

## CD 1

### Unit 1

#### 01

**Ingrid** I'm a project coordinator for a charity. We provide aid to Africa and I usually spend about four months a year in the field. My job involves managing our field teams and communicating our aims to government officials. I sometimes find this depressing, because there's just so much bureaucracy – and corruption too. But then, when I return to Africa and I see the results of our work, like new clinics, hospitals, and schools, I think it's all worthwhile and I have a real sense of achievement.

#### 02

**Mansour** OK, well, I'm an air traffic controller. This means I'm in charge of a section of airspace and keeping in contact with pilots in that zone. It's a challenging job – our most difficult time of the year is the holiday season when planes are taking off and landing every couple of minutes – it takes total concentration, all the time. I usually work a six-hour shift, and by the end I feel exhausted. But it's rewarding to know that I've enabled thousands of passengers to travel safely.

#### 03

##### Conversation 1

**Hannah** Hi, Luc. I want you to meet Jo Johansson. Jo is from the Langley Foundation. Jo, this is Luc Akele, one of our area managers.

**Jo** Nice to meet you, Luc.

**Luc** Yes, you too. So, what do you do at the Langley Foundation?

**Jo** Well, I deal with fund applications.

**Luc** Fund applications? That sounds challenging.

**Jo** Yes, well, sometimes we have to make difficult choices. And what do you do, Luc?

**Luc** Well, I'm in charge of our sub-Saharan Africa operations.

**Jo** Sub-Saharan Africa?

**Luc** Yes. I oversee projects and make sure that the money is well spent. Then I have to report to our main sponsors.

**Jo** I see. So how much time do you spend in the field?

**Luc** Well, I usually do five or six trips a year, sometimes more.

**Jo** That's a lot of time away from home.

### Conversation 2

**Hitoshi** Good evening. I don't think we've met. I'm Hitoshi Watanabe from Head Office.

**Dr Mayer** I'm delighted to meet you, Ms Watanabe. My name's Dr Walter Mayer.

**Hitoshi** I'm very pleased to meet you too, Dr Mayer. I see from your badge that you are with FPR Pharmaceuticals.

**Dr Mayer** Yes, that's right. I'm responsible for their medical donations programme. I handle all the inter-governmental work.

**Hitoshi** That sounds very rewarding, knowing that you are helping so many people.

**Dr Mayer** Yes, it is, although it involves a lot of negotiation, which can be quite slow.

**Hitoshi** Yes, I can imagine that.

**Dr Mayer** So which part of Japan are you from, Ms Watanabe?

**Hitoshi** Actually, I'm from Brazil. I am third-generation Brazilian.

**Dr Mayer** Oh, I'm sorry. I thought ... well ...

**Hitoshi** Please don't apologize. I am proud of my Japanese heritage. Do you have a minute? I would like to introduce you to someone.

#### 04

- 1 Well, I deal with fund applications.
- 2 Well, I'm in charge of our sub-Saharan Africa operations.
- 3 I oversee projects and make sure that the money is well spent.
- 4 I'm responsible for their medical donations programme.
- 5 I handle all the inter-governmental work.
- 6 It involves a lot of negotiation.

#### 05

- A I'm a recruitment consultant.  
 B A recruitment consultant?  
 A Yes. I oversee recruitment for ten of our key accounts.  
 B That sounds really demanding.  
 A It can be at times. So tell me, what exactly does your job involve?  
 B Well, I'm responsible for the department's spending.  
 A Oh right. Do you enjoy your job?  
 B I love it. It's great to be in a such a position of responsibility.  
 A Really? I think I'd find it stressful.

## Unit 2

### 06

So this is my project – a centre for senior citizens. We have to finish by the end of the week, and I think we'll meet the deadline. We fell behind schedule because of the Thanksgiving holiday, but we managed to catch up last week and we're back on track now – we may even finish ahead of schedule.

...

It was hard at first, knowing how to allocate resources – you know – who does what, when, how much it will cost, stuff like that. I have managed to stay within budget, but only just!

...

I think the key thing I've learnt is the importance of delegation. I try as much as possible to delegate tasks and trust people to get on with them. If I tried to do everything myself, we'd never finish on time. Teamwork is essential and I get updates from people every two days, so that I don't lose control of the project.

...

I'm very happy with the project – so far, things are going according to plan. So, fingers crossed for the last few days.

### 07

**Samira** Hello. Samira speaking.

**Jamie** Hi, Samira. It's Jamie. How are you?

**Samira** Oh hi, Jamie. I'm fine thanks. What can I do for you?

**Jamie** I'm just calling for an update on the centre. How are things going over there?

**Samira** Well, so far so good. Everything's back on track.

**Jamie** Great. So what's happening with the decorating?

**Samira** We're still painting the ceiling – it'll take another day or so.

**Jamie** OK. And where are we with the lighting?

**Samira** We've finished that – it looks great.

**Jamie** Good – that was fast.

**Samira** Yes, but we're still waiting for the carpets.

**Jamie** Oh. OK, I'll call the suppliers and find out where they are. So, to recap, the painting's nearly done, the lighting's finished, and we're just waiting for the carpets?

**Samira** That's right.

**Jamie** Great. So it's all going according to plan. Listen, I'm coming over to the centre tomorrow. How about we get the team together to allocate tasks for the final stages? And I'll give you an update on the carpets then.

**Samira** Sure. No problem.

**Jamie** Good. Well, I'll let you get back to work. See you tomorrow.

**Samira** Yes, see you tomorrow. Nice talking to you. Bye.

**Jamie** Bye.

## 08

**Jamie** Hi, everyone. Oh, I'm not interrupting, am I?

**Samira** Oh, hello, Jamie. No, not at all. It's just me, Bruno, and Josie at the moment.

**Bruno** Hi.

**Josie** Hello.

**Jamie** Hi. Good to see you again. Oh, this all looks great.

**Samira** Thanks. There are a few things still to be done, though. Oh, did you call the carpet people?

**Jamie** Yes. They said they would bring it tomorrow, before eight o'clock.

**Samira** So, we need somebody to be here then to open up. Bruno, can you do it? You live near here.

**Bruno** Yeah, sure, no problem. Leave it with me.

**Samira** Thanks. Now, the other thing is we're going to need more paint from that cheap wholesaler on the other side of town.

**Jamie** Well, I can go there this afternoon if you want, and bring the paint in tomorrow.

**Samira** Mm. Thanks, but we'll need it sooner if the carpet is arriving tomorrow.

**Josie** Listen. I have my car. Why don't I go there now, get the paint, and we can finish the ceiling this afternoon?

**Samira** Good idea. Do you know where it is?

**Josie** Er ... not really.

**Samira** OK. Bruno, can you go with her?

**Bruno** I'd prefer not to if that's OK. I really want to finish the back room.

**Samira** Well, I'll come with you, then. Oh, Bruno, you can carry on with the rest of this paint, and then the three of us can finish it together this afternoon.

**Bruno** I'm sorry, I have an appointment this afternoon.

**Samira** Oh, of course, I forgot. OK, Josie and I will finish the painting this afternoon.

**Jamie** So, you two are going to get the paint, and Bruno is going to meet the carpet people tomorrow. What else do we need to do at the moment?

**Samira** Well, I'm sure we could find something if you really wanted to help out ...

## 09

**Volunteer** ... Clubbing isn't normally a very environmentally friendly activity.

**Interviewer** Really?

**Volunteer** No, definitely not. It uses large amounts of energy for heating and cooling the room, for lighting ... It uses a lot of water in the toilets and washrooms, every night. Plus all the glass and the plastic bottles – huge amounts of waste. And besides this, you know, clubs, they need to be refurbished quite often – new floors, new paint, new equipment. It uses a lot of materials, a lot of resources.

**Interviewer** Yeah, I can see that. So how is this club different?

**Volunteer** OK, well we're planning to have a lot of sustainable features. The best one is the energy-generating dance floor.

**Interviewer** How does that work?

**Volunteer** Oh, it's great. It's made of a special material that takes the energy of the dancers and uses it to power the music and the lights – low-energy lighting of course. Then we're putting in a system where the toilets will use rain water. There's a system that controls the temperature – and the walls change colour as the temperature changes. What else ...? Oh, well, we're having a rooftop garden for relaxation, like a kind of chillout zone ...

**Interviewer** It sounds great. And you're having a launch party soon?

**Volunteer** Yeah, that's right. Really soon, actually. We're expecting about twelve hundred people. We're having a lot of different music, really good DJs, visual projections by Urbi and Orbi ... We're planning to have free organic beer. And there'll be ethical clothing companies like Kuyichi doing consultations ...

**Interviewer** Sounds like a lot of work.

**Volunteer** A lot of work, yeah, but it's fun. It all needs very careful planning. We're making good progress, and we're on schedule, but there's still a lot to do ...

## Unit 3

### 10

**Nina** Hi, Florin.

**Florin** Oh, hi, Nina. How are you? How was last night?

**Nina** We made some progress but the meeting lasted three hours.

**Florin** You're kidding.

**Nina** No, I got home at about midnight. I'm really tired.

**Florin** So, why are you in so early?

**Nina** I have to present my findings at eleven o'clock.

**Florin** I think Anton would have waited for the results.

**Nina** I know, but I don't have time. I've still got five days' holiday left from last year and I'm taking the kids camping tomorrow. They're so excited.

**Florin** That'll be nice.

**Nina** What about you? Did you go out again last night?

**Florin** No. My girlfriend had to work late too. So I made dinner and watched a boring documentary about plants. She wants to take me somewhere this Saturday, but I've already told Anton that I'll join him and the sales team from Kyoto for golf.

**Nina** Maybe you should take some holiday too.

**Florin** I don't have any left. Remember – I used it all for my walking tour in Morocco.

**Nina** Oh, that's right. I should give you some of mine!

### 11

1 I got home at about midnight. I'm really tired.

2 I'm taking the kids camping tomorrow. They're so excited.

3 I made dinner and watched a boring documentary about plants.

### 12

**Leif** ... So how was your first week? Do you like working in HR?

**Mirella** Yes, it's great. I'm really interested in Human Resources now. And I really enjoy working with Kris. He has so much experience.

**Leif** Good. Do you want to stay with him or spend some time with Marketing next week?

**Mirella** I don't mind.

**Leif** I know Marketing have a conference coming up in Copenhagen and I thought you could go with them.

**Mirella** Great.

**Leif** You can see what they do and of course you get to see Copenhagen.

**Mirella** Sounds good.

**Leif** Is this your first time in Europe?

**Mirella** Yes, it's my first time out of Brazil.

**Leif** Really? I'm very fond of Brazil.

**Mirella** Have you been there?

**Leif** A number of times, actually. Mainly to Rio on business. Anyway, we need to make sure you have plenty of time for travel while you're here.

**Mirella** Kris is taking me to the country this weekend.

**Leif** Good. What sort of things do you like doing?

**Mirella** Hm, I really like just walking around a city to get to know it a bit. And I need to do some shopping as well.

**Leif** Oh, there are plenty of shops in the city if you like that.

**Mirella** Actually, I'm not crazy about shopping but I need a few things for my room.

**Leif** There are also some really interesting museums if you like that kind of thing.

**Mirella** Um, actually I'm not keen on museums either, but I like going to art galleries.

**Leif** That's good, because there are lots of galleries too. How is the accommodation? How do you find the family?

**Mirella** It's fine and the family has been very nice.

**Leif** That's good.

**Mirella** They're very quiet compared to mine! I have four sisters.

**Leif** Really? ... Oh, look, before I forget ...

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**Leif** Really? ... Oh, look, before I forget. Next week, you'll have a desk to work from. I'm sorry you didn't have a place this week.

**Mirella** Oh, it's no problem.

**Leif** And you have a phone and your own email address.

**Mirella** Wonderful. Let me write it down.

**Leif** Your extension is three five one. Press nine for an outside line.

**Mirella** What's the company number?

**Leif** Double zero, four six is the international code for Sweden. And then 096 745 6745. And your email is mirella underscore two, at dipris dot S E.

**Mirella** Is that S for sugar, E for egg?

**Leif** That's right. OK, well, I need to go, I'm afraid.

**Mirella** Me too.

**Leif** Can I give you a lift?

### 14

#### Conversation 1

**A** ... we can sort that out this afternoon if you like.

**B** Yes OK. Anyway, I'd better get on.

**A** Yes, me too.

**B** So, see you later.

**A** See you later.

#### Conversation 2

**A** ... but if you need anything else, just let me know.

**B** OK.

**A** Well, I should get back to work.

**B** OK. Thanks for your help.

**A** No problem. See you tomorrow.

**B** Yes, see you.

#### Conversation 3

**A** ... yes, Thursday is fine.

**B** Great. Well, I need to go now, I'm afraid.

**A** OK. Thanks for calling.

**B** Speak to you soon.

**A** Yes, OK. Bye.

### 15

**Leif** Hi, Mirella. Sorry I'm late. Have you been here long?

**Mirella** No, I've only just arrived.

**Leif** How was your weekend?

**Mirella** Good, thanks.

**Leif** Did you go to the gallery on Saturday?

**Mirella** Yes, I did. It was fascinating. Have you ever been there?

**Leif** Yes, a couple of times. Oh, Miriam ...

**Miriam** Hi, Leif.

**Leif** Miriam, have you met Mirella?

**Miriam** No, I haven't. Hi, Mirella.

**Mirella** Hello.

**Leif** Miriam is the person we need to see about working in Marketing this week.

**Miriam** It's all arranged and I've just organized a desk for you to work from. It's next to mine. Oh, Leif! I still haven't asked you about your tennis match.

**Leif** Don't worry. I lost.

**Miriam** That's good.

**Mirella** I don't understand.

**Miriam** Leif played tennis at the weekend with a really important client.

**Leif** It's good for marketing if the customer wins. So I had to lose the match for Miriam.

**Mirella** I see.

**Leif** Actually, I haven't played for ages, and he was much better than me! Anyway, shall we go to your office?

**Miriam** Sure. Let's go.

## Unit 4

### 16

- The problem with all these sites is that you have to book everything separately and it takes such a long time. It's also difficult to get exactly what you want because you can't see all the options. I can never seem to get a cheap deal.
- I don't like using the cash machines outside because people walk past all the time. But if I go to a cashier, it takes so long to get information about my account because of the queues. And they're only open when I'm working, so I have to go during my lunchtime.
- We really need to access all the latest news that is relevant to our business. The problem is, it takes so long to find what we want on all the different websites. And some of their search options are ... are really difficult to use.

### 17

- They provide an excellent service. We can rely on them to deliver orders on time and that allows us to maintain excellent relationships with all our customers.
- Being up to date with what's happening in the world is really important to me. And this also lets me know what's happening in the money markets, wherever I am. It also makes it easier to make quick decisions about what to buy and sell.
- It's so much faster than going there and I don't have to worry if it is open or if there are a lot of other people. I just log on any time, and all I do is choose the products I want and give my credit card number. It really helps me to manage my time better.
- I was so happy when it opened. It lets me work full-time and still have time with my child in the middle of the day.

18

**Presenter** Thanks for coming today. As you know, we have a new customer database.

**Staff** Hurray!

**Manager** Well, nothing could be as slow as the old system!

**Presenter** Yes, well. As I say, the good news is we have a new database. But the bad news is that it will take a few weeks before we can use it in all our hotels. Now, it might seem a bit difficult to use at first, but in fact it's very simple. Your staff will need some training on how to use it. So the purpose of today is for you to start to become familiar with it.

Now, up on the screen you can see what happens when you open the program. It looks very similar to the old database. But what's different, is this bottom half. As soon as you type in the details, it starts to suggest what kind of room the customer might like and what rooms are free. In other words, as well as giving the customer more of what they want, it also makes it quicker to process a booking for a regular customer and give them their favourite room.

**Manager** Will it let me make notes on the client?

**Presenter** Yes, you can type notes into this section for future reference. For example, if you want to advertise a special promotion to male customers over the age of forty, then it'll tell you who they are.

**Manager** How does it know what to match?

**Presenter** It has these drop-down menus, which allow you to categorize the information when the booking is taken. The more detailed the information, the better the match. So, on the one hand, it'll take you more time to get the information, but on the other hand, we think it'll save time later on.

**Manager** So what happens when the customer doesn't want to tell you their age, for example?

**Presenter** Well, obviously one downside is that you can't demand the information. But on the plus side, the customer can book online now, and hopefully they'll give us the extra information then. In other words, the more they tell us, the quicker the booking is next time they call ...

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- 1 As you know, we have a new customer database.
- 2 So the purpose of today is for you to start to become familiar with it.
- 3 As I say, the good news is ...
- 4 Now, up on the screen you can see ...
- 5 In other words, as well as giving the customer more of what they want ...

## Unit 5

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**Elena** ... Anyway, I'm calling for some information. I'd like to find out about your services for hotels.

**Sergio** OK. Can you tell me a little more? What type of hotels?

**Elena** Well, I represent a chain of four- and five-star hotels. We're based in Switzerland, but on your website you don't have an operator in Switzerland, so I thought Italy was the nearest.

**Sergio** That's right, yes.

**Elena** Good. Well, we're interested in updating our current fitness rooms for guests. Is that something you deal with?

**Sergio** Yes, certainly. How old are your current facilities?

**Elena** About ten years old. They're rather out of date and our customers often comment on this.

**Sergio** OK. How many hotels are we talking about?

**Elena** We currently have eight hotels with health and fitness facilities, and three others that need them.

**Sergio** And what budget do you have for this?

**Elena** That's difficult to say, really. Would it be possible for someone to come and see our facilities?

**Sergio** Yes, of course. Actually, we're coming to Switzerland next month.

**Elena** Really?

**Sergio** Yes, we already have another client in Zurich. Is that near you?

**Elena** Not too far. I'm in Bern. It's only a couple of hours away.

**Sergio** Fine. Can we arrange a meeting then?

**Elena** Sure.

**Sergio** Let's see. Well, my trip begins on the 30th of January. That's a Monday ...

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**Sergio** Yes, of course. Actually, we're coming to Switzerland next month.

**Elena** Really?

**Sergio** Yes, we already have another client in Zurich. Is that near you?

**Elena** Not too far. I'm in Bern. It's only a couple of hours away.

**Sergio** Fine. Can we arrange a meeting then?

**Elena** Sure.

**Sergio** Let's see. Well, my trip begins on the 30th of January. That's a Monday. How about Tuesday the 31st?

**Elena** I'd prefer the Wednesday.

**Sergio** The 1st of February? Yes, that suits me.

22

**Elena** Hello. Elena Schenker speaking.

**Sergio** Hello, Elena. This is Sergio Lanese from Technogym.

**Elena** Hello. Nice to hear from you again.

**Sergio** How are things?

**Elena** Fine, thanks.

**Sergio** Sorry for calling so late in the day.

**Elena** That's OK. I've only just got back to the office.

**Sergio** Is this a busy time for you?

**Elena** Yes, the ski season is our busiest time of year.

**Sergio** Of course. Is there plenty of snow? What's the weather like?

**Elena** There's a lot of snow, which is good. It's snowing right now, actually.

**Sergio** Good. I'm actually calling about my visit. I'm afraid I've just realized I can't make the Wednesday. Can we move the meeting back to Thursday?

**Elena** OK ... yes, the afternoon is free.

**Sergio** Great – there's a train that arrives at 12.30. So after lunch? At 2.00?

**Elena** OK. Two o'clock then.

**Sergio** Thank you. Sorry about that, I have an extra meeting on the Wednesday.

**Elena** No problem. See you then.

**Sergio** OK, thanks. Bye.

**Elena** Bye.

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### Conversation 1

**A** Sorry for calling so late.

**B** Don't worry – I don't usually finish before 7.00.

## Conversation 2

- A How are things?  
B Everything's going fine, thanks.

## Conversation 3

- A Is this a busy time for you?  
B No, I'm not too busy at the moment.

## Conversation 4

- A What's the weather like?  
B It's really beautiful and clear.

## Conversation 5

- A Hello, Anna. This is James.  
B Hello. How are you?

## 24

- 1 We're coming to Switzerland next month.
- 2 Customers often comment on this.
- 3 I'm calling for some information.
- 4 My trip begins on the 30th of January.

## Unit 6

## 25

**Interviewer** Can I ask why you have come to Seville?

**Traveller 1** Actually, I'm on a research trip. I'm looking for somewhere to hold our next European conference.

**Interviewer** Oh, really? So, what does that involve?

**Traveller 1** Well, visiting different venues, you know, hotels and exhibition centres that could host a big event, and looking at their facilities. I also need to find out about the entertainment a city like Seville can offer – opportunities for sightseeing, the nightlife ...

**Interviewer** Oh, the nightlife is very good – there are lots of restaurants and bars. And where are you staying?

**Traveller 1** At the Patio. It's a small family hotel in the centre, opposite the cathedral.

**Interviewer** Yes, I know it, it's a very nice place. It's very well known for its hospitality.

**Traveller 1** That's good.

**Interviewer** So, is it all business, or will there be time for pleasure?

**Traveller 1** Well, a little bit of both, I hope. If I have time, I'll maybe go on an excursion to Cordoba. I'd also like to try some local specialities in the restaurants, and to do some shopping and buy a few souvenirs too.

## 26

**Interviewer** Excuse me, can I ask you, is this your first time in Seville?

**Traveller 2** Yes, it is.

**Interviewer** And are you here on business or for pleasure?

**Traveller 2** Well, I'm here for a trade exhibition, but I hope to have some time to look around, you know, enjoy the sights.

**Interviewer** Can I ask where you are staying?

**Traveller 2** At the Hotel Doña María.

**Interviewer** Oh, that's very nice, very central. How are you getting there?

**Traveller 2** I'm waiting for a colleague to pick me up in his car. He's going to drop me off at my hotel on his way to the exhibition centre.

**Interviewer** Do you have any plans for the evening?

**Traveller 2** Well, I'd like to go to the hotel first and check in.

**Interviewer** Of course ... You've had a long journey?

**Traveller 2** Yes, I want to freshen up, have a drink, then probably go out for a meal.

**Interviewer** Do you have somewhere in mind, or ...?

**Traveller 2** Well, I'm meeting up with a couple of Spanish colleagues. They're going to show me around the old town. And after that, I guess we'll eat out somewhere ... Oh, this looks like my ride.

**Interviewer** Well, have a good time.

**Traveller 2** Thank you, I will. Nice talking to you.

## 27

**Marvin** Hello, I'm Marvin Bernstein. I have an appointment with Jacinta Ross.

**Jacinta** Hi, I'm Jacinta. Welcome to our new facility.

**Marvin** Thank you. It's nice to be here..

**Jacinta** It's nice to finally meet you in person.

**Marvin** Likewise.

**Jacinta** So how was your journey?

**Marvin** It was fine, there was quite a lot of traffic.

**Jacinta** Ah. And did you have any trouble finding us?

**Marvin** No, not at all, your directions were excellent.

**Jacinta** I'm glad to hear it. Here, let me take your coat.

**Marvin** Uh, that's OK. I'll hang on to it if you don't mind.

**Jacinta** Of course not. Uh, can I get you a coffee, or would you like to freshen up a bit?

**Marvin** A coffee sounds nice.

**Jacinta** OK. Come this way and I'll run through today's programme. Here you are. Have a seat.

**Marvin** Thanks.

**Jacinta** So, first of all, I thought you could join a tour of the facility this morning. Aruna Singh is showing some people around. Then, we'll catch up again at lunchtime, and after that, I'll introduce you to the team.

**Marvin** And will I be seeing Dilip Patel today?

**Jacinta** He's introducing the tour this morning, but you'll get a chance to meet up with him over lunch.

**Marvin** Great.

**Jacinta** Now, remember, you'll need this ID card to get around the site. Make sure you keep it on you at all times.

**Marvin** No problem. And what about my car? Am I allowed to leave it in the staff car park?

**Jacinta** Yes. Don't worry about that. I'll clear it with Facilities. What's your registration number?

**Marvin** It's ...

## 28

**Dilip** Good morning everyone. My name is Dilip Patel, and I am the Head of Public Relations. On behalf of JJP Electronics, it gives me great pleasure to welcome you to our facility. We're going to begin with a guided tour. Afterwards, you will have the opportunity to meet our engineers over lunch. I'd now like to introduce you to Aruna Singh who is going to show you around the plant. Before I hand you over to Aruna, can I remind you that this is a working factory. So for your own safety, please be sure to stay with her at all times. May I wish you all an enjoyable and instructive visit.

**Aruna** Thank you, Dilip. Good morning, everyone. If you'd like to follow me, we'll begin the tour.

## 29

### Conversation 1

- A Would you like a drink?  
B No thanks, I'm fine.

## Conversation 2

- A Do you fancy a drink?  
B That would be great, thanks.

## Conversation 3

- A Would you like a drink?  
B Yes, please. A coffee would be nice.

## Conversation 4

- A Can I get you a drink?  
B A drink sounds good.

## Conversation 5

- A Do you fancy a drink?  
B I'd love one.

## Conversation 6

- A Do you want a drink?  
B I'm afraid I don't have time.

## 30

**Aruna** We're now standing outside the clean room. This is where we assemble the units. It's called a clean room because it has to be completely dust-free – dust is our biggest enemy. If dust gets into a unit, it can destroy the unit.

**Visitor 1** Are we allowed to go inside?

**Aruna** Yes, of course. Everyone entering the clean room has to wear one of these special overalls made of synthetic materials – we call this a bunny suit. You also have to wear a helmet and an air-filter mask.

**Visitor 1** Is it dangerous?

**Aruna** No, you don't need to worry. This is to protect the units from you.

**Visitor 2** Do we have to get undressed?

**Aruna** No, you don't have to undress. You wear the bunny suit over your street clothes. You mustn't wear any natural fibres because of the particles they produce.

**Visitor 2** So no wool or cotton?

**Aruna** That's right. You're not supposed to wear jewellery or watches either. We need to follow a very strict procedure for putting on the bunny suits. So, if you'd like to come this way ...

## Unit 7

### 31

#### Extract 1

A OK, everyone. What I want to do today, is to explain the new security procedures. I'll talk about the background to the situation, then I'll run through the principal changes. As

you know, we've recently been having a few problems with people just walking in off the street. Up to now, no one has stolen anything, but we obviously need to safeguard against that happening. Er, because of this, we've decided to upgrade the system. So, first I'd like to update you on the plans for changes to security procedures around the building ...

#### Extract 2

A ... So, as a result, we've been installing these electronic boxes on all the entrances around the building over the last few weeks. These are for a new swipe card system that will come into operation at the end of the month.

B Sorry, but what's the reason for changing the current system? How long has Security been having a problem with the system of badges?

A For quite a while, I'm afraid. We've had three incidents reported since the beginning of the month. It's because security can't always check everyone's badge when they come in. By swiping these cards through these electronic readers on every door, we can check a person's identity anywhere in the building.

C Sorry, but I don't quite understand how they work. Can you tell us more about them?

A Mm. When you come to a door, you just swipe the card through this box at the side, and it opens.

B Do you mean that we have to swipe every time we want to go through a door?

A I'm afraid so, but the current situation, as it stands, simply doesn't prevent people from entering your office. By checking for identity at all the main doors, we hope to solve the problem, or at least make it safer.

### 32

#### Conversation 1

- A Have you heard the news?  
B No. What's happened?  
A John has been fired.  
B You're kidding!

#### Conversation 2

- A I've just heard something really interesting.  
B What?  
A Apparently we're all getting a bonus this year.

## Conversation 3

- A You shouldn't go on the Internet too much. The IT Department monitors our PC use.  
B Really? I've never heard that before.  
A Oh, yeah, they check how much time we spend on it.  
B How long have you known about that?  
A Since I started here.

## Conversation 4

- A Guess what I've just seen?  
B What?  
A They're advertising for a new Accounts Manager.  
B That's great. Why don't you apply for it?

## Unit 8

### 33

**Harriet** OK, so this is Geri. Let's have a look at her responses.

**Conrad** OK, then. Statement one. She disagrees with that. That's good, isn't it? I mean, we want someone who takes responsibility for their own work.

**Harriet** Mm, yeah, absolutely. And two. She put 'agree'. That's rather worrying – we want someone who's a team player, and who can work closely with other people.

**Conrad** Yes, but even team players have to work on their own.

**Harriet** Yes, but she will have to join forces with other people quite regularly. I just wonder if she'll cope with that. Anyway, what about three? She put 'agree'. For me that's a good answer – she recognizes the importance of people having complementary skills.

**Conrad** Yes, I agree with you. Number four? Oh, 'agree' again. That's not so good.

**Harriet** No, not good at all – especially as our department is about finding common ground between people and forming alliances. It's definitely not about one side winning.

**Conrad** Do you think she wants to show us she's competitive? I mean, everyone knows that for a joint venture to work well it has to be of mutual benefit.

**Harriet** ... Um, so they can achieve their shared goals. Yes, maybe. Let's look at the last two, shall we? So, five, she agrees with that, that's good.

**Conrad** So she's open to suggestions.

**Harriet** And six? She put 'agree'.  
Maybe she has problems trusting her colleagues. I'm not too happy about that.

**Conrad** Um, me neither. I think we should address this point in the interview ...

## 34

**Carmen** Now our aim is to make the move as smooth as possible. What's happening with the office space, Erica?

**Erica** Well, everything is going according to plan. We expect to be ready on schedule.

**Carmen** That's great. Where are we with the revised department structure?

**Dieter** That's under control too. We just need to put in the finishing touches.

**Carmen** Fantastic. Great work, everyone. Now, Nikos, tell us about your plans.

**Nikos** Thanks, Carmen. Well, as we know, a lot of mergers are unsuccessful because of a 'two-camps' mentality.

**Dieter** To a certain extent this is inevitable.

**Nikos** Yes, but we hope to reduce problems to a minimum.

**Carmen** I agree. So where does this leave us?

**Nikos** Well, over the next few weeks, I plan to hold a series of small meetings, say over coffee, where people can meet informally and develop a relationship.

**Erica** They'll get to know each other before working together. How long will it take to involve all the staff?

**Nikos** Well, I intend to have seven or eight sessions.

**Carmen** What's the timescale on this?

**Nikos** To involve everyone? By the end of next month.

**Carmen** Mm. So, what's the next step?

**Nikos** Well, before I can finalize the arrangements, I need a list of Buckler's key people.

**Erica** I'll prepare a list this afternoon.

**Nikos** Great. Then we can liaise, and we should have a schedule by Tuesday.

**Carmen** Good. We're also going to organize a big event for everybody. I'd like it to be fun, so if anyone has any ideas, I would be extremely grateful.

**Dieter** Perhaps Nikos and I could work on this together.

**Carmen** That's an excellent idea. Anyway, let's not forget that it is likely that there'll be a few problems in the short term, but the chances are there won't be too many personality clashes

in the long run. I'm confident that with careful handling the process will be pretty smooth.

## 35

- 1** I had a look at your report. It's very well written – well done.
- 2**
- A** What do think of this design?
- B** Hmm, it's a start. What do the other team members think?
- 3** That's pretty much finished now. Great work, everyone.
- 4**
- A** How about if we freelance this out? It'll give us more time.
- B** That's an excellent idea. Do you want to try and find a freelancer?
- 5**
- A** I have an idea – we could join forces with the Antwerp team.
- B** That has potential. I'd like to look at other options first, though.

## CD 2

### Unit 9

## 36

**Interviewer** You're an independent computer manufacturer. That's right, isn't it?

**Steve** Yes, that's right. We make up machines to our customers' specifications.

**Interviewer** So you're a bit like Dell, then?

**Steve** If only! We're tiny by comparison. But we believe that customers like the personal touch. We can spend a lot of time discussing their needs and the type of machine they need. And if there's a problem, they don't have to send the machine away, they just come to the shop. Of course, we don't have Dell's advantages – that is, in terms of their suppliers – so we have to keep a lot of components in stock.

**Interviewer** How do you make sure that you don't run out?

**Steve** Well, everything has its own bar code which shows up on the database. It tells us what we have left, if it's on

order, and so on – see?

**Interviewer** Right. Obviously you never want to run out of basic items.

**Steve** That's right – it's really not good to be out of stock.

**Interviewer** So, does the database automatically place an order if you're running low on something?

**Steve** No, it just warns us we're low on stock. You don't want to stock up on components which are going to become obsolete.

**Interviewer** OK. Now, a lot of your components come from Asia, don't they?

**Steve** That's right. We generally have them sent by an international courier.

**Interviewer** So, do you take advantage of the tracking facility?

**Steve** It depends, really. I mean, if something's not particularly urgent, then I don't bother. But if there's an essential package, I keep track of it very closely.

## 37

**Linda** Composource. Linda speaking. How can I help?

**Gisele** Good morning. My name is Gisele Kern from Abracomp in Germany. I'm following up an order I placed two weeks ago. I'd like to find out what has happened to it.

**Linda** I see. Can I take your account details?

**Gisele** Yes, the account reference is PG 278.

**Linda** I'm sorry, was that BJ?

**Gisele** No, P for Peter, G for George.

**Linda** OK, thanks. If you'll bear with me a moment, I'll call up your details. Let me see ... So, when did you place the order?

**Gisele** On the 11th of February.

**Linda** Right, I've got it here. It was a repeat order for 2,000 motherboards. We put it straight through to our warehouse. According to my information, it was dispatched that afternoon.

**Gisele** Something must have gone wrong, because we haven't received them. I'm not happy about this at all. Could you check it out for me?

**Linda** Certainly, I'll look into it immediately. Would you like me to call you back, or will you hold while I contact the warehouse?

**Gisele** I think I'd better hold, because this is a real problem for me. I need this to be sorted out as soon as possible.

**Linda** I'll be as quick as I can.

**Gisele** Thanks. I really want to know what's happened to it.

## 38

- 1 This is the Human Resources Department. I'm afraid we are unable to answer the phone at the moment, but please leave your message and a contact number, and we will call you back.
- 2 The office is closed from 6 p.m. until 8 a.m. Please call back during office hours.
- 3 All our lines are busy at the moment. Please hold and we will try to connect you as soon as possible.

## 39

Hi, this is María José Fernández. It's four o'clock on Monday the 12th. I was just calling about your order. I have a few questions to ask you. Could you please call me back? You can reach me on 07892 159753. Thanks.

## 40

**Linda** Hello, Ms Kern?

**Gisele** Yes. Still here.

**Linda** Sorry about the delay.

**Gisele** That's OK. So, have you found out about my order?

**Linda** Yes, I asked the warehouse to check what had happened to it. They told me it had gone two weeks ago.

**Gisele** Two weeks ago? Wait a moment, how did they send it?

**Linda** They said they'd sent it by sea.

**Gisele** By sea! But I always get my orders by international courier. I'm sure I told them to send it by courier when I placed the order.

**Linda** Let me look. Well you said asap, which I guess is by courier.

**Gisele** So where is it now?

**Linda** Well, I asked if they knew where it was. They said in a container in the ocean somewhere.

**Gisele** OK ... Well, in that case, can you send me four hundred by courier? I need them urgently.

**Linda** Yes, of course. I'll deal with it immediately and get back to you within the hour. I'm very sorry about this.

## 41

**Gisele** You are through to Gisele Kern's voicemail. I'm not at my desk right now, so please leave a message after the beep.

**Linda** Ms Kern. It's Linda from Composource, calling at 3.30. I'm calling about the details of your order. We have sent four hundred motherboards by courier today, the 26th of February. I told the courier to mark it top priority. They should be with you in two days. The reference number is HA 9872367, so you'll be able to track the parcel's progress. Once again, I'm very sorry for the problem with the original order. If you have any further problems, please don't hesitate to call me.

## Unit 10

### 42

- 1 I can't believe it. Your new offices are really amazing. In your old headquarters you couldn't move for people and furniture, but this is great. It's all very well-designed.
- 2 Wow, I can see what you mean about this factory. All the machines are fairly old, and the building looks like it's going to fall down. Everyone is extremely motivated, though.
- 3 It's not exactly state-of-the-art and the offices are not very modern, but this is a pretty successful company, so they must be doing something right.

### 43

**Manager** OK. So that's the plan for the main offices. I really like it. Now, there's just one other thing. What about the idea of a crèche and relaxation area?

**Architect** Well, it might prove difficult to have both. I'm afraid there isn't much space for both of them.

**Manager** OK. Well, I think we should consider having the crèche first. Besides, I have a few reservations about having an 'Anarchy Zone'!

**Architect** You might be better off without it if employees spend too long in there!

**Manager** Exactly. I'd rather not have it.

**Architect** Well, just say the architect said it wasn't possible.

**Manager** Good idea. So where can we put the crèche? We thought about ... here, next to the canteen.

**Architect** Sorry, but I don't think that would work. I'd recommend putting it here – in this area behind reception. Then employees can leave their children as they arrive. And also, it's quite a long way from the factory area, which is good for health and safety.

**Manager** Great!

## 44

- 1 There isn't much space in them to put personal belongings. And when I get changed, they don't hold any clothes. Perhaps if we had a few shelves, it might help.
- 2 It would be a great idea to have some running machines, or perhaps even a sauna? I suppose the only problem is that a lot of employees only have a little time after work for exercise so it might not be worth it.
- 3 There aren't many places in the factory to relax. There are a few chairs in that room, but only a few people use it because it's always so hot, and so messy. Why not turn it into a room with a TV or music?

## Unit 11

### 45

**Interviewer** What's your company like, Franz?

**Franz** Well, it's a large company. We're a major car manufacturer.

**Interviewer** And how are decisions made?

**Franz** Well, in a traditional way, I would say. Senior managers make decisions and expect everyone else to follow.

**Interviewer** With no consultation?

**Franz** Not really. Not what I would call consultation.

**Interviewer** So what happens if the workforce doesn't agree?

**Franz** Well, the union is quite strong, so it can give the workers' point of view.

**Interviewer** And does this lead to strikes?

**Franz** No, not very often. Generally, everyone tries to avoid confrontation. Both sides make concessions and they reach some kind of compromise, you know, a consensus which is more or less acceptable to everyone.



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**Interviewer** So, Stella, how are decisions made?

**Stella** Well, we're organized on democratic principles – no one's in charge and there's no hierarchy. We have regular meetings where we brainstorm ideas. You know, we work together and generate lots of different ideas and suggestions – everybody has the right to put forward ideas and proposals. Then we examine the options in detail and decide which one should get our backing.

**Interviewer** So if the majority's in favour of it, then it goes ahead?

**Stella** Not exactly. We'll only go for something if there's a two-thirds majority.

**Interviewer** And is it successful?

**Stella** We like it, it works for us. I'm always happier carrying out a decision in which I've had some sort of say.

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**Aidan** Basically, a lot more people are involved in the decision-making process. It usually starts with middle managers who put forward an idea for something.

**Interviewer** What, like a change they'd like to introduce?

**Aidan** Yes. And, what they do is they produce a document which goes to everyone who might have a say. As the document is passed around, people express their opinions, or make suggestions until they reach a consensus.

**Interviewer** Right.

**Aidan** And eventually it moves up the management spiral to senior managers who carefully evaluate the ideas in the document before making a final decision.

**Interviewer** So, it's quite a long process.

**Aidan** True, it does take a lot of time, but the big advantage is that we can carry out major decisions and avoid confrontation at the same time. We also avoid a lot of the problems which happen when you make up your mind too quickly.

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### Extract 1

**Stefan** Personally, I think we should look seriously at this opportunity. We need to think about expanding.

**Ilse** Yeah, I agree with you, Stefan. If we move out of town, we'll have room to expand, and parking will be easier.

**Patrick** Yes, but come on, Ilse, most of our customers are students. They won't be able to get to the shopping centre unless they have a car.

**Stefan** I hear what you're saying, Patrick. All the same, don't forget the others who do drive. Let's face it, parking is impossible around here ...

### Extract 2

**Stefan** ... Well, here's an idea. What if we kept the shop here and opened up in the shopping centre? We could have the best of both worlds.

**Ilse** Yes, that's a nice idea, but we don't have the financial resources to do both.

**Stefan** The thing is, if we wait too long, the best locations in the centre will be taken.

**Patrick** I'm not convinced. As far as I'm concerned, it's far too risky. I think we should wait and see who else is moving there.

**Ilse** OK, Patrick, I take your point. But you know, according to newspaper reports, the new centre will be like a magnet for big retailers, so we need to make up our minds quickly ...

### Extract 3

**Stefan** ... OK, so if I've understood you correctly, Patrick, you think we should just wait and see. So, where do we go from here?

**Ilse** Well, to be honest, I don't think we can reach a decision today. I think we need to talk to a consultant and get some expert advice. Why don't we contact Jeff Arnold?

**Patrick** Yes, that's a good idea. Mind you, I don't think he's ever played a computer game in his life.

**Stefan** You're right. There again, he does have years of experience ... So are we all agreed, then? We contact Jeff?

**Ilse** Yeah, that's fine with me.

**Patrick** Me too.

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1 Yes, but come on, Ilse, most of our customers are students.

2 Let's face it, parking is impossible around here ...

3 The thing is, if we wait too long, the best locations in the centre will be taken.

4 Well, to be honest, I don't think we can reach a decision today.

## Unit 12

50

### Conversation 1

**A** I have a good job with a good income, and my employer is fine – a bit traditional, but they've always been very reliable. But I really need a change. I want a job that's ... well, more exciting and more dynamic.

**B** Maybe you need to come at this differently.

**A** How do you mean?

**B** Well, why not try to make the company you work for a bit more up to date? Make it the kind of place you really want to work in ...

### Conversation 2

**A** Hello. Sorry, what's your name? I can't read your badge.

**B** It's William.

**A** Hi, William. What's your question?

**B** Well, I've come up with a revolutionary idea for cleaning the house, but I want to know how I can sell it.

**A** That's interesting. I'm in the sales business. What's your product?

**B** Well, it's a prototype at the moment. But it's a sophisticated piece of technology that allows you to monitor the level of dirt in the home. It all came about when I was cleaning the carpets one day ...

### Conversation 3

**A** Well, I've always wanted to start my own business, but I always come to the conclusion that I can't do it.

**B** What kind of business were you thinking of?

**A** Well, I had this idea the other day when I came across an article in the paper. It's simple really – and not very original – but this person had started a home-catering company from their own kitchen – you know, cooking for dinner parties or preparing buffets at weddings. That kind of thing. The article said there's a lot of money in it.

**B** It's funny, but I think I read the same thing. I even said to my husband I should do something like that.

**A** Really?

51

**Presenter** Good morning, everyone, and thanks for coming. We have a lot to do, so let's start. I'd like to begin by explaining the basic concept behind

the meeting this morning. First, I'm going to talk for a few minutes about where this company is. Then, we'll try to define how we want our customers, clients, and even our competitors to view Bertran RL. And finally, after coffee, we'll try to come up with a mission statement. OK? Great. Oh, and please feel free to ask questions whenever you want.

## 52

**Presenter** Right. First of all, let's look at this slide. As you can see, it has a number of words that describe our company. These are answers from some of our oldest and newest customers to the question, 'What words describe Bertran RL?'. You'll notice that some words are in blue and some are in red. So, which words do you think represent the views of our oldest customers? Which ones are the most satisfied with our products?

## 53

**Presenter** OK. That's everything I want to say for the moment. Thank you all for listening. Now it's your turn to do some talking. The main reason for this meeting is to try and create a new, innovative company mission statement. But before I ask you to brainstorm for a while in small groups, are there any questions? Yes, Rudi.

**Rudi** Sorry, but do you think that a mission statement is very useful? I know lots of companies with a mission statement saying how innovative they are – the employees even have them on notices around the offices. But no one can tell you what it is or even what it means.

**Presenter** Good question, and I know what you mean. But we think it's a good idea because Bertran RL isn't just a small family business any more – we're enjoying the fastest growth we've ever known. We are now the second biggest technology company in the region, which is great, but it also means we need everyone in the company and all our new customers to know who we are and what we represent.

## 54

- A** So that brings me to the end of my presentation. Are there any questions?
- B** Yes. You gave us some projections for the next five years, but what about the figures for after that?

- A** Can I get back to you on that one? I'll need to check the data when I'm back in my office. I'll email you, if that's OK. Any other questions?
- C** Don't you think our customers might disappear in the next few years, because of the current situation?
- A** Sorry, I don't think I follow you. What situation are you talking about?
- C** The environmental situation. Surely we'll lose a lot of our customer base because we aren't in line with environmental guidelines.
- A** Yes, I know what you mean, but this is why we are trying to deal with this problem now.

## Unit 13

### 55

#### Conversation 1

**Ruth** Hi, Magda. What's the matter?

**Magda** It's this report. I just can't do it.

**Ruth** Why? Is it too difficult?

**Magda** No, it's not that. I just don't have enough time. My boss keeps on giving me extra work and I don't know when I'll be able to do it all.

**Ruth** What do you mean by 'extra work'?

**Magda** Well, she gives me things to do on top of my normal workload, and I can't manage it all. What should I do?

**Ruth** Well, it looks like you have a communication problem to me. Have you tried talking to her? She might not even know that you're too busy.

**Magda** No I haven't.

**Ruth** Well, I'd ask to speak to her if I were you. She needs to know you feel overworked.

**Magda** OK. But in the meantime, what about this report?

**Ruth** Well, if you really don't have enough time, I think you should ask for an extension on the deadline. That should sort it out temporarily. But you have to get it approved by management first. It's easy enough to do – there's a simple form to fill out. I'll email it to you.

**Magda** Thanks, Ruth.

#### Conversation 2

**Help desk** Good afternoon. How can I help?

**Customer** It's my laptop. It keeps on going wrong all the time.

**Help desk** OK. What's wrong with it exactly?

**Customer** Well, it's always crashing and it won't remember the time or the date. It's so frustrating. Until now it's been completely reliable.

**Help desk** When you say 'it's always crashing', do you mean it actually switches off, or does it freeze?

**Customer** It switches off after about twenty minutes.

**Help desk** Well, it sounds as though it could be a battery problem. How old is the laptop?

**Customer** I've had it about three and a half years.

**Help desk** Well, basically, you could just use the electrical lead, but the best thing would be to buy a new battery. That should fix it.

**Customer** OK. How much would that cost?

### 56

#### Conversation 1

**A** Communication has become a nightmare. Do you know what I mean? It just isn't working.

**B** Absolutely. It's a real problem. We'll have to discuss this seriously at the next meeting.

#### Conversation 2

**A** ... Then, all you have to do is fill in this form and pass it to Joanna. Then she'll report the incident and you just have to wait for further instructions. Does that make sense?

**B** Kind of, but could you explain the first part again?

#### Conversation 3

**A** It sounds as though you've got a mains problem. You'll need to switch everything off, then reboot remotely, before you try to perform the function again. Is that clear?

**B** I don't get why I have to switch everything off.

#### Conversation 4

**A** I think the best thing would be to speak to the manager. It sounds as though this won't get solved on its own. If you tell management, at least they'll be aware of the problem, do you see?

**B** Yes, I see what you mean. I just don't feel comfortable doing that.

## Unit 14

57

**Karl** ... So, that's all I want to say for the moment. Thank you very much for listening. Are there any questions?

**Participant** Yes. I understand that you can make the biodiesel fuel out of the jatropha plant but can you explain the exact process? I mean, is it very complex?

**Karl** OK, thanks for your question. Actually, the basic procedure is fairly simple and has been possible for some time, but it's only in recent years that it's become economical. Essentially, there are two main stages: growing and processing. First of all, jatropha plants can be grown in hot climates and on poor land, so they are easier and cheaper to grow than many other types of vegetable biodiesel crops. When you are ready to harvest them, trucks pick up the seeds. Having brought the seeds to the refinery, you feed them into a grinder. Essentially, conversion to biodiesel is a one-stage process. Once the oil is taken out of the seeds – extracted – you're ready to mix it and heat it with methanol. Finally, you have a very good quality fuel and you can put it into any transport vehicle. And you also have a diesel engine which produces about half the CO<sup>2</sup> emissions of a normal diesel engine.

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**Anton** Excuse me. Can I interrupt you for a second?

**Karl** Of course.

**Anton** I enjoyed your talk. It was very interesting.

**Karl** Thank you. I'm glad you could come.

**Anton** In fact, I represent a group of investors who are very interested in your proposal for a new refinery. I'd like to invite you to Moscow.

**Karl** That would be great.

**Anton** My name is Anton Golovkov. Would you like to join me for a drink?

**Karl** I'd love to, but I'm afraid I have another appointment right now. Do you have a card? How about if I call you next week?

**Anton** Yes. Here you are – you have my number on the card. And in the meantime, I'll talk to my colleagues about jatropha seeds.

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**Anton** Hello. Anton Golovkov speaking.

**Karl** Hello, Mr Golovkov. This is Karl Kirstler speaking. You came to my presentation last week.

**Anton** Yes, of course. I haven't forgotten.

**Karl** Is this a good time to call?

**Anton** Yes. Go ahead.

**Karl** Well, I was wondering if you were still interested in my company's proposals?

**Anton** Yes, I am, and I know I invited you to come and meet us, but there's been a slight change of plan which means we might have to wait for a while.

**Karl** Oh, I'm sorry to hear that. But you're still interested?

**Anton** Er, well, some of my colleagues want to wait because they are also interested in other types of biofuels. As a result, we won't be able to give you a date at this stage.

**Karl** I understand. These things happen, but it's a shame that we can't meet soon because the project has received a lot of interest from a number of other investors ...

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Good morning, and thanks for coming. Today, I'd like to talk about how business is really done. Well, for most of us business is done through networking and meeting people. That means we tend to do business with people we like and trust. So the next time you attend a conference or you're going out to dinner with a new client, it's important to remember that a contract, or a job, can be won or lost on first impressions and clever networking. One important thing is to find out in advance about other people. If you've been invited out to a business dinner, you need to know who else is going and what they do. Also, think of things to say and ways to start the conversation. So a phrase like, 'Hello, I was given your name by a colleague' is a useful opening because it means you have a connection – you can talk about the person you both know and this will lead on to other areas of interest. If there's someone you really want to meet, then try to be introduced by someone else, rather than meeting them 'cold'. Something else to remember is ...

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- 1 Business is done through networking and meeting people.
- 2 A contract, or a job, can be won or lost on first impressions.
- 3 If you've been invited out to a business dinner, ...
- 4 Hello, I was given your name by a colleague ...
- 5 Try to be introduced by someone else.

## Unit 15

62

**Appraiser** Come in, Chris. Take a seat. Coffee?

**Chris** No, I'm OK, thanks.

**Appraiser** OK. Now, I have the forms you filled in here. Thanks for getting them in on time. As you know, the main aim of this meeting is to appraise your performance and set some goals for the next six months. So, we'll begin by discussing your comments and then we'll start setting some objectives. I'll also be adding a few notes on the form. OK?

**Chris** Sure.

**Appraiser** I would like to say before we begin that in general, we're very pleased with your performance. You seem to be doing very well.

**Chris** Well, that's good to know.

**Appraiser** I know there had been a few problems at the other factory before you moved here, but in the last six months, I've received lots of good reports about all your hard work.

**Chris** Oh, good. That's nice to hear. I was finding it all a little difficult when I first came to work here, but it's easier now.

**Appraiser** Great. Now, one thing I wanted to discuss was this on your form. You mention solving problems with machinery. Is this something you like or dislike, and is it an area you'd like to develop?

**Chris** Yes, it's something I like. I like challenges.

**Appraiser** OK, good. So, is there anything you don't like about the job?

**Chris** No, not really.

**Appraiser** No?

**Chris** Well, I think maybe we have too many meetings. And I like it when I'm given a job and can get on with it.

**Appraiser** How do you feel about working with other people?

**Chris** It's OK, but I think I'm someone who likes working alone. I think maybe that's something I need to work on.

**Appraiser** Right, now ...

63

**Appraiser** ... So, let's summarize what we've agreed. You're interested in more technical training, so one thing I'm going to do is speak to the Head of Engineering about the possibilities.

**Chris** That sounds good.

**Appraiser** And one thing you're going to do is look at the questionnaire I've given you on teams and team working. Is that OK with you?

**Chris** Yes. Fine.

**Appraiser** Now, is there anything else you'd like to add? We've still got five minutes.

**Chris** No, I don't think so ...

64

**Supervisor** Hi, Chris. You're doing well.

**Chris** Oh, thanks. I'm about halfway through.

**Supervisor** And how are you getting on with the new type of shaft?

**Chris** Not bad. I had to adjust the machines a little, but they're fine.

**Supervisor** Oh, that's great. You've done a good job.

**Chris** Just one thing. I found a fault in one of the shafts.

**Supervisor** Really?

**Chris** Look. Just here.

**Supervisor** This could be serious. I'd better send this over to R&D. Well done for spotting it.

**Chris** Do you want me to continue?

**Supervisor** Sure. Keep at it for the moment and I'll let you know what they say.

65

**Supervisor** Chris. Have you finished yet?

**Chris** I'm about halfway through.

**Supervisor** Only halfway?

**Chris** Well, I had to adjust the machines for this new type of shaft.

**Supervisor** Oh, I see.

**Chris** Sorry, there's one other thing. I found a fault in one of the shafts.

**Supervisor** Where?

**Chris** Look. Just here.

**Supervisor** Why didn't you tell me straight away? This is really serious. I'd better send this over to R&D.

**Chris** Do you want me to continue?

**Supervisor** No. Stop. Don't touch anything.

66

1

**Helena** I was working for a large food company which didn't employ many women. At my first performance appraisal the Production Manager told me that if I didn't work as part of a team, I'd never get on in the company. It was terrible to hear this, because I had already discussed with him how difficult it was to be the only woman. Anyway, as it turned out, he was wrong, because six months later, I was transferred to another subsidiary and six months after that, I was running the factory!

2

**Matthias** One reason I left my last company was because of a performance review I'd had with our HR Manager. We were talking about the usual things, but during all of this, he answered the phone twice and even replied to an email. This annoyed me because I had prepared very thoroughly for this appraisal. Then at the end, he handed me a typed review and asked me to sign it. I asked if I could take it out of the office to read it and he said 'No'. Anyway, I quickly read it and it didn't match our discussion. One thing was that he'd said I was doing really well, but the review said I would only get a three per cent raise. Some weeks later, I heard that he got fired, but I'd already left by then.

67

Media Training Associates was founded in 2000, and since then, we have helped improve the presentation skills of representatives from more than a hundred companies, including many in the FTSE-100.

There are many elements to an interesting presentation but if you can get these three right, then you're well on the way to making a good impression.

Firstly, know your audience. Don't just think about what you want to say – put yourself in their shoes and think about what they'll be interested in hearing.

Don't assume knowledge – if the group

is mixed, try to bring everyone up to speed by including a mixture of old and new facts. Anticipate any areas of conflict or disagreement and try to ensure you have dealt with these.

Secondly, have a clear structure. Three key points to illustrate your theme is ideal, with a strong beginning and ending. Give the audience a map – explain the point of your presentation, give them indications to where you are going and how you are going to get there.

And lastly, visual aids. Visual aids sometimes hinder instead of help. Slides should be kept simple, not packed with information, complicated diagrams, and bullet points. It's amazing how often people's words don't match the information on the slides. The audience ends up confused, and doesn't remember any of it.

68

Er ... good morning and ... er thanks ... er ... for coming. I'm going to tell ... um ... I'm going to tell you about some of our products. Er ... this is the first one. Er ... Croatian olive oil. As you know, it's ... er ... better than olive oil from other countries. And ... er ... we think it will be popular in the rest of Europe because ... er ... it's healthy. Oh ... er ... feel free to ask questions if you want. And I think families will buy it ... er ... for cooking. Er ... and also we have paprenjak cakes ... which um ... are nice too. Thanks for listening. Are there any questions?

69

Good afternoon. It's very nice to be here and to have this opportunity to present some of our traditional Croatian food products to you. I will be talking briefly about our olive oil, and then I will present a Croatian speciality – paprenjak cakes. At the end of my presentation you will get a chance to try the products and I will be glad to take any questions.

...

So this is our olive oil. We all know about the health benefits of olive oil and this olive oil tastes fantastic. The quality is excellent because of the Croatian soil conditions and climate. We can also offer a competitive price, so I'm sure it will do well in Europe.

...

Now let me present a product that you might not know about. These are paprenjak cakes and they're traditional in Croatia. They're made using honey, walnuts and pepper. The combination of sweetness and pepper is delicious and it will definitely be something new and different for people to try.

...

So those are two of our most popular products. Some samples will be coming round now for you to taste. Are there any questions?

## Unit 16

### 70

- 1 I suppose I feel a bit sorry for him. I'm sure he didn't expect it to be such an absolute flop. Everything went wrong from start to finish – it really was a total disaster. I didn't learn anything new and it was just so boring! I wish I hadn't gone. It was a complete waste of time.
- 2 They've worked really hard on this and finally it looks like they've made a significant breakthrough. Everyone is very excited about it and we are sure it's going to be a great success in the not too distant future.
- 3 What an amazing achievement! Nobody thought they'd be able to do it. It's hard to believe they managed to complete such a huge project in only six months. It's a real triumph.

### 71

- Paul** Welcome back, Olli. How was your trip to India?
- Olli** Oh, it could have gone better. If you have a few minutes, I'll fill you in on everything.
- Paul** Sure. So what were your overall impressions?
- Olli** Well, on the whole, I was impressed with the welcome Mr Rahman gave me, but I think we're wasting our time with them.
- Paul** Oh, really? What makes you say that?
- Olli** Well, their factory is incredibly chaotic and old-fashioned – they're still using equipment from twenty years ago. They really need to modernize.
- Paul** It's difficult to believe – they certainly don't give that impression. But at least there are no problems with communication.

**Olli** True, but that doesn't make up for everything else, believe me.

**Paul** I see. This underlines the importance of seeing the operation in place. And did you find out what the problems were with the last consignment?

**Olli** Yes, I managed to pinpoint some problems with the paperwork.

**Paul** So, what's your verdict? Should we continue with them?

**Olli** To tell you the truth, I think we should let the current contract run, and then look for someone else.

**Paul** Well, he won't be happy. What we need to do now is make sure that the rest of the orders are completed.

**Olli** We should focus on improving their systems.

**Paul** Yes, and perhaps review the situation in a couple of months if things improve.

### 72

**Paul** Hi Sandrine. Nice to see you back. How did it go in Vietnam?

**Sandrine** Fine. If you can spare me some time later today, I'll bring you up to date.

**Paul** I'm meeting some of our shop managers this afternoon, but I'm free at the moment – let's talk about it over coffee.

**Sandrine** Sounds great.

**Paul** So, give me an overview.

**Sandrine** Well, I was pleasantly surprised. I think that Mr Tran is an extremely good prospect.

**Paul** I'm glad to hear it. Tell me more.

**Sandrine** Well, the factory is small, but the business is really dynamic and efficient. They use modern equipment and skilled craftsmen – the furniture is of excellent quality. I'm sure that if we gave him the right kind of support, he could become even better.

**Paul** That's good to hear. Any communication problems?

**Sandrine** Well, a few. But with a mixture of French and English we succeeded in understanding each other.

**Paul** Hmm. OK, then. And did you make any other useful contacts?

**Sandrine** Yes. While I was travelling around, I came across some beautiful handicrafts. I made contact with a wholesaler and I've brought back some samples.

**Paul** Good, I look forward to seeing them. This highlights the need to build in time to have a look round.

**Sandrine** I agree. So where does this leave us with Mr Tran?

**Paul** Well, I think the next step is to get him over to visit us and show him our operation.

**Sandrine** Great. I'm going to speak to him in the next few days. I'll invite him then.

**Paul** Good. We need to concentrate particularly on developing our relationship and finding out more about him. Let's invite him over as soon as possible.

### 73

- 1 In general, I prefer to travel by train.
- 2 We mostly operate in the Far East.
- 3 I thought it was an excellent presentation overall.
- 4 Generally speaking, we don't work at weekends.
- 5 On the whole, it was a great trip.
- 6 We mainly communicate in English.
- 7 All in all, I was very happy with the way it went.