think that employers might not know what they want.
- 8 Employers prefer knowledge to skills.
- 9 Employers want to hire employees for a long-term career rather than a particular job.
- 10 In an employment situation where there are lots of changes, it is important to be flexible.

Glossary

MBA graduates people who have a post-graduate degree in business management

The Economist

Global executive

What companies want from an MBA graduate

Requirements change as markets change

Most companies are looking for people with senior management potential. In their view, MBA graduates have an above-average chance of fulfilling this need, but they are careful not to raise expectations too high. They also want people who can be effective quite rapidly. The many MBA students wanting to change career direction can therefore have difficulties in the short term, whatever their long-term potential. An engineer trying to move over to finance may be successful, but may be restricted to a job as a financial analyst specialising in the engineering sector.

Employers' recruitment operations are becoming much more short term in response to fast-changing markets and technologies. Companies frequently look for specific mixes of skills, and the mix can change rapidly. In the mid-1990s, for example, there was a strong demand for German-speaking MBA graduates because companies wanted to introduce a more international culture and to expand into east European countries, where German is widely spoken. This was followed by a demand for graduates able to work effectively in the fast-growing markets of China and the Pacific

Rim, where candidates needed residence qualifications as well as the appropriate languages.

Such rapid change has led some careers offices to complain that they have problems trying to work out what employers want, and they suspect that the employers do not know either. They detect a general desire for skills as well as knowledge, and a wish to hire for a specific job rather than a long-term career. All employers are facing change and recruitment policies have to reflect the need for flexibility.

1 Listen to Dave, who is in the final year of a business course, talking to Carla, who graduated from the same course last year. Tick the subjects that Carla mentions.

- applying for jobs ☐ accepting jobs ☐ preparing for interviews ☐
 networking ☐ the job market ☐

2 Listen again and complete the notes that Dave made after his conversation with Carla.

Discussion with Carla Thursday 20th February

Interviews

- 1 Think about what questions the interviewer might ask.
 2 _____ the interview with a friend.

Networking

- 3 _____ professionally.
 4 _____ smartly.
 Shake 5 _____.
 Be 6 _____.
 Listen to 7 _____.

Follow-up

- Send a short 8 _____ thanking the person for his/her 9 _____ and advice.

Writing

1 Julia Ormond is applying for a job as an IT manager. What expression does Julia use to say that

- 1 she is writing about the advertisement? *With reference to*
 2 people say good things about the company?
 3 she has put her CV in the same envelope as the letter?

With reference to your advertisement in *The Economist*, I am writing to apply for the post of IT manager.

Your company has an excellent reputation and I feel that I can offer a lot to your organisation. As you will see from the enclosed CV, I have had a lot of experience working with computers ...

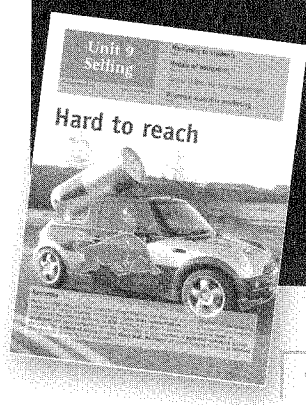
2 Write a letter to Julia about her letter of application (60–80 words).

- Offer her an interview, giving a day and time.
- Tell her that there is a map and directions to your office in the same envelope as the letter.
- Check that it is OK to contact Julia's referees before the interview.
- Tell her to contact you if she needs any more information.
- End the letter in a friendly way.

Then compare your answer with the suggested answer on page 94.

Unit 9

Selling



Vocabulary: **Selling**
 Language: **Modals of obligation**
 Career skills: **Making suggestions**
 Writing: **Note making a suggestion**

Vocabulary

1 Match the words to make phrases connected to selling.

- | | |
|---------------|--------------|
| 1 sales | a selling |
| 2 sponsorship | b marketing |
| 3 advertising | c relations |
| 4 direct | d promotions |
| 5 public | e deal |
| 6 personal | f media |

2 Match the phrases from exercise 1 with the examples in each group.

- | | |
|---------------------------|--|
| 1 <u>sales promotions</u> | Special offers, competitions, free gifts |
| 2 _____ | Sales representatives, sales people |
| 3 _____ | Linking a company or product to an event or to a famous personality |
| 4 _____ | Creating news, getting information about the company in the press or on TV |
| 5 _____ | Direct mail, catalogues, telephone selling |
| 6 _____ | TV, radio, newspapers and magazines, cinema |

3 Underline the word that does not belong in each group.

- | | | |
|--------------|--------------|-----------------|
| 1 a trader | b retailer | c <u>client</u> |
| 2 a vendor | b commercial | c advertisement |
| 3 a customer | b pay for | c consumer |
| 4 a buy | b value | c purchase |
| 5 a shop | b store | c promotion |
| 6 a outlet | b price | c cost |

Then match the underlined words with the correct groups.

client - 3

4 Choose one of the words (a–c) to complete each of the sentences.

- 1 The b should not trade any products that are poor quality.
a buyer b seller c warehouse
- 2 You should buy your new laptop in the _____. They're selling last year's models very cheaply.
a sell b sold c sale
- 3 My customers know what they want and they don't like to be pressurised – so I don't need to use any _____ sell.
a strong b hard c heavy
- 4 Yes it's very popular – in fact it's our _____ selling design.
a top b high c lead
- 5 We don't have an aggressive sales style. We prefer to use _____ sell to encourage consumers to buy our products.
a kind b nice c soft
- 6 I'm afraid we _____ out of that style last week. Would you like me to order one for you?
a lost b sold c bought

Listening T12

1 Look at the notes about a publishing company's plans for promoting a new business magazine. Listen to part of their meeting and complete the missing information (use one word or figure for each item).

- 1 Magazine title: Business World
- 2 Book 30-second commercial during: Business _____ TV Programme
- 3 Start time of the programme: _____ Wednesday evening
- 4 Check advertising cost on: The _____ Website
- 5 Free gift inside Issue 1: business _____
- 6 Free gift inside Issue 2: _____ ring
- 7 Special promotion: _____ % off the first three issues
- 8 Venue for magazine launch party: _____ Green Street in the City of London

2 Find and correct six wrong facts about the magazine in this advertisement.

Introducing World Business Magazine

An exciting new weekly magazine for international business people

20% off normal cover price for the first 5 issues!

Don't miss these great free prizes:

Issue 1: a business diary

Issue 2: a key ring

Issue 3: a book of relaxation techniques that you can use in the office.

Place an order with your newsagent for Issue 1 available in November!

Reading**Read the article and choose the correct answers (a-c).**

- 1 The writer suggests that in the past **a**
 - a manufacturers were more powerful than customers.
 - b manufacturers were less powerful than customers.
 - c retailers were less powerful than customers.
- 2 The writer says that some people use the internet to
 - a get information about companies.
 - b compare reviews.
 - c compare prices.
- 3 The writer thinks that the younger generation are important because
 - a they start their own companies.
 - b they are familiar with the technology.
 - c they have more money.
- 4 The writer thinks that, in the future, shops might be used
 - a to give product information to suppliers.
 - b to show customers the range of products.
 - c to sell more products directly to the customer.
- 5 In the near future traditional advertising
 - a will no longer be used.
 - b will become cheaper.
 - c will still be used.

The Economist**Survey: consumer power**

Buying the future

Now that consumers have power, what will they do with it?

Fifty years ago, when products were more individual, manufacturers had the upper hand. They could charge a lot for successful items because they were made in small quantities. As competition increased and became more global, there were more products to choose from and they increasingly resembled each other. This gave retailers the advantage because they could pick and choose which products to sell, and demand the best prices from suppliers. Now the consumer is taking command.

The arrival of the internet is one of the things responsible for the big shift in power. The web makes it easy for people to discover who

offers the best deal. This could still be a retailer, but it could also be a manufacturer selling directly to consumers, or a trader on eBay.

The group to watch closely is the younger generation. 18- to 34-year-olds see the internet as one of their most important sources of information and entertainment. For this age group, the internet will remain the dominant medium in their lives, as it will be for the following generation. This does not mean they will reject the traditional retail environment entirely. Shops will be as much part of their scene as they have been for their parents or grandparents. But some shops may be used in different ways. One



indication is the growth of brand showrooms, such as the Apple and Sony stores. Their main role is to demonstrate a range of the company's products, with knowledgeable and enthusiastic staff on hand who are under no pressure to clinch a sale. Where people actually buy the product in the end becomes of secondary importance.

As media become increasingly interactive, consumers will be able to exercise more choice. Getting advertising will be optional – so it will need to be good, useful and relevant to their lives. But traditional mass-media advertising will continue to have a role, at least for the foreseeable future.

Hopwood Ltd sent out a direct mail letter to advertise its portable air-conditioning units. Underline the best modal verbs to complete the letter.

A hot summer in Britain?

You ¹*should/must* be joking! But you ²*don't have to / shouldn't* be an expert to notice that the weather **is** changing and the climate is getting warmer. Well, now you ³*mustn't / don't have to* invest in an expensive air-conditioning system! What you ⁴*should / must* do is install a Hopwood TF9 Portable Air-Conditioning Unit. So small that you can move it from room to room and it stores away easily when not in use. You ⁵*shouldn't / don't need to* place a large order as we sell the Hopwood TF9 units individually. But once you try one you'll want one in every office and meeting room in your company! The Hopwood TF9 is something that you ⁶*mustn't / don't need to* be without this summer!

For further information call today: 00555 837249

Don't miss our 15% discount on all orders received by 29 April!

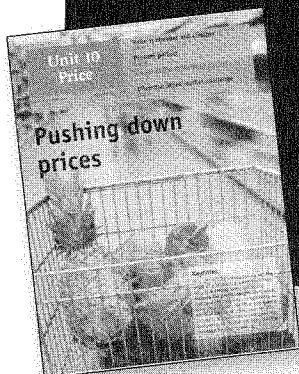
Writing

You work for a catalogue company that sells electronic products. Write a note (30–40 words) to your boss about the air-conditioning units in *Language check*.

- Suggest that you sell the air-conditioning units in your catalogue
- Tell him or her about the deadline for a discount
- Say that it isn't necessary to place a large order

Then compare your answer with the suggested answer on page 94.

Unit 10 Price



Vocabulary: Price
Language: Present perfect
Career skills: Describing a graph
Writing: Report describing a graph

Vocabulary

1 Complete this extract from a company report using the prepositions in the box.

by on ~~from~~ of up at in in to to

The price of our shares has increased ¹ from €12 in February ² _____ the present price of €16. The price remained steady ³ _____ March and April ⁴ _____ €15. There was a fall ⁵ _____ €2 per share in June. However, this year we have spent a considerable amount ⁶ _____ new equipment and, as a result, productivity increased ⁷ _____ 5% in September. So, the share price rose ⁸ _____ €16 at the end of October. We have recently put ⁹ _____ our prices, and this may lead to a slight drop ¹⁰ _____ the share price, but we expect to make a full recovery by the end of the next quarter.

2 Complete the table.

Verb	Noun
1 to cut	a cut
2	a rise
3 to drop	
4	a fall
5 to fluctuate	
6	an improvement
7 to increase	
8	a decrease
9 to reduce	
10	a recovery

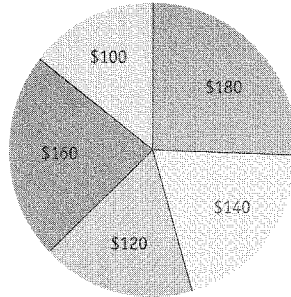
3 Underline the stressed syllable in the verbs and nouns 5–10 in exercise 2.

Example to fluctuate

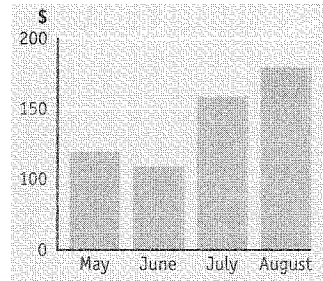
Listening T13

Listen to four descriptions of graphs and tables. For each one, choose the visual (a–c) that the speaker is describing.

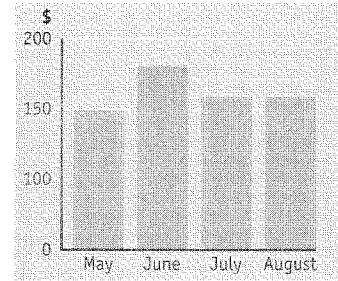
1 a



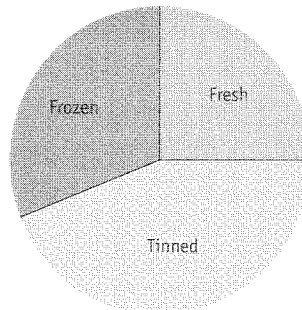
b ✓



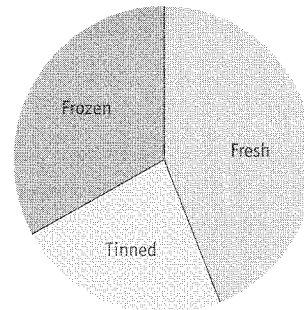
c



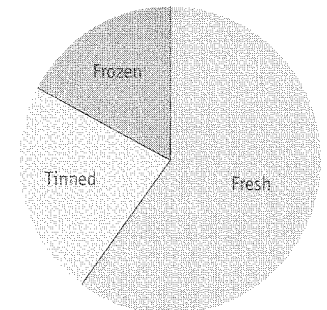
2 a



b



c



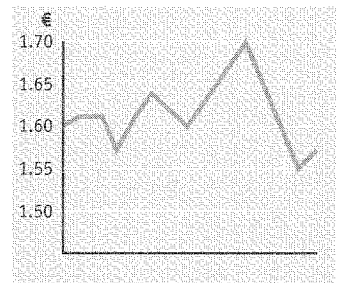
3 a

Italy	€1.69
Japan	€1.77
Oman	€1.58
Mexico	€1.55
Britain	€1.72
China	€1.56

b

January	€1.69
February	€1.77
March	€1.58
April	€1.55
May	€1.72
June	€1.56

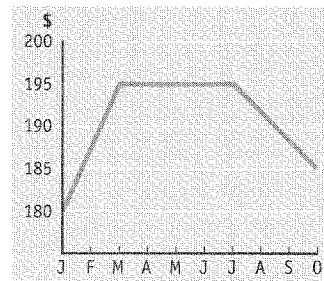
c



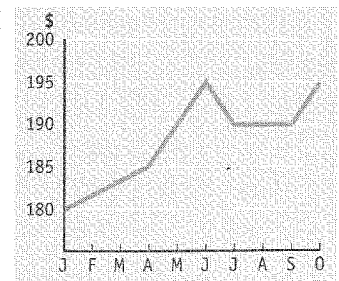
4 a

January	180,000
February	190,000
March	190,000
April	195,000
May	200,000
June	195,000
July	195,000
August	195,000
September	190,000

b



c



Language check 1 Complete the table.

	Infinitive	Past simple	Past participle
1	change	<i>changed</i>	<i>changed</i>
2	decrease		
3	drop		
4	fall		
5	go up/down		
6	increase		
7	rise		
8	remain		

2 Complete the sentences with the past simple or present perfect form of the verb in brackets.

- Yesterday, the exchange rate was €4.50. Today it is €4.30.
It has gone down (go down) by 20 cents.
- In 1998 the price per litre was \$2.50. In 1999 it was \$3.50.
It _____ (increase) by \$1.00.
- Last year it cost HKD \$400 and this year it still costs HKD \$400.
The price _____ (not change).
- At the start of the week, share prices in Tokyo rose by 3.5%.
They are not rising now. They _____ (remain) steady.
- Prices started to fall last year. This year they are still falling very quickly.
They _____ (drop) to the lowest point in 10 years.
- The price was the same in January 2005 as it was in December 2005.
Prices _____ (not rise) in 2005.

Writing

Tungsten is used in industry to make objects harder. Look at the graph showing the price of tungsten compound in 2004 and 2005. Write a short description (60–80 words) of the changes in the price of tungsten. It is now April 2005.

- Start by giving an overview comparing the beginning of the period and the end of the period.

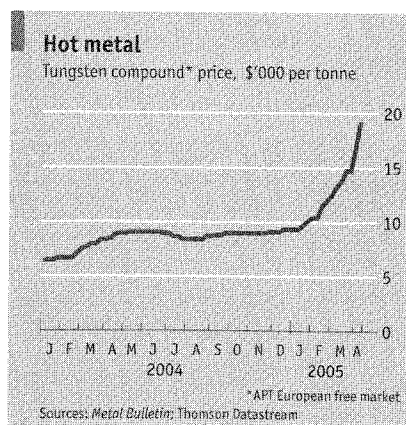
Since January 2004, the price of tungsten ...

- Then describe the main changes between January 2004 and April 2005.

During the first quarter of 2004 ...

Between May and mid June ...

Then compare your answer with the suggested answer on page 95.



1 Read the article and match these headings to the paragraphs.

- a What other countries supply tungsten? 3
- b A happy ending for a Canadian mine.
- c What tungsten can be used for.
- d A description of prices 2004–2005.

2 Choose the best answers (a–c) to complete the sentences.

- 1 Industry uses tungsten to make objects _____.
a softer b stronger c lighter
- 2 China is the world's main _____ of tungsten.
a buyer b importer c exporter
- 3 In China the price of tungsten _____ in 2004.
a remained steady b decreased quickly c increased quickly
- 4 In early 2005, prices went up _____.
a sharply b slightly c steadily
- 5 _____ other countries are able to supply tungsten.
a No b A lot of c Not many
- 6 The Canadian mine plans to _____ mining tungsten again.
a start b finish c discuss

The Economist**Tungsten****Hard luck**

Demand is up, prices have rocketed. The biggest supplier knows why.

1 _____

It hardens anything from saw blades to turbine blades. It goes into light bulbs and weaponry. It is tungsten, and its price has gone crazy. Why? China controls 85% of world output, uses maybe 35–40% of it — and, as demand has risen, has taken steps that cut supply.

2 _____

Inside China, prices rose sharply in 2004, by some 70%. But in 2005 prices rocketed. As the year began, exporters were offering a compound of the metal at around \$9,000 a tonne; in March, \$19,000; in April, nearly \$22,000.

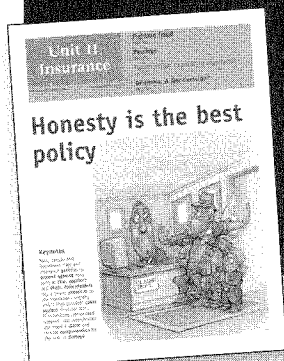
3 _____

Russia apart, the world has few other potential sources: a large Canadian mine, closed in December 2003 because its customers went off to buy cheaper elsewhere; a smaller Tasmanian one, also idle; one in Portugal; and a few tiny mines here and there. A big opencast mine in Vietnam planned by another Canadian company is likely to come on stream only in late 2007.

4 _____

Still, rocketing prices have done one good thing. As it ceased production, North American Tungsten, owner of the closed Canadian mine, had to seek protection from its creditors. Today it has settled with them, raised fresh capital, plans soon to reopen its mine and is talking of a second one.

Unit 11 Insurance



Vocabulary: Insurance
Language: Passives
Career skills: Expressing arguments
Writing: Completing a form

Reading

1 How many natural and man-made insurance risks can you think of in five minutes? Use a dictionary to help you.

Natural: flood, ...

Man-made: industrial accident, ...



2 Read the article and complete it with words from the box.

telecommunications	finance	disasters	rich	investors
owner	workplaces	insurance	information	stockmarket

3 Are these statements true or false?

- 1 Globalisation has made people feel less worried about danger. *False*
- 2 Fear of risk is always rational.
- 3 Over the last 100 years, life expectancy has increased by over 65%.
- 4 Experts want to learn from looking at past risks.
- 5 Epidemiologists predict storms and earthquakes.
- 6 Insurance spreads the cost of paying for problems from an individual to a group.

Living dangerously

For businesses, governments and citizens, misjudging risks can be costly

The world is a risky place, especially for those concerned with business and ¹ *finance*. Globalisation has increased the sense of peril.

Natural and man-made ² _____, including forest fires, earthquakes, big industrial accidents and various transport disasters, have added to the feeling of danger.

Part of this fear is irrational. The world is not necessarily more dangerous. After all, earthquakes are not affected by a rise in free trade. What has changed is that ³ _____ and media coverage now mean that such disasters are reported from even the most distant places.

For most people in ⁴ _____ countries, life has become much safer in a number of important ways. Over the past century their life expectancy has risen by around two-thirds. ⁵ _____, the wider environment and many diseases have become less hazardous. So it is not strictly true to say that life has become more risky; instead, some risks have become smaller and some new ones have arrived.

It is now easier for people to study and learn from past risks by using ⁶ _____ technology. For example, life-insurance companies have looked back at records of births and deaths to estimate lifespans, and set ⁷ _____ premiums. Thanks to computer models, there is a better chance of predicting a storm or earthquake, epidemiologists are more successful at tracking diseases, and even man-made crises such as ⁸ _____ crashes can be catalogued and studied to produce better forecasts. This technology is also providing better information on the costs of the problems when they do occur.

Insurance works by shifting risks from a party that does not want to deal with them to one that does. For example, the cost of a house burning down can be moved from a home ⁹ _____ to the insurance company and its shareholders. A stockmarket listing can shift business risks from a single family to thousands of ¹⁰ _____ worldwide.

Vocabulary

1 Put these stages of the insurance process in the correct order.

- a Pay premiums
- b Settle a claim
- c Find an insurance company
- d Sign an insurance policy
- e Make a claim
- f Check terms and conditions
- g Get a quote

2 Underline the noun that is not usually used with each verb.

- | | | | | |
|---|---------|--------------------|--------------------------|---------------|
| 1 | destroy | a a house | b <u>a cup of coffee</u> | c a document |
| 2 | lose | a money | b keys | c a storeroom |
| 3 | damage | a a piece of paper | b an antique | c a computer |
| 4 | steal | a a car | b a factory | c a wallet |
| 5 | injure | a a chair | b a person | c an arm |

3 Complete the sentences with verbs from exercise 2 in the correct form.

- Two people were injured when the machine fell.
- The window in our office has been badly _____ by the storm.
- She _____ her briefcase, but she found it again.
- The warehouse was totally _____ by fire.
- Somebody broke into my car, but nothing was _____.

Language check

1 Correct the mistakes in these sentences.

- The police ~~are~~ ^{were} informed about the theft last night.
- The goods will being replaced by the insurance company next week.
- How many insurance quotes is processed each month?
- Our car was damage in the accident.
- Sorry for the delay, your insurance claim will are dealt with as soon as possible.
- The premiums on my insurance policy have go up.
- Three people were injure in the accident.
- The terms of insurance policies have be changed by some insurance companies.

2 Put these sentences into the passive form. Omit the agent if it isn't important.

- A car injured Mr Lewis.
Mr Lewis was injured by a car.
- The storm has damaged our house.
Our house _____.
- The other broker quoted us a better price.
We _____.
- Has the insurance company contacted you yet?
Have _____.
- Hurricanes destroy over 300 homes each year.
Each year _____.
- We are processing your insurance claim at the moment.
Your _____.

From: Martha Jenkins Sent: 26 August

To: Nigel Winters

Subject: Insurance claim for laptop computer damage

Could you complete this form and send it to the insurance company please? My laptop hasn't worked since I dropped it yesterday. The insurance policy number is GH76 F090S. The policy is in my name and the laptop cost €1900.

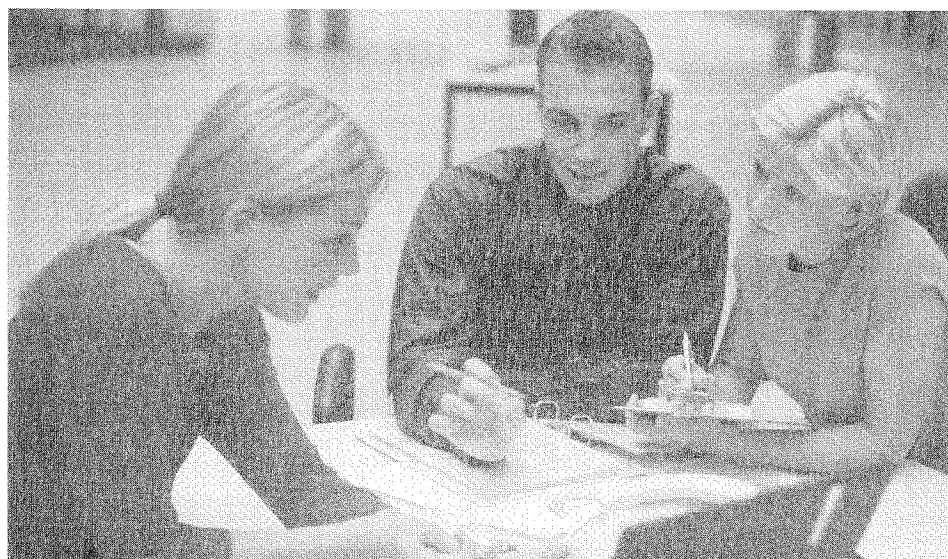
Insurance claim

Name of policy holder	1	Martha Jenkins
Policy number	2	_____
Item(s) to be replaced	3	_____
Value when purchased	4	_____
Cause of damage	5	_____
Date of damage	6	_____

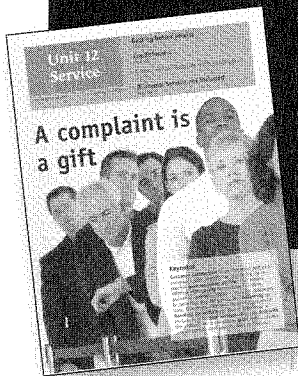
Listening T14

Listen to Dave, Susan and Maria discuss which medical insurance cover to choose for employees. Answer the questions.

- 1 Who thinks that cost is the most important thing? *Dave*
- 2 Who thinks that medical cover is the most important?
- 3 Who wants to compromise?
- 4 What do they decide to do in the end?



Unit 12 Service



Vocabulary: Service
 Language: Conditional 1
 Career skills: Dealing with problems
 Writing: Letter responding to a complaint

Vocabulary Match the words from the box with the groups below.

solutions reputation ~~complaints~~ training customer offer

handle
 deal with
 make

1 complaints

2

satisfaction
 service
 loyalty

3

an apology
 a refund
 some advice

4

look for
 find
 demand

5

staff
 company
 customer-service

6

a good
 a bad
 an excellent

Listen to an interview with Mr V Mahesh, of the University of Buckingham, about the university's post-graduate course in Service Management. Complete the notes.



Post-graduate course in Service Management

- 1 Course started: January 1994
- 2 Service sector accounts for over _____ of new employment in the UK and other countries.
- 3 Most management schools focus on consumer and industrial product _____ and marketing.
- 4 For a modern career, you need education in how to design, market and _____ superior service.
- 5 The programme helps students learn how to _____ service organisations.
- 6 Traditional customer service training focuses on skills such as _____ manners.
- 7 When people travel abroad, they get exposed to other countries and _____.
- 8 If companies fail to provide good service, customers will go to _____ service providers.

Reading

Choose the best option (a-c) to complete each of these sentences.

- 1 The writer thinks that American companies b
 - a are good at dealing with complaints.
 - b are bad at dealing with complaints.
 - c don't get complaints.
- 2 The worst area for customer satisfaction was the
 - a service industry.
 - b manufacturing industry.
 - c computer industry.
- 3 The American Consumer Satisfaction Index can help predict
 - a how much money companies will make.
 - b how much training corporate America needs.
 - c future profits for markets for goods and services.

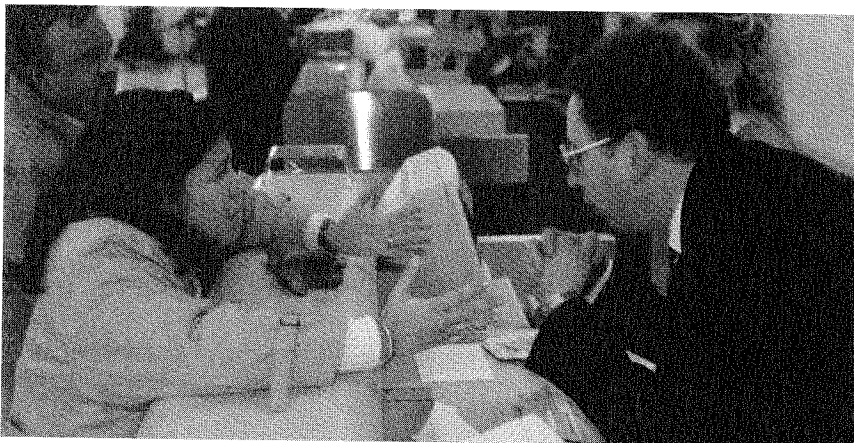
- 4 Training in retailing can be ineffective because
 - a companies don't want to invest in it.
 - b staff change jobs quickly.
 - c it is too expensive.
- 5 A new study suggests that
 - a customer complaints aren't important.
 - b customers are satisfied with the level of service.
 - c it is a good idea to encourage customers to complain.
- 6 In the experiment at the gym, trial customers who were invited to complain were
 - a more likely to join up for membership.
 - b less likely to join up for membership.
 - c more likely to be offered membership.

The Economist

Business

Moaning for America

Customer service in the US may not be as good as we thought



Have you ever tried getting an apology from an airline for a delayed flight, or persuading a phone company that they have overcharged you? If you try it in America, you'll find that most firms are bad at dealing with complaints, if indeed they deal with them at all.

The latest figures from the American Consumer Satisfaction Index (ACSI), a nationwide indicator developed by the

University of Michigan Business School, show that satisfaction in almost every area of business has fallen since the index was started in 1994. Most of the worst offenders are in services, including broadcasters, airlines and life insurers; but manufacturers such as computer makers do little better.

There may be a serious lesson here for corporate America. Claes Fornell, the professor behind the ACSI, claims that the index

provides a measure of how well markets for goods and services are working, and is a signal to investors about future profits.

To gain more points, he suggests extra investment in training. However, the tightness of America's labour market has made training in areas such as retailing and call centres ineffective — staff turnover is just too high. Companies need not despair, though. A new study by Prashanth Nyer, of Chapman University in California, shows that merely encouraging customers to complain helps to increase their satisfaction, even if the complaint never gets resolved. In an experiment, published in the *Journal of Consumer Marketing*, a group of consumers was given a free trial at a gym. Those who were encouraged to complain on joining were 59% more likely to sign up for regular membership than those who were not.

1 Choose the correct verbs in *italics* to complete the sentences.

- 1 If that customer *has* / *will have* a problem with his next purchase, someone *has* / *will have* to visit him.
- 2 There *is* / *will be* trouble if we *don't* / *won't* give our customers better service.
- 3 We *give* / *will give* you a refund, if you *return* / *will return* the product in the original box.
- 4 If we *don't* / *won't* improve our after-sales service, our reputation *suffers* / *will suffer*.
- 5 If any more customers *make* / *will make* complaints *do* / *will* you deal with them, please?
- 6 He *handles* / *will handle* the problem better if you *give* / *will give* him all the information this afternoon.

2 Use *if* or *will* to complete the advice about handling customer complaints.**Handling customer complaints**

Listen: ¹ *if* you listen to your customers, they ² be less negative. Even ³ the problem cannot be completely solved, the customer ⁴ feel more positive about your company.

Be polite: The problem ⁵ be much easier to deal with ⁶ you remain calm and polite. ⁷ the customer gets angry, show that you understand why they are upset.

Offer a solution: ⁸ you are not able to deal with the problem yourself, put the customer in contact with the correct person. ⁹ you cannot solve the problem, offer an alternative such as a refund, a replacement or a credit note.

Apologise: Your customers ¹⁰ appreciate it ¹¹ you simply say sorry. It shows that you care about their problem and want to help them solve it.

Writing

You work in customer services for an electronics company. Read this extract from a letter of complaint from Mrs Marks and write a reply (60–80 words).

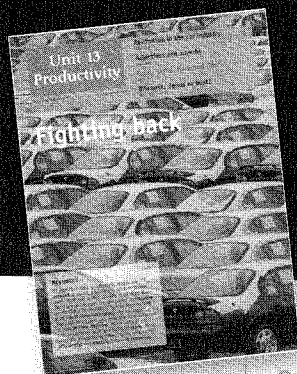
- Apologise for the problem
- Offer two possible solutions:
 - a Arrange a refund (money will take two weeks to go into her account)
 - b Send a replacement (will be with her in three working days)
- Ask Mrs Marks to let you know which option she prefers
- She can contact you if she needs any further help

Then compare your answer with the suggested answer on page 95.

I bought a DVD player from your company and it is not working. When I telephoned customer services they said that they would send a replacement but it never arrived.

Unit 13

Productivity



Vocabulary: **Productivity**
 Language: **Adjectives and adverbs**
 Career skills: **Managing time**
 Writing: **Memo responding to questions**

Reading 1

Look at the titles of eight business training books (a–h). Decide which book would be suitable for each person (1–5). Three of the books will not match.

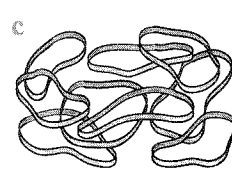
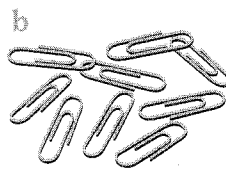
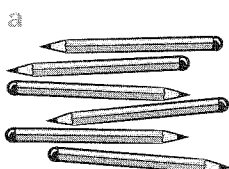
- a The Art of Stock Control
- b Seven Steps to Effective Time Management
- c The Essential Guide to Investing in Technology
- d Be a Better Leader in 24 Hours!
- e Getting the Most out of Staff: Motivation Problems and How to Solve Them
- f General Industrial Maintenance: A Beginner's Manual
- g Solve Your Budget Problems Forever: A Step-by-Step Guide
- h International Approaches to Analysing Productivity

- 1 Teresa Martínez has recently taken over a new department. She wants to improve her employees' morale and increase the department's productivity. ☒ e
- 2 Karl Wray finds it difficult to meet deadlines. He wants to be more organised. ☐
- 3 Lucy Spencer wants to reorganise the warehouse so that it always has exactly the right amount of goods available to complete orders. ☐
- 4 Sandra Rankin is in charge of a department that always spends too much money. ☐
- 5 Tom Meikle is trying to decide whether to buy new machinery and computers for his small company. ☐

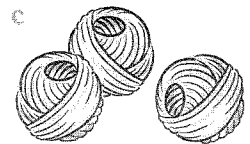
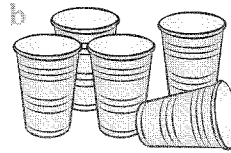
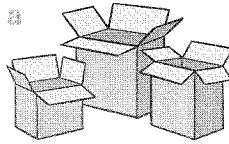
Listening T16

David, Tim and Erica are attending a time management training course. They are working as a team to complete a task. Listen to their conversation and choose the correct answer (a–c).

- 1 What do they have to build? c
 - a a wide bridge
 - b a high tower
 - c a high and wide structure
- 2 Which of these items can they use to build it?



3 Which of these items **cannot** be used to build it?



4 How long do they have to complete the task?

- a five minutes b ten minutes c fifteen minutes

5 Who thinks that the team should have a plan?

- a David b Tim c Erica

6 What happens to the structure?

- a It falls down. b It is wide but not high. c It is high but not wide.

Vocabulary

1 Complete the memo with verbs from the box.

delivered implemented installed ~~ordered~~ tested

MEMO

SUBJECT: Installation of new plant equipment

We ¹ ordered the new equipment last December and it was
² _____ six weeks later. Our engineers ³ _____ it during the
 first part of February. Over the next few weeks, the system was
⁴ _____ thoroughly to make sure that there were no problems.
 When we were sure that everything was functioning correctly, we
⁵ _____ the new system.

2 Complete the phrases with words from the box.

time ~~quality~~ up-to-date assembly cut shortage

- | | |
|--------------------------|--------------------|
| 1 <u>quality</u> control | 4 _____ management |
| 2 _____ line | 5 _____ technology |
| 3 staff _____ | 6 _____ costs |

3 Complete these sentences with the phrases from exercise 2.

- There were a lot of orders returned because of faults last month. Perhaps we need to check our quality control procedures.
- Your department went over budget again, you need to _____ immediately.
- The old computer system was very slow, so it was replaced with _____.
- I wanted to learn how to organise my workload more efficiently, so my manager sent me on a _____ training seminar.
- The production staff put the machines together on the _____.
- If employees all go on holiday at the same time, we'll have a _____ during our busiest periods.

Language check

1 Complete the table.

	Adjective	Adverb
1	careful	<i>carefully</i>
2		easily
3	good	
4		hard
5	efficient	
6		usually
7	automatic	
8		smoothly

2 Choose the correct words in *italics* to complete the sentences.

- 1 Your department did very *good/well* last month.
- 2 The sales figures are looking very *good/well*.
- 3 We need to manage our resources more *efficient/efficiently*.
- 4 The machine stops *automatic/automatically* if there is a problem.
- 5 Our staff don't *usual/usually* work at the weekend.
- 6 It's *easy/easily* to use the new computer program.
- 7 He's a very *careful/carefully* driver.

Writing

You are the production manager for a company that makes components for the electronics industry. Look at the memo from the CEO of the company and write a reply (60–80 words).

- Give reasons why productivity fell (ordered new machinery 12 weeks ago / installed incorrectly / caused implementation delay)
- Problem solved now, possible to increase productivity
- Say when quality-control procedures were reviewed
- 3 weeks ago = staff shortage = quality problems
- Say if this problem is now solved or not

MEMO

SUBJECT: Productivity and quality-control problems

It has come to my notice that productivity has fallen in the last three months. We need to increase it by 5% over the next quarter to be able to compete with our competitors.

In addition, we have had a number of complaints recently. Customers were returning components because of poor quality. When did you last review your quality-control procedures?

Please let me know your thoughts on these points.

Then compare your answer with the suggested answer on page 95.

1 What is your definition of manufacturing? What is your definition of a service industry? What are the similarities and differences between them?

2 Read the article about manufacturing. Are sentences 1–8 'Right' (a) or 'Wrong' (b)? If there is not enough information to answer 'Right' or 'Wrong', choose 'Doesn't say' (c).

- 1 Modern descriptions of manufacturing are the same as traditional descriptions. b
- 2 At McDonald's, workers have special training in the production of the food. ☐
- 3 The process of cooking the burgers and getting them to customers is similar to an assembly line. ☐
- 4 Ford wanted to know how McDonald's makes different burgers all around the world. ☐
- 5 Ford wanted to be less regional and more global. ☐
- 6 Ford managers worked at McDonald's. ☐
- 7 The future of the car industry will depend on the power of the engines. ☐
- 8 Service and manufacturing industries are becoming more similar. ☐

The Economist

Survey: Manufacturing

Post-industrial manufacturing

Goodbye to the old dividing line between manufacturing and services

The old definitions of manufacturing are no longer worth much. One dictionary calls it 'the making of an article by physical labour or machinery'. The 1987 Standard Industrial Classification manual in the United States says a factory is 'an establishment engaged in the mechanical or chemical transformation of materials into new products'.

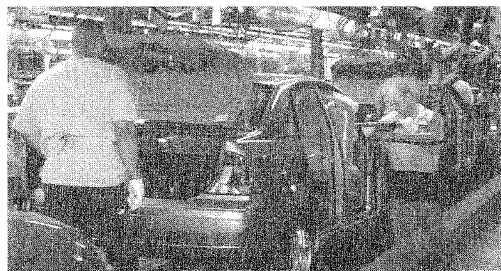
Now go and stand in a queue at a McDonald's takeaway. Observe what goes on behind the counter. Grills cook raw discs of minced beef. Some workers are tending the grills; others are loading potato chips into vats of hot fat; yet others are taking orders, packing the output of their colleagues into cardboard cartons, adding whatever extras the customer calls for. Would you call this a service activity — or the distributed manufacture of cooked-meat products? The repetition of different tasks, the loading and unloading of the cooking machines, is very similar to a car assembly line.

Alex Trotman, the chairman of Ford, sent a taskforce to McDonald's when he set out to transform the car company four years ago, to learn how McDonald's turns out the same burgers all around the world. Ford wanted to do the same

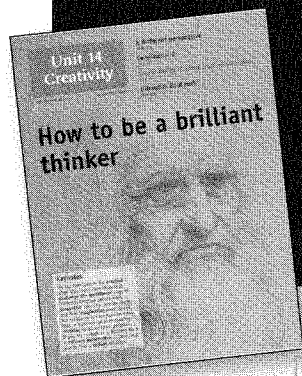
sort of thing. It wanted to change itself from a collection of regional companies into one

which designed and produced cars on a global basis, with a global supply chain.

Mr Trotman has long believed that in future a car company will beat its rivals not so much by the shape of the car it sells, or the power of its engine, as by what the company can do for its customers while they own the car. In the new meaning introduced by the new technologies, much of what used to be called 'service work' is becoming inextricably part of the same thing as what used to be called 'manufacturing'.



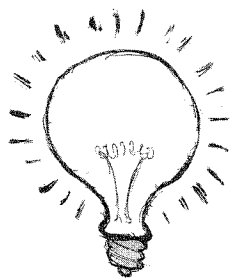
Unit 14 Creativity



Vocabulary: Creativity
Language: Conditional 2
Career skills: Finding creative solutions
Writing: Note making suggestions

Vocabulary **1** Complete the table.

	Verb	Noun	Adjective
1	<i>innovate</i>	<i>innovation</i>	innovative
2		imagination	
3	create		
4			competitive
5		profit	
6	succeed		
7			economical



2 Choose the correct word in *italics* to complete each of the sentences.

- We made a *profit*/profitable last quarter.
- We're *economy*/economising on R&D.
- She *succeeds*/success at everything she does.
- Our company encourages *innovation*/innovative.
- This is a *competitive*/competition industry.
- He's a very *create*/creative designer.
- We need to use our *imagine*/imagination and think of new ideas.

3 Choose the correct word (a-c) to complete each of the sentences.

- We ran **b** James at the restaurant.
a away b into c out
- Miles Ashcroft has taken as the head of product development.
a on b in c over
- Are you working the new web design?
a on b in c off
- Orders went after our competitor launched a cheaper model.
a on b down c over
- We'll need to bring the deadline; they want it a week earlier.
a forward b back c off

4 Match the multi-part verbs 1-5 from exercise 3 with these definitions.

- | | |
|--|---------------------------------------|
| a Do something earlier | <input type="checkbox"/> |
| b Meet somebody unexpectedly | <input checked="" type="checkbox"/> 1 |
| c Do something that somebody else did before | <input type="checkbox"/> |
| d Become less in amount, price or level | <input type="checkbox"/> |
| e Be in the process of producing something | <input type="checkbox"/> |

Language check

Complete the sentences using the past simple or would form of the verbs in brackets.

- If I didn't think (not think) the idea would work, I wouldn't invest (not invest) in it.
- If he _____ (listen) to other people's opinions, he _____ (learn) more.
- Sales _____ (increase) if we _____ (improve) the design.
- It _____ (help) if you _____ (complete) the project a week early.
- If we _____ (look) at this from a different perspective, it _____ (be) easier to find a solution.
- What _____ (we do) if profits _____ (go down)?

Writing

Your manager, Andrew Morris, has asked employees to think of two ways to improve staff motivation. Write a note (30-40 words) with your suggestions. Use your own ideas or choose two from the list below. Start the note with a greeting and end it in a friendly way.

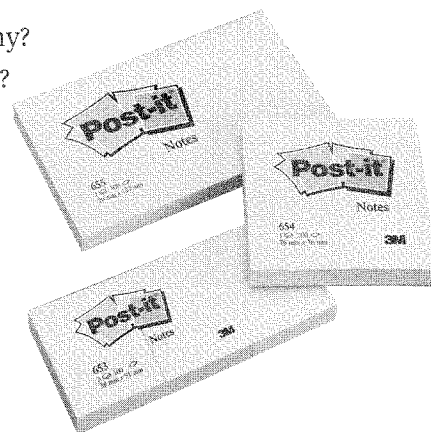
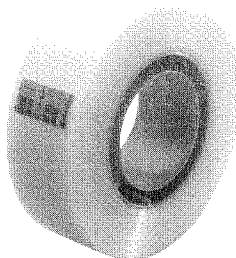
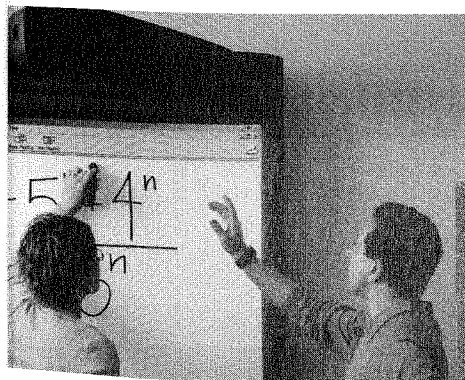
- Flexi-time (staff start/finish work when they want)
- Staff bonus (for reaching targets)
- Extra holiday (extra days off for excellent work)
- Staff party (staff from different departments socialise together)
- Employee of the month (every month the top employee gets a prize)

Then compare your answer with the suggested answer on page 96.

Reading

1 Think about these questions.

- What 3M products do you know?
 - What do you know about the company?
 - What do you want to know about 3M?
- Write three questions.



2 Read the article about 3M and see if it answers your questions.

3 Read the article again and complete each gap with the correct option, a-c.

The Economist

Survey: Innovation in industry

Leaps of faith

Innovators break all the rules. Trust them.

At 3M, innovation has been built into the company ¹ a. For example, technical staff are encouraged to spend 15% of their time working on their own ² _____ that they hope will one day become new products for the company. Not only do they get time ³ _____ to pursue these ideas, but they can also get ⁴ _____ to buy equipment or even hire extra help.

For an idea to get ⁵ _____ at 3M, it must first win the personal backing of at least one member of the main board. If it received backing, then a ⁶ _____ of researchers, engineers, marketers and

accountants would be set up to push the idea further. But employees do not need to be afraid of failure. At 3M, the corporate ⁷ _____ is the one who continues against all the odds to ⁸ _____ a successful innovation from an idea everyone thought silly.

A shining example is 3M's Art Fry. He realised that the sticky, but removable, piece of coloured paper he used to mark his place in his book had a wider use for writing reminder ⁹ _____. The special adhesive used was already a failed innovation because at the time no one saw any use for a glue that did not dry. The difference was in the

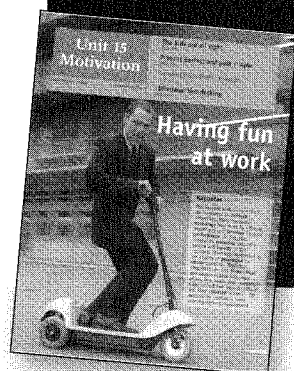
¹⁰ _____ way Mr Fry persuaded the top brass to adopt his idea. First, he made up a batch of sticky little yellow reminder pads and distributed them to secretaries, knowing they were the best ¹¹ _____ in the company. Just by using the product daily as they left reminder notes for their bosses, the secretaries ensured that it got noticed by senior managers. Then, when everyone was hooked on the reminder pads, Mr Fry ¹² _____ handing them out. There would be no more, he insisted, unless the product got officially launched. Today, the 'Post-It' note is one of 3M's biggest sellers.

- | | | |
|----------------|---------------|--------------|
| 1 a culture | b building | c office |
| 2 a jobs | b professions | c ideas |
| 3 a on | b off | c through |
| 4 a money | b bills | c invoices |
| 5 a refused | b bought | c accepted |
| 6 a gang | b team | c crowd |
| 7 a thief | b chief | c hero |
| 8 a create | b sell | c buy |
| 9 a letters | b memos | c notes |
| 10 a creative | b strange | c expensive |
| 11 a nets | b networks | c networkers |
| 12 a continued | b stopped | c started |

Paul Spiers, a training manager, calls Visiontec, a company that runs creativity courses for business people. He speaks to Al Bennett. Listen to their conversation and choose the best answer (a-c) for each question.

- 1 Wingnet Electronics usually run *b*
 - a more adventurous training courses.
 - b more traditional training courses.
 - c no training courses.
- 2 The courses can help participants to look at problems
 - a in new ways.
 - b carefully.
 - c logically.
- 3 At the start of the course they
 - a give people a badge with their name on.
 - b give people a badge to put their own name on.
 - c get people to make their own badge.
- 4 They encourage people to
 - a agree with each other as much as possible.
 - b disagree with each other as much as possible.
 - c argue noisily when they disagree.
- 5 The morning session ends with
 - a marketing a new product.
 - b building an object.
 - c finding a new use for an existing object.
- 6 'Introduction to creative thinking' lasts
 - a half a day.
 - b one day.
 - c two days.
- 7 Al prefers courses to be run
 - a at the client's company.
 - b in a hotel conference facility.
 - c at Visiontec.
- 8 The company runs up to
 - a 15 courses a week.
 - b 15 courses a month.
 - c 50 courses a month.

Unit 15 Motivation



Vocabulary: **Motivation**
Language: **Present perfect and past simple**
Career skills: **Giving reasons**
Writing: **Letter applying for a job**

Reading **1** Think of three ways in which a company could reward good work, apart from offering a pay rise. Read the article and see if any of your ideas are mentioned.

The Economist

Survey: Pay

A fair day's pay

How to tailor pay to performance

Companies frequently combine several different schemes to reward different kinds of achievement. Eddie Bauer, a clothing retailer, used to pay people mainly by the kind of job they did, not by how they did it. 'People knew they could change their pay by rewriting their job description, not by raising their productivity,' says Lori Fosnes, the senior compensation manager. But now staff fit into one of three bands: entry, intermediate or specialist. They can win more pay by being promoted — sideways as well as upwards, as long as they acquire new skills in the process — or by improving their personal performance.

However, the company reinforces the message with something that makes it easier to reward teamwork: with prizes for good behaviour. The most basic is a star, about four inches across, which can be stuck on a filing cabinet or a wall. It can be given by any 'associate', as Bauer people call each other, to any other at any time, in recognition for doing something well. The Oscar of Bauer awards is the 'Best of Bauer', decided by a 'legends' committee and handed out at a ceremony in March. Employees who receive this accolade wear a special name tag all year.

Such schemes may sound like kindergarten. But Bauer's human-

resources staff think they have a powerful effect because they are so much more public than pay rises. They also point to other aspects of a job that individuals find rewarding: does their office have a window? Do they have a parking space? Can they work from home? Such things can be immensely effective in rewarding good performance, and generally cost a lot less than a pay rise.

Pay alone rarely keeps people with an employer. In the war for talent, companies need better weapons than cash. They need to guarantee their stars a sequence of fascinating jobs; to give them a sense of belonging; and to tell them they are tops.

Since this article was published, Eddie Bauer has made further changes to the way it rewards its staff.

2 Read the article again. Are these statements true or false?

- 1 Eddie Bauer has changed the way that staff performance is rewarded.
True
- 2 In the past, the company rewarded the job you did, and not how well you did it.
- 3 Now staff have to be promoted upwards to get higher wages.
- 4 The company rewards staff who learn new skills.
- 5 Any person who works at Eddie Bauer can give another employee a star.
- 6 If you win a 'Best of Bauer' award you can wear a special badge all month.
- 7 These schemes are more private than a pay rise.
- 8 Pay is not the only thing that motivates employees to stay with a company.

Vocabulary

1 Underline the odd one out in each group.

- | | | |
|-----------------|---------------|--------------------|
| 1 a encourage | b praise | c <u>criticise</u> |
| 2 a help | b order | c support |
| 3 a competitive | b teach | c instruct |
| 4 a stimulating | b interesting | c friendly |
| 5 a promotion | b talent | c skill |
| 6 a ambitious | b responsible | c determined |

2 Match the verbs (1-6) with the adjectives and nouns (a-f).

- | | |
|-----------|---------------|
| 1 show | a confident |
| 2 meet | b skills |
| 3 receive | c achievement |
| 4 develop | d initiative |
| 5 feel | e praise |
| 6 reward | f challenges |

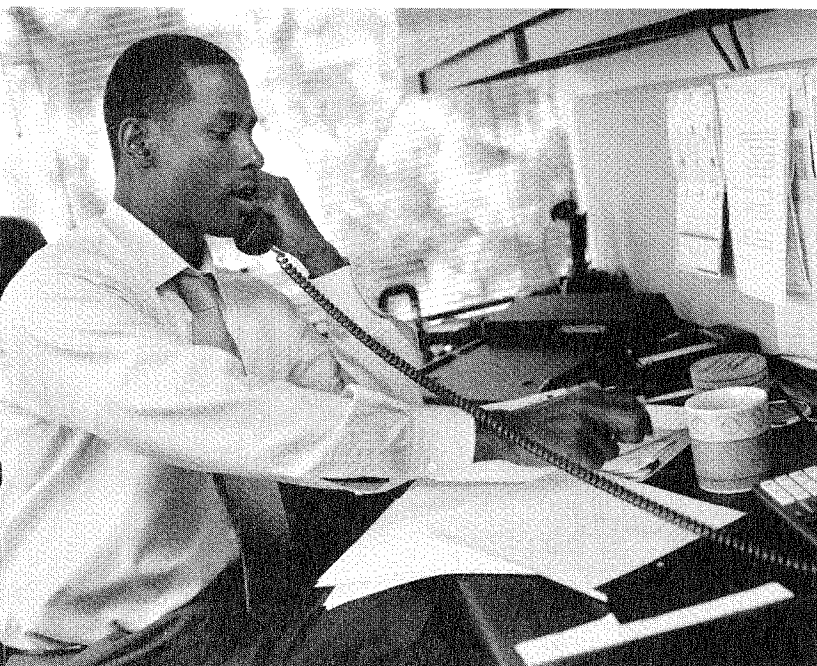
Language check

Are these sentences correct or incorrect? Correct the verbs that are wrong.

- 1 Have you ever ^{been} ~~be~~ to Korea?
- 2 When did he take over the company?
- 3 Where have you been yesterday?
- 4 She has left the company last year.
- 5 They have worked for the company for two years.
- 6 We have started flexible working hours six months ago.
- 7 I worked here since last March.
- 8 I've finished my report. Let's go.
- 9 What time have you arrived this morning?
- 10 Recent reward schemes have improved staff motivation.

Listening T18

1 Nathan Donald wants some extra help with a market research project he is working on. Listen to his conversation with Lydia Mason, a recruitment consultant, and complete the notes.



Market Research Vacancies

Number of vacancies: ¹ 6

Temporary or permanent? ² _____

Duration of contract: ³ _____

Basic hours per week: ⁴ _____

Overtime (approximate): ⁵ _____

Salary: ⁶ _____ per ⁷ _____ (plus bonus)

Start date: ⁸ _____

Contact: ⁹ _____

Extension number: ¹⁰ _____

2 Complete the sentences using words or phrases from the box. Then listen again to check.

that	order	because	means	because of	so
------	-------	--------------------	-------	------------	----

- 1 I wasn't sure because I haven't heard from you.
- 2 We have another two staff leaving this week, _____ I need six now.
- 3 This _____ that there might be some errors in the original information.
- 4 In _____ to check this, do you mind if I go over some of the job details?
- 5 It's probably _____ the low salary that there hasn't been any interest.
- 6 I've just got a few more questions, so _____ we can be sure that all the information is correct.

Writing

Read the job advertisement from *The Globe* magazine and write a letter (60–80 words) in reply.

- Begin and end the letter politely
- Say where you saw the advertisement
- Say that you are interested in working for the company
- Give a short description of your work or study experience to date
- Describe yourself using three adjectives

NEW TALENT WANTED

You might have worked for some good companies but we guarantee that you have never worked for a company like

Wonderola.

We pay our employees an excellent salary.

Our staff have 30 days' paid holiday a year.

But what really makes us different is our commitment to helping you develop new skills and the fact that we reward achievement at all levels of the company.

We don't want you to try and fit into a particular job title. Instead, write and tell us a little about your work experience or what you have studied.

Also, tell us what three adjectives describe you.

Who knows? It could be the start of a new adventure!

Write a short letter of introduction to Pete Bowler
(Human Resources Manager).

Then compare your answer with the suggested answer on page 96.

BEC Preliminary practice test

Introduction to BEC (Business English Certificate) Preliminary

This workbook contains a complete BEC Preliminary practice test (on pages 66–81). The BEC Preliminary examination is a Cambridge ESOL (UCLES) business English examination at approximately lower intermediate level. BEC Preliminary consists of four components: reading, writing, listening and speaking.

Reading test

Different parts of the Reading paper test different reading skills. Part 1 tests your understanding of short notices and messages. Parts 2 and 4 test reading for detailed factual information. Part 3 tests your ability to interpret visual material. Part 5 tests reading for gist and specific information. Part 6 tests your grammar and understanding of text structure. Part 7 tests your ability to transfer information from one type of text to another.

When preparing for the examination it is useful to:

- practise reading as many types of text as you can, including short notices and messages, information in lists and categories, graphs and charts, articles in newspapers and magazines
- practise grammar and sentence structure as much as possible
- analyse texts and the way they are written
- check your own and others' work and keep a record of your typical mistakes.

Writing test

For the Writing paper you have to produce two pieces of writing. Part 1 tests your ability to write a short message, such as a note, message, memo or email, to (a) colleague(s) within your company. Part 2 tests your ability to produce longer business correspondence, such as a letter, fax or email, to somebody outside the company. When preparing for the examination you should:

- read and analyse real business correspondence, looking at the level of formality and how it is organised
- practise writing business correspondence, thinking about the reason for writing, formality and how to open and close
- check your writing for mistakes.

Listening test

The Listening paper tests a variety of listening skills, for example listening for specific information (all parts), understanding numbers and spelling in Part 2, note-taking in Parts 2 and 3, listening for gist in Part 4. When preparing for the examination it is useful to:

- get as much listening practice as possible
- practise listening for numbers and spelling
- practise taking notes when you are listening
- try to understand speakers' opinions as well as facts.

Speaking test

The Speaking paper tests different skills. In Part 1 you are tested on your ability to talk about yourself (work, interests, etc.). Try to answer the questions as fully as possible.

In Part 2 you choose one of two business topics and give a 'mini-presentation' (for approximately one minute) on the topic. Before you start, you have one minute to prepare. At the end, the other candidate is asked to comment on what you have said. During your presentation, it is important that you:

- express your points clearly
- give reasons for your points.

In Part 3 of the Speaking paper you are given a topic to discuss with another candidate and, at the end, with the examiner. It is important that you:

- give your opinions and give reasons for your opinions
- ask the other candidate for his/her opinions
- agree or disagree politely.

The tables on page 65 describe the components of the BEC Preliminary examination. The final columns refer you to units in the workbook with exercises that are similar in format to BEC Preliminary tasks. You may find these exercises useful if you are preparing for the examination.

Reading and Writing test (90 minutes)

Reading

Part	Type of reading	Task	No. of questions	Workbook units
1	Short notices and messages	Multiple choice questions	5	Unit 3
2	Detailed factual information	Matching people to choices	5	Unit 13
3	Interpreting visual material	Matching written information to graphs or tables	5	Unit 10
4	Detailed factual information	Multiple choice, Right / Wrong/Doesn't say	7	Units 2, 4 and 13
5	Gist and specific information	Multiple choice comprehension questions	6	Units 1, 7, 9 and 12
6	Grammatical accuracy and text structure	Multiple choice gap filling	12	Units 5, 6 and 14
7	Information transfer	Form filling, note completion	5	Unit 11

Writing

Part	Task	Word length	Workbook units
1	Writing an internal note, message, memo or email	30–40 words	Units 1, 7, 9 and 14
2	Writing business correspondence – a letter, fax or email	60–80 words	Units 2, 3, 8, 12 and 13

Listening test (40 minutes including 10 minutes to transfer answers to a separate sheet)

Part	Type of listening	Task	No. of questions	Workbook units
1	Specific information	Multiple choice questions	8	Units 4, 7 and 10
2	Specific information	Gap filling (numbers and spellings)	7	Units 2, 9 and 15
3	Specific information	Note taking	7	Units 1, 8 and 12
4	Gist/specific information	Multiple choice comprehension questions	8	Units 3, 5 and 14

Speaking test (12 minutes)

Part	Task	Time	Workbook units
1	Giving information about yourself (work, hobbies, etc.)	About 2 minutes	Unit 1 and 5
2	Giving a 'mini-presentation' about a business topic	About 5 minutes	Unit 4
3	Discussion with another candidate on a given topic	About 5 minutes	Unit 6 and 11

READING

PART ONE

Questions 1 – 5

- Look at questions 1 – 5.
- In each question, which sentence is correct?
- For each question, mark one letter (**A**, **B** or **C**).

Example

To: All staff

To guarantee next day delivery, outgoing mail needs to be in the post room by 4.30pm and packages by 2.30pm.

For next day delivery

- A** all post leaves the mail room at 4.30pm.
- B** parcels must be in the post room before 2.30pm.
- C** letters have to be in the post room before 2.30pm.

The correct answer is B.

Summer deals!

20% off all new orders.

Existing customers will receive 25% discount on all orders
over €5,000. (Excludes new product lines.)

- A** New customers will get discounts on all orders.
- B** Old customers will get 20% off everything.
- C** All customers will get discounts on new products.

2

To: Department Heads
From: General Manager
Subject: Monthly meeting

This is now in the Operations Room instead of the Boardroom. Date and time remain as scheduled. Please don't be late.

What has changed about the meeting?

- A** It will start later than usual.
- B** It will be in a different location.
- C** It will take place on another day.

3

NOTICE TERMS

To end the contract, one month's written notice (by post not email) is required. Telephone communications are also unacceptable.

What must you do to finish the contract?

- A** Telephone the company one month before.
- B** Send an email to the company immediately.
- C** Write to the company in advance.

4

INSURANCE

Provided you have not made a claim, you may cancel this policy and receive a full refund within 14 days of purchase.

The insurance company allows you to

- A** change your mind in the first two weeks.
- B** make a claim only after the first 14 days.
- C** get your money back if you make a claim within 14 days.

5

To: John

From: David

Can't make sales conference. Have to attend urgent board meeting. Can you take my place and give the product presentation I've prepared?

What does John have to do?

- A** Prepare the product presentation.
- B** Give a presentation to the board of directors.
- C** Attend the sales conference.

PART TWO

Questions 6 – 10

- Look at the list below. It shows a selection of workshops offered by a training company.
- For questions 6 – 10, decide which workshop (A – H) each company needs.
- For each question, mark one letter (A – H).
- Do not use any letter more than once.

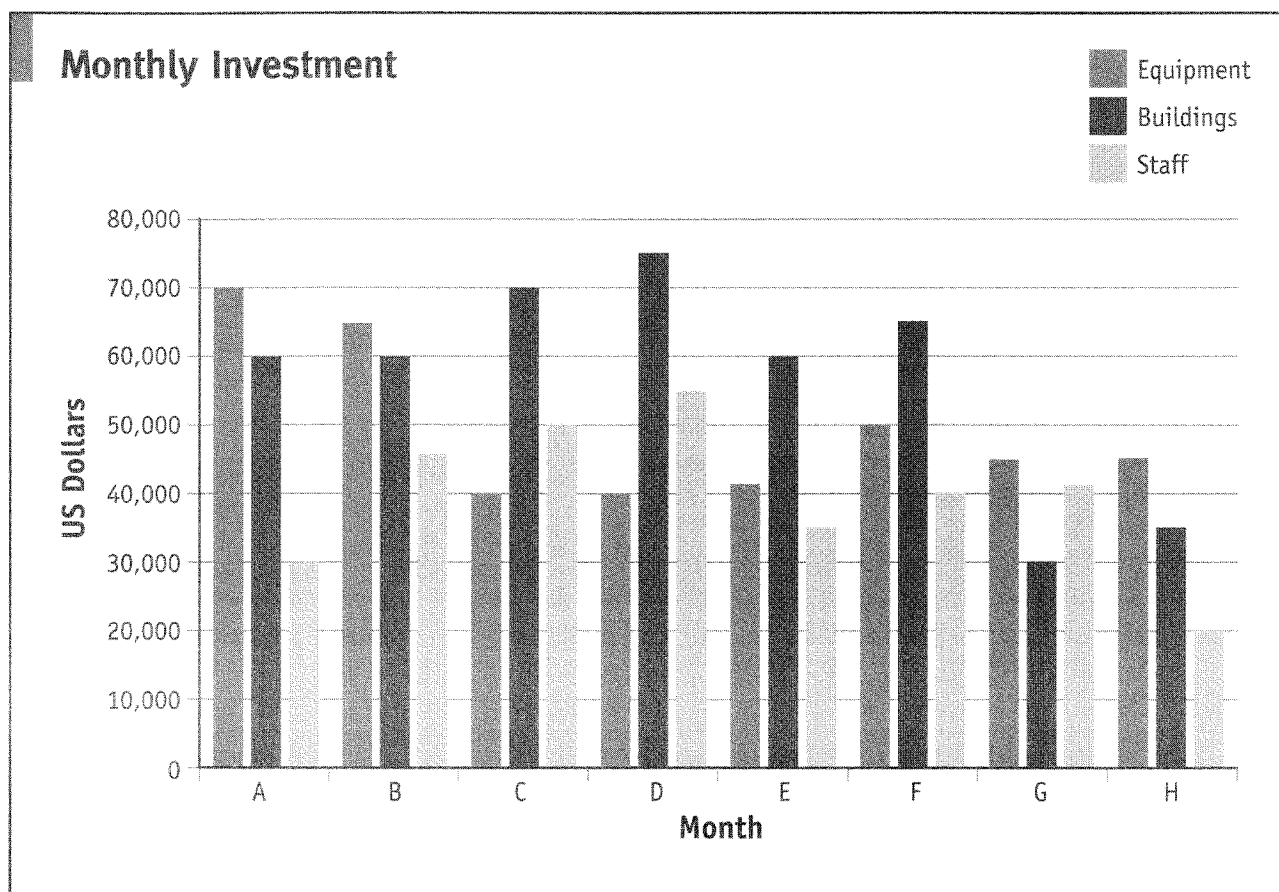
- A Risks and rewards:** Business strategy for foreign markets
- B Maximise sales:** Effective selling; finding new markets
- C Ready to export?** Cultural differences; regulations
- D Staff performance:** How to motivate and develop staff
- E Legal responsibilities:** For new businesses
- F Review growth plans:** Setting targets; allocating financial resources
- G Expanding?** Advantages and disadvantages of joint ventures
- H Improve cash flow:** Get rid of debt; use money effectively

- 6 Sylvia Glass, who is setting up her own company, wants to know how business is done in other countries.
- 7 Miko Takata is the financial controller of an export company which is looking at the possibility of working together with another company.
- 8 Yeoung Kim, a sales manager in an expanding company, needs help to improve his staff's productivity.
- 9 Matthew Keane, export manager of a fast-growing company, needs help preparing budgets.
- 10 Sven Kriek, director of a sales company, wants to reduce the amount of money his company owes to creditors.

PART THREE

Questions 11 – 15

- Look at the bar chart below. It shows the amount a manufacturing company has invested in new equipment, staff and buildings during an eight-month period.
- Which month does each sentence (11 – 15) describe?
- For each sentence, mark one letter (A – H) for your answer.
- Do not use any letter more than once.



- 11 While investment in equipment fell slightly, investment in staff rose, with the amount spent on buildings remaining the same as the previous month.
- 12 Although there was a fall in investment in buildings, spending on equipment rose slightly while the amount spent on staff also dropped.
- 13 Despite increased investment in buildings, the figure for equipment was substantially reduced, although more this month was spent on staff than previously.
- 14 With investment in staff going up slightly, the amount put into buildings continued to rise, although investment in equipment remained the same as previously.
- 15 Investment in buildings saw a small increase whereas spending on staff fell, although spending on equipment remained steady compared to the previous month.

PART FOUR

Questions 16 – 22

- Read the article below about the expansion of new business.
- Are sentences 16 – 22 'Right' or 'Wrong'? If there is not enough information to answer 'Right' or 'Wrong', choose 'Doesn't say'.
- For each sentence 16 – 22, mark one letter (A, B or C).

Bigger is not always better

More than half a million new businesses are created each year in America alone. Two-thirds of these businesses survive at least two years; half make it to at least four. So how does a company manage to go past the four-year mark? How does it manage to grow?

Part of the challenge lies in the fact that growth is not always good. Companies can rush unprepared into new markets, expand without considering the demands made on their employees, or spend unwisely. Tom Bartlett, vice president of investor relations for Verizon Communications, is familiar with these problems. In September, Verizon began launching third-generation (3G) wireless networks in 14 cities in the United States. Similar European companies have yet to see a profit from their 3G investments, and Verizon has taken an expensive risk in a slow market, by signing a \$4.5 billion contract extension with Lucent for 3G services in July.

One of the choices is whether to go public or stay private. Matthew Szulik, chief executive of Red Hat, which bundles Linux software for personal computers and larger networks, has made this decision twice. While discussing the growth of demand for his product, Mr Szulik admits that the consequences of going public during the dotcom boom were not totally positive for the firm.

- 16 More than half the new companies stay in business for four years.
A Right B Wrong C Doesn't say
- 17 Fast expansion can lead to huge debts.
A Right B Wrong C Doesn't say
- 18 Verizon launched its product around the world in September.
A Right B Wrong C Doesn't say
- 19 Verizon failed to profit from their 3G networks.
A Right B Wrong C Doesn't say
- 20 Verizon's European 3G competitors have failed to make money.
A Right B Wrong C Doesn't say
- 21 Mr Szulik has experience of taking a company public.
A Right B Wrong C Doesn't say
- 22 Mr Szulik believes that going public was bad for Red Hat in some ways.
A Right B Wrong C Doesn't say

PART FIVE

Questions 23 – 28

- Read the article below about Netflix, a company which rents movie DVDs on the internet.
- For each question **23 – 28** on the next page, choose the correct answer.
- Mark one letter **A, B** or **C**.

Company profile: Netflix

LATER this year, Netflix, America's leading online DVD-rental company, will launch a new service for downloading movies from the internet. However, movie studios are likely to remain careful about what films they make available for a fee on the web.

For now, that suits Netflix. The CEO, Mr Hastings, believes that the DVD will remain popular for some time, not least because that is what the movie industry wants: sales of DVDs and fees from rentals are an essential source of the studios' profits from new releases.

Netflix entered the market in 1999 when, having had to pay a \$40 late-payment fine to a Blockbuster video-rental store, Mr Hastings launched the subscription service. He was already a successful entrepreneur, having built up a software company before he started Netflix. For its most popular service, Netflix charged users \$17.99 a month for an unlimited number of DVD rentals.

The Netflix business model has proved to be such a simple and highly effective combination of the online and offline worlds that it has been copied by other companies in Britain, France, Germany, Australia and Japan. Netflix, based in California USA, was about to launch in Britain last year when it decided to temporarily withdraw from going international, in

order to concentrate on the strong competition it currently faces at home. The huge retailer, Wal-Mart, and Blockbuster, the world's biggest chain of video-rental shops, both decided to offer online DVD rental at lower prices.

Certainly, the cost of entering the market has gone up. In the past year its share price fell as investors saw profits being poured into an aggressive marketing campaign which cost nearly 20% of its revenues. The company expects to make a net loss of \$5m–15m this year. Nevertheless, Mr Hastings says Netflix has \$175m in cash and no debt. 'We can sustain this for a very long time,' he adds. Indeed, Netflix is showing signs that it is winning the battle. In May, Wal-Mart pulled out, offering its online DVD-rental business to Netflix.

Netflix has already seen its number of subscribers grow to 3m and it expects to reach 4m by the end of this year. Meanwhile, Blockbuster, which lost \$1.2 billion last year, hopes to have 2m customers by next spring for its online DVD-rental service. Furthermore, Carl Icahn, a highly successful businessman, won a seat on the board. Blockbuster has been testing out higher fees, which suggests that Mr Icahn's priority could be reducing losses, not undercutting Netflix.

- 23 According to the article, what is the movie studios' view of downloading movies from the internet?
- A They will be able to charge high prices for them.
 - B They will select the films they offer with care.
 - C They hope to set up rental companies themselves.
- 24 What is Mr Hastings' view of the future of DVDs?
- A The film companies need to sell them.
 - B It will become easier to download films in the future.
 - C DVDs only have a short life cycle.
- 25 When Mr Hastings set up Netflix he
- A had refused to pay a fine to a rental company.
 - B had little experience in the business world.
 - C allowed customers to rent several movies each month.
- 26 Netflix had to postpone its plans for opening in the UK because
- A competition in other countries was increasing.
 - B it needed to focus on expanding the domestic market.
 - C rival companies in the US were causing problems.
- 27 What does Mr Hastings say about the current financial situation of Netflix?
- A Investment in a strong marketing campaign is only short term.
 - B The company does not owe any money.
 - C Shareholders should soon see the company in profit.
- 28 What does the article say about Blockbuster?
- A It expects to have more customers than Netflix.
 - B It is trying to reduce the price of its rentals.
 - C It has appointed a new director.

PART SIX

Questions 29 – 40

- Read the article below about customers.
- Choose the correct word to fill each gap, from **A, B** or **C**.
- For each question **29 – 40**, mark one letter (**A, B** or **C**).

THE CUSTOMER IS KING

In today's marketplace, consumers have more power to choose than ever before. This is as a (29) of customers using the internet to get information about (30) they want, whenever they want. In very competitive markets, customers are kings.

The implications for business are enormous: threatening for (31) , welcome for others. For instance, the increase in choice makes certain brands more valuable, not (32) A strong brand in one sector can provide the credibility to enter (33) Apple has used its iPod to (34) away business for portable music players from Sony. Dell became a market leader in the personal computer business (35) cutting out retailers and selling directly to consumers. (36) Dell changes prices on its website, its customers' buying patterns change immediately.

(37) buying a car, often one of the (38) retail experiences anyone can have, has been transformed. Over 80% of Ford's American customers have (39) researched their purchase on the internet before (40) at a showroom.

- | | | | |
|----|-----------|------------|---------------|
| 29 | A result | B cause | C reason |
| 30 | A that | B which | C what |
| 31 | A any | B some | C one |
| 32 | A less | B least | C fewer |
| 33 | A other | B another | C alternative |
| 34 | A get | B hold | C take |
| 35 | A with | B by | C for |
| 36 | A If | B Unless | C Otherwise |
| 37 | A Still | B Just | C Even |
| 38 | A worse | B bad | C worst |
| 39 | A already | B yet | C soon |
| 40 | A arrive | B arriving | C arrived |

PART SEVEN

Questions 41 – 45

- Read the two emails below.
- Complete the visit booking sheet.
- Write a word or phrase (in **CAPITAL LETTERS**) or a number on lines **41 – 45**.

From: Andy Kim – Pacific Electronics
 To: Maria Strong – PEB International
 Subject: Company visit

Sorry – can't make 7 July. Have board meeting here in Seoul. Could come on 24 or 25 June instead, arriving 10am. I have to leave after lunch after seeing the new factory, so the visit to the warehouse and distribution centre will have to wait until next time. Could the company driver meet me at the airport? ETA 0800.

From: Maria Strong
 To: Simon Fried
 Subject: Company visit

Please note attached email. We've agreed the 25th. I was planning to take him to lunch at the Red Roof Restaurant but, as he needs to get away early, we'll eat in the canteen. Please book a taxi to meet him at airport as company driver is busy that day.

Many thanks.

PEB International VISIT BOOKING SHEET

Name of visitor: (41) _____

Date of visit: (42) _____

Area to visit: (43) _____

Lunch arrangements: (44) _____

Transport required: (45) *Need to book* _____

Flight ETA: *0800 hrs*

WRITING

PART ONE

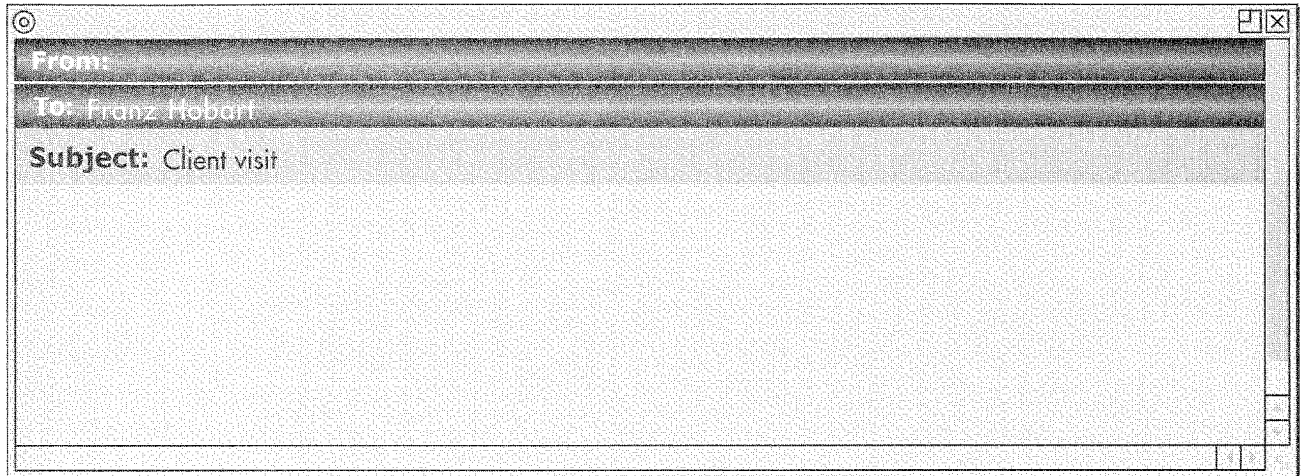
Question 46

An important client is visiting you tomorrow, but you are now unable to meet him.

Write an **email** to your assistant, Franz:

- telling him who the client is
- explaining why you cannot meet the client
- saying what Franz should discuss with him.

Write 30 – 40 words.

A screenshot of an email composition window. The 'To:' field is filled with 'Franz Hobart'. The 'Subject:' field is filled with 'Client visit'. The body of the email is empty. The window has a standard title bar with minimize, maximize, and close buttons in the top right corner.

PART TWO

Question 47

Read this part of a letter below from Gabriel Marques, Vice President of a consulting company.

We are a consulting company which specialises in helping companies to export to South America. We can put you in touch with potential customers as well as advise on import and export regulations.

One of our consultants will be happy to meet you to discuss your needs.

Write a letter to Mr Marques:

- expressing an interest in his service
- saying what your company does
- explaining why you want to export to South America
- suggesting a date for the consultant to visit.

Write 60 – 80 words.

Dear Mr Marques

LISTENING

PART ONE

Questions 1 – 8

- For questions 1 – 8, you will hear eight short recordings.
- For each question, mark one letter (**A**, **B** or **C**).
- You will hear the eight recordings twice.

Example

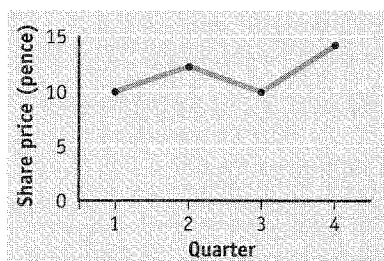
What is the best way to contact the woman in an emergency?

- A** By email
- B** By mobile phone
- C** By land line

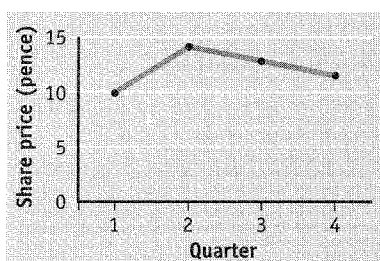
The answer is C.

1 Which chart is correct?

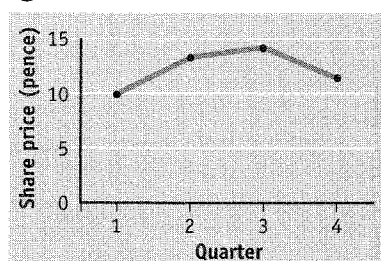
A



B



C



2 Which department will they visit first?

A

Marketing

B

Packing

C

Purchasing

3 What will Lars' presentation be about at next week's conference?

- A Financing growth
- B Managing budgets
- C Finding investors

4 When will the management meeting start?

A

10:45

B

10:15

C

09:45

5 What is the problem in the department store?

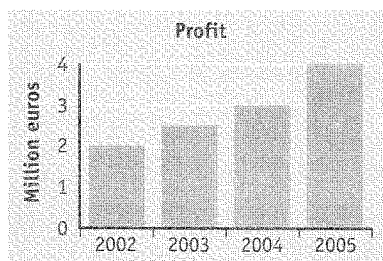
- A There is not enough retail space.
- B Product lines are old fashioned.
- C Stock control in the warehouse is failing.

6 Why did the man leave his last job?

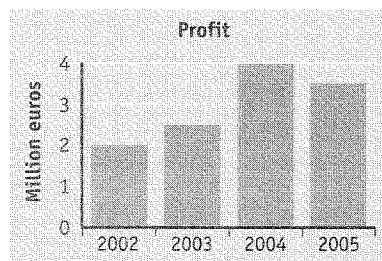
- A The working hours changed.
- B His workload increased.
- C He was bored with the work.

7 Which chart is correct?

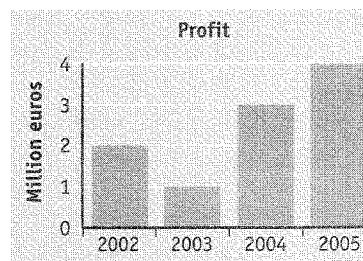
A



B



C



8 Where was the missing file?

- A On a colleague's desk
- B In the speaker's briefcase
- C At the reception desk

PART TWO

Questions 9 – 15

- Look at the form below.
- Some information is missing.
- You will hear a woman telephoning to make an order.
- For each question 9 – 15, fill in the missing information in the numbered space using a **word, numbers or letters**.
- You will hear the conversation twice.

<h2 style="margin: 0;">WEXFORD COMPONENTS</h2> <h3 style="margin: 0;">ORDER FORM</h3>			
Date ordered:	12 JULY		
Customer name	(9) Ltd		
Telephone:	(10)		
Product	Ref. code	Quantity	Unit price (€)
Metal rings	GRK 174	(11)	0.04
Rubber tube	(12)	1,000 metres	0.67 (per m)
Discount given:	(13)		
Delivery date:	(14) July		
Delivery address:	Unit 74, Tealy Industrial Park, Vancouver, (15)		

PART THREE

Questions 16 – 22

- Look at the notes about a company called BJC Event Management.
- Some information is missing.
- You will hear part of a presentation by the company's Marketing Manager.
- For each question 16 – 22, fill in the missing information in the numbered space using a **number, one or two words**.

NOTES ON BJC ACTIVITY EVENT MANAGEMENT

Companies must present a positive image to the (16)

(17) make a corporate event more interesting.

Good teamwork reduces staff (18)

Positive attitude to work leads to more job (19)

BJC assess a company's current (20) before planning event.

Possible venues for events: Hotel

Conference centre

(21)

BJC contact venue about room (22)

PART FOUR

Questions 23 – 30

- You will hear a short radio interview with Matteo Rossini, an expert on the Italian clothing industry.
- For each question **23 – 30**, mark one letter (**A**, **B** or **C**) for the correct answer.
- You will hear the interview twice.

23 Matteo says that between the 1960s and the 1990s Italy's manufacturing

- A** was based in one particular region.
- B** concentrated on certain sectors only.
- C** was mainly in the hands of large companies.

24 What does Matteo say about the Italian economy today?

- A** Production facilities need to be modernised.
- B** Italy exports far more than it imports.
- C** Italy is less competitive than it was.

25 What does Matteo say about the reaction of Italian clothing companies?

- A** Many companies have moved manufacturing to China.
- B** Most companies have decided to limit production.
- C** It has been hard for companies to survive.

26 What does Matteo say about Marco Boglione's past experience?

- A** He lost his job when a company went bankrupt.
- B** He had set up a chain of shops selling sportswear.
- C** He once worked for the company that he bought.

27 When Marco Boglione bought MCT in 1994

- A** his father believed the new company would fail.
- B** he immediately repaired all the old equipment.
- C** his priority was to improve working conditions.

28 Matteo says the main reason for BasicNet's success is that

- A** it was set up during an economic boom.
- B** it keeps overheads to a minimum.
- C** it sells licences for its key brands.

29 What does Matteo say about the BasicNet organisation today?

- A** The Italian employees mainly deal with customer service.
- B** The factory in Italy manufactures the new products.
- C** The company's main suppliers are based in China.

30 How does Matteo see the future for Italian companies?

- A** They should improve the quality of their products.
- B** They should do what Marco Boglione has done.
- C** They should be worried about competition from China.

SPEAKING

PART ONE

Sample questions

What's your name?

Where do you come from?

Are you a student?

What are you studying?

Do you work?

What's your job?

What do you like most about your work/studies?

Would you prefer to work in a small or a large company? Why?

Do advertisements encourage you to buy a product?

PART TWO

Task sheet 1

A: WHAT IS IMPORTANT WHEN ... ?

Going to a job interview

- Dressing smartly
- Being on time
- Preparing questions
-

B: WHAT IS IMPORTANT WHEN ... ?

Choosing packaging for a product

- Material
- Cost
- Design
-

Task sheet 2

A: WHAT IS IMPORTANT WHEN ... ?

Buying new office equipment

- Cost
- Guarantee
- After-sales service
-

B: WHAT IS IMPORTANT WHEN ... ?

Choosing a venue for a conference

- Location
- Size of rooms
- Cost
-

PART THREE

Scenario

Your company has had a very successful year and wants to reward the staff. Talk together about the rewards the company could give staff and decide which three would be the most popular.

Here are some ideas to help you.

Staff rewards

- New canteen
- Laptop computer
- Free travel to and from work
- Shares in the company
- Gift vouchers
- One week's extra holiday
- Flight tickets
- Trip to theatre and dinner

Audioscripts

Unit 1 Activities page 4 (Track 2)

- M: Hello, do I register here?
R: Good morning, yes. It won't take a moment. I just have a few questions to ask to help me complete your registration form.
M: Sure.
R: What's your name, please?
M: Matthew Davies.
R: Davies – is that with or without an E?
M: With an E. D-A-V-I-E-S.
R: Mmhm. Thanks. And what's your job?
M: I'm a financial analyst.
R: Financial analyst. OK, thank you. And who do you work for?
M: Henlow and James.
R: Hanley and James?
M: No, Henlow ... that's H-E-N-L-O-W.
R: H-E-N-L-O-W. What kind of company is Henlow and James? Um, for example, insurance, er, marketing, ... ?
M: It's a legal firm.
R: Legal, thanks. And what does your company do?
M: We provide services for the film industry.
R: Great. And finally, what is your main role in the company?
M: I work with the film producers to estimate the cost of new films.
R: Thanks, Mr Davies. I hope you enjoy the conference. Here's your badge.
M: Thank you. Goodbye.

Unit 2 Data page 8

Listening 1 (Track 3)

- K: Hello, WRS Bank. Karen speaking. How can I help you?
DC: Hi, I have a query on my account.
K: Could I have your name, please?
DC: Yes, it's Daniel Conway.
K: Could you spell your surname, please?
DC: Certainly, that's C-O-N-W-A-Y.
K: Thank you. And can you confirm your address for me, please?
DC: Yes, it's 28, Elm Way, Dublin.
K: Thanks, that's fine. Could you tell me your

bank sort code, please?

- DC: 20-40-30.
K: Sorry – I didn't catch that.
DC: 20-40-30.
K: OK. And your bank account number?
DC: 032846.
K: Sorry – did you say 032846?
DC: That's right.
K: Is that a current account or a savings account?
DC: It's a current account.
K: Thank you. What seems to be the problem Mr Conway?
DC: My statement arrived today and there's a problem with the Visa payment on it.
K: The Visa payment? That's 330 euros to your Visa card on the 10th of July, is that correct?
DC: Well, it says 330 euros, but the Visa payment should be 130. Too much money has been paid to my Visa account.
K: Ah, I see the problem. Mr Conway, could you wait while I transfer you to our credit-card department? They'll deal with this for you.
DC: OK, fine.

Listening 2 (Track 4)

- S: Hello, Mr Conway. This is Sarah in credit cards. Karen explained the problem.
DC: OK, good.
S: Can I just check some details?
DC: Sure.
S: Could you tell me your credit-card number?
DC: Yes, it's 77299424.
S: I'll just read that back – 77299424. And what's the expiry date?
DC: Just a moment. OK, it's 11/08.
S: 11/08. And are you the account holder?
DC: Yes, I am.
S: I'm sorry for the problem Mr Conway. Your credit-card account is now 200 euros in credit. Would you like me to transfer 200 euros to your current account?
DC: Yes, please.
S: No problem, that's going through for you now. Mr Conway, we're carrying out a survey into our customers' buying habits. Do you have time for me to ask you a few questions?
DC: Um, yes, OK.
S: There are only five questions so it will be very quick. Now first of all ...

Unit 3 Etiquette page 12

Listening 1 (Track 5)

- A: Hello Howard.
H: Hi Alison, I'm really sorry that I'm late.
A: That's all right. Don't worry about it. Let's go and get some lunch.
H: Oh, that's one of my clients over by the bar. Excuse me a moment, Alison. Hi Nigel, how are you?
N: Hi Howard. Fine thanks. How are things?
H: Great thanks. Let me introduce my colleague. This is Alison Neilson from our IT department. Alison this is Nigel Horner from Cornell Plastics.
N: Hi Alison, pleased to meet you.
A: Hi, it's good to meet you too, Nigel.
H: Hey, would you like to join us for lunch, Nigel?
N: Sure, that would be great, thanks.

Listening 2 (Track 6)

- N: This is a very nice meal, Howard.
H: Oh, good, I'm glad you like it.
N: By the way, thanks very much for your help with that urgent order last week.
H: No problem. You're welcome.
N: Well, I really appreciate it.
H: Would anyone like dessert?
A: Not for me, thanks.
N: No thanks, I'll just have a coffee. Is it OK to smoke cigars in here?
H: I'm afraid not. It's a no-smoking restaurant.
N: Oh, OK.
A: Thanks for a very nice lunch, Howard.
H: I'm glad you enjoyed it, Alison.
A: I have to get back to the office, I'm afraid. It was very nice to meet you, Nigel.
N: Great to meet you too, Alison.
H: Bye Alison. See you back at the office.
A: Bye.

Unit 4 Image page 16 (Track 7)

Conversation 1

- A: Why don't you like it?
B: It's too small.
A: But it's got lots of space for files.
B: Yes, but I need one with five drawers and it only has three. Can you order another one for me, please?
A: OK.

Conversation 2

- A: How is the new design coming along?
B: Great, I'm working on it now.
A: How does it look?
B: Well I think it looks really stylish. It's black with a white handle. And it has wheels so you can pull it along.
A: Is it small enough to carry as hand luggage on a plane?
B: Oh yes, it's ideal for travelling.
A: Excellent. That sounds very practical.

Conversation 3

- A: So, why do you like it?
B: Well, it's a great idea. It's like a surfboard but with a sail and wheels.
A: But what can you use it for?
B: You use it on the beach. It's like a windsurf board that you can use out of the water.
A: Who can use it? Is it for adults and children?
B: Well, it can go very fast, so it's not really suitable for children to use.

Conversation 4

- A: Look, this is the one I think we should put in the catalogue.
B: OK, what can you use it for?
A: Well you can use it for downloading music from the internet. Then you can listen to it through these little earphones.
B: Yes, but there are a lot of those on the market at the moment. What special features has it got?
A: Oh, OK. Erm, well, you can watch films on it too. Look, it has a tiny screen here.
B: Wow, that's amazing. What's it made of?
A: It's made of metal, so it's very strong.

Unit 5 Success page 20 (Track 8)

- A: Hello. Thank you for coming here today to tell us about the Gibbs Aquada.
B: It's a pleasure.
A: To begin with, can you describe what the Gibbs Aquada is?
B: Yes, it's a high-speed sports car that converts into a speed boat.
A: Amazing. How fast can it go?
B: On land it can reach speeds of up to 110 mph and on water it can travel at 30 mph. In fact, in 2004, the Gibbs Aquada broke the speed record across the Channel.
A: Tell us about Neil Jenkins and Alan Gibbs, who started the company.
B: Neil Jenkins started his career on the

graduate programme at British Aerospace. Then he moved to British Leyland. After a while he headed a design engineering company working on high-performance cars. Then, in 1993, he started his own engineering consultancy.

A: And Alan?

B: Alan Gibbs is an entrepreneur from New Zealand. After studying engineering, Alan made a fortune in telecoms and TV. The idea for a car that could also be a boat started when he needed a vehicle to travel on the land and water around his farm. So what did he do? He put wheels on a boat!

A: So, how did Alan and Neil meet?

B: Neil heard about a project in Detroit to design a high-performance car that could travel on water and the man behind that project was Alan Gibbs.

A: What happened then?

B: Neil visited Alan in Detroit. They decided they could work together, so they merged their companies and work began on the project in Nuneaton, in the UK, in 1999.

A: So, if our listeners see a sports car driving into a lake?

B: Don't worry, it'll probably be someone test-driving their Gibbs Aquada.

Unit 6 Future page 24 (Track 9)

I: So, Alex, what changes do you think there will be in the leisure industry in the next few years?

AT: Well, I think people will definitely have less leisure time. People are working longer hours and retiring later.

I: What effects do you think that will have on people's leisure habits?

AT: Well, for example, people won't have time to take long holidays. But they might take more short breaks.

I: Does that mean that the travel industry will have problems?

AT: No, I don't think so. Scientists think that the weather may become more unpredictable. So, I'm sure that people will still want to travel abroad to get sunshine on their summer holiday or snow on their winter holiday. And we go on holiday for lots of reasons. For example, many people will want to experience different cultures whatever the weather does in the future.

I: Do you think that modern technology will have a big effect on how people spend their leisure time?

AT: Oh yes, technology is changing how we spend our free time. People can shop, listen to music, edit digital photos, play games, speak to friends – all without moving from their computers. I think it's unlikely that that trend will change in the near future.

I: So our leisure time will be spent sitting at a computer?

AT: Well, yes, I think that people will continue using technology to relax at home. And it's possible that people will also spend less time on more traditional leisure activities like sports, walking and going to the cinema.

Unit 7 Location page 28 (Track 10)

Conversation 1

A: Tomorrow I'm going to look at some Italian villas near the centre of town.

B: Great. Are they near all the facilities?

A: Yeah, they're close to the shops and restaurants, that kind of thing.

B: Do you think that's important for customers who rent the villas?

A: Oh sure. Everything you need is right outside your front door.

Conversation 2

A: So what location are you interested in at the moment?

B: Well, I heard that they're building a huge new theme park in Dubai.

A: Is that sort of entertainment important for your customers?

B: Yeah, I think a lot of people prefer villas that are close to the main attractions.

A: So, are you going to Dubai?

B: Yeah, I'm flying out on Wednesday to look at some new apartments next to the theme park.

Conversation 3

A: Our company specialises in quiet villas.

B: Oh, that's interesting. Where are you looking at the moment?

A: Well, next week I'm going to Denmark to look at some family-sized villas.

B: Are they near to a town?

A: No, but they're very close to a beach. They're lovely.

Conversation 4

- A: You're going to look at some villas in Poland, aren't you?
- B: That's right. I think that business people who are attending expos and conferences could be interested in staying in villas and apartments instead of hotels. It gives them more flexibility.
- A: That's a good idea. So what sort of things will you be looking for?
- B: Well, I'll check that they're convenient for the station and other transport connections.
- A: Why is that important?
- B: Because our clients will want to get to the conference centre easily.
- A: Oh right.

Unit 8 Job-seeking page 32 (Track 11)

- D: Hi Carla, thanks for coming along.
- C: No problem. How can I help?
- D: Did you find that doing this course helped you to get your present job?
- C: Well I found that the qualification was very useful for getting interviews. But once you're in a job interview, it's all about you and how you present yourself. So the practice that we did on the course was useful for that.
- D: Oh, right.
- C: Remember to really prepare for interviews. You have to think about what questions the interviewer might ask you. It's a good idea to ask a friend to practise the interview with you, before you go in.
- D: Is there anything that I can do before leaving college?
- C: Yes. Make sure that you network as much as possible. Join college associations and alumni groups. But also, don't forget to network when you go to conferences or exhibitions. Find people who are in the industry that you want to go into and go and introduce yourself.
- D: Yeah, but it's difficult to talk to people that you don't know, isn't it?
- C: At first it is, but it does get easier and most people are really helpful. Act professionally, so don't try to start a conversation when you're wearing an old t-shirt and eating a hamburger.
- D: Yeah, I'll try not to do that.
- C: You know what I mean. It's best to be a bit more formal, prepare like you would for an

interview. You know: dress smartly, shake hands and be polite.

- D: Well, I'll give it a try ...
- C: Listen Dave, it's a very competitive market for jobs at the moment and the more people that you talk to, the more likely you are to find a job. Just relax and enjoy meeting people. The most important thing is to listen to their advice.
- D: OK, I promise to get more serious about networking. Is there anything else?
- C: Oh yes, I nearly forgot. Don't forget to follow up any contacts that you make. Send a short email thanking the person for their time and advice. It's never too early to start making a good impression – you never know where it might lead in the future.

Unit 9 Selling page 36 (Track 12)

- A: OK. Let's start by checking the advertising plans for *Business World* magazine.
- B: Well I think we should book a 30-second commercial.
- A: On TV? When? Were you thinking of a particular programme?
- B: Yes, I was thinking of *Business Today*.
- A: Mmm, I'm not sure about that; it'll be very expensive.
- B: I know, but it will advertise *Business World* to the target audience that we want to reach.
- A: When is *Business Today* on?
- B: Let me check. Um, it's on at 8:30 on Wednesday evenings.
- A: OK. Phone their media sales people and check how much an ad will cost. But I want to look at less expensive forms of advertising, too.
- B: People are spending more time on the internet, so perhaps we could advertise on a business website.
- A: Which one do you think we should consider?
- B: Perhaps *The Economist* website to start with. I could check out the cost of advertising on it.
- A: That's a good idea. Could you get on to that as quickly as possible, please?
- B: Sure.
- A: OK. Let's move on to the free gifts. What did we decide on for Issue 1?
- B: Well, Issue 1 is out in October and that will have a business diary.

- A: Good idea. Is it a desk diary or a pocket dairy?
- B: Um, it's a small pocket diary.
- A: That's good. And what about Issue 2?
- B: Well, we decided to have a key ring with the magazine's logo on it for Issue 2. I have to talk to the supplier about that this afternoon.
- A: Can you get back to me if there are any problems with that?
- B: OK. Now, the free gift with Issue 3 is a CD of relaxation techniques that people can use at work.
- A: That's an interesting idea.
- B: We could also have a special promotion with the first three issues.
- A: What sort of promotion are you thinking of?
- B: Say, 20% off the usual magazine price? It's a monthly magazine, so it'll encourage people to try the first few issues and see if they like it. Think of it as an investment to get people interested.
- A: Excellent! Make sure that's promoted in all the advertising. Now, what's the venue for the magazine's launch party?
- B: It's being held at 79 Green Street in the City of London. It's a really smart club.
- A: Good work. Let's meet again tomorrow to go over the final details.

Unit 10 Price page 40 (Track 13)

- 1 As you can see from the bar graph, prices fell to a low point in June and then recovered and reached a peak of \$180 a barrel.
- 2 If we look at the pie chart, the largest segment shows that fresh food products accounted for over 50% of the supermarket's total revenues.
- 3 The table of figures shows that the price fluctuated between €1.55 and €1.77, depending on the country.
- 4 The graph shows that in the first quarter, prices increased from an average of \$180,000 to a \$195,000. They remained steady in July and then started to fall again.

Unit 11 Insurance page 44 (Track 14)

- D: My view is that we should go with the Medex quote because their premiums are much lower.

- S: Yes Dave, but the cover isn't as good. Don't you think we should look at other factors as well as cost?
- M: That's right, Susan. The fact is, if we pay premiums for medical cover that our staff are unhappy with, it's not a good investment.
- D: I understand your point, Maria, but you have to consider costs. We have over 300 eligible staff and the Faraday Medical Insurance quote is much higher.
- M: Surely the main point is that it's higher because it offers better protection for our employees?
- S: I can see your point, Maria. On the other hand, Dave is right about the need to look at costs. Why don't we compromise and contact both companies again? Dave, phone Medex and see if they can improve their level of cover and Maria, contact Faraday Medical Insurance to see if we can get a better quote.
- D: Yep, OK.
- M: No problem.
- S: Great, get back to me when you have the information and we'll make a decision then.

Unit 12 Service page 48 (Track 15)

- I: Hello and welcome to *Business Education Today*. Our first guest is Mr Mahesh from the University of Buckingham to talk about the graduate course in service management that the university runs. Mr Mahesh, thanks for coming in today.
- VM: It's a pleasure.
- I: Could you start by telling us when the graduate course in service management started?
- VM: Certainly. It began in January 1994.
- I: Are there many other courses like this?
- VM: None in the UK and, to the best of our knowledge, none in all of Europe as well.
- I: What do you consider to be the benefits of doing a course in service management?
- VM: Well, over 80% of additional employment in the UK and many other countries is being generated in the service sector; besides, services account for over 70% of the GDP of most developed countries.
- I: What areas do traditional management schools focus on?
- VM: The manufacturing sector has been in decline for a long time now. Yet, many management schools still focus on

traditional aspects of management dealing with consumer and industrial product manufacture and marketing. Anyone wishing to make a career today needs to be educated in how to design, market and deliver superior service – from front-line staff to top management.

I: How does your course differ from traditional customer-service training?

VM: Our programme helps a student learn how to manage service organisations and how to transform organisations into becoming service leaders. Our students also take in a serious amount of practical research methods and techniques, apply them to practical issues confronting organisations and finish the programme with an in-depth dissertation on a project normally supported by corporations. On the other hand, traditional customer service training merely focuses on front-line skills such as telephone manners, smile training and so on.

I: Have people's attitudes and expectations about customer service changed in recent years?

VM: Yes, enormously. As more and more of us travel abroad and get exposed to other countries and services, our expectations from services increase. We become far more critical of failures and increasingly take our custom away to better service providers.

I: Thanks, Mr Mahesh. It's been very informative talking to you. And now we move on to look at another ...

Unit 13 Productivity page 52 (Track 16)

D: Tim, can you read out the task instructions?

T: Sure. Right let me have a look ... erm ... OK, it says we have to build a structure as high and as wide as possible.

D: What sort of structure?

E: Well, it could be a bridge or a tower or anything. We can use our imagination to build any structure we like.

D: Oh right, I see. So, we can build anything we like as long as it's high and wide.

T: Yeah, that's right.

E: OK, that sounds easy – let's make a start.

T: Wait a minute. We can only use plastic cups, paper clips and cardboard boxes.

E: So, we can use plastic cups ...

T: ... and paper clips, and cardboard boxes.

D: But how can we stick the things together?

E: Perhaps we can use string or glue.

T: Er, no. It says in the instructions that we can only use the cups, paper clips and boxes. That's all. So no string or glue allowed.

D: And how long do we have to do the task?

T: Let me check ... Er, five minutes.

E: Five minutes! OK, we need to be quick. Put the boxes over here. We'll put the cups on top of each other like this.

T: Could we quickly talk about what we plan to do?

E: We're running out of time. We don't need to discuss it. Right, put that other box on here ...

T: Yeah but ...

D: Come on Tim, Erica's right – we don't have much time.

T: I really think we need to agree on a plan ...

E: David, give me some more of those cups, please.

D: Here you are, Erica. OK, now what shall we do with these paper clips?

T: Look don't you think we should ... ?

L: OK, everyone. It's time to finish.

E: Oh no!

D: It's falling down!

T: Yep, I thought that would happen.

Unit 14 Creativity page 56 (Track 17)

AB: Hi, Visiontec.

PS: Hello. Can I speak to Al Bennett, please?

AB: Speaking.

PS: Oh, hi. I wonder if you can help me. I'm Paul Spiers, Training Manager with Wingnet Electronics. I'd like some information about your creativity courses for business people.

AB: Sure, what would you like to know?

PS: Well, in the past we've run more traditional training courses such as time management, that sort of thing ...

AB: Uh huh, I see.

PS: But I'd like to add some more adventurous seminars to this year's programme. To begin with, could you give me some idea how creativity courses could help my company?

AB: Well, at Visiontec we believe that all types of business can benefit from encouraging staff to think of creative solutions to practical problems.

PS: But is it possible to learn creativity?

AB: Well, we can all certainly learn to be more creative and approach problems from new angles.

PS: Could you talk me through a typical course?

AB: Certainly. Well, we try to mix different departments together during the course, so we begin by giving attendees a badge and asking them to write their name on it.

PS: OK.

AB: Then we start with a series of exercises where people are encouraged to do things in the opposite way from how they would normally approach them. For example, a group is given a problem and, instead of trying to agree on a solution, they're encouraged to argue loudly when they disagree.

PS: Why's that?

AB: Well, first of all, it relaxes participants by making them realise that they don't always have to agree or fit in with what other people think. But more importantly, by doing the opposite to what we normally do, we're warming up the creative side of our imagination and freeing ourselves to look at things in another way.

PS: I see. What other exercises do you have?

AB: The morning session usually ends with small groups being given an object, for example a paper clip, which they have to think of a new use for, then they present their idea to other groups.

PS: Um, it certainly sounds interesting. How long do your courses run for?

AB: The 'Introduction to creative thinking' is a one-day course and 'Advanced creative thinking' is a two-day course.

PS: Where do you run them?

AB: Well, we prefer clients to come to our premises. They're set in beautiful countryside and we find that participants get more out of the course if they are outside their traditional work environment.

PS: That might be a problem for some of our staff who would need to be on-call in case of emergencies.

AB: That's OK, we can work round that. If you have a conference facility or other suitable size room then we could run it on site. But I would recommend that your staff are told that they can only be interrupted in the case of genuine emergencies, otherwise they won't get the most out of the course.

PS: Oh yes, I can understand that.

AB: At Visiontec we are committed to giving the best courses possible. We run a maximum of 15 courses each month. So we do recommend that you book early.

PS: Oh thanks for telling me that. It's been very helpful talking to you. Do you think you could send me a brochure and a booking form?

AB: Certainly and, if you have any further questions, just give me a call. Now, if I can take your company details?

PS: Yes, as I mentioned, the company is Wingnet Electronics ...

Unit 15 Motivation page 60 (Track 18)

L: Henley Recruitment. Lydia speaking.

N: Hi. It's Nathan Donald from Fullbright Research.

L: Oh, hi Nathan. How can I help?

N: It's about the vacancies for market researchers. Have you found anyone yet? I wasn't sure because I haven't heard from you.

L: Ah yes. The vacancy was for four market research assistants wasn't it?

N: Actually it was four, but we have another two staff leaving this week, so I need six now.

L: OK, I'll note that down. We didn't have any applications for this. This means that there might be some errors in the original information. In order to check this, do you mind if I go over some of the job details?

N: No, that's fine. Go ahead.

L: OK, so were the positions temporary or permanent?

N: They're all temporary but we may be recruiting full-time staff after the project ends.

L: And how long are the contracts?

N: Three months each.

L: How many hours is that a week?

N: The basic is 37 hours but there will also be about five hours overtime available every week because we're very busy at the moment.

L: When I spoke to your assistant she said that the salary you're offering is 500 euros a month. It's probably because of the low salary that there hasn't been any interest.

N: No, that's not right. The salary's 1,500 euros a month plus bonus.

L: Oh, that should make a difference. I've just got a few more questions so that we can be sure that all the information is correct. What's the start date for the project?

N: The 26th of August.

L: Do you have a contact name and number for applications?
 N: Yes, ask candidates to call Elly Duffy on ...
 L: Sorry, Nathan, can I just check – is that Ellie spelt E-L-L-I-E?
 N: No, sorry, it's E-L-L-Y, and her surname is Duffy – that's D-U-F-F-Y.
 L: Great. And her extension number?
 N: It's 2449.
 L: Great. I think we'll have a lot more interest in the positions now.
 N: Thanks for your help, Lydia.
 L: No problem, Nathan. I'll call you as soon as I have any candidates.
 N: Thanks. Bye.
 L: Good bye.

BEC Preliminary practice test

Listening Test Part One (Track 19)

Example: What is the best way to contact the woman in an emergency?

F: While I'm away you might have trouble contacting me on my mobile – the signal's not very good out there. So, you'd better use the land line if you need to speak to me urgently because the internet connections often fail too.

1 Which chart is correct?
 M: Shares started this year at 10p and rose to just under 15p in the second quarter. However, this was followed by a slight drop, a trend which unfortunately continued to the end of the year.

2 Which department will they visit first?
 M: We've got the purchasing manager of DBD plc coming for a visit. I've arranged to take him to Marketing first.
 F: Actually, he mentioned he'd like to see the packing department in particular.
 M: That's no problem, we can change it and do that first. Does he want to meet the purchasing staff too?
 F: Unfortunately, he won't have time.

3 What will Lars' presentation be about at next week's conference?
 F: Lars, are you doing your usual talk on investment for expanding companies?
 M: Actually, Robert's doing that this time because the managing director has asked me to talk about how to get new investment partners.
 F: I thought you'd give the talk on budgets

because you know more about them than most people.

M: My assistant's doing that this time.
 F: Oh, right.

4 When will the management meeting start?
 F: What time's the management meeting tomorrow?
 M: It was scheduled for a quarter to ten, but the sales team is meeting tomorrow morning and they won't finish until a quarter past ten. So we can either start then or wait until ten forty-five.
 F: Let's start as soon as the sales meeting finishes. We want to end before lunch.
 M: OK.

5 What is the problem in the department store?
 F: The store's been getting a lot of complaints since we launched the new product lines. Aren't they selling well? Don't they appeal to our younger customers?
 M: They do. They're flying out of the store, but the warehouse keeps running out of stock. The larger display area has certainly been successful in increasing demand for the product.
 F: I see.

6 Why did the man leave his last job?
 F: What made you leave, John? Didn't you find the work interesting?
 M: Most of the time I did. But there were organisational changes, including starting work an hour earlier, which I objected to.
 F: What about the extra work they gave you?
 M: I didn't mind that. It was just difficult to get in on time.

7 Which chart is correct?
 Our profits over the last four years started at around €2 million. Unfortunately, the increase the following year was not as big as expected. However, 2004 was the best year ever, although the trend didn't continue into 2005, when profits began falling.

8 Where was the missing file?
 M: Did you find that file?
 F: Yes, I did.
 M: Where was it?
 F: Well, I looked everywhere. I was convinced it was in my briefcase, but I couldn't find that either. I asked everyone in the office if they'd borrowed the file. My assistant finally found it under a pile of invoices on his desk.
 M: And did you find the briefcase?
 F: Yes. It was at reception.

Listening Test Part Two (Track 20)

- M:** Wexford Components, Order department.
F: Hello, I'd like to place an order, please.
M: Your company name?
F: Matthews Limited.
M: Is that with one or two t's?
F: It's M-A-T-T-H-E-W-S Limited.
M: Thanks. Is that at 54 Billington Estate? Phone number 604 297 4899?
F: The number's just changed. It's 604 736 5820.
M: Right, thanks. What would you like?
F: We need some metal rings. Code number, GRK 174.
M: OK. Is that the usual 20,000?
F: No. It's a special order. We only need 11,150.
M: Right, that's four cents per unit.
F: And then we need a thousand metres of rubber tubing, but I can't find the code.
M: Which size? One millimetre is code TWX 244.
F: It's the two millimetre one.
M: Ah, yes. That's TWY 285. OK.
F: Do we get the usual discount of ten per cent?
M: Well, it'd normally be five per cent for these quantities, but we could give you seven. Is that OK?
F: That's fine. And can you deliver on the 22nd?
M: That's difficult, but we could do it on the 21st or 23rd.
F: I think the earlier date would be better. Oh, and it's not to go to the usual address either. We've got a new unit in the Tealy Industrial Park. Unit 74.
M: What's the post code there?
F: VRJ 9U7.
M: Right. Thanks for your order.

Listening Test Part Three (Track 21)

Welcome to BJC Event Management, the company that can turn a corporate event or conference into something really special. As the workplace has changed so dramatically over the past few years, now more than ever before, companies need to make sure that their staff represent the company in a positive way to the general public. In the past, companies concentrated on measuring profit, market share and growth but today that's not enough. So we can help you to create a happy and motivated workforce.

We believe that activities can liven up any conference or corporate event and the ones we provide help to create a valuable team environment for the employees. Staff need to feel appreciated and be motivated so they can give their best. This in turn will lead to better morale

and a reduction in staff turnover. It's very important to encourage people to have a positive attitude to their job, clients and colleagues. Having fun helps staff achieve this, which in turn creates job satisfaction. A happy staff is a productive staff. Creating good relationships at work is vital in today's business environment.

The business conferences developed by BJC are designed to inspire and be productive. We tailor the day's activities by taking into account existing objectives, so that we can identify areas of development or expertise on which the team can build.

And it doesn't matter where you want to hold the event. It can be at any hotel or conference centre of your choice. We can run the event anywhere in the world you want. We will even come to your company offices if you have the space. If you've already booked a hotel or conference centre, then we will liaise with them on room layouts and audio-visual equipment, etc. However, if you are unable to provide or find a venue, then we can do all that for you. We're able to negotiate special rates at many venues around the world, including overnight accommodation if you need it.

Listening Test Part Four (Track 22)

- F:** In this evening's programme, we're talking to Matteo Rossini, an expert on the Italian clothing industry. Good evening, Matteo.
M: Good evening.
F: There's been quite a revolution in this industry in Italy in the last decade or so. Things were quite different before that, I understand.
M: That's right. Between the 1960s and 1990s, Italy was a dominant force in this industry. Its success was based on a vast network of family-owned, small and medium-sized firms, often located in regional groups and which focused on traditional areas such as textiles, clothing and footwear.
F: And today, what's different?
M: Well, firstly, Italy's industrial production has fallen in each of the past four years and we're now trying to buy what we used to sell. We can't compete any longer against companies from other countries such as China. As a result, manufacturing, especially in our export sectors, has dropped significantly.
F: So what has this meant for Italian clothing companies?
M: It's been very difficult for them and there have been many failures. However, there

have been some success stories, such as BasicNet, a casual clothing company owned by Marco Boglione. He managed to face these competitive challenges by using Chinese manufacturing and reducing production in Italy. Although this is good news from one point of view, it's rather worrying for the country's economy to see the way things are going.

F: What did Mr Boglione do before establishing BasicNet?

M: The company he bought to start BasicNet was called MCT and it had just gone bankrupt due, in no small part, to the high cost of manufacturing in Italy. Actually, Boglione was employed by MCT between 1976 and 1985, but he left to set up a successful mail-order business selling shirts of leading soccer clubs to fans who were willing to pay a high price to wear their teams' colours.

F: So what happened when he bought MCT in 1994?

M: To tell the truth he was very shocked by the poor conditions he found. All the machinery was falling apart, repairs were impossible and the buildings were in a terrible condition. In fact, his father thought that he would never be able to make a success of it. But he proved him wrong through sheer hard work and created BasicNet.

F: Why do you think the company has succeeded where others have failed?

M: Well, it managed to take advantage of the internet boom. He created a virtual

company, a paperless business where as much as possible took place online, so he was able to keep costs as low as possible. This has been the key, although making nothing itself and being simply a network of sourcing centres and territorial licensees for its brands have also contributed to its success.

F: So today BasicNet is completely different from the traditional companies in the industry?

M: Absolutely. Boglione's choice of China for his production was tough but necessary. He now gets around two-thirds of his requirements from there, while only about 100 people work in Italy. The old factory Boglione bought has been turned into offices where most of the product development is carried out, as well as the development of the licensee network.

F: Do you think that more companies will follow Mr Boglione's lead in the future?

M: Many are still worried because they see China as a threat to the Italian economy, but they should turn this threat into an opportunity. I think they should look at China as a potential market, just as Boglione does. This is the only way to survive. China has invested heavily in every phase of manufacturing, acquiring financial expertise, learning to deliver on time and producing high quality. It's a challenging time for all concerned.

F: Thank you, Mr Rossini.

Answer key

Unit 1 Activities

Vocabulary (page 4)

Ex 1:

A	z	E	a	x	g	n	i	m	e	h
S	C	O	N	S	U	L	T	A	N	T
S	z	C	e	G	b	a	d	e	y	E
I	d	a	O	n	I	b	a	o	p	C
S	c	f	a	U	l	N	e	t	t	H
T	B	h	o	r	N	i	E	a	k	N
A	N	A	L	Y	S	T	h	E	u	I
N	a	i	N	a	r	a	A	r	R	C
T	l	c	i	K	r	s	u	N	e	I
r	o	d	w	a	E	b	k	v	T	A
M	A	N	A	G	E	R	w	t	i	N

Ex 2: 2 b, c 3 a, b 4 b, c 5 a, c

Language check (page 5)

Ex 1: 1 b Is, working 2 a are, doing b do, do

3 a are, finishing b Do, finish

4 a Does, develop b is, developing

Ex 2: 2 is working 3 doesn't have 4 offers 5 spend

6 get 7 don't earn 8 am learning

Listening (page 6)

Ex 1: 2 Financial 3 Henlow 4 Legal 5 Provides services

6 cost

Ex 2: 2 What does your company do? 3 What's your job?

4 What's your main role?

1 d 2 c 3 a 4 b

Writing (page 6) Suggested answer (32 words)

Hi Cheung

Thank you for your email. I am a marketing executive. I'm responsible for researching marketing information for the company.

At the moment I am doing my English homework!

Best wishes

Reading (page 7)

2 a 3 b 4 c 5 c

Unit 2 Data

Vocabulary (page 8)

Ex 1: 2 a, c 3 a, b 4 b, c 5 a, c

Ex 2: 2 229 3 677928 4 $1\frac{1}{3}$ 5 0.4 6 4,602 7 19.5

8 296,000,000

Reading 1 (page 9)

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

Ex 2: 2 Correct 3 50,000,000 4 Correct 5 1995

Language check (page 10)

Ex 1: 2 many 3 any/many 4 many 5 any/many

Ex 2: 2 some 3 any 4 much 5 many

1 d 2 e 3 b 4 a 5 c

Listening 1 (page 10)

b 28 c 20-40-30 d 032846 e 330 f 130

Listening 2 (page 11)

2 False 11/08

3 True

4 False 200 euros

5 False buying habits

Reading 2 (page 11)

2 a 3 h 4 f 5 c

Writing (page 11) Suggested answer (63 words)

Dear Mr Newton,

I would like some information about your new business account. Can you send me an information pack, please?

I also have some questions. How much interest does the bank pay on this account? Are there any charges for business customers to write cheques? Does the bank have a personal manager for business accounts?

Thank you for your help.

Yours sincerely

Unit 3 Etiquette

Vocabulary (page 12)

Ex 1: 2 punctual

3 friendly

4 polite

5 respectful

6 considerate

Ex 2: 3 unfriendly

4 impolite

5 disrespectful

6 inconsiderate

Ex 3: Suggested answer

Rosa is always friendly. She is never impolite or inconsiderate.

Listening 1 (page 12)

2 False 3 False 4 True 5 False

Listening 2 (page 13)

Ex 1: 2 c 3 a 4 c

Ex 2: 2 N 3 H 4 A 5 N 6 H 7 A 8 H

Language check (page 13)

Ex 1: 2 Let me help you with that report.

3 Could/Can I have another cup of coffee, please?

4 Can you open the window, please?

5 Could you give me some information, please?

6 Can I see the new designs?

Ex 2: 2 a 3 b 4 c 5 c 6 a

Reading (page 14)

2 a 3 c 4 b 5 a

Writing (page 15)

Ex 1: Possible answer

Hi

Could you help me?

I'm preparing a report about the Art department's budget, so could you check these figures for me? Would you like me to send you a copy of the report?

Lucian says that you are working on the design for the new logo. Can you show it to me before you send it to the

client? Also, could you phone Tomas Pavel because he wants to see it too?

Thanks for your help.

Best wishes

André

Ex 2: Suggested answer (71 words)

Hi André

Thanks for your email. I can check the figures for you, that's not a problem. Yes, I'd like a copy of the report, please.

I could show you the design for the new logo this afternoon, if that's convenient for you. I'm afraid I can't contact Tomas Pavel because he is in Prague at the moment. I could show Tomas the design when he gets back on Wednesday.

Regards

Unit 4 Image

Reading (page 16)

2 a 3 c 4 b 5 a

Language check (page 17)

Ex 1:

- 2 bad, the worst
- 3 bigger, the biggest
- 4 cheap, the cheapest
- 5 competitive, more competitive
- 6 easier, the easiest
- 7 economical, the most economical
- 8 better, the best
- 9 high, higher
- 10 popular, the most popular
- 11 safe, safer
- 12 sensible, the most sensible
- 13 stronger, the strongest

Ex 2: 2 safer 3 the easiest 4 the most sensible
5 the cheapest 6 more competitive 7 higher
8 more expensive / the most expensive 9 better
10 the best

Listening (page 18)

2 b 3 a 4 c

Vocabulary 2 (page 19)

Shape: square, round, rectangular, curved, straight

Material: wood, metal, leather, glass, plastic

Size: long, large, tiny, wide, high

Writing (page 19) Suggested answer (40 words)

George,

I saw a product in my mail-order catalogue today that might interest you. It's a large rectangular filing cabinet. It has four drawers and is made of metal. It's good quality with lots of space for storing files.

Unit 5 Success

Language check (page 20)

Ex 1: 2 b 3 a 4 c 5 b 6 c 7 b 8 c 9 a 10 b

Ex 2: 2 started 3 bought 4 produced 5 was 6 expanded
7 gave 8 wanted

Ex 3: /d/: studied, ordered, arrived

/t/: worked, discussed, asked

/id/: expanded, visited, exported

Vocabulary (page 21)

Ex 1: 2 fail 3 exporter 4 import 5 profit

6 retail 7 supplier 8 produce

Ex 2: 2 imports 3 profit 4 suppliers 5 produce

Listening (page 22)

Ex 2: 2 c 3 b 4 c 5 b 6 a

Writing (page 23) Suggested answer (72 words)

Hi Susan

Here are my answers to your interview questions.

1 I was born in Christchurch, New Zealand.

2 I liked to read books and swim.

3 I studied at Edinburgh University.

4 Yes, I liked my course and Edinburgh is a beautiful city.

5 I went on holiday last summer to Croatia.

6 No, I didn't stay in a hotel. I went camping.

7 I started my English course last October.

8 My first job was in telesales.

Regards

Unit 6 Future

Vocabulary (page 24)

Ex 1: 2 takes off, lands 3 catch, miss 4 drive, hire

Ex 2: 2 drive, car 3 flight, land 4 miss, train

Ex 3: 2 make 3 do 4 make 5 do 6 do 7 make

Reading (page 25)

Ex 1: 2 e 3 a 4 b 5 f 6 c

Ex 2: 2 c 3 b 4 a 5 d 6 b 7 c 8 b

Language check (page 26)

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

Ex 2: 2 will 3 might not 4 could 5 won't

Listening (page 26)

Ex 1: 2 improbable 3 possible 4 possible 5 certain
6 improbable 7 possible

Writing (page 27)

Ex 1: Buy our new electric bikes – they're great! Everybody will want one. They are cheap to run and lots of fun!

Ex 3: Suggested answer (80 words)

To: Louis Docker, Editorial Assistant

From: Dan Brown, Marketing Manager

Subject: Draft advertisement

Thank you for sending through the draft of the advertisement for *New Wave* magazine.

However, I do not think the style of the advertisement will work because *New Wave* is aimed at young professionals, so the advertisement should be more serious.

It will be better if you include more photographs and technical information.

Please send me a copy of the advertisement when you have made the changes.

Unit 7 Location

Vocabulary (page 28)

Ex 1: 2 e 3 d 4 g 5 f 6 b 7 a

Ex 2: 2 Indian, an Indian

3 Italian, an Italian

4 Japanese, a Japanese

5 Polish, a Pole

6 Russian, a Russian

7 British, a Briton

8 American, an American

Reading (page 28)

Ex 1: 2 a 3 b 4 c 5 c

Ex 2: Facility: swimming pool, golf course, restaurant, basketball court

Infrastructure: road, power supply, airport

Language check (page 30)

2 Correct

3 He's not going to Japan until next month.

4 Are you going to finish the report on time?

5 Correct

6 They are visiting the production plant at 3pm.

7 Correct

8 So, what time are you meeting the supplier?

Listening (page 30)

2 c 3 c 4 b

Writing (page 31)

Ex 1: 2 free 3 meet 4 make 5 busy 6 say 7 see

Ex 2: Suggested answer (40 words)

Dear Hilary

Thanks for your email. I'm sorry, I can't make Monday 21 June because I'm going to a trade fair. Are you free on Tuesday 22 June at 11am?

I look forward to seeing you next week.

Regards

Chris

Unit 8 Job-seeking

Vocabulary (page 32)

Ex 1: 2 a, c 3 b, c 4 a, b 5 b, c 6 a, b

Ex 2: 2 d 3 c 4 h 5 g 6 a 7 e 8 b

Ex 3: Possible answers

2 Advantage: brings two different sets of ideas and approaches to the job

Disadvantage: your ideas might clash with your job-share partner

3 Advantage: can be varied and interesting working for different companies

Disadvantage: less security, might not get paid for holidays or illness

4 Advantage: working from home can mean flexible working hours

Disadvantage: more difficult to separate home life and work life

5 Advantage: freedom to be at home during the day

Disadvantage: tiredness

Language check (page 33)

Ex 1: 2 write 3 accept (or take) 4 take (or accept) 5 go 6 apply

Possible order: b, f, e, c, a, d

Ex 2: 2 please 3 Don't 4 please 5 let's 6 let's

Reading (page 34)

2 True 3 True 4 False 5 True 6 False 7 True 8 False

9 False 10 True

Listening (page 35)

Ex 1: preparing for interviews, networking, the job market

Ex 2: 2 Practise 3 Act 4 Dress 5 hands 6 polite 7 advice 8 email 9 time

Writing (page 35)

Ex 1: 2 Your company has an excellent reputation 3 the enclosed CV

Ex 2: Suggested answer (77 words)

Dear Ms Ormond

I am pleased to offer you an interview for the post of IT Manager on Tuesday 20 February at 11am. A map and directions to my office are enclosed.

Would it be possible for me to contact your referees before

the interview? Let me know if this is a problem.

Please do not hesitate to contact me if you need any further information.

I look forward to meeting you at the interview.

Yours sincerely

Unit 9 Selling

Vocabulary (page 36)

Ex 1: 2 e 3 f 4 b 5 c 6 a

Ex 2: 2 personal selling 3 sponsorship deal

4 public relations 5 direct marketing 6 advertising media

Ex 3: 2 vendor – group 1 3 pay for – group 4

4 value – group 6 5 promotion – group 2

6 outlet – group 5

Ex 4: 2 c 3 b 4 a 5 c 6 b

Listening (page 37)

Ex 1: 2 Today 3 8.30 4 Economist 5 diary 6 key

7 20 (twenty) 8 79 (seventy-nine)

Ex 2: Introducing Business World Magazine

An exciting new monthly magazine for international business people

20% off normal cover price for the first 3 issues!

Don't miss these great free gifts:

Issue 1: a business diary

Issue 2: a key ring

Issue 3: a CD of relaxation techniques that you can use in the office.

Place an order with your newsagent for Issue 1 available in October!

Reading (page 38)

2 c 3 b 4 b 5 c

Language check (page 39)

2 don't have to 3 don't have to 4 should 5 don't need to 6 mustn't

Writing (page 39) Suggested answer (36 words)

Hi

Perhaps we could include these units in our catalogue.

They are offering a 15% discount if we order by 29 April.

We can buy units individually, so we don't need to place a large order.

Unit 10 Price

Vocabulary (page 40)

Ex 1: 2 to 3 in 4 at 5 of 6 on 7 by 8 to 9 up 10 in

Ex 2: 2 to rise 3 a drop 4 to fall 5 a fluctuation

6 to improve 7 an increase 8 to decrease 9 a reduction

10 to recover

Ex 3: 5 to fluctuate, a fluctuation

6 to improve, an improvement 7 to increase, an increase

8 to decrease, a decrease 9 to reduce, a reduction

10 to recover, a recovery

Listening (page 41)

2 c 3 a 4 b

Language check (page 42)

Ex 1: 2 decreased, decreased 3 dropped, dropped

4 fell, fallen 5 went up/down, gone up/down

6 increased, increased 7 rose, risen 8 remained, remained

Ex 2: 2 increased 3 hasn't changed 4 have remained

5 have dropped 6 didn't rise

Writing (page 42) Suggested answer (63 words)
 Since January 2004, the price of tungsten has rocketed. During the first quarter of 2004 prices rose steadily. Between May and mid June prices remained steady and then fell slightly in July and August. They started to increase again in September and went up steadily between October and December. At the start of 2005 they rose sharply and reached a peak in April 2005.

Reading (page 43)

Ex 1: b paragraph 4 c paragraph 1 d paragraph 2

Ex 2: 2 c 3 c 4 a 5 c 6 a

Unit 11 Insurance

Reading (page 44)

Ex 1: Possible answers

Natural: flood, forest fire (?), earthquake, storm, hurricane, disease

Man-made: industrial accident, transport disaster, oil spill, terrorism, forest fire (?)

Ex 2: 2 disasters 3 telecommunications 4 rich

5 Workplaces 6 information 7 insurance

8 stockmarket 9 owner 10 investors

Ex 3: 2 false 3 true 4 true 5 false 6 true

Vocabulary (page 45)

Ex 1: c g f d a e b

Ex 2: 2 c 3 a 4 b 5 a

Ex 3: 2 damaged 3 lost 4 destroyed 5 stolen

Language check (page 46)

Ex 1: 2 The goods will be replaced by the insurance company next week. (The goods are being replaced ... is also possible.)

3 How many insurance quotes are processed each month?

4 Our car was damaged in the accident.

5 Sorry for the delay, your insurance claim will be dealt with as soon as possible.

6 The premiums on my insurance policy have gone up.

7 Three people were injured in the accident.

8 The terms of insurance policies have been changed by some insurance companies.

Ex 2: 2 Our house has been damaged by the storm.

3 We were quoted a better price by the other broker.

4 Have you been contacted by the insurance company yet?

5 Each year over 300 homes are destroyed by hurricanes.

6 Your insurance claim is being processed at the moment.

Writing (page 47)

2 GH76 F090S 3 Laptop computer 4 €1900 5 dropped

6 25 August

Listening (page 47)

2 Maria 3 Susan 4 They decide to contact both companies again to try to improve the level of cover/quote.

Unit 12 Service

Vocabulary (page 48)

2 customer 3 offer 4 solutions 5 training

6 reputation

Listening (page 49)

2 80% 3 manufacture 4 deliver 5 manage 6 telephone

7 services 8 better

Reading (page 49)

2 a 3 c 4 b 5 c 6 a

Language check (page 51)

Ex 1: 2 will be, don't 3 will give, return

4 don't, will suffer 5 make, will 6 will handle, give

Ex 2: 2 will 3 if 4 will 5 will 6 if 7 If 8 If 9 If 10 will 11 if

Writing (page 51) Suggested answer (78 words)

Dear Mrs Marks

I am very sorry that you have had a problem with your DVD player.

There are two possible solutions: a refund or a replacement. If we arrange a refund, it will take two weeks to go into your account. If we send a replacement, it will be with you in 3 working days.

Please let me know which option you prefer.

If you need any further help with this problem, please contact me.

Yours sincerely

Unit 13 Productivity

Reading 1 (page 52)

2 b 3 a 4 g 5 c

Listening (page 52)

2 b 3 c 4 a 5 b 6 a

Vocabulary (page 53)

Ex 1: 2 delivered 3 installed 4 tested 5 implemented

Ex 2: 2 assembly 3 shortage 4 time 5 up-to-date 6 cut

Ex 3: 2 cut costs 3 up-to-date technology

4 time management 5 assembly line 6 staff shortage

Language check (page 54)

Ex 1: 2 easy 3 well 4 hard 5 efficiently 6 usual

7 automatically 8 smooth

Ex 2: 2 good 3 efficiently 4 automatically 5 usually

6 easy 7 careful

Writing (page 54) Suggested answer (79 words)

We have had production problems for the last twelve weeks. The production department ordered new machinery but it was installed incorrectly. This caused an implementation delay. The problem has been solved now and we will be able to increase productivity by 5% in the next quarter.

The quality-control procedures were reviewed last month. Three weeks ago we had a staff shortage. This caused some quality problems. We have now employed more staff and the problem has been solved.

Reading 2 (page 55)

Ex 2: 2 c 3 a 4 b 5 a 6 c 7 b 8 a

Unit 14 Creativity

Vocabulary (page 56)

Ex 1: 2 imagine, imaginative 3 creation, creative

4 compete, competition 5 profit, profitable

6 success, successful 7 economise, economy

Ex 2: 2 economising 3 succeeds 4 innovation

5 competitive 6 creative 7 imagination

Ex 3: 2 c 3 a 4 b 5 a

Ex 4: a 5 b 1 c 2 d 4 e 3

Language check (page 57)

2 listened, would learn 3 would increase, improved

4 would help, completed 5 looked, would be

6 would we do, went down

Writing (page 57) Suggested answer (35 words)
 Hi Andrew,
 Here are my suggestions for improving staff motivation.
 1) If we introduced flexi-time, staff could start and finish when they wanted.
 2) If staff reached targets they could get a bonus.
 Hope this helps.
 Regards

Reading (page 58)
 Ex 3: 2 c 3 b 4 a 5 c 6 b 7 c 8 a 9 c 10 a 11 c 12 b

Listening (page 59)
 2 a 3 b 4 c 5 c 6 b 7 c 8 b

Unit 15 Motivation

Reading (page 60)
 Ex 2: 2 True 3 False 4 True 5 True 6 False 7 False 8 True

Vocabulary (page 61)
 Ex 1: 2 b 3 a 4 c 5 a 6 b
 Ex 2: 2 f 3 e 4 b 5 a 6 c

Language check (page 61)
 2 Correct
 3 Where were you yesterday?
 4 She left the company last year.
 5 Correct
 6 We started flexible working hours six months ago.
 7 I've worked here since last March.
 8 Correct
 9 What time did you arrive this morning?
 10 Correct

Listening (page 62)
 Ex 1: 2 temporary 3 3 months 4 37 5 5 hours per week 6 €1500 7 month 8 26 August 9 Elly Duffy 10 2449
 Ex 2: 2 so 3 means 4 order 5 because of 6 that

Writing (page 63) Suggested answer (80 words)
 Dear Mr Bowler
 I am writing concerning your advertisement in *The Globe* magazine. I am interested in working for Wonderola because it seems like a very dynamic and creative company.
 I recently graduated with a business degree from Albright University. While I studied I did voluntary work for local environmental charities and spent last summer working in a media sales department.
 The three adjectives that describe me are motivated, energetic and talented.
 Thank you for considering my application.
 Yours sincerely

BEC Preliminary practice test

Reading Test Part One
 1A 2B 3C 4A 5C

Reading Test Part Two
 6C 7G 8D 9F 10H

Reading Test Part Three
 11B 12E 13C 14D 15H

Reading Test Part Four
 16B 17C 18B 19C 20A 21A 22A

Reading Test Part Five
 23B 24A 25C 26C 27B 28C

Reading Test Part Six
 29A 30C 31B 32A 33B 34C 35B 36A 37C 38C 39A 40B

Reading Test Part Seven
 41 ANDY KIM 42 25(TH) JUNE or 25/06 or 06/25
 43 NEW FACTORY 44 CANTEEN 45 (A) TAXI

Writing Test Part One Suggested answer (33 words)
 Mr Johnson of ZB Electronics is visiting me tomorrow. Unfortunately I can't meet him as I have to attend an urgent board meeting. Could you discuss the new product lines with him, please?

Writing Test Part Two Suggested answer (80 words)
 Dear Mr Marques
 Thank you for your letter about exporting to South America, which we received last week. The service you are offering looks very interesting.
 Our company manufactures furniture for both the home and the office and has been established for over 40 years. We are planning to extend our export market and understand that there are great opportunities in South America.
 Could a consultant visit us on Monday next week? Please telephone me to confirm and arrange a time.
 Yours sincerely

Listening Test Part One
 1B 2B 3C 4B 5C 6A 7B 8A

Listening Test Part Two
 9 MATTHEWS 10 604 736 5820 11 11,150 12 TWY 285
 13 7% 14 21(ST) 15 VRJ 9U7

Listening Test Part Three
 16 GENERAL PUBLIC 17 ACTIVITIES 18 TURNOVER
 19 SATISFACTION 20 OBJECTIVES
 21 COMPANY OFFICES 22 LAYOUT(S)

Listening Test Part Four
 23B 24C 25C 26C 27A 28B 29C 30B

Learn Business

- **Learn to do** – essential skills for the business world
- **Learn to do** – essential skills for the business world
- **Learn to do** – essential skills for the business world
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Do Business

- **Do Business** – essential skills for the business world
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Intelligent Business

- **Intelligent Business** – essential skills for the business world
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