## Contents

<table>
<thead>
<tr>
<th>Unit</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>You and your company</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Preparing a trip</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>Away on business</td>
<td>16</td>
</tr>
<tr>
<td>4</td>
<td>Visiting a company</td>
<td>22</td>
</tr>
<tr>
<td>5</td>
<td>New developments</td>
<td>28</td>
</tr>
<tr>
<td>6</td>
<td>Arrangements</td>
<td>34</td>
</tr>
<tr>
<td>7</td>
<td>Describing and comparing</td>
<td>40</td>
</tr>
<tr>
<td>8</td>
<td>Life stories</td>
<td>46</td>
</tr>
<tr>
<td>9</td>
<td>Dealing with problems</td>
<td>52</td>
</tr>
<tr>
<td>10</td>
<td>People at work</td>
<td>58</td>
</tr>
<tr>
<td>11</td>
<td>Getting a job</td>
<td>64</td>
</tr>
<tr>
<td>12</td>
<td>The world of work</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>Answer Key</td>
<td>76</td>
</tr>
</tbody>
</table>
A  Talking about people

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

Ms Ishikazi’s first name is Minako.
Minako and Alicia are colleagues.
The Spanish woman lives with Igor.
Mr Nanni is a salesman.

The translator is twenty-eight.
Minako and Miho are both Japanese.
Igor and Miho are the same age.

<table>
<thead>
<tr>
<th>Name</th>
<th>Minako Ishikazi 1</th>
<th>Igor Teplokhin 2</th>
<th>Claudio Lopez 4</th>
<th>Alicia Lopez</th>
<th>Miho Ikuta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company</td>
<td>Telefonica</td>
<td>LRC</td>
<td>IBM</td>
<td>Sony</td>
<td></td>
</tr>
<tr>
<td>Job</td>
<td>Systems analyst</td>
<td>Engineer</td>
<td>Salesman</td>
<td>Designer</td>
<td></td>
</tr>
<tr>
<td>Nationality</td>
<td>Japanese</td>
<td>Russian</td>
<td>Italian</td>
<td>Spanish</td>
<td></td>
</tr>
<tr>
<td>Residence</td>
<td>Barcelona</td>
<td>Rome</td>
<td>Madrid</td>
<td>Tokyo</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>25</td>
<td>30</td>
<td>42</td>
<td>28</td>
<td></td>
</tr>
</tbody>
</table>

2. Answer these questions.

1. What nationality is Igor? ..........................................................
2. Where is Alicia from? ............................................................
3. What is Minako’s job? .............................................................
4. How old is Claudio? ...............................................................
5. Where does Miho live? ............................................................
6. Who do Minako and Alicia work for? .......................................
Complete these questions and answers, as in the example.

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

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

A: Igor, let ____________ to my colleague, Minako.
I: How ____________? ____________ Igor.
I: What ____________? ____________
M: I’m a systems analyst. What ____________? 
I: I’m an engineer with Telefonica in Madrid. Where ____________? 
M: I’m from Tokyo but I ____________ in Barcelona.
I: Really?

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

1. Is she married? a. No, they’re not.
2. Where are you from? b. No, she’s a colleague.
4. Is she your boss? d. No, he isn’t. He’s German.
5. What is your job? e. I’m from Sweden.
8. Is he Dutch? h. Yes, he is.

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

<table>
<thead>
<tr>
<th>A</th>
<th>date</th>
<th>pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 A</td>
<td>t</td>
<td>a</td>
</tr>
<tr>
<td>2 B</td>
<td>c</td>
<td>b</td>
</tr>
</tbody>
</table>

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

French

<table>
<thead>
<tr>
<th>team</th>
<th>light</th>
<th>know</th>
<th>bar</th>
<th>do</th>
<th>go</th>
<th>date</th>
</tr>
</thead>
<tbody>
<tr>
<td>line</td>
<td>men</td>
<td>new</td>
<td>are</td>
<td>week</td>
<td>pay</td>
<td></td>
</tr>
</tbody>
</table>
1.2 You and your company

A Talking about a company

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

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

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

*B UK tyres, US tires

B Vocabulary

Choose the correct word to complete the sentences below, as in the example.
1 Michelin is a tyre manufacturer/product.
2 There are over 120,000 employees/employers.
3 It has a profit/loss turnover of over €14 billion.
4 The company/society/actory has a young chairman.
5 Michelin is BMW Williams’s tyre buyer/retailer/supplier.
6 Michelin gets/owes/owns Uniroyal.
7 Michelin’s head office/head hunter/head room is in Clermont Ferrand.
8 Its main competes/competitors/competitive are Goodyear and Firestone.
C An interview

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

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

D Famous companies

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

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

A Reading

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

Fiat SpA

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

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

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

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

1. Axel Springer Verlag employs 220,000 people.
2. Ferrari is a subsidiary of Fiat SpA.
3. The head office of ASV is in Germany.
4. Fiat manufactures tractors.
5. KirchGruppe owns ASV.
6. Fiat and ASV both publish newspapers.
7. Bild has 2.8 million readers.
8. Gianni Agnelli is the founder of Fiat.
3 Make questions for these answers, as in the example.
1 How many people does Axel Springer Verlag employ? 12,000.
2 What? €45 billion.
3 How old? Just over a hundred years.
4 How many? 180.
6 Which? La Stampa.

B Vocabulary

1 Complete the table below.

<table>
<thead>
<tr>
<th>VERB</th>
<th>PERSON</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employer/ee</td>
<td>Employment</td>
</tr>
<tr>
<td></td>
<td>Manufacturer</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Publish</td>
<td>Publisher</td>
<td></td>
</tr>
<tr>
<td>Own</td>
<td></td>
<td>Ownership</td>
</tr>
<tr>
<td>Found</td>
<td></td>
<td>Foundation</td>
</tr>
</tbody>
</table>

2 Complete these sentences using words from the table.
1 ASV's main activity is ...
2 Fiat is the ... of La Stampa newspaper.
3 ASV ... 12,000 people.
4 Fiat ... cars and other vehicles.
5 The family of the ... owns 50% of ASV.

C About your company

Complete these sentences about your own company or a company you know well.
1 Its name is ...
2 It's based in ...
3 The company makes / provides ...
4 Its customers are ...
5 It's a ... company.
6 It employs ...
7 Its annual turnover ...
8 It advertises ...
2.1 Choosing a hotel

**A Talking about hotel facilities**

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

<table>
<thead>
<tr>
<th>is</th>
<th>it's</th>
<th>there is</th>
<th>how many</th>
<th>are there any</th>
</tr>
</thead>
<tbody>
<tr>
<td>are</td>
<td>there's</td>
<td>they are</td>
<td>is there a</td>
<td>there are</td>
</tr>
</tbody>
</table>

**LE MERIDIEN GRAND PACIFIC TOKYO**

2-6-1 Daiba - Minato Ku - Tokyo 1358701
Phone 3-5500-6711
Fax: 3-5800-4515

884 Rooms
8 Meeting rooms (approx. 42 m² each)
11 Restaurants and 2 bars
Fitness centre and Swimming pool
Business centre
Shops

A: Where .......... ¹ the hotel?
B: .......... ² not far from the centre of Tokyo. It has a great view of Tokyo Bay.
A: .......... ³ rooms does it have?
B: About nine hundred.
A: .......... ⁴ restaurants?
B: Yes, .......... ⁵ eleven. You have a great choice.
A: And .......... ⁶ fitness centre?
B: Yes, .......... ⁷ And .......... ⁸ a swimming pool as well.
A: .......... ⁹ the meeting rooms big?
B: Yes, .......... ¹⁰ Big enough for eight to ten people.

**B Polite requests**

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

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

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

C Word search

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

<table>
<thead>
<tr>
<th>K</th>
<th>E</th>
<th>Y</th>
<th>T</th>
<th>C</th>
<th>H</th>
<th>E</th>
<th>C</th>
<th>K</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y</td>
<td>P</td>
<td>H</td>
<td>O</td>
<td>N</td>
<td>E</td>
<td>S</td>
<td>G</td>
<td>O</td>
</tr>
<tr>
<td>C</td>
<td>S</td>
<td>W</td>
<td>I</td>
<td>M</td>
<td>M</td>
<td>I</td>
<td>N</td>
<td>G</td>
</tr>
<tr>
<td>E</td>
<td>H</td>
<td>A</td>
<td>F</td>
<td>L</td>
<td>R</td>
<td>N</td>
<td>X</td>
<td>A</td>
</tr>
<tr>
<td>N</td>
<td>U</td>
<td>T</td>
<td>A</td>
<td>I</td>
<td>P</td>
<td>G</td>
<td>V</td>
<td>L</td>
</tr>
<tr>
<td>T</td>
<td>T</td>
<td>C</td>
<td>X</td>
<td>F</td>
<td>A</td>
<td>L</td>
<td>S</td>
<td>N</td>
</tr>
<tr>
<td>R</td>
<td>T</td>
<td>H</td>
<td>D</td>
<td>T</td>
<td>R</td>
<td>E</td>
<td>A</td>
<td>T</td>
</tr>
<tr>
<td>E</td>
<td>L</td>
<td>J</td>
<td>T</td>
<td>A</td>
<td>K</td>
<td>E</td>
<td>F</td>
<td>Z</td>
</tr>
<tr>
<td>R</td>
<td>E</td>
<td>S</td>
<td>E</td>
<td>R</td>
<td>V</td>
<td>E</td>
<td>E</td>
<td>R</td>
</tr>
</tbody>
</table>

1  a business centre...
2  a ............... pool
3  a ............... bus
4  a ............... room
5  a car ............
6  a mobile ..........
7  an electronic ...........
8  to ................ a room
9  to ................ in at reception
10 to collect your ............
11 to take the ............
12 to ................ a shower
13 to ................ TV
14 to ................ in the restaurant
15 to send a ..............

D A letter of request

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

Dear Mister / Sir or Madam / Director ¹

I would / can / could ² be like / please / grateful ³ if you could send / give / have ⁴ me a brochure and price list for your new X-Flame range of fire extinguishers.

Could / Do / Are ⁵ you also let me tell / give / know ⁶ your terms of payment for new customers?

Thank / Thanks / Please ⁷ you for your attention.

I look / see / am ⁸ forward to letter / hearing / answer ⁹ from you.

Yours sincerely / regards / faithfully ¹⁰

Graham Burns
2.2 Flying out

A Telling the time

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

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

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

B Travel information

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

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

BANKS
8.00 – 12.00 Saturday to Wednesday
8.00 – 11.00 Thursday

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

A: Is there a good choice of flights to Dubai?
B: Yes, the national airlines are Gulf Air and Emirates, but you can also go by British Airways.
A: How ...............\(^1\) does British Airways fly there?
B: Two or three times a day.
A: How ...............\(^2\) is the airport from the city centre?
B: About five kilometres.
A: And how .............. does it take to get there?
B: About ten minutes. You have to take a taxi.
A: What about banks? .............. do they open in the morning?
B: At eight o'clock. And they usually .............. at midday.
A: .............. they open on Friday?
B: No, they aren't. Friday is a religious day.
A: Oh, yes, of course. And when .............. shops close?
B: At about nine in the evening. But be careful, because some shops aren't .............. between one and four in the afternoon.

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

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

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

1 How often is there a presidential election in the USA?
   every four years

2 How often is there a national election in your country?

3 How often do you have an English lesson?

4 How often do you do sport?

5 How often do you eat in a restaurant?

6 How often do you go away on holiday?
2.3 Arriving

A Airports

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

<table>
<thead>
<tr>
<th>gate</th>
<th>board</th>
<th>take off</th>
<th>duty-free</th>
</tr>
</thead>
<tbody>
<tr>
<td>claim</td>
<td>control</td>
<td>customs</td>
<td>departure</td>
</tr>
</tbody>
</table>

check in 1   go through passport 2
look in the 4 shops   go to the 3 lounge

go to the departure 5   the plane

go to the baggage 9   land 8

go through 10

B Countable and uncountable

Choose the correct word to complete these dialogues.

1. B: Do you have any / a luggage to check in?
   A: Yes, I have a / some suitcase here. Can I have a window seat, please?
   B: I'm afraid there aren't some / any more seats by the window, madam.

2. A: Excuse me. I want to buy a / some souvenirs to take home. Are there any / some souvenir shops near here?
   C: Yes, there's a / some very good shop just on the corner.

3. A: How much / many time do we have before our train?
   D: Forty minutes.
   A: Do you want another drink?
   D: No. You have a / some drink. I want to look in the shops.

4. D: I want to buy some / any wine at the duty-free. Do you want a / any cigarettes?
   A: Yes, please.
   D: How much / many do you want - 200 or 300?
   A: 200 is fine. Here. I'll give you a / some money.

C Have and have got

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

1. thirty
2. a hundred and eighty
3. forty thousand
4. a hundred and eighty-five
5. nineteen seventy
FOUNDED in 1970, Airbus sells its planes to more than 180 airlines worldwide. Based in Toulouse, France, it is a truly international organization, employing around 40,000 people of over 30 different nationalities. Its shareholders are two leading European aerospace companies: the European Aeronautic Defence and Space Company (EADS) (80%) and BAE Systems of the United Kingdom (20%).

Airbus’s product line is divided into three aircraft families – the A320 Family (A318/A319/A320/A321) with 107–185 seats, the A300/A310 Family with 220–266 seats, and the A330/A340 Family with 253–380 seats. In response to market demand for very high capacity aircraft, Airbus is also developing the A3XX Family, starting with 555 seats. In 30 years of operation, Airbus has received orders for some 4000 aircraft.

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

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

1. How many customers does Airbus get have worldwide?
   
   It has more than 180.

2. Does Has it got any American shareholders?
   
   

3. How many European shareholders does has it have?
   
   

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

5. How many employees has does the group have?
   
   

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

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

8. Where does has the company got training centres?
   
   

Preparing a trip 15
3.1 Finding your way

A Giving directions  

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

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

2 Now answer these questions.

1 Where's the Training department?


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


16 Away on business
**B Giving advice**

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

- use
- look
- write
- speak
- answer
- ask
- read
- check
- pause
- prepare

**Secrets of a successful presentation**

- Prepare your presentation in advance. *Don't write* everything you want to say – just the main points.
- *Don't* look at your audience. *Don't* write your notes all the time.
- *Don't* use visual information to illustrate your presentation, and *stop* that everybody can read it.
- *Stop* too quickly. *Stop* every two minutes to give people time to think about what you’re saying.
- *Stop* your audience to wait until the end to ask questions. *Stop* immediately.

**C Formal and informal letters**

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

**Formal letter**

1. Can you look at them when you have a moment?
2. Have a good journey next week;
3. I would be grateful if you could look at the enclosed schedule.
4. We hope you have a safe journey to our company,
5. Dear Mrs Wenger
6. William Gallas
7. Best regards
8. Dear Anne
9. Please do not hesitate to contact us if you wish to make any changes.
10. and we look forward to meeting you.
11. John
12. I am writing to give you more details about your visit on 25 March.
13. Here are the details of your visit next week.
14. Yours sincerely
15. Give me a call if you want to change anything.
16. it'll be nice to see you again.

**Informal letter**

5. Can you look at them when you have a moment?
8. Have a good journey next week;
3. I would be grateful if you could look at the enclosed schedule.
4. We hope you have a safe journey to our company,
5. Dear Mrs Wenger
6. William Gallas
7. Best regards
8. Dear Anne
9. Please do not hesitate to contact us if you wish to make any changes.
10. and we look forward to meeting you.
11. John
12. I am writing to give you more details about your visit on 25 March.
13. Here are the details of your visit next week.
14. Yours sincerely
15. Give me a call if you want to change anything.
16. it'll be nice to see you again.
3.2 Going out

A Free-time activities

1 pub / bar go to
2 theatre
3 housework
4 judo
5 badminton
6 fishing
7 shopping
8 golf
9 football
10 skiing

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

<table>
<thead>
<tr>
<th>go</th>
<th>do</th>
<th>go to</th>
<th>have</th>
<th>play</th>
</tr>
</thead>
</table>

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

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

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

B Like and would like

1 Choose the correct word or expression in italics.

1 I like / I'd like working for my company.
2 I wouldn't / don't like to be a politician.
3 I'd like / like to go to France for my next holidays.
4 They don't / wouldn't like going out to restaurants.
5 What do / would you like to do this evening?
6 Do / Would you like something to drink?
7 What sort of things do / would you like doing in your free time?
Match questions 5, 6, and 7 in 1 to answers a–f. There are two possible answers for each question.

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

C Telephone talk

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

A:  Hello. Are you Petra Semler’s secretary?  1  Is that
B:  Yes, it’s me.
A:  I want to speak to Petra, please.
B:  What’s your name?
A:  It’s Simon Fuller.
B:  Wait a moment.
A:  OK....
B:  Excuse me she’s in a meeting.
A:  You tell her to call me back.
B:  What’s your number?
B:  OK. I tell her.
A:  Good.

D Pronunciation

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

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

A Restaurant words

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

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>knife</td>
<td>-beans-</td>
<td>menu</td>
<td>waiter</td>
<td>chef</td>
</tr>
<tr>
<td>sorbet</td>
<td>glass</td>
<td>onions</td>
<td>pear</td>
<td>fork</td>
</tr>
<tr>
<td>cheese</td>
<td>juice</td>
<td>wine</td>
<td>cream</td>
<td>cup</td>
</tr>
<tr>
<td>chicken</td>
<td>orange</td>
<td>beef</td>
<td>fruit salad</td>
<td></td>
</tr>
</tbody>
</table>

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

B Describing dishes

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>wine</th>
<th>bottle</th>
<th>fruit</th>
<th>spoon</th>
</tr>
</thead>
<tbody>
<tr>
<td>knife</td>
<td>sugar</td>
<td>glass</td>
<td>receipt</td>
</tr>
</tbody>
</table>

1. And what would you like to drink, madam?
   I'll have .......... *bottle* of mineral water, please.

2. Excuse me. Could I have ............ ............ for my soup?

3. I'd like ............ ............ with my main course.
   Me too. Do you prefer red, rosé, or white?

4. How can I help you?
   Could you bring me ............ ............ of water, please?

5. I don't have ............ ............ for the cheese.
   You can take mine. I don't want any cheese.

6. Would you like a dessert?
   Yes, I think I'll have ............ ............ .

7. Could you bring me ............ ............ for my coffee, please?

8. Here's my credit card. Could I have ............ ............ , please?
   Yes, I'll bring it immediately.

D Restaurant dialogues

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

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

A Was and were

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

1 A: Hello, Emil. Where .......... 1 you yesterday?
   B: I .......... 2 at a meeting.
   A: .......... 3 it interesting?
   B: No, it .......... 4 There .......... 5 many people there.

2 C: Good morning, Hiromi. How .......... 6 your holiday?

3 E: There .......... 9 two red files on my desk yesterday. Where are they now?
   F: They .......... 10 there when I left last night. John .......... 11 here. Maybe he took them.

B Past tenses

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

<p>| | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>T</td>
<td>_</td>
<td>_</td>
<td>_</td>
<td>E</td>
<td>D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>_</td>
<td>X</td>
<td>P</td>
<td>_</td>
<td>_</td>
<td>E</td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>L</td>
<td>_</td>
<td>T</td>
<td>_</td>
<td>N</td>
<td>E</td>
<td>D</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>_</td>
<td>N</td>
<td>_</td>
<td>_</td>
<td>E</td>
<td>D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>P</td>
<td>_</td>
<td>_</td>
<td>E</td>
<td>E</td>
<td>D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>_</td>
<td>A</td>
<td>_</td>
<td>E</td>
<td>D</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>_</td>
<td>P</td>
<td>_</td>
<td>_</td>
<td>E</td>
<td>D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>_</td>
<td>O</td>
<td>_</td>
<td>C</td>
<td>E</td>
<td>D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>E</td>
<td>_</td>
<td>_</td>
<td>_</td>
<td>E</td>
<td>D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>_</td>
<td>E</td>
<td>C</td>
<td>_</td>
<td>_</td>
<td>E</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

She was Italian but we .......... in French.
I .......... them to come at 4.00 p.m. but they arrived at 3.00.
My boss .......... to me very carefully.
The meeting .......... at 7.00 p.m.
I'm sorry, but I .......... the letter this morning.
When I was young I .......... maths.
She .......... the letter immediately.
When I arrived I .......... something strange.
In the sixties the company .......... 20,000 people.
We had no food at home so we .......... to eat out.

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

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

1 Did they talk in French? Yes, they did.
2 Did he expect them at 3.00? No, he didn't.
3 Did he listen carefully? ..............................................
4 Did the meeting end at 6.30? ......................................
5 .............................................................................. Yes, he did.
6 Did he like maths when he was young? .............................
7 .............................................................................. Yes, she did.
8 Did she notice something strange? ...................................
9 Did the company employ many people? ..........................
10 .............................................................................. No, they didn’t.

C Question making

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

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

D Welcoming

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

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

A Reading

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

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

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

Monday
I ..........1 up early and ..........2 at the office at 8.00 a.m. At 9.00 I ..........3 a meeting with Gabriele Renzully, the Director of Naples Airport. After a nice lunch I ..........4 to the bank to discuss future investments.
At 5.00 p.m. I ..........5 the office and ..........6 to the Millennium Dome by boat.
I ..........7 delegates for the ACI conference. In the evening there ..........8 a conference dinner at the Dorchester Hotel.

Tuesday
I ..........9 the opening speech for the ACI conference and then ..........10 different talks and seminars during the day.
I ..........11 lots of old contacts.

Wednesday
A normal morning at the office. I had lunch with a journalist who wanted to hear about our future plans.
In the afternoon I attended a board meeting and made a presentation on our future strategy. In the evening my wife and I ..........12 our son and daughter-in-law for dinner.

Thursday
Trip to Stansted Airport. I met a lot of staff and customers. I ..........13 to London in the evening and ..........14 the opera to see "La Bohème."

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

1 morning who he Monday on did meet?
Who did he meet on Monday morning? He met Gabriele Renzully.

2 the Dome time he did what visit?
.................................? ........................................................

3 travel how he there did?
........................................................? ........................................................

4 he evening on dinner where have did Monday?
........................................................? ........................................................

5 on did lunch he who Wednesday have with?
........................................................? ........................................................

6 he who on evening did visit Wednesday?
........................................................? ........................................................

7 did Thursday on where he evening go?
........................................................? ........................................................

8 see he did what?
........................................................? ........................................................
Now answer these questions with full sentences.

1 What did he discuss with Gabriele? He discussed Naples airport.

2 What time was his first meeting on Monday?

3 What did he make on Tuesday morning?

4 Where did he spend the day on Tuesday?

5 What did he attend on Wednesday?

6 What did he do there?

7 Where did he go on Thursday?

8 Who did he meet?

B Past tense puzzle

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

1 He left the office at six o’clock and the six-thirty train.

2 She to Paris on Thursday and on Friday.

3 I three times but nobody .

4 On the plane he a postcard and a book.

5 He at the hotel at seven o’clock and dinner at eight.

6 I in the office when you the e-mail.
4.3 Describing company structure

**A Reading**

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

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

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

1. What is the activity of SBS?
   a. electronic engineering
   b. printing
   c. database management

2. Which company does Friedrich Froeschi manage?
   a. Siemens Business Services
   b. Siemens
   c. IBM

3. One of its largest customers is:
   a. EDS
   b. SBS
   c. the British government

4. €5.8 billion represents:
   a. Siemens turnover
   b. SBS’s turnover
   c. SBS’s profit

5. SBS manages electronic services for:
   a. IBM
   b. British passports
   c. 88 countries

6. SBS is:
   a. a branch of Siemens
   b. a department of Siemens
   c. a division of Siemens
**B Vocabulary**

Find words in the Siemens text which match these definitions.

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

**C Word partners**

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

<table>
<thead>
<tr>
<th>sales</th>
<th>annual</th>
<th>company</th>
<th>development</th>
</tr>
</thead>
<tbody>
<tr>
<td>office</td>
<td>human</td>
<td>research</td>
<td>marketing</td>
</tr>
<tr>
<td>stock</td>
<td>market</td>
<td>resources</td>
<td>managing</td>
</tr>
<tr>
<td>head</td>
<td>parent</td>
<td>director</td>
<td>production</td>
</tr>
<tr>
<td>site</td>
<td>public</td>
<td>relations</td>
<td>turnover</td>
</tr>
</tbody>
</table>

1. a department in charge of finding new ideas
   
   research + development = Research and Development

2. a person in charge of a company
   
   managing + director = Managing Director

3. a firm which owns subsidiaries

4. a department in charge of finding and increasing the number of customers

5. a factory or a plant

6. department in charge of recruitment, training, and personnel

7. the administrative and central building of a company

8. the value of a public company is quoted here

9. the total sales of a company for a year

10. the department of a company which is in charge of external communication
5.1 Current activities

**A Present actions**

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

<table>
<thead>
<tr>
<th>design</th>
<th>write</th>
<th>call</th>
<th>improve</th>
<th>recruit</th>
</tr>
</thead>
<tbody>
<tr>
<td>speak</td>
<td>introduce</td>
<td>develop</td>
<td>have</td>
<td>build</td>
</tr>
</tbody>
</table>

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

**B Present simple or continuous?**

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

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

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

Buenos Aires is currently attracting millions of dollars of investment in the tourist sector. Between 1991 and 1996, hotel groups invested about $800m in building projects. This figure doubled to more than $1.6bn between 1996 and 1999. This year alone they are building twenty-six new hotels. This includes a new 600-room luxury Hilton hotel and shopping complex in Puerto Madero, an area of the city which was an industrial wasteland only few years ago.

Buenos Aires is also developing its resources as a centre for business conventions. British Airways now operates direct non-stop flights between London and Buenos Aires five days a week. According to the President of Congresos Internacionales, a Buenos Aires-based conference organizer, the capital receives between sixty and seventy conferences a year. He estimates annual growth at about 15%.

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

1. economically active and successful
2. places for sightseeing
3. animals in their natural environment
4. countryside / open spaces
5. increased by 100%
6. an area with old factories that are no longer used
7. expansion / increase in size

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

1. Where are they building a hotel and shopping complex?
   In Puerto Madero.

2. Where are seven out of ten visitors staying?
   In Buenos Aires.

3. What is Mr Lombardi hoping to interest tourists in other parts of the country.

4. How much hotel groups invested between 1991 and 1996?
   About $800m.

5. How many hotels are being built this year?
   Twenty-six.

6. How often does British Airways operate flights to Buenos Aires?
   Five days a week.

7. How many conferences does the capital receive?
   Between sixty and seventy a year.
5.2 Company developments

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

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

ACROSS
1  Sales of mobile phones are increasing by 20% a year.
2  Share prices in London are almost the same yesterday.
3  Our profit margin decreased by 5% to $1.6 million.
4  Because of increased competition, our sales fell last year.
5  About 60% of our customers are in Western Europe.
6  February was a very good month for us.
7  By was there an increase in customer complaints in May?

B Word stress

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

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

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

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

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

<table>
<thead>
<tr>
<th>Country</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hungary</td>
<td>94%</td>
<td>6%</td>
</tr>
<tr>
<td>Thailand</td>
<td>85</td>
<td>13</td>
</tr>
<tr>
<td>France</td>
<td>73</td>
<td>26</td>
</tr>
<tr>
<td>Mexico</td>
<td>61</td>
<td>38</td>
</tr>
<tr>
<td>Spain</td>
<td>60</td>
<td>35</td>
</tr>
<tr>
<td>Great Britain</td>
<td>57</td>
<td>41</td>
</tr>
<tr>
<td>Germany</td>
<td>49</td>
<td>45</td>
</tr>
<tr>
<td>United States</td>
<td>46</td>
<td>51</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>shows</th>
<th>attention</th>
<th>see</th>
<th>notice</th>
<th>like</th>
<th>figures</th>
<th>look</th>
<th>answer</th>
<th>as</th>
<th>slide</th>
<th>draw</th>
<th>column</th>
</tr>
</thead>
</table>

Let’s have a ............... 1 at the first ............... 2 This table ............... 3 the preference of each nationality for a male or a female child.
The first ............... 4 shows the percentage of people who prefer a boy. Can everybody ............... 5 that clearly? Good.

............... 6 you can see, the preference in most countries is for a boy. But I want to ............... 7 your ............... 8 to the bottom of the table, where you see the ............... 9 for Spain. ............... 10 that in this country, there is a small majority of people who prefer a girl. Why should this be? I’d ............... 11 to ............... 12 this question a little later.

2. Now complete the description of the second slide.

But first, let’s have a look at my second slide. This table .........
5.3 Personal developments

A Meeting an old friend

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

A: Hello, Tony. ...........................................? 1
T: Andrew! What a surprise! ...........................................? 2 And you?
A: I’m fine, too. I didn’t know you were here. ...........................................? 3
T: Very good. We’re having a fantastic year. A lot of new clients. What about you?
A: ...........................................? 4 We’ve just got a big new contract with Turismo.
T: ...........................................? 5 Tell me —
A: She’s very well.
T: Is she still working at Total Fina?
A: No, she lost her job, unfortunately. Her branch closed.
T: ...........................................? 6 Is she looking for another job now?
A: Yes, in fact she’s here today to try and make some useful contacts. But, here’s someone else I’d like you meet. ...........................................? 7 to Marcello Baresi, — our new Area Manager for Italy.
T: ...........................................? 8
Mr Baresi: ...........................................? 9

B Having a wonderful time

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

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

friendly -------- unfriendly

-----------------------------------------------
-----------------------------------------------

32 New developments
Dear Valerie,

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

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

Love Anne-Marie
6.1 Dates and schedules

A Checking the diary

<table>
<thead>
<tr>
<th>MONDAY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MORNING:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1:00</td>
</tr>
<tr>
<td></td>
<td>Meeting with ..........</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>AFTERNOON:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3:00</td>
</tr>
<tr>
<td></td>
<td>Meeting.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TUESDAY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1:30</td>
</tr>
<tr>
<td></td>
<td>Meeting with ..........</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WEDNESDAY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7:30</td>
</tr>
<tr>
<td>8</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THURSDAY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Travel to ..........</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FRIDAY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11:00</td>
</tr>
<tr>
<td></td>
<td>Meeting with ..........</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SATURDAY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Return from ..........</td>
</tr>
</tbody>
</table>

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

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

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

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

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

E: What are you doing this weekend? (you / do)
L: .................. away. (I / go)
E: Where .......... ? (you / go)
L: Paris.
E: How .......... there? (you / get)
L: .......... the Eurostar. (we / take)
E: Where .......... ? (you / stay)
L: At a small hotel near the river.
L: .......... some friends. (we / visit)
E: .......... (you / leave)
E: On Friday evening and .......... back on Sunday. (we / come)
L: .......... with you? (Jack / go)
E: No. .......... as usual. .......... my sister. (he / work); (I / take)
L: Well, have a good weekend!
E: You too!

**Checking the date**

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

<table>
<thead>
<tr>
<th>Event</th>
<th>Date (full)</th>
<th>GB (British)</th>
<th>USA (American)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valentine's Day</td>
<td>14 February</td>
<td>GB 14/2</td>
<td>USA 2/14</td>
</tr>
<tr>
<td>Christmas Day</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Year's Day</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonfire Night</td>
<td></td>
<td>GB 5/11</td>
<td></td>
</tr>
<tr>
<td>Hallowe'en</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Your birthday</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2 Complete these sentences with the appropriate ordinal number.

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

A Talking on the telephone

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

---

B Telephone language

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

<table>
<thead>
<tr>
<th>SPEAKER A</th>
<th>SPEAKER B</th>
<th>SPEAKER A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Hill?</td>
<td>No, my name is Gilles.</td>
<td>I have a call for you, sir.</td>
</tr>
<tr>
<td>Did you get my message?</td>
<td>Speaking.</td>
<td>I'm afraid he's away today. Can I help?</td>
</tr>
<tr>
<td>Sales Department.</td>
<td>Yes, this is Sam Hill.</td>
<td>When will he be back?</td>
</tr>
<tr>
<td>Is that Jack?</td>
<td>When did you leave it?</td>
<td>Hi Sarah, it's Tim.</td>
</tr>
<tr>
<td>Is John Waters there?</td>
<td>Can I speak to the manager?</td>
<td>Sorry, wrong number.</td>
</tr>
</tbody>
</table>
C Telephone expressions

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

that on calling hold up through leave later

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

D Telephone responses

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

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

A Time expressions

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

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 One hour ago</td>
<td>a ten past seven</td>
</tr>
<tr>
<td>2 The day before yesterday</td>
<td>b 19/05/01</td>
</tr>
<tr>
<td>3 Twenty minutes ago</td>
<td>c 18.30</td>
</tr>
<tr>
<td>4 Last month</td>
<td>d at half past eight</td>
</tr>
<tr>
<td>5 The day after tomorrow</td>
<td>e 10/03</td>
</tr>
<tr>
<td>6 In an hour</td>
<td>f 18th March</td>
</tr>
<tr>
<td>7 Next Saturday</td>
<td>g the twenty-fourth</td>
</tr>
<tr>
<td>8 Tomorrow</td>
<td>h February</td>
</tr>
<tr>
<td>9 Last Saturday</td>
<td>i Thursday 15th March</td>
</tr>
</tbody>
</table>

B Making arrangements

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

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

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

F: Hello Lise. How are you?
L: Fine thanks, Frank.

F: ...? 1
L: Not much.
F: ...? 2
L: That would be nice.
F: ...? 3
L: ...? 4
F: ...? 5
L: That would be fine.
F: See you on Sunday, then.
Giancarlo Baldi is Purchasing Manager for an Italian electronics company. Andrew Napper is a salesman who wants an appointment with Mr Baldi. He doesn't know him.

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

Crossword

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

1. We cancelled the meeting because nobody could attend.
2. Transfer is another word for put 
3. My e. number is 3354.
4. He e. me to lunch and I accepted.
5. What time is he e. back?
6. We arranged to meet on Wednesday and then e. it to Friday.
7. What time would e. you?
8. There's no e. from the office. Would you like me to take a message?
9. I can't e. Monday.
10. I'm afraid he's e. of the office today.
11. What day would be e. for you?
This table compares three states of Australia. Choose adjectives from the box below to complete the sentences, using a comparative form.

<table>
<thead>
<tr>
<th></th>
<th>New South Wales</th>
<th>Victoria</th>
<th>Western Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation</td>
<td>7/2/1788</td>
<td>1/7/1851</td>
<td>18/6/1829</td>
</tr>
<tr>
<td>Population</td>
<td>6,008,578</td>
<td>4,462,064</td>
<td>1,677,616</td>
</tr>
<tr>
<td>Area</td>
<td>801,600 km²</td>
<td>227,600 km²</td>
<td>2,525,500 km²</td>
</tr>
<tr>
<td>Average temp (Jan/Jul)</td>
<td>22°C / 12°C (Sydney)</td>
<td>20°C / 10°C (Melbourne)</td>
<td>24°C / 13°C (Perth)</td>
</tr>
<tr>
<td>Average rainfall (Jan/Jul)</td>
<td>102 mm / 10 mm (Sydney)</td>
<td>47 mm / 48 mm (Melbourne)</td>
<td>8 mm / 174 mm (Perth)</td>
</tr>
<tr>
<td>Coastline</td>
<td>1,900 km</td>
<td>1,800 km</td>
<td>12,500 km</td>
</tr>
</tbody>
</table>

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

1. Look again at the table in A. In these sentences, the information given is wrong. Change the superlative form to make it correct, as in the example.
   
   1. Perth has the _coldest_ winters. _the hottest_.
   2. New South Wales is the _least_ populated of the three states. _the most populated_.
   3. Perth is the _wettest_ in January. _the driest_.
   4. New South Wales is the _youngest_ of the three states. _the oldest_.
   5. Victoria has the _hottest_ temperatures. _the coolest_.
   6. Victoria is the _biggest_ in area. _the smallest_.
   7. Victoria has the _longest_ coastline. _the shortest_.

2. Write five sentences to compare your home town with another town or city in your country.
   
   1. 
   2. 
   3. 
   4. 
   5. 

4 Travel, trip, and journey

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

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

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

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

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

A Describing processes

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

Federal Express Package Cycle

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

B Active or passive?

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

1. English \(\text{i.s. spoken}\) as a first language by nearly half a billion people.
   My wife \(\text{speaks}\) very good English.

2. Canon \(\text{make}\) a wide range of high-tech products for the office and home.
   The bodywork is Spanish, but the engine \(\text{use}\) in Germany.

3. We \(\text{use}\) this process to speed up production.
   This software \(\text{use}\) to detect errors in the system.

4. This list of company rules \(\text{give}\) to every employee.
   My boss \(\text{give}\) me a long list of things to do every morning.

5. All our meetings \(\text{arrange}\) at least a week in advance.
   Her secretary \(\text{arrange}\) all her appointments.

6. This graph \(\text{show}\) our results for the last quarter of the year.
   Visitors to the company \(\text{show}\) the main factory, but not the high-security block.

7. Our new low-price range of CDs \(\text{sell}\) only in supermarkets.
   They \(\text{sell}\) a lot in the USA, but not many in South America.
C Word puzzle

Read the clues and complete the word puzzle.

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

D Word partners

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

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

Describing and comparing 43
7.3 Evaluating products

A Describing objects

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

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>14</td>
<td>4</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>10</td>
<td>13</td>
<td>80</td>
<td>12</td>
<td>2</td>
</tr>
<tr>
<td>11</td>
<td>15</td>
<td>3</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>16</td>
<td>8</td>
<td>5</td>
<td>13</td>
<td>17</td>
</tr>
</tbody>
</table>

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

B Size and dimension

Complete this table.

<table>
<thead>
<tr>
<th>ADJECTIVE</th>
<th>COMPARATIVE</th>
<th>SUPERLATIVE</th>
<th>NOUN</th>
</tr>
</thead>
<tbody>
<tr>
<td>long</td>
<td>longer</td>
<td>the longest</td>
<td>length</td>
</tr>
<tr>
<td>deep</td>
<td>deeper</td>
<td>the deepest</td>
<td>depth</td>
</tr>
<tr>
<td>high</td>
<td>higher</td>
<td>the highest</td>
<td>highest</td>
</tr>
<tr>
<td>wide</td>
<td>wider</td>
<td>the widest</td>
<td>widest</td>
</tr>
</tbody>
</table>

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

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

C Pronunciation

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

<table>
<thead>
<tr>
<th>high</th>
<th>deep</th>
<th>white</th>
<th>pink</th>
<th>depth</th>
<th>grey</th>
<th>height</th>
</tr>
</thead>
<tbody>
<tr>
<td>wide</td>
<td>heavy</td>
<td>green</td>
<td>red</td>
<td>weight</td>
<td>width</td>
<td>length</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1 my</th>
<th>why</th>
<th>high</th>
<th>...............</th>
<th>...............</th>
<th>...............</th>
<th>...............</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 ten</td>
<td>wgt</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
</tr>
<tr>
<td>3 day</td>
<td>eight</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
</tr>
<tr>
<td>4 sit</td>
<td>it</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
</tr>
<tr>
<td>5 see</td>
<td>bg</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
<td>...............</td>
</tr>
</tbody>
</table>

D Giving opinions

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

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

A Reading

Henry Royce was born in 1863 in Peterborough. Charles Rolls was born in London in 1877. Royce was the son of a miller, and Rolls was the son of an aristocrat. Royce .......... ¹ work at the age of ten. He .......... ² newspapers for a few months, then .......... ³ a job as an apprentice engineer with GNR, one of the railway companies in Britain. A few years later he .......... ⁴ to London and worked for an electric company. In 1884 he was made redundant and he .......... ⁵ his own company. H.R. Royce sold dynamos and other electric devices to factories and cotton mills. He .......... ⁶ rich and .......... ⁷ his first car. It did not work very well so Royce decided to produce cars himself.

At the same time Charles Rolls was a student at Cambridge University. In the 1890s he .......... ⁸ to France and bought his first car, a Peugeot. In 1902 he started his own company selling cars. At the time he .......... ⁹ a champion driver and the following year he .......... ¹⁰ a new world speed record. Rolls loved cars but he really wanted to have his own name on a car and in 1904 he .......... ¹¹ Henry Royce. They .......... ¹² to set up the Rolls-Royce company. Two years later the company produced the Silver Ghost. The same year Rolls .......... ¹³ the English Channel by hot air balloon. He loved speed. Unfortunately fours year later he .......... ¹⁴ in a flying accident.

Royce continued producing cars. In 1931 Rolls-Royce .......... ¹⁵ another company, Bentley. Royce died in 1933 at the age of seventy.

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

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

46 Life stories
B Past simple passive

1. Electricity (discover) in the 1880s.

   Electricity was discovered in the 1880s.

2. H.R. Royce (found) in 1884.

3. Rolls and Royce (be born) in the nineteenth century.

4. The dynamos (sell) to factories and cotton mills.

5. Rolls Royce (create) in 1904.

6. The RR Silver Shadow (produce) in 1906.


8. Rolls (kill) in a flying accident.

9. Bentley (acquire) in 1931.

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

1. When was Charles Rolls born?

   He was born in 1877.

2. Where was Charles Rolls born?

   He was born in Peterborough.

3. When was Charles Rolls made redundant?

   He was made redundant in 1884.

4. What year was Bentley acquired?

   Bentley was acquired in 1931.

5. How was Charles Rolls killed?

   He was killed in a flying accident.

6. When was the RR Silver Shadow produced?

   It was produced in 1906.

C Time expressions

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

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

<table>
<thead>
<tr>
<th>NOUN</th>
<th>VERB</th>
<th>PERSON</th>
</tr>
</thead>
<tbody>
<tr>
<td>share</td>
<td>share</td>
<td>shareholder</td>
</tr>
<tr>
<td>savings</td>
<td>save</td>
<td>saver</td>
</tr>
<tr>
<td>loan</td>
<td>lend</td>
<td>lender</td>
</tr>
<tr>
<td>invest</td>
<td>invest</td>
<td>investor</td>
</tr>
<tr>
<td>loss</td>
<td>loose</td>
<td>loser</td>
</tr>
<tr>
<td>borrowings</td>
<td>borrow</td>
<td>borrower</td>
</tr>
</tbody>
</table>

Complete these sentences using words from the table.

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

Choose the correct words to complete these dialogues.

1. A: That's a beautiful car. Where did you sell / buy it?!
   B: At a garage in Rome. It's worth / worse £15,000 but I paid / bought £12,000.

2. C: Hi! How's the new job?
   D: It's OK but I don't win / earn enough.
   C: Where are you living?
   D: In a new flat. I lent / borrowed some money from the bank, but I think I will have to sale / sell my car.

3. E: How are you?
   F: Fine. I'm going to the Bahamas next week.
   E: Really? That's expensive. How can you offer / afford it?
   F: I bought some parts / shares in a high tech company and I sold them last week at a big benefit / profit.
## Collocations

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

<table>
<thead>
<tr>
<th>A</th>
<th>bank</th>
<th>rate</th>
<th>credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>share</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B</th>
<th>policy</th>
<th>statement</th>
<th>account</th>
<th>price</th>
</tr>
</thead>
<tbody>
<tr>
<td>life</td>
<td></td>
<td>profit</td>
<td>control</td>
<td>card</td>
</tr>
<tr>
<td>interest</td>
<td></td>
<td>exchange</td>
<td>flow</td>
<td>box</td>
</tr>
</tbody>
</table>

1. money paid out if you die
   \[\text{life...insurance...}\]

2. a document which proves you have protection against fire, theft, or illness
   \[\text{insurance...policy...}\]

3. a way of checking that your customers have paid
   \[\text{credit...}\]

4. the value of an investment in a company
   \[\text{share...}\]

5. a place to keep money on deposit or for current use
   \[\text{account...}\]

6. a document sent regularly to confirm your financial position
   \[\text{bank...}\]

7. a way of paying without using cash or a cheque
   \[\text{card...}\]

8. the money going in and out of a company
   \[\text{flow...}\]

9. a means of calculating when changing money from one currency to another
   \[\text{exchange...}\]

10. a place for keeping money during office hours
    \[\text{cash...}\]

11. the extra amount due when you borrow money from a bank
    \[\text{rate...}\]

12. a bonus paid on the good financial results of a company
    \[\text{profit...}\]
8.3 Company history

A Reading

Read this text about the history of America Online Inc.

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

1. The company .................. in 1985. (found)
2. In 1999 Netscape .................. by AOL. (buy)
3. From 1992 to 1994 the number of subscribers .................. 1,000,000. (reach)
5. The monthly payment .................. in 1996. (introduce)
6. The joint venture with Bertelsmann .................. to expand AOL in Europe. (design)
7. In 1993 Steve Case .................. CEO. (appoint)
8. In 1992 shares in AOL .................. at $11.50. (quote)

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

1. When was Netscape bought?  It was bought in 1999.
3. .................. ? It was introduced in 1996.
4. .................. ? It led to many problems.
5. .................. ? They were quoted on the NASDAQ.
7. .................. ? It started as Quantum Computer Services.
8. .................. ? It stands for America Online.
1. Formed in 1924, this company was for decades the most famous Hollywood motion picture studio, with many of the best and brightest stars in the industry including Judy Garland, Greta Garbo, Clark Gable, and Katherine Hepburn.

Company: [Image of Metro Goldwyn Mayer]

2. Steve Jobs ran this company from his father's garage in the seventies. He named the company after a fruit and was the real inventor of the personal computer. He discovered the mouse and persuaded a senior executive of PepsiCo to join the company in the early eighties. Unfortunately, Jobs left the company in 1985. He bought Pixar, the makers of Toy Story, became a billionaire, and then returned to his first company where he launched the iMac.

Company: [Image of Apple]

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

Company: [Image of Birds Eye]

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


2. Mr Apple was a real person. ..........................................................

3. Mr Birdseye was a real person. ..........................................................

4. You keep Birdseye products in a freezer. ........................................

5. MGM was founded in 1942. ............................................................

6. Birdseye made 'Toy Story'. ..............................................................

7. The iMac is an Apple product. ......................................................

8. In the seventies Steve Jobs’ father worked in a garage. ..................

9. Birdseye was founded in 1903. .......................................................

10. MGM make films. ..........................................................
9.1 Making decisions

**A Spontaneous decisions**

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

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

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

C: He told me he can't come tomorrow.
D: .................................................................
.................................................................3

E: Do you have a Ms Tiffany staying here?
F: .................................................................
.................................................................5
Yes, we do. Shall I call up to her room?
E: No, that's OK, she's expecting me.
.................................................................6

C: You can try, but I think he's busy all week.
D: .................................................................
.................................................................4

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

**B Decision or arrangement?**

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

Verb and noun pairs

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

<table>
<thead>
<tr>
<th>verb</th>
<th>word or phrase</th>
</tr>
</thead>
<tbody>
<tr>
<td>ask</td>
<td>a question for information</td>
</tr>
<tr>
<td>print</td>
<td>a hotel room</td>
</tr>
<tr>
<td>hire</td>
<td>a holiday</td>
</tr>
<tr>
<td>send</td>
<td>a flight</td>
</tr>
<tr>
<td>invite</td>
<td>food in a restaurant</td>
</tr>
<tr>
<td>order</td>
<td>photocopy paper</td>
</tr>
<tr>
<td>book</td>
<td>another drink</td>
</tr>
<tr>
<td>check</td>
<td>someone for the weekend</td>
</tr>
<tr>
<td>pick up</td>
<td>someone to dinner</td>
</tr>
<tr>
<td>cancel</td>
<td>someone to speak</td>
</tr>
<tr>
<td>ask</td>
<td>someone to lock the door</td>
</tr>
<tr>
<td>print</td>
<td>someone to pay an invoice</td>
</tr>
<tr>
<td>hire</td>
<td>someone about a meeting</td>
</tr>
<tr>
<td>send</td>
<td>a visitor at the airport</td>
</tr>
<tr>
<td>invite</td>
<td>a brochure at the printer's</td>
</tr>
<tr>
<td>order</td>
<td>your children from school</td>
</tr>
</tbody>
</table>

Dealing with problems  53
A father has a problem with his son who is studying at university for a business degree. Read this e-mail to his son, and complete sentences 1–8 with phrases a–h.

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

Dear Sam,

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

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

Secondly, you say that if you don’t accept the job now, …………. 4 Is this really true? We think that if the company is really interested in you, …………. 5 I’m sure they understand that if you pass your exams, …………. 6 And if you are well qualified, you’ll be in a better position for promotion. And what will happen …………. 7 You’ll certainly regret it then if you don’t have a degree.

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

Love

Dad

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

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

1. We don't have enough money to finance our new research and development programme, so I think ...
   a. we'll lend some money to the bank.
   b. we'll attract more shareholders and increase the share capital.
   c. we'll reduce our profits.

2. We have too much work at the moment, and none of the staff want to work longer hours, so ...
   a. we won't have enough work.
   b. we'll have to think about taking on more staff.
   c. we'll ask them to do shorter hours.

3. We have a 75% market share in our country, but only 6% of the world market, so ...
   a. I think we'll concentrate on developing our export activity.
   b. I don't think our share of the home market will be very high.
   c. we'll probably import more goods.

4. If we don't get any better candidates for the new sales job ...
   a. we'll take the worst one.
   b. we won't have any sales.
   c. we'll have to advertise again.

5. We won't interest the general public in our new range of computers if ...
   a. we don't offer competitive prices.
   b. we do a direct mailing.
   c. we offer them free technical assistance.

Distribution and advertising

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

<table>
<thead>
<tr>
<th>Target customers</th>
<th>Distribution / sales outlets</th>
<th>Advertising</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. married</td>
<td>6. travel</td>
<td>11. local</td>
</tr>
<tr>
<td>2. teenage</td>
<td>7. sports</td>
<td>12. business</td>
</tr>
<tr>
<td>3. general</td>
<td>8. shopping</td>
<td>13. TV</td>
</tr>
<tr>
<td>4. business</td>
<td>9. department</td>
<td>14. direct</td>
</tr>
<tr>
<td>5. the 50-70</td>
<td>10. mail</td>
<td>15. daily</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

1. an exercise machine .................................................................
2. a computer game ...........................................................................
3. a luxury hotel by the sea ..............................................................
9.3 Complaining and apologizing

A A hotel complaint

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

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

B A change of plan

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

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

Dear Grenville,

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

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

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

Regards

Yolande
Dear Mr Bentsen

I regret to inform you that I have to cancel your visit to our Essonne production plant at 9.30 a.m. on Friday morning, as our Production Manager is unwell.

If you wish, we will be pleased to fix some other appointments with head office staff for the Friday morning. I would like you to contact my secretary Sandra Toyes as soon as possible to make the necessary arrangements.

I regret the last minute change to your schedule. I hope you have a safe journey, and we look forward to you on Friday.

Yours,

Yolande Pineau-Valenciennes

---

**C What is ‘it’?**

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

1. It’s wrong. It says here that we had three bottles of wine, but we only had two.
   
   *It = the bill (in a restaurant or wine bar)*

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

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

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

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

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

7. Why don’t I want it? Because it’s nearly cold, it tastes like dishwasher, and there’s a fly swimming in it!
10.1 Suggesting and recommending

A Vocabulary

Complete the dialogue below using the words in the box.

<table>
<thead>
<tr>
<th>mailed</th>
<th>contract</th>
<th>advertising</th>
<th>premises</th>
<th>staff</th>
<th>competitors</th>
<th>lease</th>
<th>rent</th>
</tr>
</thead>
</table>

A: How’s business, Carlo?
B: Not very good at all. Our ................. 1 is down 20% compared with last year.
A: Why is that?
B: Well, we lost a big ................. 2 in Japan. One of our ................. 3 offered a much better price.
A: That’s too bad. How are the ................. 4 ?
B: They’re not very happy. I couldn’t give them a pay rise in January.
A: I’m sure things will get better.
B: Maybe in the new ................. 5 We are moving in June.
A: Why?
B: The ................. 6 came to an end and the owners wanted to increase the ................. 7 by 30%. That makes £4,000 per month for 200 m². It’s too much.
A: So what are you doing to get more business?
B: We ................. 8 our new brochure to 10,000 addresses and we are offering a 15% ................. 9 to all new customers. We are also ................. 10 on local radio.
A: OK. Well, good luck.

B Making suggestions (1)

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

1 Who are you planning to do when you graduate? ____
   a That’s a possibility. Can I borrow your PC?
2 How about continuing your studies? ____
   b I’m not sure really. I must start looking.
3 What about registering with a recruitment agency? ____
   c That’s out of the question. I want to earn some money.
4 I registered with Manpower. You should also start looking in the newspapers. ____
   d I got The Times this morning, but I’m not really sure what kind of job I want.
5 In that case, why don’t you look on the Internet?
   e That’s a good idea. Do you know a good one?
   Maybe you’ll get some ideas. ____
An English language school wants to attract more business customers. A consultant makes some suggestions. Match the suggestions with the reasons.

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

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

<table>
<thead>
<tr>
<th>why don’t you ...?</th>
<th>I think / don’t think you should ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>how about ...?</td>
<td>I would advise you to ...</td>
</tr>
</tbody>
</table>

1 I don’t think you should move...as your premises are well-situated.

2 I would advise you to refurbish your premises, as you will be able to offer better facilities.

3 Why don’t you...

4...

5...

6...

7...

8...

9...
10.2 Responsibilities and regulations

A Regulations

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

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

A: What are my working hours?
B: Well, we have flexible hours here. You have to be here between 10.00 a.m. and 3.30 p.m. It’s a thirty-five hour week but you have to choose to start early or finish late.
A: ................. decide now?
B: No. You can decide each day.
A: ................. smoke anywhere?
B: You must............. smoke in the smokers’ lounge on the second floor. You mustn’t............. smoke anywhere else for safety reasons.
A: What about dress?
B: You must be smart but not too formal. You must............. wear a tie, for example.
A: Good! What about weekends?
B: You never............. work at weekends. In fact............. come into the building at the weekend for security reasons.
A: And what about holidays?
B: You have four weeks per year, but............. take two of them at Christmas. The other two you can take when you want.

B Jobs (1)

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

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

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

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

S T E G R S
H T E D R

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

D Rules

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

1 PLEASE DO NOT TALK TO THE DRIVER

This film has been rated PG

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

3 SHIRTS must be worn at all times

4 ALCOHOL may not be served to anyone under 18

5 SILENCE

6 NO PARKING permit holders only

7 Not to be given to children under 6 years
10.3 Checking and correcting information

A Reading

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

<table>
<thead>
<tr>
<th>Can I read that back to you?</th>
<th>That's right</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did you say eighty or eighteen?</td>
<td>Ready</td>
</tr>
<tr>
<td>I'm sorry, I didn't catch that.</td>
<td>go ahead</td>
</tr>
<tr>
<td>I've got that.</td>
<td>go on</td>
</tr>
</tbody>
</table>

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

B Short answers

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

1 Are you American?  
2 Were you born in the sixties?  
3 Are you learning English for your job?  
4 Have you got a mobile phone?  
5 Do you enjoy learning English?  
6 Does your English teacher speak your language?  
7 Do you use the Internet?  
8 Is the economy doing well at the moment?  
9 Would you like to change jobs?  
10 Are there any English-speaking people in your company?
Look at these notes on the history of Heuer, the Swiss watch company. Expand each line into a full sentence, using the past active and past passive forms of the verbs, as in the examples. Then link the sentences together to make a paragraph.

**TAG HEUER**
1860 Edouard Heuer founds company in Switzerland.
1862 He files his first patent for a watch.
1920 The Olympic Games chooses Heuer as the official timekeeper.
1988 Christian Viros becomes CEO of TAG Heuer.
1996 Flotation of company.
1999 French luxury goods company LVMH buys TAG Heuer.

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

---

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

A: So, Christian Viros was born in 1958.
B: No, he ............... ,¹ he was born in 1948.
A: At university he studied chemistry.
B: No, he ............... ............... ²
A: And he got his MBA in 1977.
B: Yes, he ............... ³
B: No, he joined Booz Hamilton ............... ............... ⁴
A: He was a consultant with Booz Hamilton for eleven years.
B: Yes, he ............... ⁵
A: He’s now the CEO of TAG Heuer.
B: Yes, he ............... ⁶
A: And he lives in Paris.
B: No, he ............... ⁷. He ............... ⁸ in Switzerland.
11.1 Recruitment processes

A Likes and dislikes

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

WERNER BALDESSARINI

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

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

Baldessarini doesn't have much free time, but he enjoys ......................... 6 – once a year he rents an old wooden boat in Turkey. 'You do nothing, and each day you sail to a new bay. You see nobody.' He then hates ......................... 7 to civilization.

'When you come back and hear the first car go "toot, toot," you go crazy.'

Does he like ......................... 8 in his free time? Not really. 'I've taken the same book on holiday for the past five years.' But he really enjoys ......................... 9 to music, with a particular preference for Rod Stewart. He also likes ......................... 10 fast cars – he owns a Porsche 911.

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

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

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

64 Getting a job
B Personal qualities

Complete the sentences below with the adjectives from the box.

<table>
<thead>
<tr>
<th>sensitive</th>
<th>outgoing</th>
<th>good with figures</th>
<th>patient</th>
<th>energetic</th>
</tr>
</thead>
<tbody>
<tr>
<td>ambitious</td>
<td>adaptable</td>
<td>attentive to detail</td>
<td>creative</td>
<td>persuasive</td>
</tr>
</tbody>
</table>

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

C Pronunciation

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

<table>
<thead>
<tr>
<th>shortlist</th>
<th>offer</th>
<th>energetic</th>
<th>resignation</th>
<th>ambitious</th>
<th>independent</th>
<th>adaptable</th>
<th>attentive</th>
<th>resign</th>
<th>apply</th>
<th>responsible</th>
<th>sensitive</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\[\text{shortlist} \quad \text{offer} \quad \text{energetic} \quad \text{resignation} \quad \text{ambitious} \quad \text{independent} \quad \text{adaptable} \quad \text{attentive} \quad \text{resign} \quad \text{apply} \quad \text{responsible} \quad \text{sensitive}\]
11.2 Applying for a job

A Time expressions

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

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

B Reading

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

1. ........................................................................................................
2. ........................................................................................................
3. ........................................................................................................

Ted Turner—Mr TV

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

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

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

In 1980 he launched CNN (Cable News Network), which is now recognized as the leader in instant coverage of world events. Six years later he bought the MGM / United Artists Entertainment Company, and then founded a new TV company, TNT (Turner Network Television) in 1988. In 1990 he created his own charity organization, the Turner Foundation.

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

66 Getting a job
Now complete the fact file about Ted Turner, using information from the article.

**FACT FILE**

<table>
<thead>
<tr>
<th>Name:</th>
<th>Ted Turner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year of birth:</td>
<td>1</td>
</tr>
<tr>
<td>Marital status:</td>
<td>3</td>
</tr>
</tbody>
</table>

**Media successes**

- 1970 took over father's advertising company.
- 1976 TBS started using for its transmissions.
- 1980 created.
- 1988 purchased MGM / UA.

**Place of birth:** 2

**Other interests**

- Basketball / baseball – bought Atlanta Braves in and Atlanta Hawks in.
- Philanthropy – created in 1990.

---

**Past simple and present perfect**

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

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

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

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

A  Staff movements

1 Complete the table below, as in the example.

<table>
<thead>
<tr>
<th>VERB</th>
<th>NOUN</th>
</tr>
</thead>
<tbody>
<tr>
<td>dismiss</td>
<td>dismiss</td>
</tr>
<tr>
<td>retire</td>
<td></td>
</tr>
<tr>
<td></td>
<td>resignation</td>
</tr>
<tr>
<td></td>
<td>transfer</td>
</tr>
<tr>
<td>recruit</td>
<td></td>
</tr>
<tr>
<td>to make someone redundant</td>
<td></td>
</tr>
</tbody>
</table>

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

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

B Present perfect or past simple

Choose the correct verb form to complete these dialogues.

1 A: Have / did you ever lived abroad?
   B: Yes, I spent / have spent two years in Nigeria in the 1990s.
   A: Oh really? What did you do / have done there?
   B: I was / have been a Project Manager for BP.

2 C: Did you have / Have you had good sales results this year?
   D: Yes, they were / have been much better than last year.
   C: Did / Has business go / gone badly last year, then?
   D: No, not really. But our profits were / have been down because of the high dollar.

3 E: Did you see / Have you seen Tom today?
   F: No. He went / has gone to Paris, I think.
   E: Did you speak / Have you spoken to him yesterday about the new marketing campaign?
   F: Yes, and he thought / has thought it was a good idea.

4 G: When did / had the company first contact / contacted you about the job?
   H: In May, when I went / have gone to England for the sales conference.
   G: And did you hear / have you heard from them again recently?
   H: Yes, they called / have called me twice in the last month.
**ACROSS**

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

**DOWN**

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

A Reading

Read this article and answer the questions below.

NIKKI BECKETT

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

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

What is the secret of her success? She has always been ambitious. After school she took a summer job with IBM and stayed for fourteen years. 'I then knew I wanted to run a public company by the age of thirty-five and after that to have a company worth £0.5 billion by 2001.' Another reason is her husband, Geoff, who works part-time for the company and part-time at home looking after their two children. He took early retirement from IBM, which allowed Nikki to concentrate on her career. She doesn’t work at weekends and takes all her holidays. Her employees can work from home if they want to and she allows them time off for their families when necessary. 'I see someone’s career as a long journey. We are long-term employers,' she said, after receiving her prize from the sponsors Veuve Clicquot. These are very strong, old-fashioned values from someone at the head of such a modern, high-tech company.

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Nikki Beckett</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of company</td>
<td>NSB Retail Systems</td>
</tr>
<tr>
<td>Position</td>
<td>CEO</td>
</tr>
<tr>
<td>Number of employees</td>
<td>600</td>
</tr>
<tr>
<td>Office locations</td>
<td>America, France, Germany, Britain</td>
</tr>
<tr>
<td>Annual sales</td>
<td>£0.5 billion</td>
</tr>
<tr>
<td>Clients</td>
<td></td>
</tr>
</tbody>
</table>

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

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

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

1. Where do they live?
   - The Becketts live near Newbury.

2. 
   - Nikki worked for IBM for fourteen years.

3. 
   - She has worked for NSB since 1995.

4. 
   - Her sons are six and eight.

5. 
   - Alan Vickery is the Chairman of NSB.

6. 
   - NSB employed eighteen people when it started.

7. 
   - Nikki started the company because she saw a gap in the market.

8. 
   - She works about eighty hours a week.

**Find the mistakes**

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

1. Nikki work about eighty hours a week. **Correct:** works

2. She has thirty-eight. **Correct:** She has thirty-eight.

3. She's started the company in 1995. **Correct:** She started the company in 1995.


5. NSB is not as large than IBM. **Correct:** NSB is not as large as IBM.

6. Alan Vickery is Chairman since 1997. **Correct:** Alan Vickery is Chairman since 1997.

7. In 2000 the company is valued at £500 million. **Correct:** In 2000 the company is valued at £500 million.

8. NSB has any very important customers. **Correct:** NSB has any very important customers.

**Tense review**

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

<table>
<thead>
<tr>
<th>Monday</th>
<th>Fly to Boston (British Airways)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Meridian Hotel</td>
</tr>
</tbody>
</table>

| Tuesday      | Meeting: Citibank Alan Broomhead - 10:00 a.m. |

<table>
<thead>
<tr>
<th>Wednesday</th>
<th>Hire car - Meet Priscilla Brooks (Harvard) 11:00 a.m.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Dinner 8:00 p.m. - Peter O'Brien</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Thursday</th>
<th>Fly Boston - New York (8:00 a.m. flight)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Meeting with Robert Dillon - 12:30 Plaza Hotel</td>
</tr>
<tr>
<td></td>
<td>Evening: Baseball game - Madison Square Gardens</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Friday</th>
<th>New York - London. 4:00 p.m.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Get presents for children!</td>
</tr>
<tr>
<td></td>
<td>Parents-in-law for weekend!</td>
</tr>
</tbody>
</table>

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

A Vocabulary

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

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

B Complaints and apologies

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

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

1 Excuse me, this is too strong. Can I have some water?
2 Excuse me, my room is really too small.
3 Mr Jenkins, this report is not detailed enough.
4 I love it but it's too expensive. Have you got an older model?
5 I'm sorry, but if you're only sixteen you are too young. ..............................................
6 I'm sorry, but the flight is delayed. It is too foggy to land in Paris. .................................................................
7 The other team deserved to win. Our players were not good enough. .................................................................
8 This is too difficult for me. Can I change levels? .................................................................

C Too or not enough?

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

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

D Spelling

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

1 arrangement ✓arrangement....
2 bild ........................................
3 currencsy ........................................
4 dessert ........................................
5 early ........................................
6 flite ........................................
7 gest ........................................
8 hire ........................................
9 interevw ........................................
10 journey ........................................
11 keybord ........................................
12 lawer ........................................
13 manige ........................................
14 negociate ........................................
12.3 Saying goodbye

A Saying goodbye and leaving

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

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

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

B Contexts

Where would you hear these remarks?

1. Are you ready to order?
2. Do you have anything to declare?
3. Shall I check your oil?
4. That will be $9.90.
5. I'm sorry sir but we are fully booked tonight. You could try the Plaza. They usually have rooms.
6. Welcome aboard. My name is Captain Webster.
7. We will shortly be arriving at Oxford station.
8. Can you read the second row of letters?
9. Please leave your name and number and I will call you back.
10. To eat here or take away?
In *Business Basics* you have practised speaking in many different situations. Look at these situations and decide what you would say.

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

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

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

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

Unit 1.1

1.1

A

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

B

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

C

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

D

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 J, K</td>
<td>date</td>
</tr>
<tr>
<td>2 D, E, G, P, T, V</td>
<td>week</td>
</tr>
<tr>
<td>3 L, M, N, S, X, Z</td>
<td>French</td>
</tr>
<tr>
<td>4 Y</td>
<td>light</td>
</tr>
<tr>
<td>5 —</td>
<td>know</td>
</tr>
<tr>
<td>6 U, W</td>
<td>do</td>
</tr>
<tr>
<td>7 —</td>
<td>bar</td>
</tr>
</tbody>
</table>

1.2

A

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

B

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

C

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

1.3

A

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

The order is:

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

B

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

C

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

2.1

A

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

B

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

2.2

A

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

B

1 any
2 a
3 any
4 some
5 any
6 a

C

Students' own answers.
Unit 3

3.1

A

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

3.2

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

B

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

C

Has

2 has
3 does
4 Have
5 does
6 do
7 got
8 has

No, it hasn’t.
It has (it’s got) two major shareholders.
No, they haven’t.
It has (it’s got) about 40,000.
Yes, they do.
It’s got (it has) five spare parts centres.
It’s got (it has) training centres in Toulouse, Miami and Beijing.

Formal letter:
5 12 3 9 4 10 14 6

Informal letter:
8 13 1 15 2 16 7 11

3.3

A

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

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

B

1 hamburger (or cheeseburger)
2 snails
3 pizza
4 curry
Students' own answers.

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

Unit 4

4.1

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

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

2 telephoned

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

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

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

4.2

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

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

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

5.1

2 is (s) recruiting
3 are (s) developing
4 is (s) having
5 am (i'm) designing

5.2

Example answer:
This table shows how many people think it is necessary to have a child some time in their life. Can everybody see that? As you can see, most people think it is important. But I want to draw your attention to the figures for the USA. Notice that in this country there is a small majority of people who don't think it's important to have a child. Why should this be?
Unit 6

6.1

A

1 11
2 bank manager
3 2
4 monthly personnel

B

1 interesting / boring
2 cheap / expensive
3 quiet / noisy
4 terrible / fantastic
5 convenient / inconvenient
6 long / short

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

C

1 e
g
3 a
d
5 b
6 f
c

2 Students' own answers.

6.2

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

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

C
1 through
2 later
3 on
Unit 7

7.1

A

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

B

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

C

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

D

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

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

C

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

7.2

A

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

7.3

A

1 a bed
2 a computer disk
3 a door
4 a golf ball
5 a coin

B

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

8.1

A

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

8.2

A

1 save
2 loan
3 investment
4 investor
5 lose
6 loser
7 borrow
8 were quoted

8.3

A

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

B

1 short
2 shape
3 shapes
4 shortest
5 lengths
6 shapes

C

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

D

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

E

1 T
2 F
3 F
4 T
5 F

F

1 HR Royce was founded in 1884.
2 Rolls and Royce were born in the nineteenth century.
3 The dynamos were sold to factories and cotton mills.
4 Rolls Royce was created in 1904.
5 The RR Silver Shadow was produced in 1906.
6 A new world record was set in 1903.
7 Rolls was killed in a flying accident.
8 Bentley was acquired in 1931.
9 Where was he born?
10 When was he made redundant?
11 What year was Bentley acquired?
12 How was he killed?
13 When was the Silver Shadow produced?

G

the next day April 24th 1933
ten years later 1943
the same day 23 / 04 / 1933
(UK)
two years before in 1931
the following month May 1933
one week before 04 / 16 / 1933
(USA)
Unit 9

9.1

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

B
1 are you attending
2 I'm going
3 is he talking
4 I'll go
5 I'll check
6 is giving
7 I'll try

9.2

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

B
1 b 2 b 3 a 4 c 5 a

C
Target customers:
2 a 3 d 4 e 5 b
Distribution / sales outlets:
7 c 8 d 9 a 10 b
Advertising:
11 d 12 e 13 a 14 b 15 c

9.3

A
2 j
3 c
4 e
5 l

Unit 10

10.1

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

Students’ own answers.

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

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

10.3

A

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

1 meeting / seeing
2 talking / speaking / chatting
3 speaking / using
4 making
5 sailing
6 returning / coming back / going back
8 reading
9 listening
10 driving

Students' own answers.

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

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

11.2

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

1 WIRI / WTBS / TBS
2 CNN
3 TNT

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

11.3

A
1 retirement
2 resign
3 transfer
4 redundancy
5 recruitment
6 redundancy

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

B
1 Have
2 spent
3 did you do
4 was
5 have you had
6 have been
7 Did
8 go
9 were
10 have you seen
11 has gone
12 Did you speak
13 thought
14 did
15 contact
16 went
17 have you heard
18 have called
Unit 12

12.1

A

1 NSB Retail Systems
2 Chief Executive
3 600
4 America, France, Germany, and Britain.
5 £50,000,000
6 Selfridges, Debenhams

2

1 T
2 F: He works part-time for NSB.
3 T
4 F: She doesn’t work at weekends.
5 T
6 F: They have two children.
7 T
8 F: It was sponsored by Veuve Clicquot.

B

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

C

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

D

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

12.2

A

1 paste
2 screen
3 mouse
4 database
5 folder
6 search
7 hard disk
8 save
9 modem
10 print
11 spreadsheet

B

1 at a restaurant
2 at a hotel
3 at work
4 at a garage
5 at a nightclub

12.3

A

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

B

1 in a restaurant
2 at customs
3 at a garage
4 at a shop
5 at a hotel
6 on a plane
7 on a train
<table>
<thead>
<tr>
<th>Number</th>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>May I read your magazine, please?</td>
<td>I agree with you completely.</td>
</tr>
<tr>
<td>2</td>
<td>Could you tell me the way to the restaurant car, please?</td>
<td>I have some water, please.</td>
</tr>
<tr>
<td>3</td>
<td>Could you recommend a hotel?</td>
<td>Let's have a coffee.</td>
</tr>
<tr>
<td>4</td>
<td>How much is it from the airport to the city centre?</td>
<td>Finally, I'd like to say one more thing.</td>
</tr>
<tr>
<td>5</td>
<td>Do you have any single rooms with a shower?</td>
<td>What date would be suitable for everyone for the next meeting?</td>
</tr>
</tbody>
</table>

## Socializing:

<table>
<thead>
<tr>
<th>Number</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Could you speak more clearly, please?</td>
</tr>
<tr>
<td>7</td>
<td>Can I give him / her a message?</td>
</tr>
<tr>
<td>8</td>
<td>Look forward to seeing you next week.</td>
</tr>
<tr>
<td>9</td>
<td>Thank you for your help.</td>
</tr>
<tr>
<td>10</td>
<td>I'm sorry, but my boss is going to be away for the next five days.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Business Basics is a complete first course in English for business, providing a systematic and thorough coverage of basic language structures and skills, through the medium of interesting and relevant material. Business Basics is ideal for professionals already in business, and for students preparing to work in an international business environment. While the language level is kept low throughout, care has been taken to ensure that the material is relevant and credible. Real companies and business people are featured, and selective use is made of authentic texts.

The New Edition has been extensively revised in line with feedback from users of the original Business Basics. The structural syllabus has a more gradual progression in the early units. Updated activities take into account developments in the business world, bringing the business content completely up to date, and new companies and business personalities provide a fresh context for the language work.

This Workbook follows the syllabus of the Student's Book, providing consolidation and extension activities, and focusing particularly on reading and writing activities. An answer key is included.

Course components:
As well as the Student's Book and this Workbook, the course includes a Teacher's Book with classroom notes, answers to Student's Book exercises, photocopiable teacher's resource material, and photocopiable Progress Tests. Two Class Cassettes or CDs, and two Personal Cassettes with accompanying pocket book complete the Business Basics package.