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ГОСУДАРСТВЕННОЕ ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ
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Кафедра иностранных языков гуманитарных специальностей

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**SITUATIONAL DIALOGUES
BUSINESS ENGLISH: LISTENING & SPEAKING**

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Материалы пособия могут использоваться в дополнение к основному курсу английского языка на экономическом факультете, а также всеми, изучающими деловой английский язык – слушателями образовательной программы «Переводчик в сфере профессиональной коммуникации», студентами филологического факультета и др.

Ситуационно организованные диалоги помогают в изучении и практике как разговорного, так и делового английского языка. Задача студента – запомнить как можно больше слов и выражений, содержащихся в диалогах, затем использовать их в беседе на предложенные в упражнениях темы. Учебное пособие сопровождается аудиозаписью всех изучаемых диалогов и тренировочных заданий к ним, записанных носителями языка.

Предназначено для аудиторных и самостоятельных занятий по практическому курсу английского языка со студентами специальностей «Менеджмент» и «Государственное и муниципальное управление» I и II курсов.

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Seven secrets for those who learn English

Семь секретов для тех, кто изучает английский

1. Learn about Word Stress.

Word Stress is golden key number one for speaking and understanding English. Word Stress is very important. You can try to learn about Word Stress. This is one of the best ways for you to understand spoken English - especially English spoken fast.

1. Научитесь ставить словесное ударение.

Словесное ударение - это главный ключ к пониманию английского языка и общению на нём. Словесное ударение очень важно. Постарайтесь выучить словесное ударение. Это один из лучших способов понять английскую речь, особенно, если говорят быстро.

What is Word Stress?

Take 3 words: photograph, photographer and photographic, for example. Do they sound the same when spoken? No! They sound different, because one syllable in each word is "stressed" (stronger than the others).

PHOtograph, phoTOgrapher, photoGRAPHic

Что же такое словесное ударение? Возьмём, например, три слова: photograph (фотографировать), photographer (фотограф) и photographic (фотографический). Звучат ли они одинаково в речи? Нет! Они звучат по-разному, потому что один из слогов, в каждом слове, "ударяется" сильнее:

PHOtograph, phoTOgrapher, photoGRAPHic

This happens in ALL words with 2 or more syllables: TEACHer, JaPAN, CHINa, aBOVE, converSation, INteresting, impORtant, deMAND, etCETera, etCETera, etCETera.

Это относится ко всем словам, в которых 2 или более слогов: TEACHer (учитель), JaPAN (Япония), CHINa (Китай), aBOVE (над), converSATION (диалог, беседа), INteresting (интересно), impORtant (важно), deMAND (требовать), etCETera (и так далее).

The syllables that are not stressed are 'weak' or 'small' or 'quiet'. Native speakers of English listen for the stressed syllables, not the weak syllables. If you use Word Stress in your speech, you will instantly and automatically improve your pronunciation and your comprehension.

Слоги, на которые не падает ударение, называются слабыми, или второстепенными, или тихими. Носители языка стараются расслышать ударные, а не слабые слоги. Если

вы будете использовать словесное ударение в речи, ваше произношение и понимание языка будут постоянно автоматически улучшаться

2. Sentence Stress

Sentence Stress is **golden key number two** for speaking and understanding English. With **Sentence Stress**, some words in a sentence are "stressed" (loud) and other words are weak (quiet). Look at the following sentence: We want to go.

2. Фразовое ударение. Фразовое ударение - ещё один ключ к пониманию английского языка и общению на нём. Согласно фразовому ударению одни слова в предложении "Ударные" (громкие), а другие "Слабые" (тихие) Посмотрите на следующее предложение: We want to go. (Мы хотим пойти).

Do we say every word with the same stress or force? No! We make the important words big and the unimportant words small. What are the important words in this sentence? Yes, you're right: WANT and GO.

We WANT to GO.

We WANT to GO to WORK.

We don't WANT to GO to WORK.

We don't WANT to GO to WORK at NIGHT.

Произносим ли мы каждое слово с одинаковым ударением или одинаково громко? Нет! Мы делаем значимые слова главными, а не значимые - второстепенными. Какие же слова значимы в этом предложении? Правильно: WANT и GO.

We WANT to GO. (Мы хотим пойти).

We WANT to GO to WORK. (Мы хотим пойти на работу).

We don't WANT to GO to WORK (Мы не хотим идти на работу)

We don't WANT to GO to WORK at NIGHT. (Мы не хотим идти на работу ночью).

It's impossible to explain everything about Sentence Stress right now. The important thing for you is that you know it exists and try to learn about it. Sentence Stress is very important!

В этой статье невозможно рассказать всё о фразовом ударении. Главное, что вы знаете о том, что оно существует и пытаетесь научиться его ставить. Фразовое ударение имеет очень существенное значение.

3. Listen! Listen! Listen!

Students sometimes say: 'I don't listen to the BBC news on the radio because it's too fast for me and I can't understand it.' That's a pity! When it's too fast for you, when you can't understand it, that is exactly when you NEED to listen to it!!!

3. Слушайте! Слушайте! Слушайте! Студенты иногда говорят: "Я не слушаю новости Би-Би-Си по радио, потому что там слишком быстро говорят, и я ничего не могу понять." Очень жаль! Когда говорят слишком быстро, когда ничего не понятно, именно тогда вам просто необходимо слушать!!!

How can you improve if you don't listen and practise?

When you were a baby, did you understand your own language? When you were 3 weeks old, or 2 months, or 1 year, did you understand everything? Of course not! But you learned to understand by listening. Think about it. You learned to understand your own language by listening, 24 hours a day, 7 days a week. After that, you learned to speak. Then you learned to read. And then you learned to write. But listening came first!

Разве можно совершенствовать свои навыки без слушания и практики?

Когда вы были младенцем, разве вы понимали свой родной язык? Когда вам было 3 недели, или 2 месяца, или 1 год, разве вы всё понимали? Конечно, нет! Но вы учились понимать, слушая. Задумайтесь над этим. Вы научились понимать родной язык, слушая 24 часа в сутки, 7 дней в неделю. После этого вы научились говорить. Потом, вы научились читать. А потом, вы научились писать. Но сначала, вы слушали!

4. Don't Listen!

Just before we said Listen! Listen! Listen! Now we say Don't Listen! What do we mean?

4. Не слушайте! Только что мы говорили: "Слушайте! Слушайте! Слушайте"! А теперь говорю: "Не слушайте"! Что это значит?

Do you know the difference between the verbs TO LISTEN and TO HEAR? TO LISTEN is active. TO HEAR is passive. Sometimes you can LISTEN too hard. Sometimes you can TRY too hard. Sometimes it is better only to HEAR. Let the radio play. Let the cassette play. But DON'T listen. Just HEAR. Your subconscious will listen for you. And you will still learn. If you listen and try to understand, you may block on one word and get frustrated. Don't worry! Just HEAR! Believe me, you will still be learning. The important thing is to let the radio or cassette or television or record PLAY. Let it play. And you - you do nothing. Your brain will HEAR, your subconscious will LISTEN and you will LEARN!

Знаете ли вы разницу между глаголами "Слушать" и "Слышать"? Слушать это - активное действие, а слышать - пассивное. Бывает так, что вы слишком напряженно слушаете. Иногда достаточно просто слышать, не вслушиваясь. Пусть будет включено радио, пусть играет кассета. Не вслушивайтесь, просто слушайте. Ваше подсознание будет вслушиваться за вас, и вы, всё равно, будете учиться. Стараясь вслушиваться и всё понять, вы можете застопориться на одном слове, и только понапрасну расстроитесь. Не волнуйтесь! Просто слушайте! Поверьте, вы всё равно будете учиться. Главное - включить радио, кассету или телевизор. Пусть играет. А вы - вы ничего не делаете. Ваш мозг будет слышать, подсознание - слушать, а вы будете учиться!

5. Improve Your Vocabulary with 5 Words a Day

Vocabulary is easy! How many days in a year are there? 365, normally (on Earth).

5. Пополняйте ваш словарный запас на 5 слов в день. Пополнять словарный запас легко! Сколько в году дней? Обычно, 365 (на Земле).

If you learn only 5 new words a day, you will learn $5 \times 365 = 1,825$ new words in a year. ONE THOUSAND, EIGHT HUNDRED AND TWENTY-FIVE WORDS. That is a lot of new words. And we are not counting all the other words you will learn in other ways - reading, conversation etc. Buy a notebook and write in 5 new words EACH day, EVERY day. Learn them! You will soon have an excellent vocabulary.

Если вы будете учить всего по 5 новых слов в день, вы выучите $5 \times 365 = 1825$ новых слов в год. Тысяча восемьсот двадцать пять новых слов. Это очень много. И мы не считаем других слов, которые вы выучите читая, разговаривая и т.д. Купите блокнот, и записывайте в него по пять слов в день, ежедневно. Заучивайте их! Скоро у вас будет отличный словарный запас.

6. 30 Minutes a Day Better than 3.5 Hours a Week

In fact, 30 minutes of English study once a day is better than 3.5 hours once a week! Study regularly. Study often.

LITTLE + OFTEN is better than A LOT + SOMETIMES.

6. 30 минут в день лучше 3,5 часов в неделю. Несомненно, лучше заниматься английским языком 30 минут в день, чем 3,5 часов, один раз в неделю! Занимайтесь постоянно. Занимайтесь часто. Понемногу, но часто лучше, чем много, но иногда.

It's easier, too. You can easily find 30 minutes each day. How? You can get up 30 minutes earlier. Or have a shorter lunch break. Fix a particular time every day - and keep it!

К тому же, это легче. Легко можно найти 30 минут в день. Как? Можно встать на полчаса раньше, или сделать обеденный перерыв короче. Выберите определённое время и придерживайтесь его!

7. Revise! Revise! Revise!

If you revise, you'll improve your learning by 100%.

What does "to revise" mean? It means "to look again". You should be systematic about this. When you learn something, you should note it. Then you should look at it again, 3 times: - after 1 day- after 1 week- after 1 month

7. Повторяйте! Повторяйте! Повторяйте!

Повторяя, вы улучшите свои знания на 100%.

Что значит "Повторять"? Это значит "Снова просматривать". Это необходимо проделывать систематически. Выучив что-то, запишите это. Затем просмотрите это ещё 3 раза: через день, через неделю, через месяц








Each time you revise, test yourself. Learn, revise, test. Revise, test.

Каждый раз, повторяя, проверяйте себя. Выучили, повторяли, проверили. Повторили, проверили себя.

Good luck!

Удачи!

Условные обозначения

	Listening
	Speaking
	Reading
	Writing
	Discussion
	Telephoning (phone communication)
	NB

I. RESUMES AND INTERVIEWS

1.1. FINDING A JOB



Each situation is expressed by four dialogues arranged in parallel, so that any of A's first utterances may be followed by any of B's first utterances, and so on. This means that, with a 4 x 4 arrangement, we have 256 different variations of the same situation, leaving the speakers with a high degree of choice.

The cassette has been recorded with pauses making it possible for the student working alone to hold a conversation with his recorder. Each of the twenty-seven situations has been recorded thus:

- (a) Listening: all four dialogues straight through without pauses
- (b) Dialogue practice: for some situations the student is expected to take the part of A and for others that of B: whichever is more useful. The cassette, acting the part of the other speaker, delivers a random selection of utterances and the student responds using one of the four alternatives available.



- 1
- A Have you any vacancies for full-time staff?
B What did you have in mind?
A Something in the domestic line.¹
B Have you had any experience?
A No, I'm more or less straight from school.
B I can't promise anything, but I'll do my best.
- 2
- A I was wondering whether you needed any part-timers.
B What were you thinking of?
A A hotel job of some sort.
B Have you ever done anything similar?
A Not so far, no.
B There's nothing at present, but look back in a week.
- 3
- A I'm looking for a job where I can live in.
B What exactly did you want?
A I wouldn't mind² working in a pub.
B Have you done anything like that before?
A Well, I once did a bit of waiting.
B Fill in this form and I'll let you know if anything turns up.
- 4
- A Can you fix me up with a part-time job?
B Anything in particular that appeals to you?

¹ in the domestic line: connected with domestic work

² I wouldn't mind: I would rather like

- A I was rather hoping to find something in a school.
 B Have you done that kind of thing before?
 A Yes, I was doing the same job last summer.
 B I might be able to help you, but I'd need references.

In ex. 1- 5 compose sentences of our own.

Ex. 1. Example:

There are no part-time vacancies at the moment but look back in a month.

- 1)call back.....
 2)full-times.....
 3)hotel jobs.....
 4)temporary.....
 5)positions.....

Ex. 2. Example:

STUDENT A *Have you any vacancies for full-time secretaries?*

STUDENT B *No, but we need a part-time receptionist.*

- 1 Atemporary barmen?
 Bweekend cleaner
 2 Apermanent waiters?
 Bnight porter.
 3 Apart-time advertising manager?
 Btemporary sales manager.
 4 Ahospital nurses?
 Bfull-time cleaner.

Ex. 3. Example:

STUDENT A *Is it a full-time job you're after?¹*

STUDENT B *Actually, I was rather hoping to find something part-time.*

- 1 Aliving-in².....?
 Bliving-out.³
 2 Aau pair.....?
 Bin a hotel.
 3 Apermanent.....?
 Btemporary.
 4 Aoutdoor.....?
 Bindoors.

¹ you're after: you want

² a living-in job: a job providing a bedroom and meals

³ a living-out job: a job not providing a bedroom and meals

Ex. 4. Example: STUDENT A *What sort of occupation did you have in mind?*

STUDENT B *I was thinking of something in the hotel line.*

- 1 Ajob.....?
Bcleaning.....
2 Awork.....?
Bau pair.....
3 Apost.....?
Bsecretarial.....
4 Aposition.....?
Brestaurant.....
5 Aemployment.....?
Bcatering.....


Ex. 5. Example: STUDENT A *Does a typist's job appeal to you?*

STUDENT B *Yes, I've done quite a bit typing.*

- 1 Agardener's..... B
2 Awaiter's.....? B
3 Atranslator's..... B
4 Aoffice cleaner's..... B
5 Afruit picker's..... B

1.2. EMPLOYMENT

Ex 1. Discuss this question: *Do people change during their working lives? If so, how?*

 **Ex 2.** Now read the article. What does it say about the question above? Find the answer as quickly as you can.

How to select the best candidates - and avoid the worst

By Adrian Furnham

Investing thousands of pounds in the recruitment and training of each new graduate recruit may be just the beginning. Choosing the wrong candidate may leave an organization paying for years to come.

Few companies will have escaped all of the following failures: people who panic at the first sign of stress; those with long, impressive qualifications who seem incapable of learning; hypochondriacs whose absentee record becomes astonishing; and the unstable person later discovered to be a thief or worse.

Less dramatic, but just as much a problem, is the person who simply does not come up to expectations, who does not quite deliver; who never becomes a high-flyer or even a steady performer; the employee with *a fine future behind them*. The first point to bear in mind at the recruitment stage is that people don't change. Intelligence levels decline modestly, but change little over their work-

ing life. The same is true of abilities, such as learning languages and handling numbers.

Most people like to think that personality can change, particularly the more negative features such as anxiety, low esteem, impulsiveness or a lack of emotional warmth. But data collected over 50 years gives a clear message: still stable after all these years. Extroverts become slightly less extroverted; the acutely shy appear a little less so, but the fundamentals remain much the same. Personal crises can affect the way we cope with things: we might take up or drop drink, drugs, religion or relaxation techniques, which can have pretty dramatic effects. Skills can be improved, and new ones introduced, but at rather different rates. People can be groomed for a job. Just as politicians are carefully re-packaged through dress, hairstyle and speech specialists, so people can be sent on training courses, diplomas or experimental weekends. But there is a cost to all this which may be more than the price of the course. Better to select for what you actually see rather than attempt to change it.

Ex 3. Read the article again and answer these questions.

1. What types of failures do companies experience, according to the article?
2. What does 'a fine future behind them' mean?
3. What advice does the article give to managers?

Ex 4. In another part of the article (not included here), the writer suggests that selectors should look for three qualities:

- a) intelligence and ability b) emotional stability c) conscientiousness.

1. Do you agree? Explain your opinion.

2. Complete the table with the adjectives below. What other words can you add?

astute ~~bright~~ calm clever easy-going hard-working moody neurotic
punctual quick-tempered reliable responsible sharp slow

Intelligence and ability	Emotional stability	Conscientiousness
<i>bright</i>	<i>calm</i>	<i>reliable</i>

Ex 5. Do you have a RESUME? If not, compose it according to the following format. For more information on resume-writing, see

<http://esl.about.com/library/howto/htresume.htm>

<http://www1.umn.edu/ohr/careerdev/resources/resume/>

<http://www.write-a-resume.org>

RESUME

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RESUME

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Языки: русский (родной), английский (профессионально)
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(дополнительные рекомендации будут предоставлены по требованию)


1.3. RECRUITMENT

 **Ex. 1** Alan Lawson, National Sales Manager with a Japanese electronics company, is talking about interviewing. Listen to the first part of the interview and answer these questions.

1. According to Alan, which of the following is the most important when trying to impress an interviewer:

- a) qualifications b) character c) appearance d) preparation e) enthusiasm?

2. What mistake did Alan make?

 **Ex. 2.** Listen again to the first part of the interview. Complete the 'advice sheet' for candidates below.

Find out about the job	At the interview
Ring up the Press Officer.	Compliment the interviewer on a recent success.
Visit the company	resume
Talk to the receptionists.	Make sure it's easy to read

 **Ex. 3.** Now listen to the second part of the interview.

1. What four questions does Alan usually ask candidates?
2. What examples does he give of candidates' likes and dislikes?

Ex. 4. Complete these word partnerships from the listening.

- 1 pressofficer.....
- 2 marketing
- 3 press
- 4 report
- 5 company
- 6 code



Useful language

Starting

OK, let's get down to business. Right, can we start please?

Asking for reactions

How do you feel about...? What do you think?

Dealing with interruptions

Could you let her finish please?

Could you just hang on a moment please?

Keeping to the point

I'm not sure that's relevant.

Perhaps we could get back to the point.

Let's leave that aside for the moment.

Speeding up


I think we should move on now. Can we come back to that?


Slowing down

Hold on, we need to look at this in more detail. I think we should discuss this a bit more.

Summarizing

OK, let's go over what we've agreed. Right, to sum up then ...


 Ex. 5. A group of managers are discussing whether to offer an employee a full-time contract. Listen and tick the expressions that you hear in the "Useful language" box.

 Ex. 6. You will hear David Smyth, the Personnel Manager of a major European insurance company, answering questions about the way he interviews and selects candidates.

In the first extract he talks about the four points listed below. Listen and put them in the order in which he talks about them.

- the mistakes a candidate can make in an interview
- the qualities a candidate must have
- his advice to interviewees
- the kind of things a candidate is expected to know

 Ex. 7. Listen again and take notes on each of these points

 Ex. 8. In the second extract, David Smith talks about the stages of an interview. Listen to what he says and complete the following chart:

Interviewer is informed that the candidate has arrived

Candidate is asked what he knows about the job and the company


Interviewer gives candidate his views on the job and the company



Now you are going to do a 'dictogloss'.

A **dictogloss** is a kind of dictation in which you hear a text but don't have time to write down everything you hear. Your task is to listen and take out the main ideas, and then put them together in correct sentences so that you reconstruct the text. You don't need to use exactly the same words or grammar as the original, however.

1. **Listen** to the text to get the general idea. **Don't write** anything. At this stage, if you write you'll find it hard to concentrate on the meaning.
2. **Listen** again and **take notes**. Write **key words** and phrases, not complete sentences.
3. Work with a partner. Together, try to **write out** the text using the notes you made.
4. When you have done as much as you can, **listen** to the text once more, and quickly note any **changes** you want to make.
5. With your partner, **polish** your final version of the text.
6. Now **compare** it with the tapescript. Where your text is different, is the English correct or not?

 **Ex. 9. Work in pairs (Student A and Student B). Student A and Student B look at the information below.**

Student A - You are James Vernon, Personnel Officer for Renault UK Ltd. You are going to interview the candidate (Student B) for a place on the graduate management programmer. First read the resume which Student B will give you, and think about the questions which you would like to ask. Then conduct the interview using the chart (Ex.8) to help you.

Student B - You have been invited to attend an interview for a vacancy on Renault's graduate management programme. You will be interviewed by James Vernon (played by Student A), Personnel Officer for Renault UK Ltd. First give your resume to Student A and then prepare for the interview. Think about the kind of questions that you are likely to be asked and plan your replies. Are there any questions that you would like to ask about the position?

Don't forget David Smith's advice to interviewees (Ex. 7).

When you have finished the interview, complete the following evaluation sheet for Student B.

EVALUATION SHEET

Position:

Name of candidate:

Score

- +
1 2 3 4 5

BACKGROUND

Education:

Languages:

Experience:

BEHAVIOUR AND COMMUNICATIVE ABILITY

Physical Presentation:

Communication skills:

Ability to listen:

Humour:

Culture:

Maturity:

Manners:

PERSONAL QUALITIES

Dynamism:

Ambition:

Organizational skills:

Leadership:

Team Spirit:

Involvement:

CONCLUSION

Suitability of the candidate:.....

.....

Action to be taken:.....

? *Would you employ him or her? Why? / Why not? Discuss your reasons with Student B.*

II. BUSINESS VISITS

2.1. MAKING AN APPOINTMENT

Listen to all four dialogues straight through without pauses.

Dialogue practice: the cassette, acting the part of the other speaker, delivers a random selection of utterances and the student responds using one of the four alternatives available.

1

- A Will Dr Black be able to see me at about 9.15 tomorrow?
B Sorry, but he's fully booked till eleven unless there's a cancellation.
A Would ten to one be convenient?
B Yes, he's free then.

2

- A I wonder whether the dentist could fit me in¹ early tomorrow?
B I'm afraid there's nothing before midday.
A How about 12.45?
B Sorry, but that's taken, too.

3

- A I'd like to fix an appointment with the principal. Would nine tomorrow be all right?
B I'm afraid not. He's got rather a full day tomorrow.
A Could I make it quarter to one?
B Sorry again, but I'll ring you if somebody cancels.

4

- A Do you think the staff manager could see me tomorrow before 9.30?
B He won't be in till 10.45, so the earliest would be 11.
A Is 12.40 any good?
B Yes, I'll make a note of it.

In ex. 1- 4 compose sentences of our own.

Ex. 1. *Example* Will Dr Blackmore be able to fit me in at 4.30 tomorrow?

- 1)the dentist?
2) see me.....?
3)three o'clock?
4) the manager?
5) meet me.....?

¹ fit me in: see me between his other engagements

Ex. 2. Example STUDENT A Can the dentist see me today?

STUDENT B No, I'm afraid not. He won't be free till tomorrow.

- 1 Athe chief engineer on Friday?
B back..... Tuesday.
- 2 A the manager before lunch?
Bin.....this afternoon.
- 3 A MS Moore.....at three?
Bready.....six.
- 4 A the Officer now?
Bavailable.....2.15.
- 5 A the doctor this week?
Bhome.....next month.

Ex.3. Example STUDENT A Would it be convenient to see you at 9.15?

STUDENT B Do you think you could make it 9.30?

- 1 Aafter lunch?
Bbefore lunch?
- 2 Aat eleven?
Ba little later?
- 3 Aon Monday?
Bon Wednesday?
- 4 Aat three o'clock?
Ba bit earlier?
- 5 Asome time on Friday morning?
Bin the afternoon?

Ex.4. Example STUDENT A Monday's no good I'm afraid. He's busy.

STUDENT B How about Tuesday, then?

- 1 A 9.30.....engaged.
B10.30.....?
- 2 A The morning.....out.
Bthe afternoon.....?
- 3 A Before lunch.....not in.
Bafter lunch.....?
- 4 A The 15that a meeting.
Bthe 10th.....?
- 5 A The weekend.....fully booked.
Bmid-week.....?

SAYING 'NO'

Ex.5. *It is very important to avoid using 'No' on its own unless you are annoyed. On its own it usually sounds aggressive and unhelpful. There are many other ways of giving a negative response. Match these remarks and responses.*

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Did your Head Office agree? 2. Coffee? 3. What's the code for London? 4. Have they confirmed the order yet? 5. Do you mind if I arrive a bit late? 6. Is 25% all right? | <ol style="list-style-type: none"> a. I'd rather you didn't. b. No, not yet. c. I'm afraid I've no idea. d. Not at the moment, thank you. e. I'm afraid not. f. Well, I really need a bit more than that. |
|---|---|

Ex.6. *Collect more ways of saying 'No' naturally. Check by covering the English and recalling the natural English expressions.*

YOUR LANGUAGE	ENGLISH

SAYING 'YES'

Ex.7. *There are lots of expressions which are more natural and polite than using the single word 'Yes'. Match these remarks and responses. Notice that the natural expressions are quite different from simple, one-word answers.*

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Will delivery by the end of the month be all right? 2. Could I have another cup of coffee? 3. Is it OK to park here? 4. Would you like me to copy it for you? 5. Can I count on your support? 6. Is next Thursday suitable for our next meeting? | <ol style="list-style-type: none"> a. Yes, I think so. b. Yes, please. c. Of course; help yourself. d. Yes, that'll be fine. e. As far as I'm concerned. f. Yes. I'm in complete agreement. |
|--|---|

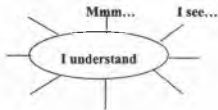
Ex.8. *In English you do not usually reply with the single word 'Yes'. One - word replies can sound aggressive or rude. It is natural to answer with a short phrase*

or sentence. Collect more ways of saying 'Yes' and list them below. Check that you know the natural expressions by covering the English and recalling them.

YOUR LANGUAGE	ENGLISH

ACTIVE LISTENING


Ex.9. Different countries have different customs but in many places people who are speaking expect their listener to show interest and involvement. If you listen in complete silence, people may think you are *difficult to talk to!* Make a list of sounds or expressions which you can use to show you are listening.



Ex.10. Make a list of expressions you can use to show you do not understand, or need something repeated or explained.

I don't quite follow. _____
 Sorry. What exactly do you mean? _____

2.2. VISITORS

 **Ex 1.** You are going to hear five short conversations. Listen to each one and decide

- who you think the speakers are
- where they are
- what one speaker hands to another

Ex 2. Read these extracts from conversation 1. What do you think the missing words and phrases are?

Ahave your name?


B Here's my card.

A Right, Mrs Sandbulte.take a seat?

B I'm in a hurry, actually.go straight up? I know the way.


Ayou'll need security clearance first.

 Listen again and check your answers.

 **Ex. 3. Listen to conversation 2 again then act out a similar conversation with a partner.**

Host/ hostess	Guest
Open the door, invite the guest in and take their coat.	Apologize for being late, explain why and give a present.

Ex. 4. If someone says "Thank you", how can you reply? Think of as many different answers as you can. Suppose they buy something for you and you want to refund them. What can you say?

 Now listen to conversation 3 again and compare your answers.

Ex. 5. You are playing golf with someone and they play a good shot. What could you say? And what about if they make a bad shot?

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

1. I'm not usually very good at (hit) those long shots.
2. I expect you're looking forward to (get) back to Michigan.
3. You mustn't leave without (visit) our plant there.
4. I'm interested in (see) what you're doing there

 Now listen to conversation 4 again and check your answers.

Ex. 6. Read these extracts from conversation 5. What do you think the missing words are?

A: I'm thinking of my stay by a couple of days. you check if it's OK?


B: Certainly.

A: I'm Mrs Haberland, room 312.

B: One moment.

A: Instead of on the fourteenth, I'd leave on the sixteenth.

B: That's no problem. I change the booking for you?

 Now listen to conversation 5 again and check your answers.

Ex. 7. Now listen to some people meeting one another and make notes in the chart below.

	Conversation 1	Conversation 2	Conversation 3
Is this the first time they have met?			
Where do you think they are?			
What nationalities do you think they are?			

Ex. 8. Listen to the conversation and fill in the gaps.

Small Talk

Susan, I'd like you to meet Jean-Pierre Bernard. Jean-Pierre, this is Susan Richards.

* Hello, _____?

- How are you, _____ you.

* Mr. Bernard, may I ask where you're from?

- Yes, of course. I'm from _____. From Antwerp.

* Oh, really? I understand that's the diamond _____

- Yes that's right.

* Well, how do you like it in _____?

- It's beautiful here. I love the _____.

* Yes, we have good weather year-round.

- Not like in Belgium...

* Mr. Bernard, may I _____ you Jean-Pierre?

Yes, of course, may I call you Susan?

* Yes, Jean-Pierre. What brings you to the _____?

- Well, _____ with the _____ division of a San Francisco _____. And may I ask what kind of work do you do?

* Me? I'm in _____. I work at a company downtown.

- Do you live in San Francisco?

* No, actually I live in Sausalito. I commute to work. It's only 30 minutes by car.

- That's good. Listen, it was very _____, but I see someone I must say hello to... please _____.

* Yes, of course. It was nice _____ too.

Ex. 9. Listen to "Small Talk" again, then act out a similar conversation with a partner.

2.3. MAKING EXCUSES



Ex.1. *Most people have a story to tell about being late for something. Listen to the two stories on the recording and answer these questions.*

1. Where was each person going?
2. Why were they late?
3. What happened at the end?
4. Do you think each story is true?

Compare with a partner, then listen and find out if the stories were true or not.

Ex.2. *Read these excuses for being late and check any new words in your dictionary. Which excuses did you hear in Exercise 1?*

- I'm sorry I'm late but...
- The car/train/bus broke down.
- There was a bus strike.
- I got held up in the traffic.
- I missed the bus.
- My train was cancelled.
- My alarm clock didn't go off.
- I got off the bus at the wrong stop.
- I bumped into an old friend on the way here.
- I had a puncture/ a flat tyre.
- I got lost
- I overslept.
- When I got to the station, I realized I'd left my money at home.

With a partner, add two more excuses that people use. Then compare with other pairs. Which of the excuses have you used occasionally or regularly? Discuss in groups.

- _____
- _____
- _____
- _____


Ex.3. *Look at this list of replies. Which can you use if someone makes an excuse for being late?*

Never mind.	I don't mind.	It doesn't matter.	That's all right.
Don't worry.	Nothing.	It's not important.	I don't care.

Ex. 4. *Act out a conversation with a partner.*

2.4. BOOKING AND ARRANGEMENTS

Ex. 1. *Read and translate the text.*

 A secretary or a travel agent may have to book hotel rooms and air-line or railway tickets. Other bookings may include conferences, car hire in other countries, and various social activities which require booking, such as the theatre and concerts. Arranging appointments for visitors to see executives in the secretary's own company is a form of booking. Arranging appointments for executives from the secretary's company to meet their colleagues in the UK is another form.

The secretary or agent will therefore need to understand people from the UK and other English-speaking countries who want hotels, tickets and so on, booked in the secretary's country. And executives will ask the secretary to book hotels, tickets and cars for them in the UK and other English-speaking countries.

Understanding the language used by English speakers is therefore as important as using the language to communicate with English speakers.

Ex. 2. *Remember the useful vocabulary from the text. Use the words and phrases in sentences of your own.*

book (v.) To ask for or require a hotel room, a theatre seat, or a car, for a date or period in the future

car hire A method or system of using a car, which belongs to an institution which specializes in keeping a range of cars, and paying a fee for using the car

colleague (n.) A person who works with you

confirm (v.) To inform someone that you are certain of your arrangements

diary A book which has days and dates, and space for information about what a person wants to do on those dates

facilities Rooms, equipment, etc. available as a service; a rest room; a sports room, are examples of facilities

itinerary A list of places, institutions, dates, and times for a visit by a person (usually an executive)

reservation A booking; ordering a room, car, etc., in advance

room service The facilities offered by large hotels which allows clients to order food and drinks in their rooms

service charges An extra sum of money institutions demand for additional services (such as posting)

tip (n.) (v.) A sum of money given to waiters, porters, taxi-drivers etc. which is in addition to the bill, fare or charge

V.A.T. (Value Added Tax) An indirect tax on goods and services in the UK. The usual rate of V.A.T. is 8%.

 Ex. 3. Listen to the conversation and fill in the gaps.


BUSINESS TRIP: Buying Airline Tickets

- Rapid Air, _____?
- Yes please. I'd like a *non-stop flight* from _____ to _____, leaving _____ what's *available*?
- Will this be for one person?
- Yes, for _____ and I'd prefer a _____.
- On April 15th, we have a flight that _____ Heathrow at _____. Will you be flying *coach*?
- I'd prefer _____. What type of aircraft is that?
- Hmm... let me check. It's a Boeing _____.
- _____, *round trip*?
- That _____ on how long you're staying, and the date you return. _____ your *return date* yet?
- No, not yet; but I should know _____. I'll _____ when I get the _____.
- _____, and _____ for choosing Rapid Air.

Ex. 4. Translate and remember the words in *italics*.

Ex. 5. Act out a similar conversation with a partner.

Ex. 6. Study the Useful language below. Use the words and phrases in sentences of your own.

 Making arrangements

Could we meet on Monday at 10.30?

Are you free sometime next week?

How about next Friday?

What about April 4th?

Would Wednesday at 2pm suit you?

Is 11.15 convenient?

Changing arrangements

I'm afraid I can't come on Friday/then.

We've got an appointment for 11.00, but

I'm afraid something's come up.

Could we fix another time?


Responding

That'll be fine. That's OK.

No sorry, I can't make it then.

My diary's rather full that day/week.

Sorry, I've already got an appointment at that time.

 Ex. 7. Role-play two situations.

2.5. TRAVELING CAN BE HARD WORK

*'Travelers are always discoverers, especially those who travel by air.
There are no signposts in the sky that a man has passed this way before'*
Anne Morrow Lindbergh, American writer

Ex. 1. Answer these questions individually. Then compare answers with a partner.


- 1 How often do you travel by air, rail, underground, road and sea?
- 2 What do you enjoy about traveling? What don't you enjoy?
- 3 Which is the best/worst airline you have flown? Why?

Ex. 2. Which of these things irritate you the most when flying? Rank them in order of most and least irritating.

diversions	lost or delayed luggage	overbooking
bad food	long queues at check-in	jet lag
cancellations	dirty toilets	not enough room
sitting next to someone who talks non-stop	sitting next to children	bad weather

Ex. 3. Which word in each pair below is American English?

petrol-gasoline	truck-lorry	car park-parking lot
holiday-vacation	cab-taxi	baggage - luggage
return-round trip	tube-subway	flight attendant-steward/stewardess
motorway-freeway	line-queue	timetable-schedule

 **Ex.4. Read the letter below ("Free flight offer") & answer these questions.**

- 1 What is the purpose of the letter?
- 2 What incentive is the company offering if you fill in the questionnaire?
- 3 What condition is attached to the offer?
- 4 Why do companies run this type of promotion?

BE GOOD TO YOURSELF, FLY EMIRATES

Mr Paul Foley
31 Church Street
ST ALBANS
A5 3BN

2 January 2xxx

Dear Mr Foley

A free flight voucher and a chance to win a luxury Far East holiday

As someone who has flown Emirates in the past year you will have experienced our outstanding service to the Middle East. But were you aware that Emirates also flies to an extensive network of major destinations all around the world?

By filling in the enclosed questionnaire, you'll be helping us with our research on your views as a business traveler, as well as providing an update for our database. This will ensure that we only send out information and offers that are relevant to you personally.

To thank you for your time and effort we will send you a free flight voucher. You can use this to claim a free Economy ticket if you take a First or Business Class trip with Emirates before July this year.

In addition we will be entering all respondees' names in a free prize draw, and the winner will receive a Business Class trip for two people including seven nights' luxury hotel accommodation in a choice of three exotic locations — Hong Kong, Singapore, or Bangkok.

To qualify for your free voucher and enter the prize draw, please ensure your 15 completed questionnaire reaches us by 22 January.

You'll find full details in the enclosed leaflet. I do hope you find the information in it interesting and that you take advantage of our free flight offer - and I wish you the best of luck with our prize draw. The winner will be notified by 5 March. Most of all, I hope we will be welcoming you once more on board an Emirates flight.

Yours sincerely

Vic Sheppard

Sales Manager - UK & Ireland

Ex. 5. *There are a number of countable and uncountable nouns in the letter. Countable nouns can have a plural form; they can be used with a or an (an office, two offices). Uncountable nouns do not have a plural form.*

Which of these nouns from the letter are countable? Which are uncountable?

research	information	network
questionnaire	accommodation	location

Ex. 6. *Correct the mistakes in the use of countable and uncountable nouns below.*


Alpha Airlines flies to an extensive network of major destinations. We need informations from you. Help us with our researches by filling in two questionnaires and you will be entered into a prize draw for a trip for two people including seven nights' luxury hotel accommodations in one of three exotic locations.

Ex 7. *Answer these questions before you read the article.*

1 In what ways do people behave badly when flying?

2 Have you ever seen or heard about someone misbehaving on a plane?

What happened?

 **Ex 8. Now read the article. Find two examples of passengers behaving badly.**

Passengers behaving badly

The abusive passenger is becoming a world-wide problem. Delta Air Lines crew suffer 100 verbal and physical assaults a month, while cabin crews in some airlines are seeking early retirement at 50 because of their stressful work. One businessman was recently less than happy when airport staff told him his luggage had been lost. Already frustrated by a delayed flight, he stormed onto the runway, took out a pistol and shot out the aircraft's front tyre.

'Every time there is an incident where the cabin crew feel compelled to bring someone off the flight-deck, there will be safety issues,' says Leslie Berkowitz, in-flight services manager at the International Air Transport Association.

The cause of most passenger misbehaviour is stress, according to Farrol Kahn, director of the Aviation Health Institute. Overcrowding and queuing at the airport raises adrenaline levels. Normally these levels decrease through gaining control of a situation, either by standing up and fighting or by running. Instead, passengers are kept in cramped conditions on an aircraft, where they have no control. 'In these circumstances, they wait for one little excuse and then let rip,' says Dr Kahn. In one recent case, a septuagenarian hit a steward after being told there was no more steak.

Much of the abuse is down to alcohol. Dahlberg and Associates, the aviation consultancy, recently discovered that 202 out of 708 major incidents noted by a US carrier over a six-month period were alcohol-related. Seventy-four incidents were smoking-related: more carriers are banning on-board smoking, leading the nicotine-dependent into conflict as they try to have a secret cigarette.

Dahlberg also blames 'changes in society's views on technology and authority' and 'stresses related to mass travel'.

From the FINANCIAL TIMES

Ex 9. Which of the following reasons are given for passengers behaving badly?


1. Flights don't leave on time.
2. Passengers don't feel safe.
3. Airline staff don't put the customer first.
4. Flight attendants aren't polite.
5. Some terminals are too crowded.
6. Passengers feel worried and nervous.
7. The airline food is poor quality.
8. Some passengers get drunk.
9. Some airlines don't have no-smoking policies.
10. Passengers don't respect authority.

2.6. HOW DO YOU COPE?


Ex 1. Make sure you understand the following situations.


1. You are the head of a department which is very busy at the moment. One of the people in your department asks you if they can have the day off tomorrow to go to a parents' meeting at their son's school. What do you say?

- You work for a multinational company and you are very keen to do a one-week course at company headquarters in Stockholm. The company has recently made a lot of cutbacks in the training budget. What do you say to your boss?
- Last week, you had a rather unpleasant meeting with a manager in another department. You know that there are a few questions you still need to discuss, and you imagine that the manager will not want to speak to you. Ring him/her up, and try to make an appointment.
- You need to get some financial information very urgently from a colleague, but it is now the end of the working day and your colleague is leaving in a few minutes. You need the information to prepare for a meeting tomorrow. What do you say?

 **Ex. 2.** Listen to the two dialogues on the recording and answer these questions.

- Which situation were they talking about?
- Which dialogue do you think is more effective, and why?

 **Ex. 3.** Three managers are holding a meeting to discuss a problem they are facing. Listen to Part 1. Find out what the problem is and how it arose.

 **Ex. 4.** Listen again and note who did these things. Was it the designer (D), the engineers (E), or both (D/E)?


Who

- changed the design?
- incorporated a smaller battery?
- moved a socket?
- couldn't meet the new specifications?
- built the prototype?
- didn't check that what they were doing was OK?

Complete this sentence in your own words.

If they had checked before they built the prototype, ...

 **Ex. 5.** Now listen to Part 2. The managers are discussing what to do next. What two options do they consider?

 **Ex. 6.** Make a note of the two options in the chart below, then listen again and make a note of their advantages and disadvantages.

Options	Advantages	Disadvantages
1.		
2.		

Ex. 7. Use your notes to make sentences about the different options.
If they went back to stage one, they'd be able to meet all the specifications.



VOCABULARY NOTE

Do you know when to use the verbs *to say* and *to tell*?

We often use *say* with the actual words spoken.

Are you saying we can't do it?

She said 'Yes, of course.'

We often use *tell* if we are passing on information or giving instructions.

Could you tell us about the problem?

I told them to check with me first.

In many situations we can use either *say* or *tell*.

They said it wasn't their fault.

They told me it wasn't their fault.


But notice that *tell* is followed by the person being told. *Say* isn't!

These sentences are wrong.

~~*They told it wasn't their fault.*~~

~~*They said me it wasn't their fault.*~~

2.7. PROBLEM SOLVING

 **Ex. 1. Now listen to some managers discussing some problems. What problems are they trying to solve?**

 **Ex. 2. Now listen again. Fill the spaces in these sentences.**

Conversation 1 the Metro?
..... a taxi?

Conversation 2 Have they yet?
..... phone them up and explain what's happened.

Conversation 3 We try.
That might be How much do they for a call out?

Conversation 4 put everyone on overtime.
No, it's

Conversation 5 If thirty, what discount ?
What if a hundred?

Ex. 3. In Exercise 2 you heard all these words to do with making payments.


salary	wages	charge	fees	fare	commission	tip
--------	-------	--------	------	------	------------	-----

Which one describes the money you pay


- 1 to thank someone for their services (for example, a waiter or waitress)?
- 2 to an agent or salesperson?
- 3 for a service (for example, electricity, postage)?
- 4 for a professional service (for example, to a lawyer)?
- 5 for traveling?
- 6 to your staff every week?
- 7 to your staff every month?

Ex. 4. Now use the same seven words to complete these sentences.

1. The taxi was \$18 and I gave the driver a \$4
2. On orders of over 2,000 pieces delivery is free of
3. The builders receive their weekly in cash.
4. In addition to your basic you will receive a 25% on all goods sold.
5. She's a good accountant but her are high.

 **Ex. 5.** Jennifer D'Abo used to run Ryman, a successful chain of office stationary shops. Listen to her account of a problem she once faced. Stop the tape when you hear a short beep.

1. What exactly was the problem?
2. What would you do if you had this problem?
3. What do you think Jennifer did? Listen and find out.

 **Ex. 6.** Now listen to three more managers talking about problems they faced. In each case, stop the tape when you hear a short beep. Say how you would deal with the problem, then listen to find out what the manager did.


Ex. 7. The managers used a lot of idiomatic expressions. Can you explain what they mean?

1. I'd had enough.
2. It ran like clockwork.
3. It frightened the life out of them.
4. They wouldn't budge.
5. They signed on the dotted line.
6. I'd had a clue.

III. TELEPHONING

3.1. TELEPHONE IN BUSINESS

Ex. 1. *Read and translate the text.*

 When you make a telephone call to an office, bank or any other institution where the call goes through a switchboard, always give the name of the person you are calling. You should also give your own name if the switchboard operator doesn't ask you for it. If it is an international call, tell the switchboard operator where you are phoning from. This should mean that you will get your call through more quickly.

It is useful to know the extension number of the person you are calling. The switchboard operator will know this, but it might save any delay if you mention it first.

To make a correct and useful telephone call, and to save delay, you should always have the necessary information with you, even before you dial. A list of points you wish to discuss, dates, time of arrival, and so on can help you to make an efficient telephone call. This preparation may even prevent the necessity of making a second telephone call.

 Ex. 2. *Remember the useful vocabulary from the text. Use the words and phrases in sentences of your own.*

code number (prefix USA) the number used for a town or district, which you must dial before the telephone number, if you are outside the town or district

dial (v.) to use the numbers on a telephone to get a connection

exchange the place where an operator connects telephone calls

exhibition (n.) a public display of manufactured goods, art, etc.

extension an internal number which connects an outside line with an office inside a building, through a private switchboard

International Subscriber Dialling (I.S.D.) a system for dialing a number overseas directly, without using an operator


line (n.) a connection between one telephone number and another

operator a person who connects, or puts through, telephone calls to the right number or extension

pad (n.) a small book with blank pages, used for writing messages (as in a telephone pad)

put through (v.) to connect a telephone call to the right number

switchboard (n.) a system apparatus for connecting telephones


 Ex.3. *In a phone conversation, who would say the phrases in the box:*


- the caller?
- the person receiving the call?
- an operator/receptionist?
- any of them?

Speaking.	Is that Joanne?	It's Nigel.
Who's calling?	Could you give him a message?	Hold the line, please.
Is that you, Jo?	Shall I get him to ring you?	Do you know when they'll be back?
I'll put you through.	Hang on a minute.	Who shall I say is calling?
Thanks for ringing.	Could I speak to Mr. Roberts, please?	


 **Ex. 4.** Listen to three conversations and complete the box.

Relationship e.g. boss / assistant	Language formal / informal	Reason for calling
1.		
2.		
3.		

 **Ex. 5.** Listen again. Which phrases from Exercise 3 do you hear? Tick them and then compare with a partner.

 **Ex. 6.** Work with a partner. Write down three ways in which each of the conversations in Exercise 5 could continue.

Example: Conversation 1: The caller accepts the appointment. Sure, I will...

 **Ex. 7.** Now listen to the endings of the conversations. Were any of your guesses the same?

 **Ex. 8.** Role-play similar telephone conversations.

3.2. LEAVING AND TAKING MESSAGES

When you answer the phone, your response depends on two things:


1 If the call you receive is a direct incoming call you state the name of the company or institution: 'Business Design Centre. Good morning.'


2 If the call you receive is via a private exchange switchboard you state your name and department: 'Sales Department. Miss Jones speaking.' or: 'Miss Jones. Sales Department.' You should not just say 'Hallo'. This causes confusion, does not help the caller, and wastes time.

You may have to transfer an incoming call to another extension. If you transfer a call, you should give the caller's name and request to the new extension. The caller does not have to repeat his message, if you do this.

 Ex.1. Listen to the conversation and fill in the gaps

- Could I please speak with Harold Bender in _____? This is Salvador Santini _____ the Italian consulate.
- _____ he's out to lunch. Would you like to _____ later?
- I'd like to _____, if you don't mind.
- Please.
- Tell him to call me _____ the Italian consulate regarding his trip to Milan.
- Would you like to leave your _____?
- That's OK. He has the number.
- Why don't you _____ it to me anyway.
- OK. It's _____.
- Thank you. I'll give him the message.
- Thank you. Good-bye.

 Ex. 2. Role play similar telephone conversations.

 Ex. 3. You work in the reception of a large television station. When you arrive in the morning, your first job is to listen to the messages left on the answerphone. Listen to the messages, take notes in the table.

MESSAGE 1

Message for.....Caller's name.....
Reason for call.....
Action necessary.....

MESSAGE 2


Message for.....Caller's name.....
Reason for call.....
Action necessary.....


MESSAGE 3

Message for.....Caller's name.....
Reason for call.....
Action necessary.....


MESSAGE 4

Message for.....Caller's name.....
Reason for call.....
Action necessary.....


 Ex. 4. Philippa Knight, Sales Director at The Fashion Group in New York, makes two calls to Maria Bonetti, a fashion buyer in London. Listen and note: a) the purpose of each call; b) the result.

 **Ex. 5. Listen to the first call again and complete the extract below.**

Knight: I'm calling because I'll be in London next week and.....
¹ you. I want to tell you about our new collection.
Bonetti: Great. What.....²? I'm fairly free next week, I think.
Knight:³? In the afternoon? Could⁴ then?
Bonetti: Let me look now. Let.....⁵. Yes, that'd be no
 problem at all.⁶ two o'clock? Is that OK?

 **Ex. 6. Listen to the second call again and complete the extract below.**

Receptionist: Thank you. I'm putting you through. Hello, I'm afraid she's
 engaged at the moment.....¹ or can I take a message?
Knight: I'll leave a message please. The thing is, I should be meeting Ms
 Bonetti at 2pm,². My plane was delayed, and I've got to
 reschedule my appointments. If possible,.....³ tomorrow.
⁴ in the morning.⁵ here at the hotel, please?
Receptionist: Certainly. What's the number, please?
Knight: It's.....⁶.

 **Ex. 7. Role play these two telephone situations.**

One of you is a company employee who has arranged to meet a colleague (your partner) from one of your subsidiaries. Explain that you cannot keep the appointment, and give a reason. Suggest an alternative time.

You are on a business trip and you want to stay an extra day. Telephone the airline office to arrange a different flight.

IV. ORGANIZATIONS

4.1. COMPANY STRUCTURE

Ex.1 Before you listen to the cassette, study the following structures which are used to describe a person's responsibilities within a company and to show his or her position in the company hierarchy.

A	Who	is	in charge of	the Life Sciences sector?
			responsible for	
			heads	

B J. E. Robertson.

A	Who	does he	report to / work under	?
		is he responsible to		

B L. D. De Simone.

Ex. 2. Work in pairs (Student A and Student B). Student A should look at the information below (Info A) and Student B at Info B.

Info A (Student A) Read the following profile and be ready to play the role of Susan Robertson. Prepare a list of questions that you will need to ask Giancarlo Peretto (played by Student B) in order to complete his profile. Then take it in turns to interview each other. Examples: *How long have you been with your present company? What are you responsible for?*

Name: Susan Robertson

Age: 29

Nationality: American

Marital status: Single

Salary: \$38,000 per annum

Company: US Brands Incorporated

Present position: • Brand Manager

• Works under the Director of Marketing

Background: • MBA from the University of Pennsylvania

• Joined the company in 1991

Present responsibilities:

• In charge of determining national marketing strategy for a brand of paper towels

• Heads a business team of 10 people which studies consumers' opinions of company products

Name: Giancarlo Peretto

Age:

Nationality:

Marital status:

Salary:

Company:

Present position:

Background:

Present responsibilities:

Info B (Student B) Read the following profile and be ready to play the role of Giancarlo Peretto. Prepare a list of questions that you will need to ask Susan Robertson (played by Student A) in order to complete her profile. Then take it in turns to interview each other. Examples: *How long have you been with your present company?*

Name: Giancarlo Peretto

Age: 48

Nationality: Italian

Nationality: Italian

Marital status: Married, 3 children

Salary: \$155,000 per annum

Company: The Milan Bank of Commerce

Present position: • Chief Financial Officer

• Reports to the Managing Director

Background: • Studied at the London School of Economics

• Joined the accounts department in 1978

Present responsibilities:

• Leads a team of senior executives working on various aspects of financial management

• In charge of planning the bank's financial strategy

Name: Susan Robertson

Age:

Nationality:

Marital status:


Salary:

Company:


Present position:

Background:

Present responsibilities:

 **Ex. 3.** You will hear a speaker describing some of the different positions that Mr Manley Johnson, a senior manager of 3M, held throughout his professional life until 1989. Listen and complete the table.

Division or sector	#of years in position	Name of superior	Responsibilities
	—	—	Worked in improving many products, including non-slip materials
Industrial Scotchbrite Products	—	—	
Disposable Products	—	—	

 **Ex. 4.** You will now hear Mr. Johnson describing his present position. As you listen, take notes and then write a short description of his job and responsibilities.

Ex. 5. Work in pairs (Student A and Student B). Student A should look at the information below (Info A) and Student B at Info B.

Info A (Student A) Read the following company profile and study the kind of information it contains. Be prepared to answer questions about it.

The MoDo Group is an international company. Its headquarters are in Stockholm. The President and Chief Executive Officer is Bernt Lof. Its main areas of business are fine paper, newsprint and magazine paper and other wood products. Most of MoDo's production is carried out in Sweden, but the company is present in many European countries and in the United States. More than 80% of the Group's total sales of 18.4 million Swedish kronas in 2007 came from countries outside Sweden, primarily the European Community. The company has about 12,961 employees.

Now ask your partner questions to obtain similar information about the company that he or she has been working on, and complete the notes below.

Name of company
Headquarters	Chairman
Business activities
Main markets
Sales in 2007	No. of employees

Info B (Student B) Read the following company profile and study the kind of information it contains. Be prepared to answer questions about it.

Virgin is a leading international company based in London. It was founded in 1970 by Richard Branson, the present Chairman. The group has three main divisions which operate independently. These divisions specialize in music retailing and entertainment, communications and travel. Virgin operates in 15 different countries, including the United States, the United Kingdom, Continental Europe, Australia and Japan. Its sales in 2007 were £1 100 million. It employs over 6,000 people.

Now ask your partner questions to obtain similar information about the company that he or she has been working on, and complete the notes below.

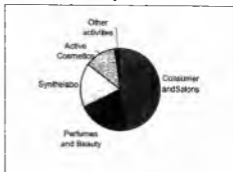
Name of company
Headquarters	Chairman
Business activities
Main markets
Sales in 2007	No. of employees

Ex. 6. Listen to the description of the company's activities and complete the pie chart and notes with the correct figures.

Other activities

Turnover	FFr (bn)	%
Consumer and Salons		
Perfumes and Beauty		
Synthelabo		
Active Cosmetics		
Other activities		

Sales breakdown by division



Number of employees _____

Gross turnover _____

Ex. 7. Listen again and complete these extracts from the presentation. Use one word per space.

- 1 We have production _____, _____ and _____ in all five continents.
- 2 ... the largest part of our _____ comes from Consumer & Salons activities.
- 3 Here we have an exceptional _____ of prestigious _____ which includes Lancome, Helena Rubenstein, and Biotherm.
- 4 ... this division has dual objectives: firstly to develop new, technically-advanced cosmetics, and secondly to _____ our close relationships with pharmacists — a key _____ of _____.
- 5 Synthelabo is making _____ in the treatment of central nervous system disorders at the moment, and it will become a world ... in this ... in the future.
- 6 ... we _____ a major _____ in the Marie-Claire publishing group ...

4.2. GROWTH AND DEVELOPMENT

Ex. 1. Fifty per cent of all the PC software sold in Japan is distributed through SOFTBANK. Listen to a SOFTBANK manager talking about the growth and development of his company and answer these questions.

1. He mentions three product areas that have shown strong growth. Number them in the order they took off.


- Business applications
- Networking
- Games

2. He talks about the development of the computer magazine business. Number these events in the order they happened.

- They decided to take a gamble.
- The magazines didn't sell.
- The magazines sold out in three days.
- They set up the publishing division.
- They set up the distribution business.
- They changed the layout of the magazines.
- They launched two magazines.
- They advertised the magazines on TV.

 **Ex.2. Listen again and answer these questions.**

- 1 How long has SOFTBANK been in business?
- 2 What networking products does he mention?
- 3 How many computer magazines did they publish last month?
- 4 When did they set up the publishing division?
- 5 Why didn't they close it down when it wasn't successful?

 **Ex.3. Masayoshi Son was born in Kyushu, Japan in 1957. He is the founder of SOFTBANK, Japan's leading PC software distributor. Read his account of how he came to start the business and work out how long it took him to decide what to do.**

Past experiences

I spent a long time doing research and making business plans before I started the company. I was living in Kyushu at the time. It was 1979 and I'd just come back from the States. I had no income and all my family and friends were worried. They couldn't understand why I wasn't doing anything, but I was thinking.

I'd gone to the States to study when I was sixteen. I went to Oakland, California for a couple of years first, then transferred to Berkeley where I graduated. I met my wife while I was studying English in Oakland and by the time we came back to Kyushu we had a new baby. She was worried too. I had come up with 40 new business ideas – everything from creating software to setting up hospital chains – but I didn't know which to start.

I wanted a business I could fall in love with. It had to be unique and original. It had to have great growth potential. I had about 25 points like this and I took a big sheet of paper and gave each business idea scores. Then I picked the best one. It turned out to be the personal computer software business. So in 1981 we finally moved to Tokyo and I started SOFTBANK.

Ex.4. Complete this time line. Write the dates Masayoshi Son moved from one place to another above and the places he has lived underneath.

1957				
Kyushu				

Ex.5. Work with a partner. Ask and answer questions about Masayoshi Son's career. Begin each question with How long...?


Example: A *How long did he stay in Oakland?*

B *(He stayed there) for two years.*


A *And how long has he been living in Tokyo?*

1. stay in Oakland
2. live in Tokyo
3. be unemployed
4. run a software distribution company
5. study at Berkeley
6. spend deciding what business to start
7. have his own business

4.3. REPORTING ON PROGRESS

 **Ex. 1. Two managers are making preparations for a presentation. Listen to their conversation. Who is going to do these things, Bob (B) or Victoire (V)?**

1. give the presentation
2. hire a car
3. fax a map
4. use an overhead projector
5. take a projector to the office
6. bring a display stand
7. look through the briefing notes
8. meet someone for lunch

 **Ex. 2. Complete the spaces in these extracts from the conversation. Then listen again and check your answers.**

Extract 1

Victoire I'm just phoning about your presentation next week. I think we check everything again.

Bob Again?

Victoire It's a big contract, Bob. I think we..... take any chances.

Extract 2

Bob I'm not sure where the office is.

Victoiretake a taxi?

Bob No. I'm hiring a car.

Victoire Then fax you a map with directions.

Bob Thanks.

Victoire Are you going to use an overhead projector?

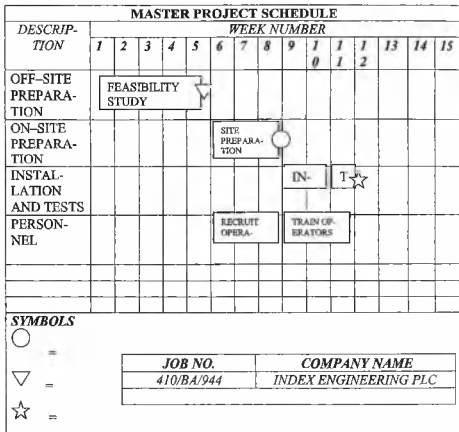
Bob Yes.

Victoire Then we should take one with us.

BobI do that or you?

Victoirethat to me.

Ex. 3. What do you think this chart refers to? What could the symbols represent?



Ex. 4. Now listen to some managers discussing the schedule of a project and see if you were right. Find out

- 1 what events the symbols represent
- 2 what week it is now
- 3 how they change the schedule

Ex. 5. Listen again and answer these questions.

1. 1 What did the suppliers guarantee?
2. What did they do on schedule?
3. Whose fault is the delay?

4. What is happening with the operators at the moment?
5. What can't the company risk doing?

Ex. 6. Complete these sentences from the conversation. Use either an infinitive or a gerund (-ing) form of one of the verbs from the box.

We planned to have this equipment in operation by week 12.

We dislike changing the schedule as much as you.

get	give	put	prepare	install	deliver	change	have
-----	------	-----	---------	---------	---------	--------	------

1. They guaranteed and install the equipment within five weeks.
2. We chose the site ourselves.
3. They deny problems with their parts.
4. Have they managed started now?
5. They won't finish the equipment until the end of week 11.
6. We can carry on them theoretical training.
7. We can't risk over to the new equipment without a full week of tests.
8. You want it off for a week.

4.4 THE SMALL BUSINESS

Ex.1. You will hear Ben Fox describing how he got the original idea for opening Fasta Pasta. Listen and answer the following questions.

1. What was Ben Fox's job when he worked for the pizza restaurant company?
2. What kind of hours was he working at that time?
3. What observation did he make about the home delivery market?
4. Where did he first see a takeaway pasta operation?
5. Why does Ben Fox call pasta 'the ultimate fast food'?

Ex.2. Listen to Ben Fox's description of the customers of Fasta Pasta.

1. What are the differences between the customers he serves
(a) at lunchtime and (b) in the evenings?
2. How does he describe the average customer?

Ex.3. In this extract, Ben Fox answers the question 'What advice would you give to young people thinking of setting up their own business?' Listen and complete the following pieces of advice with the verbs which he uses.

- 1 whatever you want to do carefully
- 2 to friends and relatives and people you know about what you want to do
- 3 in what you're doing
- 4 to people and from others
- 5 the right sort of background

Have you got what it takes to run your own business? Do the questionnaire and discuss your answers with a partner.

HOW DO YOU RATE AS AN ENTREPRENEUR?

For each of the following questions, tick the answer which comes closest to what you feel about yourself.

<p>1. Are you a self-starter?</p> <p>a I only make an effort when I want to.</p> <p>b If someone explains what to do, then I can continue from there.</p> <p>c I make my own decisions. I don't need anyone to tell me what to do.</p>	<p>9. Can you stay the course?</p> <p>a The biggest challenge for me is getting a project started.</p> <p>b If I decide to do something, nothing will stop me.</p> <p>c If something doesn't go right first time I tend to lose interest.</p>
<p>2. How do you get on with other people?</p> <p>a I get on with almost everybody.</p> <p>b I have my own friends and I don't really need anyone else.</p> <p>c I don't really feel at home with other people.</p>	<p>10. Are you motivated by money?</p> <p>a For me, job satisfaction cannot be measured in money terms.</p> <p>b Although money is important to me, I value other things just as much.</p> <p>c Making money is my main motivation.</p>
<p>3. Can you lead and motivate others?</p> <p>a Once someth. is moving I'll join in.</p> <p>b I'm good at giving orders when I know what to do.</p> <p>c I can persuade most people to follow me when I start something.</p>	<p>11. How do you react to criticism?</p> <p>a I dislike any form of criticism.</p> <p>b If people criticize me I always listen and may or may not reject what they have to say.</p> <p>c When people criticize me there is usually some truth in what they say.</p>
<p>4. Can you take responsibility?</p> <p>a I like to take charge and to obtain results.</p> <p>b I'll take charge if I have to but I prefer someone else to be responsible.</p> <p>c Someone always wants to be the leader and I'm happy to let them do the job.</p>	<p>12. Can people believe what you say?</p> <p>a I try to be honest, but it is sometimes too difficult or too complicated to explain things to other people.</p> <p>b I don't say things I don't mean.</p> <p>c When I think I'm right, I don't care what anyone else thinks.</p>
<p>5. Are you a good organizer?</p> <p>a I tend to get confused when unexpected problems arise.</p> <p>b I like to plan exactly what I'm going to do.</p> <p>c I just let things happen.</p>	<p>13. Do you delegate?</p> <p>a I prefer to delegate what I consider to be the least important tasks.</p> <p>b When I have a job to do I like to do everything myself.</p> <p>c Delegating is an important part of any job.</p>

<p>6. How good a worker are you? a I'm willing to work hard for something I really want. b I find my home environment more stimulating than work. c Regular work suits me but I don't like it to interfere with my private life.</p>	<p>14. Can you cope with stress? a Stress is something I can live with. b Stress can be a stimulating element in a business. c I try to avoid situations which lead to stress.</p>
<p>7. Can you make decisions? a I am quite happy to execute other people's decisions. b I often make very quick decisions which usually work but sometimes don't. c Before making a decision I need time to think it over.</p>	<p>15. How do you view your chances of success? a I believe that my success will depend to a large degree on factors outside my control. b I know that everything depends on me and my abilities. c It is difficult to foresee what will happen in the future.</p>
<p>8. Do you enjoy taking risks? a I always evaluate the exact dangers of any situation. b I like the excitement of taking big risks. c For me safety is the most important thing.</p>	<p>16. If the business was not making a profit after five years, what would you do? a give up easily b give up reluctantly c carry on</p>

Scoring: Use the key to calculate your total score. Then check opposite to see how you rate as an entrepreneur.

Key				Key			
1	A=0	B=2	C=4	9	A=2	B=4	C=0
2	A=4	B=2	C=0	10	A=0	B=2	C=4
3	A=0	B=2	C=4	11	A=0	B=4	C=2
4	A=4	B=2	C=0	12	A=2	B=4	C=0
5	A=2	B=4	C=0	13	A=2	B=0	C=4
6	A=4	B=0	C=2	14	A=2	B=4	C=0
7	A=0	B=4	C=2	15	A=0	B=4	C=2
8	A=2	B=4	C=0	16	A=4	B=2	C=0

44 or above

You definitely have the necessary qualities to become the director of a successful business. You have a strong sense of leadership, you can both organize and motivate and you know exactly where you and your team are going.

between 44 and 22


You may need to think more carefully before setting up your own business. Although you do have some of the essential skills for running a business, you will

probably not be able to deal with the pressures and strain that are a part of the job. You should perhaps consider taking some professional training or finding an associate who can compensate for some of your weaknesses.

below 22

Managing your own business is not for you. You are better suited to an environment where you are not responsible for making decisions and taking risks. To operate successfully you need to follow well defined instructions and you prefer work that is both regular and predictable.


4.5. BRANDS

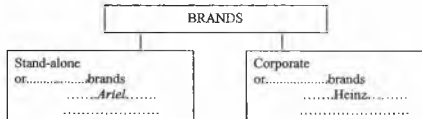
 **Ex. 1.** *Lynne Fielding, a marketing specialist, is talking about branding. Complete this extract from the interview with the words below. Then listen to the first part of the interview and check your answers.*

money name differentiate synergy quality competitors

'What is branding and why do we need brands?'

'A brand can be a.....¹, a term or a symbol. It is used to² a product from.....³ products. The brands guarantee a certain.....⁴ level. Brands should add value to products. It's a.....⁵ effect whereby one plus one equals three. But customers must believe they get extra value for.....⁶'

 **Ex. 2.** *Now listen to the second part of the interview and complete the chart.*



 **Ex. 3.** *Finally, listen to the last part and complete the summary below.*

- 1 Customers want: a) b) c)
- 2 Customers like to: a) rely on the guaranteed by the company.
b)products. c)with brands.

 **Ex. 4.** *Read the article quickly to find out:*

- 1 which Calvin Klein products are commonly copied.
- 2 why the problem is getting worse.
- 3 how the company is dealing with it.

Fashion victim fights back

Calvin Klein is tired of piracy, says Alice Rawsthorn, and has started a global offensive against counterfeiters

Walk into a street market anywhere from Manila to Manchester, and someone will be selling T-shirts branded with the distinctive CK logo of Calvin Klein, the New York fashion designer.

If the price is very low, the T-shirts are probably fakes. Calvin Klein, like most other internationally-known fashion designers, has, for a long time, had problems with counterfeiters selling poor-quality merchandise bearing his brand name. Now he is doing something about it. 'As the Calvin Klein brand has become well-known, we've seen a big increase in counterfeit activity,' says Gabriella Forte, chief executive of Calvin Klein. 'The better-known the brand name, the more people want to rip it off.' In the past Calvin Klein took a relatively passive approach to the counterfeit problem. The company has now got tougher by establishing a network of employees and external specialists to uncover copyright abuse.


The move began with a general change in corporate strategy whereby Calvin Klein has aggressively expanded its interests outside North America. Calvin Klein has been one of the leading fashion designers in the North American market since the mid-1970s. Now Calvin Klein is building up its fashion business in other countries. It has increased its investment in advertising, and re-structured its licensing arrangements by so signing long-term deals with partners for entire regions such as Europe or Asia, rather than giving licensing rights to individual countries. But as sales and brand awareness have risen, Calvin Klein has become an increasingly popular target for Asian and European counterfeiters, alongside other luxury brands such as Gucci, Chanel and Ralph Lauren.


The fake goods, mostly T-shirts, jeans and baseball caps, not only reduce the company's own sales but damage its brand image by linking it to poor quality merchandise. 'You'd be amazed at how many people pay \$5 for a T-shirt without realizing it's counterfeit,' said one executive.


From the Financial Times

 **Ex. 5. Read the article again and answer these questions.**

1. What was Calvin Klein's attitude to counterfeiting in the past?
2. Why has the company changed its way of dealing with counterfeiters?
3. What has the company done to change the way its business operates and to increase its size?

 **Ex. 6. You are going to listen to the radio business news. It's quite long and quite fast so don't expect to understand every word. While you listen, make brief notes on what the different news items are about.**

 **Compare notes with a partner. Try to recall the subject of each item.**


 Ex. 7. Listen again. Stop the tape at the end of each item and answer these questions.

THE NEWS ITEMS		YOUR REACTIONS TO THEM
Item 1	What figures were mentioned? What were they for?	Would a cut in interest rates benefit your country's economy by reducing unemployment?
Item 2	Why do the workers feel the job cuts are unnecessary?	Are job cuts ever justified if a company is making a profit?
Item 3	What two organizations have issued reports recently? How have they conflicted?	Do you think cigarette advertising should be legal?
Item 4	What new retirement age does Mr. Willett suggest? Why does he want to raise the pension age?	Should men and women retire at the same age? Do you expect your government to raise the pension age?
Item 5	What exactly is British Rail going to do to the volunteers and why? Who has volunteered so far and why?	How would you react if your employer asked you to take part in an experiment like this? Would you like to volunteer? Would you like to go bungee-jumping?


V. HOW TO SUCCEED IN BUSINESS

5.1. MANAGEMENT STYLES

You will hear Tom Scheck, one of the directors of Profile, an international business consultancy, talking about his company and some of the problems involved in international negotiations.


 Ex.1. Listen carefully to the first extract and answer the questions below.

1. Why was Profile set up?
2. What information does Profile provide?


 Ex.2. In the second extract, you will hear Mr. Scheck giving advice on how to succeed in an international business context. First study the structures in bold in each of the sentences below. Then listen to the cassette to complete the sentences.

1 It is important to remember that every country has its ownwhich defines the context.

- 2 You should alwaysthis context when doing business.....
- 3 Don't forget that in different environments.
- 4 It is also important to remember when you that he is sending out signals which could help you greatly in your with him.
- 5 You should always avoid thinking that your local partner is than you are.
- 6 It is essential to be
- 7 You have to for each market.


 **Ex.3.** To illustrate how values can change from country to country, Mr. Scheck uses the example of selling a car. Listen to the third extract and complete the table below.

In France cars are presented in terms of: a	In Holland cars are presented in terms of: a
b	b

 **Ex.4.** In the final extract Mr Scheck talks about doing business in Eastern Europe. Listen and decide if the following statements are true or false.

- There are no differences between Eastern European and Western European styles of doing business.
- Forty years of communism had an effect on the systems of management in Eastern Europe.
- The market research carried out by Profile shows that the systems of distribution in Eastern Europe do not work.
- Some Eastern European countries are more developed than others.
- If you are not well informed about local cultures, you will never convince your partner of your professionalism.

T	F


 **Ex. 5.** In groups, read each of the four case studies. Choose one and discuss what you think caused the problem or misunderstanding.

Cultural differences


Many managers agree that an understanding of cultural differences is essential when doing business abroad. The following case studies illustrate what happens if business people do not take into account the culture of the countries they are dealing with.


1 Mr. Byrd was an ex-US State Department employee hired by a well-known multinational corporation to be its 'man in Riyadh', Saudi Arabia. This retired American diplomat went to the	2 This incident was reported by a British management consultant based in Paris: 'I had taken the American
--	--

<p>home of a Saudi, Mr. Fouad, to try to interest him in participating in a local joint venture with his company. A middleman who knew them both had introduced them. As this was a first meeting, the men's conversation began with small talk that made Mr. Byrd a little impatient. Questions such as 'how are you doing? how was your flight? how is your family? and how is your father?' were common. Mr. Byrd, familiar with all these obligatory formalities of greeting, answered 'fine.' "Oh, my father, yes, well, he is fine, but he is getting a little deaf. I saw him a few months ago during Christmas when we took him out of the nursing home for a few days.' Mr. Byrd's mission was completely derailed. Mr. Fouad remained gracious enough but was obviously uninterested in doing any business with Mr. Byrd.</p>	<p>CEO of a New York-based consulting company to a first meeting with the three partners of a French consulting firm in Paris. The negotiations did not go well. He hadn't been in the boardroom for more than 15 minutes before he asked them what their company's annual earnings were. Without waiting for an answer to that question, he suggested they give him an estimate of their firm's market value, as he was interested in making them an offer. I could feel things freezing over.'</p>
<p>3 Jim Turner was attending a conference in Lyons. This was not his first trip to France, and he was pleased some of the French colleagues he'd met previously remembered him. One evening they invited him along for dinner and began joking about the quality of the food. That surprised him. He thought the food was really rather good and said so, expecting the discussion to continue. But to his great discomfort, they then made some joke about 'food and Americans' and changed the subject. He felt somewhat excluded and didn't know what he'd done wrong.</p>	<p>4 Why is no one eating? A businesswoman recently asked why a high-level delegation of visiting Japanese clients had not approached the breakfast buffet table she had taken such great pains to prepare. 'I'd gotten out the good china and silverware and even brought in Japanese green tea for them, but no one touched a thing!'</p>

 **Ex. 6. Present your interpretation of the case to see if the rest of the class agrees with it. Could these situations cause conflict or misunderstanding in your country?**

5.2. TIME MANAGEMENT PROBLEMS

 **Ex. 1.** *How do you manage your time when you are working or studying? Tell a partner about things you spend too long on, and things you don't spend enough time on.*

 **Ex. 2.** *Now listen to the speakers on the recording describing their time management problems. What problems do they have, and what solutions are suggested?*


Speaker #	Problems	Solutions

Ex. 3. *Here are nine important rules of time management. In groups, can you explain what any of them mean?*


1. Use your starter motor.
2. Make routine your servant.
3. Make time to plan.
4. Distant elephants.
5. Salami.
6. The curse of perfectionism.
7. Appointments need to end as well as start.
8. Every 'yes' is 'no' to something else.

Ex. 4. *Think about the following questions before you listen to the recording.*
The best time to do things

1. What is the best time of day to make important business phone calls? Why?
2. What is the best time of year to get married? Why?
3. What is the best time of the year to give birth to a baby? Why?

 **Ex. 5.** *Listen to some British people discussing the questions. Make notes on their answers. Which points do they make which are not relevant in your country? Example: If you live in a country where the weather doesn't change throughout the year, then the point they make about weddings may not be relevant.*

Narrative tenses

 **Ex. 6.** *The sentences below describe stages in an unsuccessful product launch. Put them in a logical order. Then listen to the conversation and check your answers.*

- a) The newspapers asked questions.
- b) The product was recalled.
- c) The company lost a lot of money.
- d) The product was launched.
- e) The product was tested.
- f) The number of complaints doubled.
- g) People started to complain.
- h) The product sold well.

Ex. 7. Listen again to the conversation. Note down examples of each of these tenses:

1) past simple 2) past continuous 3) past perfect 4) present perfect.

5.3. COMPARING OPTIONS

Ex. 1. Look at this form. What do you think it is for?

PRINT ESTIMATE			
To: <u>Catherine Parker</u>	Div: <u>Mailines</u>	Date: <u>26 July</u>	
Type: <u>4-Colour Catalogue</u>	Extent: _____ pages	Quantity: <u>50,000</u>	
FIXED COSTS			
C41	Composition and proofs	9,200	
A42	Corrections allowance @ <u>20</u> %	1,840	
144	Litho origination	33,120	
J46	Jacket/cover origination	400	
TOTAL FIXED COSTS		44,560	
per copy		0,89	
VARIABLE COSTS		Hong Kong	Europe
PP67	Paper, printing and binding	77,886	89,569
T70	Freight	_____	_____
TOTAL VARIABLE COSTS		81,386	90,569
per copy		1.63	1.81
TOTAL PRODUCTION COSTS		125,946	135,129
per copy		_____	_____
DELIVERY TIMES		_____ weeks	_____ weeks
RATE OF EXCHANGE		£1 = HK\$ _____	


Ex. 2. Listen to two managers discussing price estimates. Complete the missing information on the form.


Ex. 3. Use words and phrases from the box to complete the sentences below.

until if when unless in case

- _____ we order next week, when will they get here?
- We ought to buy dollars now, _____ the rate changes.


- I can't do that _____ I've got the go-ahead from head office.
- I'll have a word with Finance _____ I see them.
- Europe's much dearer, isn't it? - Yes, _____ the Hong Kong dollar rises dramatically in the next few days.


 **Listen again and check your answers.**

 **Ex. 4. Work in small groups. You are the managers of a company that is having difficulties with low motivation among its workforce. It's your job to tackle the problem. Start by pooling your ideas in a brainstorming session. Think of different things that motivate people to work harder. Brainstorm as many different motivators as you can. For example: higher pay, working in teams, opportunities for promotion. One person in the group should write a list. Help them by expressing your ideas in short phrases.**


Ex.5. Look at your list and select the most important motivators to add to the chart below. Then, working individually, rank them. Give 1 to the most effective, 2 to the second most effective, and so on. (Don't worry about the practicalities of introducing them at this stage. Just consider how effective you think they are.)

	Your ranking	Team ranking
Higher pay		
Working in teams		
Opportunities for promotion		
.....		

 **Ex. 6. Now share your opinions with your group and work out a team ranking.**

 **Ex. 7. Steve Coppell is one of the most distinguished managers in English football. For nine years he managed Crystal Palace football team, and during that time he succeeded in transforming them into a highly successful premier division side. Decide whether you agree with these statements.**

- Managers should encourage staff to spend time together outside work to develop a team spirit.
- It's better to motivate workers as a team rather than trying to motivate them individually.
- People perform better when they are relaxed than when they are under pressure.
- Managers should select their team, tell them what they've got to do and then leave them alone to get on with it.
- If a worker is demotivated, it's their manager's duty to try to remotivate them.

 **Ex. 8. Now listen and find out whether Steve Coppell would agree with the statements. Do his views differ from yours?**

 **Ex. 9. Listen again and complete these sentences.**

1. When players choose to spend time together,
2. If they are too tense,
3. If they prove incompetent,
4. If I've chosen those eleven players to get a result,
5. If I'm dropping a player from the team,
6. If they want to discuss it,
7. If I have a player who is magnificently gifted but has a stinking attitude,

5.4. INNOVATION & PRESENTATION

Innovation and the market

 **Ex. 1. Discuss these questions. Then read the article.**

1. Do you think it is better to innovate or imitate products and services?
2. Can you name any companies which were a) innovators? b) imitators?

 **Why the last shall be first**

By John Kay

Have you heard of Berkey or Ampex? Gablinger or Chux? Perhaps you should have, because each occupies an important place in the history of product innovation. Berkey produced the first hand-held electronic calculators, Ampex the first video recorders. Gablinger developed low-alcohol lager and Chux sold the first disposable nappies.

Or perhaps you should not, because none of these companies made a commercial success of their innovations. Today the calculators we use are probably made by Casio, our video recorder comes from Matsushita, our low-alcohol beer is Miller Lite, our nappies are made by Proctor & Gamble. In each of these markets the innovator was swept away.

Xerox looks like an exception to this sorry catalogue. The company was first into the photocopier market and, even if its dominance was ultimately challenged by Canon, it remains a large and successful company today. But Xerox was also a pioneer in fax machines and personal computers. Each of these eventually proved to be a success — but not for Xerox Corporation.

As we all know, it was Apple that developed the personal computer market. But Apple's leadership quickly disappeared when IBM came on the scene. Apple then jumped ahead by introducing the graphical user interface. Its windows and mice brought personal computing within the reach of everyone. But it is Microsoft that does this now.

The business world is not kind to pioneers. Even if you know how a market will develop, timing is a matter of luck — or of quite exceptional skill. There are two closely related lessons. One is that being first is not often very impor-

tant. The other is that innovation is rarely a source of competitive advantage on its own. Individuals and small companies can make a great deal of money out of good new ideas. The success of large established corporations — Matsushita, Philip Morris, IBM or General Electric is generally based on other things: their depth of technical expertise, their marketing skills. And time and again these characteristics enable them to develop the innovative concept far more effectively than the innovators themselves.

This is not to say that there is no role in business for the great innovator. After all, General Electric was built on the extraordinary creativity of Thomas Edison's mind, the Ford motor company on the abilities of its eponymous founder. The imagination of Walt Disney created a company that is still without parallel or rival. Perhaps Akio Morita of Sony occupies a similar place in the annals of modern business.

From the Financial Times

Ex. 2. Make notes about the first four paragraphs of the article. Use the following headings:

Innovator	Developer	Product
Berkey	Casio	hand-held calculator
.....

Ex. 3. Answer these questions about the article.

1. What is the main point made by the writer?
2. Several well-known companies are mentioned. What reasons are given for their success?
3. What is the connection between Disney, Ford, General Electric and Sony?

Ex. 4. Use words from each box to make word partnerships from the article.

For example: *personal computers*

commercial	competitive
technical	established
marketing	personal

skills	expertise	success	advantage
computers	corporation		

Presentation techniques

Ex. 5. Pamela Pickford trains business people to make presentations. Which of the points below does she make? Listen and mark each one either *T* (true) or *F* (false).


1. When preparing a presentation, try to find out what your audience already knows.
2. Everyone in your audience should be at the same language level.

3. Visit the room in which you are presenting before you actually make the presentation.
4. The first stage of your presentation is when you should get the full attention of your audience.
5. If you memorize the introduction, you will be more confident when making a presentation.
6. The whole text of your presentation should be written on postcards.
7. If you use an overhead projector, you should remember to turn it off when you don't need it.
8. Remember that the content of the presentation is much more important than your presenting style.

Ex. 6. Comment on the following statements. In your opinion are they:

a) essential b) helpful c) unhelpful for a successful presentation?

1. Tell a joke at the beginning.
2. Speak more slowly than you normally do.
3. Smile a lot.
4. Involve the audience.
5. Invite questions during the presentation.
6. Always keep to your plan.
7. Move around during your presentation.
8. Use a lot of gestures to emphasize important points.
9. Read out your presentation from a script.
10. Stand up when giving your presentation.

 **Ex. 7. Listen to a presentation to a company's sales team about the launch of their new chocolate bar. Tick the expressions in the Useful language box on that you hear.**



Useful language

Introducing yourself

Good morning everyone.

Let me introduce myself. My name is...

I'm a specialist in ...

Structuring the presentation

I'm going to divide my talk into four parts.

First I'll give you ...; after that...; finally...

Inviting questions

If you have any questions, don't hesitate to ask.

I'll be glad to answer any questions (at the end of my talk).

Giving background information

I'll give you some background information.

Let's start with the background.

Referring to the audience's knowledge

As you know...

As you are aware ...

Changing the topic

Right, let's now move on to ...

OK, I'll now look at ...

Concluding

To sum up...

So to summarize...

Referring to visuals

If you look at the graph ...

Could I draw your attention to the chart?

If you take a look at the first year, you'll see...

Ending

Thanks very much. Any questions?

Well, that's all I have to say.

Thank you for listening.

Ex. 8. Choose one of the situations below. Prepare a short presentation of three to five minutes. Include phrases from the Useful language section.

Topic	Audience	Suggestions
A country you have visited on holiday or done business in	A group of people who will shortly be working there	<ul style="list-style-type: none">▪ way of life▪ transport▪ accommodation▪ food and drink▪ standard of living▪ customs and traditions▪ weather▪ language▪ people• entertainment
Your company's main competitors	The board of directors of your company	<ul style="list-style-type: none">▪ who they are▪ their strengths and weaknesses• how powerful they are in the market relative to you
Your job	A group of high school students at a careers evening	<ul style="list-style-type: none">▪ responsibilities and tasks▪ the future▪ perks and special advantages, e.g. foreign travel▪ qualifications• career structure

 **Ex. 9. Now make your presentations in groups. After each presentation, discuss these questions.**

1. Was the presentation interesting? Was it lively? Was it clear?
2. Did the beginning have impact? Did you want to hear more?
3. Did the presentation have a logical structure - a beginning, middle and end?
4. Was it divided into sections? Did you know when the presenter was moving from one part of the talk to another?
5. Was there a summary or a conclusion?

5.5. ETHICS



Ex. 1. Discuss these questions.

1 Which is worse, in your opinion: to offer or to accept a bribe? Why?

2 Which do you think are the most corrupt countries in the world? Which do you think are the least corrupt? Give your reasons.



Ex. 2. Now read the article and complete the chart.

Britain Moves Higher In Bribery League

From Roger Boyes in Bonn

Britain is seen as more corrupt than seven other European countries, including Germany, according to an authoritative annual league table released yesterday by the Berlin-based Transparency International group. Transparency International is a private group, set up in 1993 to fight corruption, and bases its information on seven international surveys of business people, political analysts and the public.

The cleanest countries this year were Denmark, Finland and Sweden, which moved New Zealand from the top position. Britain came relatively low, in 14th position, its image apparently damaged by stories of sleaze. It was overtaken by Germany, although the Germans still tolerate companies which hand out bribes to foreign contractors.

Germany has been under pressure, especially from the United States, to plug legal loopholes which allow German businessmen to write off bribes abroad against tax. Yet both Britain, and even the United States, which has strict legal barriers against international bribery, are behind the Germans. In part, this is probably because of the nature of the survey, which does not track such areas as company-to-company bribery.

The most corrupt countries this year are regarded as Nigeria, followed by Bolivia, Colombia and Russia. Pakistan has improved its position, earning only one out of ten for honesty last year but 2.53 this year. The chairman of Transparency International, Peter Eigen, issued a warning against focusing on Third World corruption.

'Corruption is perceived to be greatest there, but I urge the public to recognize that a large share of the corruption is the product of multinational corporations, headquartered in leading industrialized countries, using massive bribery and kickbacks to buy contracts in the developing world and the countries in transition.' The Third World, in other words, would be less corrupt if developed states stopped offering bribes.

Indeed, the most revealing standings are buried deep in the table. Belgium, for example, is now regarded as more corrupt than Mediterranean nations such as Portugal, Spain and Greece.

'Every day that the poor scores in the Corruption Perception Index are not being dealt with means more impoverishment, less education and less healthcare,' said Dr Eigen. Money was diverted from development into over-priced contracts.

A study by Harvard associate professor Shang-Jin Wei found that a rise in corruption levels had the same effect on foreign investments as raising the marginal tax rate by more than 20 percent. 'Awareness is a first step to fighting or reducing corruption,' he said.

From The Times.


BEST AND WORST COUNTRIES FOR CORRUPTION			
LEAST CORRUPT (Marks out of ten)		MOST CORRUPT	
1	9.94	1	1.76
2	9.48	2	2.05
3	9.35	3	2.23
4	9.23	4	2.27
5	Canada 9.10	5	2.53
6	The Netherlands 9.03	6	Mexico 2.66
7	Norway 8.92	7	Indonesia 2.72
8	Australia 8.86	8	India 2.75
9	Singapore 8.66	9	Venezuela 2.77
10	Luxembourg 8.61	10	Vietnam 2.79
11	Switzerland 8.61	11	Argentina 2.81
12	Ireland 8.23	12	China 2.88
13	8.23	13	Philippines 3.05
14	8.22	14	Thailand 3.06

Ex. 3. *Answer these questions about the article.*

1. Does Peter Eigen think the Third World is more corrupt than the developed countries? What reasons does he give for his opinion?
2. According to the article, what are the results of corruption?
3. Where does Transparency International get its information from?
4. According to Peter Eigen, what information is missing from the survey?

 **Ex. 4.** *Discuss these questions.*

1. There is a proverb, 'When in Rome, do as the Romans do.' What does the proverb mean? Do you agree with this advice?
2. Would you continue to do business with someone if you disapproved of their private life? Explain why or why not.
3. Give examples of behaviour which would cause you to stop doing business with someone.


 **Ex. 5.** *Claire Bebbington is External Affairs Manager for a division of BP (British Petroleum). Listen to the first part of the interview. Decide whether these statements are true or false, according to Claire.*

1. The issue of ethics is simple.
2. If a company puts its code of ethics in writing, it is more likely to act on it.
3. Following up a code of ethics is difficult.

 **Ex. 6.** *Listen again to the first part of the interview. Complete the two extracts below.*

1. 'Firstly, it makes a.....to certain good.....and so it's a way of communicating the importance of.....to all of its employees and partners.'

2. 'If you express these things in.....especially, then you can be held.....for them.'

 **Ex. 7.** *Now listen to the second part of the interview. Complete the question that Claire asks. What examples does she give to illustrate the question? 'When does a facilitation.....become a.....?'*

5.6. STRATEGY

Ex. 1. *What is strategy? Which of these definitions do you prefer? Why?*

1. Strategy is making predictions based on analysis.
2. Strategy is having a clear plan, then putting it into action.
3. Strategy is continually adapting to change.

Ex. 2. *Match the terms below with the definitions. Then use three of the terms to complete the newspaper extract.*

1 a takeover 2 a joint venture 3 a merger 4 an alliance

- a) combining two or more companies
- b) when two or more companies agree to work on a project
- c) an agreement between companies to cooperate in certain business activities
- d) buying enough shares in a company to get control of it.

BUSINESS IN BRIEF

Glaxo buys 80% stake in Polish drug group

Glaxo Wellcome, one of the world's leading pharmaceutical companies, is paying \$220m (£131.7m) to take an


Canal Plus and Pathe in film distribution link

Canal Plus and Pathe, two of France's largest media and entertainment groups, are joining forces to form a pan-European network of film distribution

Elf pays \$528m to take 5% stake in Russian group

Elf Aquitaine, the French company, is to form a strategic.....³ with

<p>80% stake in Polfa Poznan, Poland's second largest drugs group. The¹ is the biggest made by a western Pharmaceuticals producer in east Europe.</p>	<p>companies. Their new² will negotiate the acquisition of cinema, television and video rights for pictures across Europe, both with the Hollywood studios and other European film producers.</p>	<p>Yuksi of Russia, paying \$528m (£316m) for a 5% stake in the country's largest oil company.</p>
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 **Ex. 3.** *Some companies state their strategy publicly in mission statements. What is a mission statement? What are the advantages & disadvantages of doing this?*

 **Ex. 4.** *Read the mission statements. What is each company trying to achieve?*

1. The business of Newcastle United is football - our aim is to play attractive football, to win trophies, to satisfy our supporters and shareholders and to continually improve our position as a top European club.


(Newcastle United plc)

2. Glaxo Wellcome is a research-based company whose people are committed to fighting disease by bringing innovative medicines and services to patients throughout the world and to the healthcare providers who serve them.

(Glaxo Wellcome)

3. Pret creates handmade, natural food, avoiding the obscure chemicals, additives and preservatives common to so much of the 'prepared' and 'fast' food on the market today.


(Pret a Manager)

 **Ex. 5.** *Discuss these statements. Do you agree with them? Give your reasons.*

1. 'Small is beautiful' is a better strategy in business than 'big is best'.
2. Big companies should aim to gain market share rather than make profits.
3. Companies should focus on what they do best rather than diversify.

 **Ex. 6** *Discuss these questions.*

1. Why do firms merge?
2. What problems can arise before and after a merger takes place?

 **Ex. 7.** *In the interview below a Chief Executive describes how he and his board decided whether to merge with a larger company in the same industry. Read the interview and note down the arguments for and against the merger.*

An Interview with John T. Chambers, Chief Executive, Cisco Systems

A merger of equals had a lot of appeal. If you combine the Number 1 and Number 2 players in an industry, by definition you're Number 1 in terms of size. And when you are growing that fast, you have a number of key management openings you have to fill. By combining two companies with good management teams, you automatically build up the strength of your management and you do it quickly. You can also widen your customer base and have more distribution channels.

In addition, the merger automatically makes your remaining competition second level. As a result, your competition must rethink its strategy. In the end, you force a period of mergers and acquisitions on your competition. They have no choice but to respond to the changes you initiated.

When we looked more closely, our concerns were raised. For example, 50 percent of large-scale mergers fail. Mergers can fail on a number of levels. They can fail in terms of their benefit to the shareholders, customers, employees and business partners. A decision has to be right with each of those groups, or we would not go forward with it.

If you merge two companies that are growing at 80 percent rates, you stand a very good chance of stopping both of them. That's a fact. For a period of time, no matter how smoothly they operate, you lose momentum.

Our industry is not like the banking industry, where you are acquiring branch banks and customers. In our industry, you are acquiring people. And if you don't keep those people, you have made a terrible, terrible investment. We pay between \$500,000 and \$2 million per person in an acquisition. So you can understand that if you don't keep the people, you've done a tremendous disservice to your shareholders. So we focus first on the people and how we incorporate them into our company, and then we focus on how to drive the business.


From Thought leaders, Joel Kurtzman

Choose the best answer.

When Cisco Systems buys another company it pays special attention to:

- a) the money it has spent
- b) the staff it acquires
- c) the opinions of its shareholders

What is the most interesting point that Chambers makes, in your opinion? Explain why.

 **Ex. 8.** *Listen to the first part of the interview and make notes. Then complete the summary of what she says.*

Developing a strategy

First, the management thought about five things:

- 1 The assets of the company.
- 2 What's unique about those assets.
- 3
- 4
- 5


They considered all these things, then they developed a strategy.

Their strategy consisted of three simple steps:

The first step

.....
The second step

.....
The third step

 **Ex. 9.** Now listen to the second part of the interview. Which of the trends below are mentioned?

1. Companies are becoming more international.
2. Employees are becoming more valued by management.
3. People are working more in teams.
4. Management are having more control over staff.
5. Management are changing their style.

Ex. 10. Answer these questions.

1. What strategies impress Marjorie Scardino?
2. What three points does she make about Coca-Cola's strategy?

 **Ex. 11.** Discuss these questions.

1. Is the trend towards globalism that she mentions a good or bad thing?
2. Do you think Coca-Cola will have to change its strategy in the future? How?

Decision-making skills

 **Ex. 12.** Discuss these questions.

1 Is decision-making only about sensible, rational choices? Should emotion play a part? What about when choosing the following?

a wife or husband	a present for someone	someone for a job
a new company logo	a holiday destination	a new product to develop


- 2 Think of an important decision that you have made. How did you decide?
- 3 Do men and women have different ways of making decisions?
- 4 Who makes the big decisions in your household? Why?

Ex. 13. Which ideas below do you agree with? Which do you disagree with? Why?

1. Before making a decision:
 - a) write down the pros and cons;
 - b) try to reduce stress;

- c) take a long time;
- d) have a sleep or a rest;
- e) consult a horoscope;
- f) ask as many people as possible.

2. If a choice has cost you a lot of time and money, stick to it.
3. Rely on the past to help you make a decision.
4. Reduce all decisions to a question of money.
5. Be totally democratic in group decision-making.

 **Ex. 14.** *Listen to the management of a retail group discussing problems at their store in Paris. Tick the expressions that you hear in the Useful language section.*



Useful language

Asking for the facts

- Can you bring us up to date?
- Can you give us the background?
- Where do we stand with ... ?

Making a suggestion

- We should sell out as soon as possible.
- Why don't we sell out?

Disagreeing

- I don't agree with that at all.
- I totally disagree.

Identifying needs

- We've got to get more information.
- We need more information about where we're going wrong.

Agreeing

- You're absolutely right.
- I totally agree with you.

Expressing doubt

- I am worried about the store's location.
- I'm not sure about it.

Making a decision

- The solution, then, is to keep the store going.
- I think on balance we feel we should keep the store going.

Stating future action


- So, the next thing to do is ...
- What we've got to do now is ...

5.7. LEADERSHIP

Running a large company

Ex. 1. *Discuss these questions. Imagine you are the leader of a large company.*

1. What qualities do you need to run a large company effectively?
2. Which business leaders do you admire? Why?
3. What do business leaders actually do?
4. As a leader, how do you motivate your employees?
5. Do you think leaders are born or made?

 **Ex. 2.** *Listen to an interview with Marjorie Scardino, Chief Executive of the media group Pearson plc. What answers does she give to the questions in Exercise 1? Make notes as you listen.*

Ex. 3. *Discuss these questions.*

- 1 Do you agree with Marjorie Scardino's ideas?
- 2 Would you like to work for her? Explain your reasons.

Leadership qualities

Ex. 4. *Douglas Ivester is Chief Executive Officer of Coca-Cola. Before you read the article about him, discuss what qualities you expect him to have.*

 **Ex. 5.** *Now read the article and complete the fact sheet.*

Focus on Douglas Ivester, CEO of Coca-Cola

Ivester, a factory foreman's son and former accountant, stepped smoothly to run Coca-Cola as CEO following the death of champion wealth creator Roberto Goizueta. Early in his job as Coke's chief, Goizueta had recognized Ivester's drive, commenting that he was the hardest-working man he had ever met. Together the two changed the company's operations and capital structure to maximize shareholder value.

Both of Ivester's parents were factory workers from a tiny mill town in Georgia. His parents were children of the depression, he recalls, 'strong savers, very strong religious values,' and had very high expectations for their only son. If he got an A, his father would say, 'They give A pluses, don't they?'

Doug Ivester is the guy who for nearly two years worked constantly to provide essential support to Roberto Goizueta as he not only turned Coca-Cola around but made it into a powerhouse. If you want to know just how driven Ivester is, know that more than a decade ago he set himself the goal of becoming the CEO and chairman of Coca-Cola. Then he put on paper the dates by which he intended to do that.

By comparison with Goizueta, Ivester is an accountant by training, an introvert by nature. He worked systematically to obtain the breadth needed to be a modern chief executive - getting media coaching and spending three years' worth of Saturdays, six hours at a time, being tutored in marketing. He is a straight arrow, con-

stantly encouraging his executives to 'do the right thing', yet he is fascinated with Las Vegas, which he visits once a year, gambling and people-watching a lot.

He is big on discipline, which to him means: be where you're supposed to be. Dress the part (he is opposed to casual Fridays). Return phone calls promptly (employees know never to get too far away from their office voice-mail, even on weekends). Still, when directing his troops, he asks them to set 'aspirations' (difficult targets).

Hierarchy is out - it slows everything down; he communicates freely with people at all levels. The 'conventional' desk job is also out. Ivester prefers that employees think of themselves as knowledge workers - their office is the information they carry around with them, supported by technology that allows them to work anywhere. This really matters when your business is as large as Coke's, which gets 80% of its profit from overseas.

At Coke, business planning is no longer an annual ritual but a continual discussion — sometimes via voice-mail - among top executives. Technology is not just nice; it's *crucial*. Huge volumes of information don't frighten Ivester; he insists that they are necessary for 'real-time' decision-making. With past-generation executives, their style was more 'don't bring me your problems, bring me your solutions,' says Tim Haas, Senior Vice President and Head of Latin America. 'Doug thrives on finding the solutions.' 'In a world this complicated and fast-moving, a CEO can't afford to sit in the executive suite and guess,' Ivester says. He believes that many of America's executives 'are getting terribly isolated.'

From Fortune Magazine

<i>Douglas Ivester</i>	
Parents' background /values:	Personal qualities:
Present position:	Management style /beliefs:
Previous job:	Achievements at Coca-Cola:
Previous boss:	Hobbies:

Ex. 6. Answer these questions about the article.

1. The writer says that 'Goizueta had recognized Ivester's drive'. What does *drive* mean? How did Ivester show that he had this quality?
2. 'They give A pluses, don't they?'. Who is Ivester's father referring too when he says *they*?
3. How did Ivester prepare for the position he now holds?
4. Explain the meaning of this sentence: 'Dress the part (he is opposed to casual Fridays)'. Do you agree with this policy?

5. Why does Ivester want employees to think of themselves as 'knowledge workers'?

6. Ivester believes that many American executives 'are getting terribly isolated.' What is Ivester doing to avoid becoming cut off from his staff?

Ex. 7. Find words and phrases in the article which mean the following:

1. Someone who has greatly increased the company's profits.

2. A time of high unemployment and poverty.

3. A very successful, profitable company.

4. Very determined to succeed.

5. Carefully, following a fixed plan.

6. Organizing people into different levels of importance.

7. Something that happens regularly each year.

8. Gets a feeling of satisfaction from doing something.

Ex. 8. Discuss these questions.

1. What do you think Douglas Ivester's main objectives should be as leader of Coca-Cola?

2. What sort of problems do you think he has to deal with when running the company?

5.8. COMPETITION

Ex. 1. The text below presents three strategies for firms to achieve above-average performance. Before you read it, discuss what strategies companies in the following sectors might use to compete with their rivals:

a) supermarkets b) construction equipment c) luxury cars.

Three Strategies to gain a competitive advantage

Cost leadership is perhaps the clearest of the three strategies. In it, a firm sets out to become the low-cost producer in its industry. The firm has a broad scope and serves many industry segments, and may even operate in related industries; the firm's breadth is often important to its cost advantage. The sources of cost advantage are varied and depend on the structure of the industry. They may include the pursuit of economies of scale, technology, preferential access to raw materials and other factors.

The second strategy is differentiation. In a differentiation strategy, a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers. It selects one or more attributes that many buyers in an industry perceive as important, and uniquely positions itself to meet those needs. It is rewarded for its uniqueness with a premium price.

The means for differentiation are peculiar to each industry. Differentiation can be based on the product itself, the delivery system by which it is sold, the marketing approach, and a broad range of other factors. In construction equip-

ment, for example, Caterpillar Tractor's differentiation is based on product durability, service, spare parts availability, and an excellent dealer network.

The third strategy is focus. This strategy is quite different from the others because it rests on the choice of a narrow competitive scope within an industry. The focuser selects a segment or group of segments in the industry and tailors its strategy to serving them to the exclusion of others. By optimizing its strategy for the target segments, the focuser seeks to achieve a competitive advantage in its targets segments even though it does not possess a competitive advantage overall.

A firm that engages in each strategy but fails to achieve any of them is 'stuck in the middle'. It possesses no competitive advantage. This strategic position is usually a recipe for below-average performance. A firm that is stuck in the middle will compete at a disadvantage because the cost leader, differentiators, or focusers will be better positioned to compete in any segment. In most industries, quite a few competitors are stuck in the middle.

From Competitive Advantage, by Michael Porter

Ex. 2. Answer these questions about the text.

1. Which sentence best expresses the main idea in paragraph one?

A firm can get a competitive advantage by:

- a) selling goods in many markets;
- b) making as wide a range of goods as possible;
- c) producing goods more cheaply than its rivals.

2. Which sentence best expresses the main idea in paragraphs two and three?

When a firm uses a *differentiation* strategy:


- a) it tries to persuade consumers that its products have special qualities;
- b) it tries to reach a small group of loyal customers;
- c) it wants to attract as many buyers as possible.

3. Which of these sentences best expresses the main idea in paragraph four?

If a firm chooses *focus* as its strategy, it tries to:

- a) do better than its rivals in a small part of the market;
- b) prevent other firms from entering the market;
- c) do business in a large number of narrow markets.

4. In the final paragraph, does the writer say it is a good or bad thing for firms to be *stuck in the middle*? Why?


 **Ex. 3. Discuss these questions.**

1. Can you think of companies which use one of the strategies in the text?

What about your own company or a company you know well?

2. Can you think of any companies which are *stuck in the middle*?

What do you think they could do to improve their competitive position?

 **Ex. 4. Answer the questions below. Kevin Warren, a Vice President at Coca-Cola and Schweppes Beverages (UK), is talking about competition. Then listen to the first part of the interview and check your answers.**

1. How many servings of Coca-Cola are sold worldwide?

- a) one billion a day
b) 47 billion a day

- c) one billion a year
d) 47 billion a year

2. Complete the chart.


To be successful you need:

a portfolio of pr..... an efficient manu.....g and dist.....n operation


the best br..... the most recognizable pack.....


3. Choose the correct answer. Kevin thinks the way to stay ahead is to focus on:

- a) the actions of your competitor. b) your own products and customers.

 **Ex. 5.** Listen to the second part of the interview. Which of these statements more accurately reflects Kevin's views?

- 1 Price is the most important element when you are talking about value.
2 Value for money is not only about price. Cheaper is not always better.

 **Ex. 6.** Listen to the third part of the interview. What changes in consumer habits does Kevin predict?

 Do you think competition always leads to better products and better value?

VI. BUSINESS MATTERS

6.1. ADVERTISING AND MARKETING

Describing target markets


Marketing and advertising specialists must carry out research to determine what customers want and to develop products which satisfy customer needs. A group of customers which shares a common interest, need or desire is called a **market**. Companies must determine which market would be most likely to buy a certain product and aim all their marketing activities at this **target**. Specialists use many different methods to divide markets into precise groups.

Ex.1. Working with a partner, choose one of the advertisements and decide what the target market is. Use the following questions to help you:

- Where does the target live? (town, suburbs, rural area, etc.)
- What is the target's age?
 sex?
 marital status?

income?
occupation?
level of education?

3. What is the target's social class? (working, middle, upper class, etc.)
4. How would you describe the target's personality and lifestyle?
5. What benefits do you think the target looks for in the product? (comfort, safety, esteem, luxury, etc.)

 **Ex.2. Present your findings to the class. Use the following structures.**

We think the advertisement is designed / meant / intended for...

In our opinion, the advertisement is aimed at...


The advertisement targets ...


We believe that the advertisement is trying to reach ...

Analyzing advertisements

Ex. 3. Working in groups of three or four, look through some recent magazines and newspapers and find two advertisements for different brands of the same product. Use the following checklist to compare the two advertisements you have chosen.


- What are the target markets for the two advertisements?
- What benefits do the advertisements emphasize?
- Compare the language used in the slogans. Does it attract attention quickly? Is it humorous?
- What technique is used in the text (or copy) of each advertisement: is it factual, does it contain a celebrity endorsement, is there no text at all? Is the price mentioned?
- Comment on the artistic content of the advertisements (photography, special graphics, etc.)
- Which advertisement do you think will sell the most products? Which is the most creative? Is there anything you would change in either of the ads?

 **Ex. 4. Once your group has answered these questions, present your analysis of the advertisements to the rest of the class and see if they agree with your interpretation. You can also present your findings in a short written composition. Be sure to attach the ads to your paper.**


 The Harley-Davidson Motor Company, whose headquarters are in Milwaukee, Wisconsin (USA), has been producing its famous motorcycles since 1903. Many people buy Harley-Davidsons because, by adding different accessories, they can create truly personalized motorcycles.


There are other reasons why people choose to buy Harley-Davidson motorcycles. Before you listen, discuss what you think these reasons are.

You will now hear Mr. Manfred Kozlowsky, Manager of Public Relations, Advertising and Promotion of Harley-Davidson Europe, discussing several different aspects of his company.


 **Ex. 5.** Listen to the first extract and decide which of the following descriptions corresponds to the typical Harley-Davidson buyer.

- a Most H-D buyers are about 45 and live in cities.
- b There isn't really one type of H-D buyer, but the average age is 35.
- c There isn't really one type of H-D buyer, but the average income is high.


 **Ex. 6.** Listen to the second extract and write down the two words which Mr. Kozlowsky uses to describe Harley-Davidson's image throughout the world. How does he define the company's marketing strategy?

 **Ex. 7.** You will now hear the speaker give a list of countries (other than the United States) which are big markets for Harley-Davidson. Which of the following countries does he mention?

Austria	Germany	Ireland	Poland
Belgium	Greece	Italy	Spain
France	Holland	Japan	United Kingdom

 **Ex. 8.** Now listen to the extract and identify the mistake that Harley-Davidson made before 1981.

6.2. BANKING

 **Ex. 1.** Work in pairs (Student A and Student B).

Student A You wish to deposit £30,000 with a bank and have been advised that the Lombard Bank provides very favourable conditions to investors. You have obtained a leaflet about their services, but you require further details before deciding in which account(s) to invest your money. You have therefore arranged to meet a representative of the bank (**Student B**) who will answer any enquiries that you have. Your saving requirements are as follows:

You wish to set aside a sum of money for your three children, to be divided amongst them on their eighteenth birthdays. Their present ages are 10, 12 and 14.

You would also like to set aside an amount for use in emergencies, for example to carry out any unexpected repairs to your house, to pay medical bills etc. **Total = £30,000**

Study the leaflet carefully and draw up a list of questions that you will need to ask. The following guidelines show the sort of information you should obtain.

- Minimum/Maximum opening deposits
- Interest rates
- Dates of interest payments
- Restrictions on withdrawing money

Lombard Bank
Information for savers and investors
Notice Deposit Accounts

A flexible account that offers you easy access to your funds, with deposit periods of 14 days, 3 months and 6 months with no maximum limit to funds deposited.

Fixed Deposit Accounts

The ideal deposit account for those wishing to invest in the longer term with deposit periods ranging from 1 to 5 years. Interest is fixed and guaranteed not to change during the deposit period selected.

Cheque Saving Accounts

A special kind of deposit account which is particularly suitable for those customers who want their savings readily available whilst earning a good rate of interest. A cheque book is supplied and provides the benefits of instant access to your funds. Whatever your choice you can be assured that a Lombard deposit account will be a secure and confidential home for your money.

Useful language:

Asking for general information

Could you tell me more about...

I'd like some further information on

Asking for more detailed information

How much interest would I earn if I opened a 3-month notice deposit account?

Would I be able to withdraw funds at short notice from a fixed deposit account?

How often would I be paid interest with a cheque savings account?

When you have finished preparing your questions, you should meet up with Student B. Make notes on the answers you receive and decide how you are going to invest your money.

Student B You work for the Lombard Bank and have an appointment with a prospective client (Student A) who would like to deposit some money with your bank. The bank offers three different types of account, details of which are given below. Study this information and be prepared to answer Student A's questions and to give advice about which account(s) would best suit his or her saving requirements. In particular you should be ready to answer questions about the following:

- Minimum/Maximum opening deposits
- Interest rates
- Dates of interest payments
- Restrictions on withdrawing money

Notice Deposit Account

This account exists in three forms (3 months, 6 months and 14 days) depending on the period of notice. The rates of interest vary according to the notice period and interest payments can be made directly to the client or added to the sum in

his or her notice deposit account to earn further interest. Additional deposits can be made without restriction.

Type of account	Deposit		Interest rates per annum	Interest payments
	Min.	Max.		
Notice Deposit				
3 months	1000	—	8.75 (5.75*)	every 6 months
6 months	1000	—	9.0 (6.0*)	every 6 months
14 days	5000	—	9.25 (6.375*)	every 3 months

Note: * indicates interest rates payable when the balance is less than the minimum deposit

Fixed Deposit Account


With this type of account funds are deposited for a fixed period of 1 to 5 years and earn interest at a fixed rate which is guaranteed not to change. The client can choose whether the interest is paid monthly, every three months, every six months or yearly. Interest can be paid directly to the client or added to the sum in the fixed term account. The client is not allowed to make withdrawals before the end of the fixed period of deposit. The minimum opening deposit is £1000 with a maximum limit of £250,000.

Type of account	<i>Gross Rate % p.a. – interest paid annually</i>		
	<i>Amount of deposit</i>		
	£1,000 – £24,999	£25,000 – £49,999	£50,000 – £250,000
Fixed deposits			
1 year fixed period	9.00	9.125	9.25
2 year fixed period	9.00	9.125	9.25
3 year fixed period	9.25	9.375	9.50
4 year fixed period	9.25	9.375	9.50
5 year fixed period	9.25	9.375	9.50

Cheque Savings Account

This is an account for customers who want easy and instant access to their money while continuing to earn interest. Interest is paid every three months and customers are supplied with a cheque book which can be used without restriction. Customers may withdraw up to £1000 in cash per day but are not allowed to become overdrawn. Statements are sent every 6 months.

Type of account	
Cheque Savings Account	<i>Interest paid</i>
When the balance is £1,000 to £4,999	3.75
When the balance is £5,000 and above	6.00

 **Ex. 2.** You will hear Alain Depusse, a financial director for a French company, talking about the relationship between a company and its banks. Listen to the first extract, and answer the following questions.

1. What type of company does he work for?
2. Where is his company based?
3. What experience does he have?

 **Ex. 3.** In the second extract Mr Depusse talks about the services that a company should expect from a commercial bank. Before you listen, make sure you understand the following terms:


balance sheet: a statement showing the financial position of a company at a certain date

annual report: a document which a company produces every year describing its performance and future objectives


Now listen and complete the table to show


- a) the type of services which a bank should provide to a company, and
- b) the type of information which a company should provide to its bank.

Services provided by bank	Information provided by company
• cheap	
• lowest possible	
* answers	
• reliable	
• commitments	

 What reasons does Alain Depusse give for only providing the bank with a certain amount of information?

Ex. 4. In the final extract Mr Depusse talks about the relationship between a company and a merchant bank. This is quite different from the relationship which you heard about in extract 2, between a company and a commercial bank.

 Listen and identify the main difference in terms of the type of information provided by the company. What are the reasons for this difference?

 **Ex. 5.** Look at the following list of services that a merchant bank may provide. Listen again and decide which of these Mr Depusse actually mentions. (Y = Yes, he mentions them; N = No, he doesn't.)

A merchant bank may:

- a provide assistance with raising capital and issuing shares
- b inform companies of potential dangers, including competitors' activities
- c offer standard banking services
- d help to finance international trade and exports
- e provide advice and financial help to companies wishing to form partnerships

Y	N

6.3. ADVERTISEMENTS

 **Ex. 1. Listen to five people describing their favourite advertisements.**

1. Listen and make notes. Use the following two headings:
 - Product
 - Reasons for liking the advertisement
2. What is your favourite advertisement? Why do you like it?
3. What kind of advertisements do you like?

 **Ex. 2. What makes a good advertisement? Use some of the words below.**

clever interesting funny inspiring eye-catching powerful
humorous shocking informative sexy

 **Ex. 3 Do you think that the advertising practices described below are acceptable? Are there any other types of advertisement that you find offensive?**

1. Using children in advertisements
2. Using nudity in advertisements
3. Promoting alcohol on TV
4. Comparing your products to your competitors' products
5. An image flashed onto a screen very quickly so that people are affected without noticing it (subliminal advertising)

Ex. 4. Which of the following statements do you agree with?

- 1 People remember advertisements not products.
- 2 Advertising raises prices.
- 3 Advertising has a bad influence on children.

 **Ex. 5. Read the article. Then answer the questions.**

Outdoor advertising - A breath of fresh air

The world of outdoor advertising billboards, transport and 'street furniture' (things like bus shelters and public toilets) - is worth about \$18 billion a year,

just 6% of all the world's spending on advertising. But it is one of the fastest-growing segments, having doubled its market share in recent years.

Outdoor advertising's appeal is growing as TV and print are losing theirs. The soaring costs of TV are prompting clients to consider alternatives. Dennis Sullivan, boss of Portland Group, a media buyer, calls outdoor advertising the last true mass-market medium. It is also cheap. In Britain, a 30-second prime-time TV slot costs over £60,000 (\$100,000); placing an ad on a bus shelter for two weeks works out at about £90.

Adding to its attractions has been a revolution in the quality of outdoor displays. Famous architects such as Britain's Sir Norman Foster are designing arty bus shelters and kiosks with backlit displays. Backlighting, introduced in Europe by De-caux and More, and plastic poster skins have vastly improved colour and contrast.

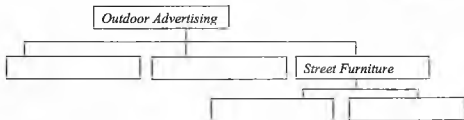
Movement is possible too. Smirnoff used new multi-image printing to make a spider, seen through a vodka bottle, appear to crawl up a man's back. And Disney advertised its '101 Dalmatians' video on bus shelters with the sound of puppies barking.

This sort of innovation has attracted a new class of advertiser. Recent data from Concord, a poster buyer, shows that in Britain, alcohol and tobacco have been replaced by entertainment, clothing and financial services as the big outdoor advertisers, like car makers, are using it in new ways. BMW ran a 'teasers' campaign in Britain exclusively on bus shelters.

Particularly attractive to the new advertisers is street furniture, the fastest growing segment of the outdoor market. It accounts for some 20% in Europe and about 5% in America.

From *The Economist*

1. Complete the table using information from the first paragraph of the article.



2. What do these numbers in the article refer to?

18 6 30 60,000 100,000 90 20 5

- 3 Why has outdoor advertising become more popular? List the reasons.
4 Which industries are becoming more involved in outdoor advertising?

Ex. 6. Discuss these questions.

- Outdoor advertising is increasing in many countries. Is this a good thing?
- What products do you think are suitable for outdoor advertising?


Ex. 7. Choose one of the advertising media below. Make a short presentation on its advantages and disadvantages.


television billboards newspapers street furniture

Ex. 8 . Andrew Pound, a marketing manager for Kraft Jacobs Suchard, talks about successful advertising. Before you listen, answer these questions.

1 What kind of products do you think Kraft Jacobs Suchard make?


2 Andrew mentions two successful advertising campaigns. What reasons do you think he will give for their success?

 **Ex. 9. Now listen to the first part of the interview. Check your answers.**

 **Ex. 10. Listen again to the first part of the interview. Answer the questions.**

1. Who was the target consumer in each campaign?

2. What advertising media did Andrew use in each campaign?

 **Ex. 11. In the second part of the interview Andrew explains why advertising is not a waste of money. What reason do you think he will give? Now listen to the second part of the interview. Check your answer. Do you agree with Andrew?**

Ex. 12. Match words from each box to form word partnerships. Then make a sentence for each word partnership.

advertising
marketing
public
retail
price
promotional

techniques
promotions
outlets
campaign
relations
mix

6.4. PRESENTATIONS

Ex.1. Decide whether each sentence in the Useful language box is formal or informal. Write F (formal) or / (informal).

Useful language

Introducing yourself

• On behalf of myself and *Focus Advertising*, I'd like to welcome you. My name's Sven Larsen.

• Hi, I'm Dominique Lagrange. Good to see you all.

Introducing the topic

• This morning, I'd like to outline the campaign concept we've developed for you.

• I'm going to tell you about the ideas we've come up with for the ad campaign.

Giving background information


• I'll give you the background and talk you through the results of the market study.

• I've divided my presentation into three parts.

Inviting questions

• If you have any questions, please don't hesitate to interrupt me.

• If you're not clear about anything, go ahead and ask any questions you want.

 **Ex. 2.** Listen to the openings of one formal presentation and one informal presentation. Check your answers to the Exercise above.

Ex. 3. Presenters can use different techniques to get their audience's attention at the start of a presentation. Match the techniques below to the examples.


- tell a personal story
- offer an amazing fact
- ask a question
- state a problem

1. I wonder if any of you here know the answer to this question: What's the most popular holiday destination in Europe for people under the age of 25?

2. When I was on holiday a few years ago in Greece, the owner of a taverna told me that in 20 years' time, the little village where he lived would be a popular tourist resort.

3. Let me give you a statistic: 92% of Americans do not own a passport. Consider the opportunity this presents to the travel industry.


4. We're facing a crisis with our market share. What are we going to do about it?

 **Ex. 4.** Choose one of the presentation situations below. Prepare four different openings using the techniques above. Practise the openings with a partner.

1. Your company is developing a small car aimed at women. Audience: a group of car dealers.

2. Your bank wishes to encourage young people to save money. Audience: a group of students.

3. Your firm has produced a new lamp which has unique features. Audience: a group of buyers at a trade fair.

 **Ex. 5.** Read the text and do the task below.

Focus Advertising - Background

Focus, a large advertising agency based in Paris, has a reputation for creating imaginative and effective campaigns. Recently however, Focus's reputation was damaged when two major clients changed to rival agencies. Focus now needs to convince potential clients that it still has plenty of creative ideas to offer.

At present, Focus is competing against some well-known agencies for several contracts. It has been asked to present ideas for advertising campaigns to

the managements of the companies concerned. Concepts are required for the following advertising campaigns:

• **A sports car** A high-priced, hand-finished model with a classic design. The car was popular in the 1950s and 60s. An American firm now wants to re-launch it. (Target consumers will be high-income executives with a sense of fun and style.)

Aim: An international campaign, with advertising adapted to local markets.

A perfume A unisex perfume, with biodegradable packaging. Produced by a well-known up-market manufacturer. The company now wishes to enter the lower end of the market.

Aim: Launch the perfume in an English-speaking country.

A chain of eight London restaurants The restaurants (specializing in your national cuisine) are in prime positions and offer extensive menus. They are reasonably priced, but are not attracting enough customers.

Aim: A creative campaign to improve sales.

A major bank The bank (in an English-speaking country) wants to advertise the following new services:

1. Competitive low-interest mortgages
2. Direct telephone banking
3. A foreign travel service

It has also asked your agency to suggest others.

Aim: Develop loyalty among existing customers and attract new ones.

TASK

You are members of an advertising team at Focus. Prepare an advertising campaign for one of the products or services. Use the *Key questions* below to help you. Then present your campaign to the management of the company concerned. (At this stage, you have not been asked to prepare a budget.)

When you are not presenting your campaign, play the role of the company's management. Listen and ask questions. Use the *Assessment sheet* below to choose:

- a) the best campaign concept
- b) the most effective presentation.

KEY QUESTIONS (ADVERTISING TEAM)

- What is the campaign's key message.
- What special features does the product or service have?
- What are its USPs (Unique Selling Points)?
- Who is your target audience?
- What media will you use? Several, or just one or two?

If you use:

an advertisement – write the text and do rough art work.

a TV commercial – use a story board to illustrate your idea.


a radio spot – write the script, including sound effects and music.


- other media – indicate what pictures, text, slogans, etc. will be used.
- What special promotions will you use at the start of the campaign?

ASSESSMENT SHEET (MANAGERS)

Give a score of 1 – 5 for each category: 5 = outstanding 1 = poor

Campaign concept	Presentation
1. Will it get the target audience's attention?	1. Was it interesting? Did it impress you?
2. Will it capture their imagination?	2. Was it clear?
3. Does it have a clear, effective message?	3. Was there enough eye contact?
4. Will it differentiate the product or service?	4. Was the pace too quick, too slow, or just right?
5. Will it persuade the target audience to buy the product or service?	5. Was the language fluent, accurate and appropriate?
6. Will the target audience remember the campaign?	6. Was the voice clear enough? Was it varied in pitch or monotonous?
TOTAL: 30	TOTAL: 30


 **Ex. 6.** As leader of one of Focus's advertising teams, prepare a summary of your concept for your Managing Director. The summary will be used as a discussion document at a forthcoming board meeting.


 **Ex. 7.** Work with a partner. Tell each other about the different sorts of newspapers you read. Are they

- daily or weekly papers?
- morning or evening papers?
- tabloids or broadsheets?
- national, regional, or local papers?
- papers you have to pay for or papers that are paid for by the advertisers?

In your opinion, which papers are


- the most informative?
- the most entertaining?
- the best medium for advertisers?

 **Ex. 8.** You are going to listen to a manager from a market research company making a presentation. Listen to her talk. What type of newspaper is most widely read, and what type does she recommend advertising in?

 **Ex. 9.** Look at the transparencies that Eva used in her talk. Listen again and fill in the missing statistics.

Which of these types of newspaper have you read in the last six months? Base: 999 adults	The consumer Consumer characteristics for regional weekly paid-for newspapers Base: 999
---	---

Dailies		All	8%	
National tabloid	%	Age group	15-19	5%
National broadsheet	20%		20-24	6%
Regional evening	26%		25-34	5%
Regional morning	8%		35-44	8%
Sunday newspapers			45-54	%
National tabloid	%		55-64	8%
National broadsheet	21%		65 +	7%
Regional Sunday	6%			
Weeklies		Socio-economic group	AB	%
Regional paid-for	%		C1	7%
Local paid-for	19%		C2	9%
Regional/local free	48%		D	6%
			E	3%
None of these	4%			
Don't know	1%			
Source: BMRB/Mintel Market Intelligence		Source: BMRB/Mintel Market Intelligence		

 **Ex. 10.** Complete these sentences from the presentation. Use one word in each space then listen again and check your answers.

Part 1

Eva Er ... how _____ time have we got?

Paul Only a _____, I'm afraid.

Eva Well in that case, I'll begin straight away with a _____ of our survey results.

Roger How _____ people did you question?

Eva Just _____ a thousand.


Part 2

Paul Do you _____ we advertise in the national tabloids?

Eva No. I _____ you to advertise in the papers that attract the right sort of readers.

Eva I _____ you concentrate your efforts on these weekly papers.

6.5. TRADE

 **Ex. 1.** What are your country's major imports and exports? Do you think products made in your country are better than products made in other countries?

Ex. 2. Place these countries in the tablet below. Then compare your chart with a partner. Why are some of the countries on the chart richer than others?

Brazil	France	Germany	Greece	Italy
Japan	Russia	Singapore	UK	USA

Rich in natural resources	<i>USA</i>
Poor in natural resources	
Low GDP* per capita	
High GDP* per capita	

*GDP or Gross Domestic Product: the total annual value of a country's goods and services

Ex. 3. Use the words in the box to complete the table. Use a good dictionary, such as the *Longman Business English Dictionary*, to help you.


barriers	dumping	protectionism	quotas	open borders
tariffs	laissez-faire	deregulation	free port	strategic industries
subsidize	infant industries		restrictions	liberalize
				customs

in favour of free trade*	against free trade*
<i>open borders</i>	<i>Barriers</i>

*Free trade: trade without restrictions on the movement of goods across borders

 **Ex. 4.** Discuss these questions.

1. Is free trade always a good thing?
2. Do you think it leads to the creation of jobs, or to unemployment?
3. Should certain industries be protected. If so, which?

 **Ex. 5.** Read the letter below and complete the application form.

Our ref: JM5/02

Ms. Denise Morgan
Documentary Credits
National Bank of Commerce
35 Main Street
Los Angeles, CA 90005

IMPORTER OF FINE WINES
18 Park Avenue
Los Angeles, CA 90008
Tel: (213) 5559765
e-mail: wincon@aol.com

Dear Ms. Morgan

July 31

Application for letter of credit* in favor of Julian Montero

We have contacted Julian Montero, the Argentine supplier of the wine we are importing. We will be importing 500 cases of white and red wine and the total value of the contract is US \$50,000.

Please open a letter of credit to cover the shipment. Details are as follows:

1. Beneficiary: Julian Montero srl, San Nicolas 1746, Buenos Aires, Argentina.
2. Sr. Montero's bank: Bank of Argentina, Buenos Aires.
3. Irrevocable Letter of Credit 30 days. To be confirmed by your correspondent bank in Argentina.

4. The letter of credit must cover the enclosed list of wines which specifies the brands and quantities we have ordered.
5. Four clean copies of the Bills of Lading.
6. No part shipment permitted.
7. Shipping terms: GIF*

We look forward to receiving a copy of your letter to your correspondent bank in Argentina as soon as possible. Please let me know if there is any further information you require.

Yours sincerely,

Vivian Eastwood
Manager


Letter of credit: A letter from one bank to another which enables a seller to obtain money. The most common way of financing international trade.

(*CIF: All costs, insurance, and freight charges are to be paid by the exporter, Julian Montero)

NATIONAL BANK OF COMMERCE	
Exporter <i>Julian Montero</i>	Goods
Importer	Quantity
Value	
Method of payment	
Documents required	
Contract restriction	

Ex. 6. Answer these questions.

1. When will the seller receive payment for the goods?
2. What information must be included in the letter of credit?
3. Who will pay for the cost of transporting the cases of wine?
4. What does Vivian Eastwood want Denise Morgan to send her?

 **Ex. 7. Bella Ford, a buyer for Empire Wines, is negotiating with Pierre Hemard, Sales Director for Marques Vineyards, Napa Valley, California. Listen and fill in the missing words.**

Bella If.....¹ more than 500 cases of the Reserve, what discount can you offer us?

Pierre On 500, nothing. But if.....² 1000 cases, we'll offer 15%.

Bella Let me think about that. Now, if.....³ an order for 1000, will you be able to dispatch immediately?

Pierre I don't know about immediately, but certainly this month.

Bella Well, if.....⁴ to us before the Christmas rush, it'll be OK. I take it your prices include insurance?

Pierre Actually, no. You'd be responsible for that. If.....⁵ your

order, then we'd be willing to cover insurance as well.


Bella I'll need to do some calculations ...

Pierre Let's look at methods of payment. Since we've not dealt with you before, we'd like to be paid by banker's draft.


Bella Well, this is a large order. We've done business with many well-known wine producers and we've always paid by letter of credit.

Pierre OK. If.....⁶ to you paying by letter of credit, then you'll have to pay us within 30 days.

Bella That should be fine.

 **Ex. 8.** Kevin Warren, an Executive Vice President at Coca-Cola (UK), is talking about negotiating. Listen to the first part of the interview. What do the letters L-I-M stand for? L I M
In the negotiation that Kevin describes, what was his L-I-M?

Ex. 9. In the second part of the interview, Kevin gives three negotiating tips. What do you think the tips will be?

 Listen to the second part of the interview. Were your guesses correct?

Ex. 10. Kevin uses the words below. Choose the correct definition for each.

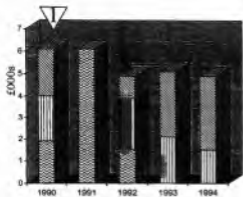
- | | |
|-----------------------------|---|
| 1. classic errors | a) typical mistakes |
| | b) old mistakes |
| 2. go straight to the point | a) move towards the end |
| | b) state your purpose directly without delay |
| 3. long-term relationship | a) a business contact over a long period |
| | b) a friendship over a long period |
| 4. hassle free | a) without extra payment |
| | b) causing no difficulty or trouble |
| 5. switch | a) change |
| | b) turn on |
| 6. royalty | a) kings and queens |
| | b) a payment for a service |
| 7. to tailor | a) to make more suitable for a particular purpose |
| | b) to make clothes |

6.6. DESCRIBING TRENDS

Ex.1. Sales of some products are very seasonal. At what time of year would you expect these products to sell well?

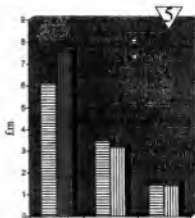
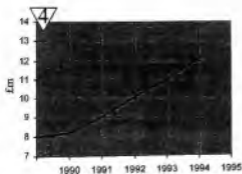
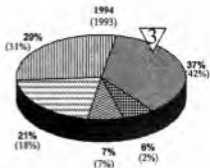
- ice-cream
- fireworks
- umbrellas
- toiletries
- sun-tan lotion

Ex.2. You are going to hear a manager talking about market trends in the sales of sun-tan creams and lotions. Before you listen, look at the graphs and tables. What might they relate to?



■ Press
 ▨ Direct Mail
 ▩ TV


▧ Sun protection lotions
 ▨ Green and cruelty free
 ▩ Artificial tan creams
 □ After-sun preparations
 ▩ Sun protection creams

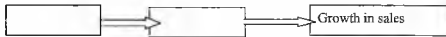


Ex.3. Now listen to five extracts from the manager's presentation. Match each one to the correct graph or table.

Ex.4. Label each graph or table with one of these titles.

- Total sales
- Sales by sector
- Sales by distribution outlet
- Advertising budget / media spend
- Age shifts within the population

 **Ex.5. Listen to Part 1 again. Make notes in the boxes to complete this causes and effects chain.**




Now explain what has happened using these phrases from the presentation.

... is largely due to ...

... may be a result of...

Ex.6. Look at the graph showing sales by distribution outlet. Describe how sales have changed between this year and last year.

 **Now listen again.**

How does the presenter describe the changes?

Why have sales through chemists increased?

 **Ex.7. Listen to Part 3 again and answer these questions.**

1 What experiment did they do four years ago?

2 Was it successful?


3 What is the advantage of press advertising?


Ex.8. Can you guess the missing words in these sentences?

_____ changes will _____ have an adverse effect on the market in the future.

The population is ageing and it's _____ that this will have a _____ influence.

Listen to Part 4 again and check your answers. What words does the presenter use to describe the changes in size of the 21-30 and the 50+ age groups?

 **Ex.9. Look at the chart describing sales by sector (Ex.2). Describe the relative size of the different product groups. How have they changed this year? Listen again and see how the presenter describes the changes**

 **Ex. 10. An electrical machinery manufacturer is employing the services of an engineering consultant to design a motor. Listen to the conversation and number these steps in the order they occur in the design process.**

- Do some sketches
- Select the best options
- Write the specifications

- Draw up detailed designs
- Identify the design objectives
- Discuss the different options

Ex. 11. Discuss the design process with a partner.

- A First the design objectives are identified.
 B What's the next step?
 A The specifications are written.
 B What happens after that?

 **Ex. 12. Listen to the conversation again and answer these questions.**

1. What must the new motor be like?
2. What design problems must the consultant solve?
3. At what stage will he provide a breakdown of costs?
4. How long will it take to get the sketches ready?

Ex. 13. Complete this extract from the conversation. Use the words in the box.

have to	must	don't have to	mustn't
---------	------	---------------	---------

- A The main problem will be the cooling system. It _____ be cooled by water.
 B On the other hand, the working environment is clean. We _____ worry about dust and dirt.
 A You _____ solve the vibration problem too.
 B Yes, it _____ vibrate above the limits, but that needn't be a major problem.

What's the difference in meaning between mustn't and don't have to?

be able	should	ought	can
---------	--------	-------	-----

- A _____ we meet again at that stage?
 B Yes, we _____ to. Then I _____ show you the different options.
 A Will you have price estimates by then?
 B Yes, I'll _____ to give you a pretty accurate breakdown of costs.

Which verbs are always followed by to? Which verbs have similar meanings?

6.7. GLOBALIZATION

 **Ex. 1. Listen to the interview and answer these questions.**


1. Is Stephen Haseler generally in favour of globalization or against it?
2. Which of the points below does Stephen Haseler make?

Advantages

- Globalization increases the power of governments.
- Globalization increases competition among companies.
- Competition between China, India and the West will increase employment everywhere.

Disadvantages

- Globalization could lead to big employment problems in the West.
- Globalization lowers people's living standards.
- Globalization prevents governments from controlling their welfare systems.
- Globalization creates cross-cultural problems, for example, between India, China and the West.


 **Ex. 2.** Complete this extract from a radio programme with the correct comparative or superlative forms of the adjectives in brackets. Then listen and check your answers.

A survey has come up with some interesting information about the cost of living in our major cities. Tokyo is still¹ (expensive) city in the world. Osaka is second and Moscow third, on a par with Hong Kong. Many European cities have gone down the rankings because their exchange rates have become² (weak) against the US dollar. Moscow's exchange rate has also become.....³ (weak), but Russia has a much⁴ (high) inflation rate than many European countries. So prices in Moscow are among.....⁵ (high) in Europe. But there is one advantage of living in Moscow. The underground is excellent - very cheap and much.....⁶ (comfortable) than the one in London.


New York is.....⁷ (expensive) US city. This is because the US dollar is⁸ (strong) than many other currencies. Some European countries that used to be far.....⁹ (expensive) than New York are now much.....¹⁰ (cheap).

London is the 10th.....¹¹ (expensive) city in the world, according to the survey. A year ago, London was 5%-10%.....¹² (cheap) than many French and German cities. This is no longer so. Now London is 15%¹³ (dear) than the German and French cities mentioned in the survey. However, London is a good city to live in. Business people said that London was.....¹⁴ (exciting) of all the major cities in the world. Londoners also claim that it is.....¹⁵ (clean) than it used to be, and¹⁶ (safe) than many other European cities.

If you're hard up, don't go to Oslo - it's Europe's.....¹⁷ (expensive) city. Meals at restaurants cost a fortune and drinks are very pricey.

 **Ex. 3.** Listen to five telephone conversations.

1. Which of these adjectives best describes the person who receives the call? Why? *inefficient impatient aggressive bored unhelpful*
2. How could you improve each call?
3. How important is intonation on the telephone? Why?

 **Ex. 4.** Read the following texts (*Background, Discussion Document & Consultant's Report*) and do the task.

Background: Fortune Garments

This week, the international fashion group Fortune Garments is holding its first global conference in Barcelona, Spain. Fortune Garments, one of Hong

Kong's oldest trading groups, makes high quality, clothing. It has become a global company: it has over 3000 suppliers in 17 countries, and employs staff from all over the world in its head office and factories. It is expanding rapidly in foreign markets with sales of over \$US 1.8bn.

Fast delivery, innovative design, and reliable quality are essential for success in the fashion business. Fortune Garments' Chairman, Michael Chau, is proud that his company can usually accept a major order and deliver the goods to a customer within four weeks. However, globalization has brought problems in the company's overseas plants, and this is having a bad effect on its share price. A journalist from the *Eastern Economist Review* suggested recently that the company could become the target of a takeover if it didn't sort out its problems soon.

Managers from all the overseas plants are attending the conference. Michael Chau has asked them to consider the problems outlined in the discussion document below.

Discussion document: Problems

1. Quality control Many subsidiaries make clothing from materials supplied by several of the company's plants. Although this helps to lower costs, the materials are often of poor quality. This has resulted in cancelled orders. Recently, a German distributor refused a consignment of 50,000 blouses. The goods simply did not meet its quality standards. Cancellation of the order cost Fortune Garments half a million dollars in lost sales.

2. Responding to customer needs Orders have also been cancelled because Fortune Garments' subsidiaries are not responding quickly to customers' needs. When customers want last-minute changes to clothing, the plants cannot meet customers' tight deadlines. For example, an Australian fashion chain cancelled an order because the US plant was not able to make minor changes to some silk jackets in time for their summer sale. The lost sale cost Fortune Garments over \$US 400,000.

3. Design When the company was smaller, it had the same low-pricing strategy, but the design of its clothing was outstanding. However nowadays, the company seems to have lost its creative energy. Its latest collections were described by a famous fashion expert as 'boring, behind the times and with no appeal to a fashion-conscious buyer'. Other experts agreed with this opinion. The problem is that ideas are not shared between the company's designers. According to one designer, 'There's not enough contact between designers at the different production centres. The designers never meet or phone each other, and they rarely travel abroad'.

Consultant's report

Michael Chau is aware that morale is low among managers and lower-level staff. He has asked a business consultant to investigate the reason for this. Here are the consultant's main findings.

Management

1. Managers of subsidiaries say they are underpaid. They are demotivated and feel their contribution to the group's profits is undervalued.

2. The majority of managers say they should have a share in the profits of their subsidiary (5%-10% was the figure most commonly mentioned).

3. All managers reported that they did not have enough freedom of action. They want more autonomy and less control from head office over finance, pay, and sources of materials.

4. Managers need more advice on quality control, and would like more contact with staff from other subsidiaries.

Factory workers and administrative staff

1. Staff turnover is high in most factories. Industrial accidents are common, mainly because health and safety regulations are not being properly observed.

2. Factory workers complain about their wages. They are paid according to local rates, which in some countries are very low. They are often expected to work overtime without extra pay.

3. Administrative staff said their offices are overcrowded and badly ventilated (e.g. too hot in summer, too cold in winter).

4. Supervisors from head office are often of different nationality from their staff. This causes communication problems. Many factory workers said they did not always understand their supervisors' instructions.

TASK

1. Form two groups, A and B.


Group A: Discuss the problems mentioned in the Discussion document and decide how to deal with them.

Group B: Discuss the problems outlined in the Consultant's report and decide how to deal with them.


2. Meet as one group. Present the results of your discussions to each other. Then produce an action plan to solve Fortune Garments' problems.

✍ Write a memo, for the attention of Michael Chau, summarizing the problems that you discussed. Recommend a course of action to improve the situation. Give reasons for the actions you propose.


6.8. INSURANCE

 **Ex.1** You will hear Don Raley, an expert in the field of insurance, talking about the way that Lloyd's operates. Listen and take notes under the following headings:

- Syndicates
- Underwriters
- Brokers
- Names

 **Ex.2. Listen to the second extract.**

1. According to Don Raley, what three advantages does Lloyd's have over the insurance companies?
2. How has it managed to achieve these advantages?

 **Ex.3. Now listen again and find the words that the speaker uses to mean the following:**


- a strong points
- b been unable
- c the cost of running a business
- d eliminating.....
- e to minimize
- f in the area of
- g experts

 **Ex.4. In the final extract Don Raley talks about changes in the way that Lloyd's operates.**


1. Listen and select the key words that he uses to describe the changes in the following areas:

- a Liability
- b Regulation
- c Marketing

2. Why does Don Raley think change is necessary?

 **Ex.5. Listen again. In which of the three areas above are changes already happening? In which are changes planned?**

Evaluating risk

 **Ex.6. Work in small groups. Read the following document which describes the main criteria that are used by UK insurers to define a standard driver who would pay the normal rate for motor insurance cover.**

Any exceptions would probably result in the driver paying a higher premium. Would you qualify for the normal rate? If not, how many conditions would you fail on?

The Driver

The person seeking insurance must:


- be the main user of the car.
- be between the ages of 25 and 74.
- have been resident in the UK for at least 3 years.
- have had a full UK driving license for the past 12 months.
- have had no motoring convictions during the past 3 years.
- have had no suspension of license during the past 5 years.

- have had no motor insurance containing special terms or increased premiums.
- not have a physical defect, infirmity or suffer from a heart condition or diabetes.
- not be engaged in the following businesses or occupations: Casino, Night Club, Disc Jockey, Musician, Professional sport, Show Business, Student.

Another factor used in determining the premium that will be charged for motor insurance is what is called the 'group rating'. Under this system each model of car is included in one of twenty groups depending on a variety of factors such as:

- Cost of spare parts
- Repair times
- Price of the car
- Performance
- Car security and anti-theft features

The classification of a particular model will therefore indicate the risks that the insurer is exposed to. In the UK, for example, a Mini would be included in the lowest group and a Ferrari in the highest.

 **Ex.7.** Below you will find three forms which have been completed by three people who wish to insure their cars. Read these forms carefully and then, using the information you have just studied, discuss what you think are the characteristics of each of these risks, putting yourselves in the position of an underwriter.

Application for motor insurance

1. Full name:	Zaniewski Julia	George Brown	Peter Campbell
2. Address:	c/o Clarendon Hotel, Beechwood Road, London	100 High Street, Newton ABB 120	6 Main Street Buigliton, Anglia Q21 77B
3. Date of birth:	22/10/1940	20.4.35	26/2/41
4. Occupation:	Art Dealer	Bank Manager	Building Contractor
5. Date UK/EC driving test passed:	1971 (USA)	1959	1968
6. Vehicle make and model:	BMW 520i	Volkswagen Golf GTI	Ford Escort L
7. Engine size:	2494	1588	1298
8. Year of manufacture:	1991	1990	1991
9. Present value:	£77,000	£8,200	£77,000
10. Who will be			

the principal user?	Zaniewski J.	G.Brown & M.Brown	Peter Campbell
11 Where is the vehicle garaged?	Clarendon Hotel	At above address	6 Main St., Butgliton
12 No. of years of no-claims bonuses:	_____	None	6 years
13 Will the vehicle be used for business purposes?	_____	No	No
14 Give details of other persons, who will or may drive the car:	_____		
a Name:	_____	Mary Brown, John-Brown	
b Date of birth:	_____	22.10.36, 21.1.75	Emma Campbell
c Date UK/EC driving test passed:	_____	1965 1991	6.10.1948
15 Have you or any person who will drive the car:			1972
a been involved in a motor accident in the last three years?	Yes _____	No	_____ Yes _____
b been convicted of any motoring offences in the past five years?	Yes _____No.....	_____
c ever suffered from any physical or mental infirmity?	No _____No.....	_____ No _____
d ever been refused insurance or had special terms imposed?	Yes _____No.....	_____
e been resident in the UK for less than 3 years?	YesNo.....	_____ Yes _____

<p>* If you have answered yes to any of these questions please give full details in the space provided:</p>	<p>a) <i>collided with motorcycle in Dec. 1991</i> b) <i>driving without due care and attention (1991). Fined £200.</i></p>	<p>...</p>	<p style="text-align: center;">Yes</p> <hr/> <p style="text-align: center;">No</p> <hr/> <p>a) <i>Emma Campbell 2 minor accidents – collided with post whilst reversing car – struck car whilst parking (no claims made)</i> c) <i>P. Campbell lost sight of left eye 10 years ago.</i> d) <i>Paid extra insurance premium for disability imposed four years ago.</i></p>
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We suggest that you listen to these tapes again for better memorization and overall results.

Good luck!

TAPESCRIPITS

TRACK 0001 1.1 FINDING A JOB

- 1 A Have you any vacancies for full-time staff?
B What did you have in mind?
A Something in the domestic line.
B Have you had any experience?
A No, I'm more or less straight from school.
B I can't promise anything, but I'll do my best.
- 2 A I was wondering whether you needed any part-timers.
B What were you thinking of?
A A hotel job of some sort
B Have you ever done anything similar?
A Not so far, no.
B There's nothing at present, but look back in a week.
- 3 A I'm looking for a job where I can live in.
B What exactly did you want?
A I wouldn't mind working in a pub.
B Have you done anything like that before?
A Well, I once did a bit of waiting.
B Fill in this form and I'll let you know if anything turns up.
- 4 A Can you fix me up with a part-time job?
B Anything in particular that appeals to you?
A I was rather hoping to find something in a school.
B Have you done that kind of thing before?
A Yes, I was doing the same job last summer
B I might be able to help you, but I'd need references.

TRACK 0002 1.3. RECRUITMENT Ex.1 Alan Lawson, national sales manager with a Japanese electronics company, is talking about interviewing. Listen to the first part of the interview and answer the questions. (I = Interviewer, AL = Alan Lawson)

I Alan, how can a candidate impress an interviewer?

AL Well, David, I feel it's basically all down to good preparation. First of all find out about the job. You could ring up the Press Officer or the Marketing Department and get the latest press releases or perhaps an annual report. The annual report, for example, will say where the company operates and the products it sells. Then, when you get there, you perhaps could congratulate the interviewer on a recent success the company's had. In a nutshell, find out about that company. Show that you've taken an interest in the company and show enthusiasm for the job because, after all, that's what they're looking for in the candidate. They want somebody not only who's qualified for the job but will want to do the job, and will be interested and enthusiastic about the job. Secondly, you could go to the company maybe a few days before the interview, talk to the receptionist, get a company newspaper - you can always pick up literature on the products maybe you'll be involved in. A very good tip - find out what the dress code is. You need to fit in and you need to make a good impression. Finally, your CV. Make sure it's easy to read, it's well written, but it's concise - don't ramble. I must say that I have done all of this, I've prepared my CV, it was really good. I left it behind - I didn't get the job!

TRACK 0003 Ex. 2. Listen again to the first part of the interview. Complete the "advice sheet" for the candidates. Repeat track 0002

TRACK 0004 Ex.3. Now listen to the second part of the interview.

I Alan, are there any key questions that you regularly use when interviewing candidates?

AL Yes, there are and it's almost a ritual with me. Following the CV tells you about the person and their qualifications. What you also want to know is their personality. So key questions I ask -what do they like most and what do they like least about their present job? They might say that they like traveling and they like meeting new people. These are standard answers. I think more interestingly perhaps are what don't they like about the company. They might not like working weekends at their current company. You might have the same problems with yours, working weekends might be something essential for the job. Also, ask them what their weaknesses are. They're usually, generally I would say, quite honest when they're giving their weaknesses. Ask them what their strengths are. It gives you an in-depth, if you like, feeling about their personality rather than just the straightforward qualifications that they have on their CV. Do they fit in? That's what you're really looking for.

TRACK 0005 Ex.5. A group of managers are discussing whether to offer an employee a full-time contract. Listen and tick the expressions that you hear in the "useful language" box.

A Good, everyone's here now. There's coffee if you want it. Right, can we start please? As you all know, Roberto's been working as assistant to Carla Nunez for six months now. He's just finished his probationary period. How do you feel about offering him a full time contract?

B I'm not sure we should do it really. It says in this report that he's been late to work a few times and he can be rather...

C Oh I don't think that's too important...

A Could you let her finish please?

C Oh, sorry, I didn't mean to butt in ...

C Another thing about Roberto I'm not happy about He leaves exactly on time every day. Also he doesn't have lunch with us very often, you know, he goes off on his own ...

A I'm not sure that's relevant.

C Mmm, maybe.

A I think we should move on now if we're going to finish by 11 o'clock. We do have other promotions to consider.

B But what about his actual work? In my opinion, it's fine. He's done some really good things.

A Well, I think we should discuss this a bit more. What exactly do you mean by 'good things'?

A Well, thanks very much, Maria You've made your views very clear. OK, let's go over what we've agreed. Roberto will have a further probationary period of three months. After that ..

TRACK 0006 Ex.6. You will hear David Smyth, the personnel manager of a major European insurance company, answering questions about the way he interviews and selects candidates. In the first extract he talks about the four points listed below. Listen and put them in the order in which he talks about them.

(I=Interviewer, DS=David Smyth)

DS The most important thing when interviewing the candidate is his character, his ability to react, his intelligence and the suitability for the position for which he has been interviewed.

I And to what extent does the person's appearance influence your decision?

DS It doesn't influence the decision but it does have some bearing in the decision if you can take the difference between the two – that is importance of the guy and the person he's represented. He's neat and tidy and that he has a good manner because that shows a lot of his personality.

I Do you expect the candidate to be prepared anyway? How should he prepare himself for the interview?

DS Well, it's not a question of preparing yourself. In the position which I am, er, normally the candidate had at least one or two interviews with other members, more junior members or staff before he gets to my level. And that's the particular candidate that can report directly to me and in which case I expect the person concerned to have a very good knowledge of one: what the company does. Two: what he is going to be expected to do. Three: whom he is going to report to. There're three items that are very, very important. Erm, and if the candidate doesn't give impression of either the understanding one of these three items. Then he goes down.

I How does the candidate go wrong?

DS A major way the candidate goes wrong is by basically becoming Yes-Man or Yes-Woman and agreeing with everything you say. What is most important in it, one of the most important things about interviewing the candidate is the chemistry between somebody, between two people in the interview. It's very, very important he has to spark, he has to feel as though that guy has to contribute and that guy can be good and you can get something out of this person and he has to show himself to be not just Yes-Sir, Thank-you-very-much, yes I agree with that, agree with that and that. Sometimes I let out questions in which I want an answer. If he continues to say "yes", then he goes down.

I What would your advice be to a candidate going to an interview? How would you advise him?

DS Er, the first thing I would say to him is first of all to listen, secondly to right ask the right questions and thirdly he is to create the right kind of relationship which is, I guess, I can call an adult-to-adult relation with the interviewee or the interviewer. Erm, it is very important what I said before. When there's a Yes-Man in front of you or Yes-Woman, then a person's not normally creating an adult-adult conversation, he's creating an adult-to-child conversation. In most cases, managers are not, if they're good and they know what they want, they're not going to be interested in employing a child.

TRACK 0007 Ex. 7. Listen again and take notes on each of the points.

Repeat track 0006

TRACK 0008 Ex.8. In the second extract David Smyth talks about the stages of an interview. Listen to what he says and complete the following chart. (DS=David Smyth)

DS The interview normally takes place by me being informed by the secretary or telephonist that the candidate has arrived. In which case I leave my office and go and greet him in the reception area and bring a person into my office and sit down across the desk or across my office-desk to me. And we proceed further from there. I only start to ask the candidate to tell me what the previous job was and in this job what he is expected to do. Just to make sure he understands fully. Then I ask him to tell me a little bit about the company that I'm working for anyway. So at least he understands what we do, basics of what we do anyway. Then I normally review his CV, in particular either his previous employment or current employment which is very important. Basically this is done to challenge the candidate out,

see how he could express himself and to see what kind of character he has. Then I normally give him my view of what the position is that we are recruiting for and also my view about the company. Then I normally give him a period of five or ten minutes to ask some questions and then I go back just to talk about him and maybe then I, when he is fully relaxed or more relaxed, put in the few rhetoric questions, not few, but maybe one or two maximum. As I said the previous question which normally lasts 45 minutes, if the candidate is up to scratch and can go on providing that.

TRACK 0009 2.1. MAKING AN APPOINTMENT

(i)

- A Will Dr Black be able to see me at about 9.15 tomorrow?
B Sorry, but he's fully booked till eleven unless there's a cancellation.
A Would ten to one be convenient?
B Yes, he's free then.

(ii)

- A I wonder whether the dentist could fit me in early tomorrow?
B I'm afraid there's nothing before midday.
A How about 12.45?
B Sorry, but that's taken, too.

(iii)

- A I'd like to fix an appointment with the principal. Would nine tomorrow be all right?
B I'm afraid not. He's got rather a full day tomorrow.
A Could I make it quarter to one?
B Sorry again, but I'll ring you if somebody cancels.

(iv)

- A Do you think the staff manager could see me tomorrow before 9.30?
B He won't be in till 10.45, so the earliest would be 11.
A Is 12.40 any good?
B Yes, I'll make a note of it.

TRACK 0010 Ex.1. Listen to the five conversations and answer the questions

Conversation 1

- A Hi. I have an appointment with Peter De Vuyst.
B Could I have your name?
A Sure. Here's my card.
B Right, Mrs. Sandbulte. Would you like to take a seat?
A I'm in a hurry, actually. May I go straight up? I know the way.
B I'm afraid you'll need security clearance first.
A I see.
B It will take a few minutes, I'm afraid. There's fresh coffee over there if you'd like a cup while you wait.
A Yes, please. Don't worry. I'll help myself.
B OK, I'll call Mr. De Vuyst.

Conversation 2

- A Ulla! Kjell! It's lovely to see you both. Do come in.
B Thanks.
C Here. Let me take your coats.
D Thank you.
B I'm terribly sorry we're late. It was difficult to find a parking space.
A That's all right.

- C Parking's always difficult around here.
 D These are for you, Louise.
 A Chrysanthemums! They're lovely.
 D I'm glad you like them.
 A I'll pop them in water straight away.
 C Do come through to the living-room. Follow me. Now what would you like to drink?
 D Well, I'm driving so I'd better have a mineral water or something like that.

Conversation 3

- A Thanks for helping me find the platform.
 B You're welcome. Do you want a hand with the other case?
 A No, I can manage, thanks. There Well, we must say goodbye. Thank you very much for having me.
 B It's been a pleasure. Thank you for coming.
 A Not at all
 B I think there's a restaurant car at the front of the train
 A Thanks, but I don't feel like eating just yet.
 B Oh, I nearly forgot.
 A What's this?
 B That book you wanted. Do you remember?
 A How kind. Now I insist on paying for this.
 B Nonsense
 A No, please. How much did it cost?

Conversation 4

- A Good shot! Well done.
 B That was lucky. I'm not usually very good at hitting those long shots
 A Really?
 B So, how much longer are you staying, Sam?
 A Just four more days.
 B Oh, that's a pity. Still, I expect you're looking forward to getting back to Michigan.
 A Yeah.
 B Have you been to Lyon yet?
 A No, I'm going tomorrow.
 B Good. You mustn't leave without visiting our plant there. Have you been before?
 A No, never. I'm interested in seeing what you're doing there.
 B Mmm You'll like it. I think you need a three iron for this one.
 A Would you pass it to me?
 B Of course ... It's impossible to see the green from here, isn't it? Oh, hard luck!

Conversation 5

- A Good afternoon. Can I help you?
 B I'm thinking of extending my stay by a couple of days. Would you check if it's OK?
 A Certainly.
 B I'm Mrs.Haberland, room 312.
 A One moment.
 B Instead of leaving on the fourteenth, I'd leave on the sixteenth.
 A That's no problem. Shall I change the booking for you?
 B No, it isn't definite yet. Could I confirm tonight?
 A Yes, of course.

- B And are there any messages for me?
- A No, I'm afraid not.
- B Are you quite certain?
- A Ah, sorry. There's a fax.
- B Thank you.
- A Sorry about that.
- B It's all right.

TRACK 0011 Ex. 2. Listen to the conversation 1 again and check your answers.

- A Hi. I have an appointment with Peter De Vuyst.
- B Could I have your name?
- A Sure. Here's my card.
- B Right, Mrs. Sandbulte. Would you like to take a seat?
- A I'm in a hurry, actually. May I go straight up? I know the way.
- B I'm afraid you'll need security clearance first.
- A I see.
- B It will take a few minutes, I'm afraid. There's fresh coffee over there if you'd like a cup while you wait.
- A Yes, please. Don't worry. I'll help myself.
- B OK, I'll call Mr. De Vuyst.

TRACK 0012 Ex. 3. Listen to the conversation 2 again and then act out a similar conversation with a partner.

- A Ulla! Kjell! It's lovely to see you both. Do come in.
- B Thanks.
- C Here. Let me take your coats.
- D Thank you.
- B I'm terribly sorry we're late. It was difficult to find a parking space.
- A That's all right.
- C Parking's always difficult around here.
- D These are for you, Louise.
- A Chrysanthemums! They're lovely.
- D I'm glad you like them.
- A I'll pop them in water straight away.
- C Do come through to the living-room. Follow me. Now what would you like to drink?
- D Well, I'm driving so I'd better have a mineral water or something like that.

TRACK 0013 Ex. 4. Listen to the conversation 3 again and compare your answers.

- A Thanks for helping me find the platform.
- B You're welcome. Do you want a hand with the other case?
- A No, I can manage, thanks. There. Well, we must say goodbye. Thank you very much for having me.
- B It's been a pleasure. Thank you for coming.
- A Not at all.
- B I think there's a restaurant car at the front of the train.
- A Thanks, but I don't feel like eating just yet.

- B Oh, I nearly forgot.
 A What's this?
 B That book you wanted. Do you remember?
 A How kind. Now I insist on paying for this.
 B Nonsense.
 A No, please. How much did it cost?

TRACK 0014 Ex. 5. Listen to the conversation 4 again and check your answers.

- A Good shot! Well done.
 B That was lucky. I'm not usually very good at hitting those long shots
 A Really?
 B So, how much longer are you staying, Sam?
 A Just four more days.
 B Oh, that's a pity. Still, I expect you're looking forward to getting back to Michigan.
 A Yeah.
 B Have you been to Lyon yet?
 A No, I'm going tomorrow.
 B Good. You mustn't leave without visiting our plant there. Have you been before?
 A No, never. I'm interested in seeing what you're doing there.
 B Mmm. You'll like it. I think you need a three iron for this one.
 A Would you pass it to me?

TRACK 0015 Ex. 6. Listen to the conversation 5 again and check your answers.

- A Good afternoon. Can I help you?
 B I'm thinking of extending my stay by a couple of days. Would you check if it's OK?
 A Certainly.
 B I'm Mrs. Haberland, room 312.
 A One moment.
 B Instead of leaving on the fourteenth, I'd leave on the sixteenth.
 A That's no problem. Shall I change the booking for you?
 B No, it isn't definite yet. Could I confirm tonight?
 A Yes, of course.
 B And are there any messages for me?
 A No, I'm afraid not.
 B Are you quite certain?
 A Ah, sorry. There's a fax.
 B Thank you.
 A Sorry about that.
 B It's all right.

TRACK 0016 Ex. 7. Listen to some people meeting one another & make notes in the table.

Conversation 1

- A Mr. Jensen?
 B Yeah?
 A Hello. I'm Josephine Marca from Renault.
 B Hi. Nice to meet you.
 A And you.
 B It's good of you to come and get me.
 A Not at all.
 B Have you been waiting long?

- A No, just a few minutes. How was the flight?
 B It was fine thanks.
 A Good.
 B So where to now?
 A Well, the meeting starts at three so I intend to take you to your hotel first.
 B Great!
 A May I help with your baggage?
 B No, I can manage, thanks.
 A We're going to take a taxi, so if we make our way to the exit...
 B Is the hotel far from here?
 A No, just a twenty-minute ride.

Conversation 2

- A If you follow me, the projection room is in here. Ah, Dieter. Sorry to disturb you.
 B No problem.
 A We're looking for Bernd. Have you seen him?
 B No. I'm waiting for him too.
 A Have you met Signora D'Amore?
 B No, I haven't.
 A Then let me introduce you. Signora D'Amore, this is Dieter Nittel, our Sound Technician.
 C How do you do?
 B Pleased to meet you.
 A Mrs. D'Amore is from the Italian press office.
 B Oh yes?
 C We plan to install a video suite in Milan & I'd like to see the set-up here.
 B Well, Herr Wick's the man to speak to. I'm sure he'll be happy to show you round when he gets back.
 A Will he be long, do you think?
 B I hope not.

Conversation 3

- A Hello Ulla.
 B Juan Carlos! Nice to see you. Do you know Mr. Shingu?
 A Yes. We met at last year's conference in Vancouver.
 C Yes, and this time we're in your home town, aren't we?
 A That's right. I live here in Alicante. What a good memory you've got.
 B It's a beautiful city. We're just sorry we have no time to see round.
 A That's a pity. When are you flying back?
 B This evening.
 A And you, Mr. Shingu?
 C I'm leaving tomorrow morning.
 A What a shame. If you had more time, I'd take you sightseeing.
 B I hope to come back soon, actually.
 A Really? When's that?
 B We haven't fixed the date yet but...

TRACK 0017 Ex. 8. Listen to the conversation and fill the gaps.

Susan, I'd like you to meet Jean-Pierre Bernard. Jean-Pierre, this is Susan Richards.

Hello, how are you.	How are you! Pleased to meet you.
Mr. Bernard, may I ask where you're from?	Yes, of course. I'm from Belgium. From Antwerp.
Oh, really? I understand that's the diamond capital?	Yes, that's right.
Well, how do you like it in San Francisco?	It's beautiful here. I love the weather.
Yes, we have good weather year-round.	Not like in Belgium...
Mr. Bernard, may I call you Jean-Pierre?	Yes, of course, may I call you Susan?
Yes, Jean-Pierre. What brings you to the United States?	Well, I'm working with the international division of a San Francisco software company. And may I ask what kind of work you do?
Me? I'm in advertising, I work at a company downtown.	Do you live in San Francisco?
No, actually I live in Sausalito. I commute to work. It's only 30 minutes by car.	That's good. Listen, it was very nice meeting you, but I see some I must say hello to... please excuse me.
Yes, of course. It was nice talking to you too.	

TRACK 0018 Ex. 9. Listen to "Small Talk" again and then act out a similar conversation with a partner. Repeat track 0017

TRACK 0019 2.3. MAKING EXCUSES

Ex.1. Most people have a story to tell about being late for something. Listen to the two stories on the recording and answer the questions.

Version 1

1.

CHRIS: The football match was supposed to start at 10.30 on Sunday morning. Now, I don't normally like getting up on Sundays that early, but I thought, "It's no problem, I'll go to sleep nice and early, and set my alarm clock for 9.00; it'll be fine."

Unfortunately, my alarm clock didn't go off, and I woke up at 11.00. I was in such a panic. I got dressed very quickly, didn't do my teeth or anything - just rushed out, forgot my kit, had to go back and get my kit, my boots and everything, grabbed them in a bag, and ran, ran as fast as I could, and got to the game, just as it was finishing. Everyone was very angry with me, but they had won 4-1. I didn't get picked again after that.

2.

JOUMANA: Well, I was on my way to meet this young man who had asked me out for a date, and I was very excited (he was rather nice), and erm, I thought, 'Well, you have to be a bit late, you can't seem too keen', so, um, I took my time, had a very long bath and all that; and walked very slowly to the underground station. I've got an underground pass, and so I just walked right through the barrier, and waited for the train, and waited for around five minutes, which is very unusual because the Jubilee line is usually very quick. And then waited another five minutes, and then another five minutes, all in all, I waited around half an hour. Finally, the train arrived. I don't know what the delay was. The train arrived, and, um, I got on, and got off a few stops later, got out of the station, and, um, opened my handbag and realized I'd left all my money at home, and I just didn't know this chap well enough to tell him, and to say that I couldn't even see myself back home in a taxi. So, um, I had to go all the way back home, and I was in fact 45 minutes late, which was rather embarrassing.

1

GARETH: It was during my last year at university, and I still hadn't got a job to go to, and I had news of an interview for a German company. And the German director was coming over to London, and was seeing people on a particular afternoon. So I took the tram from Yorkshire, down to London, and unfortunately, er, it was late, er, there was a problem on the line, and I was about three quarters of an hour late getting to London, so I dashed to where the meeting was being held, and unfortunately, I'd just missed the director of the company, er, who was planning to go back to Germany that very afternoon. I was so eager and desperate to get the job that I asked where he'd gone to. I was told that he was taking the shuttle bus to the airport. So I ran over to where the shuttle bus left, got on it just in time, er, asked all the passengers if they were German, and directors of this particular German company, identified this man, and had the interview with him on the way to the airport. Unfortunately, I didn't get the job.

2

IAN: So there I was, waiting for a bus. First day of a new job. Before the bus arrives, this car pulls up, two guys leap out, flash a warrant card in my face, demand my name, take me down to the local police station, and question me for half an hour on the possibility I've been involved in some sort of... in a murder!

Ah, I eventually convinced them it was nothing to do with me, but I had to get them to come with me to my new place of work so that I could explain this to my new boss!

CHRIS: My story about the football match and my alarm clock — yeah, that was absolutely true.

JOUMANA: The story about being late for a date and not having my purse with me was completely false.

GARETH: The story about a job interview on a bus to the airport was absolutely true.

IAN: The story about the first day at work was true.

TRACK 0020 Ex. 3. Listen to the conversation and fill in the gaps.

- Rapid Air, may I help you?

* Yes, please. I'd like a non-stop flight from London to Moscow, leaving April 15th. Can you tell me what's available?

- Will this be for one person?

* Yes, for myself... and I'd prefer a morning flight.

- On April 15th, we have a flight that leaves Heathrow at eight in the morning. Will you be flying coach?

* I'd prefer Business Class. What type of aircraft is that?

- Hmm... let me check. It's a Boeing 747.

* How much is that, round trip?

- That depends on how long you're staying, and the date you return. Do you have your return date yet?

* No, not yet; but I should know tomorrow. I'll call back when I get the information.

- Very good, and thank you for choosing Rapid Air.

TRACK 0021 Ex.2. Listen to the dialogues and answer the questions.

Dialogue 1

A: I wanted to ask you about the, the one week course in, in Stockholm, erm, because I'd, I'd like to go if that was possible. Um, I know there've, there've been a lot of cutbacks but I wondered if there was still enough in the budget for, for training schemes like that.

B: Well, as you know, we are already sending three or four representatives over. I'm not really sure there's scope for you as well.

A: Yes, I know. I had heard that, that the other three were going. It's just that if I don't go on this course, there isn't a similar one here, um, and I'll get left behind.

B: Well, it's really a course, you know, for senior management.

A: But they said in the, um, in the details they sent that it was, it was for the, for other levels as well. I mean, I'd, I'd just be grateful if you'd think about it because I think st... I would get a lot out of it.

B: Well, I'll have another look at the budgets but, er, I suspect that it's, it's going to be out of the question.

A: Right. But if you, if you could just give it a thought.

B: Surely. Yes.

A: Thank you, thank you.

Dialogue 2

C: Good morning.

D: Good morning.

C: I just came in to see if you knew about the management course in Stockholm.

D: Yes.

C: Yes, well I wonder if I could put myself forward for the course. I'd really like to do it and I'd be grateful if you could spare the time to discuss it with me.

D: Well, as you know, the training budget for this department has been cut quite drastically recently, so I do have to be careful. And other people have applied.

C: Yes, I know that.

D: So, why you?

C: Well, I think I have a lot to contribute and I need to improve my skills in this particular area. It would give me more confidence. Would it be all right if I came back tomorrow and we can discuss it further? I can make an appointment with your secretary ...

D: I'm afraid that's out of the question. I'll be out all day tomorrow.

C: OK, how about Friday?

D: Well, if you let me come back to you on this. I need more time to think about it.

C: Well, I'd very much like to go.

D: I understand.

C: Thank you very much.

D: OK.

TRACK 0022 Ex.3. Three managers are holding a meeting to discuss a problem they are facing. Listen to Part 1. Find out what the problem is and how it arose.

A I understand there's a problem with the prototype. Could you fill us in, Sarah?

B Yes, of course. It all began when the designer had to incorporate a smaller battery. When he was altering the design, he moved a socket.

C Didn't he check with Production first?

B I'm afraid not. If he had, we wouldn't have had all these problems.

A Could you tell us more about the problems?

B Yes. We're having trouble locating the holes. There's a limit to how precise we can be with the tooling equipment.

A So are you saying we can't produce the new design?

B I'm afraid so.

C Didn't anyone notice the mistake?

B Yes, the engineers realized they couldn't meet the new specifications.

A So what did they do?

B They changed the tolerances to fit their tools.

A Do you mean they altered the design?

- B That's right. Then they built the prototype.
- C So if they'd checked first, we'd have avoided all these problems.
- B Yes, but unfortunately they didn't.

TRACK 0023 Ex. 4. Listen again and note who did these things. Was it the designer, the engineers or both? Repeat track 0022

TRACK 0024 Ex.5. Now listen to Part 2. The managers are discussing what to do next. What two options do they consider?

- B So the prototype doesn't work. It's a real headache.
- A I think we should go back to the drawing-board.
- Do you have any views on this, Lance?
- C I'm not sure. What do you think, Sarah?
- B If we went back to stage 1 we'd lose a lot of time. It'd take weeks to get this far again.
- C If you worked on the prototype, could you get it to function?
- B Yes, but it wouldn't meet all the specifications.
- C But it'd meet most of them?
- A What do you mean, Lance? Are you suggesting we play about with the existing designs instead of starting again?
- C I'm not sure. It'd mean we'd save time.
- B But we'd have to accept a lower-quality product.

TRACK 0025 Ex. 6. Make a note of the two options in the chart below, then listen again and make a note of their advantages and disadvantages. Repeat track 0024

TRACK 0026 Ex.1. Now listen to some managers discussing some problems. What problems are they trying to solve?

Conversation 1

- A How about taking the Metro?
- B I'm not sure about that. These are heavy.
- A Do you have any French currency on you?
- B Only about a hundred francs.
- A Why don't we take a taxi and ask the driver to stop at a bank on the way?
- B That's a good idea. What's the fare into the centre?
- A More than a hundred francs, I'm sure. And they'll expect a tip.
- B OK. We'll ask the driver to stop.

Conversation 2

- A We've undercharged them.
- B Really?
- A Have a look at the invoice. It doesn't include the legal fees or our agent's commission.
- B Oh no! Have they paid this yet?
- A Yes, last week.
- B We'd better phone them up and explain what's happened.

Conversation 3

- A It's the motor.
- B So we can't fix it?
- A We could try. But if we take the back off, it'll break the terms of the guarantee.
- B Then I don't think we should. I'll call a service engineer.
- A That might be the answer. How much do they charge for a call out?
- B I'll find out.

Conversation 4

A Look, you can see. We're 4 days behind schedule. I think we should put everyone on overtime.

B If we did that, the wages and salary bill would shoot up.

A Just for a few weeks.

B No, it's simply not feasible. You'll have to rearrange this schedule to make up the lost time.

Conversation 5

A They're exactly what we need. The only problem is the price.

B How much do they cost?

A \$60.

B If we buy 30, what discount will they give us?

A 10%.

B What if we bought 100?

A We'd get a higher discount, but we'd never be able to sell them all.

TRACK 0027 Ex. 2. Now listen again and fill the spaces in these sentences.

Repeat track 0026

TRACK 0028 Ex.5. Jennifer D'Abo used to run Ryman, a successful chain of office stationary shops. Listen to her account of a problem she once faced. Stop the tape when you hear a short beep.

I had a terrible stock control problem with one of the shop managers. I used to say, 'Look, I don't want your stock in the stockroom — I want it on the shelves', but he never listened. He had a huge stockroom and every shelf was full.

Anyway, one day I'd had enough so I got hold of a carpenter and I boarded up his stockroom. You should have heard the screams, but that shop ran like clockwork after that.

TRACK 0029 Ex.6. Now listen to three more managers talking about problems they faced. In each case, stop the tape when you hear a short beep. Say how you would deal with the problem, then listen to find out what the manager did.

1 The mixing machines ran 24 hours a day and we only turned them off at weekends. The lids had to be cleaned every day, so there were big safety guards to protect the operators' hands. It was hard work and the operators kept removing the guards to make it easier. I kept saying 'This is dangerous. You're crazy', but they wouldn't listen. Whenever I saw someone removing a safety guard, I'd wait and watch. Then, when their hand was stretched out over the lid, I'd throw the Off switch. They were big machines and they made an enormous noise when they stopped. It frightened the life out of the operators, I can tell you. They never took the guards off again after that.

2 The pay negotiations were going badly. We wanted to link the pay increase to a productivity deal, but the unions refused. They wouldn't budge. We finally reached a point where they were threatening to go on strike.

We sacked all the employees. We sent out letters to everyone saying that their employment would cease on a certain date. Then we offered them new employment contracts which linked a pay rise with productivity. One by one they all gave in and signed on the dotted line.

3 A professional organization in Hong Kong asked me to speak at one of their conferences. I'd never been to Hong Kong before so I was pretty excited. But I wasn't sure how much to charge — my normal fee plus air fare, or more, or less. I hadn't got a clue.

I asked them how many people they expected to come along and how much per head they would be paying. I discovered it was an enormous affair. I charged three times my normal fee and they never questioned it.

TRACK 0030 Ex. 4. Listen to three conversations and complete the box.

Conversation 1

A: Good morning. Doctor's Surgery. Can I help you?

B: Oh, yes, good morning. I'd like to make an appointment. As soon as possible, please.

A: Right. And is there a particular doctor you wish to see?

B: Er, yes, er, Dr Jackson, please.

A: Right. I'll just have a look. Well, I'm afraid Dr Jackson is very busy ... the earliest appointment I can give you with her is the day after tomorrow. Well, if that's no good ...

Conversation 2

A: Good morning. Cambridge Chemicals.

B: Good morning. Could I speak to Mr. Roberts, please? In the marketing department.

A: Right. And who shall I say is calling, please?

B: My name is Carol Barnes. He doesn't actually know me.

A: OK. One moment please ... Er, I'm afraid Mr. Roberts isn't at his desk at the moment. I believe he's just popped out.

B: Oh. Do you know when he'll be back?

A: No. I'm afraid I don't. But I can give him a message ... or shall I get him to ring you or something like that?

Conversation 3

A: Hello.

B: Is that Joanne?

A: Yeah.

B: Hi. It's Nigel. How are you?

A: Oh, busy... you know... but otherwise fine. How about you?

B: Well, I wish I could say the same. But unfortunately I haven't had a particularly good week ... I had a slight accident with the car at the weekend.

A: Oh. no. Was anyone hurt?

B: No, no, nothing like that. But there's a bit of damage to the car and it's going to be off the road for a week or so. Actually that's part of the reason why I'm ringing. I was wondering if I could ask you a big favor?

A: Oh, yeah.

B: Yeah ... uh, I've got to ... to go to Wales at the weekend and without the car I'm a bit stuck. I was wondering if I could possibly borrow your Golf for a couple of days?

A: What next week?

TRACK 0031 Ex.5. Listen again. Which phrases from exercise 3 do you hear?

Repeat track 0030

TRACK 0032 Ex.7. Now listen to the endings of the conversations.

1. B: Oh ...

A: Well, if that's no good, there are two doctors with appointments this afternoon.

B: I would rather have Dr Jackson, but I don't think I can wait for another day.

A: Well, I'm very sorry but I could give you an appointment with Dr Morton at 3.45 this afternoon. He's very nice.

B: I've never met Dr Morton, but would that mean I'd have to explain everyth. all over again?

A: Well, not really, he will have your notes. Would that be all right? 3.45?

B: Well, I should take it. I suppose it's ...

A: Right. Could I have your name, please?

B: Yes, it's, er, it's Mr Jones.

A: Mr Jones ...

2.

B: No, it's just that I'm in meetings all morning and I'm not going to have a lot of time, you see. I think, I'd like to speak to somebody else if I can. Isn't there anybody else I can speak to?

A: Er, well, I could see if Mr Roberts' secretary is there.

B: Yes, I think I have to speak to someone. If you could put me through, I'd be very grateful.

A: Right, right, I'll put you through to Denise, then.

B: Thanks very much.

C: Hello, Marketing Department. How can I help you?

B: Ah, yeah, good morning ...

3.

A: What, next weekend?

B: Yeah, if it's, if it's possible.

A: Oh, look, Nigel, I'm really sorry, but, I'm afraid I need it. I've got to go up to Manchester.

B: Oh, Joanne, don't worry. Look, I just hope you didn't mind me asking.

A: No, any time, I'm really sorry.

B: It's ... it's really left me in a bit of a hole as far as transport goes ...

TRACK 0033 Ex.1. Listen to the conversation and fill in the gaps.

- Could I please speak with Harold Bender in Marketing? This is Salvatore Santini from the Italian consulate.

* I'm afraid he's out to lunch. Would you like to call back later?

- I'd like to leave a message, if you don't mind.

* Please.

- Tell him to call me at the Italian consulate regarding his trip to Milan.

* Would you like to leave your phone number?

- That's okay. He has the number.

* Why don't you give it to me anyway.

- Okay. It's 212-514-5700.

* Thank you. I'll give him the message.

Thank you. Good-bye,

TRACK 0034 Ex.3. You work in the reception of a large television station.

When you arrive in the morning, your first job is to listen to the messages left on the answerphone. Listen to the messages, take notes in the table.

1.

Yeah, hi, this is, er, Michael Jason and I've got a message for Patrick Pound in the Accounts Department. Patrick, listen, I've done six shows and, erm, I've only been paid for three of them, and, uh, the cheque that came this morning for those three was made out to someone else by the name of Michael Jackson. Er, just emphasizing that name is Jason, Michael Jason, so, er, could you send the correct cheque this morning as soon as you get in by special courier, and then give me a ring about the three remaining payments - OK? Er, as soon as possible, OK? Thank you very much. Bye

2.

Message for Desmond Davis. This is Darina Lawrence, MP for East Devon. I watched your report yesterday on the news and after the interview that I did with you, I notice that your lied, basically, about what I'd commented upon in the interview. I want an apology, please, Desmond. This is not all; and please call me today; I've taken legal advice. I want a public apology on air, and if not, I'll have to take this further. Thank you.

3.

Good morning This is a message for Coral Edwards, Chief of News Staff, from Eric Robins, er, on the island of Bagg, er, in the North Sea. It's around about 6.30 a.m. and I haven't got my cameraman. I'm due to do a report on seabirds in danger out here, and I can't tell you how appalling the weather is, and I cannot find my cameraman. Could you please, please get him, er, to let me know at least, you've all got my number, when he is going to arrive. It's just appalling. Thank you.

4.

Hello. This is a message for the Viewers' Complaints Department. My name is Jeanne Taylor. I have just been watching a documentary programme called 'On the Breadline' about poverty in inner cities, and I really feel the whole programme was totally biased. Not only you didn't let the poor talk, but you know also, you didn't listen to them. Each time they had a point to make, you cut them short, so I would like, please, to be able to discuss with somebody about this. My phone number is 01492 555385. Thank you.

TRACK 0035 Ex.4. Philippa Knight, sales director at the Fashion Group in New York, makes two calls to Maria Bonetti, a fashion buyer in London. Listen and note: 1) the purpose of each call; 2) the result.

1 (R = Receptionist, PK = Philippa Knight, MB = Maria Bonetti).

R Good morning CPT. How may I help you?

PK It's Philippa Knight here. Could you put me through to extension 281 please?

R Certainly. Putting you through.

MB Hello. Maria Bonetti speaking.

PK Hello Maria. It's Philippa Knight from *The Fashion Group* in New York.

MB Hi Philippa, how are things?

PK Fine thanks. I'm calling because I'll be in London next week and I'd like to make an appointment to see you. I want to tell you about our new collection.

MB Great. What day would suit you? I'm fairly free next week, I think.

PK How about Wednesday? In the afternoon? Could you make it then?

MB Let me look now. Let me check my diary. Oh yes, that'd be no problem at all. What about 2 o'clock? Is that OK?

PK Perfect. Thanks very much. It'll be great to see you again. We'll have plenty to talk about.

MB That's for sure. See you next week then.

PK Right. Bye.

MB Bye.

2 (R = Receptionist, PK = Philippa Knight)

R Good morning, CPT. How may I help you?

PK I'd like to speak to Maria Bonetti, extension 281, please

R Thank you. Who's calling please?

PK It's Philippa Knight, from *The Fashion Group*.

R Thank you. I'm putting you through. Hello, I'm afraid she's engaged at the moment. Will you hold or can I take a message?

PK I'll leave a message please. The thing is, I should be meeting Ms. Bonetti at 2pm, but something's come up. My plane was delayed, and I've got to reschedule my appointments. If possible, I'd like to meet her tomorrow. Preferably in the morning. Could she call me back here at the hotel please?

R Certainly. What's the number please?

PK It's 020 7585 3814. I'll be leaving the hotel soon, so if she can't call me back within, say, within the next quarter of an hour, I'll call her again this morning. Is that OK?

R Right. I've got that. I'll make sure she gets the message.

PK Thanks for your help. Goodbye.

R Goodbye.

TRACK 0036 Ex.5. Listen to the first call again and complete the extract below.

R Good morning CPT. How may I help you?

PK It's Philippa Knight here. Could you put me through to extension 281 please?

R Certainly. Putting you through.

MB Hello. Maria Bonetti speaking.

PK Hello Maria. It's Philippa Knight from *The Fashion Group* in New York.

MB Hi Philippa, how are things?

PK Fine thanks. I'm calling because I'll be in London next week and I'd like to make an appointment to see you. I want to tell you about our new collection

MB Great. What day would suit you? I'm fairly free next week, I think.

PK How about Wednesday? In the afternoon? Could you make it then?

MB Let me look now. Let me check my diary. Oh yes, that'd be no problem at all. What about 2 o'clock? Is that OK?

PK Perfect. Thanks very much. It'll be great to see you again. We'll have plenty to talk about.

MB That's for sure. See you next week then.

PK Right. Bye.

MB Bye.

TRACK 0037 Ex.6. Listen to the second call again and complete the extract below.

R Good morning, CPT. How may I help you?

PK I'd like to speak to Maria Bonetti, extension 281, please.

R Thank you. Who's calling please?

PK It's Philippa Knight, from *The Fashion Group*.

R Thank you. I'm putting you through. Hello, I'm afraid she's engaged at the moment. Will you hold or can I take a message?

PK I'll leave a message please. The thing is, I should be meeting Ms. Bonetti at 2pm, but something's come up. My plane was delayed, and I've got to reschedule my appointments. If possible, I'd like to meet her tomorrow. Preferably in the morning. Could she call me back here at the hotel please?

R Certainly. What's the number please?

PK It's 020 7585 3814. I'll be leaving the hotel soon, so if she can't call me back within, say, within the next quarter of an hour, I'll call her again this morning. Is that OK?

R Right. I've got that. I'll make sure she gets the message

PK Thanks for your help. Goodbye.

R Goodbye.

TRACK 0038 Ex. 3. You will hear a speaker describing some of the different positions that Mr. Manley Johnson, a senior manager of 3M, held throughout his professional life until 1989. Listen and complete the table.

Mr. Manley Johnson began working for 3M in 1968 after completing his studies in Organic Chemistry at the University of Illinois. He first joined the building service in clinic-product division where he worked on improving many different products including non-slip materials used in stairs and in bath-tubs. He also worked as a supervisor in industrial laboratories division and worked under a man called Ron Mitch. He developed Scotch-brite guard which is used to protect carpets and is also sold through out the world. Mr Johnson then took on responsibilities in Industrial Scotch-brite sector which manufactures and sells abrasive and cleaning products. He was in charge of managing the technical aspects of this business for

four years and reported to doctor Chuck Rich. He spent the next three and a half years as technical director of the Life-Science sector. He was responsible for identifying important technologies for the company's future business and worked for various divisions to find the right strategies for the developing these technologies. A position which Mr. Johnson held for three years was that of technical director of the Disposable products division. He worked very closely with technical staffs of major customers to identify their specific needs. He found this to be a very interesting and exciting job.

TRACK 0039 Ex. 4. You will hear Mr. Johnson describing his present position. As you listen, take notes & then write a short description of his job & responsibilities.

Mr. Johnson My job really is the technical director in France it includes having direct responsibility for European laboratories. We have responsibility for 15 divisions across Europe. We have some major people directly involved in these efforts. So what I have the most important about my job is to bring 3M R&D culture here to make sure people talk to each other, they share technologies, they understand what's going on within the technical community. But there're good career plans and good personnel decisions made for the technical community even if people may not work for my organization. I think, that's one of my roles. Another important part of my responsibility is to be the technical officer of 3M France to make sure when we're entering in agreements we do so carefully and logically and we identify good technical partnerships, make sure our parts are well-done and we are technically keen, so that I have responsibility for intellectual property. As well,...I think there is a HR aspect to make sure our technical people have strong careers and opportunities because one of my most important jobs, I think, is to hire the right people and we have access to compete globally. We have to make sure we hire the best and give them the best opportunities because other people may have to work in the company some day.

TRACK 0040 Ex.6. Listen to the description of the company's activities and complete the pie chart and notes with the correct figures.

L'Oreal is active in all world markets and we employ just over thirty thousand people worldwide. We have production facilities, agents and subsidiaries in all five continents and we are increasing our share of the world's cosmetics markets.

Let's begin by looking at the different activities of the group. This slide shows last year's sales when we had a turnover of thirty-seven point five seven billion French francs. If we look more closely we can see that the largest part of our revenue comes from Consumer and Salons activities. This market segment accounts for forty-nine per cent of the total turnover. It includes skincare products, make up, fragrances and hair care products where we are a world leader.

The next division is perfumes and beauty Here we have an exceptional range of prestigious brands, which includes Lancome, Helena Rubenstein and Biotherm. This division's turnover increased last year to stand at eight-and-a-half billion francs

Moving on to Active Cosmetics, this division has dual objectives; firstly to develop new, technically advanced cosmetics and secondly to enhance our close relationships with pharmacists — a key channel of distribution. It achieved a turnover of three point seven billion French francs last year.

Then we come to Synthelabo, our pharmaceutical subsidiary, which accounts for sixteen point eight per cent of our total revenues. It regularly invests twenty per cent of its turnover in research and development. Synthelabo is making advances in the treatment of central nervous system disorders at the moment, and it will become a world leader in this field in the future.

In addition to these four major areas of activity, L'Oreal also owns Artcurial, a contemporary art gallery, we hold a major stake in the Marie-Claire publishing group and we have increased our stake in Paravision International, a film production and distribution com-

pany. Together these activities account for one point eight per cent of our turnover, or nought point seven billion francs.

TRACK 0041 Ex.7. Listen again and complete these extracts from the presentation. Use one word per space. Repeat track 0040

TRACK 0042 Ex.1. A Softbank manager is talking about the growth and development of his company. Listen and answer the questions.

A How long has SOFTBANK been in business?

B The company started in 1981. At that time the PC was just a toy. No one was distributing software. No one even knew what software was available

A The growth's been phenomenal, then.

B That's right. Sales revenues have gone up every year since we started. At one time they were doubling every month.

A What's the main growth area now?

B Networking. That's really taking off. It includes operating systems, cables, boards, everything you need for the networked company. Before that, the big growth area was business applications. Things like word processing packages and spreadsheets.

A And before that?

B Games. Games software. That's where it all started.

A And what about your magazine business. Is that growing?

B Yes indeed. We published 14 different computer magazines last month. But it got off to a poor start initially.

A Yeah?

B We set up the publishing division just six months after we'd set up the distribution business, so we didn't have a lot of money to spare. We launched two magazines, printed 50,000 copies and 85% were returned.

A Really?

B They just didn't sell and they were eating up all our profits.

A I'm surprised you didn't close them down.

B We didn't want people to think we were in trouble. We decided to take a gamble instead. We made them twice as thick, kept the price the same, changed the layout and printed twice as many. Then we spent all the money we had left on TV advertising.

A It obviously worked.

B Yes. They sold out in three days.

TRACK 0043 Ex.2. Listen again and answer the questions. Repeat track 0042

TRACK 0044 Ex.1. Listen and tick the items the managers mention.

A Bob Shaw.

B Hello, Bob. This is Victoire. I'm just phoning about your presentation next week. I think we should check everything again.

A Again?

B It's a big contract, Bob. I don't think we should take any chances.

A There is one thing, actually- I've got the address but I'm not sure where the office is.

B Aren't you going to take a taxi?

A No. I'm hiring a car.

B Then I'll fax you a map with directions.

A Thanks.

B Are you going to use an overhead projector?

A Yes.

B Then I think we should take one with us.

A Shall I do that or will you?

B Leave that to me.

A I'm going to bring some samples, so I'll need a display stand.

B That's no problem. I'll bring one of those too.

A Do you think I should show them the new schedule?

B Yes, I do. They're going to ask a lot of questions about delivery times, be prepared.

A How do you know?

B They say so in their briefing notes. Haven't you read them?

A I've been very busy.

B But Bob, the notes tell you what they're going to ask.

A OK, I'll look through them tonight. Are you staying to watch my presentation?

B It'll be difficult. I've got to meet someone for lunch.

A I think there should be two of us there.

B I'll explain. They'll understand.

A I'm not very happy about it. You shouldn't leave a presentation half-way through.

TRACK 0045 Ex.2. Complete the spaces in these extracts from the conversation. Then listen again and check your answers. Repeat track 0044

TRACK 0046 Ex.4. Now listen to some managers discussing the schedule of a project and see if you were right.

A We planned to have this equipment in operation by week 12. What's gone wrong?

B It's not our fault.

C We dislike changing the schedule as much as you.

B The suppliers have let us down. They guaranteed to deliver and install the equipment within five weeks of receiving our order.

A When did you place the order?

C At the end of week five. But now they say it will take six weeks

A What's happened?

C As you know, we chose to prepare the site ourselves. The suppliers say we haven't done a good enough job.

A Is it true?

B No. We think some of their parts were faulty.

A Did they deliver on schedule?

C Everything arrived at the end of week 8, but it's taken them a long time to get started.

B Of course they deny having problems with their parts. They've been blaming the site.

A Have they managed to get started now?

B Yes, but they won't finish installing it until the end of week eleven.

A But that's another two weeks.

B I know.

A So how does this affect the training schedule?

C We've recruited all the operators now and they've had one week of training so far. We can carry on giving them theoretical training, but they also need hands on experience.

B And we can't give them that until the equipment's installed.

C And we can't risk changing over to the new equipment without a full week of tests.

A So this date for the change-over - you want to put it off for a week?

C I'm afraid we can't avoid it.

TRACK 0047 Ex.5. Listen again and answer these questions. Repeat track 0046

TRACK 0048 Ex.1. You will hear Ben Fox describing how he got the original idea for opening Fasta Pasta. Listen and answer the following questions.

Ben Fox When I was working for the pizza restaurant company and helping to open new units, I was quite busy and getting home very late at night and I'm not a wonderful cook. I like to spend my time reading and doing other things, and sport. I used to use home delivery quite a lot and basically the main option in home delivery is pizzas. So that's how it started in terms of in looking at that as an option or as something that wasn't currently available. And then as I said I was on holiday in Italy. I came across a takeaway pasta business, that was a kind of thing that could make me think a little bit. When I worked at pizza restaurant company setting out the operation, I was a development manager for opening a pasta operation alongside the pizza operation and there we were using automated machinery. That was well-suited to cooking pasta quite quickly. And really pasta is "the ultimate fast food", especially fresh pasta which we use, because it'll be cooked in two or three minutes, as opposed to pizza, it will take thirty minutes to prepare in cook, that is the sort of basis. And the difficult area is the sauces and that sort of things. But basically your main product, pasta, is simple and quick to cook.

TRACK 0049 Ex.2. Listen to Ben Fox's description of the customers of Fasta Pasta.

Ben Fox We do a quite lot of lunch-time business in terms of business and offices within the area we deliver. But predominantly it's residential in the evenings. Our main client base is a supposed age between 20 and 40, although we have customers who are over 50, we have customers who are under 10. The main part of the market is supposed between 20 and 35, male and female. We're quite surprised by the number of female customers. But I think that's predominantly because they recognize the pastas which are good for them and it's a change from pizza as well.

TRACK 0050 Ex.3. In this extract, Ben Fox answers the question "What advice would you give to young people thinking of setting up their own business?" Listen and complete the following pieces of advice with the verbs which he uses.

- to research whatever you want to do carefully
- to talk to friends and relatives and people you know about what you want to do
- and to really not give up, they need to believe in what you're doing
- but you can get a lot of support from people around you and which doesn't cost you anything. It just costs you some time in talking to people, to listen to people and to learn from others
- and also to get the right sort of background in what you're doing whether in terms of working for someone who he's doing similar sort of operation as you want to do.

TRACK 0051 Ex.1. Lynne Fielding, a marketing specialist, is talking about branding. Listen to the first part of the interview and check your answers.

(I = Interviewer, LF = Lynne Fielding)

I What is branding and why do we need brands?

LF A brand can be a name, a term or a symbol. It is used to differentiate a product from competitors' products. The brands guarantee a certain quality level. Brands should add value to products. It's a synergy effect whereby one plus one equals three. But customers must believe they get extra value for money.

TRACK 0052 Ex.2. Listen to the 2nd part of the interview and complete the chart.

LF There are different types of brands. There are what we refer to as the stand-alone brands or individual brands, for example Ariel, Haagen Daaz ice-cream, Direct line insurance,

or Marlboro cigarettes. They require separate marketing support. There's also the corporate branding, or family brands such as Heinz or Virgin, Marks and Spencer, Levis.

TRACK 0053 Ex.3. Finally, listen to the last part and complete the summary below.

LF We need new brands because, well, customers want new brands. They want choice. They want a selection of different products. They like to rely on the quality levels guaranteed by the company. They like to trust products. It makes shopping so much easier for them. And also, they like to identify with brands.

TRACK 0054 Ex.6. You are going to listen to the radio business news. It's quite long and quite fast so don't expect to understand every word. While you listen, make brief notes on what the different news items are about.

A The time is six o'clock and here is Business Update with Gavin Scott.

B Unemployment has risen to over three million for the first time in six years and analysts expect the jobless total to rise by a further 40,000 this month. Manufacturing output has meanwhile steadied, after a nought point five per cent decrease last month. It is thought that today's rise in the unemployment figures could put pressure on the Prime Minister to cut interest rates, though the Bank of England have denied that this is likely.

B Guinness, Britain's largest drinks group, has announced plans to make 700 staff redundant at its United Distillers subsidiary in Scotland. Union officials have said the job losses are unnecessary. Claire Travers reports.

C The redundancies are part of a move by Guinness to improve productivity. But the news of the redundancies has been badly received here in Scotland. I spoke to some of the workers at a United Distillers factory.

D 'It's unnecessary, isn't it? Guinness are always saying we're the world's most profitable spirits company.'

E 'Aye. We're making a profit. We're not making a loss.'

F 'It's devastating. It will destroy entire communities.'

C Guinness strongly deny that communities will collapse as a result of the job losses. They say they will improve investment and business. The group's cost-cutting measures also extend to Spain, where they will make job cuts at Cruzcampo, Spain's largest brewer, employing 30,000 people. Guinness bought Cruzcampo two years ago to expand into the fast-growing Spanish economy. The Spanish beer market shrank by about five per cent last year.

B The tobacco industry has today hit back at the Department of Health about cigarette advertising. They've issued a report arguing that cigarette advertisements do not encourage people to smoke more, and that they only encourage people to switch brands. The report is based on data collected from more than 90 countries around the world. It conflicts with figures issued by the Department of Health last month, which suggested that banning advertisements would result in a drop in consumption. A spokesperson for the tobacco industry said 'If a product is legally available, then it should be legal to advertise it.'

B The Conservative MP, David Willett, has called for the government to raise the state retirement age to 67 for both men and women. In a report published today by the Social Market Foundation, Mr Willett argues that raising the pension age would cut at least £5 billion from the Social Security budget. He also suggests that some of the savings should be ploughed back into higher state pensions for the over-eighties.

B And finally, in preparation for the introduction of high-speed trains, British Rail is recruiting volunteers for an unusual job. Ruth Mallon has the details.

H British Rail's volunteers will be tied to posts next to railway lines while high-speed trains pass by at 140 m.p.h. (miles per hour). The experiment is designed to test the effects of turbulence, and British Rail hope to establish whether it is feasible for maintenance teams to work while the new trains are running. Many British Rail staff have already volunteered for the

tests, and surprisingly, so have more than 50 members of the public. A British Rail spokesperson said "People have been ringing in to say "We think it sounds exciting and we'd like to try it" ". One caller described it as the railway equivalent to bungee-jumping. British Rail has thanked all volunteers, but say they will only be using experienced staff.

B And that's all for today. The next news is at seven o'clock and we'll be back again at six o'clock tomorrow with Business Update.

TRACK 0055 Ex.7. Listen again. Stop the tape at the end of each item and answer the questions. Repeat track 0054

TRACK 0056 Ex.1. You will hear Tom Scheck, one of the directors of Profile, an international business consultancy, talking about his company and some of the problems involved in international negotiations. Listen carefully to the first extract and answer the questions below.

Tom Scheck: We set up our company which is called Profile, the business consultancy in the International Construction Market for different reasons. First of all our associates are from different backgrounds and nationalities. All are working in Paris and we noticed there's a need for better understanding between professionals working in different contexts. We provide more classical technical market information such as analyses of supply and demand, forecast and economical assessments as well as insights into the structure of decision-making in different contexts.

TRACK 0057 Ex.2. In the second extract, you will hear Mr. Scheck giving advice on how to succeed in an international business context. First study the structures in bold in each of the sentences below. Then listen to the cassette to complete the sentences.

I'm going to talk about some basic problems we have encountered in our professional lives and the approach to the international markets. It is important to remember first of all that every country has its own historical heritage and this defines the specific context. And you should always try to understand this context when doing business on an international level. Don't forget that identical systems work differently in different environments. It is also important to remember when you start negotiations with your local partner that he is sending out signals which could help you greatly in your future business dealings with him. But if you don't understand the specific context, your interpretation of these signals would probably be wrong. So high-quality information is an important ingredient of success. You should always avoid thinking that your local partner is less efficient, less educated or less developed than you are. This is usually not true, even if it were, people are not stupid and they feel your attitude towards them. And this will put a strain on a business relationship. It is essential to be flexible, open-minded and to listen. Avoid thinking that your products presentation always fits the market. In my experience that has rarely been in the case. You have to adapt your arguments for each market.

TRACK 0058 Ex.3. To illustrate how values can change from country to country, Mr. Scheck uses the example of selling a car. Listen to the third extract and complete the table below.

Take, for example, selling a car in France and in Holland. In France you would be advised to emphasize the performance in terms of power and technology. In Holland you should emphasize economy, internal space and comfort. This example, I think, illustrates perfectly the different scale of values in two countries, geographically so close to each other.

TRACK 0059 Ex.4. In the final extract Mr. Scheck talks about doing business in Eastern Europe. Listen and decide if the following statements are true or false.

I would now like to talk about one of our more recent activities working in Czechoslovakia. But first of all I want to say that there is no Eastern Europe and Western Europe. Because, for example, if Prague is in Eastern Europe, then Paris is probably in Southern Europe. And the whole thing doesn't make much sense. However there was a difference in orientation experience and philosophy during the last 50 years if we include the 2nd World War. So on one hand, we have so-called Western-world plan, the traditional role of being helpful and on the other hand, the so-called Eastern-world, complexed about the heritage of more than 40 years of communism which means not having a good system of management, no money for investment. Even if both sides are willing to cooperate, it is difficult to make something work. For example we carried out some market research on the potential of the construction sector of Eastern Europe. Even though we had some very good contacts, it's still to cause a couple of months to establish roles: who does what and to understand the distribution system which seemed absurd compared to our recent standards. So it is not easy even when you speak the language perfectly or are of Czech origin as I am. There's always a barrier of no common professional reference. The main thing is don't think of the East as a block. The so-called Eastern-block countries have economic industrial, social and cultural differences. For example, people often forget that Czechoslovakia was one of the first economic world powers between two World Wars. I would like to conclude emphasizing that in general terms you'll have a better chance to succeed in business if you have a certain respect and understanding in your approach to international negotiations. You must convince your partner of your professionalism and know-how. To achieve these, you must be well-informed.

TRACK 0060 5.2. Time management problems

Ex.2. Now listen to the speakers on the recording describing their time management problems. What problems do they have and what solutions are suggested?

Version 1

AISHA: My problem is that I really can't, I can't seem to get down to a decent day's work.

NEIL: Right.

AISHA: The phone goes constantly, (Hmm) I have people queuing at my desk, asking for information, bits of advice, and I actually can't achieve a proper day's work, I mean, do the big work that I really have to do.

NEIL: Right. Erm, I suggest that you get your secretary to filter all the calls; make sure she only lets through the most important ones, the most urgent ones. That way, you find your time is ... you'll have much, much more time to do things, er, on your own. The other thing I suggest is, er, I think you should delegate responsibility. I mean, don't do it all yourself. You have other people there to do things for you. Make sure that they do it! OK?

AISHA: Yes, you're right. It's easier said than done.

Version 2

LAUREN: I'm having some, er, problems with my meeting technique; the meetings that I, that I am conducting seem to go on too long, which I wouldn't mind if we were actually getting something done, (Hmm) but they go on a long time, and also I, I have trouble controlling the people attending the meeting. Everything seems to get out of hand, and everyone seems to have something to say, and I wondered if you had any feedback for me.

JON: Yes, I do know that these things can get out of hand, so my first suggestion would be that you set a very firm time limit for these meetings: absolutely specific, it will start at two o'clock, and it will finish at 2.45; don't let it run over any longer than that. And furthermore, I don't know how many people attend the meetings, but if it's possible for you to whittle the num-

bers down, have senior members of staff only, who can then relay to more junior personnel what has been discussed at the meeting, because the more people you have at a meeting, the more people will want to speak, and that's how these things get out of control.

LAUREN: Hmm. Thank you very much.

TRACK 0061 Ex.5 Listen to some British people discussing the questions. Make notes on their answers. Which points do they make which are not relevant in your country?

1)

A: Erm, if you had to make an important business phone call, what time of day do you think you would make it?

B: I'd make it before lunch, I think.

C: Yeah, I would.

B: About 11.00; by then everybody's had a cup of coffee.

C: They're in, settled. Because after lunch, people come back, if they've had a late lunch, a business lunch, couple of drinks ... Morning seems, I would've said, a good, clear-headed business decision would be made in the morning. D: But not too early, maybe

C: No.

D: I mean, with me it shows in the voice that I'm not ready for the day yet and that's not very good, but sort of, half past ten I would have thought till lunch time.

C: Yeah, hmm.

B: Yeah.

D: Because after lunch, people already think about the evening, don't they?

C: Winding down, really. Yeah.

D: That energy has sort of gone.

B: I agree.

A: Well, there seems to be a suggestion that to call them just before lunch would be a bad idea, because they'd be thinking about lunch. They might be in a hurry, wanting to get to their break, so, yeah, something like 11.00 would probably be quite good. But it's interesting that you thought you would avoid the early morning, because apparently if you want to catch people before they've gone into their meetings and all of these things that they have to do, even calling before 9.00 might be a good idea.

2)

A: When do you think is the best time of year to get married?

D: I think September would be my favorite month, because I mean, the holidays have happened, people are back from their holidays, it's not autumn yet, it's still like summer but, you know, not yet the autumn and I just love September, so I think it would be ideal, really.

B: Yes, it's a personal thing, really.

C: Yes, it is a personal thing. Autumn. We got married in October because it was our favorite, our favorite season. We were going to get married in spring, and we thought, 'Well, spring doesn't mean anything to us, so let's get married in the autumn.'

B: We got married in July and it was the final of Wimbledon. All the bridesmaids were very angry at us because they couldn't watch the match.

D: Did anyone turn up at the wedding?

B: Just the near family.

A: All right.

B: It was a fairly small group.

A: Yeah, it's supposed to be the most popular time - June, July, August, because of the weather. You can predict, especially in Britain. I mean, it's a bit more predictable, isn't it? But you did well if you got married, sort of... autumn, winter, you tend to get cheaper deals if you're of a mercenary disposition. If you're going off on your honeymoon, of course, you can

get the cheap holidays and so on. And something that you have all failed to mention - the flowers. Now winter flowers can be a lot cheaper because, yeah, all those berries and sticks!

D: It comes down to cost, doesn't it?

A: Yeah, it's a very important consideration!

B: Well, well. Of course, I wasn't paying for our wedding, so I didn't think about that.

A: There you are.

3)

A: Right, now then, when is the best time of the year to give birth to a baby, and why?

D: Well, I would have thought in the spring or summer because then you have the worst of that big tummy during the winter ...

A: Aha.

D: ... so I think it must be hard if you have that during the summer, so it must be harder to give birth in the autumn or winter.

C: Right.

B: I agree, and then you can have your birthday parties in the open air in most places ... in spring and summer.

C/D: Exactly, oh, yeah!

C: But there are schools of thought about having children so they fit in with term times. There's a, there's an idea that...

D: But that's very pragmatic, isn't it?

C: It is, but my sister-in-law has done it. She's given birth at the right time to make sure ... if a child is born so it's, it's ... goes to school and it's just become five in September, rather than having a birthday in May, they are the last to be ... the last to get to their peer group (aha) at the end of the school year. There's a whole school of thought that you're actually slightly behind.

A: That's true. Well, there's a whole year, isn't there? If your birthday was in August...

C: But then sometimes it's so difficult to have a baby anyway.

A: You can't always plan it. I mean, there are other things as well in that babies born in the spring or summer, um, they'll have time to build up some immunity before all those horrible flus and colds come in the winter (of course, yeah, mmm) so that's quite an important consideration. Apparently also a lot of doctors take their holiday in August, so that might be a good time to avoid if you want some, er, some assistance with the birth of your baby!

C: Hmmm!

TRACK 0062 Ex.6. Listen to the conversation and check your answers.

A I'll never forget the trouble we had with that face cream. We launched it and you know it was a real winner. I mean, it was going really well.

B Hmm, great.

A When suddenly people started phoning and complaining it was burning their skin.

B Burning their skin? You mean, like a kind of allergy.

A Yeah, it was making red marks on their faces. The newspapers heard about it and wanted to know what we were doing about it.

B Huh typical. They don't exactly help, do they? So what did you do?

A We didn't know what to do. You see, we'd tested it for over six months, and you know, there'd been no bad reaction to it.

B Well, so what was the problem?

A Well, we'd invested a lot in the product and the launch. I mean, you know what advertising costs are these days, then suddenly the number of complaints doubled in the space of a week or so.

B Doubled? Incredible? Did you manage to keep it quiet?

A No, our Managing Director got more than a bit worried. Said all this was harming the company's image. So we recalled the product and lost a lot of money. I tell you, the only people with red faces were us. Since then, we've kept away from skin care products.

TRACK 0063 Ex.7. Listen to the conversation again. Note down examples of the tenses. Repeat track 0062

TRACK 0064 Ex.2. Listen to two managers discussing price estimates. Complete the missing information on the form.

- A James Jarvie.
B James, this is Catherine. I'm phoning about the autumn catalogue.
A Have you done the costings?
B Yes. I've got two estimates — one for printing in Hong Kong and one for printing in Europe.
A Yes?
B I've calculated on the basis of 368 pages, the same as last year.
A Yes, that's right. How do they compare?
B Europe's much more expensive. The printing costs are far lower in Hong Kong.
A Yes, they say Europe has the highest prices. But what about freight?
B Well, that's more from Hong Kong, of course. It's only a thousand pounds from Europe but it's three and a half thousand from Hong Kong. On the other hand, that's only a small part of the bill.
A And delivery? If we order next week, when will they get here?
B Europe's quicker obviously. Just two weeks. It takes six from Hong Kong.
A But even if it takes six weeks, we'll still be in time for the September mailing.
B Exactly. Of course, there's another factor.
A What's that?
B The exchange rate. I've used a rate of one pound to eleven Hong Kong dollars.
A Then we ought to buy dollars now, in case the rate changes.
B I can't do that until I've got the go ahead from head office.
A I'm going there this afternoon. You could give me the figures and I'll have a word with Finance when I see them.
B OK. In Hong Kong, the total production costs work out at two pounds fifty-one a copy. Got that?
A Uhhuh.
B And they're two pounds seventy a copy in Europe.
A Europe's much dearer, isn't it?
B Yes, unless the Hong Kong dollar rises dramatically in the next few days.
A Don't worry. I'll tell them we need a quick decision.
B Thanks, James.

TRACK 0065 Ex.3. Use words and phrases from the box to complete the sentences. Listen again to check your answers. Repeat track 0064

TRACK 0066 Ex.8. Now Listen and find out whether Steve Coppel would agree with the statements. Do his views differ from yours?

Building team spirit is always the focal point of what I try to do as a manager. When I first went to Crystal Palace, players would finish training and then go straight home. There was no atmosphere. So we brought in a pool table and fruit machines. When players choose to spend time together, it generates a better atmosphere.

The team spirit's very important, but I don't believe in trying to motivate the team as a team I try to motivate them as individuals. So I don't give team talks. I speak to the players individually. And I try not to put too much pressure on them. I believe players perform best when they are relaxed. If they're too tense, I can guarantee they won't play well.

I also believe in giving people autonomy. I like all the people who work for me to be autonomous. I very rarely interfere. I feel people should be judged on their results. If they prove incompetent, then I'm incompetent if I keep on employing them.

It's like that with the team. I get criticized for not interfering during a game and making more substitutions. But I feel if I've chosen those eleven players to get a result, then I should leave them alone to get on with it.

If I'm dropping a player from the team, I don't feel I have to explain it to them. If they want to discuss it, I'll say 'Come back and talk about it in a couple of days time.' But I don't try to re-motivate them. It's up to them to have the character to fight back. I'm a great believer that almost everything you achieve in life is down to your attitude. If I have a player who is magnificently gifted but has a stinking attitude, I won't waste my time on them.

TRACK 0067 Ex.9. Listen again and complete these sentences. Repeat track 0066

TRACK 0068 Ex.5. Pamela Pickford trains business people to make presentations. Which of the points below does she make? Listen and mark each one either True or False. (PP= Pamela Pickford)

PP The key is preparation. So the first step is to find out who you're going to be presenting to. Now you need to do this on two levels. Firstly, how much does the audience know about the subject? Are they experts or do they know very little? Secondly, are you presenting to a group from the same or from different countries? And adjust your language so that everybody can understand. If possible, visit the room where you'll be giving the presentation beforehand and organize it precisely to your own requirements. Check you're familiar with the equipment, rearrange the seating, and try to make yourself feel comfortable and relaxed in it. So once you know who you're presenting to and where, you're ready to start preparing what exactly you're going to say. OK? So stage one is the opening - that all-important first few moments that can make or break the presentation. Then stage two, a brief introduction about the subject of your talk. Then three, the main body of the presentation. And four, the conclusion, which should include a summary of your talk and your final opinion or recommendations. Finally, the question and answer session. Now the most important stage is the opening minute or so and I'd suggest that people memorize it exactly as if they were actors. Write down the opening with all the pauses and the stress clearly marked, and then record it, listen to it, and practise it again and again. This is so important because if it's properly done, you not only get the audience's attention immediately, but you feel confident during what can be the most frightening part of the presentation. After that, you can start using your notes. So the first step is to write those notes. Write the whole presentation out just like an essay. Then select the key points. But read the full version over and over again until it's imprinted on your mind. The next step is to buy some small white postcards and write no more than one or two of the key points or key phrases onto each one.

Now visual aids, like overhead transparencies, are very important of course. But most people put far too much information on them. Don't - because it's difficult to read and it bores the audience. Limit yourself to a maximum of five points on each. Remember to turn off the projector when you're not actually using it. And don't talk to the machine, or the transparency, which again, lots of people do. Face the audience at all times. Finally, remember that it's not just what you say. How you say it is just as important. Quite unlike meetings and negotiations, a good presentation is very much a performance.

TRACK 0069 Ex.7. Listen to a presentation to a company's sales team about the launch of their new chocolate bar. Tick the expressions in the "useful language" box on that you hear.

Good morning everyone, thanks for coming to my presentation. I know you're all very busy, so I'll be as brief as possible. OK then, I'm going to talk about the new chocolate bar we're putting on the market, the St Tropez premium bar. I'll tell you about the test launch we carried out in the south west of England a few weeks ago. My presentation is divided into three parts. First I'll give you some background about the launch.

After that, I'll tell you how we got on and assess its effectiveness. Finally, I'll outline our future plans for the product. If you have any questions, don't hesitate to ask.

Right, let's start with the background to the launch. As you know, St Tropez is a mint and nut bar with a distinctive taste. It's been thoroughly tested in focus groups and special attention was paid to packaging. It's wrapped in a metallic foil. The colours are rich, strong, to give high visual impact. OK everyone? Yes, Johan, you have a question...

So, that's the background. Right, let's now move on to the test launch. How successful was it? Well, in two words, very successful. If you look at the graph, you'll see the bar's actual sales compared with forecast sales. Quite a difference isn't there? The sales were over 20% higher than we predicted. In other words a really good result. Well above our expectations. The sales show that the pricing of the product was correct. And they show that as a premium line, the St Tropez bar should be successful nationwide. To sum up, a very promising test launch. I believe the bar has great potential in the market.

Right, where do we go from here? Obviously, we'll move on to stage two and have a national advertising and marketing campaign. In a few months, you'll be visiting our sales outlets and taking orders, I hope, for the new product. Thanks very much. Any questions?

TRACK 0070 Ex.5. Claire Bebbington is External Affairs Manager for a division of British Petroleum. Listen to the first part of the interview. Decide whether these statements are true or false, according to Claire. (I = Interviewer, CB = C. Bebbington)

I Why should companies be ethical or what are the advantages of a company in behaving ethically?

CB Mm, I think the whole issue of ethics is a very complex one. Companies are made up of people. Multinationals are made up of many different nationalities. I think that companies are part of society and as such they should reflect society's standards. Companies, especially multinational ones, do have responsibilities in the world and should try to be a positive influence and I think if a company is not ethical, then it will not survive as a company.

I Should a company have a code of ethics?

CB I think from my point of view it's useful on two counts. Firstly, it makes a commitment to certain good behaviour and so it's a way of communicating the importance of good behaviour to all of its employees and partners. Secondly, if a company has a code of ethics and spends time communicating it, it does actually contribute to its ethical behaviour. If you express these things in writing, especially, then you can be held accountable for them. This tends to mean that you are much more likely to act on them as well. I think following up that code is difficult. People tend to have different ethical standards, and defining the term 'ethics' can I think be a problem. But I think generally to express what your ethics are is a positive thing to do.

TRACK 0071 Ex.6. Listen again to the first part of the interview, complete the two extracts below.

I Why should companies be ethical or what are the advantages of a company in behaving ethically?

CB Mm, I think the whole issue of ethics is a very complex one.' Companies are made up of people. Multinationals are made up of many different nationalities. I think that companies are part of society and as such they should reflect society's standards. Companies, especially multinational ones, do have responsibilities in the world and should try to be a positive influence and I think if a company is not ethical, then it will not survive as a company.

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CB I think from my point of view it's useful on two counts. Firstly, it makes a commitment to certain good behaviour and so it's a way of communicating the importance of good behaviour to all of its employees and partners. Secondly, if a company has a code of ethics and spends time communicating it, it does actually contribute to its ethical behaviour. If you express these things in writing, especially, then you can be held accountable for them. This tends to mean that you are much more likely to act on them as well. I think following up that code is difficult. People tend to have different ethical standards, and defining the term 'ethics' can I think be a problem. But I think generally to express what your ethics are is a positive thing to do.

TRACK 0072 Ex.7. Now listen to the second part of the interview. Complete the question that Claire asks. What examples does she give to illustrate the question?

I What kinds of moral dilemmas do large companies face? Can you think of any examples?

CB I think if you were to look at any company's ethical code you would usually find in it a section about offering bribes and this can be an area where I think people can get themselves into hot water. Facilitation payments are part of doing business in many countries, and bribes are something which most companies are not going to want to get involved in. But when does a facilitation payment become a bribe? And that is a question that can be quite difficult to answer.

I Can you think of an example where a facilitation payment is clearly a facilitation payment and not a bribe?

CB I think that there are many examples. When you are paying consultants to make introductions to new business contacts, obviously the reason you choose these consultants is because they are well placed to give that kind of advice in a particular country. And you're paying for that introduction.

I Can you give an example of a facilitation which is closer to a bribe?

CB I would say size is important. Sometimes facilitation payments are out of proportion to the kind of business that you are expecting to win. I think there are many instances. Also, you have to be careful with issues such as nepotism.

TRACK 0073 Ex.8. Listen to the part of the interview with Marjorie Scardino and make notes. Then complete the summary of what she says.

(I = Interviewer, MS = Marjorie Scardino)

I How do you develop a strategy for a large company?

MS There are lots of ways to go about it. I think the way we've done it is to first think about what assets we have - what's unique about those assets, what markets we know about and what markets are growing, and which of those markets can make the best use of our assets. We then put that into a bowl, heat it up, stir it around, and come out with a strategy.

I And in broad terms, what is your strategy at Pearson?

MS Well I, we have approached our strategy ... Let me answer it this way, by looking at it as three simple steps. When I joined Pearson a couple of years ago, we needed to improve our operations. We needed to just run the companies we had, and the businesses

we had better. So our first step in our strategy was simply to operate better. To create better profits, and better cash generation, and better long term value for the shareholders. We then ... the second step which was not happening in a serial way but happening at the same time, the second step was to look at the assets we had and see which ones we should keep and which ones we should dispose of. Those we disposed of, we did because they would be worth more to other companies than to us because they didn't fit with the rest of our company, or were things we didn't actively control -we had a passive interest in - so those disposals were an important part. And then the third step was to stitch together all our businesses, so that they were able to use each other's assets, to make a greater whole.

TRACK 0074 Ex.9. Now listen to the second part of the interview. Which of the trends below are mentioned?

I What trends do you see emerging in the strategy of large companies?

MS I'm not a great student of everybody else's strategy, but I would suspect they are trends towards globalism, toward having more international operations, rather than simply having a national business. They are probably trends towards more focus on people, and more focus on the people who work in a company as the company. And probably more a change in the management style of companies towards more teamwork and more collegiality and less sort of authoritarian ways of running the company, and therefore the ideas that come from that kind of an organization.

I What strategies have influenced or impressed you?

MS There's one ... Strategies that impress me are strategies that are extremely clear, and define a very unique goal. I think one of the strategies that impresses me is Coca-Cola's. And I'm sure it's strategy has several levels. But it is encompassed in what they call their 'goal' or their 'mission', which is something like: Put a cold bottle of Coca-Cola within arm's reach of every thirsty person in the world. So that means: here's what their main product is - and they're going to focus on that; they're going to focus on international markets, not just parochial markets; and they're going to focus on distribution, wide distribution and promotion. And so that sort of encompasses everything. That's a good strategy, very clear, I'm sure nobody who works in Coca-Cola doesn't understand what they're after.

TRACK 0075 Ex.14. Listen to the management of a retail group discussing problems at their store in Paris. Tick the expressions that you hear in the "useful language" section. (C = Charman, M = Michel, P = Paula, T = Tom, S = Susan)

C OK, the main item on the agenda is whether we should sell our store in Paris. I'd like to hear your opinions about this. But first of all, can you give us the background, Michel?

M Yes. As you all know, we opened the store in Boulevard Jordan five years ago. We hoped it would be a base for expansion into other areas of France. But it hasn't been a success. It hasn't attracted enough customers and it's made losses every year. As I see it, it's going to be very difficult to get a return on our investment.

P I agree. There's no possibility it'll make a profit. It's in the wrong location, there's too much competition, and our products don't seem to appeal to French people. We should never have entered the market - it was a mistake. We should sell out as soon as possible.

T I don't agree with that at all. Things have gone wrong there, it's obvious. The management's let us down badly - they haven't adapted enough to market conditions. But it's far too early to close the business down. I suggest we bring in some marketing consultants - a French firm, if possible, and get them to review the business. We need more information about where we're going wrong.

S I totally agree with you. It's too early to close down the store, but I am worried about the store's location. We're an up-market business, but most of the stores in the area

have moved downmarket, selling in the lower price ranges. That's a problem. I think we have to make changes - very soon. I mean, our losses are increasing every year, we just can't go on like this. We may have to revise our strategy. Maybe we made a mistake in choosing France for expansion.

C Well, thanks for your opinions. I think on balance we feel we should keep the store going for a while. So, the next thing to do is to appoint a suitable firm of marketing consultants to find out what our problems are, and make recommendations. Personally, I'm convinced the store will be a success if we get the marketing mix right. We've got to get the store back into profit, we've invested a lot of money in it.

TRACK 0076 Ex.2. Listen to an interview with Marjorie Scardino, Chief Executive of the media Group Pearson plc. What answers does she give to the questions in Exercise 1? Make notes as you listen. (I = Interviewer, MS = Marjorie Scardino)

I Marjorie Scardino, you are leading one of the top companies in the UK, and you've been voted businesswoman of the year. What qualities do you need to run a large company effectively?

MS Well, I think different companies probably require different qualities, but for me there are only a few simple qualities that cut across all requirements, and those are courage and imagination and empathy. By empathy I mean having the ability to put yourself in other people's positions & understand how they feel about situations and ideas

I Which business leaders do you admire and why?

MS I think the best business leaders are probably ones we don't know about, not the stars we read about in the newspapers. I think they're probably the ones who have had a great business idea & have seen it through to fruition. So the business leaders I most admire right now are those managers in Pearson who are achieving our goals of double-digit earnings growth.

I What do business leaders actually do?

MS My staff would probably say this was a really excellent question they ask themselves every day! I think what they do is just what I've said the business leaders I admire do. They create a business idea, and they see it through.

I As a leader, how do you motivate your employees?

MS I'd like to think we motivate each other. I think my job is to make sure the company has a purpose, because I think people like to work for a company that has a reason for being; that they can identify with and feel good about. I think that I have to communicate well with them everything that's going on - and everything I'm trying to do - in a clear way. And then in return I think they inspire me to think more adventurously and to think more carefully about how to stimulate them and how to build a better business. So it's a sort of a circular operation.

I Do you think leaders are born or made?

MS I think it's probably a bit of both. All human beings obviously are born with certain qualities, and certain genetic traits. But I've seen so many people in my life who have, using those basic qualities, re-invented themselves several times as they've gone into new situations. You know, you're a certain kind of person when you're in school, and your friends know who you are, and you get slotted in. And then as you grow up you go into new situations and become somebody else. So people who were never leaders in school become the great business leaders of our time. So I would have to say, mostly it's made, but you have to use what you're born with.

TRACK 0077 Ex.4. Answer the questions below. Kevin Warren, a Vice President at Coca Cola and Schweppes Beverages is talking about competition. Then listen to the first part of the interview and check your answers. (I = Interviewer, KW = Kevin Warren)

I The soft drinks market is one of the most competitive in the world. How do you stay ahead of your competitors?

KW Well, the Coca-Cola company this year reached the point where, worldwide it sells a billion servings of its product every day. However, the world still consumes 47 billion servings of other beverages - again, every day. The key point here is to understand what the opportunity actually is. Which in our case is to grow the whole soft drinks category. To be successful we believe you need a portfolio of products, which include the best brands and the most recognizable packages, for example the icon bottle. It needs to be supported by excellent market place execution, in other words, attention to detail. We grow our business one bottle at a time. Now behind this you need an efficient manufacturing and distribution operation. All the glamorous TV advertising in the world won't sell your product if Tesco's has run out. And of course advertising, especially for a company like the Coca-Cola Company has a major part to play in ensuring the consumer is aware of the intrinsic values of our brands, a good example of which is refreshment. So, in summary, the way to stay ahead is to focus on delivering to the consumer a product that adds value to their lives rather than simply focusing upon the actions of your perceived competitor.

TRACK 0078 Ex.5. Listen to the second part of the interview. Which of these statements more accurately reflects Kevin's views?

I Does competition always lead to better products and better value for customers?

KW I think it does but it's important to remember that value is not just a function of price. Now a good example of this might be to look back at some of the history of the travel industry. I would guess this country enjoys some of the least expensive holiday flights and in the main I would think they offer excellent value for money. I'm equally sure that on occasions the consumer's desire for low prices has led to compromises. Who hasn't suffered the 2am flight time, the delayed departure and so on? Dependent on your needs as a consumer, you will therefore have a different view on whether you think this is better value. So I guess the point is that better doesn't necessarily mean cheaper. Although price as an element of value is very important, and the key challenge is to maintain a balance.

TRACK 0079 Ex.6. Listen to the third part of the interview. What changes in consumer habits does Kevin predict?

I How do you see competition affecting the way your business operates in the future?

KW Well firstly, we assume our competition will improve in every thing they do. This focuses our team on the task ahead. However, we spend far more time preparing for shifts in consumer behaviour - in driving our programmes to increase overall soft drink consumption - than we do worrying about specific competitors. So, for example, I see major changes coming in terms of the purchase environments in which the consumer can access our product. Some examples of this would be: How will they do their shopping? Will frequency increase or decrease? Will they not even go to the store, i.e. will they shop from home? There will definitely be continued increase in leisure time, so we need to be where the consumer is, whether that be the sports centre or the multiplex cinema, for example. Will the increase in out-of-home eating, especially snacking, for example, sandwich bars, continue? We think it will. So clearly, whilst it's important to keep improving our core offerings, our product portfolio; our packaging, our operational efficiency, most importantly we have to prepare for the needs of our future consumer.

TRACK 0080 Ex.5. Listen to the first extract and decide which of the following descriptions corresponds to the typical Harley-Davidson buyer.

Who buys Harley-Davidson he is no actual Harley-Davidson customer. It is almost everybody. Because the motorcycle, Harley-Davidson, is more than ever used as the main mean of transportation and it is no longer just seen as piece of fashion. We have customers that buy sportster when nineteen and start to go up to 30-40cc (cubic centimeters) after 2-3 years. We also have customer that 35 years does his driving license and he buys a Harley. So he is actually no special customer. The average age of Harley-Davidson company, the buyer of the motorcycle is, I'd say, about 35 years, which is higher than in other companies. That is for sure!

TRACK 81 Ex.6. Listen to the second extract and write down the two words which Mr. Kozlowsky uses to describe Harley-Davidson's image throughout the world. How does he define the company's marketing strategy?

Mr. Kozlowsky Everybody knows that the mentality of people of France is different from the mentality in Germany. But the funny thing is that the image of Harley-Davidson is the same in every country. It is the tradition, the individualism of the bike and it is also the history. The general image of Harley-Davidson in all countries is the same but there're slight differences how the name or the philosophy is seen by people in different countries and you can't say that I have different marketing strategy for every country, you try to adapt slightly. It is the only company in the world where you'll find all presidents at the big rally and they talk to customers, they have to be with them. Alright?! The decisions are made with the customer, not upstairs in the office. If you don't move from the office, you won't have any information what the customer wants. And we produce for the customer, not for us. So this is the marketing strategy.

TRACK 0082 Ex.7. You will now hear the speaker give a list of countries (other than the United States) which are big markets for Harley-Davidson. Which of the following countries does he mention?

Japan is a little bit bigger than France, Germany and I think, England, the UK, the British market. French, German, British market, Spanish or Italian, Dutch market, Belgium market are the smallest, right one of the bigger markets it's Austria with 160 bikes.

TRACK 0083 Ex.8. Now listen to the extract and identify the mistake that Harley-Davidson made before 1981.

When I said I like the situation we're in, it means sure enough on sales point of view, it means for us we sold out, which is very good. But on the other hand we have a problem with the customers because we can't meet the demand of the motorcycles, we can't meet the demand, the increased demand of the accessories, we are struggling to give them maximum that's possible and we're right now at nine hundred per cent of production. We can not do more, even one bike more without losing quality. And we don't want to lose quality. This is what happened before 1981, quantity but not quality. This is what we lost, the market, and this will never happen again.

TRACK 0084 Ex.2. You will hear Alan Depusse, a financial director for a French company, talking about the relationship between the company and its banks. Listen to the first extract and answer the following questions.

My name is Alain Depusse, I'm 49 years old. My first job was with the Bank in France, then with the Bank in Germany. Afterwards I worked for various companies as a financial director in different sectors in France. I'm currently with TV production company in Paris.

TRACK 0085 Ex.3. In the second extract Mr. Depusse talks about the services that a company should expect from a commercial bank. Listen and complete the table.

First of all, I'll tell you what I think the commercial bank should provide a company with cheap credit. Erm, second, the lowest possible cost of services. You also expect good services, fast answers and reliable officers for the day-to-day relationship with your banks. And, erm, last you want reliable commitments between the lines of credit which are confirmed. You have to be available and this is a very important factor. On the other side, it's where to provide the banks with some information of the company: you have balance sheets and annual reports but you provide them with minimum information or the information which makes the company appear in the best light, to get best possible credit rating and therefore the lowest cost. And you don't go further than that and you don't give details which could be important for your strategy.

TRACK 0086 Ex.4. In the final extract Mr. Depusse talks about the relationship between a company and a merchant bank. This is quite different from the relationship which you heard about in extract 2, between a company and a commercial bank. Listen and identify the main difference in terms of the type of information provided by the company. What are the reasons for this difference?

We don't deal with the merchant bank as in the same way as the commercial bank. If you want to get very good service from your merchant banker, you have to give him the real information up-to-date, even the future trend, even if they are not good for your company. So he could advise you properly. He is basically someone to talk to about risk analysis, about market information because a good merchant banker is aware of your business and takes initiative to warn you of your dangers coming out of what competitors could be doing. What you expect from your merchant banker is advice and discussion about ways of raising capital, of issuing shares, of making special function packages, advice on foreign grand service and also for any important aspect of the relationship with merchant bank, it's when you are looking for a partner or for strategic alliance. You'll discuss it with your merchant banker and he'll give you advice eventually, bring your partners or give you the information and help you with functional engineering of the deal. So it is fairly important and secret information which you have to give to your merchant banker and you expect from him too very important service.

TRACK 0087 Ex. 5. Look at the list of services. Listen again and note what services Mr. Depusse mentions. Repeat track 0086

TRACK 0088 Ex.1. Listen to five people describing their favourite advertisements.

1. There's one about a car with lots of children and people dancing. They're all playing around. I like it because it's colourful, I like the music and it's chaotic. But I can't remember what car it is. Oh, and I hate all the ads for banks & insurance companies. They're so boring.

2. The one I liked was Levi Strauss, when a very good-looking boy dives into a pool. And everyone thinks he looks marvelous. And there's a great tune they play - 'Mad about the boy'.

3. I liked the Renault Clio ad so much that I went out and bought the car. My husband hadn't passed his driving test and it was totally my decision. I thought it was a funny ad. It just appealed to my sense of fun and actually it was a bit of a joke to say that I'd bought something as big as a car purely on the basis of the advert.

4. I remember watching a Dairy Box chocolate advert very late at night with some college friends and there was an all-night garage round the corner. Suddenly I just felt that I had to have those chocolates and I went out and bought them. It was an immediate response to an advert. Normally you don't allow yourself to be influenced strongly by ads but sometimes it's fun just to go along with it.

5. I liked the French Connection ad where this really pretty girl walks into the Tube with her French Connection bag and then begins to undress, and she's looking really cheeky, you know, sort of mischievous. Everyone in the Tube is staring at her and she changes into her French Connection clothes in front of everyone, and there's this really great playful music, and she ends up walking out of the Tube at the next stop leaving everyone behind her. It was a really sexy ad, it was great.

TRACK 0089 Ex.9. Now listen to the first part of the interview. Check your answers. (I = Interviewer, AP = Andrew Pound)

I Andrew, could you tell me what's been your most successful advertising campaign?

AP Er, I did a campaign for a marmalade product called Frank Cooper's marmalade, in Britain. It was a campaign we organized with a radio station, Classic FM, which concentrates on classical music. We targeted the morning, the breakfast programme, and we had a series of regular adverts, we had a sponsorship tie-up and we had a competition. And the response was tremendous. We had a huge increase in sales of our marmalades, especially in the key retailers who we were targeting, and since then we had many more listings in retail outlets. So the campaign was extremely positive, but the key thing that made it successful was the amount of money we spent - very little money - and in terms of sales results, as a percentage of the amount of money we spent, it was a huge success.

I So it was very cost effective.

AP It was very cost effective & at the end of the day, that's what we're looking for.

I Why do you think it was so successful?

AP Targeting. We had a very good match between the types of people who we knew bought marmalade and the types of people who we knew through research listened to that radio station. And we fitted them together in a way that made sense. In the morning, at breakfast time, marmalade is a product eaten mainly by older people, so they were listening to this radio station. Everything fitted together - that's what made it a success.

I Is there another piece of TV advertising you can think of which was very successful?

AP Well, er ... I was very proud once of an advert I did for Kraft Cream Cheese Spread. It was very simple. We demonstrated what the product did. Three glasses of milk went into this cheese spread, we said why mothers would need it - it was for the kids to help them grow up, it was a growing up spread - and we created an advert that was fun. And so the kids liked watching it, and so obviously when they were in the supermarket with their mothers, they'd say, 'Mum, mum, I like that product, can we get it?' And so the kids like it, the mother feels OK because she's being reassured that it's got health and nutrition benefits, and the sales have done very well. That's the key thing about advertising. If it doesn't generate sales, then it's no good.

TRACK 0090 Ex. 10. Listen again to the first part of the interview. Answer the questions. Repeat track 0089

TRACK 0091 Ex.11. In the second part of the interview Andrew explains why advertising is not a waste of money. What reason do you think he will give? Now listen to the second part of the interview. Check your answer. Do you agree with Andrew?

I Andrew, a lot of people think advertising is a waste of money. Is that your view?

AP No, not at all. I would say that, wouldn't I? Advertising is one of many ways in which manufacturers persuade customers to buy their products. You've got public relations, you've got sponsorship, you've got price promotions, you've got all sorts of promotional techniques. It's one element of what we call the marketing mix. In today's world, people are bombarded with advertising, with calls on their time, with picking up the kids from school,

taking the dog for a walk, paying the gas bill. They haven't got time to make judgements on which can of tomatoes is the best one for me, or which brand of coffee gives me the best flavour. And if you can be constantly telling people why they should choose your brand, rather than another one, they're going to remember that. So when they're shopping, and they see your product on the shelf, they'll remember it. It's 'front of mind', as we say. It means that the person knows, ah coffee, I need coffee, which brand am I going for, ah Jacobs, yes I've seen that, that's good isn't it - and they just buy it. It's an automatic response, they don't spend more than two or three seconds making a choice, and unless you're front of mind in those two or three seconds, they're going to choose another brand.

TRACK 0092 Ex.2. Listen to the openings of one formal presentation and one informal presentation. Check your answers to the exercise above.

Presentation 1

Good morning everyone, on behalf of myself and Focus Advertising, I'd like to welcome you. My name's Sven Larsen, I'm Commercial Director. This morning, I'd like to outline the campaign concept we've developed for you. I've divided my presentation into three parts. First, the background to the campaign, next the results of our market study, thirdly, the concept itself. If you have any questions, please don't hesitate to interrupt me.

Presentation 2

Hi, I'm Dominique Lagrange. Good to see you all. As you know, I'm Creative Director of DMK. I'm going to tell you about the ideas we've come up with for the ad campaign. I'll give you the background and talk you through the results of the market study and tell you all about our concept. If you're not clear about anything, go ahead and ask any questions you want.

TRACK 0093 Ex.8. You are going to listen to a manager from a market research company making a presentation. Listen to her talk. What type of newspaper is most widely read and what type does she recommend advertising in?

Part 1

Paul I'm very pleased to welcome Eva Lundqvist from Market Intelligence. As you know, she has been doing a lot of research into where we should be advertising. So Eva, would you like to fill us in?

Eva Of course. Thank you, Paul. Er... how much time have we got?

Paul Only a little, I'm afraid.

Eva Well in that case, I'll begin straight away with a few of our survey results. Can everyone see this all right?

Paul Yes.

Roger Yes, it's fine.

Eva OK. As you can see, the question we asked was 'Which of these types of newspaper have you read in the last six months?' The most popular choice was a daily newspaper. 65% had read a national tabloid in the last six months. And then moving on to Sunday newspapers. 51% of the sample had read a tabloid, so that was about half.

Roger Er, sorry. How big was the sample? How many people did you question?

Eva Just under a thousand.

Roger OK. And 4% had read no paper.

Eva That's right. Can I draw your attention to the weekly papers, though? 8% of the sample had read a regional paid-for paper.

Paul Not very many.

Eva No, but I'd like to come back to that later ... OK, let's turn to the results we got for ...

Eva It doesn't cost much to advertise in the regional papers, though the national papers have larger circulations.

Roger So Eva, can I get this clear? Do you recommend we advertise in the national tabloids?

Eva No. I advise you to advertise in the papers that attract the right sort of readers. We need to look more closely at the consumers. Let me move on to this profile ... OK. This shows the percentage of adults who have read a regional paid-for paper in the last six months.

Paul It's only 8%.

Eva That's true. But as you can see, these papers attract older readers. 13% are aged between forty-five and fifty-four. Remember, old consumers have more money to spend than the younger ones. And look at this. 12% of the readers are in the AB socio-economic group. I suggest you concentrate your efforts on these weekly papers. There isn't much point in advertising in papers that attract the wrong groups.

TRACK 0094 Ex.9. Look at the transparencies that Eva used in her talk. Listen again and fill in the missing statistics. Repeat track 0093

TRACK 0095 Ex.10. Complete these sentences from the presentation. Use one word in each space then listen again and check your answers. Repeat track 0093

TRACK 0096 Ex.7. Bella Ford, a buyer from Empire Wines, is negotiating with Pierre Hemard, sales director for Marques Vineyards, Napa Valley, California. Listen and fill in the missing words. (BF = Bella Ford, PH = Pierre Hemard)

BF If we buy more than 500 cases of the Reserve, what discount can you offer us?

PH On 500, nothing. But if you buy 1000 cases, we'll offer 15%.

BF Let me think about that. Now, if I place an order for 1000, will you be able to dispatch immediately?

PH I don't know about immediately, but certainly this month.

BF Well, if you get it to us before the Christmas rush, it'll be OK. I take it your prices include insurance?

PH Actually, no. You'd be responsible for that. If you can increase your order, then we'd be willing to cover insurance as well.

BF I'll need to do some calculations.

PH Let's look at methods of payment. Since we've not dealt with you before, we'd like to be paid by banker's draft.

BF Well, this is a large order. We've done business with many well-known wine producers and we've always paid by letter of credit.

PH OK. If we agree to you paying by letter of credit, then you'll have to pay us within 30 days.

BF That should be fine

TRACK 0097 Ex.8. Kevin Warren, an Executive Vice President at Coca Cola, is talking about negotiating. Listen to the first part of the interview. What do the letters L-I-M stand for? In the negotiation that Kevin describes, what was his L-I-M?

(I = Interviewer, KW = Kevin Warren)

I When you go into a negotiation, do you always expect to win?

KW I guess the honest answer is that I always have a clear expectation of what I expect to achieve, and I guess I would like to always win. Let me illustrate that for you. Something that was sort of shared with me early in my career was the mnemonic L-I-M and that's Like, Intend, Must. What would I like to do, what would I intend to do, and what must I do? And this is probably well illustrated by a recent contract that we negotiated

in the UK with a major leisure company. And I guess our 'like' was, we would like to win the business there and then, in the negotiation on that day. I guess our 'intend' was that we must leave that group thinking that we are a very professional and competent outfit who can best meet their needs. And I guess our 'must' was, we must have done enough to keep the dialogue open and ensure that our competitor didn't win the business on that day. So, the short answer is you don't always win. I always want to win, but I don't always expect to win - but I certainly expect to deliver the objective that we went in to achieve.

TRACK 0098 Ex.9. In the second part of the interview, Kevin gives three negotiating tips. What do you think the tips will be? Listen to the second part of the interview. Were your guesses correct?

I Could you give me some tips for negotiating?

KW Yes. I think everybody has their own tips. But these are things that have worked for myself and the people I've worked with, and it's more around avoiding classic errors. And I guess the first one is to identify who the decision maker is. I've lost count of the occasions at every level, from first-line salesman through to board director, board to board negotiations, where I've seen fantastic presentations, superb dialogue and the person that's been sitting across the table, so to speak, is not the decision maker. So that's the first tip, make sure you know who you're talking to. The second one is that all salesmen, if they're good salesmen, tend to be very enthusiastic about what they're selling. That could be a product or a service, or even a social occasion, but it's all selling at the end of the day. And in their enthusiasm they focus on their need, rather than the buyer's need. So, for example, in our own case I've seen on many, many occasions people basically go straight to the point - We're here to sell you Coca-Cola, it's the world's number one brand, you must want it. What they haven't done is establish the buyer's need. So, for example, the buyer's need may be in a grocery store that they want to supply the world's number one brand to encourage consumers to come in and purchase their range of products. The manager, of a ball bearing factory might want a vending machine because if he supplies a free, or discounted refreshment service it keeps his union employees happy. So the important thing is to understand the buyer's need. Now, it's not impossible to sell without establishing that need. But it tends to mean you'll never have a long term relationship. So, for example, again the workplace example, I could come in, bang, sell you a Coca-Cola vending machine, pay you maybe a small royalty. Because I never established your need, if another soft drinks supplier walks through the door and just offers you more money, you will probably switch. Whereas if we'd established the fact that all you were interested in was offering a service and you wanted it to be as hassle free as possible, we could have tailored our offering. So I think that's very important. My favourite one, and I'm probably in danger of doing it myself now, is once you've made the sale, shut up. I think it's very important: close the sale, reinforce the buyer's decision - everybody likes to feel they've made a good decision - and then leave.

TRACK 0099 Ex.3. Now listen to five extracts from the manager's presentation. Match each one to the correct graph or table.

1) As you can see, sales have risen gradually over the last five years. This growth is largely due to the record levels of sunshine we have enjoyed in recent years. This may be a result of global warming and so it could continue, but climatic trends are difficult to predict. For this reason we have made a fairly conservative projection for next year.

2) Toiletry sales through supermarkets are rising rapidly, but this has not been the trend with our sun-care products. In fact, sales through supermarkets have fallen slightly. Sales through department stores have remained steady and there's been a sharp increase in sales through chemists. We expect this trend to continue because consumers are becoming

increasingly aware of the health issues involved in sunbathing. The number of people contracting skin cancer has doubled for the last two decades and there's a growing demand for sun-care products that offer greater protection.

3) As you can see, we've been able to reduce this budget and still improve our turnover. Our experiment with TV shots four years ago did not lead to significantly higher sales. Since then we have been steadily raising the proportion of spending devoted to press advertising. This enables us to target consumers with high incomes, who will be more likely to take holidays abroad.

4) Demographic changes will probably have an adverse effect on the market in the future. The population is ageing and it's likely that this will have a negative influence. The 21-to-30 age group are traditionally heavy users of sun creams and this group is declining in numbers. Also usage is very low among the 50 plus age groups and these groups are expanding.

5) Sun protection creams and lotions account for the largest part of our turnover, but after-sun preparations are becoming slightly more important, as this pie chart shows. The new green and cruelty-free brand that we launched last year is selling well and this sector will definitely grow over the next few years to become a significant niche market.

TRACK 0100 Ex.5. Listen to Part 1 again. Make notes in the boxes to complete this causes and effects chain.

As you can see, sales have risen gradually over the last five years. This growth is largely due to the record levels of sunshine we have enjoyed in recent years. This may be a result of global warming and so it could continue, but climatic trends are difficult to predict. For this reason we have made a fairly conservative projection for next year.

TRACK 0101 Ex.6. Look at the graph showing sales by distribution outlet. Describe how sales have changed between this year and last year. Listen to Part 2 again and answer the questions.

Toiletry sales through supermarkets are rising rapidly, but this has not been the trend with our sun-care products. In fact, sales through supermarkets have fallen slightly. Sales through department stores have remained steady and there's been a sharp increase in sales through chemists. We expect this trend to continue because consumers are becoming increasingly aware of the health issues involved in sunbathing. The number of people contracting skin cancer has doubled for the last two decades and there's a growing demand for sun-care products that offer greater protection.

TRACK 0102 Ex.7. Listen to Part 3 again and answer the questions.

As you can see, we've been able to reduce this budget and still improve our turnover. Our experiment with TV shots four years ago did not lead to significantly higher sales. Since then we have been steadily raising the proportion of spending devoted to press advertising. This enables us to target consumers with high incomes, who will be more likely to take holidays abroad.

TRACK 0103 Ex.8. Can you guess the missing words in these sentences? Listen to Part 4 again and check your answers.

Demographic changes will probably have an adverse effect on the market in the future. The population is ageing and it's likely that this will have a negative influence. The 21-to-30 age group are traditionally heavy users of sun creams and this group is declining in numbers. Also usage is very low among the 50 plus age groups and these groups are expanding.

TRACK 0104 Ex.9. Look at the chart describing sales by sector. Describe the relative size of the different product groups. How have they changed this year? Listen to Part 5 again and see how the presenter describes the changes.

Sun protection creams and lotions account for the largest part of our turnover, but after-sun preparations are becoming slightly more important, as this pie chart shows. The new green and cruelty-free brand that we launched last year is selling well and this sector will definitely grow over the next few years to become a significant niche market.

TRACK 0105 Ex. 10. An electrical machinery manufacturer is employing the services of an engineering consultant to design a motor. Listen to the conversation and number these steps in the order they occur in the design process.

A The new motor's got to be reliable. And it's got to be efficient — low running costs are essential. Do you think you can do it?

B Yes. The key thing is to keep the temperature low.

A That's right. Your main problem will be the cooling system. It must be cooled by water.

B On the other hand, the working environment is very clean. We don't have to worry about dust and dirt.

A You have to solve the vibration problem, too.

B Yes, it mustn't vibrate above the limits, but that needn't be a major problem.

A Good. So what's the next step?

B Well, we've identified the design objectives now. Once you've written the specifications, I'll do some sketches.

A Should we meet again at that stage?

B Yes, we ought to. Then I can show you the different options.

A Will you have price estimates by then?

B Yes, I'll be able to give you a pretty accurate breakdown of costs. We'll discuss all the different options. Then you need to select the best ones.

A OK.

B After that, I'll draw up detailed designs.

A How quickly can you get the sketches ready? Can you do them in a week?

B I'm afraid I can't.

A Can't you get someone to help you?

B Yes I can, but it won't save much time. I'll need at least two weeks, I'm afraid.

TRACK 0106 Ex.12. Listen to the conversation again and answer the questions.

Repeat track 0105

TRACK 0107 Ex.1. You will hear Don Raley, an expert in the field of insurance, talking about the way that Lloyd's operates. Listen and take notes under the following headings.

Lloyd's is one of the oldest established organizations in the British market and it comprises effectively some 350 separate underwriting syndicates which operate small insurance companies. Each syndicate has its own specialization and reputation in that particular market. The syndicate in turn comprises an underwriter who actually sits in a little box in the Lloyd's building and he actually underwrites and takes on the risk that has been offered to him by the broker. But the finance comes from anything between say a hundred and three hundred individuals who are underwriting members of Lloyd's or known as Names. Now to become a Name at Lloyd's you have to establish a certain degree of wealth. When I became a member, you had to have at least £75,000 or three assets which is now £250,000. Perhaps that is not enough. And it is the aggregate of these assets which enables an underwriter to take on risks.

When you become a member of Lloyd's, you appear before a thing called committee and it is made quite clear to you then that the whole of your wealth is committed to this operation. It's what is known unlimited liability. All business comes to Lloyd's direct from Lloyd's brokers who have to be approved by the Committee of Lloyd's as people of the right standing of integrity and professionalism.

TRACK 0108 Ex.2. Listen to the second extract.

Don Raley Yes, certainly, I think, the first advantage is its reputation. This is one of Lloyd's great strengths and it's never failed to pay a claim in the whole of its history. And it's made its reputation in the great San Francisco earthquake of 1906, when Lloyd's alone amongst all the insurance companies, both British and American, paid up without demand and extremely quickly. And that reputation lasts to this day. The second advantage traditionally is that its operating expenses are rather less than the insurance companies and it does not branch organization throughout the country because branches are very expensive to maintain. That direct access cutting out the branch organization enables us to keep down costs. And perhaps, the third advantage that Lloyd's has is its international reputation. It has a system of Lloyd's agents and operates throughout the world, and particular in the field of marine insurance, you'll find that Lloyd's really are the leaders, they are the authorities traditionally and still to this day.

TRACK 0109 Ex.3. Now listen again and find the words that the speaker uses to mean the following. Repeat track 0108

TRACK 0110 Ex.4. In the final extract Don Raley talks about changes in the way that Lloyd's operates.

Yes, of course, it must change. The system of operation, I think, were to change in that, in common with the whole insurance industry we had very bad results in recent years. And that's been extremely painful to some of the names, like myself, who're being unsyndicates, who had substantial losses. There're various ideas of limiting losses & introducing a form of limited liability. Furthermore there's increasing regulation of both brokers & underwriters to insure that they do not, what is known, overwrite, which is write more insurance that they are capable of covering. From the marketing point of view, Lloyd's must be made more accessible to the general public. That is beginning to happen now & in the number of Lloyd's brokers and even some syndicates are establishing representation in the towns, not to the same extent as insurance companies with branches. But there's at least Lloyd's presence there

TRACK 0111 Ex.5. Listen again. In which of the three areas above are changes already happening? In which are changes planned? Repeat track 0110

TRACK 0112 Ex.1. Listen to the interview & answer the questions.

I Could you tell me about the advantages and disadvantages of globalization?

SH The great advantage of globalization in my view is that it increases competition. Companies and firms have to be careful and have to order their affairs so that they compete in a global market. But I think that is outweighed by a large number of disadvantages.

The first one is that it does hurt the local government's ability to deal with issues like welfare benefits, wages and taxes mainly because the corporation is able to say to the British Government or the French Government or the American government, 'Look unless you lower your taxes on us, we'll be moving off to South East Asia or Latin America', and so on. And so it takes out of the hands of government the ability to control their own welfare systems and provide a decent infrastructure for their people. Now this is not so bad as long as there is some negotiation between governments and companies. But more and more in recent years, companies have started to rule the roost. The corporation ... some commentator said the other day, 'The corporation is the

most important institution in our lives,' and I think there's a lot of truth in that. They can now dictate to governments and I want to see some kind of give-and-take between governments and corporations. Now that's the first problem.

The other problem that I see, of course, is one of unemployment in the Western world. As companies want to improve their profitability, they're going to be looking for the low-cost, low-wage centres. And we're just about to see a major change in the global economy, because of the addition of China and India to the global labour market. There are great advantages in this but there's a lot of problems as well because China and India are going to provide a skilled population. Also, they're going to provide fairly good infrastructures for the companies that are going to go out there. So we're going to see a flight of capital from the West which is going to be sudden and dramatic. If this is too sudden and is not managed properly we could find very severe employment problems in the Western world. So that is, I think, the kind of issue we've got to deal with as this process of globalization gathers pace.

TRACK 0113 Ex.2. Complete this extract from a radio programme with the correct comparative or superlative forms of the adjectives in brackets. Then listen and check your answers.

A survey has come up with some interesting information about the cost of living in our major cities.

Tokyo is still the most expensive city in the world. Osaka is second and Moscow third, on a par with Hong Kong. Many European cities have gone down the rankings because their exchange rates have become weaker against the US dollar. Moscow's exchange rate has also become weaker, but Russia has a much higher inflation rate than many European countries. So prices in Moscow are among the highest in Europe. But there is one advantage of living in Moscow. The underground is excellent - very cheap and much more comfortable than the one in London.

New York is the most expensive US city. This is because the US dollar is stronger than many other currencies. Some European countries that used to be far more expensive than New York are now much cheaper. London is the 10th most expensive city in the world, according to the survey. A year ago, London was 5%-10% cheaper than many French and German cities. This is no longer so. Now London is 15% dearer than the German and French cities mentioned in the survey. However, London is a good city to live in. Business people said that London was the most exciting of all the major cities in the world. Londoners also claim that it is cleaner than it used to be, and safer than many other European cities. If you're hard up, don't go to Oslo - it's Europe's most expensive city. Meals at restaurants cost a fortune and drinks are very pricey.

TRACK 0114 Ex.3. Listen to the 5 telephone conversations, answer the questions.

Conversation 1

A Yes?

B Could I speak to Mr. Smith?

A Er ... I don't know erm I think he's out.

B Do you know when he'll be back?

A Well, I'm not quite sure. You could maybe try tomorrow.

B OK. Bye.

Conversation 2

A Hello. Is that Janet, Bill's secretary?

B Yes, that's right.

A It's John Blake. I'm just phoning to give him an invoice number.

B Yeah. What is it?

A Oh, let me see, **where** is it. Yeah, I've got to have it here somewhere.

B Look **phone me back** when you **find** it. I'm rather busy just now.

Conversation 3

A Hello. I'd like to speak to **Bob Graham**.

B **He's** not here.

A Could you **tell me** when he'll be back?

B Later **this afternoon**.

A Well, could you take a message for me?

B Sorry, I don't have time. I'll have to ring off, I'm going to lunch.

Conversation 4

A Hello, it's Susan here. I'm phoning to check **my appointment** with Chris tomorrow.

B Yeah?

A Could you **look it up** for me?

B Oh, I **don't** know ... **where's** the diary? ... Yes, got it. So it was the- 16th was it?

A No, the 18th

B No, I can't find anything. I didn't write it down.

Conversation 5

A Hello Bilk Ltd.

B Hello, this is **Jack Johnson**. I'm phoning about the delivery. Has it arrived yet?

A No it hasn't. We've been **waiting** a week. It still isn't here yet.

B I'm really sorry about that.

A We've been waiting for too long. It's not good enough. You're wasting our time.

B Oh, I'm sure your order will be ...

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