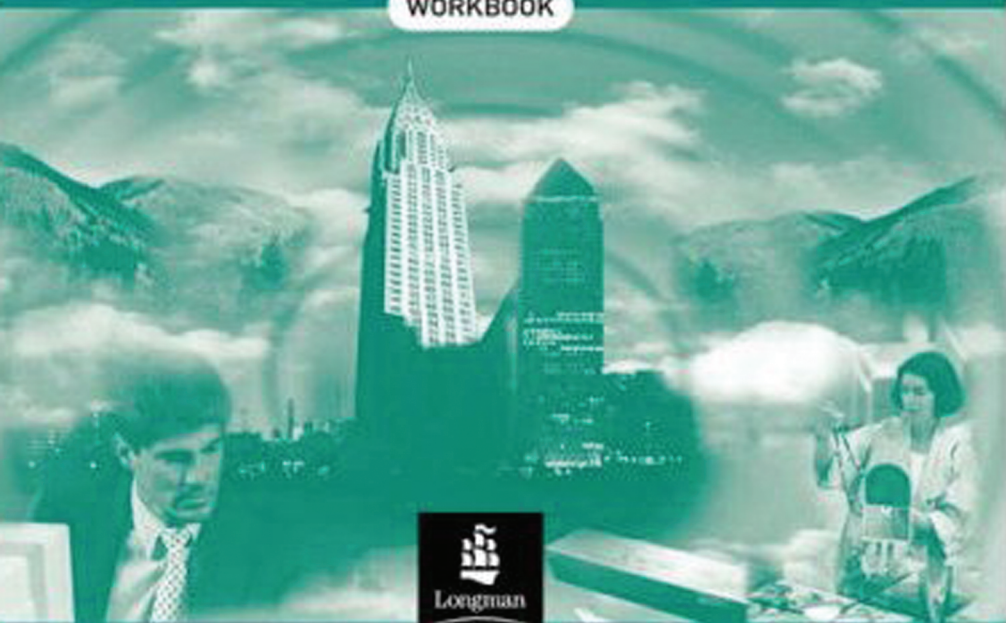


FIRST INSIGHTS into BUSINESS

Kevin Manton

WORKBOOK

Includes NEW
Revision Units for BEC
Preliminary exam







FIRST INSIGHTS — into — BUSINESS

KEVIN MANTON

WORKBOOK



Pearson Education Limited
Edinburgh Gate
Harlow
Essex CM20 2JE
England
and Associated Companies throughout the World.

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First Published in 2000
Revised edition 2004
Third impression 2005
Set in ITC Stone Serif and ITC Stone Sans
Printed in Spain by Gráficas Estella

ISBN 0 582 837995

Designed by Ted Lazlo Design

Illustrations

Illustrated by Andy Baker (Debut Art), David Banks, Ian Dicks (illustrators.co) and George Foster.

Cover illustration by Sarah Jones (Debut Art)

Acknowledgements

The author and publisher would like to thank Sue Robbins for her comments and valuable help developing the manuscript; Helena Gomm for her content work; Bernie Hayden for his useful comments and suggestions; Yvonne Harmer for preparing the manuscript for publication and Judith Walters for her professionalism and help at all stages of the project.

The publisher would like to thank Louise Pile for the introduction and the review units in this revised edition.

The publisher would also like to thank Ecco for their help and cooperation.

Photo Acknowledgements

We are grateful to the following for permission to reproduce copyright photographs:

Allsport (Vandystadt): 30(RB); Benetton: 25(B); Bic: (LB); DHL: 25(B); Financial Times: 25(B); Ford: 26(LB); HMV: 25(B); Image Bank: 16(LT); Levi Strauss & Co.: 25(B); L'Oréal: 25(B); McDonald's: 25(B); Mercedes Benz: 25(B); Pictor: 6(LB), 11(LT), 37(RT), 51(RT), 60(TC); Skoda: 21(LB); Sony: 25(B); Still Pictures: 41(RT), 53(RT); Virgin: 25(B)

Picture research by Image Select International (London)

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Introduction

Main units: introduction

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

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

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

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Review units: introduction

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

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

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

► Introduction pages 4-5

BEC Preliminary Reading and Writing papers

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

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

► Introduction pages 4-5

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

BEC Preliminary Reading paper

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

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

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

BEC Preliminary Writing paper

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

It is important in the examination that you:

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

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

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

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

► **Business Writing Reference page 70**

BEC Preliminary Listening and Speaking papers

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

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

Test of Reading and Writing (1 hr 30 minutes)

Test of Reading

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

Test of Writing

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

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

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

Test of Speaking (12 minutes)

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

1 Customers

Vocabulary

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

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

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

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



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

PAULO'S	

Food	£52.75
Wine	£30.00
¹ _____ (10%)	£8.27
Total	£91.02

Every year young business studies graduates leave college and join ² _____ industries such as the big banks. Why are these jobs popular with young people?

Language Practice

Direct and indirect question forms

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

a is b are c does d can e do

¹ _____
you know where I can
change my dollars into
euros?

² _____
there facilities for
children?

³ _____
the hotel have
conference
rooms?

⁴ _____ you
tell me where the
bar is please?

How much
⁵ _____ a double
room for the night?

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

3 Complete this table.

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

► Grammar Reference page 155 Students' Book

Writing



Capital letters

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

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

Business Communication

Making offers

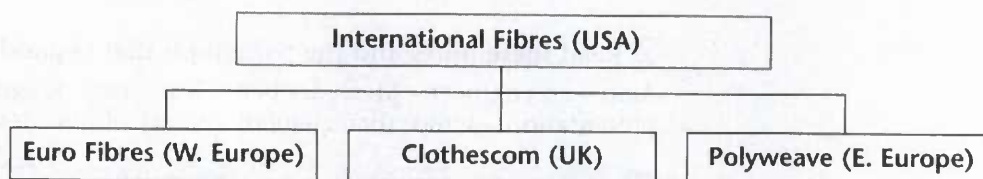
Complete the gaps in the sentences below with a word from the box.

a can	b would	c shall
-------	---------	---------

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

2 Companies

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



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

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

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

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

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

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

Language Practice

Present simple and present continuous

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

2 Read these notes and the paragraph that expands them.

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

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

Write a similar paragraph from these notes.

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

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

Memo Clothescom

TO: BILL LOMAX **DATE:** 24 OCT.

FROM: PHIL MURPHY **SUBJECT:** PROBLEM WITH
NEW
OFFICE/SHOP

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

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

Can you send someone this week?

PM

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

Writing **Avoiding repetition**

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

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

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

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

1 **Virgin Book**

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

2 **EMI HIT**

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

3 **Financial Times online**

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

4 **Virgin Atlantic Offer**

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

5 **Reuters Expansion**

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

6 **McDonald's groundwork**

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

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

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

3 Travel

Vocabulary

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

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

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

2 Complete this table.

COUNTRY	NATIONALITY
1 Switzerland	
2	French
3 Greece	
4	Dutch

COUNTRY	NATIONALITY
5 Thailand	
6	Chinese
7 Germany	
8	Saudi

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

①



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

②

TONIGHT
in the bar watch
LIVE
international football
_____ (2)
vs.
_____ (4)

③

HOTEL EUROPESTAR
RECEPTIONISTS SPEAK

(3, 4 and 7)

④

Hotel Europestar
Restaurant
✦
Tuesday night is
Eastern night.
Try delicious food from
_____ (5 and 6).

⑤

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

⑥

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

Language Practice

Present continuous for the future: fixed arrangements

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

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



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

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

Complete the questions and answers about Mark's itinerary.

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

► Grammar Reference page 151 Students' Book

**Business
Communication**

1 Complete these short conversations.

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

2 Complete the conversations with a reply from the box.

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

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

3 Which is the best response in each situation?



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

Units 1–3

Making notes

Read the note and e-mail.

Complete the form.

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

Jim

I'm sending you the itinerary for Robert Short's visit next week. Could you let me know if anything needs changing?

Note that Robert rang to say he's not arriving until 11.30 on Monday, so he can't meet the architects in the morning now - perhaps he can do that on Friday? I understand there's a meeting on Wednesday. Is it about finance?

Thanks.

Sally

Subject: Robert Short's visit

Sally

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

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

Thanks.

Jim

PS The meeting on Wednesday is the planning meeting.

Itinerary for Robert Short

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

► Introduction pages 4–5 (BEC Reading 7)

Writing an e-mail

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

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

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

Write 30–40 words.

To...	
Cc...	
Subject:	

► Introduction pages 4–5 (BEC Writing 1)

Writing a fax

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

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

CLASS ADS LTD

FAX MESSAGE

TO: Krystina Duda

FAX NO.: 0048 22 5434569

FROM:

OUR FAX NO.: 020 7968 1651

DATE:

PAGES (incl. this one):

SUBJECT:

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

**Reading
short texts**

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

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

On Tuesday Jeremy is

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

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

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

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

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

Writing an e-mail

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

Memo Clothescom

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

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

Can you send someone this week?

PM

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

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

Write **60–80 words**.

To...

Cc...

Subject:

4 Troubleshooting

Vocabulary

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

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

The latest books from European Business Press

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

Reading

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



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

The Strategy is Changing at EBP

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

BY GLENN HABGOOD

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

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

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

Language Practice

Should and ought to: making recommendations

1 Find the mistakes in these sentences.

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

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

- 1 ought have new EBP to a strategy.

- 2 money lose should company the not.

- 3 they consultants should management appoint?

- 4 Progress Consulting Group to the he use should?

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

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

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

- 1 *EBP should not have four offices in Europe, they should only have one.* _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____

► **Grammar Reference page 153 Students' Book**

Writing Clauses of purpose

Mark Green has re-designed EBP's advertising.



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



5 Company History

Vocabulary

1 The text below is about the Danish shoe manufacturer Ecco. Put these words into the correct place in the text

- | | | |
|---------------|------------|------------------|
| a experience | b products | c household name |
| d established | e founder | f range |

Ecco's ¹ _____ was Karl Toosbuy who ² _____ the firm in 1963. It is still owned by his family and all members of the family have ³ _____ of working in different departments in the firm. Ecco manufactures a wide ⁴ _____ of boots and shoes and its ⁵ _____ are a ⁶ _____ in many countries.

2 Match the words on the left with their opposites on the right.

- | | |
|--------------|----------------|
| 1 disposable | a exceptional |
| 2 healthy | b co-operating |
| 3 competing | c weak |
| 4 everyday | d permanent |

Language Practice

Past simple: regular and irregular verbs

1 What is the correct pronunciation of these regular past simple tense verbs: /t/, /d/ or /ɪd/? Make three lists in your notebook.

increased	launched	arrived	expanded	completed	travelled	provided
focused	helped	prepared	introduced	reported	visited	offered
planned	backed	watched	tried	worked		

2 Complete this list of verbs and their irregular past tense forms.

INFINITIVE	PAST
1 take	
2	made
3 buy	
4	gave
5 run	
6	threw
7 meet	

INFINITIVE	PAST
8 find	
9	sold
10 send	
11	left
12 hold	
13	spoke
14 bring	

3 Use the correct form (present or past) of the verbs in brackets to complete this paragraph.

My name is Jurgen. I work for Ecco, a firm that ¹ _____ (make) shoes. Every year my firm ² _____ (send) me abroad, usually to Thailand. But last year they ³ _____ (send) me to Chicago. I ⁴ _____ (go) to Chicago because the firm ⁵ _____ (buy) a new factory there last year. In the United States I ⁶ _____ (run) a seminar that the firm ⁷ _____ (hold) for our new suppliers. I ⁸ _____ (give) a presentation and ⁹ _____ (speak) at meetings every day. I really ¹⁰ _____ (enjoy) my time in the United States. Usually when I ¹¹ _____ (go) on a business trip I ¹² _____ (meet) lots of people but ¹³ _____ (not make) any good friends because of the culture gap. But in the United States it ¹⁴ _____ (be) very different. I ¹⁵ _____ (find) that all the people I ¹⁶ _____ (meet) ¹⁷ _____ (be) very friendly. They even ¹⁸ _____ (throw) a big party for me before I ¹⁹ _____ (leave).

4 Look at these notes about some key dates in the history of Ecco.

1963 – Karl Toosbuy sets up Ecco
 1978 – Ecco signs production deal with firm in India
 1984 – Ecco opens first overseas factory – in Portugal
 1993 – Vagn Therkel becomes Managing Director
 1994 – production begins in Thailand – to sell into Singapore, Hong Kong and Taiwan

Now write the correct past tense questions.

- 1 Q _____ ?
 A In 1963.
- 2 Q _____ ?
 A It signed a production deal with an Indian firm.
- 3 Q _____ ?
 A It was in Portugal.
- 4 Q _____ ?
 A In 1993.
- 5 Q _____ ?
 A In order to sell into Singapore, Hong Kong and Taiwan.

► **Grammar Reference page 152 Students' Book**

Writing Sequencing ideas

1 Read this text about Ecco and complete the gaps with a word from the box.

Then Today Finally Firstly Secondly

1 _____ Ecco sold boots and shoes in Denmark. 2 _____ the company signed a production deal with an Indian company. 3 _____ they opened a factory in Portugal. 4 _____ they began production in Thailand. 5 _____ they are expanding into the USA.

2 Read these notes about L'Oréal.

- 1 1907 – Eugene Schueller establishes L'Oréal – sells hair dye to hairdressers
- 2 1957 – Eugene Schueller dies – new boss Françoise Dalle – expands into manufacturing
- 3 1963 – Françoise Dalle launches company on stock market
- 4 1973 – L'Oréal buys chemicals company Synthélabo
- 5 1988 – new boss Lindsay Owen-Jones – plans to double the size of the company
- 6 now – expansion

Use the notes to write six sentences about the history of L'Oréal in your notebook. Remember to change the verbs to the past tense. Use the words/phrases in the box to sequence the ideas.

1 First of all	3 After that	5 Finally
2 Then	4 Next	6 Today

Reading

Put these sentences into the correct order. They are about the history of the car manufacturer Skoda.



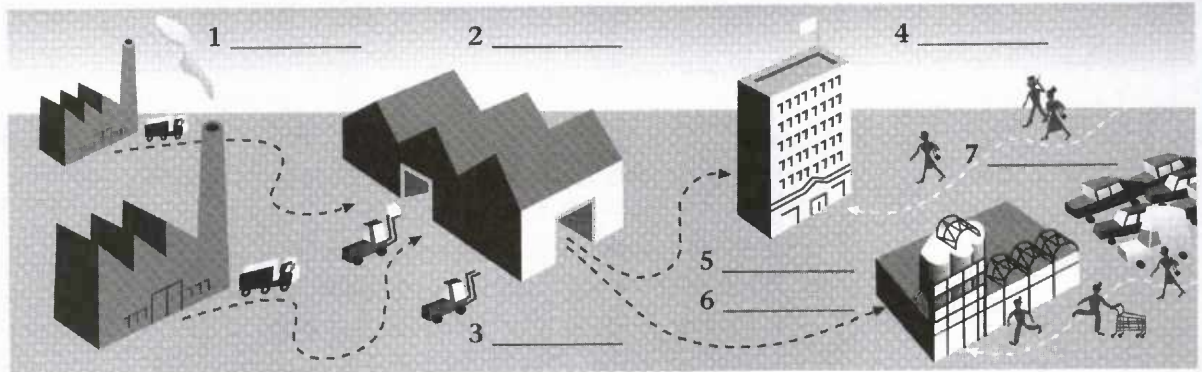
- a Afterwards Skoda produced quality and famous motor vehicles, including the 'Hispano-Suiza'.
- b Now Skoda is 70% owned by Volkswagen.
- c First of all Václav Laurin and Václav Klement produced bicycles and then small motorcycles.
- d Then, after the war, when the communists took control of Czechoslovakia, Skoda produced basic and functional vehicles.
- e Then, in 1905, Laurin and Klement's company started to produce motor vehicles. They merged with Skoda in 1925.
- f Next Volkswagen obtained a 30% share in Skoda and full management control of the company.

6 Retailing

Vocabulary

1 Put these words into the correct places on the diagram.

- | | | | |
|-----------------|--------------------|--------------|------------------|
| a manufacturers | b supermarket | c wholesaler | d retail outlets |
| e consumers | f department store | g warehouse | |



2 Complete these notices with the words in the box.

- | | | | |
|----------------|----------------------|------------------|-------------|
| manufacturer's | mail-order catalogue | department store | supermarket |
| consumers | Internet | Shopping Channel | |



SPECIAL OFFER

We have got a special supply from the 1 _____ warehouse, so this week at **BIGFOODS** 2 _____ we are offering coffee for only **£1.00** a jar.

WATCHOUT!

Watchout is the new government office to protect 3 _____. If you have any problems with any retail outlets - call us
020-7568-3500

Don't go out to the shops, stay at home and shop.



Call Mailbros on 01547-467-000 and receive - free - our new 4 _____.

Welcome to Brin Bros 5 _____

Floor guide:

Ground floor - Information, women's clothes and accessories, cosmetics

1st floor - Restaurant, toilets, men's clothes and shoes, women's shoes, stationery

2nd floor - Women's clothes, household goods, electrical appliances, bedding and luggage

3rd floor - Children's clothes and toys, play area, toilets

Entertainment Preview

Tonight 6.00-8.00 Howard and Judy show all their viewers the latest home decoration products on The 6 _____ . **Have your credit card**

Why go out in the cold?

Stay at home and shop in comfort on the 7 _____ .

Visit us on -
lazeeshop.www.123co.uk

Language Practice One

Countable and uncountable nouns

1 Which of these nouns are countable and which are uncountable?

barcode competition manufacturer counter information
 work luggage margin retail outlet transport
 warehouse mineral water department packaging

Countable	Uncountable
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Articles *a (an), the* and zero article \emptyset

2 These are questions that customers asked at the information desk in Brin Bros department store. Complete the gaps with *a (an), the* or zero article \emptyset .

①

Is there _____ restaurant in the store?

②

Do you sell _____ wine?

③

Can you tell me where _____ restaurant is please?

⑩

Has this company got _____ website?

Welcome to Brin Bros department store

Floor guide:

Ground floor – Information, women's clothes and accessories, cosmetics

1st floor – Restaurant, toilets, men's clothes and shoes, women's shoes, stationery

2nd floor – Women's clothes, household goods, electrical appliances, bedding and luggage

3rd floor – Children's clothes and toys, play area, toilets

④

Is there somewhere in _____ store where I can leave _____ children?

⑨

When does _____ shop close this evening?

⑤

Have you got _____ catalogue that I can take home?

⑧

Can I try on _____ clothes before I buy them?

⑦

Is there _____ toilet in _____ building?

⑥

I want to complain about _____ service here. Can I speak to _____ manager?

3 These are the answers to the questions in exercise 2. Match the questions and answers then complete the gaps with *a (an), the* or zero article \emptyset .

- 1 g 2 3 4 5
 6 7 8 9 10

- a No, I'm sorry, madam, we don't. But they sell it in _____ shop across _____ road.
 b Certainly, madam, here is _____ latest edition.
 c Yes, sir, it's on _____ third floor.
 d Tonight is _____ special late night, sir. We don't close until 10.00.
 e Yes, sir, there is. You can take them to _____ play area on _____ third floor.
 f Of course, sir, there are changing rooms in _____ men's clothing department.
 g Yes there is, madam, it's on _____ first floor.
 h It's on _____ first floor, sir.
 i I'm very sorry, madam, she's in _____ meeting now. Can I help?
 j Yes, we have, madam. Here are _____ details.

Language Practice Two

Defining relative clauses

1 Complete the gaps in the sentences with one of these relative pronouns.

where	which	who
-------	-------	-----

- A warehouse is a large building _____ goods are kept before they are put into the shops.
- A department store is a shop _____ has different sections _____ customers can buy different products.
- Consumers are the people _____ buy the products.
- Retail outlets are any place _____ consumers can buy things.
- A supermarket is a large shop _____ sells all types of food.
- The Internet has many websites _____ people can buy products.
- A mail-order catalogue is a book _____ consumers can read at home and then order products.
- TV shopping channels employ presenters to sell products to viewers _____ pay by credit card.

2 Make one sentence from two, using one of these relative pronouns.

which where who

Example:

On the ground floor of Brin Bros department store there is a women's clothing department. This department sells good quality clothes at a reasonable price.

*On the ground floor of Brin Bros department store there is a women's clothing department **which** sells good quality clothes at a reasonable price.*

- 1 On the second floor there is an electrical appliance department. This department sells fridges, washing machines and TVs.

- 2 In the children's play area there are special members of staff. These people look after the children.

- 3 Brin Bros is a big department store. It has about 10,000 customers every day.

- 4 On the ground floor there is a cosmetics department. In the cosmetics department customers can buy all the leading brands such as L'Oréal Paris.

3 Which company is each sentence describing? Write the name of one of these companies in the first gap in each sentence. Then in the second gap write *where, which* or *who*.

L'ORÉAL

FINANCIAL TIMES
No FT, no comment.

SONY



- 1 _____ is a cosmetics company _____ has the slogan 'Because I'm worth it.'
- 2 _____ employs people _____ are very friendly in order to help its customers enjoy their long journeys.

- 3 _____ is a company _____ has the slogan 'We keep your promises'.
- 4 _____ is the company _____ invented the Walkman.
- 5 _____ is a company _____ has a reputation for providing good quality fast food.
- 6 _____ is the company _____ first sold the disposable pen.
- 7 _____ only employs reporters _____ always give correct information.
- 8 _____ sells clothes to people _____ want good quality at a reasonable price.
- 9 _____ began business in California _____ they sold clothes to hard-working miners.
- 10 _____ is a company _____ is famous for producing millions of cars every year.
- 11 _____ is a German company _____ has a reputation for making high-quality, expensive cars.

Business Communication

Telephoning

Put these sentences into the correct order to make two conversations.

- 1
 - a Hold the line please, I'll put you through.
 - b Holstein International Trucking. Can I help you?
 - c My name is Anna Larsen.
 - d Could I speak to Hans Schmidt?
 - e Hello, Hans Schmidt here, can I help you?
- 2
 - a Yes, you can.
 - b Good afternoon, Holstein International Trucking.
 - c One moment. The line's busy, will you hold?
 - d Could you tell him Anna Larsen called and ask him to call me back at my Copenhagen Office?
 - e Can you put me through to Hans Schmidt please?
 - f Could I leave a message for him?

Units 4–6

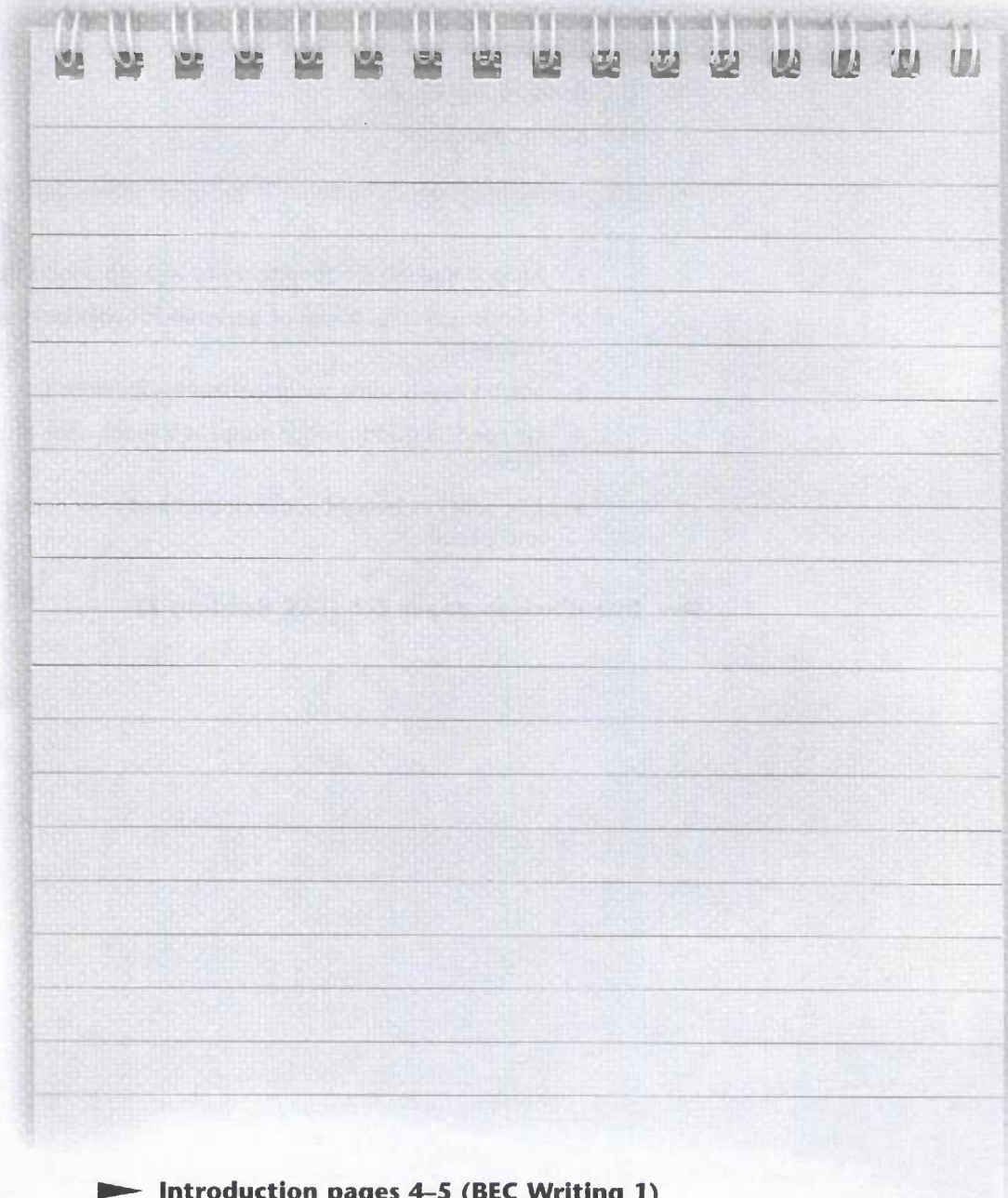
Writing a note

You are going to your company's warehouse tomorrow.

Write a **note** to your colleague:

- saying where you are going
- explaining the reason for your visit
- asking him or her to go with you.

Write 30–40 words.

A large, blank page from a spiral-bound notebook. The page is lined and has a metal spiral binding along the top edge. The page is intended for writing a note as per the instructions above.

Reading and matching information

Look at the list below. It shows different departments in a large retail outlet. For questions 1–5, decide which department (A–H) each person should go to. For each question, mark the correct letter (A–H). Do not use any letter more than once.

DEPARTMENTS IN STORE

- A home decoration
- B cosmetics
- C children's toys
- D restaurant
- E women's clothes and shoes
- F stationery
- G bedding and luggage
- H electrical appliances

- 1 Anna is looking for something to wear to a job interview.
- 2 John is going for a cup of tea while his wife buys some cosmetics.
- 3 Martin needs some wallpaper for his children's bedroom.
- 4 Liz needs a good-quality fridge at a reasonable price for her new home.
- 5 Michelle has bought some clothes and now needs some pens and paper.

► Introduction pages 4–5 (BEC Reading 2)

Writing a memorandum report

Use these notes to complete the **memorandum report**.

Purpose of visit: collaborate on big advertising account for Cola-Taste.
 Situation: German agency working on plans for the ad campaign now; very positive about idea of collaborating.
 Conclusion: take opportunity to work closely with German colleagues; very profitable across Europe.
 Recommendations: invite German colleagues to visit/discuss; CEO to join meeting/discuss budgets.

CLASS ADS LTD

MEMO

To: John Brown, Managing Director From: _____ Date: _____

Report on visit to partner agencies in Germany

Introduction

Last week I visited our partner agency in Berlin. The purpose of the visit _____
 _____. This report describes the situation and makes recommendations about how we can work together on this important project.

Situation

- _____.
- We discussed the idea of a pan-European advertisement — using the same ad in several European countries, but using local, well-known actors in each country. Working together would help develop an ad that isn't too German or too British.

Conclusion

- This is a very exciting project, _____.
- The Cola-Taste account is very important to both our markets, _____.

Recommendations

- We should invite _____.
- Our Chief Executive Officer should _____.
- We should begin planning the project as soon as possible and decide on the schedule.

► Business Writing Reference page 85

Writing a letter

Choose a student in your group and address this **letter** to him or her. Then use the notes in the box to complete the letter.

All orders £50.00+ = 10% discount

All orders over £75.00 = free postage & packing

**Fashion
Factory**

West Road, Pembroke Dock, Wales

Tel/Fax no. 01685 4208491

Our ref: CV/S-S2000

Your ref: 548720

Date: _____

Dear _____

Spring–Summer catalogue

Thank you for requesting our new catalogue. I am pleased to enclose a copy and hope that you like our new range for this season.

You can place an order with us 24 hours a day, so don't delay and choose something special for this season straightaway.

We look forward to receiving your order.

Yours _____

Sales Assistant

Enc. Spring–Summer catalogue.

► Business Writing Reference page 87

Reading an article

Read this article about a publishing company.

Choose the correct word to fill each gap, from A, B or C.

For each question 1–12, mark one letter (A, B or C).

Company profile – European Direct

European Direct produces a wide range of business books and the company (1) at least ten new books every year. It has offices all over Europe, in (2) the major capital cities. The MD of the company, Shelley Purvis, says that European Direct (3) a lot of repeat business from customers and good customer loyalty. But analysts (4) still concerned (5) European Direct's business strategy. Some say it is old-fashioned and the company should change (6) focus. They say that it is not (7) profitable business and that it needs to cut costs and increase profits. They (8) say that European Direct should set (9) a website for sales and that it (10) to sell their books to students (11) not just to businesspeople. Shelley Purvis says that European Direct is (12) a management consultant to help them to focus the business.

- | | | | |
|----|------------|--------------|------------|
| 1 | A launches | B launching | C launch |
| 2 | A every | B same | C all |
| 3 | A had | B having | C has |
| 4 | A are | B having | C do |
| 5 | A among | B about | C around |
| 6 | A its | B their | C his |
| 7 | A the | B a | C an |
| 8 | A too | B additional | C also |
| 9 | A at | B in | C up |
| 10 | A should | B ought | C must |
| 11 | A but | B so | C and |
| 12 | A appoint | B appointing | C appoints |

► Introduction pages 4–5 (BEC Reading 6)

Writing a fax

Read this advertisement.

Linton Business Society is looking for new members. Send a letter of introduction to Martin Smith, 19 High St., Linton L12 1BG, or fax: 0247 493490.

Write a **fax** to Mr Smith:

- saying who you are and what you do
- giving information about your company
- explaining why you would like to join the society
- providing your contact details.

Write **60–80 words**.

FAX MESSAGE

- ▶ Introduction pages 4–5 (BEC Writing 2)
- ▶ Business Writing Reference page 84

Reading short texts

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

Read the latest book by IMP

Business Decision

- Make your business more effective
- Learn how to be successful at troubleshooting

This book will help managers to

- A write effective business reports.
- B make better financial decisions.
- C solve problems in their company.

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

Bill
Senior management wants a brief report on our overseas sales from you for Friday. Hope that's Ok.
Sharon

Sharon tells Bill that he needs to

- A write a summary of exports.
- B attend a meeting in France.
- C meet the new manager on Friday.

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

7 Products

Vocabulary

1 Complete this table.

VERB	NOUN (PERSON)
1 manufacture	
2 operate	
3 plan	
4 programme	
5 visit	
6 analyse	
7 work	
8 troubleshoot	
9 report	
10 wholesale	
11 advertise	

2 Put these products into the correct column in the table.

stereo	microwave oven	mineral water	telephone
sweets	tissues	fax machine	cigarettes

Fast moving consumer goods

Consumer durables

3 Read this advertisement. Underline in the text the sections which show:

- the features of the product _____
- the benefits to the customer _____

The Off-Road ROUGHNECK ZC7

This is our latest model. It gives you all the high quality you expect from a ZEPHYR bike but it also gives you more. It is the lightest off-road bike available in this country.

The **ROUGHNECK ZC7** is:

easier to stop – with its faster brakes • stronger – with its new design
 • more comfortable – with its new seat •
 more stylish – choose from 25 colours • and cheaper than you think!!!

Visit our website – zephyrbike.zc7.co.uk or call 0208-742-6733 for a broc



Language Practice One

Order of adjectives

Look at these advertisements. Correct any mistakes in the order of the adjectives.

ITEMS FOR SALE

1
IKEA, LARGE, ROUND
DINING TABLE IN VERY
GOOD CONDITION
£75.00 0208-684-4001

2
LOVELY, SMALL,
SQUARE, MIRROR
£35.00
0208-684-4539

3
pocket-sized, Japanese,
steel, black CD player
£100.00 0208-841-359

4
French, high, dark, wooden,
beautiful bookcase
£150.00 0208-851-774

5
blue, 65 cm, stylish, Off-Road
Roughneck ZC7 bike
£300.00 0208-442-3729

6
woollen, Benetton, very
bright green and yellow,
small, jumper
£25.00 0208-841-692

7
upright, yellow, Dyson
Vacuum cleaner
£150.00 0208-456-339

► Grammar Reference page 158 Students' Book

Language Practice Two

Comparative and superlative adjectives: making comparisons

1 Use comparatives and give some advice.

Example:

Do you like Bob's Big Burger Bar?

have McDonald's – fast, cheap

I think you should have a McDonald's, it's faster and cheaper.

1 What do you think of this jumper in the mail-order catalogue?

buy – Benetton – stylish, warm

2 What do you think of the jeans in Brin Bros window?

get – Levis – fashionable, sexy

3 We need a new vacuum cleaner. What do you think of the new Quickclean model?

buy – Dyson – efficient, effective

- 4 Mr LeClerc wants this package to be in New York tomorrow morning. Do you know anything about the Dynamic Delivery Co.?
use – DHL – fast, reliable
-
- 5 Miss Stanislowcia wants good information on the London Stock Exchange. Do you know anything about the magazine *Money Go Round*?
read – *Financial Times* – accurate, good
-
- 6 I'm flying to Washington next week. Do you know anything about Conveyair?
fly – Virgin Atlantic – quick, comfortable
-
- 7 I want to buy new bikes for our cycling holiday. What do you think of Swoop Cycles' new model?
get – Zephyr Cycles Roughneck ZC7 – strong, comfortable, stylish, cheap
-

2 Make sentences from these notes.

Example:

Heidi, L'Oréal perfume – cheap, sexy.

Heidi is buying some L'Oréal perfume. It isn't as cheap as some other perfumes, but she thinks it is sexier.

- 1 Peter, Zurich Financial Services Pension – convenient, good.

- 2 Norbert, Sony Stereo – loud, stylish.

- 3 Anna, Skoda car – luxurious, reliable.






- 4 Nicholas, Dyson vacuum cleaner – light, efficient.

- 5 Maria, new EBP business book – easy to understand, useful.

► **Grammar Reference pages 158–159 Students' Book**

Reading

Look at this information about various models of bikes.

	Zephyr Cycles Roughneck ZC7	Swoop Cycles Speed 900K	Conker Cycles Champion 2000	All Lander Cycles DKM 500
Price	£399.00	£400.00	£450.00	£625.00
Number of colours	25	35	50	10
Weight	15 kg	18 kg	22 kg	16 kg
Guarantee	2 years	1 year	18 months	5 years
Popular with customers				

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

- 1 Customers think the Champion 2000 is the worst bike.
- 2 The Speed 900K isn't as heavy as the Champion 2000.
- 3 The Speed 900K is the most expensive bike.
- 4 The Champion 2000 is cheaper than the Speed 900K.
- 5 The DKM 500 isn't as expensive as the Roughneck ZC7.
- 6 Customers think the DKM 500 is the best bike.
- 7 The DKM 500 is lighter than the Roughneck ZC7.
- 8 The guarantee for the Roughneck ZC7 isn't as long as the guarantee for the Champion 2000.
- 9 Swoop Cycles give customers a bigger choice of colours than Zephyr Cycles.
- 10 Customers think the Speed 900K is better than the Roughneck ZC7.

Writing **Linking words of cause and effect**

1 Match a cause on the left to an effect on the right.

CAUSE	EFFECT
1 Ecco wanted to sell shoes in East Asia.	a They invested in new technology for the factory which was cheaper.
2 The <i>Financial Times</i> provides accurate and reliable information about business.	b Shops are losing business.
3 The company's strategy was very unclear.	c The company opened a factory in Thailand.
4 The new parent company wanted to boost sales.	d The new Managing Director called in a firm of troubleshooters.
5 The company wanted to cut production costs.	e It can be hard to do business abroad.
6 The Roughneck ZC7 is cheaper and lighter than other bikes.	f They opened a website.
7 E-commerce is becoming more popular.	g It is the most popular with customers.
8 There can be a big culture gap between people from different countries.	h All serious businesspeople read it.

2 Now link the matching sentences together using the linking word in brackets. The first one is done as an example.

- 1 (as/since)
As/Since Ecco wanted to sell shoes in East Asia, the company opened a factory in Thailand.
- 2 (because)

- 3 (as a result)

- 4 (so)

- 5 (therefore)

- 6 (so)

- 7 (because)

- 8 (as a result)

► **Grammar Reference pages 156–157 Students' Book**

8 People

Vocabulary

1 Read what these four people say about what motivates them at work. Then tick (✓) the appropriate box in the table.

Patricia

'My professional position is very important. I want to be treated in a way that shows that the company respects the fact that I'm very highly qualified and experienced.'

Bruno

'The only reason I go to work is for money. It's simple, the more they pay me, the harder I work.'

Charles

'When I was younger I worked on my own for two years and I hated it. I realise that the main reason I enjoy my work is meeting people and working with others.'

Michael

'What I enjoy most is being able to take a project through all its stages from start to finish. I really feel like it's all my own work when that happens.'

	PATRICIA	BRUNO	CHARLES	MICHAEL
salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
achievement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
social interaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2 Complete each sentence with a word or expression from the box.

job satisfaction asset style of management higher productivity

- In order to achieve _____ from Bruno the company should increase his pay.
- Michael likes a _____ that allows him to develop projects.
- Charles gets _____ when he is allowed to work with people.
- Patricia is a valuable _____ to a company that respects her professional position.

Language Practice One

Going to for future plans and intentions

1 Reorder these words to make correct sentences.

- 1 the going like manager new to he is
- 2 her like going is she job new to not
- 3 next to they are Tokyo month going?

2 Write sentences from these notes using *going to*.

Example:

They – work in Germany – higher salaries

They are going to work in Germany because of the higher salaries.

1 She – leave next week – confrontational culture in her present job

2 They – stay – job satisfaction here

3 I – not leave – social interaction at my office

4 She – not happy – competition at work

5 They – satisfied – flatter organisation with their present employer

► Grammar Reference page 151 Students' Book

Reading

1 Match the headlines (1–4) to the stories (a–d).

1 Factory to close

2 Sale to stop

3 Brin Bros to close for one month

4 Zephyr in the Orient

a Zephyr Cycles are going to be available in China after the company launches its products there next year

b The Pro-tech company announced yesterday that it is going to close its factory in Prague and concentrate production in its Oslo plant.

c The Bestco chain of supermarkets is going to stop selling all processed fish products from Italy, Spain and Greece as a result of recent pollution in the Mediterranean.

d Brin Bros' main London department store is going to close for all of September this year to allow extensive modernisation of the store

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

- 1 Brin Bros department store in London is going to close for the whole summer.
- 2 Bestco is going to stop selling all fish because it is not profitable.
- 3 Zephyr Cycles is going to expand into new markets.
- 4 The Pro-tech company is going to open a new factory in Oslo.

Key

Unit 1 Customers

Vocabulary

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

2 1 d – slow 3 b – badly-dressed
2 c – unfriendly 4 a – unhelpful

3 1 Service 2 service

Language Practice

1 1 e 2 b 3 c 4 d 5 a

2 1 indirect 3 direct 5 direct
2 direct 4 indirect

3 1 How much is a glass of wine?
2 Can/Could you tell me when the check-out time is?
3 Where is the restaurant?
4 Could you tell me what the rate of exchange for American dollars is?
5 Do you have a safe for my valuables?
6 Can/Could you tell me if the restaurant provides children's meals?
7 Is there a train station near here?
8 Can/Could you tell me if this is the way to the gym?

Writing

- Good morning, I'm Dr Hoffman. I'm the hotel doctor. How can I help?
- Can you tell me how to get to Buckingham Palace?
- Can I have two beers and a Coca-Cola please?
- Excuse me, do you speak Polish?
- Is Christmas Day a Saturday this year?
- Hello, is that the Hotel Europestar? Can I make a reservation for next March?
- I want to hire a car. Do you have a BMW?
- When is the next train to Brussels?
- There's a special day trip on the River Seine today. Would you like to come?
- Can you tell me if the restaurant serves Italian or French food on Wednesday?

Business Communication

- Would
- Shall
- Can
- Would
- Can
- Shall, would

Unit 2 Companies

Vocabulary

1 1 True 3 False
2 True 4 False

2 1 manufacture 3 launch 5 operation
2 preparation 4 expand 6 compete

3 1 manufacturer 3 expansion 5 preparations
2 operates 4 compete 6 launch

Language Practice

1 1 manufactures 4 owns
2 launches 5 is looking
3 is expanding

2 Marla and Isabella are marketing officers for Sony. They design advertising campaigns. Today they are not designing campaigns. They are meeting executives from Japan and discussing company strategy.

3 1 Where is the new sales office and shop?
2 What are they doing at the moment?
3 Is the new computerised ordering system working?
4 What does Phil Murphy need?
5 When does Phil Murphy want someone to come to the sales office in Manchester?

Writing

- ... Mercedes Benz is an example of one which manufactures high-quality cars.
- ... Others do not.
- ... The company also makes shirts and jackets.
- ... It has restaurants all over the world.
- ... Benetton is one of them.
- ... They are found in all major capital cities.

Reading

1 1 f 2 a 3 d 4 e 5 c 6 b

2 1 False 3 True 5 False
2 False 4 True

Unit 3 Travel

Vocabulary

1 1 is visiting 4 is holding
2 is planning 5 is running
3 booking 6 are throwing

2 1 Swiss 5 Thai
2 France 6 China
3 Greek 7 German
4 Holland 8 Saudi Arabia

3 1 Chinese, Saudi
2 France, Holland
3 Greek, Dutch and German
4 Thailand and China
5 French
6 Swiss

Language Practice

- 1**
- | | |
|-----------------------|--------------------|
| 1 are visiting | 9 is not working |
| 2 are arriving | 10 is having |
| 3 are giving | 11 is meeting |
| 4 is travelling | 12 are attending |
| 5 is visiting | 13 are not leaving |
| 6 is not accompanying | 14 is returning |
| 7 is staying | 15 is not leaving |
| 8 is interviewing | |
- 2**
- 1 When is he arriving in Barcelona?
 - 2 He is discussing the new hotel building project with the local management.
 - 3 When is he visiting the building site?
 - 4 He is discussing the plan with local politicians.
 - 5 When is he leaving?

Business Communication

- 1**
- 1 How do you do?/Pleased to meet you.
 - 2 My name's/I'm Philip.
 - 3 Pleased to meet you.

- 2** 1 b 2 a 3 e 4 c 5 d

- 3** 1 a 2 a

Review: Units 1–3

Reading (page 15)

- | | | |
|---------------------|--------------|-------------|
| 1 local politicians | 2 architects | 3 suppliers |
| 4 planning | 5 9 a.m. | |

Reading (page 18)

- 1 C 2 A

Unit 4 Troubleshooting

Vocabulary

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

Reading

- | | |
|---------|---------|
| 1 True | 4 True |
| 2 False | 5 False |
| 3 False | |

Language Practice

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

- 2**
- 1 EBP ought to have a new strategy.
 - 2 The company should not lose money.
 - 3 Should they appoint management consultants?
 - 4 Should he use the Progress Consulting Group?

- 3** 2 e 3 c 4 a 5 b 6 d

- 4**
- 2 EBP should not give only 10% discount. They should give 20%.
 - 3 EBP should not publish 200 different books, it costs them a lot. They should focus on the best selling 100.
 - 4 EBP should not focus their sales only on businesspeople. They should also sell to business students.
 - 5 EBP should not only use traditional sales techniques. They should set up a website for sales.
 - 6 EBP should not only sell in Britain, France, Germany and Spain. They should expand into Eastern European markets.

Writing

- 1 They should/ought to read 'Writing for Business – The businessperson's guide to good report writing' in order to learn how to write a report.
- 2 He should/ought to read 'Using a management consultant to analyse your situation' to find out.
- 3 She should/ought to read 'Seven easy ways to be successful at work' so that she can be successful.
- 4 They should/ought to read 'The future is now! – Planning a long-term strategy for your business' in order that they can make plans.

Unit 5 Company History

Vocabulary

- 1** 1 e 2 d 3 a 4 f 5 b 6 c

- 2** 1 d 2 c 3 b 4 a

Language Practice

- 1** /t/: increased, launched, focused, helped, introduced, backed, watched, worked
 /d/: arrived, travelled, prepared, offered, planned, tried
 /ɪd/: expanded, completed, provided, reported, visited

- 2**
- | | | |
|----------|---------|------------|
| 1 took | 6 throw | 11 leave |
| 2 make | 7 met | 12 held |
| 3 bought | 8 found | 13 speak |
| 4 give | 9 sell | 14 brought |
| 5 ran | 10 sent | |

- 3**
- | | | |
|----------|---------------|----------|
| 1 makes | 8 gave | 15 found |
| 2 sends | 9 spoke | 16 met |
| 3 sent | 10 enjoyed | 17 were |
| 4 went | 11 go | 18 threw |
| 5 bought | 12 meet | 19 left |
| 6 ran | 13 don't make | |
| 7 held | 14 was | |

- 4
- 1 When did Karl Toosbuy set up Ecco?
 - 2 What did Ecco do in 1978?
 - 3 Where was Ecco's first overseas factory?
 - 4 When did Vagn Therkel become Managing Director?
 - 5 Why did Ecco begin production in Thailand?

Writing

- 1
- 1 Firstly
 - 2 Secondly
 - 3 Then
 - 4 Finally
 - 5 Today
- 2
- 1 First of all Eugene Schueller established L'Oréal in 1907. He sold hair dye to hairdressers.
 - 2 Then in 1957 Eugene Schueller died. The new boss Françoise Dalle expanded into manufacturing.
 - 3 After that in 1963 she launched the company on the stock market.
 - 4 Next in 1973 L'Oréal bought the chemicals company Synthélabo.
 - 5 Finally in 1988 the new boss Lindsay Owen-Jones planned to double the size of the company.
 - 6 Today L'Oréal is expanding.

Reading

The correct order is: c, e, a, e, f, b

Unit 6 Retailing

Vocabulary

- 1
- 1 a
 - 2 c
 - 3 g
 - 4 d
 - 5 f
 - 6 b
 - 7 e
- 2
- 1 manufacturer's
 - 2 supermarket
 - 3 consumers
 - 4 mail-order catalogue
 - 5 department store
 - 6 Shopping Channel
 - 7 Internet

Language Practice One

- 1
- countable: barcode, manufacturer, counter, margin, retail outlet, warehouse, department
- uncountable: competition, information, work, luggage, transport, mineral water, packaging

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

Language Practice Two

- 1
- 1 where
 - 2 which, where
 - 3 who
 - 4 where
 - 5 which
 - 6 where
 - 7 which
 - 8 who
- 2
- 1 On the second floor there is an electrical appliance department which sells fridges, washing machines and TVs.
 - 2 In the children's play area there are special members of staff who look after the children.
 - 3 Brin Bros is a big department store which has about 10,000 customers every day.
 - 4 On the ground floor there is a cosmetics department where customers can buy all the leading brands such as L'Oréal.
- 3
- 1 L'Oréal, which
 - 2 Virgin Atlantic, who
 - 3 DHL, which
 - 4 Sony, which
 - 5 McDonald's, which
 - 6 Bic, which
 - 7 The *Financial Times*, who
 - 8 Benetton, who
 - 9 Levi Strauss, where
 - 10 Ford, which
 - 11 Mercedes Benz, which

Business Communication

- 1 The correct order is: b, d, a, e, c
- 2 The correct order is: b, e, c, f, a, d

Review: Units 4–6

Reading (page 32)

1 E 2 D 3 A 4 H 5 F

Reading (page 35)

1 A 2 C 3 C 4 A 5 B 6 A
7 B 8 C 9 C 10 B 11 C 12 B

Reading (page 37)

1 C 2 A

Unit 7 Products

Vocabulary

- 1
- 1 manufacturer
 - 2 operator
 - 3 planner
 - 4 programmer
 - 5 visitor
 - 6 analyst
 - 7 worker
 - 8 troubleshooter
 - 9 reporter
 - 10 wholesaler
 - 11 advertiser

- 2** Fast moving consumer goods:
mineral water, sweets, tissues, cigarettes
Consumer durables:
stereo, microwave oven, telephone, fax machine

- 3**
features: It is the lightest off-road bike available in this country; easier to stop – with its faster brakes; stronger – with its new design; more comfortable – with its new seat; more stylish – choose from 25 colours
benefits: It gives you all the high quality you expect from a ZEPHYR bike; cheaper than you think

Language Practice One

- 1 large, round, glass, IKEA dining table
- 2 Correct.
- 3 pocket-sized, black, Japanese, steel CD player
- 4 beautiful, high, dark, French, wooden bookcase
- 5 stylish, 65 cm, blue Off-Road Roughneck ZC7 bike
- 6 small, very bright green and yellow, woollen, Benetton jumper
- 7 upright, yellow, Dyson vacuum cleaner

Language Practice Two

- 1**
- 1 I think you should buy one at Benetton. They are more stylish and warmer.
 - 2 I think you should get Levis. They are more fashionable and sexier.
 - 3 I think we should buy a Dyson. They are more efficient and more effective.
 - 4 I think you should use DHL. They are faster and more reliable.
 - 5 I think she should read the *Financial Times*. It is more accurate and better.
 - 6 I think you should fly Virgin Atlantic. They are quicker and more comfortable.
 - 7 I think you should get Zephyr Cycles Roughneck ZC7. They are stronger, more comfortable, more stylish and cheaper.
- 2**
- 1 Peter is buying a Zurich Financial Services Pension. It isn't as convenient as some other pensions, but he thinks it is better.
 - 2 Norbert is buying a Sony Stereo. It isn't as loud as some other stereos, but he thinks it is more stylish.
 - 3 Anna is buying a Skoda car. It isn't as luxurious as some other cars, but she thinks it is more reliable.
 - 4 Nicholas is buying a Dyson vacuum cleaner. It isn't as light as some other vacuum cleaners, but he thinks it is more efficient.
 - 5 Maria is buying a new EBP business book. It isn't as easy to understand as some other books, but she thinks it is more useful.

Reading

- | | | |
|---------|---------|----------|
| 1 True | 5 False | 9 True |
| 2 True | 6 False | 10 False |
| 3 False | 7 False | |
| 4 False | 8 False | |

Writing

- 1**
- | | | |
|-----|-----|-----|
| 2 h | 5 a | 8 e |
| 3 d | 6 g | |
| 4 f | 7 b | |
- 2**
- 2 All serious businesspeople read the *Financial Times* because it provides accurate and reliable information about business./All serious businesspeople read it because the *Financial Times* provides accurate and reliable information about business.
 - 3 The company's strategy was very unclear. As a result the new Managing Director called in a firm of troubleshooters.
 - 4 The new parent company wanted to boost sales so they opened a website.
 - 5 The company wanted to cut production costs. They therefore invested in new technology for the factory which was cheaper.
 - 6 The Roughneck ZC7 is cheaper and lighter than other bikes so it is the most popular with customers.
 - 7 Because e-commerce is becoming more popular, shops are losing business./Shops are losing business because e-commerce is becoming more popular.
 - 8 There can be a big culture gap between people from different countries. As a result it can be hard to do business abroad.

Unit 8 People

Vocabulary

- 1**
- | | |
|---------------------|---------------|
| salary: | tick Bruno |
| achievement: | tick Michael |
| social interaction: | tick Charles |
| status: | tick Patricia |
- 2**
- | | |
|-----------------------|--------------------|
| 1 higher productivity | 3 job satisfaction |
| 2 style of management | 4 asset |

Language Practice One

- 1**
- 1 He is going to like the new manager.
 - 2 She is not going to like her new job.
 - 3 Are they going to Tokyo next month?
- 2**
- 1 She is going to leave next week because of the confrontational culture in her present job.
 - 2 They are going to stay because of the job satisfaction here.

- 3 I am not going to leave because of the social interaction at my office.
- 4 She is not going to be happy because of the competition at work.
- 5 They are going to be satisfied because of the flatter organisation with their present employer.

Reading

1 1 b 2 c 3 d 4 a

2 1 False 2 False 3 True 4 False

Language Practice Two

- 1
- | | |
|-----------------|-----------------------|
| 1 will happen | 5 will not be |
| 2 will not like | 6 will become |
| 3 will help | 7 will use |
| 4 will mean | 8 will not be able to |

a True c False e True
b False d False f True

- 2
- 1 He will not go to Hungary next month.
 - 2 Correct
 - 3 Will she meet the local workers when she comes here?
 - 4 Correct
 - 5 Correct
 - 6 It will not be possible for us all to go on the trip.

Writing

- 1 Beatrice will like the location and the teamwork at Euro Bank. However she won't like the salary and the business travel.
- 2 Although Carmen will like the individual responsibility and the location at London Bank, she won't like the weekend working and the exams.
- 3 Denis will like the training and the exams at London Bank but he won't like the location.
- 4 Jordi won't like the individual responsibility at NY Corp. However he will like the salary and job security.
- 5 Although Henri will like the location and job security at NY Corp, he won't like the individual responsibility.
- 6 Stefania will like living and travelling in Europe but she won't like the lack of responsibility and low salary at Euro Bank.
- 7 Although Juliet will like the training and the chance to get more qualifications she won't like the individual responsibility and lack of travelling at London Bank.
- 8 Daniel will like the responsibility and weekend work at NY Corp. However he won't like living outside Europe and the lack of travel.

Unit 9 Business Environment

Vocabulary

- 1
- | | | | |
|--------------|------------|--------------|--------------|
| analysis | analytical | unanalytical | |
| employment | employer | employed | unemployed |
| unemployment | employee | employable | unemployable |

- 2
- | | |
|----------------|----------------|
| 1 economic | 4 employees |
| 2 uneconomic | 5 unemployable |
| 3 unemployment | 6 analytical |

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

Reading

- 1 In Liverpool and Lyons.
- 2 Eastern Europe.
- 3 Because of the state of the Western European economy.
- 4 No, they are not.
- 5 No, they don't.

Language Practice One

- | | | |
|------------|------------|------------|
| 1 probably | 4 probably | 7 Perhaps |
| 2 Perhaps | 5 may | 8 might be |
| 3 might be | 6 probably | 9 may |

Language Practice Two

- 1
- | | |
|-----------------|---------------------|
| 1 makes | 6 are sold |
| 2 are made | 7 is imported |
| 3 are produced | 8 is |
| 4 are employed | 9 needs |
| 5 are supported | 10 are manufactured |
- 2
- 1 Clothes are made in Europe.
 - 2 Good clothes are made by other companies in Asia.
 - 3 Many changes to the business environment are caused by new technology.
 - 4 Before clothes leave the factory they are checked carefully at quality control.
 - 5 Lots of orders are taken through the company's new website.

Writing

- 1 In Eastern Europe the company will pay low taxes, and in addition it will gain from good availability of labour.
- 2 In Western Europe the company pays high taxes, it experiences poor availability of labour too.
- 3 In Eastern Europe the company will gain from good availability of labour. It will also benefit from easy access to raw materials.
- 4 In Western Europe the company pays high labour costs, it suffers poor access to raw materials as well.
- 5 In Eastern Europe the company will achieve low labour costs, and in addition it will gain easy access to raw materials.

- 6 In Western Europe the company experiences a weak economy. It also suffers poor access to raw materials.
 7 In Eastern Europe the company will benefit from a strong economy, it will find good availability of labour as well.
 8 In Western Europe the company experiences a weak economy, it suffers poor availability of labour too.

Business Communication

- 1 b 2 c

Review: Units 7–9

Reading (page 54)

- 1 G 2 D 3 C 4 F 5 A

Reading (page 56)

- 1 B 2 A 3 B 4 B 5 C 6 B

Reading (page 57)

- 1 A 2 A 3 B 4 C 5 C

Unit 10 Finance

Vocabulary

- Across: 3 rate 5 annual 7 offshore 8 results
 Down: 1 fall 2 turnover 4 tax year 5 account
 6 profit

Language Practice One

- 1 1 a 2 b 3 b 4 a 5 c 6 a 7 c

- 2 1 a 2 b 3 a

- 3 2 third 3 fifth

Language Practice Two

- 1 arose 3 raise
 2 rose 4 rise

Writing

- 1 Rephrasing: a, b, c, f
 Exemplifying: d, e, g

- 2 2 f 3 c 4 g 5 d 6 a 7 e

Business Communication

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

- 2 1 'm certain/sure that 4 'm certain/sure that
 2 'm certain/sure that 5 'm certain/sure
 3 might/may 6 it's likely that

Unit 11 Corporate Responsibility

Vocabulary

- 1 1 c 2 b 3 d 4 e 5 a

- 2 1 ethical
 2 environmental
 3 a powerful
 b powerless
 4 sceptical

- 3 1 ethical 3 powerless, powerful
 2 environment, environmental 4 sceptical

Language Practice One

- 1 1 is, will adopt
 2 adopts, will pay
 3 are, will support
 4 support, will not be
 5 are not, will fall
 6 fall, will need

- 2 2 What will happen if UCG adopt an ethical policy?
 3 What will people do if they are concerned about the environment?
 4 What will happen if consumers support the campaign?
 5 What will happen if the Nimrod and Achilles brands are not successful?
 6 What will happen if UCG's profits fall?

Language Practice Two

1

verb + *-ing*:

like, dislike, delay, finish,
 include, practise, risk, suggest

verb + *to* infinitive:

arrange, decide, expect, help,
 manage, promise, plan, want

verb + infinitive without *to*:

could, might, must, should

2

- | | |
|----------------|-----------------|
| 1 to proceed | 9 to meet |
| 2 to delay | 10 realise |
| 3 listen | 11 to introduce |
| 4 being | 12 paying |
| 5 to avoid | 13 losing |
| 6 arguing | 14 to change |
| 7 to negotiate | 15 to return |
| 8 arrange | 16 charging |

Reading

- 1 False 3 True 5 False
 2 False 4 False

Writing

- 1 Both AFG and Zephyr Cycles have good working conditions in Europe.
 2 Both UCG and International Fibres use child labour.
 3 Both Euro Bank and International Fibres have a poor environmental record.

- 4 Both Zephyr Cycles and International Fibres pay on time.
- 5 Neither AFG nor Zephyr Cycles use child labour.
- 6 Neither London Bank nor UCG have good working conditions in Europe.
- 7 Neither Euro Bank nor International Fibres have a good environmental record.
- 8 Neither London Bank nor UCG pay on time.

Unit 12 Competition

Vocabulary

- 1

1 c	4 g
2 f	5 e
3 a	7 d
- 2

1 market leader	3 enter new markets
2 market share	4 upmarket

Language Practice One

- 1
 - 1b Q Has he given a presentation at Yves Saint Laurent?
A No, he hasn't.
 - 2 Q Has he visited Mme Orleans at the Industry Ministry?
A No, he hasn't.
 - 3 Q Has he found an office in Paris?
A Yes, he has.
 - 4 Q Has he interviewed the French distribution companies?
A No, he hasn't.
 - 5a Q Has he signed contracts with the French lawyers?
A Yes, he has.
 - 5b Q Has he signed contracts with the French accountants?
A No, he hasn't.
- 2
 - 1 Eco Save has closed a chemical factory.
 - 2 AFG has completed a move to Poland.
 - 3 Zephyr Cycles has won an Eco Prize.
 - 4 Euro Bank has recruited the best business students again.
 - 5 The *Financial Times* has voted Georgio Pujol businessman of the year.
 - 6 Computers have made 250 staff redundant at London Bank.
 - 7 Asian firms have penetrated Euro markets
 - 8 Skoda has launched an upmarket model..
- 3
 - 3 Q Has Georgio Pujol ever been to Germany?
A No, he's never been there.
 - 4 Q Has Georgio Pujol ever been to Spain?
A Yes, he has. He's been there twice.
 - 5 Q Has Georgio Pujol ever been to Greece?
A Yes, he has. He's been there once.
 - 6 Q Has Georgio Pujol ever been to Turkey?
A No, he's never been there.

Language Practice Two

- 1

For: a long time, years, ages, ten weeks, two months, five minutes, three hours, more than six years, too long

Since: Christmas, the holidays, 1960, last March, half past three, the 1970s, England won the World Cup, the office closed, I came here
- 2
 - 1 F&D Chemicals' market share has increased (steadily).
 - 2 F&D Chemicals' production costs have fallen. (dramatically).
 - 3 The number of employees has remained steady.
- 3

1 joined	9 has reduced
2 has been	10 closed
3 has been	11 invested
4 began	12 has increased
5 joined	13 began
6 have risen	14 has forced
7 has happened	15 has been
8 has been	

Business Communication

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

The correct order is: 7, 2, 6, 1, 5, 3, 8, 4

Review: Units 10–12

Reading (page 75)

1 C 2 F 3 B 4 G 5 D

Reading (page 78)

1 A 2 B 3 B 4 C 5 A 6 B
7 A 8 A 9 B 10 A 11 A 12 C

Reading (page 80)

1 A 2 B

Language
Practice Two

Will for the future

1 Read the newspaper article and put these verbs with *will* into the correct gaps.

will mean	will not be able to
will not be	will use
will not like	will become
will happen	will help

Future Certain?

THE LATEST IN AN OCCASIONAL series where we ask leading experts about the future of business. This week Katerina Korniliki writes about how computers will continue to reshape the workplace.

Although everyone knows that computers allow us to work faster and better, fewer people understand that, in the future, computers will also reform the way we relate to other people at work. There are three main ways that this ¹ _____. Firstly, more people will work at home and communicate with each other by e-mail. People who get a lot of job satisfaction from social interaction ² _____ this. However it is not all bad news because it ³ _____ women make progress at work. This is because women can find meetings with male colleagues difficult and this new



development ⁴ _____.
that meetings ⁵ _____ as important.

Secondly, business travel ⁶ _____ less frequent because more communication will take place by e-mail and TV/video conferences. Thirdly, the office will become a less sociable place because management ⁷ _____ new technology to monitor the staff. Therefore people ⁸ _____ stop working to talk to each other.

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

- a New technology will change the way people interact at work.
- b The number of people working from home will decrease.
- c Everyone will like the new developments.
- d There will be more business meetings.
- e Technology will replace travel.
- f Management will benefit from new technology.

2 Tick (✓) the sentences which use the correct form of the future with *will*. Correct the mistakes in the other sentences.

- 1 He will not to go to Hungary next month.
- 2 The package will be there on time.
- 3 Will she to meet the local workers when she comes here?
- 4 He will not like his new job because he hates travelling.
- 5 Will they visit the German factory when they come to Europe?
- 6 It will be not possible for us all to go on the trip.

► **Grammar Reference page 151 Students' Book**

Writing

Clauses of contrast

This table shows a summary of what three banks offer new graduate members of staff. Look at the table and read the example sentences.

	EURO BANK	LONDON BANK	NY CORP
Salary	£25,000	£26,000	£30,000
Individual responsibility	No	Yes	Yes
Teamwork	Yes	No	No
Initial training	1 year	6 months	None
On-going training	Yes	Yes	No
Social club	Yes	No	No
Location	Frankfurt	London	New York
Business travel	All over Europe	None	To UK
Weekend working	No	Sometimes	Regularly
Exams	Yes	Yes	No
Job security	Low	Low	High

Example:

Alain wants to travel and is very sociable. He doesn't want to take any more exams. He is very keen to take real responsibility very soon. He has got a new job with Euro Bank. Will he be happy in his new job?

Although Alain will like the business travelling and the social club at Euro Bank, he won't like the initial training and exams.

OR *Alain will like the business travelling and social club at Euro Bank but he won't like the initial training and exams.*

OR *Alain will like the business travelling and social club at Euro Bank. However he won't like the initial training and exams.*

Make similar sentences about these people. Use the conjunctions given in brackets.

- 1 Beatrice wants to work in Germany and likes teamwork. She wants a high salary and doesn't like travelling very much. She has got a new job with Euro Bank. (however)

- 2 Carmen likes to work on her own and loves London. She doesn't want to work at weekends or take any exams. She has got a new job with London Bank. (although)

- 3 Denis wants training in his new job and the chance to get more qualifications. He doesn't like England. He has got a new job with London Bank. (but)

- 4 Jordi likes teamwork. He wants a high salary and job security. He has got a new job with NY Corp. (however)

- 5 Henri wants to work in America and have a secure job. He likes teamwork. He has got a new job with NY Corp. (although)

- 6 Stefania wants to live and travel in Europe. She wants a high salary and a responsible job. She has got a new job with Euro Bank. (but)

- 7 Juliet wants training in her new job and wants to get more qualifications. She loves travelling and teamwork. She has got a new job with London Bank. (although)

- 8 Daniel likes to have responsibility and wants to work at weekends. He doesn't want to live outside Europe but wants to travel a lot. He has got a job with NY Corp. (however)

► Grammar Reference page 156 Students' Book

9

Business Environment**Vocabulary****1** Mark the stress on the words in the table.

NOUNS	NOUN (PERSON)	ADJECTIVES	
		Positive	Negative
economy	economist	economic	uneconomic
analysis	analyst	analytical	unanalytical
employment/ unemployment	employer	employed	unemployed
	employee	employable	unemployable

2 Now complete these sentences with the correct adjective from the table.

- The company moved its factory to East Asia because it was not _____ to stay in America.
- It was _____ to stay in America, so the company moved its factory to East Asia.
- When the company pulled out of France the _____ rate went up.
- The managers in the factory do not have good relations with their _____.
- Before the government began its training programme many young people were _____.
- His work is based on guesswork. It is not very _____.

3 Complete the newspaper article opposite with a word or phrase from the box.

- a labour costs
- b trend
- c the state of the economy
- d cuts
- e taxes
- f economic recession
- g availability of labour
- h availability of raw materials

FOCUS

AFG to leave Western Europe after 80 years

FRANCOISE SALÉS, the new managing director of Anglo-French Garments (AFG) announced yesterday that the company is going to make ¹ _____ in Western Europe and close its two factories in Lyons and Liverpool in order to relocate to Eastern Europe. Mme Salés said that there were big disadvantages for the company in Western Europe and big advantages for it in Eastern Europe. She said she was very worried about ² _____. She predicted that Western Europe is moving towards a long period of ³ _____ and said that increasing demands from European governments for higher ⁴ _____ 'is going to make it worse not better'. In contrast, the economy of Eastern Europe is quite strong at the moment.

City analysts stressed the advantages for AFG in moving to Eastern Europe. George Lukacs of NY Corp said that 'AFG is moving to Eastern Europe to take advantage of ⁵ _____, because it costs a lot less to employ people there than in



Western Europe.'

Frederick Larsen of London Bank said 'AFG is moving because of the greater ⁶ _____ in Eastern Europe where it is easier to find workers.' Carolyn Martin of Euro Bank said she thought that 'the most important factor in AFG's decision is ⁷ _____; most of

their cotton comes from Russia and neighbouring countries'. Lukacs and Larsen both said that they thought 'other firms are unlikely to follow AFG to Eastern Europe'. Larsen said, 'this is unlikely to start a ⁸ _____'. However, Martin was not as sure as the other two.

Reading

Answer these questions about the AFG newspaper article.

1 Where are AFG's two European factories?

2 Where will their new factory be?

3 Why did Mme Salés say the company is moving?

4 Is each of the three analysts really certain of what she/he is saying?

5 Do the three analysts agree with each other?

Language Practice One

Modal verbs: talking about possibility

Complete these sentences about the AFG story with a word or phrase from the box. You may use each word more than once.

might be probably may possibly perhaps

- 1 George Lukacs thinks that AFG is _____ moving to Eastern Europe to take advantage of labour costs.
- 2 ' _____ AFG is moving to Eastern Europe because of the higher availability of labour there,' said Frederick Larsen.
- 3 Carolyn Martin thinks that AFG _____ moving to Eastern Europe because of the availability of raw materials.
- 4 Lukacs and Larsen both think that other European firms _____ won't move to Eastern Europe.
- 5 The workers in Liverpool and Lyons _____ go on strike as a protest.
- 6 This move to Eastern Europe will _____ make AFG more profitable.
- 7 _____ higher taxes will damage the economy.
- 8 There _____ a recession in the Western European economy soon.
- 9 AFG products _____ become less popular in Western Europe after the company moves to Eastern Europe.

► Grammar Reference page 153 Students' Book

Language Practice Two

Present passive

1 Complete this text by putting the verbs in brackets into the present passive or the present simple active.

At the moment AFG ¹ _____ (make) clothes in two European factories. Shirts ² _____ (make) in Liverpool and trousers and jackets ³ _____ (produce) in Lyons. In these two cities 3,450 people ⁴ _____ (employ) by the company and many smaller local firms ⁵ _____ (support) by business from AFG. In 1919 when AFG began business, it sold most of its products in Britain and France. However, now the company's products ⁶ _____ (sell) all over the world. Cotton ⁷ _____ (import) to AFG's factories in Western Europe from Russia which ⁸ _____ (be) very expensive. The company ⁹ _____ (need) to cut costs in order to compete with its rivals in Eastern Europe and Asia where garments ¹⁰ _____ (manufacture) more efficiently than in Western Europe.

2 Change these sentences into the passive form.

1 They make clothes in Europe.

2 Other companies in Asia make good clothes.

3 New technology causes many changes to the business environment.

4 Before clothes leave the factory someone checks them carefully at quality control.

5 The company takes a lot of orders through its website.

► **Grammar Reference page 154 Students' Book****Writing****Connectors to show addition of information**

In the newspaper article about AFG the following are given as the attractions of the Eastern European business environment and the weaknesses of the Western European business environment.

EASTERN EUROPE	WESTERN EUROPE
1 low labour costs	1 high labour costs
2 strong economy	2 weak economy
3 low taxes	3 high taxes
4 good availability of labour	4 poor availability of labour
5 easy access to raw materials	5 poor access to raw materials

Write sentences about the information in the table from these notes. Use the connectors in brackets to show the addition of information.

Examples:

a Eastern Europe – benefit, low labour costs. Gain, strong economy (too/as well)

In Eastern Europe the company will benefit from low labour costs. It will gain from the strong economy too/as well.

b Western Europe – have, high labour costs, (in addition) suffer, weaker economy

In Western Europe the company has high labour costs, and in addition it suffers from a weak economy.

1 Eastern Europe – pay, low taxes, (in addition) gain, good availability of labour

2 Western Europe – pay, high taxes. Experience, poor availability of labour (too)

- 3 Eastern Europe – gain, good availability of labour, (also) benefit, easy access to raw materials

- 4 Western Europe – pay, high labour costs. Suffer, poor access to raw materials (as well)

- 5 Eastern Europe – achieve, low labour costs (in addition) gain, easy access to raw materials

- 6 Western Europe – experience, weak economy (also) suffer, poor access to raw materials

- 7 Eastern Europe – benefit, strong economy. Find, good availability of labour (as well)

- 8 Western Europe – experience, weak economy. Suffer, poor availability of labour (too)

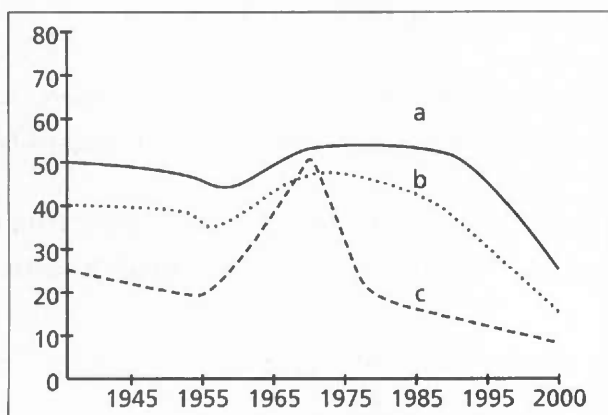
► Grammar Reference page 157 Students' Book

Business Communication

Describing trends

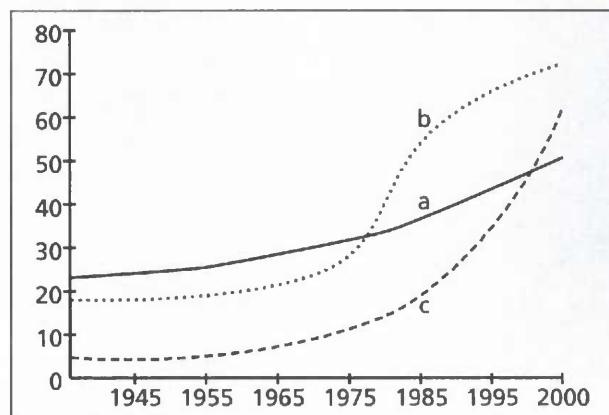
Look at each graph and decide which line (a-c) is described in the text.

1 Sales of AFG products in the UK and France



The ten-year period after the Second World War (45–55) saw stable sales for AFG. This was followed by a slight decline. Sales then rose steadily for ten years before they fell slightly. The last ten years saw a dramatic fall in sales for the company.

2 Sales of AFG products in the USA



From 1945 to 1955 sales of AFG products in the USA remained stable and low. They increased slightly over the next twenty years and rose more considerably between 1975 and 1985. After this there was a dramatic increase.

Units 7–9

Writing a letter

Write a **sales letter** to your partner for the product you gave a presentation about (Students' Book page 81). Look at the model and then write your own letter.

Sales letters should do four things: AIDA.

Attract the readers and encourage them to continue reading, make them **interested** in the product, create **desire** for the product and tell them what **action** to take next to get the product.

Attract

Interest

Desire

Action

CommuniCom Ltd
Old Harwich Road
Suffolk SK2 6TH
Tel/Fax 01289 897351



Our ref:
Date: 26 February 2004

Judith Walters
Star House
Dog Street
London W7 1RF

Dear Ms Walters

Do you have friends and family you would like to see more often? When you telephone colleagues would you like to see their faces? With the new Home Desktop Videophone this is now possible!

The Home Desktop Videophone is easy to set up and use and you don't need a computer or any special software. It's just like making a normal telephone call. All you do is make a telephone call to that special person and the excellent moving picture quality and sound mean they are instantly with you.

Imagine . . . family and friends who live far away can still keep in touch with you. Talking to colleagues in other countries can be more like meeting them face-to-face. Each party needs to have a set, but the good news is that we have a special offer at the moment – buy one set and we will send a second set to your family member, friend or business colleague at half price.

Don't miss this great opportunity to benefit from the Home Desktop Videophone. Call our freephone enquiry and order line now and get closer to the people that matter.

Freephone number 0199 645645

Yours sincerely

Jackson Brown

Jackson Brown
Sales Manager

Reading and matching information

Look at the list below. It shows what different companies offer new graduate members of staff.

For questions 1–5, decide what each graduate will be most interested in (A–H). For each question, mark the correct letter (A–H).

Do not use any letter more than once.

WHAT MOTIVATES NEW GRADUATES?

- A high salary
- B teamwork
- C on-going training
- D good location
- E social club
- F business travel
- G individual responsibility
- H job security

- 1 Danny likes to work on his own and to take a project through all its stages from start to finish.
- 2 Maureen hopes to work somewhere outside the city centre where there are good bus and train connections.
- 3 Alex hopes he'll be able to learn more skills and that he'll have a chance to get more qualifications.
- 4 Gemma would like to spend time working in other countries, particularly those in the Mediterranean.
- 5 Julie wants to earn a lot of money quickly so that she can buy a new car.

► Introduction pages 4–5 (BEC Reading 2)

Writing a fax Read this advertisement about a product.

The Off-Road ROUGHNECK ZC7

This is our latest model. It gives you all the high quality you expect from a ZEPHYR bike but it also gives you more.

It is the lightest off-road bike available in this country.

The ROUGHNECK ZC7 is:

**easier to stop – with its faster brakes • stronger – with its new design
• more comfortable – with its new seat •**

more stylish – choose from 25 colours • and cheaper than you think!!!

Visit our website – zephyrbike.zc7.co.uk or fax 0208-742-3376 for a brochure.



Write a fax to the company:

- saying where you saw the advert
- asking specific information about the bike
- requesting a company brochure
- giving your contact information.

Write 60–80 words.

FAX MESSAGE

► Introduction pages 4–5 (BEC Writing 2)

Reading an article

Read this article about work trends.
For each question 1–6 choose the correct answer.
Mark one letter (A, B or C).

Work trends

How will we all work in the future? We asked Peter James, HR Director of Management Enterprises, to give us his views. This is what he said.

People currently spend too many hours *at* work and too many hours travelling *to* and *from* work. I don't think this will change much – in fact, companies will expect everyone to occasionally work at weekends. But in the future I think that more people will work at home and will use e-mail more to communicate with each other. Business travel will become less frequent as people hold their meetings using video conferences.

I think we'll also see more technology in the workplace. Many people enjoy working in offices that offer all the latest equipment, so companies will have to work hard to offer the best machines and software on the market in order to ensure that these people choose to work for them, not their rivals. The increased use of e-mail will mean that there will be less face-to-face communication, although, of course, e-mail will never be able to replace social interaction entirely. Companies will, though, have to arrange more out-of-hours activities for staff, such as a meal in a restaurant after work or a weekend break in the country, so that colleagues can meet and socialise effectively.

In my opinion, women will reshape the workplace more in the future as they start to take on more senior jobs in companies. This will not just be in traditional areas for women such as human resources, but also in finance. Training, too, will change. People will still need initial training when they start a new job, and they will also continue to need on-going training, particularly in using the new technology in their workplace. However, I think the way training is delivered will change. I don't think staff will be able to attend classes outside the company any more. They will have to study at their desks; e-learning will become the most usual form of training for all employees, even for managers.

Although job security is already an issue in some companies, I think the situation will become much worse. People will have to change jobs more often, perhaps after only one or two months, and people will have to work for more than one organisation at a time. I don't think salaries will increase, but people will be expected to take on more responsibility. I think that employees will therefore find it difficult to remain motivated and loyal to the company, or companies, they are working for.

- 1 Peter predicts that people will
 - A travel more often for business.
 - B sometimes have to work seven days a week.
 - C have meetings less frequently.
- 2 Which of these predictions does Peter make?
 - A Companies will compete to recruit staff.
 - B Equipment will become much cheaper.
 - C Senior staff will get the best computers.
- 3 Peter predicts that
 - A colleagues will only be allowed to communicate via e-mail.
 - B employers will organise social events for their staff.
 - C team-building sessions will be arranged for employees.
- 4 Peter thinks that in the future women will
 - A choose to work from home more.
 - B influence the way companies operate more.
 - C manage staff from more than one department.
- 5 What does Peter say about training in the future?
 - A There will no longer be any initial training for new staff.
 - B On-going training will take place at local organisations.
 - C All employees will receive training via their computers.
- 6 Peter predicts that in the future
 - A job security will not be an issue.
 - B people will have more than one job.
 - C salaries will be double what they are now.

► Introduction pages 4–5 (BEC Reading 5)

Reading a company profile

Read this profile about the clothing company JMP. Are sentences 1–5 'Right' or 'Wrong'? If there is not enough information to answer 'Right' or 'Wrong', choose 'Doesn't say'. For each sentence 1–5, mark one letter (A, B or C).

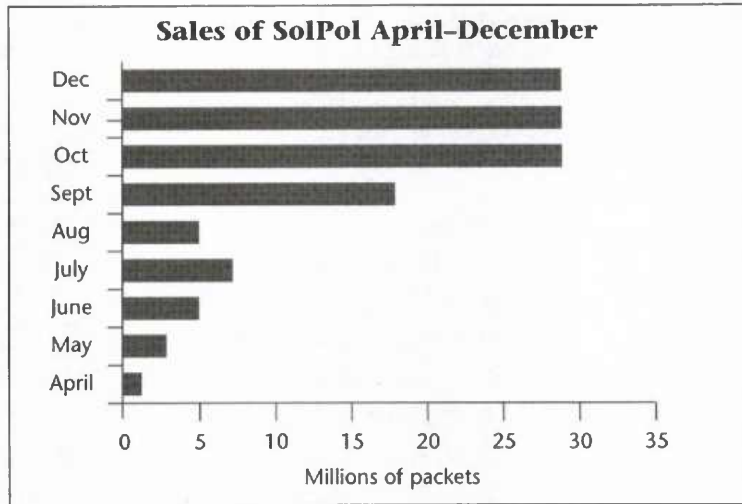
Company profile

Managing Director Andrew Lane announced yesterday that profits at JMP, the clothing manufacturer, have fallen by half over the last 12 months. Lane also reported that the company is going to close all its factories in Coventry before the end of the year. Currently, 490 staff are employed by JMP in Coventry. In addition, a number of smaller local firms are supported by business from JMP and unfortunately they will lose most of their income from this over the coming 12 months. Lane says, 'We're going to relocate to India. Clothing is manufactured more efficiently in India than in the UK. There's also good availability of labour there. We need to cut costs in order to compete with our main rivals such as TBO and Clothes UK and to raise profits.'

- 1 JMP's profits have decreased by 50 percent since last year.
A Right B Wrong C Doesn't say
- 2 The company is pulling out of Coventry.
A Right B Wrong C Doesn't say
- 3 At the moment there are just over 500 employees at the company's factories in Coventry.
A Right B Wrong C Doesn't say
- 4 Small companies near the Coventry factory will lose three-quarters of their business.
A Right B Wrong C Doesn't say
- 5 Lane says that in India there is good availability of raw materials.
A Right B Wrong C Doesn't say

► Introduction pages 4–5 (BEC Reading 4)

Writing a memo Use the information in the graph to complete the **memo** below.



We Care Health Products

MEMORANDUM

To: All staff From: Frank Dobson, Head of Sales
c.c. MD Date: 20 December _____
Subject: Update on sales of SolPol

Many of you worked hard to make sure that the launch of our new soluble Paracetamol tablets at the 5th International Healthcare Products conference in April this year was a success. Thanks to the continuing efforts of the sales team I am pleased to say that sales are very encouraging.

SolPol was launched in April and _____

The future is looking good for sales of SolPol, so let's start looking for our next great product!

FD

► **Business Writing Reference page 86**

Writing an e-mail

You have decided to leave your job.

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

- telling him or her about your decision
- saying when you are leaving
- explaining the reason for your decision.

Write 30–40 words.

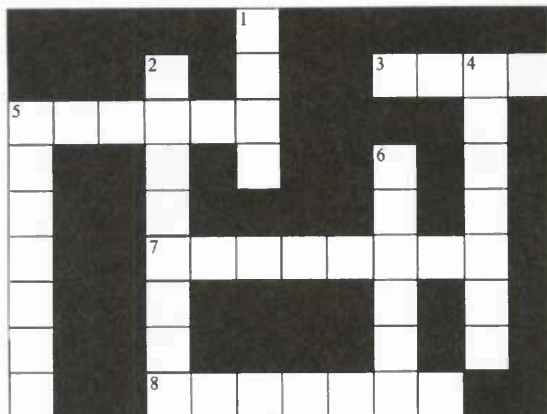
The image shows a standard email composition window. It features three input fields at the top: 'To...', 'Cc...', and 'Subject:'. Below these fields is a large, empty rectangular area intended for writing the email's content. The entire form is enclosed in a simple border.

- ▶ Introduction pages 4–5 (BEC Writing 1)
- ▶ Business Writing Reference page 86

10 Finance

Vocabulary

Complete this crossword.



CLUES

Across

- 3 The interest _____ is the percentage a bank charges customers who borrow money, or the amount it pays people who deposit money.
 5 Word meaning *each year*.
 7 Tax-free type of bank account.
 8 Financial _____ are published every year.

Down

- 1 Opposite of *rise*.
 2 The total amount of money coming into the company.
 4 Company finances are published at the end of the _____.
 5 Most people have a bank _____ which allows them to write cheques.
 6 Opposite of *loss*.

Language Practice One

Figures and numbers

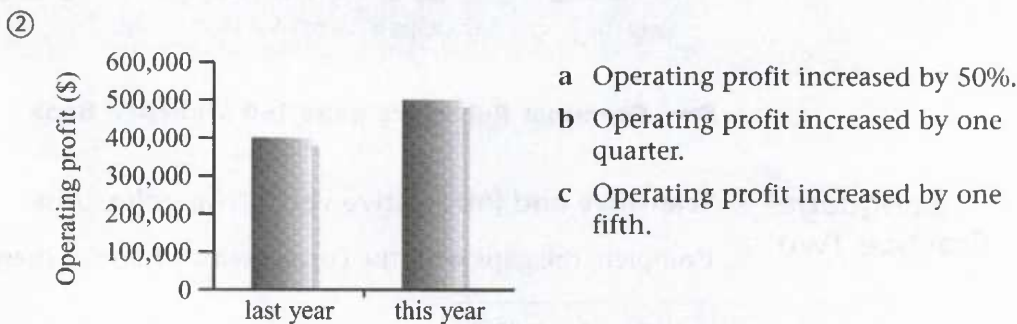
1 How do you say each of these numbers?

- | | |
|---------------------------|--|
| 1 67% | 2 $\frac{3}{4}$ |
| a sixty-seven percent | a three over four |
| b sixty-seven percents | b three quarters |
| c sixty-seven percentages | c three of four |
| 3 3.45 (time) | 4 \$765 |
| a forty-five after three | a seven hundred and sixty-five dollars |
| b three forty-five | b dollars seven hundred and sixty-five |
| c fifteen before four | c seven hundred sixty-five dollars |

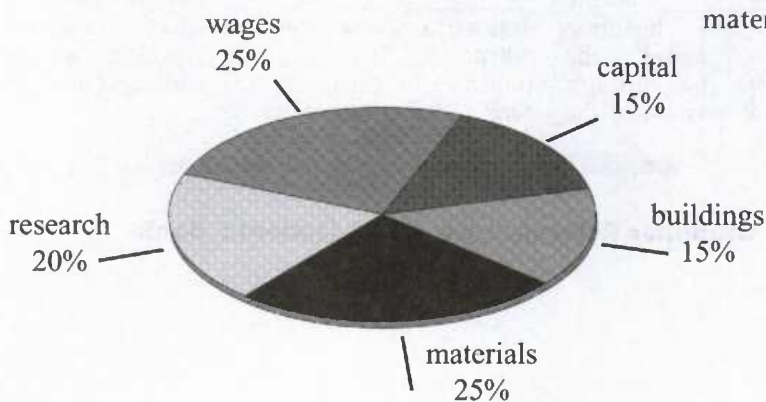
- 5 5.8 m
 a five dot eight metres
 b five and eight metres
 c five point eight metres
- 6 4 March
 a the fourth of March
 b four of March
 c fourth March
- 7 1989 (year)
 a one thousand nine hundred and eighty-nine
 b nineteen hundred and eighty nine
 c nineteen eighty-nine

2 Look at the information and tick (✓) the statement (a–c) which is correct.

- ① **Of the 10,000 businesses we surveyed, 300 did not publish their financial results on time this year. This was a 50% increase on last year.**
- a 200 businesses did not publish their results on time last year.
 b 30% of businesses did not publish their results this year.
 c 300 businesses were late last year.



- ③ **Company expenditure**
Total expenditure = \$600,000
- a The company spent \$150,000 on wages.
 b The company spent half its money on buildings and materials.
 c The company spent \$250,000 on materials and buildings.



Ordinal numbers

3 Look at this information and complete the gaps in the text below with the correct ordinal number. The first one is done as an example.

Account	Satisfied customers
Euro Bank Gold Savers Account	95%
London Bank Offshore High Return Account	90%
NY Corp Special Savers Account	80%
Counties Bank Special Fund Account	70%
Anglo Bank Open Access Saver Account	65%

The banks were listed according to their customer satisfaction ratings. Euro Bank came ¹ first with 95% of its customers satisfied. NY Corp came ² _____ with 80% and last, in ³ _____ position was the Anglo Bank Open Access Saver Account.

► **Grammar Reference page 160 Students' Book**

Language Practice Two

Transitive and intransitive verbs: *rise, raise, arise*

Complete the gaps with the correct tense of one of these verbs.

rise raise arise

Trouble in store for Nightingale

After the Nightingale retail group published its annual report last week questions ¹ _____ in the financial and business newspapers about the quality of the group's management because of the poor financial results. Although in the previous tax year ² _____ turnover dramatically the company did not ³ _____ returns to shareholders. The Managing Director promised that profits will ⁴ _____ next year but this is unlikely because Nightingale's management have promised that the workers will receive a big increase in pay this year.

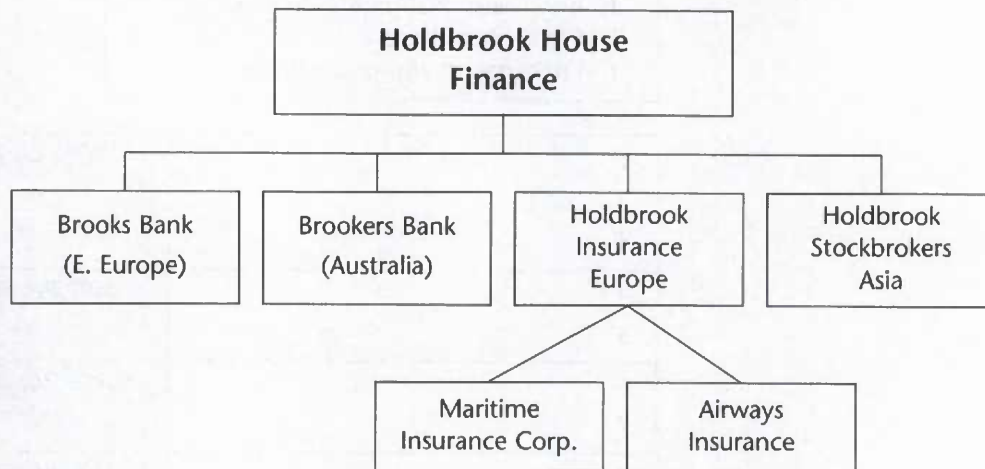
► **Grammar Reference page 155 Students' Book**

Writing **Rephrasing and exemplifying**

1 Which of these connectors are used for rephrasing and which for exemplifying? Make two lists in your notebook.

a in other words b that is to say c that means
 d such as e for example f i.e. g e.g.

2 Look at this information about a company's structure and use it to help you match each beginning statement (1–7) with an ending (a–g).



- | | |
|---|--|
| <p>1 Holdbrook House operates in many different parts of the world, for example</p> <p>2 Holdbrook House provides many different services, for example</p> <p>3 Holdbrook House operates in three continents, that is to say</p> <p>4 Holdbrook House offers insurance, banking and stockbroking* services. In other words</p> <p>5 Each of Holdbrook House's companies produces an annual report. That means</p> <p>6 Each of Holdbrook House's main subsidiaries operates in a different region. For example</p> <p>7 Although Holdbrook House is a multinational, it does not operate everywhere. For example,</p> | <p>a Brookers Bank operates in Australia.</p> <p>b Australia, Europe and Asia.</p> <p>c it is a multinational company.</p> <p>d a total of six are published.</p> <p>e does not own an American company.</p> <p>f banking, stockbroking* and insurance.</p> <p>g it provides a full range of financial services.</p> |
|---|--|

* *stockbroking*: the business of buying and selling shares for other people

Business Communication

Scale of probability

1 Put these phrases into the correct position on the scale of probability.

- a Profits will definitely rise.
- b Profits may rise.
- c Profits are unlikely to rise.
- d I'm sure that profits will rise.
- e It's likely that profits will rise.
- f Profits might rise.
- g I'm certain that share prices won't rise.
- h It's unlikely that profits will rise.
- i Profits should rise.
- j I'm certain that profits will rise.

1	100% Certainty
2	
3	
4	75% Probability
5	
6	50% Possibility
7	
8	25% Improbability
9	
10	0% Impossibility

2 Complete the gaps using the information in brackets.

SIR JONATHAN TRAVIS, the Managing Director of Nightingale said 'I (100% Certainty) ¹ _____ our workers will receive a big pay rise this year and I (100% Certainty) ² _____ Nightingale will be the most profitable retailer in the country very soon.' City analysts were not as certain as Sir Jonathan. Roger Klein of Euro Bank said 'Pay (50% Possibility) ³ _____ increase but I (100% Certainty) ⁴ _____ the rise will not be very big.' Lucy-Anne LaForge, of NY was less hopeful. 'I (0% Impossibility) ⁵ _____ Nightingale won't be profitable by the end of this year. I think (75% Probability) ⁶ _____ Sir Jonathan Travis will not be MD of the company next year and that Nightingale will have a new strategy.'

11 Corporate Responsibility

Vocabulary

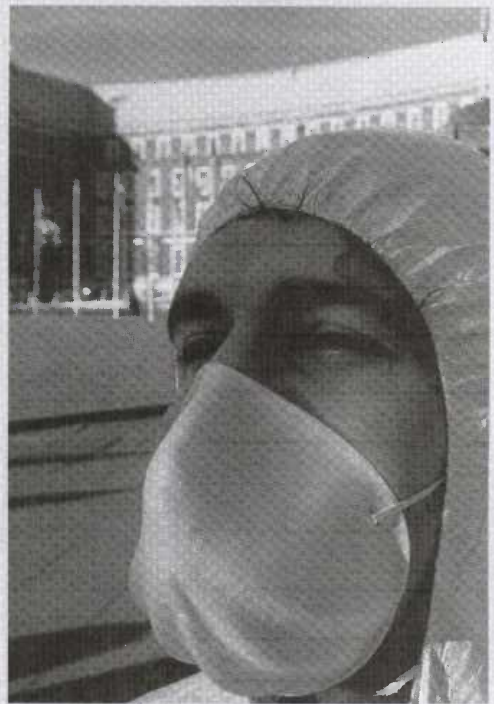
1 Complete the gaps in the newspaper article with one of these words or phrases.

- | | |
|-------------------|---------------------|
| a payment on time | b ethical consumers |
| c environment | d spending power |
| | e ethical policy |

UCG branded 'unethical'

Ecosave the international
1 _____ action group, is increasing its action against the United Chemicals Group (UCG). Eco Save began their action against the company 3 years ago by causing trouble at the site of the new factory in Glasgow, but now the group are launching an appeal to 2 _____ that might be more harmful to the company. Dag Holmstorm of Eco Save is asking consumers to use their 3 _____ to force UCG to adopt an

4 _____ by not buying the company's new Nimrod and Achilles brands of cleaning products. 'UCG is the only chemicals company which doesn't have an ethical policy,' said Holmstorm yesterday. 'We're hoping that other businesspeople will support us because UCG has a very bad record for 5 _____, the company was criticised by the European Small Business Forum which said that UCG usually takes 55 days to pay invoices.'



2 Make the adjectives of the nouns in the table by adding *-al*, *-ful* or *-less*.

NOUN	ADJECTIVE
1 ethic	
2 environment	
3 power	a) b)
4 sceptic	

3 Now complete these sentences with the correct form of the word from the table in exercise 2.

- 1 UCG does not have an _____ policy document.
- 2 The _____ is very important to modern consumers, many of whom are members of _____ groups.
- 3 Individual consumers are _____ in their relationships with big businesses, however in groups they can be more _____.
- 4 Many consumers are very _____ of big companies that claim to be acting in an ethical way.

Language Practice One

Conditional 1: events and consequences

1 Put the words in brackets into the correct tense.

- 1 If Eco Save's campaign _____ (be) successful, UCG _____ (adopt) an ethical policy.
- 2 If UCG _____ (adopt) an ethical policy, it _____ (pay) its suppliers on time.
- 3 If people _____ (be) concerned about the environment, they _____ (support) the campaign against UCG.
- 4 If consumers _____ (support) the campaign, UCG's new products _____ (not be) successful.
- 5 If the Nimrod and Achilles brands _____ (not be) successful, UCG's profits _____ (fall).
- 6 If UCG's profits _____ (fall), the company _____ (need) a new strategy.

2 Use the information in exercise 1 to write the questions for these answers. The first one is done as an example.

- 1 Q *What will happen if Eco Save's campaign is successful?*
A UCG will adopt an ethical policy.
- 2 Q _____ ?
A It will pay its suppliers on time.
- 3 Q _____ ?
A They will support the campaign against UCG.
- 4 Q _____ ?
A UCG's new products won't be successful.
- 5 Q _____ ?
A UCG's profits will fall.
- 6 Q _____ ?
A The company will need a new strategy.

► **Grammar Reference page 152 Students' Book**

Language Practice Two

Gerunds and infinitives

1 Put these verbs into the correct column in the table.

like	dislike	arrange	could	decide	expect	help
delay	finish	manage	promise	might	include	
plan	must	practise	risk	want	should	suggest

VERB + -ING	VERB + TO INFINITIVE	VERB + INFINITIVE WITHOUT TO

2 Read these articles and put the verb in brackets into the correct form: gerund, to + infinitive, or infinitive without to.

The Business Review

UCG issues statement

Timothy Avon
Environmental correspondent

Alain Putowski, the Chairman of UCG issued the following press statement last night. 'At our board meeting today we decided ¹ _____ (proceed) with the launch of our Nimrod and Achilles brands and not ² _____ (delay) them because of Eco Save's actions.

Here at UCG we know that we must ³ _____ (listen) to our customers but we dislike ⁴ _____ (be) pressurised by environmental groups. We want ⁵ _____ (avoid) ⁶ _____ (argue) with them; however, we might be prepared ⁷ _____ (negotiate) if they abandon their action.

We are sure that we can ⁸ _____ (arrange) ⁹ _____ (meet) in a friendly manner.

Eco Save should ¹⁰ _____ (realise) that we are planning ¹¹ _____ (introduce) an ethical policy and that if they abandon their action we will probably accept some of their ideas.'

Late payment still a problem

Guy Lawrence
Political correspondent

'WHEN LARGE COMPANIES DELAY ¹² _____ (pay) their bills they put their suppliers in an impossible position,' said Peter DeWitt of the European Small Business Forum.

'By doing business with some large companies, smaller firms risk ¹³ _____ (lose) everything. Big companies promise ¹⁴ _____ (change) but they always manage ¹⁵ _____ (return) to their old methods after a few weeks. The government suggested ¹⁶ _____ (charge) interest on bills that are paid late but this is impractical for a small firm. Therefore we are calling on governments to take increased action on this important matter.'

Reading

Look at this extract from the Eco Save ethical guide to major European companies and answer the questions that follow.

	London Bank	Euro Bank	AFG	UCG	Zephyr Cycles	International Fibres
Investments in countries with a poor human rights record	YES	NO	YES	YES	NO	YES
Good working conditions in Europe	NO	NO	YES	NO	YES	YES
Use child labour	NO	NO	NO	YES	NO	YES
Environmental record	C	D	B	E	A	D
Payment on time	D	D	C	D	A	A

A = Excellent, B = Good, C = OK, D = Poor, E = Bad.

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

- Both London Bank and Euro Bank invest in countries with a poor human rights record.
- Neither UCG nor Zephyr Cycles have good working conditions in Europe.
- Neither Euro Bank nor AFG use child labour.
- Environmentalists should be happy to have an account with either London Bank or Euro Bank.
- Both Zephyr Cycles and International Fibres have an OK record for payment on time.

Writing

Both . . . and, either . . . or, neither . . . nor

Use these extracts from the table to write sentences about the companies in Eco Save's survey.

Example:

	AFG	UCG
Investments in countries with a poor human rights record	YES	YES

Both AFG and UCG invest in countries with a poor human rights record.

1	AFG	Zephyr Cycles
Good working conditions in Europe	YES	YES

2	UCG	International Fibres
Use child labour	YES	YES

3	Euro Bank	International Fibres
Environmental record	D	D

4	Zephyr Cycles	International Fibres
Payment on time	A	A

Example:

	Euro Bank	Zephyr Cycles
Investments in countries with a poor human rights record	NO	NO

Neither Euro Bank nor Zephyr Cycles has investments in countries with a poor human rights record.

5	AFG	Zephyr Cycles
Use child labour	NO	NO

6	London Bank	UCG
Good working conditions in Europe	NO	NO

7	Euro Bank	International Fibres
Environmental record	D	D

8	London Bank	UCG
Payment on time	D	D

12 Competition

Vocabulary

1 Match the words and expressions on the left to the definitions on the right.

- | | |
|---------------------|--|
| 1 open market | a the company that has got the largest amount of business in an area |
| 2 market share | b an expensive/luxury image |
| 3 market leader | c an area of business where there is free competition |
| 4 global market | d a low-status image |
| 5 enter new markets | e to begin doing business in new areas |
| 6 upmarket | f the amount of business a company can get |
| 7 downmarket | g the international business place |

2 Use one of the words or expressions from exercise 1 to complete the gaps in this text.

Georgio Pujol works for F&D Chemicals which is a British company that supplies chemicals to cosmetics companies. F&D is the ¹ _____ in its business in the UK because it supplies very high-quality products at the lowest cost. The company has increased its ² _____ over the last eight years, since Georgio joined the firm, by nearly 30%. In order to carry on expanding its business the firm is going to try to ³ _____. It is going to begin business in France where it is going to try to sell its products to the big French cosmetics companies. These firms are more ⁴ _____ than F&D's British customers so it might be difficult.

Language Practice One

Present perfect: present result of past actions

1 Georgio Pujol is in France on a marketing and research trip for F&D Chemicals. This is a list of the things he must do this week.

Things to do	DONE
1 Give presentations at:	
a) L'Oréal	✓
b) Yves Saint Laurent	
2 Visit Mme Orleans at Industry Ministry	
3 Find office in Paris	✓
4 Interview French distribution companies	
5 Sign contracts with French	
a) lawyers	✓
b) accountants	

Now use the information in the list to write questions and answers. Remember to include articles and prepositions in your questions. The first one is done as an example.

1a Q *Has he given a presentation at L'Oréal?*

A *Yes, he has.*

1b Q _____ ?

A _____

2 Q _____ ?

A _____

3 Q _____ ?

A _____

4 Q _____ ?

A _____

5a Q _____ ?

A _____

5b Q _____ ?

A _____

2 Look at these newspaper headlines and for each one write a sentence to say what has happened. Remember to use articles.

Eco Save close chemical factory

1 *Eco Save has closed a chemical factory.*

AFG complete move to Poland

2 _____

Zephyr cycles win Eco prize

3 _____

Euro Bank recruit best business students again

4 _____

Financial Times votes Georgio Pujol businessman of the year

5 _____

Computers make 250 staff redundant at London Bank

6 _____

Asian firms penetrate Euro markets

7 _____

Skoda launch upmarket model

8 _____

3 Georgio Pujol travels to a lot of countries as part of his job with F&D Chemicals. Look at this list of places and write the questions and answers. The first two are done as examples.



1	Poland	1996, 1997, 1998
2	Brazil	NO
3	Germany	NO
4	Spain	1997, 1998
5	Greece	1997
6	Turkey	NO

- 1 Q *Has Georgio Pujol ever been to Poland?*
 A *Yes, he has. He's been there three times.*
- 2 Q *Has Georgio Pujol ever been to Brazil?*
 A *No, he's never been there.*
- 3 Q _____?
 A _____
- 4 Q _____?
 A _____
- 5 Q _____?
 A _____
- 6 Q _____?
 A _____

► **Grammar Reference page 152 Students' Book**

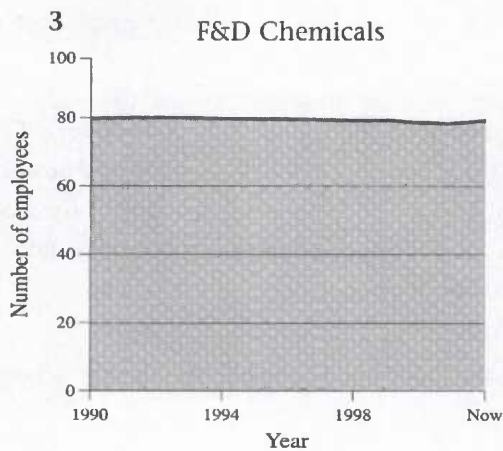
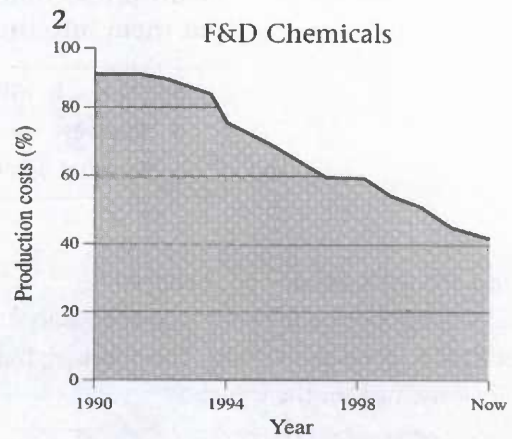
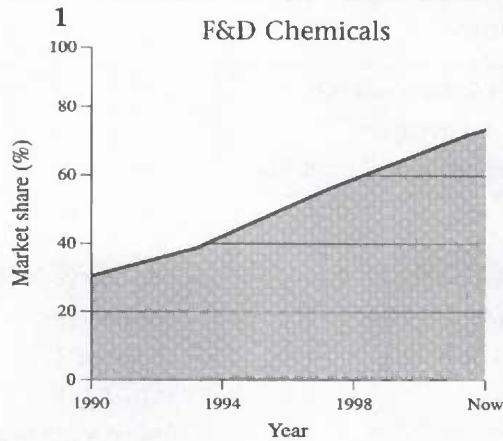
Language Practice Two

Present perfect: unfinished past

1 Which of these expressions do you use with *for* and which with *since*? Make two lists in your notebook.

a long time years Christmas the holidays ages 1960 last March
 ten weeks two months half past three five minutes the 1970s
 England won the World Cup three hours more than six years
 the office closed too long I came here

2 Write a sentence about each graph using one of the verbs given. (*increase, remain steady, fall*)



3 Put the verbs in brackets in the correct tense (present perfect or simple past).

Georgio Pujol ¹ _____ (join) F&D Chemicals in 1991. Since he ² _____ (be) with the company it ³ _____ (be) more successful than at any time in its history. Profits ⁴ _____ (begin) to rise two years after he ⁵ _____ (join) and they ⁶ _____ (rise) every year since then. This ⁷ _____ (happen) as a result of two things that he ⁸ _____ (be) able to do. Firstly, he ⁹ _____ (reduce) production costs: he ¹⁰ _____ (close) the firm's old factory in 1993 and ¹¹ _____ (invest) in new technology at a cheaper site. Secondly, he ¹² _____ (increase) the firm's market share dramatically. In 1995 he ¹³ _____ (begin) a new policy of very low pricing that ¹⁴ _____ (force) many of F&D's competitors to close. F&D Chemicals ¹⁵ _____ (be) the market leader in the UK for several years and is continuing to expand.

**Business
Communication**

Preparing for a job: CVs and interviews

Below are sections of a CV. Match them with the headings in the box and put them into the correct order.

- | | | |
|--------------------|-------------------------------|-------------------|
| a Skills | b Interests | c Work experience |
| d Referees | e Address | f Education |
| g Personal details | h Positions of responsibility | |

1

Marketing Assistant, AFG, Liverpool
Responsible for dealing with enquiries concerning the firm's relocation to Eastern Europe. This was a high pressure post at a very busy time for the company.

2

69 Grosvenor Lane
Parkbridge
London
S10 7HT
Tel: 0208-236-887

3

Good knowledge of German.
Good computer skills.
Clean UK driving licence.

4

Francoise Salés	Prof George Gentleman
M.D.	Dept of Business Studies
AFG	University of South London
ul. Stanow Zjednoczonych	Westgate Rd
00-408 Wroclaw	London
Poland	S6 6TY

5

Captain of university basketball team.
Editor of university students' newspaper.

6

1997 – present Degree in Business Studies, University of South London
Degree performance to date: 2.1
Specialist subject: Marketing
1990 – 1997 King's School, Berkhamsted
3 A Levels: Business Studies (A), German (B), English (C)

7

Anne La Toulle	Date of Birth
	11.3.1974

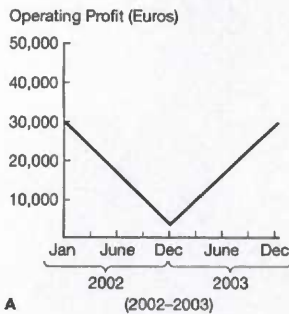
8

Sports: basketball, football
and archery.
Music: I sing in a choir.

Units 10–12

Focussing on trends

Look at the graphs. They show operating profit in the years 2002 and 2003. Which graph does each sentence (1–5) describe? For each sentence, mark one letter (A–H). Do not use any letter more than once.



- In 2002 operating profit rose by a half, but in 2003 it fell slightly over the same period.
- Operating profit increased during the first three months of 2002, and then started to fall. However, in 2003 it remained constant.
- The company's operating profit increased by a quarter during the first three months of 2002, whereas in 2003 it fell to €10,000 over the same period.
- Between January and March 2002 there was a 50 percent increase in operating profit, but in 2003 the company's operating profit fell by the same amount.
- Operating profit rose dramatically in 2002, reaching €50,000 by the end of March; in 2003 the company's operating profit remained constant.

► Introduction pages 4–5 (BEC Reading 3)

Writing a memo

The managers at your company have decided to give staff a pay rise.

Write a **memo** to staff:

- confirming the pay rise
- giving details of the pay rise
- saying who to contact for more information.

Write 30–40 words.

MEMO

To:

From:

Date:

Subject:

▶ Introduction pages 4–5 (BEC Writing 1)

▶ Business Writing Reference page 86

Filling in a form

Use the words and phrases in the box to complete the **application form**; then fill in the form to apply for a bank account.

date of birth married signature block capitals title monthly

APPLICATION TO OPEN A LONDON BANK CURRENT ACCOUNT

Personal details

Please complete all the details in ¹ _____

² _____: Mr/Mrs/Ms

First name: _____ Surname: _____

Address: _____

Telephone: _____

Please ✓ all boxes which apply:

own home rented parental home

³ _____ single divorced separated

Please send statements ⁴ _____ quarterly

⁵ _____: ____/____/____ Age: _____

Occupation:

Are you employed full- or part-time? _____

Income:

Do you have any other accounts with London Bank? _____

Do you have a mortgage? _____

Who is it with? _____

Do you have any accounts with another bank? _____

Do you have any of these?

Mastercard American Express Gold Card Diners' Cards Visa Card

Do you have any of these?

Stocks and shares Personal pension Company pension

Please check that all the information you have given is accurate, and sign below.

⁶ _____

► Business Writing Reference page 82

Reading an article

Read the article about corporate responsibility. Choose the correct word to fill each gap, from A, B or C. For each question 1–12, mark one letter (A, B or C).

Corporate Responsibility

More and more educational institutions have started to (1) MBA courses which focus on corporate responsibility. This development reflects the fact that (2) the late 90s companies have recognised that corporate responsibility makes good business sense – for small as (3) as for large companies. Businesses have had to respond to (4) customers. Modern consumers like businesses that have good working conditions and pay (5) time. As Gill Daniels of Hillington University says, ‘(6) business world needs more graduates with a background in corporate responsibility, particularly (7) who have practical experience of working in socially responsible companies. That’s the reason why all our students (8) expected to spend at least four weeks on a work placement, (9) in the UK or overseas. We have links with a number of excellent companies. (10) Betex and B2P, for example, only invest in countries with a good human rights record and (11) Entel nor Cyplon uses child labour.’ (12) you are interested in learning more about courses in corporate responsibility, visit www.cp.org.uk.

- | | | | |
|----|------------|------------|-----------|
| 1 | A offer | B offering | C offered |
| 2 | A for | B since | C during |
| 3 | A addition | B well | C too |
| 4 | A its | B his | C their |
| 5 | A on | B by | C at |
| 6 | A A | B The | C An |
| 7 | A those | B that | C this |
| 8 | A are | B is | C have |
| 9 | A each | B either | C nor |
| 10 | A Both | B Some | C All |
| 11 | A neither | B both | C either |
| 12 | A When | B As | C If |

► Introduction pages 4–5 (BEC Reading 6)

Writing an e-mail

Companies often receive letters from business students and other members of the public asking for information about their company's performance. Write an **e-mail** to a company asking them to send you some company information.

To...
Cc...
Subject:

Writing a message

You have arranged a trip for Dr Brook from London to Paris. Write a **message** telling her about the arrangements for her journey.

Message
To:
From:
Message!

**Reading short
texts**

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

Things to do this week:

- Visit company clients in Paris
- Chair sales meeting
- Interview job applicants

This week Phil needs to

- A travel to France to see customers.
- B speak to new company employees.
- C take part in a conference.

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

Trouble in store for financial group Fintel

- A Fintel should open a new shop.
- B Fintel is likely to have problems.
- C Fintel might offer new services.

► Introduction pages 4–5 (BEC Reading 1)

**Writing a letter
answering an
advert**

Read this advertisement for a Personal Assistant.

Required immediately – Personal Assistant

You should have:

Excellent computer skills

Good language skills

A relevant degree and work experience

**For further information, contact Bill Mead
at the address below.**

**48 Harlow Road
Essex**

Write a **letter** to Mr Mead:

- explaining why you are writing
- pointing out your relevant skills and qualifications
- giving information about your work experience
- referring to future contact between you and Mr Mead.

Write **60–80 words**.

▶ Introduction pages 4–5 (BEC Writing 2)

▶ Business Writing Reference page 87

Business Writing Reference

FORMS

Forms are documents with questions and gaps for you to write the answer in. This is a form to request foreign currency for a business trip.

This form asks you to give personal details. Other forms ask you to give details about products or services, e.g. invoices and order forms.

Request for foreign currency	
Name (CAPITALS):	ANGELA GARCIA
Department:	Sales
Date of departure:	24.11.2003
Date of return:	30.11.2003
Currency required:	Euros
Place of visit:	Italy
Purpose of visit:	Sales conference

Write clearly and use CAPITAL LETTERS when asked.

Always read the whole form before you write.

► There is an application form for a bank account on page 77.

MESSAGES/ NOTES

A message or a note is a request or a piece of information that you leave for someone when you cannot speak to them directly.

This is a message from one colleague to another, asking if she would like to attend a presentation.

Day or time at the top.

Don't use headings or greetings.

The language can be quite informal.

Put your name or initial at the end.

Friday
Jo,
I phoned Sui Lee about her presentation.
She is giving her talk in the Greenwich conference room, Excelsior Hotel, at 10 o'clock on Wednesday 24 November.
Give me a ring if you'd like to attend.
Sam

The message is very short and usually contains one piece of information.

► There is a message on page 79.

NOTICES

A notice is an announcement giving information. It is put in a public place where everyone can see it. It is not for one particular person, but for everyone to read.

This is a company notice inviting employees to a summer party.

A notice should be quite short and very clear so that everyone who reads it can understand the information and know what to do.

**Summer
Party**

All staff are invited to the summer party.
Meet friends and colleagues after work
and relax in the garden!

*There will be dancing, live music
and plenty of good food and wine.*

The party is on Friday 16 July
from 6.30 – 11.30 p.m.
Food will be served from 7.00 – 9.00 p.m.

*Please let Erica Kahl know if you would like to come,
and if you are a vegetarian.*

You can e-mail her on erica.kahl@personnel.com

Erica Kahl, HR Director, 10 May.

The heading at the top should be eye-catching and describe what the notice is about.

Name and position of the person who wrote the notice, and the date.

FAXES

A facsimile or *fax* copy is an exact reproduction of a document, so when you send a fax it could just be a *copy* of a document (e.g. a letter) not a new document. Often, though, a fax is a new document similar to a letter, but is often more direct. Faxes are quick, convenient, and the sender knows that the document has arrived.

This is a fax giving confirmation of a booking.

The date of the transmission is printed by the machine when the fax is sent.

25/03/2000 MON 09.56 FAX 01291 236236

FAX MESSAGE

Hotel Excelsior

To: Toni King **Fax No:** 0207 346346
Marketing Manager, Big Corp
From: Kate Murdoch **Our Fax No:** 01291 236236
Date: 25 March **Pages (inc. this one)** 1
Re: Booking Confirmation

Re: means 'regarding'. Put the subject here.

Information about the sender and the receiver appears at the top, so the writer does not use traditional greetings. (*Dear Sir*, etc.)

The fax ends with the sender's name or initials.

If you do not receive all the pages, please telephone us on 01291 236263.

Following our telephone conversation, this is to confirm that the 'Greenwich' conference room is booked in the name of Toni King for Thursday 8 April.

The room seats 15 people and the booking includes a sandwich lunch.

Conference participants may use the hotel's facilities.

Thank you.

KM

Most companies print their own fax stationery.

(Students studying for the BEC exam do not need to add these 'fax header' details.)

Say how many pages you are sending, so the receiver knows if there is any problem with the transmission.

The style is more direct than a letter.

► There is a fax on pages 17 and 36.

REPORTS

Formal reports can be very long, complex documents. Memorandum reports are often used when the information is simple and straightforward. A report is usually requested by a person in authority and the writer responds giving information or answers to specific issues or problems.

This is a memorandum report about a company's catering problems.

Parkside Leisure Centre

MEMO

Standard memo heading.

To: All members of the Management Committee
 From: Sam Brown, Personnel
 Date: 30 September 2003
 Subject: **Customers' response to new catering arrangements**

The **introduction** should explain what the report is about.

Introduction:

The Management Committee made a decision to remove the cafeteria facilities from the leisure centre last April. As a result 'self-service' machines were installed in May. This report summarises our customers' response to the change.

The **main body** examines the issues or problem in detail and describes how the writer collected his/her information.

Customers' response to 'self-service' machines

At the end of August I sent 300 questionnaires to regular users of the leisure centre, and received 194 replies.

The majority of our customers are very unhappy with the new 'self-service' machines, and 90% of them would like us to restore full cafeteria services (see appendix for more information).

The **recommendations** tell the reader what steps to take next to solve the problem.

Conclusion

The centre's budget is set for this year, but because so many people are unhappy with the catering service we offer, I think that it is necessary to make some changes in the new financial year.

Recommendations

1. We should take our customers' complaints seriously, so that they continue using the leisure centre.
2. We should think about improving our catering facilities, and possibly restoring the full cafeteria service.
3. We should inform customers that the Management Committee are considering the matter, and will let them know what they plan to do for the next financial year.

Reports should be well-structured and easy to read. They include an introduction, the main body and a conclusion.

The **conclusion** summarises the main points of the report.

► There is a memorandum report on page 33.

E-MAILS

E-mail, or electronic mail, is how messages are sent over the Internet. Unlike telephone calls, e-mail is useful for differences in time zones and messages can be read when the receiver is ready.

The electronic address at the top tells the receiver who the message is from. (Students studying for the BEC exam do not need to include to/from/subject details.)

Information about the sender and receiver appears at the top, so the writer does not use traditional greetings.

This is an e-mail confirming that two colleagues will discuss contracts at a trade fair.

From:	Judith.Mahon@Waltersed-ema.com
To:	Marcel.Liebermann@Goldrickpub-ema.com
Date:	Wed, 16 Jul 2003
Subject:	Trade Fair

Thanks for the message. I'm looking forward to seeing you at the Hamburg trade fair next month. I'll bring the final contracts with me and we can discuss them over lunch.

Best wishes

Judith

The style is much more informal than letters, and can be quite casual. (Students studying for the BEC exam should check with their teacher about the formality of business e-mails.)

► There is an e-mail on pages 16, 19, 59 and 79.

MEMORANDA

A memorandum (plural *memoranda*, abbreviation *memo*) is sent to people or whole departments inside the organisation, never to a customer.


This is a memo warning staff that they may have problems with their computers.

c.c. means *carbon copies*, and indicates that you have sent a copy of the memo to someone else.

The **subject line** should summarise what the memo is about.

No greeting (such as *Dear . . .*)

Put your initials at the end, not your full name.



BLOGGS & BLOGGS

MEMO

To: All staff	From: Michael McGovern, I.T. Centre
C.C. M.D.	Subject: Computer Access
Date: 18 August 2003	

We will be upgrading the software installed on the network over the weekend. It is therefore possible that you may have problems accessing your computer on Monday morning.

If this is the case, please do one of the following:

- * Press the restart key when the 'access denied' message comes up.
- * Phone extension 2291 for help from a technician.

We are doing everything we can to make sure things go smoothly, and will be glad to help if you have any problems or queries.

MM

Most companies print their own memo stationery, but the headings are always the same.

The text is divided into paragraphs.

• use bullet points to list items.

► There is a memo on pages 58 and 76.

LETTERS

A standard UK business letter has a particular layout, though there may be slight variations. The outline below is typical of a standard business letter.

This letter accompanies a tourist information brochure.

**Isle of Skye
Tourist Information Centre**

14 Broadway
Skye
Scotland

Our ref. LB/SKI
Your ref. SK1406

Ms L Haakinen
19 Kante 1
Helsinki
Finland

19 May 2003

Dear Ms Haakinen

'Where to Stay on Skye' brochure

Thank you for your letter of 9 May, asking for details of accommodation on the island.

I have enclosed a copy of the 'Where to Stay on Skye' brochure which contains information about hotel and bed & breakfast accommodation.

You can book the accommodation directly by using the addresses/telephone numbers in the brochure.

Skye is a very beautiful place, and I hope you decide to spend some time discovering it for yourself.

Yours sincerely

Pete Sinclair

Pete Sinclair
Tourism Manager

enc. 'Where to Stay' brochure

Sender's address (NOT name)

The company's and the customer's reference numbers.

Date.

The body of the letter should be clear and polite. Business letters are usually quite formal.

Write your name and title under your signature.

enc. stands for enclosures, and refers to anything that you send with the letter e.g. a brochure.

Receiver's address. (Students studying for the BEC exam do not need to include postal addresses in the examination.)

Salutations. When you know your readers name, you should always use it.

The subject line summarises what the letter is about.

Letters that begin with a name (*Dear Mr.../Mrs.../Ms...*) end *Yours sincerely*. Letters that don't begin with a name (*Dear Sir/Madam/ Customer*) end *Yours faithfully*.

► There is a letter on pages 34, 53 and 81.

Review: units 1–3

Writing (page 16) Model answer

Dear Francis
Thanks for booking my tickets, as well as your own. I'm afraid I've lost the itinerary you gave me last week. Please can you send it to me again?
Thank you.
Sally
(34 words)

Writing (page 19) Model answer

Dear Mr Murphy
Thank you for your memo. I am sorry that it has taken me three days to reply. I have only just received it. I have been away on a business trip in France. I am very sorry to hear about your problems with the ordering system. I will send someone to your office today to examine the software.
Best wishes
Janine Martins
(65 words)

Review: units 4–6

Writing (page 31) Model answer

Dear Gill
I'm going to the warehouse tomorrow. I'm meeting Jim to discuss some problems with transporting goods from the warehouse to the wholesalers. Jim called me yesterday and explained the issues involved.
Can you come with me?
Mark
(39 words)

Writing (page 36) Model answer

Dear Mr Smith
My name is Jane Frank. I am marketing director at Ecco, a firm that makes shoes.
I would like to become a member of Linton Business Society because it will give me an opportunity to meet business people from the area.
I can be contacted at the above address or by telephoning 0247 688411.
I look forward to hearing from you.
Yours sincerely
Jane Frank
(68 words)

Review: units 7–9

Writing (page 55) Model answer

Dear Sir/Madam
I am writing with reference to the advert for the Roughneck ZC7 which appeared in the latest edition of *Sunday Business*.
I would be grateful if you could give me some further information about the Roughneck ZC7 (the price of the bike and what colours it is available in). Please could you send a copy of your company brochure to 45 Raleigh Road, Coventry CV3 7YH.
Yours faithfully
Millie Davies
(73 words)

Writing (page 59) Model answer

Dear Mike
As you may already know I've got a new job with STR Ltd. I'm going to leave on Friday. Although I will be sad to leave, my new job will give me more responsibility.
Keep in touch!
Louis
(40 words)

Review: units 10–12

Writing (page 76) Model answer

To all staff
Please note that all staff will receive a pay rise this year. This rise is likely to be between five and eight percent. For more information, please call Markus Willey in Personnel on 8745.
(37 words)

Writing (page 81) Model answer

Dear Mr Mead
I would like to apply for the position of PA, as advertised in the *Marlow Gazette*.
I have excellent computing skills, a good working knowledge of both French and German and a degree in Business Administration. Since 2000 I have worked as a PA for a marketing manager.
I enclose a copy of my CV. Please do not hesitate to contact me if you require any additional information.
I look forward to hearing from you soon.
Yours sincerely
Bess Smart
(83 words)



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- Business Writing practice units

The course comprises a Students' Book with a tapescript and key, Class Cassettes, a Workbook with key, and a Teacher's Book with classroom notes and photocopiable tests.



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