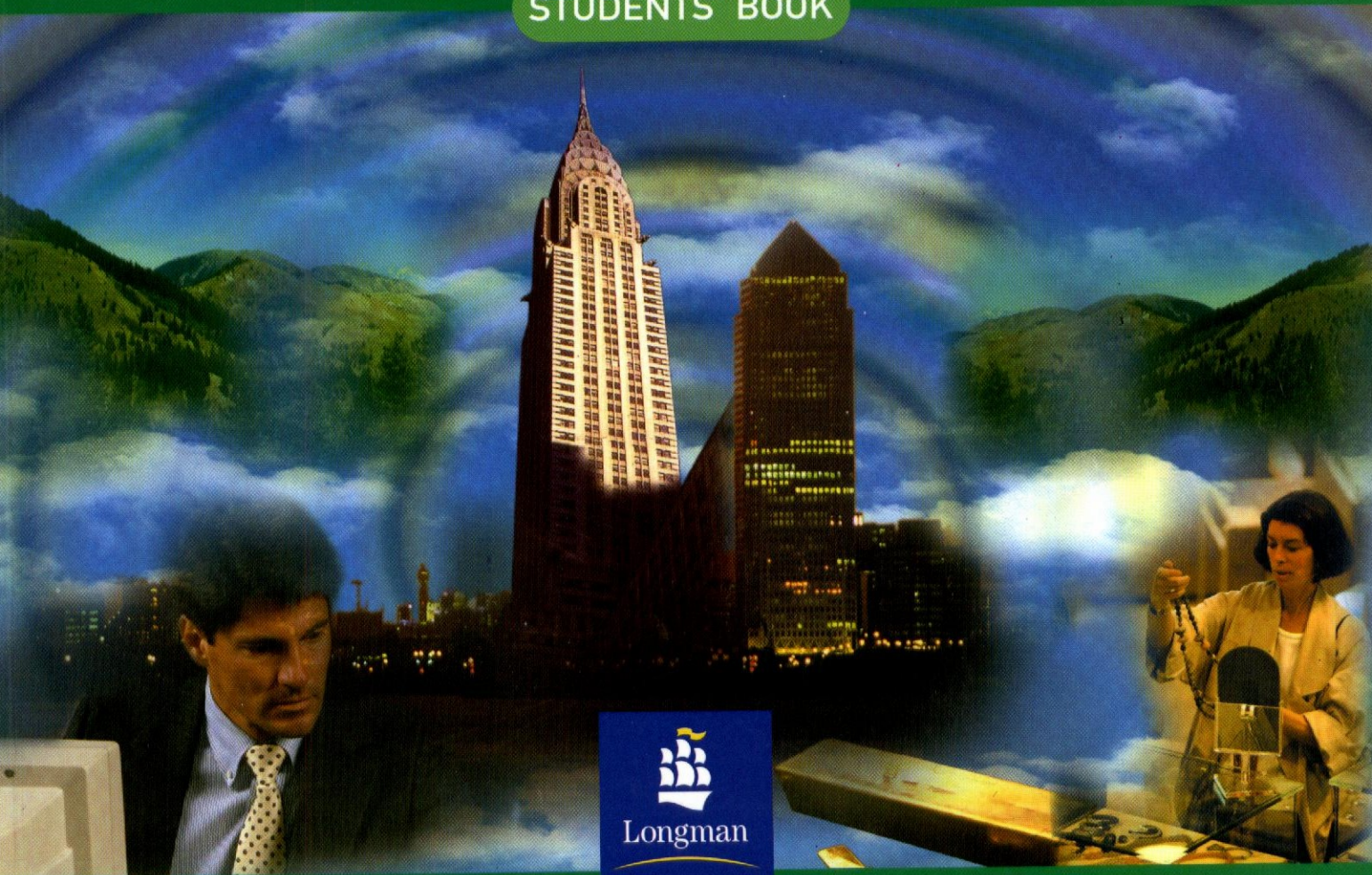


New Revision Units  
in Workbook for BEC  
Preliminary exam

# FIRST INSIGHTS into BUSINESS

Sue Robbins

STUDENTS' BOOK











# FIRST INSIGHTS — into — BUSINESS

Sue Robbins

STUDENTS' BOOK





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**Review 4**




# 1 Customers

## In this unit:

- **Language Focus**  
Direct and indirect question forms  
Pronunciation: weak and strong forms /djə/ /du:/
- **Skills**  
Writing: formal letter-writing, capital letters  
Reading: Kwik-Fit advertisement  
Listening: customer service
- **Vocabulary**  
Word partners
- **Business Communication**  
Making offers



## Key Vocabulary

 1.1 Companies need **customers**. Some companies provide **goods** such as clothes, cars and food. Other companies provide **services**, for example insurance, banking, information technology or training. Companies want **repeat business**, in other words, they want customers to buy from them again and again. To win **customer loyalty**, many companies have a **code of practice**, or set of rules, for **customer care**. The code of practice explains what the customer can expect of the company. Customers can complain about the **service**, or help, they receive and the goods they buy.

## Lead-in

Read the texts produced by **three different companies** and **answer the questions**.

- 1 What does each company offer the customer?
- 2 What other examples of good customer care can you think of?

**B** RITISH Airways employees who make customers unhappy must apologise in person. The company also has a number of items that it can give to customers who are dissatisfied with their service. These range from food hampers and calculators to soft toys and chocolates.

②

First Direct is the UK's leading 24 hour personal telephone bank. Our personal service lets you take care of all your banking needs by telephone, at a time and place to suit you, 24 hours a day, 365 days a year. You can call to check your balance, pay a bill, discuss a personal loan or increase your Visa Card limit. All calls from within the UK are charged at local rates.





③



### The IKEA Business Service Package

IKEA Business offers a full range of services to professional customers, companies and organisations. Our trained staff can help with everything from individual workstations, to planning a complete office. As an IKEA Business customer you can purchase from the specialist Business Catalogue, or from the complete range in the store. Optional delivery and assembly services are available on request. Enquire at the store for more details.


## Cross-cultural Comparison

1 Attitudes to customer care may be different in different countries. Work in pairs and discuss the five situations below.

### WHAT MAKES GOOD CUSTOMER CARE?

A = Excellent   B = Good   C = Fair   D = Poor


<b>Situation 1</b>	A customer waits in a queue for ten minutes.	A   B   C   D
<b>Situation 2</b>	The phone rings eight times before someone in the company answers it.	A   B   C   D
<b>Situation 3</b>	A customer phones a company. The person who answers does not have the information to answer the customer's question, but tries to answer it.	A   B   C   D
<b>Situation 4</b>	A company answers customers' letters in five working days.	A   B   C   D
<b>Situation 5</b>	A customer makes a complaint. The company employee takes all the details, apologises and promises to take action.	A   B   C   D

2  1.2 Listen to a man talking about customer care. Which of the situations is he describing? Does he think this is good customer care? What do you think?

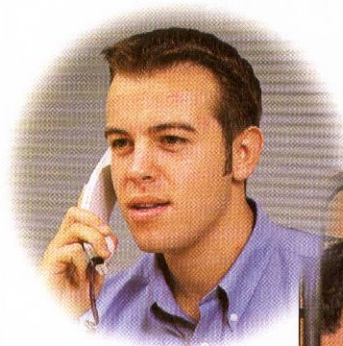


## Language Focus

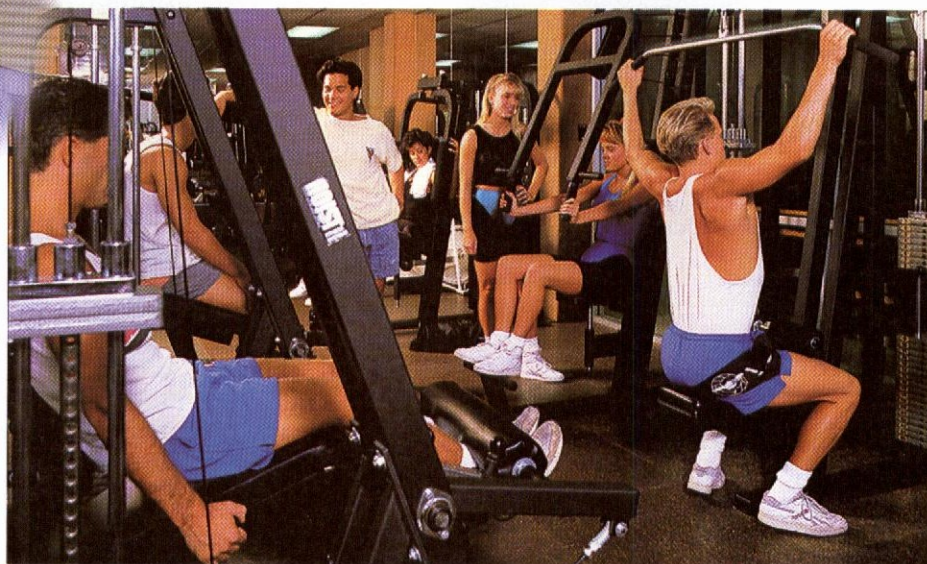
## Direct and indirect question forms

**1**  1.3 Tim Saunders wants to join a health and fitness club. He phones Hi-tone Health and Fitness Centre. Listen and answer the questions.

- 1 What is good about the customer service Tim Saunders receives?
- 2 Do you have any criticisms of the customer service?



Tim Saunders



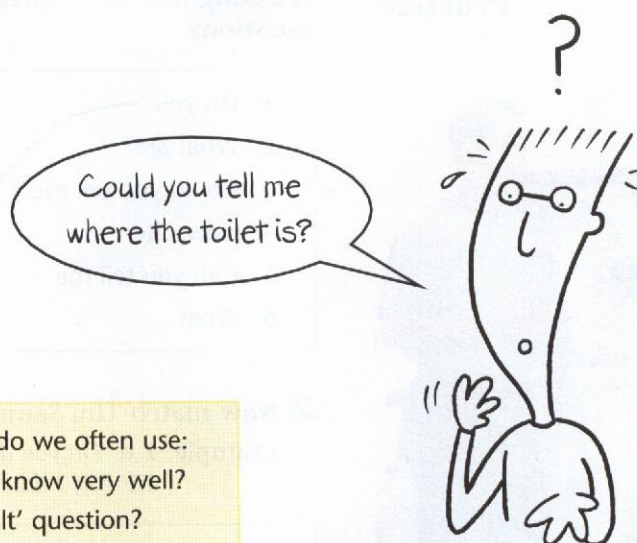
**2**  1.3 Tim Saunders asks two types of questions: direct questions and indirect questions.

Listen again and tick (✓) the questions he asks.

DIRECT QUESTIONS		INDIRECT QUESTIONS	
<b>Wh/How questions</b>		<b>Wh/How questions</b>	
1 a How much does it cost?	<input type="checkbox"/>	1 b Could you tell me how much it costs?	<input type="checkbox"/>
2 a What are your opening hours?	<input type="checkbox"/>	2 b Could you tell me what your opening hours are?	<input type="checkbox"/>
3 a What's the procedure?	<input type="checkbox"/>	3 b Could you tell me what the procedure is?	<input type="checkbox"/>
4 a What qualifications do your instructors have?	<input type="checkbox"/>	4 b Could you tell me what qualifications your instructors have?	<input type="checkbox"/>
<b>Yes/No questions</b> (The answer to the questions is yes or no)		<b>Yes/No questions</b> (The answer to the questions is yes or no)	
5 a Do you have fitness classes as well?	<input type="checkbox"/>	5 b Could you tell me if you have fitness classes as well?	<input type="checkbox"/>
6 a Is there a maximum number in each class?	<input type="checkbox"/>	6 b Can you tell me if there is a maximum number in each class?	<input type="checkbox"/>
7 a Do you offer an introductory session?	<input type="checkbox"/>	7 b Could you tell me if you offer an introductory session?	<input type="checkbox"/>
8 a Is it possible to bring guests?	<input type="checkbox"/>	8 b Can you tell me if it's possible to bring guests?	<input type="checkbox"/>



**3** Look at the direct and indirect questions again and notice the differences between them.



- 1** Which type of question do we often use:
- a with people we don't know very well?
  - b when we ask a 'difficult' question?

**2** Are the statements below true (T) or false (F)?

**Wh/How questions**

- a For indirect questions we do not use the auxiliary verb *do*. T/F
- b For indirect questions the main verb comes at the end of the question. T/F

**Yes/No questions**

- c For indirect questions we do not use the auxiliary verb *do*. T/F
- d For indirect questions we use normal sentence order after the word *if*. T/F

**4** In your language do you use different question types for someone you don't know well? How do you change the question?

► **Grammar Reference page 155**

## Pronunciation

### Weak and strong forms /djə/ /du:/

**1** 1.4 Listen to the questions and answers below. Notice the different pronunciation of the verb *do*. Listen again and repeat.

**Weak**

- 1 Do you have fitness classes as well?
- 2 Do you offer an introductory session?
- 3 Do you have a swimming pool?
- 4 Do you have a code of practice?

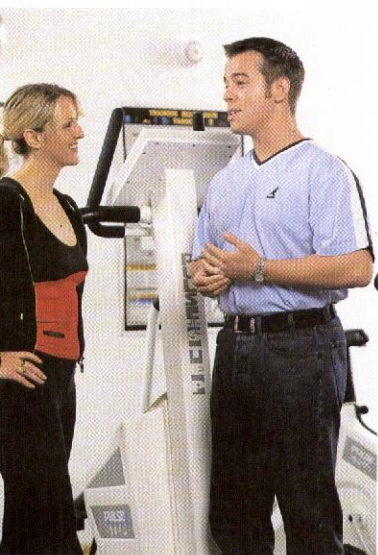
**Strong**

- Yes, we do.
- Yes, we do.
- Yes, we do.
- Yes, we do.

**2** When do we use the weak form? When do we use the strong form?



## Language Practice



**1** Tim Saunders is now at Hi-tone Health and Fitness Centre. The instructor is asking him some questions. Match the two parts of the instructor's questions.

- |                        |                                              |
|------------------------|----------------------------------------------|
| 1 Do you               | a do you want to come to the Centre?         |
| 2 What are             | b what your objectives are?                  |
| 3 Could you tell me if | c you have any medical problems or injuries? |
| 4 How often            | d do any exercise at the moment?             |
| 5 Can you tell me      | e your favourite sports?                     |
| 6 What                 | f do you do?                                 |

**2** Now match Tim Saunders' answers to each question in exercise 1.

Example: 1 d *Do you do any exercise at the moment?*

iii *No, I don't. And the problem is I sit at my desk all day.*

- i I'm a business analyst.
- ii I want to get fit and I want to lose a few kilos too.
- iii No, I don't. And the problem is I sit at my desk all day.
- iv Probably three or four times a week.
- v I like swimming and I enjoy a game of squash now and again!
- vi No, I'm very healthy, thank goodness.

**3**  1.5 Now listen and check your answers.

**4** Work in pairs. Student A is a customer and Student B is a health club manager.

## STUDENT A

You want to join a health and fitness club. You visit a club for an introductory session and meet the manager. You know it is expensive to join – all clubs are – so you want to get a lot of information about the services they offer.

Answer Student B's questions.

Use direct and indirect questions to ask about

- opening hours
- class sizes
- facilities
- possibility of bringing guests
- fitness classes

Now decide if you want to join the club and give your reasons. (Don't say what you decide yet!)

## STUDENT B

Welcome the customer. Find out his/her

- name
- job
- fitness level

Answer his/her questions about the club's opening hours and facilities.

When you have finished decide if you think Student A wants to join the club. Give your reasons. Then ask Student A if you are right.



## Writing

## Capital letters

**1** Read the lists below. When do we use capital letters?

Example 1: *We use capital letters for people's names and titles.*

- 1 Dr Yemeh, Ms Perez, Prof. Brown, Sir David, Danuta Lochowski
- 2 the Customer Service Manager, the Personnel Director
- 3 Oxford Street, the Champs Elysées
- 4 London, Paris, Tokyo, New York
- 5 the River Thames, Mount Etna, the Black Forest
- 6 Monday, Tuesday, Saturday, April, September, June
- 7 Christmas Day, Ramadan, New Year
- 8 Finland, Brazil, Fin, Brazilian, Finnish, Brazilian
- 9 the Ritz Hotel, the Guggenheim Museum, the British Museum
- 10 First Direct, BA (British Airways), Coca-Cola
- 11 a CD, a TV, a BMW, a VW, an XR3i

**2** Read the letter. The writer has problems with his word processor.

Where does he need to use capital letters? For more on letter writing, see Workbook page 71.

*Hi-tone*

## HEALTH AND FITNESS CENTRE

rushmoor hotel. crawley. west sussex  
phone/fax: 011293 4000064

20 july

mr t saunders  
25 crawley road  
reigate

dear mr saunders

we are delighted to enclose your membership card for hi-tone health and fitness centre. on your next visit one of our instructors will guide you through your new fitness programme and show you how to use the equipment in the gym. please phone to arrange a time convenient to you.

we hope to welcome you to our many social events. we have an action-packed programme over the summer starting with a 1970s disco evening on 4 june. as a member of the centre you are entitled to a 15% discount on food and drink. The sports bar is also equipped with Sky tv\*.

we look forward to seeing you soon.

yours sincerely

*Julian Darleston*


julian darleston  
assistant manager

\*Sky TV: a satellite TV station with sports channels



## Listening


## Customer Service

**1**  1.6a Listen to Ann Hislop and Stephen Nicholl talking about a bank called First Direct and a multinational retailer called Marks & Spencer.



- 1 Who is loyal to Marks & Spencer?  
 a Ann ☐    b Stephen ☐    c Ann and Stephen ☐
- 2 Which words do Ann and Stephen use to describe the staff at Marks & Spencer?  
 a friendly ☒    e professional ☐  
 b courteous ☐    f well-dressed ☐  
 c helpful ☐    g co-operative ☐  
 d quick ☐    h loyal to the company ☐
- 3 Which word does Ann use to describe the quality of the products?

- 4 How does Stephen do his banking?  
 a by going to the bank ☐    b by phone ☐    c by post ☐

**2**  1.6b Listen again to Stephen's opinion of First Direct. Complete the summary.

Stephen is <sup>1</sup> \_\_\_\_\_ to First Direct because they are extremely  
<sup>2</sup> \_\_\_\_\_. He can do his banking over the <sup>3</sup> \_\_\_\_\_ at any time of  
 the day; he can find out how much there is in his <sup>4</sup> \_\_\_\_\_ and he can  
 pay his <sup>5</sup> \_\_\_\_\_. He also thinks the staff are very <sup>6</sup> \_\_\_\_\_ and  
 very <sup>7</sup> \_\_\_\_\_.

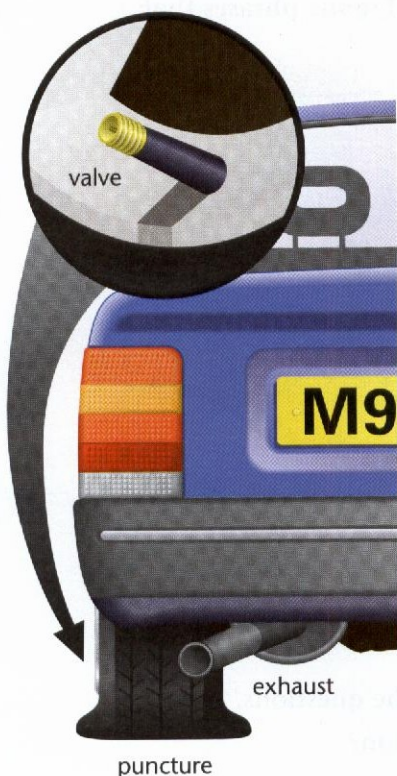
**3** Work in pairs. Find the opposites to the words in exercise 1, question 2.

d	i	s	c	o	u	r	t	e	o	u	s	t	h	m	u
i	y	a	c	m	n	r	p	l	u	n	k	c	b	v	n
s	l	o	w	i	f	b	e	i	m	p	o	l	i	t	c
l	a	k	a	d	r	i	f	a	t	r	w	b	a	i	o
o	g	e	p	n	i	e	z	o	d	o	l	t	r	a	o
y	s	e	n	o	e	s	i	e	c	f	r	e	y	r	p
a	c	o	i	d	n	s	o	b	g	e	d	s	n	l	e
l	t	d	e	i	d	q	w	q	v	s	o	p	r	t	r
b	e	m	o	l	i	m	u	j	d	s	m	b	s	i	a
o	y	t	u	c	y	x	z	o	r	i	v	r	e	f	t
a	i	o	n	b	k	b	r	o	x	o	e	t	k	n	i
s	n	o	a	h	r	n	m	i	t	n	i	c	a	e	v
l	d	c	s	u	w	p	n	w	c	a	u	w	s	h	e
m	g	u	n	h	e	l	p	f	u	l	e	e	a	o	s
b	a	d	l	y	d	r	e	s	s	e	d	h	l	n	w

**4** Work in pairs. Think of a company and discuss the attitude of the staff and the quality of the products or services.



## Reading



**1** Kwik-Fit is a company which puts new parts on cars while the customer waits. Scan the advertisement and give reasons for choosing Kwik-Fit.

- 1 Open \_\_\_\_\_ days per week.
- 2 \_\_\_\_\_
- 3 Free \_\_\_\_\_
- 4 \_\_\_\_\_ tyre-fitting.
- 5 Extended \_\_\_\_\_

**2** Here are five benefits that Kwik-Fit offers its customers:

- |                   |                 |
|-------------------|-----------------|
| a long hours      | d free service  |
| b fast service    | e peace of mind |
| c customer choice |                 |

Read the text carefully and match each benefit to one of the reasons (1–5) in exercise 1.

Example:

- a long hours – 1 Open seven days a week (para 1)

## Vocabulary

## Word partners

**1** Match the words below to make four word partners from the text.

- |              |             |
|--------------|-------------|
| 1 Kwik-Fit   | a helpline  |
| 2 late night | b guarantee |
| 3 lifelong   | c openings  |
| 4 customer   | d fitter    |

**2** Now use the word partners to complete these sentences.

- 1 More and more shops have \_\_\_\_\_ to allow people to shop after work.
- 2 A \_\_\_\_\_ on exhausts means Kwik-Fit repairs problems to its own exhaust pipes free of charge.
- 3 Many companies have a 24 hour \_\_\_\_\_ so people can phone in for help at any time.
- 4 The Kwik-Fit slogan is "You can't get better than a \_\_\_\_\_!"

## You can't get better than a Kwik-Fit fitter!

Here are a few reasons why Kwik-Fit should be your first stop on the road to winter safety this year:

### OPEN 7 DAYS

Late Night Openings

### INDEPENDENCE

You have the freedom to choose what is best for your car and your pocket.

### FREE PUNCTURE REPAIR SERVICE

Any car or van tyre repair that can be carried out on our own premises will be done free of charge. You only pay for a new valve and wheel balance if required.



### EXPRESS TYRE FITTING

Our Kwik-Fit fitters promise to fit each tyre in under 10 minutes, timed from acceptance of our quotation.

### EXTENDED GUARANTEES

Ask about our 'No Quibble' Accidental Damage guarantee on tyres and our 'Lifelong Guarantee' on exhausts.

**Free Customer Helpline**  
0800 75 76 77.

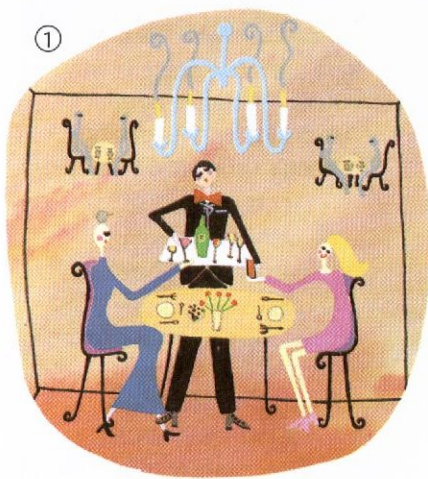
If you do have any comments, about our service or our products, tell us and we'll do everything possible to put the matter right.



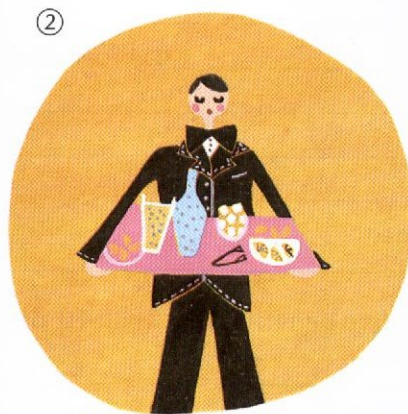
## Business Communication

### Making offers

1 Look at the pictures and read the captions. Underline the phrases that show that the people are making an offer.



Here are your drinks, madam. Would you like to see the menu now?



Your mineral water, sir. Would you like ice and lemon with it?



There's a telephone call for you, madam. Shall I put it through to your room?

2 1.7 Listen to three conversations and answer the questions.

- 1 What does the secretary offer to do in each conversation?
- 2 Does the customer accept or refuse the offer in each conversation?

3 Listen again. Which words do the speakers use:

- 1 to make an offer?
- 2 to accept an offer?
- 3 to refuse an offer?

Look at the tapescript on page 164 to check your answers.

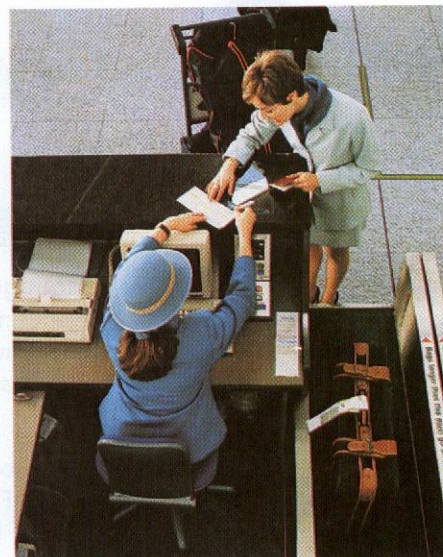
4 Match an offer with the customer's reply.

OFFER	CUSTOMER REPLY
1 Would you like some help?	a Thanks very much, but I'm afraid I don't have time today. Maybe next time?
2 Would you like us to send you our new catalogue?	b Erm, I'm afraid I'm not here next week. Would it be possible to make it the week after?
3 Would you like a drink?	c Yes, please. Could you send it to me at ...
4 Shall I arrange for someone to come and see you next week?	d No thanks, I'm just looking.
5 I am sorry about this. We can, of course, offer you a refund.	e Fine. Could I have it in cash please?
6 Would you like to look around the factory?	f Thanks very much. Could I have a mineral water?



**5** Work in pairs. Decide what the people say in these situations.

- 1 A passenger and a check-in attendant.**  
The passenger wants to upgrade her airline ticket from business class to first class. The check-in attendant can give an upgrade and asks about the type of seat – window seat or aisle seat?
- 2 A shop manager and a customer.**  
The customer returns a silk shirt to the shop – a button is missing.
- 3 A supplier and a customer.**  
The supplier invites the customer to dinner.
- 4 A marketing assistant and a marketing manager.**  
The assistant offers to phone customers to find out their opinions on a new product.



## Final Task

### Speaking

#### STUDENT A

You are doing some research on customer care. You phone the Customer Services Manager at a major company. Find out:

- if they have a code of practice.
- what their customer care practices are.

(Use indirect questions!)

#### STUDENT B

You are the Customer Services Manager of a major company. Public relations are very important so you are happy to help your caller, Student A.

- Offer to send the caller your code of practice.
- Explain your customer care practices.

#### Checklist for Unit 1:

- ☐ 1 What does *customer loyalty* mean?
- ☐ 2 Give two examples of good customer care.
- ☐ 3 What does British Airways offer its customers?
- ☐ 4 What does First Direct bank offer its customers?
- ☐ 5 Change this direct question into an indirect question:  
*Do you have a code of practice?*

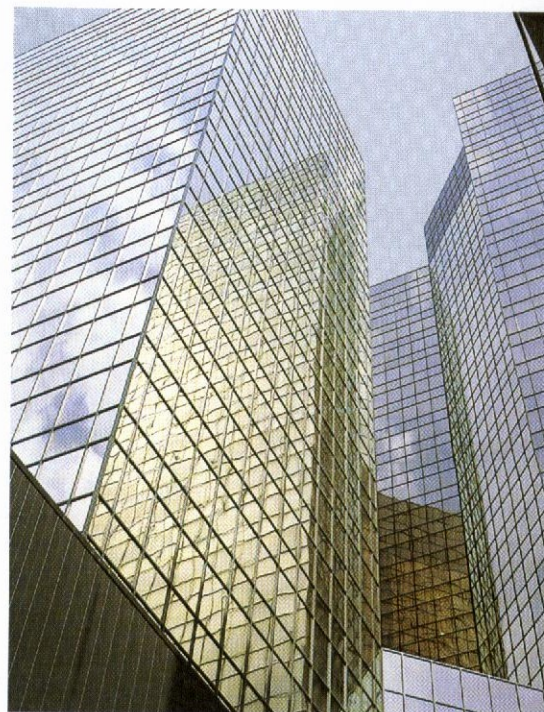


## 2


## Companies

## In this unit:

- **Language Focus**  
Present simple and present continuous  
Pronunciation: third person singular /s/ /z/ /ɪz/, sentence stress
- **Skills**  
Writing: avoiding repetition  
Reading: FT Graduate Training Programme  
Listening: four major companies
- **Vocabulary**  
Word building
- **Business Communication**  
Presenting information

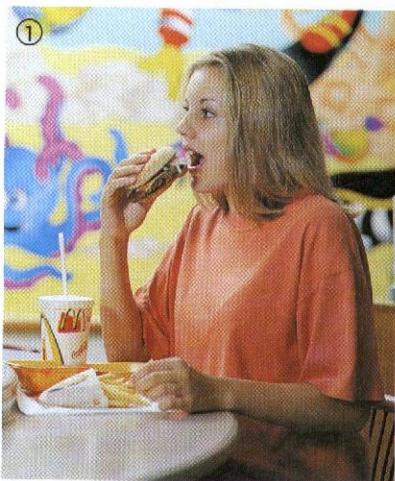


## Key Vocabulary

 2.1 Companies are involved in many activities, for example **buying**, **selling**, **marketing** and **production**, in a range of different industries, such as **information technology**, **telecommunications**, **film**, and **car manufacture**. Many well-known companies are **multinationals**, these are companies which **operate** in a number of countries. Multinationals often have a complicated structure. There is usually a **parent** or **holding company**. This company owns other companies or parts of other companies. These other companies are called **subsidiaries**.

## Lead-in

1 Look at the photos and identify the four companies.







③

<http://www.reuters.com/>





**2** Match the information about these multinational companies to the correct company logo.

Company logo	Company activities	The company says
	1 The third largest record company in the world. It is also the world's largest publisher of songs and music.	a 'We are committed to providing high quality food.'
	2 The world's largest hamburger restaurant company. It has over 19,000 restaurants in 100 countries.	b '(We) lead the world in the provision of news and financial information to broadcasters, newspapers, financial markets and on-line services.'
	3 This company provides news and financial data to the business community.	c 'We aim to be the world's premier music company in all aspects of our business.'
	4 This company is an international air-express carrier. It delivers packages and documents all over the world.	d 'We keep your promises.'

**3** Work in groups. Choose three of these companies.

BMW    Coca-Cola    Nike    Levi Strauss & Co.    Microsoft

Write what you know about:

- 1 what each company produces or provides
- 2 where the company started
- 3 where the company operates
- 4 who its main competitors are



## Language Focus

## Present simple and present continuous

- 1 Read the advertisement. Do you think this is an interesting job? Say why.
- 2 Now complete the paragraph on the right.

## Finance Manager Granada Film

Granada Media Group  
is an Equal  
Opportunities  
Employer and  
positively welcomes  
applications from all  
sections of the  
community.



Granada Film, part of the Granada Media Group, produces and co-finances a broad range of films for the UK and international markets; films including *My Left Foot*, *Jack & Sarah*, *Girls' Night* and the soon to be released *Rogue Trader*.

Due to expansion we are looking for a Finance Manager with film finance experience, good communication skills and the ability to work under pressure. The successful applicant will report to the Controller of Finance and will form an integral part of a closely knit team.

Please apply in writing enclosing full CV to:  
**Alison Johns, Personnel Department, LWT,  
The London TV Centre, Upper Ground,  
London SE1 9LT.** Closing date 7th Aug.

Regrettably we cannot reply to all applicants, however shortlisted candidates will be contacted within 4 weeks of the closing date.

**G R A N A D A F I L M**

Granada Film wants to recruit a

1 \_\_\_\_\_.

Granada Film is part of the 2 \_\_\_\_\_

\_\_\_\_\_ . The company

3 \_\_\_\_\_ and 4 \_\_\_\_\_

films.

They want someone with the following  
experience and skills:

5 \_\_\_\_\_

6 \_\_\_\_\_

7 \_\_\_\_\_

He/She will join the finance team and  
report to the 8 \_\_\_\_\_

\_\_\_\_\_ .

To apply, send a 9 \_\_\_\_\_ and a  
10 \_\_\_\_\_ to the Personnel

Department.

- 3 Find these sentences in the advertisement and write in the verb.

1 Granada Film, part of the Granada Media Group, \_\_\_\_\_ and  
\_\_\_\_\_ a broad range of films for the UK and international markets.

2 Due to expansion we \_\_\_\_\_ a Finance Manager with film finance  
experience, good communication skills and the ability to work under  
pressure.

The verb in sentence 1 above is in the **present simple tense**.

The verb in sentence 2 is in the **present continuous tense**.

3 Which tense do we use to talk about a non-permanent or a current activity?


4 Which tense do we use to talk about a fact or permanent activity?

► Grammar Reference page 150




## Pronunciation

## Third person singular /s//z//ɪz/

1  2.2 The 's' at the end of the *he, she, it* forms is pronounced in three different ways. Listen and notice the difference.

/s/	/z/	/ɪz/
looks	sells	produces
presents	plays	changes

2  2.3 Now listen to these verbs. Put each group under the correct column heading /s//z/ or /ɪz/.

a	welcomes	buys	applies	delivers	includes	provides
b	increases	finances	closes	publishes	watches	manages
c	stops	wants	markets	operates	takes	works

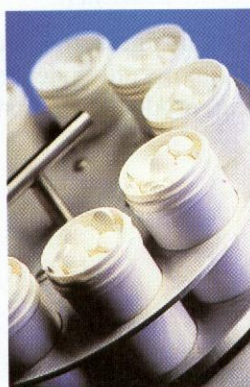
3 Complete the rules.

- 1 For verbs that end in /p/, /t/, /k/, /f/ we pronounce the final s \_\_\_\_
- 2 For verbs that end in /s/, /z/, /ʃ/, /tʃ/, /dʒ/ we pronounce the final s \_\_\_\_
- 3 For verbs that end in all other sounds we pronounce the final s \_\_\_\_

## Language Practice

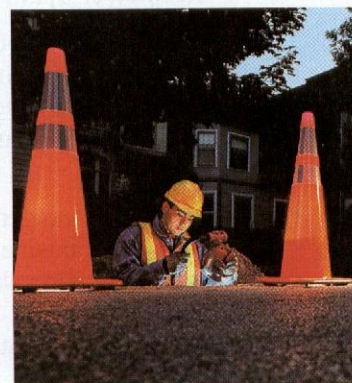
1 You decide to invest some money in a company. Your final choice is between a pharmaceutical company and a cable operator.

What does each company do? Look at the pictures and use the words in the box to help you.




Pharmaceutical products

to develop  
to manufacture  
to prepare  
to launch  
to provide  
to expand



Putting down a cable

2  2.4 Listen to a business analyst and complete the table below.

	PHARMACEUTICAL COMPANY	CABLE OPERATOR
What the company does		
Current activities		



## Reading

## 1 Quickly read the text below.

- 1 Is the text
  - a a recruitment advert?
  - b a news article?
  - c an advert for the *Financial Times*?
- 2 Is the text for
  - a people who have just finished university?
  - b people with experience?
  - c people who haven't been to university?



## FINANCIAL TIMES GROUP

### BUSINESS GRADUATE TRAINEE PROGRAMME

The Financial Times Group is part of Pearson plc, the international media group with interests in publishing, television production, broadcasting, and electronic and multimedia business.

The Financial Times Group includes:

**The *Financial Times*:** the world's best business newspaper.

**Financial Times Information:** providers of electronic and specialist financial information.

**FT Business:** providers of specialist business information for finance, energy, media and telecoms industries.

**FT Electronic Publishing:** Europe's leading provider of electronic general business information.

***Les Echos*:** France's leading business daily newspaper.

***Recoletos*:** Spain's leading newspaper and magazine publisher.

The Financial Times Group is planning to recruit up to six business graduates for a fifteen month training programme, enabling participants to gain an overall understanding of the business. Projects may include work in strategic planning, product development, editorial, marketing and advertisement sales.

#### The requirements

- ability to think innovatively and practically
- a high degree of business awareness
- good communication skills
- ambition
- a wide range of interests and experience

#### Salary

£21,000 per annum

#### How to apply

Please apply, enclosing CV and covering letter, marking your envelope 'Business Graduate Trainee Programme', to the Head of Employee Relations, Financial Times, Number One Southwark Bridge, London SE 9HL

*We believe in equality of opportunity and employ people solely on the basis of their abilities.*



**2 Read the text carefully and answer these questions.**

- 1 What is the parent company of the Financial Times Group (FT)?
- 2 Which four areas does the parent company operate in?
- 3 Which four areas does the Financial Times Group operate in?
 

<b>a</b> newspapers	<b>d</b> financial information	<b>g</b> business information
<b>b</b> magazines	<b>e</b> television	<b>h</b> books
<b>c</b> software manuals	<b>f</b> electronic information	
- 4 Name three newspapers which the FT Group publishes.
- 5 What is the FT Group planning?
- 6 Graduate recruits can expect to gain experience in a number of areas. Name three of them.
- 7 What requirements does the FT have of the recruits?
- 8 Which of these are personal qualities? Which of these are skills or knowledge?
- 9 How long is the training scheme?
- 10 What is one of the company's beliefs?

**3 Do you think this is a good company to work for?****Vocabulary****Word building****1 The nouns in the table are in the text. Write in the verb forms.**

NOUNS	VERBS
1 production product	
2 providers provision (not in text)	
3 development	
4 marketing market (not in text)	
5 advertisement	



**2 Use a verb or noun from the table to fill the gaps. (Use one noun twice.)**


There are usually several different departments in a company, and they all need to work together to make the company successful. Companies offer products or services to the consumer in a competitive <sup>1</sup> \_\_\_\_\_. In the manufacturing sector <sup>2</sup> \_\_\_\_\_ development is a key activity. Companies <sup>3</sup> \_\_\_\_\_ new products and launch them on the <sup>4</sup> \_\_\_\_\_. They try to keep the cost of <sup>5</sup> \_\_\_\_\_ low to stay competitive. It is essential to <sup>6</sup> \_\_\_\_\_ the product and to tell the consumer about it.



## Listening

1 Work in pairs. Say what you know about the companies in the table.

			DAIMLERCHRYSLER	SONY
Nationality				
Product(s)				
Other information				

2  2.5 Tom Armstrong and Rachel Humphries talk about the four companies. Listen and complete the table.

## Writing

## Avoiding repetition

1 Each word *in italics* below refers to something already mentioned. Work in pairs and say what each word *in italics* refers to.

Does it refer to a noun? adjective? verb?

Example:

1 Many companies produce hamburgers. McDonald's is an internationally famous one.

'one' refers to a noun - 'companies'

- Some companies are multinationals and *others* are not.
- Reuters provides information for many different clients; *these* include newspapers and financial markets.
- The EMI Group produces records. *The company* is also involved in music retailing.
- DHL is an international air express carrier. *It* delivers documents and packages all over the world.
- There are 300 HMV Group stores around the world. *They* are located in 8 countries.
- Many fast food companies operate on a franchise basis. McDonald's is *one of them*.

2 Read the paragraph below and change the underlined words to avoid repetition.

Example:

1 *The Virgin Groups's interests include...* → *These include...*

The Virgin Group has many interests. <sup>1</sup> The Virgin Group's interests include international 'Megastore' music retailing, book and software publishing, film and video editing facilities and clubs and hotels. <sup>2</sup> The Virgin Group's interests also include a model agency, Virgin Cola, and a radio station. <sup>3</sup> The Virgin Group operates many companies. Virgin Atlantic is <sup>4</sup> a Virgin Group company. Virgin Atlantic is well-known for its superior service at a competitive price.




3 Use your notes from the Listening to write a paragraph describing Virgin, Benetton, Daimler Chrysler or Sony. Try to avoid repetition.



## Business Communication

### Presenting information


1  2.6 Look at the chart of LVMH and try to answer the questions. Then listen to the presentation and check your answers.



- 1 What does LVMH stand for?
- 2 In which sectors does the company operate?
- 3 How many of the brand names do you know in this graphic?
- 4 Are the LVMH brands up-market, middle-market or down-market?

## Pronunciation Two

### Sentence stress

2  2.7 Every sentence in English has stressed and unstressed parts. Listen to these sentences from the presentation and mark the stressed syllables.

- 1 First of all, what does LVMH stand for?
- 2 Well, of course, it specialises in luxury products .... and it operates in a number of sectors.
- 3 Look at the brand names in each sector.
- 4 Each sector includes world-famous names.
- 5 Let's look first at wines and spirits.



**3** Work in two groups, **Group 1** and **Group 2**, to find out more about Edizione Holding and Sony.

**GROUP 1**

Work in pairs, **Student A** and **Student B**.

**Student B:** Turn to page 146 to find out more about Edizione Holding.



*Benetton skiers*

**STUDENT A**

Look at the chart below which gives information about Edizione Holding. Ask Student B for information to fill in the gaps.

Ask about:

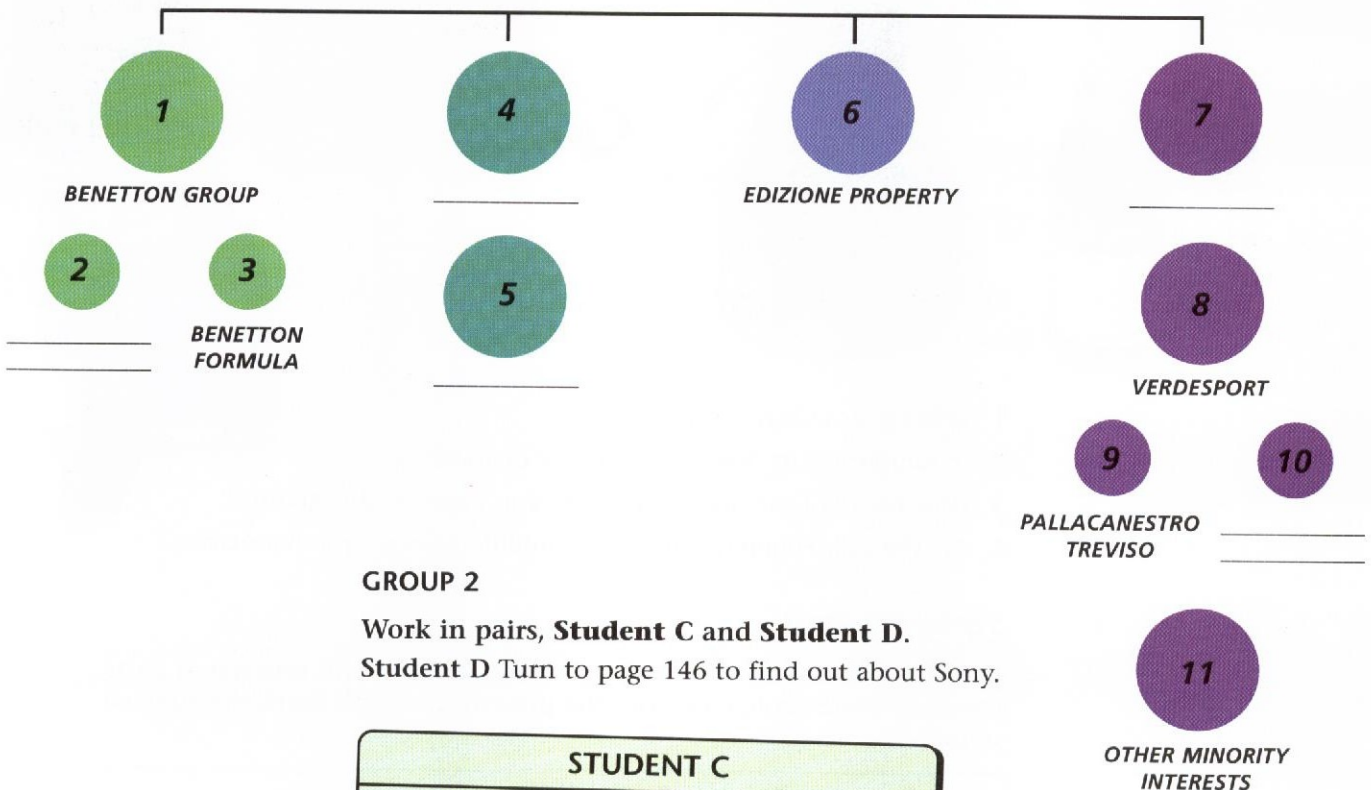
- which sectors Edizione Holding operates in
- the names of the companies

**KEY**

**SECTORS**

- = MANUFACTURING
- = FOOD RETAILING
- = REAL ESTATE AND AGRICULTURE
- = OTHER SECTORS

**edizione holding family tree**



**GROUP 2**

Work in pairs, **Student C** and **Student D**.

**Student D** Turn to page 146 to find out about Sony.

**STUDENT C**

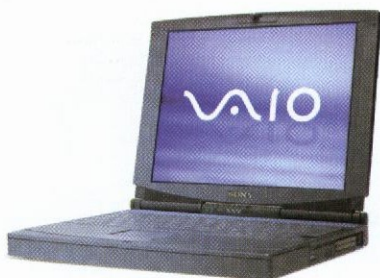
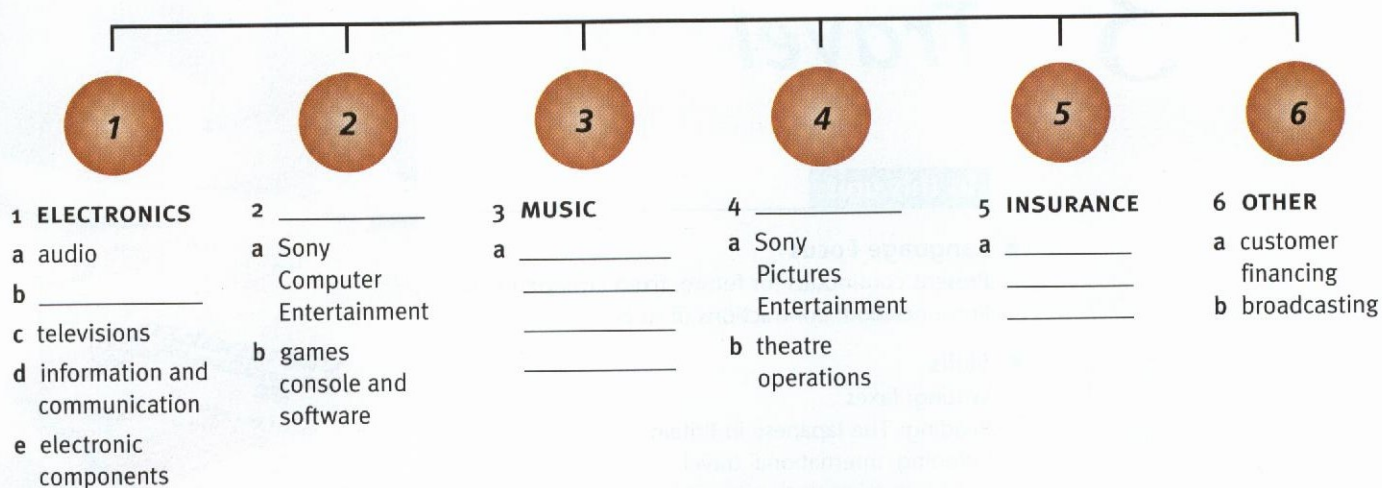
Look at the chart on page 23 which gives information about Sony. Ask Student D for information to fill in the gaps.

Ask about:

- main areas of business
- the names of the Sony companies



## SONY



**4** Work in pairs. Prepare a short presentation about your company. (You can also use your notes from the Listening.) Include:

- an overview of the company
- a description of the different sectors/business areas it operates in
- any famous company names or brand names
- any interesting facts about the company

## Final Task

When your presentation is ready, make new pairs – one student from **Group 1** and one Student from **Group 2**. Give your presentations. When your partner makes his/her presentation, take notes and ask questions at the end.

## Checklist for Unit 2:

- ☐ 1 Name five of the companies you learnt about in this unit.
- ☐ 2 What are the main areas of activity for  
a Virgin?    b Sony?    c LVMH?
- ☐ 3 Name three different *industries*.
- ☐ 4 What is a holding company?
- ☐ 5 Which tense do we use to talk about  
a the regular activities of a company?  
b the current activities of a company?




## Travel

## In this unit:

- **Language Focus**  
Present continuous for future: fixed arrangements  
Pronunciation: contractions of *to be*
- **Skills**  
Writing: faxes  
Reading: The Japanese in Britain  
Listening: international travel
- **Vocabulary**  
Word partners  
Adjectives of nationality
- **Business Communication**  
Introductions and socialising



## Key Vocabulary

 3.1 Business today is international. Business people often have to travel a lot. They have to plan an **itinerary** for a **foreign business trip** to make good use of their time. On a business trip people may meet **colleagues** and business partners for the first time. It is usual for colleagues from different countries to experience **cultural differences**. In other words, they may be surprised by foreign **social conventions**, that is the different ways that other **nationalities** or different **cultures** do things.


## Lead-in

Look at the photos at the top of this page and decide:

- 1 What does the woman do?
- 2 What is she doing?
- 3 Where is she from?
- 4 Where is she going?

## Language Focus

**Present continuous for the future: fixed arrangements**

**1**  3.2 Listen to Mike Smith phoning to find out about Rosalind Harrison's schedule. How much did you guess about Rosalind from the photo?

**2** Listen again and answer the three questions.

- 1 a What is Rosalind Harrison doing on Monday 19 August?  
b What is Mike Smith doing on Wednesday 21 August?  
c What is Pam García doing in September?
- 2 a Are the three arrangements definite or only suggestions?  
b Which tense do we use to talk about definite future arrangements?



## Pronunciation

Contraction of *to be* in the present continuous

 3.3 Listen to the contracted forms of the verb *to be*.

I'm    You're    He's    She's    It's    We're    They're

 3.4 Listen and repeat these sentences.

- 1 I'm going to Poland in July. (I am)
- 2 You're speaking first at the Business Conference. (You are)
- 3 This department's responsible for accounts. (It is)
- 4 We're meeting at 1 o'clock in the restaurant. (We are)
- 5 They're looking for someone with good communication skills. (They are)

## Language Practice

1 Add *go*, *have* or *listen to* to the words in the box to make phrases.

- |             |          |                  |
|-------------|----------|------------------|
| 1 on a tour | 3 coffee | 5 a meeting      |
| 2 lunch     | 4 a CD   | 6 a presentation |

Example: 1 **go** on a tour

2 Look at Rosalind Harrison's itinerary. Work in pairs to ask and answer questions about it.

Example: *When is she arriving?*    *At quarter to nine.*  
*What's she doing first?*    *She's meeting the New Managing Director.*

Monday 19 August

Mrs Rosalind Harrison

**VISIT TO NEPTUN BEER - GDANSK**

8.45

Welcome. Meet Managing Director

9.00

Tour of Brewery - Krystina Duda as guide

10.00-10.30

Coffee with Sales Director

11.00-12.30

Meeting Chief Sales Director/Presentation  
- market information for new advertising campaign.

1.00-2.30

Lunch at 'The Major' restaurant with MD and Sales Director

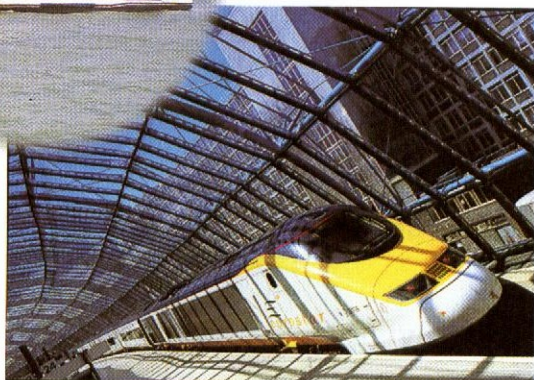
2.30 onwards

Meeting Marketing Department

NOTE: The itinerary is in note form, so words like 'the' and 'a' are left out.



**3** Work in pairs. You and your partner are arranging for three people from your company to attend a conference.



Your company is in London. The conference is in Paris. The conference is for one day, starting at 10.00 a.m. and finishing at 5.30 p.m. There is a dinner the evening before. Decide which method of transport would be best for Dr Brook, Ms Turner and Mr Brown.

Think about these things:

- journey times
- how easy your plan is for each person
- price

### Information

	PRICE	TIME	FIRST/LAST	OTHER
<b>EUROSTAR</b> London – Paris	£229	3hrs	0515/2113	
<b>BA</b> Heathrow – Paris CDG	£270.50 + tax	1 hr 10 mins	0720/2015	
<b>STENA SEALINK</b> Dover – Calais	£25 per car	75-90 mins	25 sailings daily. Depart every 45 mins	extra passengers = £1 each
<b>HOVERCRAFT</b> <b>HOVERCRAFT</b> Dover – Calais	£78	35 mins	0700/2030	
	£78	55 mins	0700/2330	
<b>LE SHUTTLE</b> Folkestone – Calais	£190 with car	35 mins	24 hour service	day return = £95 valid for 5 days



- 1 Dr Brook** is travelling from central London to give a conference paper. He wants to attend the dinner.
- 2 Ms Turner** is travelling from central London to attend the conference. She has a meeting after the conference with the Sales Director from 6.00 – 8.00 p.m. She doesn't want to travel by Eurostar.
- 3 Mr Brown** is travelling from Dover. He is going by car as he is visiting his son who lives in Paris. He wants to stay a few days, but he isn't sure of his return date.

Compare your decision with a different partner. Explain your choice.



## Vocabulary One

## Word partners (making arrangements)

1 Match a word on the left with a word on the right to make a common word partnership.

- |            |                |
|------------|----------------|
| 1 to run   | a a conference |
| 2 to hold  | b a meal       |
| 3 to plan  | c a party      |
| 4 to book  | d a subsidiary |
| 5 to throw | e a ticket     |
| 6 to visit | f an itinerary |
| 7 to order | g a seminar    |

2 Work in pairs. Make sentences using each word partner then make an offer or a request.

Example:

*I'm running a seminar next month. Would you like to be a speaker?*

## Writing

## Faxes

You are going on a business trip to Australia. Send a fax to your Australian colleague, Sally Jones, to tell her about the arrangements. Ask her to make hotel bookings and hire a car for you. Use the notes below.

**MetaCom**

Manor Park Parade  
London  
SE13 1XS

## FAX MESSAGE

To: Sally Jones  
Fax No: 0011 61 39452  
From:  
Fax No: +44 (0)171 123 4567  
Date:  
Re:

Pages (including this one): 1

## Message

This is to let you know about the arrangements for my trip to Australia next week. I'm taking flight BA135T .....

Could you .....  
.....

Trip to Melbourne - November 7th 2001

## Arrangements:

- flight - BA 135T Heathrow, London 1300; arrive Melbourne 0800 November 8th
- Hotel Ramada Inn - November 8th - 11th
- visit regional offices - November 9th
- visit Head Office in Victoria - November 12th
- flight BA 136F Victoria - November 13th

## To book:

- transport from airport - Ramada Inn
- hire car to go to regional offices - November 9th
- hotel for night of November 12th - Victoria



## Listening



### International travel

**1**  3.5 Listen to Colin Knapp talking about travelling to the Far East.

- 1 How often does Colin travel on business?
- 2 Which country does he visit regularly?
- 3 How long is the flight?
- 4 What two things does he do during the flight?
- 5 Does he suffer from jet lag?
- 6 Is jet lag different travelling west-east and east-west?
- 7 Why does he travel to the Far East instead of doing business by telephone or fax?
- 8 What example of a culture gap does he give?
- 9 What three tips does he give for visiting this country for the first time?

**2** Work in groups and discuss these questions.

- Do you like or dislike flying?
- Do you sleep on a plane or do you prefer to read? Do you always watch the in-flight film?
- What do you know about jet lag?
- Have you experienced cultural differences when you travel?
- What are the advantages of face-to-face meetings compared to doing business by telephone, fax or computer?

## Reading

**1** The article is about Japanese people in Britain. Before you read, work in pairs and discuss these questions.

- 1 Would you like to live or work in a foreign country? Why/Why not?
- 2 What do you think are the cultural differences between the Japanese and the British?

**2** Read paragraphs 1–4 of the article and answer the questions.

- 1 How many Japanese work in Britain?
- 2 What is Masami Sato's job title?
- 3 Does Masami Sato like living and working in London? Why/Why not?
- 4 Why is she working in London?
- 5 What are her job opportunities in London?
- 6 When is she going home?
- 7 Does she want to go home? Why/Why not?

**3** Now read paragraphs 5 and 6 of the article and answer the questions.

- 1 In what way is life in Britain difficult for Japanese?
- 2 Describe one cultural difference between Japanese and British people.



# Made in Japan, Sold on Britain

54,400 Japanese live in Britain. How do they find life here?

<sup>1</sup> **5** 4,400 Japanese live in Britain: 12,000 are business people, 5,800 are students, most of the rest are their families. The Japanese like Britain. They find it strange, but they like it.

<sup>2</sup> Masami Sato, one of only 70 'office ladies' – junior women managers – in Britain, is happy. She says, 'most things are better here than in Tokyo – there are so many parks and green fields'.

<sup>3</sup> As an office lady, she cannot be promoted above her present junior managerial position, but she thinks the UK is less male-dominated than Japan. She is in

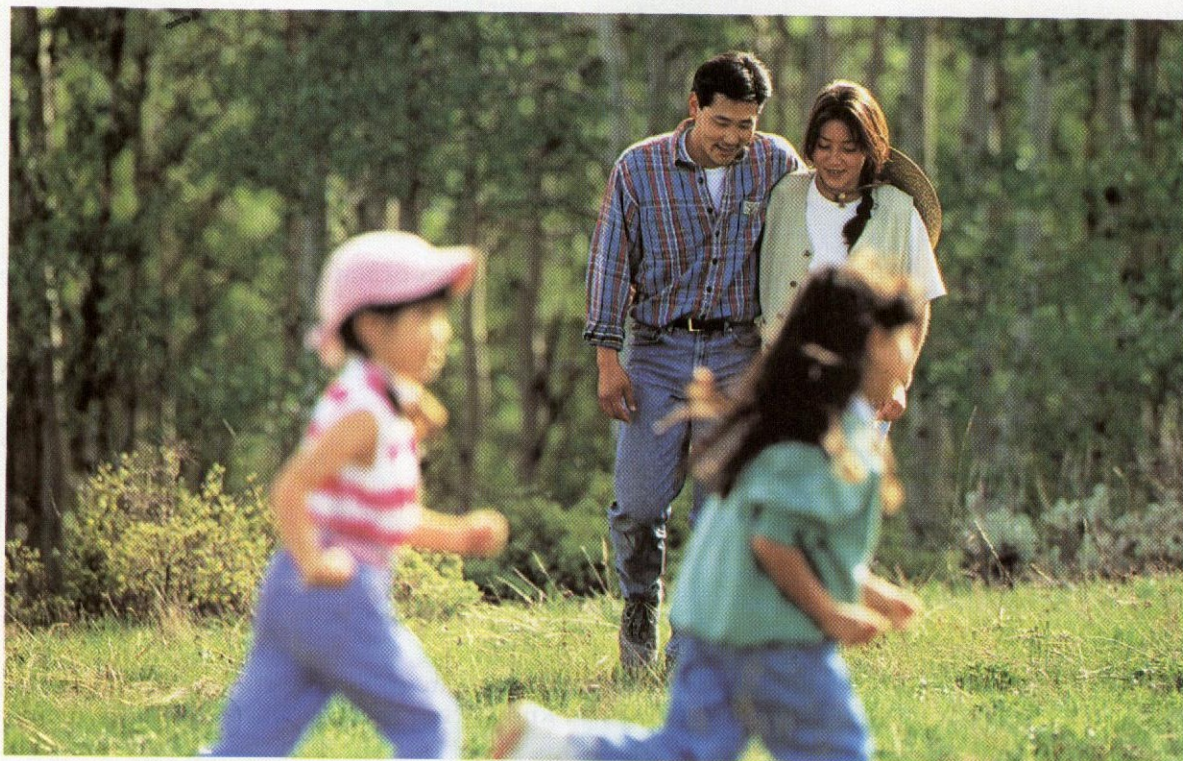
London as part of a scheme to give office ladies overseas experience (they are allowed to go to 10 cities considered safe – none of them are in the United States), and she does not want to go back to Tokyo when the time comes next year.

<sup>4</sup> 'When I go back to Japan, I have to live with my family,' she says. 'There are few amusements and we can't be relaxed because all Japanese are very busy.'

<sup>5</sup> The Japanese appreciate the space, the more relaxed atmosphere and the longer holidays, but they also experience some difficulties:

the most obvious is the language. Mr Kojima has lived in Wales for two years, and still has problems. 'The language is very difficult, but the staff are very experienced at explaining to the Japanese,' he says. 'I can understand the explanations, but I can't understand when they talk to each other.'

<sup>6</sup> Besides the language, there are also cultural differences which can make life difficult. Banker Kaoru Itoh says 'the British like arguments, the Japanese don't. They dislike raising the opposite opinion. In Japan everyone respects the opinion of the majority.'



*The Independent on Sunday*

## 4 Work in pairs and discuss.

Do you think it is easy or difficult for Japanese to meet British people socially? Why/Why not?



## Vocabulary Two

## Adjectives of nationality

1 Adjectives of nationality have five different types of ending.

## Type 1 examples

Japan	Japanese
China	Chinese
Portugal	Portuguese

## Type 4 examples

Sweden	Swedish
Spain	Spanish
Turkey	Turkish

## Type 2 examples

America	American
Germany	German
South Africa	South African
Europe	European

















## Type 5 examples

Saudi Arabia	Saudi
Kuwait	Kuwaiti
Pakistan	Pakistani

## Type 3 examples

Australia	Australian
Russia	Russian
Nigeria	Nigerian
Asia	Asian

Work in pairs. What are the adjectives of nationality for these countries? They all have an ending from the list above.

- |                                                                                               |                                                                                               |                                                                                                 |                                                                                                   |
|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| a  Belgium | e  Denmark | i  Ireland | m  Mexico    |
| b  Brazil  | f  Finland | j  Oman    | n  Poland    |
| c  Britain | g  Hungary | k  Italy   | o  Singapore |
| d  Canada  | h  Bahrain | l  Malta   | p  Vietnam   |

2 The adjectives of nationality for the following countries do not use the five endings above. Do you know what they are?

- 1 France \_\_\_\_\_
- 2 Greece \_\_\_\_\_
- 3 The Netherlands \_\_\_\_\_
- 4 Switzerland \_\_\_\_\_
- 5 Thailand \_\_\_\_\_

What is the adjective of nationality for your country?



## Cross-cultural Comparison

Test your cross-cultural knowledge with this quiz.

# Quiz

## Do you have good cross-cultural skills?

When you meet someone for the first time, what should you do?

True(T) or False(F)?



- a** It's usual to shake hands the first time you meet a British colleague. **(T)**
- b** It's not a good idea to call German colleagues by their first names at work. ☐
- c** When a Japanese business person gives you his/her business card, it's polite to say thank you and put it in your pocket. ☐
- d** In the Mediterranean, embrace colleagues when you meet them. ☐
- e** Take off your shoes when you visit someone's house in Poland. ☐
- f** In Saudi Arabia it is rude to refuse a cup of coffee. ☐
- g** In the UK, ask about your host's family when you meet for the first time. ☐
- h** In Asian countries, it is rude to look people in the eyes. ☐
- i** British people like to talk about their salaries. ☐
- j** When you visit Poland, your host gives you flowers at the airport. ☐

Now check your answers on page 147

## Business Communication

### Introductions and socialising

1 3.6 Listen to six introductions and match the names.

- |                     |                |
|---------------------|----------------|
| 1 Miss Kim          | a Duncan Grove |
| 2 Barry             | b Fiona        |
| 3 Caroline Courtney | c Sofia        |
| 4 Stephen Brown     | d David Walker |
| 5 Señor Iglesias    | e Ms Barty     |
| 6 John Smith        | f Mr Kinzett   |

2 3.6 Listen again. Write one more example in each box below.

#### Introducing someone

- I'd like to introduce you to Señor Iglesias.
- Mr Brown, this is Ms Barty.

#### Responding to an introduction

- How do you do?
- Pleased to meet you.

#### Introducing yourself

- How do you do?
- I'm John Smith.

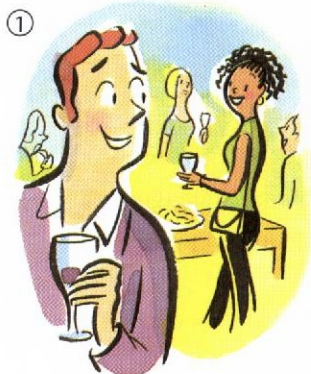
3 Work in pairs. Introduce yourselves then introduce a third person.



## Socialising

4 Look at the four pictures and decide what you think the people are saying in each one.

3.7 Listen to the cassette and compare your answers.



5 Listen again and complete the conversation.

Colin: Hello, how are you?

Michelle: 1 \_\_\_\_\_?

Colin: Fine. 2 \_\_\_\_\_.

Michelle: You too.

Colin: 3 \_\_\_\_\_?

Michelle: 4 \_\_\_\_\_. I'll have a glass of wine please.

Colin: Red or white?

Michelle: White please.

Colin: I'm afraid there's only red.

Michelle: Oh, that's all right. Red's fine.

Colin: (He spills a little of the drink) 5 \_\_\_\_\_!

Michelle: 6 \_\_\_\_\_.

Colin: 7 \_\_\_\_\_.

Michelle: Really, it doesn't matter.

6 3.8 Now read the next part of the conversation. Complete the conversation with phrases from the box at the top of page 33, then listen and check your answers.

Roger: Hello, Colin. Just to say the taxi will be here in a few minutes.

Colin: Oh, Roger, let me introduce you to Michelle.

Roger: Hello, Michelle. 1 \_\_\_\_\_.

Michelle: Pleased to meet you. Sorry, I didn't catch your name.

Roger: I'm Roger.

Colin: We're having dinner at The Lemon Tree. 2 \_\_\_\_\_?

Michelle: 3 \_\_\_\_\_ but I'm afraid I have to get home. My parents are coming to stay this weekend.

Colin: Can we give you a lift?

Michelle: 4 \_\_\_\_\_. I'll just get my coat.



Roger arrives



- a Oh, that would be great. Thank you very much.  
 b Would you like to join us?  
 c That's very kind of you. I'd love to.  
 d Nice to meet you.



### 7 3.9 Listen to the last part of the conversation.

Where are they now? Which of these phrases do you hear?

- |                     |                          |                         |                          |
|---------------------|--------------------------|-------------------------|--------------------------|
| a Pleasure.         | <input type="checkbox"/> | e Have a good weekend.  | <input type="checkbox"/> |
| b Don't mention it  | <input type="checkbox"/> | f Have a nice meal.     | <input type="checkbox"/> |
| c You're welcome.   | <input type="checkbox"/> | g Bye and thanks again. | <input type="checkbox"/> |
| d Have a nice time. | <input type="checkbox"/> |                         |                          |

### Responding

8 Look at exercises 5, 6 and 7 again. Underline examples of **responses** to:

- Thanks: e.g. *Thanks ...* (Use a wavy  line.)
- Apologies: e.g. *I'm afraid ...* (Use a broken  line.)

What other responses to thanks and apologies can you think of?

## Final Task

You are at an office party and meet some colleagues. Prepare to discuss your holiday plans. Decide:

- where you are going on holiday / who with?
- how you are going to travel / where you are going to stay.
- how long you are going to stay.

Think about what cultural differences you will find.

Work in threes. Prepare to ask your colleagues about these things.

**Student A:** You are new to the office and do not know anyone. You want to meet your new colleagues. Introduce yourself to Student B.

**Student B:** You know the office and most of the people in it. A new colleague introduces him/herself.

**Student C:** You know Student B, but not Student A. Join in their conversation.

### Checklist for Unit 3:

- |                          |                                                                                 |
|--------------------------|---------------------------------------------------------------------------------|
| <input type="checkbox"/> | 1 What two uses do you know for the present continuous tense?                   |
| <input type="checkbox"/> | 2 Think of five countries and name the nationality for each country.            |
| <input type="checkbox"/> | 3 From the reading article in this unit, what do the Japanese think of Britain? |
| <input type="checkbox"/> | 4 What do you say when you meet someone for the first time?                     |
| <input type="checkbox"/> | 5 What do you say to introduce two people?                                      |



## Customers, Companies and Travel

### Business Review

Work in pairs. Choose three of the following companies.

Marks & Spencer	Kwik-Fit	LVMH
Sony	McDonald's	First Direct bank

- 1 What does each company do? What are its products or services?
- 2 What nationality is each company?
- 3 What does each company try to give its customers? What is it committed to?

### Vocabulary Review

1 All the words below are key words from units 1, 2 and 3. Work in pairs and put each word into the correct list.

- |                         |                       |
|-------------------------|-----------------------|
| 1 repeat business       | 10 itinerary          |
| 2 parent company        | 11 colleagues         |
| 3 buying                | 12 subsidiaries       |
| 4 code of practice      | 13 sector             |
| 5 customer loyalty      | 14 selling            |
| 6 cultural difference   | 15 marketing          |
| 7 foreign business trip | 16 multinational      |
| 8 jet lag               | 17 production         |
| 9 customer care         | 18 social conventions |

Customers	Companies	Travel

2 Give a definition for each word.

3 How many other key words from units 1, 2 or 3 can you add to the lists?

### Grammar Review

#### Direct and indirect questions

1 You are at a conference and decide to attend a presentation to find out more about the FT Group's training programmes.

- 1 Write five questions that you want to ask the speaker about:
  - a work experience for trainees
  - b opportunities to specialise
  - c work on well-known newspapers
  - d possibility of working for the company after training course

NOTE: Remember: indirect questions are formal/polite.

2 Work in pairs. Ask and answer the questions. Student A is the speaker, Student B asks the questions first. Then change roles.

2 Work in groups of three.

Students A and B: You are graduates on the FT training programme.

Student C: Introduce yourself and find out about Students A and B and about the programme.

Prepare your roles first!

#### Present simple and present continuous

3 Read the text and choose the correct tense for the verbs in brackets. ( )

**British Airways** is an international airline which (carry) <sup>1</sup> \_\_\_\_\_ over 28 million passengers each year. They (look) <sup>2</sup> \_\_\_\_\_ for graduates with potential for management.

**SmithKline Beecham** is a transnational healthcare company. SB (be) <sup>3</sup> \_\_\_\_\_ involved in research, development, production and marketing of healthcare products, and (employ) <sup>4</sup> \_\_\_\_\_ 54,000 people worldwide.

**Aldi** is a large, international food retailer. It (have) <sup>5</sup> \_\_\_\_\_ over 100 stores in the UK, and (open) <sup>6</sup> \_\_\_\_\_ many new stores.



**Present continuous for future**

**4** Fill in the diary pages with things that you are doing this week.

Monday	Tuesday
Wednesday	Thursday
Friday	Saturday/Sunday

Now work in pairs. Try to arrange a meeting at a time when you are both free. Use the language in the box to help you.

What are you doing on .....?  
 I can't meet you on ..... I'm .....  
 Yes, that's fine. I'm not doing anything then.

## Writing and Business Communication Review

**1** Read the information about Boeing and answer the questions. Ignore punctuation for the moment.

- 1 What does Boeing do?
- 2 What three sectors does Boeing operate in?
- 3 Where is the company based? What nationality is the company?

the Boeing company is an enormous American aerospace company which manufactures aircraft. over 400 airlines use boeing aircraft. boeing manufactures civil aircraft. boeing manufactures military aeroplanes and boeing develops advanced computer technology. the us government buys its military planes, systems and space vehicles from boeing.

boeing's headquarters are in Seattle, Washington State. 87,000 people work for boeing in Seattle. over 116,000 work directly for boeing in the USA and Canada. 60% of boeing's sales are overseas.

**2** Re-write the paragraphs. This time make sure:

- that capital letters are used properly
- that you avoid repetition. Think about which nouns are repeated and which words can replace them. (*the company, it, they, these, one, one of them, others*)

**3** Use the paragraphs to prepare a short company presentation. Include:

- what the company specialises in / what sectors it operates in
- famous brand names
- main customer(s)
- where the company is based






# 4 Troubleshooting

## In this unit:

- **Language Focus**  
Should, ought to: making recommendations  
Pronunciation: polite intonation
- **Skills**  
Writing: clauses of purpose  
Reading: Ford's spy team  
Listening: project management and troubleshooting
- **Vocabulary**  
Synonyms and word building
- **Business Communication**  
Report writing: recommendations



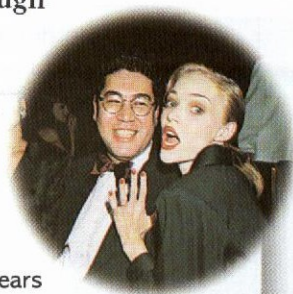
## Key Vocabulary

 Sometimes companies realise that they are not achieving their **goals** or objectives effectively, that is, they are not getting the results they need. In this case they have to re-plan their **strategy**. It can be useful to get an outsider, e.g. a **management consultant**, to analyse the company's performance and recommend changes to make it more efficient. A **SWOT analysis** can be useful, that is, an analysis of the company's strengths (S) and weaknesses (W) and also of the opportunities (O) and threats (T) that face the company. **Troubleshooting**, or solving problems, is a necessary part of running a company.

## Lead-in

**1** The fashion model agency IMG solves a problem through successful troubleshooting strategies. Read the text and complete the notes.

## A Model Manager



<b>Company</b>	IMG
<b>History</b>	One of the best-known model agencies in the industry for many years with an excellent reputation as a fashionable, forward-looking company.
<b>The problem</b>	The company loses its reputation as one of the best and needs a new strategy.
<b>The solution</b>	The board appoints a new Managing Director, Jonathan Phang. He has over fifteen years of experience in the model industry.
<b>The strategy</b>	Jonathan's main tasks are to find new models; to generate more awareness of what the agency is all about, and to encourage girls from other agencies to switch* to IMG. He also has to cut costs to make the agency more profitable and stop representing models who aren't making money.
<b>The result</b>	IMG is now attracting excellent models which means they are also attracting more clients and doing well financially.

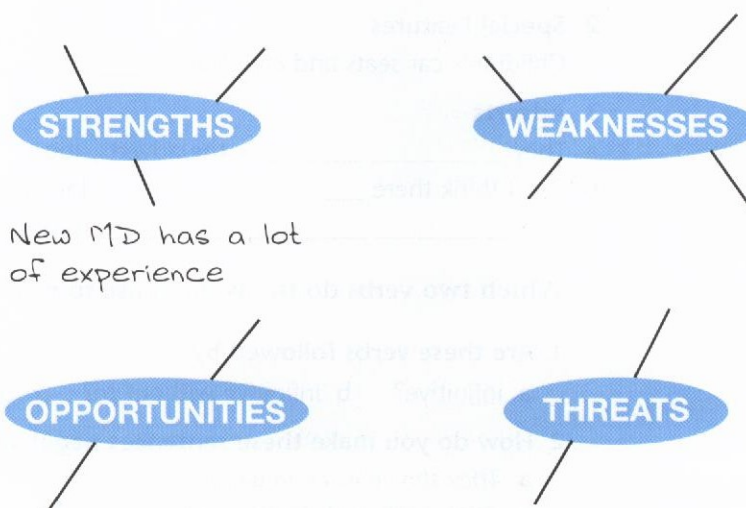
\* to switch: to change



<b>Past problem:</b>	The company's <sup>1</sup> _____ was in danger.
<b>Solution:</b>	Recruit <sup>2</sup> _____.
<b>The strategy:</b>	<ul style="list-style-type: none"> <li>• Make the agency well-known.</li> <li>• Persuade <sup>3</sup> _____ to join the agency.</li> <li>• Reduce <sup>4</sup> _____ and improve <sup>5</sup> _____.</li> <li>• Not represent models <sup>6</sup> _____.</li> </ul>
<b>The results:</b>	<ul style="list-style-type: none"> <li>• <sup>7</sup> _____ join the company.</li> <li>• The company has more <sup>8</sup> _____.</li> <li>• The company makes more <sup>9</sup> _____.</li> </ul>

**2** Work in pairs and use the points below to complete a SWOT analysis for IMG at the time Jonathan Phang joined the company.

- In the past – one of the best known companies.
- Model agency business is very competitive. A lot of other agencies are looking for good models too.
- IMG no longer has a reputation for being fashionable or forward-looking.
- New MD has a lot of experience.
- IMG is looking for new models.
- IMG has models who are not earning money for the company.
- MD has ability to make good financial decisions.
- All model agencies are looking for new models.
- Models switch to good agencies quickly.
- Profits can be excellent for a successful company.




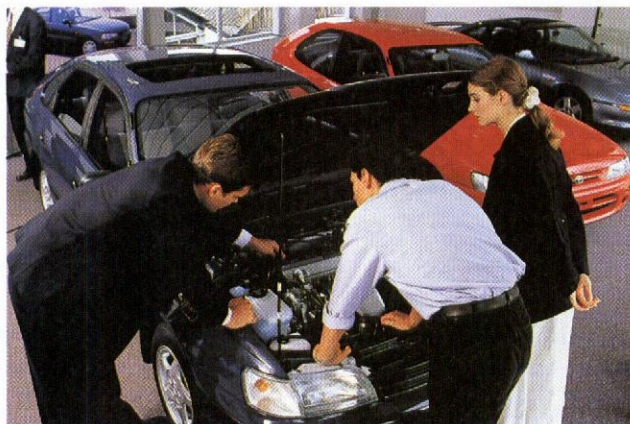
**3** Compare your SWOT analysis with a new partner. Are there any differences? If there are, why?




## Language Focus

**Should and ought to: making recommendations**

**1**  4.2 Two women talk about the way companies sell cars. Listen and put the five things they discuss in the order you hear them.



- |                                       |                          |                                                             |                          |
|---------------------------------------|--------------------------|-------------------------------------------------------------|--------------------------|
| a women selling cars                  | <input type="checkbox"/> | d car dealers and manufacturers taking women more seriously | <input type="checkbox"/> |
| b children's car seats and car phones | <input type="checkbox"/> | e adverts containing product information                    | <input type="checkbox"/> |
| c 'soft sell' from dealers            | <input type="checkbox"/> |                                                             |                          |

**2**  Listen again and complete the recommendations for change.

**1 Car Dealers**

- a Yes, they \_\_\_\_\_ us seriously.  
 b Yes, they \_\_\_\_\_ more women selling cars.  
 c The dealers are always men. I think they \_\_\_\_\_ a soft-sell approach.

**2 Special Features**

Children's car seats and car phones \_\_\_\_\_ available as standard.

**3 Adverts**

- a They \_\_\_\_\_ the adverts, too.  
 b Yes, I think there \_\_\_\_\_ lots of product information in adverts.  
 c They \_\_\_\_\_ us about things like petrol consumption.

**3** Which two verbs do the women use to recommend change?

**1 Are these verbs followed by**

- a infinitive?    b infinitive without *to*?    c gerund?

**2 How do you make these sentences negative?**

- a *They should listen to women.*  
 b *They ought to include car phones in all new cars.*

**3 How do you ask a question with *should/ought to*?**


Now check your answers with the Grammar reference.

► **Grammar Reference page 153**




## Pronunciation

### Polite intonation

1  4.3 When you make a recommendation using *should*, make sure your voice falls at the end of the sentence. Listen to these sentences.

- 1 They should take women more seriously.
- 2 They should fit car phones.
- 3 The adverts should give more information.

2  4.4 Now listen and repeat.

## Language Practice

1 Match each situation with a suitable recommendation or solution.

SITUATION	SOLUTION
1 We are losing our reputation as a first-class agency.	a We should try to offer something special and focus on excellent customer care.
2 Many of our models are not making money for the agency.	b The shareholders are very unhappy about this. We should find ways to improve the situation quickly.
3 The costs of running the agency are very high.	c The MD should decide not to represent these girls. He ought to attract new models.
4 The financial position is very weak.	d We should think of ways of reducing them.
5 The model agency business is very competitive.	e We should appoint someone with a new strategy to run the company.

2 Here is some advice on how to deal effectively with problems.

## Which advice do you follow? Tick (✓) the boxes.

- ☐ 1 Don't avoid a problem, deal with it.
- ☐ 2 Don't see all problems as other people's problems. Focus on yourself.
- ☐ 3 Don't blame people, look for solutions.
- ☐ 4 Look at a problem as an opportunity – to learn something or to achieve something.
- ☐ 5 Think ahead to prevent problems.
- ☐ 6 When something is important, deal with it. Don't wait until it becomes urgent.
- ☐ 7 Don't always look for 'quick fixes', or temporary solutions. Identify the real cause of the problem and work to find a solution to this.
- ☐ 8 Don't try to change the things you can't change. Learn to accept them.

3 Now work with a partner. How are you similar and how are you different? Give each other advice.



## Reading



**1** The text is about Ford, the car manufacturer. In the Language Focus, Belinda and Anna made the following points:

- a An increasing number of women buy cars nowadays.
- b Car manufacturers should aim their advertisements at male and female buyers.
- c Car manufacturers and car dealers should take women buyers seriously and think about the different needs of male and female buyers.

Read the first paragraph only and say which of these points the writer makes.

**2** Read the text and complete the summary on page 41.

# Car giant sends in the spy girls

## Hit squad to check on deals for women

by DAVID BENSON Motoring Editor

**1** FORD has set up a female 'spy' team to visit dealers and make sure they treat women car buyers seriously and with respect.

**2** The company says women now buy four out of every 10 new cars sold in Britain.

**3** This is the highest proportion in Europe where the women buyers' share averages three in ten.

**4** And Ford says the proportion of women buyers will continue to increase in the next decade.

**5** The company's International Women's Marketing Panel will ensure that its products and service meet the needs of

female customers and that they get a fair deal.

**6** It claims to be the only European car maker to have such a panel.

**7** The team is made up of British women Ford workers and others from nine European countries. It has 16 permanent members supported by a sub-committee of 40. "It's views are keenly sought\* in research and vehicle appraisal programmes.\*" said a Ford spokesman.

**8** "The panel's members also participate in advertising clinics\* and go on 'mystery shops' during which they visit dealerships posing as\* prospective buyers."



**9** "Reports are then fed back to senior management so that recommendations can be considered in future plans."

\* *keenly sought*: [the panel's opinions] are taken very seriously

\* *appraisal programmes*: a series of tests

\* *advertising clinic*: a place to brainstorm or discuss ideas about advertising

\* *to pose as*: to pretend or make believe

The Express



Ford Motor Company has a <sup>1</sup> \_\_\_\_\_ 'team called the International  
<sup>2</sup> \_\_\_\_\_. The team has <sup>3</sup> \_\_\_\_\_ members and is  
 made up of British <sup>4</sup> \_\_\_\_\_ and others from <sup>5</sup> \_\_\_\_\_  
 European countries. Their purpose is to visit dealers to check that  
<sup>6</sup> \_\_\_\_\_ take women's views and experiences seriously because women  
 buy <sup>7</sup> \_\_\_\_\_ out of every <sup>8</sup> \_\_\_\_\_ cars in Britain. The team write  
<sup>9</sup> \_\_\_\_\_ for <sup>10</sup> \_\_\_\_\_ so that they can make recommendations  
 for the future.

**3** Work in pairs and do a SWOT analysis for Ford.

## Vocabulary

### Synonyms

**1** Look at these phrases from the article on Ford. All three refer to the same thing, in other words they are *synonyms*.

car giant      Ford      car maker

Match a phrase on the left with a synonym phrase on the right.

PHRASE	SYNONYM
1 women's marketing panel	a to visit dealerships
2 women car buyers	b to ensure
3 to tour dealers	c female 'spy' team
4 to make sure	d female customers

### Word building

**2** Complete the table with words from the text.

NOUN	VERB
1	to buy
2 an increase	
3	to produce
4 participation	
5 a visit	
6	to recommend

**3** Choose five words from exercise 2 and write a sentence using each.



## Writing

## Clauses of purpose

**1** Clauses of purpose answer the question *why...?* or *what for...?*

Match each sentence a–c with one of the three patterns in the box below.

- a The panel exists in order to make sure that dealers take women car buyers seriously.
- b Ford has set up a 'spy' team to tour dealers.
- c Reports are fed back to senior management so that they can consider the recommendations.

- 1 to infinitive...
- 2 in order... + infinitive with to
- 3 so that... /in order that (+ subject + verb)

**2** Match each question with an answer.

SITUATION	SOLUTION
1 Why are we opening the office in Dublin?	a In order to make recommendations.
2 What is the meeting for?	b In order to get information about dealers.
3 Why is Ford sending in 'spies'?	c To discuss the problems with sales.
4 Why is the consultant visiting?	d So that we can develop the Irish market.
5 Why is the company changing its advertising?	e So that more women buy its products.
6 Why are you planning for next year now?	f In order to make the company more profitable.
7 Why are you asking the models to leave?	g So that I can anticipate any problems and try to prevent them.

**3** Combine the two parts to make one sentence.

Example:

*We are opening an office in Dublin so that we can develop the Irish market.*

**4** Work in pairs and answer the questions below. Use a clause of purpose for each.

- 1 When companies are experiencing difficulties, why do they bring in people from outside such as management consultants?
- 2 Why do companies set up advisory panels?
- 3 Why do companies have strategy meetings?
- 4 What is the purpose of the recommendations section of a report?

► **Grammar Reference page 155**




## Listening

**1** You are going to listen to an interview with a manager about troubleshooting on large projects.



Before you listen, work in pairs and predict possible answers to the interviewer's questions.

- 1 Why do you think troubleshooting, or solving problems, is so important in business?
- 2 Are there any particular areas which are typical trouble spots?
- 3 Do you think that everyone has a role in troubleshooting and anticipating problems, or do you see it as only a managerial skill?
- 4 Do you have any tips for solving problems?
- 5 What's the one most important strategy to avoid problems?

**2**  4.5 Now listen to the interview and complete the manager's answers. Some gaps need more than one word.

- 1 Business is competitive in terms of \_\_\_\_\_ and \_\_\_\_\_.
- 2 Problems can \_\_\_\_\_ money and \_\_\_\_\_ time.
- 3 At the beginning of a project often people don't \_\_\_\_\_.
- 4 Planning helps to make sure that everybody \_\_\_\_\_.
- 5 In a project everybody should make sure that they \_\_\_\_\_ and anticipate problems.
- 6 It's important that a project team \_\_\_\_\_ well.
- 7 You should try to have a \_\_\_\_\_ spirit in a project.
- 8 In order to avoid problems you should be \_\_\_\_\_ about the number of people working on the project, the \_\_\_\_\_ and the \_\_\_\_\_ of the project.
- 9 When you put pressure on a project you \_\_\_\_\_.

**3** Are the manager's answers similar to yours?



Business  
Communication

## Report writing: recommendations

**1** You are going to write the recommendations to go at the end of a report. First read the memo from the Customer Services Assistant at Midwest Bank.

## MIDWEST BANK plc

## Memorandum

To: **Susanna Santos**      Date:

From:                              Subject: **Customer Service Questionnaire**

The findings of a recent survey of our customers show that customers are dissatisfied in the following areas:

- staff attitudes (rude and uninterested)
- local managers (don't have enough authority)
- bank charges (very high)
- service is not flexible
- self-service machines (unreliable)
- premises (unattractive)

Following discussions, I recommend that we do the following things (in order of priority):

- 1 We should ...
- 2 ...

**2** Work in pairs. Discuss the findings of the survey and agree an order of priority for dealing with the areas of dissatisfaction.

**Student A:** You collected the results of the survey.

**Student B:** You are Student A's boss.

**3** Decide on a recommendation for each point.

**4** Now write the recommendation section of the report.

Example:

Recommendation

*We should cut bank charges*

Purpose

*so that customers don't switch banks.*

**5** Work in pairs.

**Student A:** From the IMG SWOT analysis (page 37) write a list of recommendations for IMG. Say what the purpose is of each recommendation.

**Student B:** Write a list of recommendations for the report that Ford's International Women's Marketing panel write for the Ford management. Say what the purpose of each recommendation is.

**6** Read your partner's recommendations. Write some comments about the ideas, the grammar and the spelling.

► **Business Writing Workbook page 69**



## Final Task

Work in pairs. You work for a luxury goods company. Read your card and roleplay the meeting.

Student A: Read the card below. Student B: Read the card on page 147.



### STUDENT A

Your partner is a colleague. Ask for his/her help with the following situations.

- 1 Your customers are moving to your competitors because their prices are low.
- 2 A new overseas customer is coming to visit your company for the first time.
- 3 One of your members of staff is working until very late every evening.
- 4 A new product is not selling well. You think there may be a design fault.

Now offer your partner some help with his/her problems.

### Checklist for Unit 4:

- ☐ 1 What do you understand by the term *troubleshooting*?
- ☐ 2 What can you do to avoid problems?
- ☐ 3 What sort of analysis can you do to assess a company's situation?
- ☐ 4 What verbs can you use to make recommendations?
- ☐ 5 Why are you learning English? (Use a clause of purpose!)

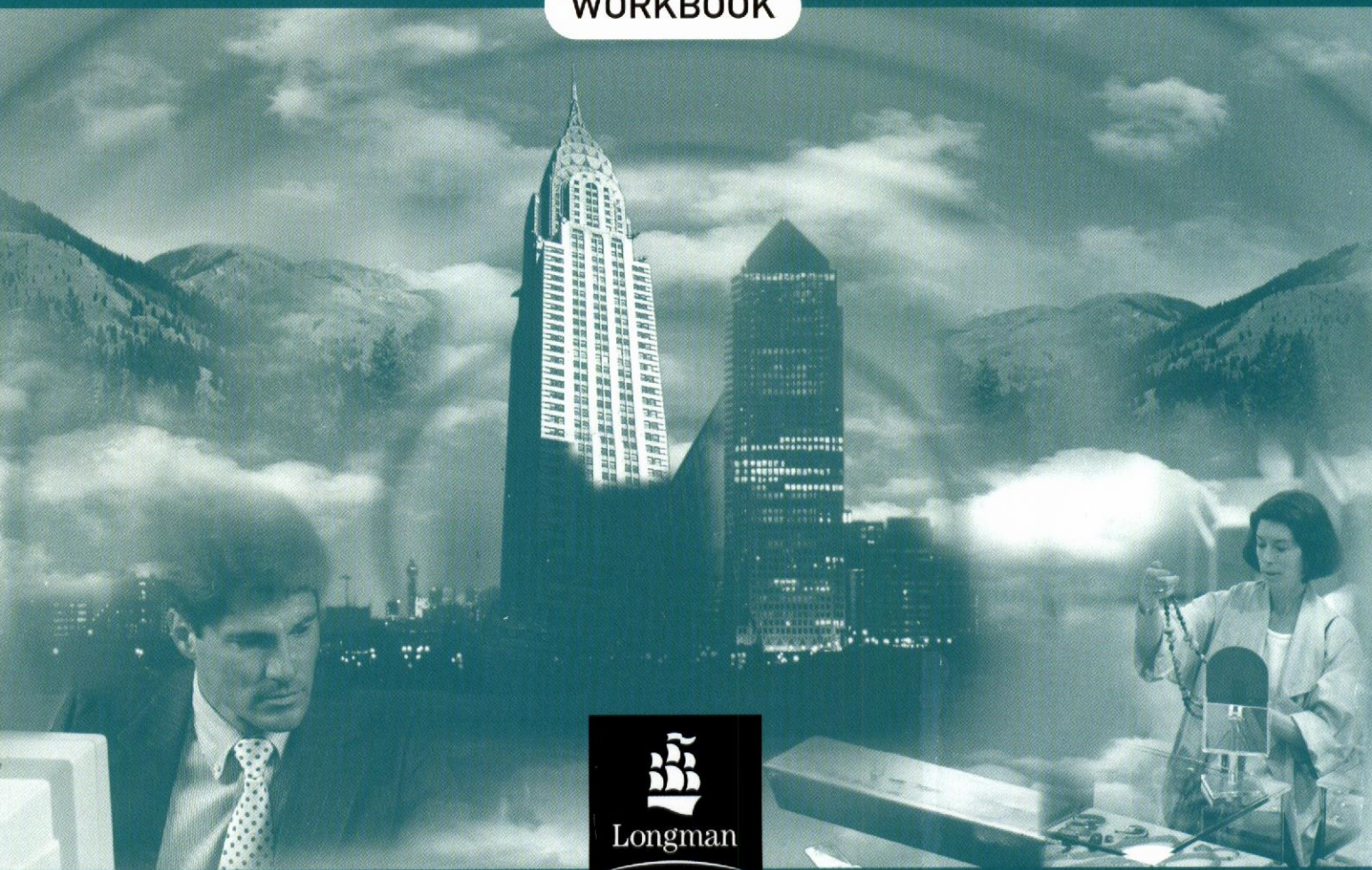


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KEVIN MANTON

WORKBOOK



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# Introduction

## Main units: introduction

The Workbook contains **12 main units**, each unit relating to one of the units in the Students' Book. These units offer a range of tasks focussing on language presented in the Students' Book. The tasks can be done in the classroom or for homework.

The main aim of the Workbook tasks is to both recycle and extend the vocabulary presented in the unit and to expand on the topic knowledge you will have gained from the Students' Book. The tasks also give further practice of the grammar presented in the Students' Book. The answers to all the main unit tasks are given in the Key.

This Workbook can also help prepare you for the BEC Preliminary examination. This is a Cambridge ESOL (UCLES) business English examination at approximately pre-intermediate level. BEC Preliminary consists of four components: reading, writing, listening and speaking. Candidates receive a single certificate on successfully passing the examination. For more information about where and when you can take the BEC Preliminary examination, and to order past examination papers, contact Cambridge ESOL at the following address:

University of Cambridge  
ESOL Examinations

1 Hills Road  
Cambridge  
CB1 2EU

United Kingdom

Tel: +44 (0) 1223 553355

Fax: +44 (0) 1223 460278

E-mail: [ESOLhelpdesk@ucles.org.uk](mailto:ESOLhelpdesk@ucles.org.uk)

[www.cambridge-efl.org](http://www.cambridge-efl.org)

## Review units: introduction

After every three Workbook units there is a **review unit**. The tasks in these units will help you to revise the grammatical structures, vocabulary and topics that you have studied in the previous Workbook units.

The review units contain a selection of reading texts (from, for example, newspapers, magazines, adverts), which cover the same topics as those in the Students' Book units, together with comprehension questions.

The review units also offer guidance and practice in writing a wide range of business documents (for example, e-mails, notes, messages, faxes, letters), which builds on the work you have done in the Students' Book. These documents are cross-referenced, both to the Business Writing Reference and back to this introduction. Look out for our reminders:

### ► Introduction pages 4-5

## BEC Preliminary Reading and Writing papers

For those of you interested in taking a business English examination, the question types that are used in the review units are like those you will come across in the **Reading** and

**Writing** papers of the BEC Preliminary examination. Those tasks which closely follow the format of exercises in the Reading and Writing papers of the BEC Preliminary examination are marked with a cross reference underneath the task:

### ► Introduction pages 4-5

To practise a particular examination question, turn to the page number for that question listed in the table on the opposite page. Answers to all the reading tasks can be found in the Key. Model answers to most of the BEC Preliminary writing tasks are provided on page 88.

## BEC Preliminary Reading paper

Different parts of the **Reading** paper test different reading skills: for example, **Part 1** tests your understanding of short, real world information texts such as notices, messages, adverts; **Part 2** tests your ability to skim and scan factual material; **Part 5** tests reading for gist and specific information; and **Part 6** tests your understanding of text structure.

In the examination you are asked to read different kinds of texts, from short notices to longer newspaper articles; and to do different tasks (gap-fill, matching, multiple choice exercises, etc.). It is important that you:

- practise reading as many types of documents as you can.
- record useful vocabulary and phrases linked to different business topics. For example, in **Part 3** you will need to understand language related to trends, so it will help if you have recorded and revised language linked to graphs, charts, tables, etc.
- familiarise yourself with the format of the types of tasks in the **Reading** paper. For example, **Part 4** tests your ability to read for detailed factual information; you have to decide if a statement is right, according to the text, or wrong, the opposite to what is in the text. If the statement is not mentioned in the text then you should choose the option 'Doesn't say'. In **Part 7** you fill in a form based on the information in some documents. You must make sure that you use the required information from all these documents when filling the gaps.

## BEC Preliminary Writing paper

In the writing examination you are asked to produce two pieces of writing. In **Part 1** you write a short internal company communication of between 30 and 40 words. This piece of writing could be a note, message, memo or e-mail. In **Part 2** you write a longer piece of business correspondence of between 60 and 80 words. This piece of writing involves using information from a short input text and responding in the form of a letter, fax or e-mail.

It is important in the examination that you:

- use a range of vocabulary and grammatical structures accurately and appropriately.
- check that your writing is clear, concise and well-structured.

Look at the **Writing** sections of the main Workbook units; these sections will help you develop your ability to produce clear, concise, well-organised pieces of writing in the BEC



Preliminary examination. You should also try to familiarise yourself with authentic business correspondence. Ask your teacher for examples.

The **Business Writing Reference** provides models of different types of business writing: (forms, memos, letters, etc.). Typical features of each type of document are highlighted. Helpful tips for writing are also given (about layout, appropriate style of language, useful phrases, etc.). We recommend that you refer to the relevant part of this section before you complete a writing task in the review units. Look out for our reminders:

► **Business Writing Reference page 70**

## **BEC Preliminary Listening and Speaking papers**

Your teacher will give you examples of tasks and further guidance on preparing for the **Listening** and **Speaking** papers of the BEC Preliminary examination.

*Note that the main units in the Workbook and the Students' Book also offer a wide range of reading, writing, listening and speaking tasks, which will help you develop the skills you need to perform effectively in the examination.*

### **Test of Reading and Writing (1 hr 30 minutes)**

#### **Test of Reading**

<b>Reading Part</b>	<b>Type of reading</b>	<b>Task</b>	<b>Number of questions</b>	<b>Workbook page</b>
<b>1</b>	Notices, messages, adverts, etc.	Multiple choice	5	18, 37, 80
<b>2</b>	Notice, list, contents page, etc.	Matching	5	32, 54
<b>3</b>	Graphs, charts, tables, etc.	Matching	5	75
<b>4</b>	Article, letter, report, etc.	Right/Wrong/Doesn't say	7	57
<b>5</b>	Longer newspaper article, leaflet, etc.	Multiple choice	6	56
<b>6</b>	Newspaper article, advert, etc.	Multiple choice gap filling	12	35, 78
<b>7</b>	Short memo, letter, notice, etc.	Form-filling, note completion	5	15, 77

#### **Test of Writing**

<b>Writing Part</b>	<b>Task</b>	<b>Word length</b>	<b>Workbook page</b>
<b>1</b>	Write a short e-mail, message, note, etc.	30–40	16, 31, 58, 59, 76, 79
<b>2</b>	Write a longer fax, letter, e-mail, etc. based on an article, advert, etc.	60–80	19, 36, 53, 55, 81

### **Test of Listening (approx. 40 minutes including 10 minutes transfer time)**

<b>Listening Part</b>	<b>Type of listening</b>	<b>Task</b>	<b>Number of questions</b>
<b>1</b>	Eight short conversations/monologues	Multiple choice	8
<b>2</b>	Short telephone conversation/monologue	Gap filling (numbers and spellings)	7
<b>3</b>	Monologue	Note-taking	7
<b>4</b>	Conversation/interview/discussion between two or more people	Multiple choice	8

### **Test of Speaking (12 minutes)**

<b>Speaking Part</b>	<b>Task</b>	<b>Time</b>
<b>1</b>	Giving information about yourself (hobbies, etc.)	About 2 minutes
<b>2</b>	Giving a 'mini-presentation' about a business topic	About 5 minutes
<b>3</b>	Discussion with another candidate on a given topic	About 5 minutes



# 1 Customers

## Vocabulary

**1** Match each of the words and expressions on the left with one of the definitions on the right.

- |                    |                                                                                                    |
|--------------------|----------------------------------------------------------------------------------------------------|
| 1 consumers        | a items made by a business, e.g. coffee, cars, clothes and furniture                               |
| 2 services         | b a set of rules telling people what they can expect a company to do                               |
| 3 products         | c the people who buy things from a business                                                        |
| 4 repeat business  | d what companies do to satisfy their customers                                                     |
| 5 customer loyalty | e things that are provided by businesses that do not manufacture products, e.g. banking and hotels |
| 6 code of practice | f a customer is happy with the service received from a company and comes back again                |
| 7 customer care    | g the customer frequently uses the same company or buys the same product                           |

**2** Write the opposites of these words, then match each word you have written with a picture.

- |                  |                      |
|------------------|----------------------|
| a helpful _____  | b well-dressed _____ |
| c friendly _____ | d quick _____        |





3 Complete the gaps with one word. The same word goes in each gap.

***	
PAULO'S	
***	
Food	£52.75
Wine	£30.00
<sup>1</sup> _____ (10%)	£8.27
<b>Total</b>	<b>£91.02</b>

**E**very year young business studies graduates leave college and join <sup>2</sup> \_\_\_\_\_ industries such as the big banks. Why are these jobs popular with young people?

### Language Practice

#### Direct and indirect question forms

1 These are all questions asked by guests at the Hotel Europestar. Complete the gaps with a word from the box.

a is    b are    c does    d can    e do

<sup>1</sup> \_\_\_\_\_  
you know where I can  
change my dollars into  
euros?

<sup>2</sup> \_\_\_\_\_  
there facilities for  
children?

<sup>3</sup> \_\_\_\_\_  
the hotel have  
conference  
rooms?

<sup>4</sup> \_\_\_\_\_ you  
tell me where the  
bar is please?

How much  
<sup>5</sup> \_\_\_\_\_ a double  
room for the night?

2 Which of the five questions above are direct questions and which are indirect?



## 3 Complete this table.

	DIRECT QUESTION	INDIRECT QUESTION
Wh/How questions	1 When is the check-out time?	Could you tell me how much a glass of wine costs?
	3 What is the rate of exchange for American dollars?	2 Can you tell me where the restaurant is?
	5 Does the restaurant provide children's meals?	4 Can you tell me if you have a safe for my valuables?
	7 Is this the way to the gym?	6 Could you tell me if there is a train station near here?
Yes/No questions		8

► Grammar Reference page 155 Students' Book

## Writing

## Capital letters

Read these questions. Where do we need to use capital letters?

- 1 Good morning, I'm dr hoffman. I'm the hotel doctor. how can I help?
- 2 Can you tell me how to get to buckingham palace?
- 3 Can I have two beers and a coca-cola please?
- 4 Excuse me, do you speak polish?
- 5 Is christmas day a saturday this year?
- 6 Hello, is that the hotel europestar? Can I make a reservation for next march?
- 7 I want to hire a car. Do you have a bmw?
- 8 When is the next train to brussels?
- 9 There's a special day trip on the river seine today. Would you like to come?
- 10 Can you tell me if the restaurant serves italian or french food on wednesday?



## Business Communication

## Making offers

Complete the gaps in the sentences below with a word from the box.

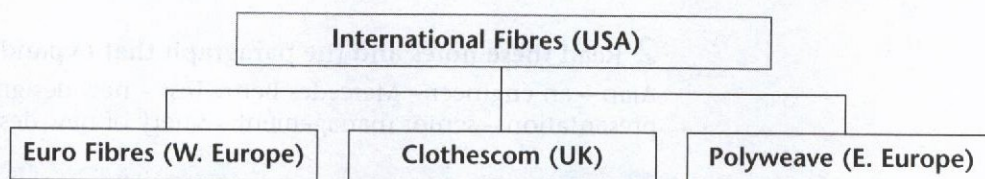
a can    b would    c shall

- 1 That's a very heavy bag. \_\_\_\_\_ you like me to help you?
- 2 There's a waiter. \_\_\_\_\_ I order dinner now?
- 3 \_\_\_\_\_ I have a copy of your code of practice please?
- 4 You look hot. \_\_\_\_\_ you like me to open a window?
- 5 \_\_\_\_\_ I get you anything to drink?
- 6 \_\_\_\_\_ I phone for a taxi to take us to the hotel, or \_\_\_\_\_ you like to walk?



# 2 Companies

**Vocabulary** 1 Look at this diagram of a company's structure.



Are these statements about the company true (T) or false (F)?

- 1 International Fibres is a parent company. ☐
- 2 Clothescom (UK) is a subsidiary company. ☐
- 3 Polyweave (E Europe) is a holding company. ☐
- 4 International Fibres is not a multinational company. ☐

2 Complete this table by adding the noun or verb form of each word.

VERBS	NOUNS
1	manufacturer
2 prepare	
3 launch	
4	expansion
5 operate	
6	competition

3 Use a verb or noun from the table in exercise 2 to complete this paragraph. The numbers in brackets refer to the numbers in the table.

International Fibres is a multinational company. It is a <sup>1</sup>\_\_\_\_\_ (1) of fabrics and clothes. It <sup>2</sup>\_\_\_\_\_ (5) in three markets: Western Europe, the UK and Eastern Europe. The company is focusing on the <sup>3</sup>\_\_\_\_\_ (4) of its Eastern European subsidiary, Polyweave (E. Europe). Eastern Europe is a difficult market, but the company's managers think it can <sup>4</sup>\_\_\_\_\_ (6). Polyweave is trying to keep its production costs low and is busy making <sup>5</sup>\_\_\_\_\_ (2) for the <sup>6</sup>\_\_\_\_\_ (3) of its new range of clothes.



## Language Practice

### Present simple and present continuous

#### 1 Circle the correct form of the verb in each of these sentences.

- Mercedes Benz manufactures/is manufacturing high-quality cars.
- Every year Benetton is launching/launches a new range of clothes.
- Benetton is expanding/expands the number of shops they have in the UK.
- The Financial Times Group is owning/owns *Les Echos* and *Recoletos*.
- This month the *Financial Times* is looking/looks for graduates to join its staff.

#### 2 Read these notes and the paragraph that expands them.

Alan – an engineer – Mercedes Benz. Test – new designs. Today – make presentation – senior management – safety of new designs.

Alan is an engineer for Mercedes Benz. He tests new designs for the company's cars. Today he is not testing cars. He is making a presentation to senior management about the safety of the new designs.

#### Write a similar paragraph from these notes.

Maria and Isabella – marketing officers – Sony. Design advertising campaigns. Today – meet – executives from Japan – discuss – company strategy.

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#### 3 Read the memo and write the correct questions for these answers. Some are present simple and some are present continuous.

**Memo Clothescom**

<b>TO:</b> BILL LOMAX	<b>DATE:</b> 24 OCT.
<b>FROM:</b> PHIL MURPHY	<b>SUBJECT:</b> PROBLEM WITH NEW OFFICE/SHOP

The new sales office and shop in Manchester is opening next week.

The problem is that the new computerised ordering system is not working. We are recruiting staff at the moment and have no time for this problem. I need someone to come here and examine the software.

Can you send someone this week?

PM

- Q \_\_\_\_\_ ?  
A Manchester.
- Q \_\_\_\_\_ ?  
A They are recruiting staff.
- Q \_\_\_\_\_ ?  
A No, it is not.
- Q \_\_\_\_\_ ?  
A Someone to come in and examine the software.
- Q \_\_\_\_\_ ?  
A This week.



## Writing      Avoiding repetition

Re-write these sentences in your notebook. Remove the repetition by using a word or phrase from the box.

- |               |               |        |
|---------------|---------------|--------|
| a the company | b one of them | c they |
| d others      | e one         | f it   |

- There are many car production companies in the market. Mercedes Benz is an example of a car production company which manufactures high-quality cars.
- Some newspapers, like the *Financial Times*, take great care to make sure that all the information they contain is true. Some newspapers do not.
- Levi Strauss & Co. produces jeans. Levi Strauss & Co. also produces shirts and jackets.
- McDonald's is a very famous fast-food chain. McDonald's has restaurants all over the world.
- There are many very famous Italian clothing companies. Benetton is a very famous Italian clothing company.
- Reuters has offices all over the world. Reuters offices are found in all major capital cities

## Reading      1 Match the headlines on the left to the newspaper extracts on the right.

1 **Virgin Book**

a **THE MUSIC industry giant is aiming to be the number one company in its field.**

2 **EMI HIT**

b **The fast-food retailer is opening its 25,000th restaurant in Chicago.**

3 **Financial Times online**

c **The information and news provider is launching a new multi-media news service via the Internet.**

4 **Virgin Atlantic Offer**

d **ft.com is providing financial data on more than 10,000 companies.**

5 **Reuters Expansion**

e **As part of its competitive battle with other airlines it is offering free Internet access to its passengers.**

6 **McDonald's groundwork**

f **The group's financial services company is providing a free book to help its customers choose a personal pension.**

## 2 Are these statements true (T) or false (F)?

- Virgin Atlantic's prices are coming down. ☐
- McDonald's is closing down an outlet in Chicago. ☐
- Virgin is helping people to make financial decisions. ☐
- Reuters is developing its online news services. ☐
- The *Financial Times* is increasing its newspaper production. ☐



# 3 Travel

## Vocabulary

1 Complete the paragraph with a verb from the box in the correct tense.

- |        |         |         |
|--------|---------|---------|
| a run  | b hold  | c plan  |
| d book | e throw | f visit |

Mark Dean's secretary is very busy this week. Mark <sup>1</sup> \_\_\_\_\_ Germany next week on a business trip and she <sup>2</sup> \_\_\_\_\_ his itinerary and <sup>3</sup> \_\_\_\_\_ his tickets. Europestar Hotels <sup>4</sup> \_\_\_\_\_ a big conference for all its European suppliers there and he <sup>5</sup> \_\_\_\_\_ a seminar on the company's structure. At the end of the conference they <sup>6</sup> \_\_\_\_\_ a big party.

2 Complete this table.

COUNTRY	NATIONALITY
1 Switzerland	
2	French
3 Greece	
4	Dutch

COUNTRY	NATIONALITY
5 Thailand	
6	Chinese
7 Germany	
8	Saudi

3 Complete these notices by choosing the correct word from the table above. The numbers in brackets refer to the numbers in the table.

①



*The Hotel Europestar welcomes the \_\_\_\_\_ (6) and \_\_\_\_\_ (8) delegates for the Business Travel conference.*

②

**TONIGHT**  
in the bar watch  
**LIVE**  
international football  
\_\_\_\_\_ (2)  
vs.  
\_\_\_\_\_ (4)

③

**HOTEL EUROPESTAR**  
**RECEPTIONISTS SPEAK**  
\_\_\_\_\_  
(3, 4 and 7)

④

**Hotel Europestar**  
**Restaurant**  
  
Tuesday night is  
**Eastern night.**  
Try delicious food from  
\_\_\_\_\_ (5 and 6).

⑤

Would all guests travelling with the \_\_\_\_\_ (2) company Interhop please meet their tour guide here at 10.00 tomorrow

⑥

**The exchange rate for**  
\_\_\_\_\_ (1)  
**francs is 2.26 = £1.00.**



## Language Practice

### Present continuous for the future: fixed arrangements

1 Use the correct form of the verbs in brackets to complete this paragraph.

Mark Dean and his colleague Anna Woods work for Europestar Hotels. They <sup>1</sup> \_\_\_\_\_ (visit) the Canary Islands next month for a four-day business trip. They <sup>2</sup> \_\_\_\_\_ (arrive) in Gran Canaria at 11.00 a.m. and <sup>3</sup> \_\_\_\_\_ (give) a presentation on the company's plan to local managers in the afternoon. On day two Mark <sup>4</sup> \_\_\_\_\_ (travel) to Tenerife and <sup>5</sup> \_\_\_\_\_ (visit) the company's hotel there. Anna <sup>6</sup> \_\_\_\_\_ (not accompany) him. She <sup>7</sup> \_\_\_\_\_ (stay) in Gran Canaria and <sup>8</sup> \_\_\_\_\_ (interview) people for the job of manager in the new hotel. On the third day Anna <sup>9</sup> \_\_\_\_\_ (not work). She <sup>10</sup> \_\_\_\_\_ (have) a day's holiday. Mark <sup>11</sup> \_\_\_\_\_ (meet) local trades unions and politicians. On their last day they <sup>12</sup> \_\_\_\_\_ (attend) a conference run by the Spanish government. They <sup>13</sup> \_\_\_\_\_ (not leave) together. Mark <sup>14</sup> \_\_\_\_\_ (return) home on the 8.00 flight but Anna <sup>15</sup> \_\_\_\_\_ (not leave) until 11.00.

2 Mark Dean is visiting Spain next week. This is his itinerary.

Monday	Arrive Barcelona 8.30 p.m.
Tuesday	Discuss new hotel building project with local management
Wednesday	Meet with architects - all morning Visit building site - afternoon
Thursday	Discuss plan with local politicians - morning Interview some building companies - afternoon
Friday	Hold development seminar - morning Leave - 4.30 p.m.

Complete the questions and answers about Mark's itinerary.

- 1 Q \_\_\_\_\_ ?  
A On Monday at 8.30 p.m.
- 2 Q What is he doing on Tuesday?  
A \_\_\_\_\_ .
- 3 Q \_\_\_\_\_ ?  
A Wednesday afternoon.
- 4 Q What is he doing on Thursday morning?  
A \_\_\_\_\_ .
- 5 Q \_\_\_\_\_ ?  
A Friday at 4.30 p.m.



## Business Communication

### 1 Complete these short conversations.

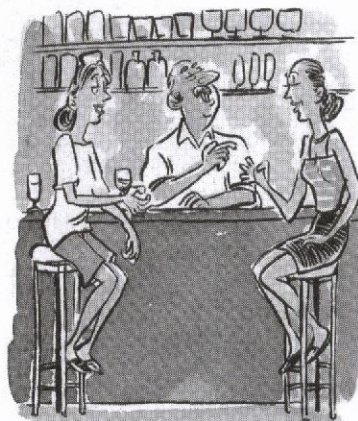
- 1 **Peter:** Mary, do you know Ian?  
**Mary:** Hello, Ian. \_\_\_\_\_
- 2 **Charles:** Let me introduce Sheema.  
**Philip:** Pleased to meet you, Sheema. \_\_\_\_\_
- 3 **David:** Giselle, I'd like to introduce you to Mr Adams. Mr Adams, my daughter Giselle.  
**Giselle:** \_\_\_\_\_

### 2 Complete the conversations with a reply from the box.

- |                    |                |              |
|--------------------|----------------|--------------|
| a Yes, I think so. | c Never mind.  | e Please do. |
| b That's OK.       | d Yes, please. |              |

- 1 **Alice:** Thanks for booking my ticket.  
**Bill:** \_\_\_\_\_
- 2 **Chris:** Is this the right room for the planning meeting?  
**Diane:** \_\_\_\_\_
- 3 **Edward:** Can I use your fax?  
**Francis:** \_\_\_\_\_
- 4 **Geraldine:** I'm afraid I've lost your itinerary.  
**Henry:** \_\_\_\_\_
- 5 **Ian:** Would you like some tea?  
**Joyce:** \_\_\_\_\_

### 3 Which is the best response in each situation?



- 1 Let me introduce Mark Dean from our English parent company.  
 a Pleased to meet you, Mark.  
 b Hello, Mark.
- 2 Do you know Anna?  
 a Hello, Anna.  
 b How do you do? I'm Claudia Santos.



# Units 1–3

## Making notes

Read the note and e-mail.

Complete the form.

Write a word or phrase or a number on lines 1–5.

Jim

I'm sending you the itinerary for Robert Short's visit next week. Could you let me know if anything needs changing? Note that Robert rang to say he's not arriving until 11.30 on Monday, so he can't meet the architects in the morning now - perhaps he can do that on Friday? I understand there's a meeting on Wednesday. Is it about finance?

Thanks.

Sally

**Subject:** Robert Short's visit

Sally

Thanks for the itinerary - and for letting me know when Robert arrives.

Robert's seeing local politicians on Monday afternoon and on Tuesday he's visiting suppliers - but not until after lunch, so put him down for the architects in the morning. On Thursday he's meeting some trades union at 9 a.m. There's no presentation to staff in the afternoon because he's leaving at 3 p.m.

Thanks.

Jim

PS The meeting on Wednesday is the planning meeting.

### Itinerary for Robert Short

Monday	See (1) ..... (p.m.)
Tuesday	Meet (2) ..... (a.m.)
	Visit (3) ..... (p.m.)
Wednesday	Attend (4) ..... meeting (all day)
Thursday	Meet trades union at (5) .....

► Introduction pages 4–5 (BEC Reading 7)



## Writing an e-mail

You are visiting Switzerland on a business trip next week with your colleague.

Write an **e-mail** to your colleague:

- thanking him or her for booking your tickets
- apologising for losing the itinerary he or she gave you
- asking him or her to send it to you again.

**Write 30–40 words.**

To...	
Cc...	
Subject:	

► Introduction pages 4–5 (BEC Writing 1)



## Writing a fax

Rosalind Harrison is travelling to Poland again to meet the sales director and sales team of the Gdansk office. You are Rosalind's PA.

- Send a fax to Krystina Duda telling her about the arrangements for Rosalind's next visit.
- Ask Krystina to meet Rosalind at Krakow, take her to Gdansk for her meetings and to make the arrangements for her stay.
  - Travel: London to Krakow 17 March/Krakow to London 19 March.
  - Arrange meetings 18 March: Sales Director/sales team to discuss progress of advert.

**CLASS ADS LTD**

### FAX MESSAGE

TO: Krystina Duda

FAX NO.: 0048 22 5434569

FROM:

OUR FAX NO.: 020 7968 1651

DATE:

PAGES (incl. this one):

SUBJECT:

If you do not receive all the pages, please telephone us on 020 7968 1423.



**Reading  
short texts**

**1** Which sentence is correct?  
Mark one letter (A, B or C).

Tuesday

Interview 6 people for the job of  
manager in the new hotel.

On Tuesday Jeremy is

- A opening a new hotel.
- B giving a newspaper interview.
- C recruiting a new member of staff.

**2** Which sentence is correct?  
Mark one letter (A, B or C).

**TPS Ltd is starting to see an  
improvement in customer loyalty.**

- A More people are happy with TPS and using it again.
- B TPS is providing a wider range of products.
- C Customer care at TPS is improving.

► **Introduction pages 4–5 (BEC Reading 1)**



## Writing an e-mail

Read this memo from Phil Murphy about problems with his company's computers.

### Memo Clothescom

The new sales office and shop in Manchester is opening next week.

The problem is that the new computerised ordering system is not working. We are recruiting staff at the moment and have no time for this problem. I need someone to come here and examine the software.

Can you send someone this week?

PM

Write an **e-mail** to Mr Murphy:

- thanking him for his memo
- apologising for not replying earlier
- explaining the reason for the delay
- saying how you will help him.

Write 60–80 words.

To...	
Cc...	
Subject:	



# 4 Troubleshooting

## Vocabulary

Complete the titles of these books with a word from the box.

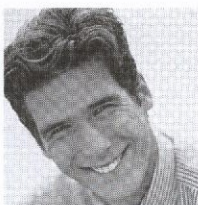
- |                   |            |              |
|-------------------|------------|--------------|
| a goals           | d increase | g consultant |
| b strategy        | e analysis | h work       |
| c troubleshooting | f report   |              |

The latest books from European Business Press

Using a management 1 _____ to analyse your situation	2 _____ - How to <b>solve</b> your own problems	Writing for Business- The business person's 3 _____ guide to good writing	The Future is now! 4 _____ Planing a long-term for your business
'Why are we doing this?'	6 <b>Swot</b> - a user's guide	How to cut costs and 7 _____ profits	Seven easy ways to be successful at 8 _____
5 _____ Staff need clear and targets			

## Reading

Read this newspaper article and then answer true (T) or false (F).



- European Business Press is a subsidiary of an American company. ☐
- Mark Green is the new Managing Director of International Press Ltd. ☐
- European Business Press is a very profitable business. ☐
- European Business Press has not got a very good strategy. ☐
- Mark Green does not want to use management consultants. ☐

## The Strategy is Changing at EBP

INTERNATIONAL PRESS Ltd, the American parent company of European Business Press is appointing a new managing director for the firm. The new MD is Mark

BY GLENN HABGOOD

Green. He is concerned about the company's strategy. EBP's profits are falling and its strategy is very old-fashioned

and traditional. Mark Green is thinking of using management consultants to help focus the company and is having discussions with the Progress Consulting Group.

PCG has a good record in the publishing industry. Its chairman, John Carter, says he has several good ideas for EBP.



## Language Practice

### Should and ought to: making recommendations

#### 1 Find the mistakes in these sentences.

- 1 EBP should to use a troubleshooter.
- 2 EBP ought changing its plans.
- 3 Mark Green should change the company?
- 4 EBP ought be a strong company.

#### 2 Re-order these words to make sentences or questions.

- 1 ought have new EBP to a strategy.

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- 2 money lose should company the not.

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- 3 they consultants should management appoint?

\_\_\_\_\_

- 4 Progress Consulting Group to the he use should?

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#### 3 The Progress Consulting Group analysis of EBP focused on six problems. Match the problem on the left with a solution on the right.

PROBLEM	SOLUTION
1 EBP has four offices in Europe. This is expensive.	a Also sell to business students.
2 EBP only gives 10% discount to shops.	b Set up a website for sales.
3 EBP publishes 200 different books. This is expensive.	c Focus on the best selling 100.
4 EBP focuses its sales on business-people. This is a limited market.	d Expand into Eastern European markets.
5 EBP only uses traditional sales techniques.	e Increase this to 20%.
6 EBP only sells in Britain, France, Germany and Spain.	f They only need one.

#### 4 Now write sentences to connect the problems and the solutions.

- 1 *EBP should not have four offices in Europe, they should only have one.*

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

6 \_\_\_\_\_

► Grammar Reference page 153 Students' Book



## Writing Clauses of purpose

Mark Green has re-designed EBP's advertising.



Look back at the book titles in Vocabulary, exercise 1 and then complete the advertisements for the books below. Which EBP book should they read and why? Write sentences giving recommendations and using the clauses of purpose in brackets.

