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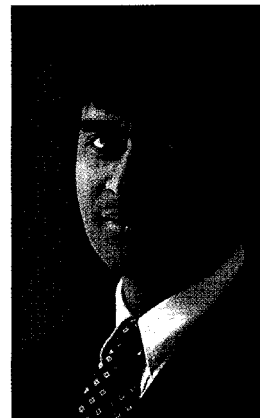
- A Before the meeting
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- A Opening the meeting
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4.1 Correct these sentences about Ravi, using words from A opposite. One word is wrong in each item.

- 1 At 18, Ravi decided to stay in full-time *training* and went to Mumbai University.
- 2 Ravi *qualified* three years later with a degree in philosophy and politics.
- 3 He taught for a while, but didn't like it. He decided to *educate* as an accountant at evening classes.
- 4 He qualified *for* an accountant and joined a big accountancy firm in its Mumbai office.
- 5 When he started, he needed to develop other skills, which would come through *experiments*.
- 6 He received *managers'* training to help him develop these skills.



4.2 Are these jobs generally considered to be highly skilled, skilled, semi-skilled, or unskilled? Each expression is used twice.

- | | |
|-----------------------------------|--|
| 1 teacher | 5 office cleaner |
| 2 brain surgeon | 6 labourer (someone doing basic work on a building site) |
| 3 car worker on a production line | 7 bus driver |
| 4 airline pilot | 8 office manager |

4.3 Complete these extracts from job advertisements using words from C opposite.

- 1 You need to be ----- a
you'll be working on financial budgets.

We need ----- journalists
who are very good at their job and
extremely ----- to find
out as much as they can.

- 2 As part of our sales team, you'll be
working independently, so you have
to be self- ----- and
self- -----.

- 5 You'll be researching developments on the
Internet, so you have to be -----
----- . You must be -----
able to work on your own initiative, and a
----- . But as part of a team
of researchers, you need to be a good -----
----- too.

- 3 We're looking for someone who can
work on ten projects at once. You must
be ----- ,
and ----- .

Over to you



If you work ...

What sort of people does your
organization look for in its recruitment?
What sort of person are you?

If you don't work ...

Does your educational institution prepare
people for specific jobs?

11.1 Correct the mistakes using words and expressions from A opposite.

- 1 Before we employ people, we like to put them in job situations to see how they do the work and fit into the corporate ladder.
- 2 The company has built a grand corporate logo as a permanent symbol of its power.
- 3 Our stylish new corporate culture shows our wish to be seen as a more international airline.
- 4 The economy is growing and corporate headquarters are rising.
- 5 The rules were introduced to protect women working in factories, but today they make it harder for women to climb the corporate image.
- 6 Companies hit by computer crime are not talking about it because they fear the publicity will harm their corporate profits.

11.2 Someone is talking about the word combinations in B opposite. Which are they referring to each time?

- 1 It carries passengers and goods, it's not military.
- 2 It's going to be used for offices and factories, not houses.
- 3 It receives no money from the state to make its programmes.
- 4 He does advertisements: you can't find his work in art galleries.
- 5 It was an artistic success, but unfortunately it lost a lot of money.

11.3 Use expressions from D opposite to complete this text.

Margaret Thatcher often talked about the benefits of (1)
or (2) She said that her achievement was to establish an
(3) in Britain, an economy where people were
encouraged to start their own companies and where it was acceptable to get rich through
business: an (4)

In some areas, the government reduced the number of laws and regulations
to encourage businesses to move there. Businesses were encouraged to set up in the
London Docklands, for example. The Docklands were an (5)
.....

Over to you

Is the public sector in your country very big? Do people who work in it have good working conditions compared to those in the private sector?

In your country, which of these industries are in the public sector, and which are in the private sector? Which have been privatized?

- | | | |
|------------------|----------------------|-------------------|
| • bus transport | • electricity supply | • postal services |
| • rail transport | • telephone services | • water supply |

16.1 Complete this table with words from A opposite.

Verb	Noun: person/organization	Noun: process	Noun: thing
make	maker	×	×
		manufacturing	
produce: non-food		production	
produce: food		production	

16.2 Rearrange these lines to make a text containing words from B and C opposite.

- 1 work. Of course, we still have a lot of assembly
- 2 plant producing TVs in Singapore. We have two production
- 3 My name's George Chen, and I'm director of a manufacturing
- 4 lines working 24 hours a day. We use CAD
- 5 line workers, so it's still quite labour-
- 6 intensive. But with the help of computer-
- 7 CAM, and robots do some assembly
- 8 assisted design and automation, productivity is increasing

16.3 Match the headlines (1–7) to the extracts they relate to (a–g).

1 **FOOD SHORTAGES IN EASTERN AFRICA**

2 **AIRLINE REPORTS BIG PRODUCTIVITY RISE**

3 **TOO MUCH BUILDING LEADS TO GLUT OF OFFICE SPACE**

4 **LOCAL PLANT AT FULL CAPACITY**

5 **FALL IN STUDENT NUMBERS LEADS TO EDUCATION OVERCAPACITY**

6 **OIL OVERPRODUCTION LEADS TO PRICE FALL**

7 **NATIONAL OUTPUT AT ALL-TIME HIGH**

- a ... Overall production in the country rose by five per cent last year ...
- b ... Rainfall has been below average in this part of Africa for the past five years. Not enough food has been grown ...
- c ... Too much oil has been produced recently in relation to world demand ...
- d ... There have never been so few people aged between 17 and 21 since 1950. The result: too many places at private colleges and universities ...
- e ... The plant's capacity is 3,000 computers a week, and it's producing 3,000 ...
- f ... Northern is running more flights with fewer pilots and staff. That was the message from Northern's CEO Frank Delaney to shareholders yesterday ...
- g ... There has been too much building in the city centre, and now there is a lot of office space standing empty ...

Over to you



Are hand-made goods necessarily better than factory-made ones?
What about cars, clothes, computers and shoes?

21 Marketing and market orientation

A Marketing

Marketing is the process of planning, designing, pricing, promoting and distributing ideas, goods and services, in order to satisfy **customer needs**, so as to make a profit.

Companies point out how the special characteristics or **features** of their products and services possess particular **benefits** that satisfy the needs of the people who buy them.

Non-profit organizations have other, social, goals, such as persuading people not to smoke, or to give money to people in poor countries, but these organizations also use the techniques of marketing.

In some places, even organizations such as government departments are starting to talk about, or at least think about their activities in terms of the **marketing** concept.

B The four Ps

The four Ps are

product: deciding what to sell

price: deciding what prices to charge

place: deciding how it will be distributed and where people will buy it

promotion: deciding how the product will be supported with advertising, special activities, etc.

A fifth P which is sometimes added is **packaging**: all the materials used to protect and present a product before it is sold.

The four Ps are a useful summary of the **marketing mix**, the activities that you have to combine successfully in order to sell. The next four units look at these activities in detail.

To **market** a product is to make a plan based on this combination and put it into action. A **marketer** or **marketeer** is someone who works in this area.

(**Marketer** can also be used to describe an organization that sells particular goods or services.)



Promotion

C Market orientation

Marketers often talk about **market orientation**: the fact that everything they do is designed to meet the needs of the market. They may describe themselves as **market-driven**, **market-led** or **market-oriented**.

23.1 Look at the price list. Are the statements below true or false?

- 1 The pricing policy is to sell below list prices.
- 2 The Adagio is low-priced, and is cheaper than the competition.
- 3 The mid-priced models are the Brio and the Capricioso.
- 4 This retailer charges 16,908 euros for the Delicioso.
- 5 The Delicioso is the highest-priced model.
- 6 The Delicioso is cheaper than the competition.
- 7 All models are sold at a discount.

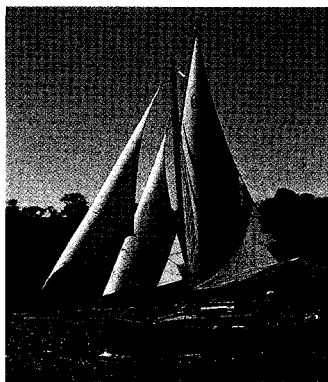
All prices in euros.

Model	List price	Our price	Competing product
Adagio	11,541	9,999	10,500
Brio	13,349	12,999	12,896
Capricioso	15,742	14,999	13,987
Delicioso	16,908	15,999	14,442

23.2 Complete the sentences with the appropriate form of words from B opposite.

- 1 A price by Mills may indicate the start of price increases by other producers.
- 2 Britain's house price has gone beyond London, with properties in Kent now worth 25 per cent more than a year ago.
- 3 Consumers will get price of eight per cent off phone bills from May.
- 4 When President Perez ended price, electricity, phone and transport costs went up.
- 5 Petron is a price It's usually the first to offer lower prices.
- 6 The project had many design problems, pushing up the price for each helicopter from \$11 million to \$26 million.
- 7 There is a price between Easyjet and KLM on the London to Amsterdam route.

23.3 Correct the mistakes in *italics*, using expressions from C and D opposite.



I'm Denise van Beek, from sailing boat company Nordsee Marine. We have something for everyone. If you've never sailed before, try our (1) *mid-range* model, the Classic. It's six metres long and very easy to sail. After a year or two, many customers (2) *trade down* or (3) *take upmarket* to something more (4) *basic*, like the (5) *entry-level* nine-metre Turbosail, with more equipment and a bit more luxury. Our (6) *bottom end* product is the Fantasy. It's 15 metres long and has everything you need for comfort on long voyages. We also produce the Retro, a traditional boat. There's a small but profitable (7) *mass market* for this type of boat.

Over to you

What is the range of products or services offered by your company or one you admire?
How are they priced?

Are there price wars or government price controls in your country?

27.1 Match the word combinations (1–7) to their definitions (a–f).

sales	1	figures	a	money received from sales (2 expressions)
	2	forecast	b	sales aimed for in a particular period
	3	growth	c	the number of things sold
	4	revenue	d	increase in sales
	5	target	e	statistics showing the amount sold
	6	turnover	f	sales predicted in a particular period
	7	volume		

27.2 Match each use of the word 'sale' with the correct meaning (a–f) from B opposite.

- | | |
|--|--|
| <p>1 <i>I didn't pay the full price for these shoes. I bought them in a sale.</i></p> <p>2 <i>I mean the Christine who works in Sales, not the one in Accounts.</i></p> <p>3 <i>Nothing is more satisfying to sales people than making a sale.</i></p> | <p>4 People queued all night for the beginning of the January sales.</p> <p>5 The product will go on sale in the UK from next March.</p> <p>6 Volkswagen's sales rose to 1,058,000 cars from 996,000 a year earlier.</p> |
|--|--|

27.3 Choose the correct expression from C opposite to describe Nordsee Marine's costs.

- 1 the salary of an office receptionist (direct / indirect cost)
- 2 heating and lighting of the building where the boats are made (fixed / variable cost)
- 3 the materials used in the boats, and the boatbuilders' salaries (overhead cost / COGS)
- 4 running the office (overhead / direct cost)
- 5 wood used in building the boats (fixed / variable cost)
- 6 the salary of a boatbuilder (direct / indirect cost)

27.4 Look at D opposite. Read what this company owner says and answer the questions.

'I'm Vaclav and I own a small furniture company in Slovakia. We make a very popular line of wooden chairs. Each costs 360 korunas to make, including materials and production. We estimate overheads, including administration and marketing costs, at 40 korunas for each chair, and we sell them to furniture stores at 500 korunas each.'

- 1 What is the gross margin for each chair?
- 2 What is the net margin for each chair?
- 3 What is the mark-up for each chair as a percentage of total costs?
- 4 What is the profit margin for each chair as a percentage of the selling price?

Over to you

Think of the company you work for or one you would like to work for. Which of its products or services has the highest sales? What are its biggest costs?

A Shipping and billing

When you ask to buy something, you **order** it, or **place an order** for it. When the goods are ready, they are **dispatched** or **shipped** to you.

An invoice is a document asking for payment and showing the amount to pay. The activity of producing and sending invoices is **invoicing** or **billing**.

B Trade credit

Vaclav is talking about his furniture business:

'Of course, we don't expect our business customers to pay immediately. They are given **trade credit**, a period of time before they have to pay, usually 30 or 60 days. If a customer **orders** a large quantity or pays within a particular time, we give them a **discount**, a reduction in the amount they have to pay.

But with some customers, especially ones we haven't dealt with before, we ask them to pay **upfront**, before they receive the goods.

Like all businesses, we have a **credit policy**, with **payment terms** which say when and how customers should pay. This is part of **controlling cash flow**, the timing of payments coming into and going out of a business.'

C Accounts

Jennifer and Kathleen are businesswomen. Jennifer has her own company in Britain and Kathleen owns one in the US.

I'm waiting to be paid by some of my customers. These are my **debtors**. They **owe** me money.

The people and organizations we sell to are our customers or **accounts**. The most important ones are **key accounts**.

The customers that I'm waiting to be paid by are my **accounts receivable** or **receivables**.

The suppliers and other organizations that I owe money to are my **creditors**. I must remember to pay tax to the **Inland Revenue** on time!

The suppliers and other organizations that I owe money to are my **accounts payable**. I must remember to pay tax to the **Inland Revenue Service** on time!



Jennifer

There are some companies that owe me money, but I get the feeling I'm never going to get paid: they're **bad debts** and I've **written them off**.

Kathleen

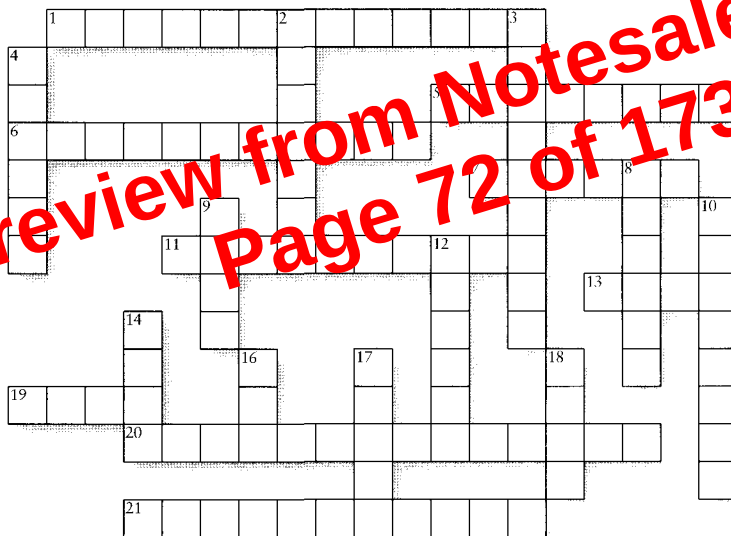
31.1 Look at A and B opposite to find the answers to the crossword.

Across

- 1 and 2 down What the British call the income statement. (6,3,4,7)
- 5 What accounts have to follow. (8)
- 6 Not occurring regularly. (11)
- 7 When companies announce results they them. (6)
- 11 The final figure for profit or loss. (6,4)
- 13 Another name for 'standard'. (4)
- 19 and 16, 18, 14 down What accounts should give. (4,3,4,4)
- 20 When things are made to look better than they really are. (6,8)
- 21 Known as accounting in the US. (11)

Down

- 2 See 1 across.
- 3 See 12 down.
- 4 Before tax is taken away. (3-3)
- 8 You find this in an annual report. (6)
- 9 Not a profit. (4)
- 10 Accounting that presents things in a positive light. (8)
- 12,3 down What Americans call the profit and loss account. (6,9)
- 14,16, 18 See 19 across.
- 17 Noun and verb related to 'auditor'. (5)



Over to you



Obtain a copy of your company's annual report, or the annual report of a company that you are interested in. Look at its profit and loss account (or income statement). What is the bottom line?

You can find this information for companies all over the world at www.carol.co.uk (Company Annual Reports Online).

- 35.1** Look at A opposite and say if these statements are true or false.
- 1 You talk about the local 'agency' of a high-street bank.
 - 2 Americans refer to current accounts as check accounts.
 - 3 A joint account is held by more than one person.
 - 4 If you put 10,000 euros into a new account and spend 11,000 euros, you have an overdraft of 1,000 euros and you are 1,000 euros in the red.
 - 5 An account for saving money is called a safe account.
 - 6 An account that pays a lot of interest has a high interest rate.
 - 7 If you pay for something with a credit card, you can say, informally, that you use plastic to pay for it.
 - 8 If you pay the complete amount that you owe on a credit card, you pay it down.

- 35.2** Kevin is phoning his bank. What expressions in A and B opposite could replace each of the underlined items?

- 1 I want to swap £500 from my savings account to my ordinary account, because I don't want to have the situation where I've spent more than I've put in.
- 2 How much is in my savings account? What's the amount in there at the moment?
- 3 On the savings account, what's the percentage you pay to savers every year?
- 4 How much extra money have you added to my savings account in the last three months?
- 5 On the last list of the all the money going out of and coming into the account, there's an amount that you've taken off the account that I don't understand.

- 35.3** Match the sentence beginnings (1–3) with the correct endings (a–c). The sentences all contain expressions from C opposite.

- 1 Investment companies are reporting a sharp increase in the number of
 - 2 Consumers are using their windfall gains from building society
 - 3 Peter is 26 and is wondering whether to join his company pension scheme.
He would contribute a small percentage of his salary and his employer would make an equivalent contribution.
- a If he decides to stay for at least two years he should join. If not, he should take out a personal pension.
- b small investors who are investing in unit trusts.
- c demutualizations to buy new furniture or a new car.

Over to you



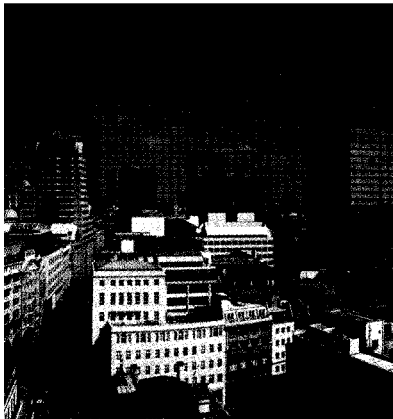
What type of bank accounts and personal investments do you prefer?

What are the advantages and disadvantages of the different types?

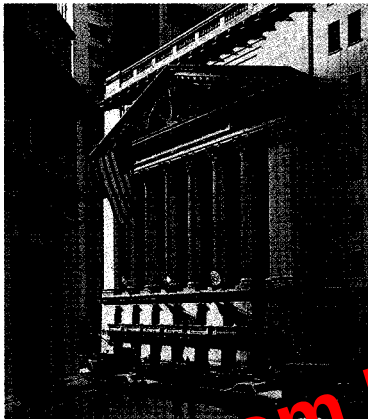
36.1 Correct the eight mistakes in *italics* in this article, using expressions from A opposite.

Now that a lot of buying and selling can be done over computer networks, (1) *breakers* and (2) *tradesmen* do not need to be in one place, and (3) *speculists* can make money dealing from a computer in their living room.

In New York, the area around (4) *the South Bronx* is traditionally home to many financial institutions, such as the New York Stock Exchange. But many of them have now moved some or all of their offices outside this expensive area.



London



New York

London is one of Europe's most important financial (5) *towns*: over 500 foreign banks have offices in London, and its stock exchange is the largest in Europe. But more and more financial (6) *institutes* are not actually based in the traditional area of the (7) *Citadel* or (8) *Mile Square*. As in New York, they are moving to areas where property is cheaper.

So, will financial centres continue to be as important in the future as they are now?

36.2 Look at B opposite and say if these statements are true or false.

- 1 'Stock' is another name for shares.
- 2 'Stock market' means the same as 'stock exchange'.
- 3 Bourses are only found in France.
- 4 An American would normally talk about shares 'quoted' on the New York Stock Exchange.
- 5 Shares in Company X are being sold for the first time. This is a flotation.

36.3 Use expressions from C and D opposite to describe:

- 1 a bank that makes companies' shares available.
- 2 a contract to buy 500 tons of wheat for delivery in three months.
- 3 coffee and copper.
- 4 dollars, euros and yen.
- 5 lending to a company for less than a year.
- 6 lending to a local government authority in the form of 10-year investment certificates.
- 7 shares and bonds, but not currencies or commodities.
- 8 the London Metals Exchange.
- 9 the right to buy shares in a company in one month, at 150 pence per share.

Over to you

What is your country's main financial centre? Is it in the capital or another city?

What are the advantages and disadvantages of different securities and commodities, and ways of dealing?

37 Trading

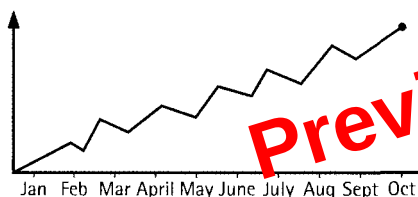
A Market indexes

If there is **demand** for shares in a company, for example because it is doing well, its **share price** goes up. If not, its price goes down. The overall value of shares traded on a stock market is shown by an **index** (plural: **indexes** or **indices**). Some of the main ones are:

- | | |
|--|-------------------------|
| 1 London: FTSE (pronounced 'Footsie'): the Financial Times Stock Exchange index. | 4 Paris: CAC 40. |
| 2 New York: the Dow Jones Industrial Average ('the Dow'). Especially long-established 'old economy' companies. | 5 Frankfurt: DAX. |
| 3 New York: NASDAQ. Especially hi-tech 'new economy' companies. | 6 Hong Kong: Hang Seng. |
| | 7 Tokyo: Nikkei. |

B Market activity: good times ...

Trading has been heavy on the New York Stock Exchange, with **very high turnover** of one and a half billion shares **changing hands**. We've seen **spectacular gains**, especially among **blue chips**.



This **bull market** seems set to continue, after yesterday's record high at the close. Dealers seem **bullish** and expect the Dow to go through the 15,000 barrier soon.

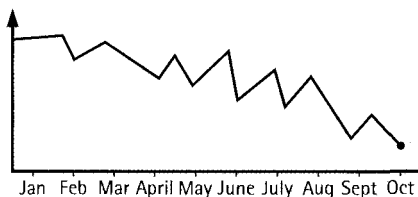
'Translation'

- = buying and selling of shares ...
- = large number ...
- = being bought and sold ...
- = big increases in value ... famous companies with a long history of profit in good and bad economic times
- = rising prices ...
- = highest level ever ...
- = end of the working day ...
- = optimistic ...
- = to pass the 'round' number of ...

C ... and bad times

There was **panic selling** on the New York Stock Exchange today as prices fell to **new five-year lows**. We've seen some **spectacular declines**, with billions of dollars **wiped off the value** of some of America's best-known companies, and more than **10 per cent of total market capitalization**.

The **bear market** continues, with prices set to fall further in the next few days. Dealers are **bearish**, with many saying there is no sign of a **rally**. If prices continue to fall, there may be another **stock market collapse or crash**, like the ones in 1929 and 1987.



'Translation'

- = selling shares for any price ...
- = their lowest point for five years ...
- = large decreases ...
- = taken off the total share value ...
- = the total value of shares listed on the market going down by 10 per cent ...
- = falling prices ...
- = pessimistic ...
- = prices starting to rise again ...
- = very serious drop in the value of shares on the market, with serious economic consequences ...

Note: The following words have a similar meaning.

Verb	Noun
to rally	a rally
to recover	a recovery

A

Wrongdoing

PARADISO FINANCIAL SERVICES

REGULATORY AUTHORITY

*We **regulate** financial services; our job is to prevent financial **wrongdoing** and punish the **wrongdoers**.*

> **Insider dealing** or **insider trading**: someone buys or sells securities using information that is not publicly available. **Chinese walls** are measures that you can take to stop knowledge in one department of your company being illegally used by another department, to buy or sell shares for example.

> **Price fixing**: a group of companies in the same market secretly agree to fix prices at a certain level, so they do not have to compete with each other.

> **Market rigging**: a group of investors work together to stop a financial market functioning as it should, to gain an advantage for themselves.

B

Bribery and corruption

An illegal payment to persuade someone to do something is a **bribe**, or informally a **backhand** or **kickback**. To bribe someone is **bribery**. Someone who receives bribes is **corrupt** and involved in **corruption**. This is informally known as **sleaze**, especially in politics.

C

Fraud and embezzlement

I'm Sam Woo. I've been a **fraud squad** detective for 20 years and I've seen a lot!

Once, a gang **counterfeited** millions of banknotes in a garage. We found US\$10 million in **counterfeit notes**. They were very good quality. **Counterfeiting** or **forgery** of banknotes was a problem, but now all the **forgers** are in jail.

Faking luxury goods like Rolex watches was also a problem, but we're working hard to close workshops where **fakes** are made.

There have been bad cases of **fraud** where someone offers to lend money, but demands that the borrower pays a "fee" before they get the loan. People can be stupid.

And there's **embezzlement**, a type of fraud where someone illegally gets money from their employer. One accountant sent false invoices to the company he worked for, and paid money from his company into bank accounts of false companies he had "created". He **embezzled** \$2 million – quite a **scam**.

There used to be a lot of **racketeers** demanding "protection money" from businesses. If they didn't pay, their businesses were burnt down.

Money laundering, hiding the illegal origin of money, is common – gangsters buy property with money from drugs. When they sell the property, the money becomes "legal". But banks now help by telling us when someone makes a large cash deposit.'

40.1 Answer the questions using expressions from A and B opposite.

- 1 Two ferry companies with ferries on the same route secretly meet in order to decide the prices they will charge next summer. What are they guilty of?
- 2 A company that wants to keep its share price high makes secret payments to investors who buy its shares. What are the company and the investors guilty of?
- 3 A rich businessman lends \$1 million to a politician so that he can buy a house. The politician pays no interest on the loan and does not mention it when asked to give a complete account of his finances. Which word, used especially about politicians, do people use to talk about this?
- 4 Specialists in one department of a financial institution are advising Company X on a merger with another company. In another department of the financial institution, traders hear about this and buy large numbers of Company X's shares. What are they guilty of? (2 expressions) What should the financial institution do to prevent this?
- 5 A company selling weapons to a foreign government makes secret payments to politicians who make decisions on which companies to buy arms from. What could these payments be called? (4 expressions) What is the company and the government guilty of? (2 expressions)

40.2 Complete this table, using information from C opposite. The first row has been done for you. You may wish to refer to a dictionary.

Noun: crime	Noun: criminal	Verb: what the criminal does (V/S/Pl...)	Noun: thing made or done in the crime	Related adjective
counterfeiting	counterfeiter	counterfeits	a counterfeit	counterfeit
	embezzler			
	faker	fakes	a	
			a forgery	
fraud	fraudster	defrauds	a	
	money launderer		—	—
		racketeers	—	—

Over to you



Which act of wrongdoing in this unit do you think is the most serious?
Which do you think is the least serious?
Is financial wrongdoing a 'victimless crime'?

A

Entertainment and hospitality

Alexandra Adler continues her seminar on cross-cultural issues.

Entertaining and hospitality vary a lot in different cultures.

- In Alphaland, entertaining is important. There are long **business lunches** in restaurants, where deals are discussed. Professional and private life are separate, and clients are never invited home.
- In Betatania, evenings are spent drinking and singing in bars with colleagues and clients.
- In Gammaria, lunch can be important, but less so than in Alphaland. Important contacts may be invited to dinner at home. **Corporate hospitality** is a big industry, with clients invited to big sports events.
- In Deltatonia, restaurants are rare outside the capital. Some entertainment takes place when important clients are invited to people's houses for dinner, or go sailing or to country houses for the weekend, etc.



B

Time

Attitudes towards time can vary enormously.

In Busyville, people start work early and officially finish at six, though many managers stay much longer. There is a culture of **presenteeism**: being at work when you don't need to be.

There is a two-hour **lunch break**, and a lot of business is done over restaurant lunches. (Lunch is the main meal. The **working breakfast** is rare.) There are no snacks between meals, just coffee, so eat properly at meal times.

As for **punctuality**, you can arrive up to 15 minutes 'late' for meetings. If invited to someone's house (unusual in business), arrive 15–30 minutes after the time given.

Don't phone people at home about work, and don't phone them at all after 9 pm.

There are a lot of **public holidays** (about 15) during the year. Busyville is empty in August, as many companies close completely for four weeks. Employees have five weeks' **holiday** a year and they usually take four of them in August.

BrE: holiday
AmE: vacation

C

Cross-cultural communication

Here are some other areas of potential cultural misunderstanding:

- a **distance when talking to people**: what is comfortable?
- b **eye contact**: how much of the time do people look directly at each other?
- c **gesture**: do people make lots of facial gestures? How much do they move their arms and hands?
- d **greetings/goodbyes**: do people shake hands every time? Are there fixed phrases to say?
- e **humour**: is this a good way of relaxing people? Or is it out of place in some contexts?
- f **physical contact**: how much do people touch each other?
- g **presents**: when should you give them? When should you open them? What should you say when you receive one?
- h **rules of conversation and the role of silence**: how long can people be silent before they feel uncomfortable? Is it acceptable to interrupt when others are speaking?

BrE: hur
AmE: hu



48.1 Which equipment in A opposite would each of these people use?

- 1 A lawyer who needs to stay in contact in court, but can't have a ringing phone.
- 2 A building contractor who works in different places.
- 3 Someone who wants to stay in touch whilst they are in the garden.
- 4 A company manager who wants to discuss something with managers in different offices at the same time.
- 5 A computer enthusiast who wants to see the person she is talking to.
- 6 Someone who is out but doesn't have a mobile.

48.2 Which of these sentences containing expressions from B opposite are correct? Correct the mistakes.

- 1 It would be good to see Anna soon. I'll phone to her and see when she's free.
- 2 I gave Brian a call yesterday and we had a long chat.
- 3 Why don't you ring up at Pizza Palace and order some takeaway pizza?
- 4 I rung them five minutes ago but there was no answer.
- 5 Call me up next time you're in New York.
- 6 Give me a ring when you're next in London.
- 7 I'll give her the bell and we'll fix up a meeting.
- 8 When you get some news, make me a buzz.

48.3 Write out these numbers in words (use American English). Show the intonation with arrows as in C opposite. The first one has been done for you.

- 1 Empire State Building, New York 212-736-5100.

Two-one-two seven-three-six three-one-zero-zero

- 2 Disney World, Orlando, Florida 407-824 4321
- 3 Paramount Studios, Hollywood 213-956 1777
- 4 Alamo, San Antonio, Texas 210-225 1391
- 5 Graceland, Memphis, Tennessee 901-332 3322
- 6 Grand Canyon, Colorado 520-638 2626

48.4 Match what the people say below with words from D opposite.

- 1 Just call this number to book your seats.
- 2 For technical assistance with your new computer, call ...
- 3 If you know the answer call us right here in the studio! Right now!
- 4 Call us any time to find out about opening times and admission prices.
- 5 To buy this amazing product, simply call 0800 ...

Over to you



When was the last time you called an organization for information? What happened?
Do you like recorded information, or do you prefer to talk to a real person?
Does your organization (or one you are interested in) offer recorded information?

50.1 Look at A and B opposite and change these conversations so that they are correct and more polite.

1

A: I want to speak to Mrs Lee.
B: That's me but I'm busy.
A: Sven Nyman talking. I want to talk about your order.
B: Call me back later.

2

A: Are you James Cassidy?
B: No. Who are you?
A: Annelise Schmidt. Is James Cassidy there and, if he is, can I speak to him?
B: He can't speak to you. He's in a meeting. Give me a message.
A: He has to call me as soon as possible.

50.2 Spell the following as you would spell them on the phone. Use the table below to help you. The first one has been done for you.

Alpha	Bravo	Charlie	Delta	Echo	Foxtrot
Golf	Hotel	India	Juliet	Kilo	Lima
Mike	November	Oscar	Papa	Quebec	Rome
Sierra	Tango	Uniform	Victor	Whisky	X-ray
Yankee	Zulu				

1 Maeght: M for Mike, A for Alpha, E for Echo, G for Golf, H for Hotel, T for Tango.

2

Valladolid

5

Peter House

3



6

Macpherson

4

<http://www.britishcouncil.org/courses>

7

To... john-smith@cambridge.ac.uk
Cc...
Subject:

50.3 Match the responses (1–8) with the questions (a–h) in D opposite.

- 1 No, actually it's 46.
- 2 It's Valladolid with a V at the beginning, V for Victor.
- 3 No, it's Schmidt with a T at the end, T for Tommy.
- 4 Two. T-I-double-M-E-R-M-A-N.
- 5 No, 642 246.
- 6 Springer Verlag in Hamburg.
- 7 Krieslovski. K-R-I-E-S-L-O-V-S-K-I.
- 8 No, it's with two Ns in the middle.

Over to you



What is the most difficult thing when you phone someone in another language?
Practise words you often have to spell on the phone, using the alphabet above.

A Making arrangements

You get through to the person you want to speak to and fix a meeting.

Can/Shall we fix/arrange an appointment/a meeting?
Would it be useful to meet up soon?

How about Monday?
What about Tuesday?
Would Wednesday be suitable?
Would Thursday suit you?
Shall we say Friday?

I'll (just) get / check my diary

That's fine.

I can't / won't be able to make Monday.
I've got to (+ infinitive) / a (+ noun) ...

B Closing the conversation

Here are some ways of finishing a conversation without sounding abrupt or rude.

See you on Friday then.

I'm going to have to go now.

I've got to { go to a meeting
 { go and see someone.

(It's been) nice talking to you.

Good to talk to you.

Talk to you soon, no doubt.

We'll be (back) in touch soon.

Look forward to hearing from you soon.

Yes, I'll look forward to seeing you on Friday.

Nice talking to you.

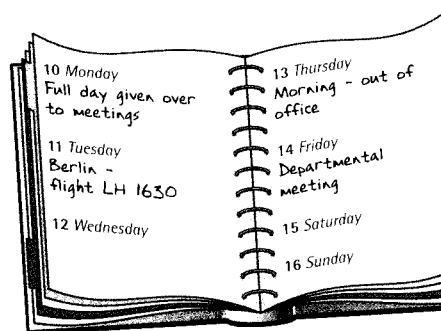
(It's been) good talking to you.

Thanks for { calling.
 { phoning.

C Changing arrangements

Here are some ways of changing arrangements.

- I can't **make** Tuesday (Tuesday is not possible). **Something has come up** (has occurred to prevent our meeting). I've **got to** go over to Berlin to see a client. **How about** Wednesday?
- I think we said Thursday at 11. Can you **make** the afternoon instead? (Is it possible for you to meet in the afternoon?)
- We're going to have to change our arrangement for the 15th. Can we **put it off** (delay it) till the 22nd? I'd completely forgotten we have a departmental meeting that day.
- I'm afraid Monday **won't be possible** after all. I'm going to be very busy that day. What about the following week?
- We're going to have to **put back** (delay) our meeting. I'm **completely snowed under** (very busy) at the moment. Can we **leave it open** (decide not to fix a day) for the time being? I'll **get back in touch** (contact you again) when I'm not so busy.





A Sending faxes

Jaime Vasconcelos in Los Angeles, USA is on the phone to Anna Friedman in Sydney, Australia.

Anna: Yes, I think you'll be interested in our latest designs.

Jaime: Can you **send them by fax**?

Anna: Sure. I'll **fax you** right now. What's your **fax number**?

Jaime: 1 for the US, then 213 976 3421.

Anna: OK. I've got that.

Jaime: Can you **fax the information** you think we need?

Anna: I'll **fax you everything we have**. There are about 30 pages.

Jaime: If you could **fax it all over to us**, that would be great!

to send something by fax
to fax someone

to fax something
to fax someone something
to fax something (over/across)
to someone

B Fax layout

1 **cover sheet**: the first page of a fax showing who it's from, who it's to, etc.

2 **confidential information**: things that others should not know

3 **intended recipient**: the person who should receive the fax

4 **advise the sender**: tell the person who sent it

FAX COVER SHEET¹

ADVANCED ENGINEERING

Box 1212, Sydney, Australia
Tel: 61 2 329 9220
Fax: 61 2 329 9221

Date: 21 November To fax number: +1 213 976 3421

From: Jaime Vasconcelos To: Anna Friedman

Number of pages including this cover sheet: 31

Dear Jaime,

It was good to hear from you again. The following pages give details of the latest additions to our range. If you require any further information, please do not hesitate to contact me.

Best regards,

Anna Friedman

This fax may contain confidential information². If you are not the intended recipient³, advise the sender⁴ and destroy this document.

If you do not receive all pages, or if any pages are illegible, please phone +61 2 329 9220 immediately.

«22/11/01+011:30:42» FROM: 61 2 329 9221 TO: + 213 976 3421

C Receiving faxes

Anna: Did you **get my fax**?

Jaime: You're not going to believe this, but **the paper got stuck** and the **machine jammed**.

Anna: No problem. I'll **send it through** again.

15 minutes later ...

Anna: Did the fax **go through** OK this time?

Jaime: Yes, but pages two and three weren't **legible**: I couldn't read them.

Anna: No problem. I'll **resend** them.

A Email

Email is **electronic mail**. You can **send an email** to someone, or **email** them. They will **reply** to your email or **email you back**.

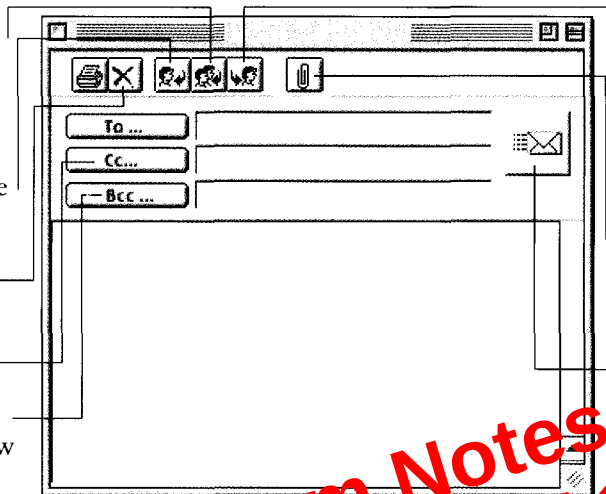
reply to all: send an answer to the person who sent an email, and everyone who received a copy of it

reply: send an answer to the person who sent an email

delete: get rid of an email you don't want

cc: send a copy to ...

bcc: send a blind copy to ... (the other people don't know you're sending this copy)

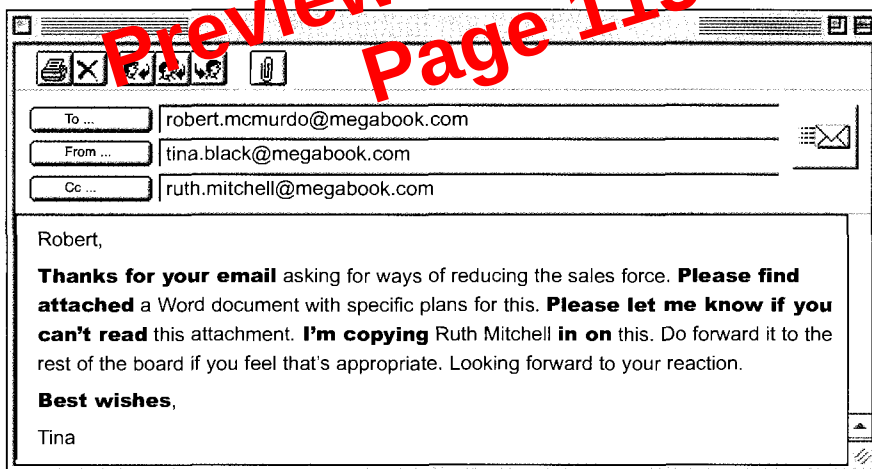


forward: send an email you have received to someone else

attach: send a document, for example a picture, with an email

send and receive: send all the emails you've written and receive all the ones that are waiting for you

B Email expressions



You can end with:

- Best wishes
- All best wishes
- Regards
- Best regards

To people you know well, you can end with:

- All the best

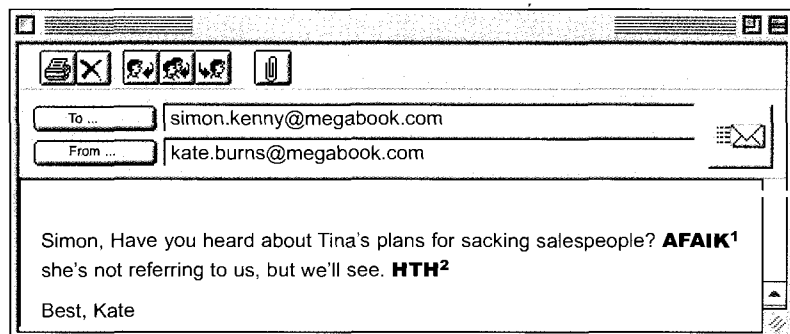
or even just:

- Best

C Email abbreviations

These **abbreviations** are sometimes used in emails

- 1 As far as I know.
- 2 Hope this helps.



56.1 Which of these expressions from A opposite are correct? Correct the mistakes.

- 1 It's about time we get started.
- 2 Let's begin, let we?
- 3 Shall we make a start?
- 4 Let's do a start.
- 5 Let's get up to business.
- 6 I've call this meeting to ...
- 7 The purpose of this meeting is to ...
- 8 The main subject is to ...
- 9 As you are beware ...

56.2 Look at B opposite and make these invitations to speak less aggressive and more natural.

- 1 John, kick off.
- 2 Kay, open the discussion.
- 3 Len, get the ball rolling.
- 4 Monica, tell us what you think.
- 5 Nigel, give us your views.
- 6 Olive, what do you feel?

56.3 Match the sentence beginnings (1–5) with the correct endings (a–e). The sentences all contain expressions from C opposite.

- | | |
|------------------|---|
| 1 The way | a I think that the prizes we win help us to attract and keep the best designers. |
| 2 Personally, | b as if the design people think of themselves as living on another planet. |
| 3 It looks to me | c I see it, you should be looking at what we produce, not at the time of day we produce it. |
| 4 It's clear to | d opinion, we have to think of the needs of each department. |
| 5 In my | e me that they set a very bad example to the other departments. |

Over to you



How freely can people express their feelings in your school or organization? Are people at all levels encouraged to say what they think? Are new employees asked for their opinions?

A Discussion without argument?

Hilary Rhodes is talking about the importance of keeping calm in meetings:

'In a meeting, you **discuss** things. In the **discussion**, some people may **agree** with you. Others may **disagree**. They may have **differences of opinion** with you, but the important thing is to **keep calm** and remain **courteous**. It's OK to disagree, but it's not OK to be **impolite** or **rude** or to **lose your temper**.

An **argument** is when people disagree about something, perhaps becoming **angry**. Your **argument** is also the set of ideas that you use to **prove your point**: to show that what you are saying is true.'

Note: **Agree** and **disagree** are verbs (e.g. I agree with you, She disagrees with him, etc.).

You cannot say ~~I am agree with you, She is disagree with him~~, etc.

B Agreeing

Strong agreement:

- a You're **perfectly right**. The costs involved must be incredible.
- b I **couldn't agree more**. We got our latest recruits after we won the industry award for best advertisement.
- c **Precisely**. Creativity comes to some of our people in the middle of the night.
- d **Exactly**. We have to look at the company as one unit.
- e **Absolutely**. It's the output, not the input, that counts.

Mild agreement:

- f You **may be right there**. We're already ten per cent over budget.
- g **That's true, I suppose**. There must be some limits on when they work.
- h I **suppose so**. They seem to arrive and then go straight out again to eat.

C Disagreeing

Mild disagreement:

- a **That's not really how I see it**. Everyone should be allowed to work in the way that's best for them.
- b I **don't really agree**. The prizes are important, but people would come to work for us anyway.
- c I **can't really go along with you there**. I think we need to see people at their desks actually working.
- d I **think you're mistaken**. If the designers get to work late, they don't go out for lunch.
- e I'm **afraid I can't agree with you there**. All you financial people do is worry about costs.

Strong disagreement:

- f I'm **sorry, but that's out of the question**. You can't expect people to go home at ten and come back at nine in the morning.
- g I **think you're wrong**. The design department's costs are justified because of our high quality work. The costs of the other departments are not justified.
- h **Of course not**. The latest figures I've seen show that the project is within budget.
- i **That's absurd**. There must be some sort of control on when people work.
- j **That's ridiculous**. Each department has very specific needs.

Note: Be careful with **That's absurd** and **That's ridiculous**. These expressions are very strong and can be offensive.

60.1 Melanie recently went to a presentation where the speaker did not follow her advice. Match each of Melanie's thoughts (1–7) to the points (a–h) in A and B opposite.

- 1 Why is he yelling like that? The room's not that big!
- 2 He's already said that three times.
- 3 I know there are people who want to ask questions, and there won't be time.
- 4 He's really droning on; there's no life in his voice and everyone's asleep.
- 5 The sound of his breath in the microphone is really annoying.
- 6 I don't see what this has got to do with what he's trying to say.
- 7 Get on with it! If people turn up late, that's their problem.

60.2 Look at D opposite and correct the mistakes in these sentences.

- 1 OK. For begin, let we look for the most basic product in our range.
- 2 Of course, related with product specifications of our basic model is the issue of product performance.
- 3 But I'm a digression: let's get back on the product specifications themselves.
- 4 That's all I'm having time for on product specifications. Let's moving on to our mid-range model.
- 5 As you can be seeing on this transparency, there are two key features I want to talk about in relative to our mid-range model.
- 6 I think that covers up everything on our mid-range model.
- 7 Time is moved on, so let's turn up to our top-of-the-range product.

Over to you

How are people expected to dress for different types of presentation in your country?
What do people think about humour in presentations?

A

Dos and don'ts: body language

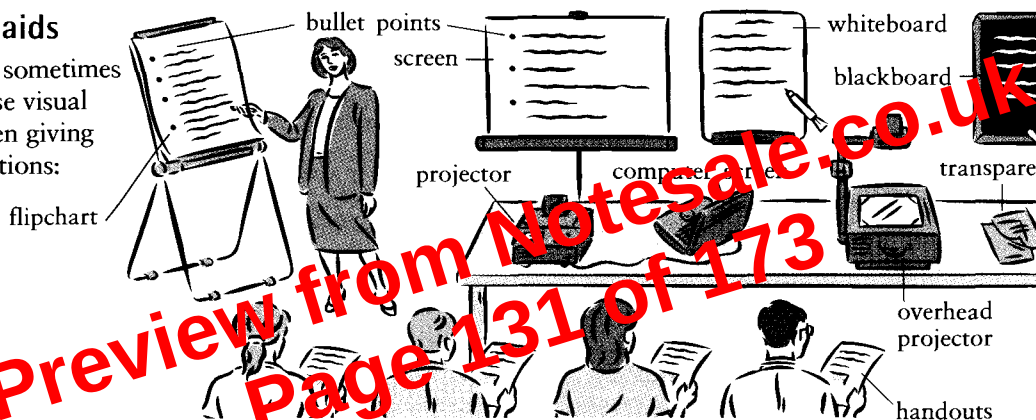
Melanie gives these tips on body language.

- Make **eye contact**: look at each person in the audience for about a second, before moving on to the next person. Don't concentrate on just one or two people.
- Don't speak to the equipment or the screen: **face the audience** at all times.
- **Smiling** is fine at appropriate moments, but not too much.
- Use **gesture** (hand movements) to emphasize key points.
- Stay more or less in one place: don't move around too much.
- Avoid **mannerisms** (ways of moving and speaking which you do repeatedly without realizing).

B

Visual aids

Melanie sometimes uses these visual aids when giving presentations:



C

Key phrases: closing and dealing with questions

Anne-Marie is bringing her presentation to a close:

'Let me **sum up**. **Firstly**, we looked at technical skills, **secondly**, at management skills and **last, but by no means least**, at interpersonal skills. **In my view**, the secret for success in the future is going to be interpersonal skills. **That brings me to the end** of my presentation. **Are there any questions?**'

Here are some phrases which can be useful when answering questions:

- a **That's a fair point**. I know that some consultants don't have a very good image. But I think that Gem Consultants have helped companies reduce costs and increase profits enormously.
- b **That's confidential**. I'm afraid I'm not at liberty to tell you.
- c **That's not really my field**. But I can put you in touch with someone in my organization who is working on Internet applications.
- d **The questioner would like to know** what sort of background the people we recruit usually have. Is that right?
- e **Well, I think that goes beyond the scope of today's presentation**. Today I wanted to concentrate on consultants' skills, not go into particular case studies in consultancy.
- f **I'm afraid we've run out of time**. But if you'd like to come and discuss that with me now, I'll try and give you an answer.

If a member of the audience didn't hear a question, they might say:

'Sorry, **I didn't catch the question** – could you repeat what the questioner said?'

Anne-Marie ends the presentation by saying:

'I think that's a good place to stop. Thank you for listening.'

A Types of negotiation

If people **negotiate** (with each other), they talk in order to reach an agreement which is to their **mutual advantage** (good for them both). For example:

- customer–supplier negotiations
- wage negotiations
- merger or takeover negotiations
- trade negotiations

Negotiations also take place to **settle disputes** (decide arguments) such as:

- contract disputes
- labour disputes
- trade disputes

B Word combinations with 'negotiations'

Intense Intensive	negotiations	are very difficult and tiring, with a lot being discussed.
Delicate Tense		are very difficult and could easily fail.
Eleventh-hour Last-minute		take place at the last possible moment of the time available.
Protracted		take a very long time.

Someone who takes part in negotiations is a **negotiator**, and someone who is good at getting what they want is a **tough negotiator**.

C Bargaining

Another word for 'negotiate' is **bargain**. This is also used to talk specifically about discussing and agreeing the price of something. Another name for 'negotiator' is **bargainer**.

Another word for 'negotiation' is **bargaining**, used especially in phrases like:

- collective bargaining
- pay bargaining
- wage bargaining (discussions between groups of employees and their employers about pay and conditions)

'Bargaining' is often used in these combinations:

bargaining	ploy tactic	a particular technique used by a negotiator
	chip tool	an issue that a negotiator uses in order to gain an advantage
	point power	a particular issue that a negotiator discusses
	power	the degree to which one side is strong enough to obtain what it wants
	process	the way that negotiations develop

- 45.1** 1 macho culture 4 company/corporate culture
 2 canteen culture 5 macho culture
 3 long-hours culture 6 long-hours culture

- 45.2** 1a ABC 2a SBC 3a ABC
 1b SBC 2b ABC 3b SBC

- 46.1** 1 false 3 false 5 false 7 true
 2 false 4 true 6 true

- 46.2** 1 Gammaria 3 Deltatonia
 2 Betatania 4 Alphaland

- 47.1** 1 Gammaria 3 Deltatonia
 2 Betatania 4 Alphaland

- 47.2** 1 ✗ 3 ✓ 5 ✗ 7 ✓
 2 ✗ 4 ✓ 6 ✗

- 47.3** 1d, 2g, 3c, 4h, 5b, 6f, 7a, 8e

- 48.1** 1 pager 4 videophone
 2 mobile phone 5 webcam
 3 cordless 6 public telephone

- 48.2** 1 It would be good to see Ann soon. I'll phone her and see when she's free.
 2 correct
 3 Why don't you ring Pizza Palace and order some takeaway pizza?
 4 I rang them five minutes ago but there was no answer.
 5 correct
 6 correct
 7 I'll give her a bell and we'll fix up a meeting.
 8 When you get some news, give me a buzz.

- 48.3** 2 four-zero-seven eight-two-four four-three-two-one
 3 two-one-three nine-five-six one-seven-double-seven
 4 two-one-zero double-two-five one-three-nine-one
 5 nine-zero-one double-three-two double-three-double-two
 6 five-two-zero six-three-eight two-six-two-six

- 48.4** 1 reservations line 4 information line
 2 helpline 5 freephone number
 3 hotline

- 49.1** 1b, 2a, 3e, 4b, 5c, 6f, 7d

- 49.2** 1, 5, 3, 6, 7, 2, 8, 4

pre-tax loss /prɪ'tæks 'lɒs/ 31
 pre-tax profit /prɪ'tæks 'prɒfɪt/ 31
 precisely /prɪ'saɪsli/ 57
 predator /'predətə/ 34
 present /'prezənt/ 47
 presenteeism /'prezən'ti:zəm/ 47
 president /'prezɪdənt/ 9
 press conference /'pres
 'kɒnfərəns/ 59
 pressure /'presʃə/ 43
 prey /preɪ/ 34
 price /praɪs/ 19, 21, 23, 40
 price boom /'praɪs bu:m/ 23
 price controls /'praɪs kɒntrəʊlz/ 23
 price cut /'praɪs kʌt/ 23
 price fixing /'praɪs fɪksɪŋ/ 40
 price hike /'praɪs haɪk/ 23
 price leader /'praɪs 'li:də/ 23
 price tag /'praɪs tæg/ 23
 price war /'praɪs wɔ:/ 23
 pricing /'praɪsɪŋ/ 23
 principal /'prɪnsəpəl/ 32
 priorities /praɪ'ɒrətɪz/ 63
 prioritize /praɪ'ɒrɪtaɪz/ 42
 priority /praɪ'ɒrɪtɪ/ 22
 private /'praɪvət/ 11, 35
 private enterprise /,praɪvɪt
 'entəpraɪz/ 11
 privatized /'praɪvɪtaɪzd/ 11
 proactive /,prəʊ'æktɪv/ 4
 probing /'prəʊbɪŋ/ 64
 problem /'prɒbləm/ 60
 produce /'prɒdju:s/ 16
 producer /prə'dju:sə/ 16, 24
 product /'prɒdʌkt/ 14, 15, 16,
 21, 22, 25, 28, 59
 product development /,prɒdʌkt
 dɪ'veləpmənt/ 15
 product launch /,prɒdʌkt
 'lɔ:ntʃ/ 14, 59
 product lifecycle /,prɒdʌkt
 'laɪfsɪk(e)l/ 22
 product line /'prɒdʌkt laɪn/ 22
 product mix /'prɒdʌkt mɪks/ 22
 product placement /,prɒdʌkt
 'pleɪsmənt/ 22
 product portfolio /,prɒdʌkt
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