



# 6 Guests & visitors

## Learning objectives in this unit

- Talking about business travel
- Welcoming visitors to your place of work
- Making and responding to offers
- Using modal verbs to talk about work regulations

## Case study

- Solving an intercultural problem

## Starting point

- 1 How often do you have business guests or visitors?
- 2 Why do they come to see you?
- 3 How do you entertain them (if at all)?
- 4 How often do you travel for work?
- 5 What do you think of the hospitality you receive when you travel for work?
- 6 How much free time do you have for sightseeing or enjoying yourself?
- 7 Do you prefer being the visitor or the host? Why?

## Working with words | Business travel

1 Read this information from a recent survey of business travellers and answer questions 1–2.

- 1 Are most business travellers positive or negative about business travel?
- 2 How close are the views of the travellers in the survey to your own views?

## Travelling for business – love it or hate it?

Most business travellers (87%) believe that technology such as email and 'virtual' meetings cannot replace face-to-face contact.

Over three-quarters of business travellers enjoy travelling for business (78%). Of these, 66% like the variety, 62% appreciate the opportunity to see the world, and 51% enjoy experiencing a new culture. But only 8% say it makes them feel important.

Of those who don't enjoy travelling for business – 58% find it tiring and stressful, 55% say it affects their personal life, 46% don't like being away from home, and 32% just find it boring. Almost a third of business travellers (30%) have experienced a cancellation, a missed flight, or a delay.



2 25, 26▷ Seville is an important destination for business travellers. It hosts many conferences and exhibitions. The local chamber of commerce is doing a survey at the airport to find out why business travellers come to Seville. Listen to two interviews and complete this table.

Traveller 1

Traveller 2

Reason for visit

Where they are staying

Plans (professional / personal)

**3 25▶ Listen again. Match the words from the list to definitions 1–10.**

conference entertainment exhibition excursion venue  
facilities hospitality nightlife sightseeing speciality

- 1 visiting interesting buildings and places as a tourist: \_\_\_\_\_
- 2 a large meeting where people with the same work or interests come together: \_\_\_\_\_
- 3 the place where a conference or a big event is held: \_\_\_\_\_
- 4 space, equipment, and services provided (e.g. by a hotel): \_\_\_\_\_
- 5 friendly and welcoming behaviour to guests: \_\_\_\_\_
- 6 a type of food or product that a restaurant or place is famous for: \_\_\_\_\_
- 7 things to do in the evening (e.g. bars, restaurants, etc.): \_\_\_\_\_
- 8 somewhere you go to see different products or works of art: \_\_\_\_\_
- 9 a short, organized trip made for interest or pleasure: \_\_\_\_\_
- 10 activities which people do for fun and relaxation: \_\_\_\_\_

**4 Work with a partner. Cover up your answers in 3 and take turns to test each other with the definitions.**

**5 26▶ Listen again. Match a word from A to a word or phrase from B to make a new phrase. Then match each new phrase to pictures a–h.**

A	B				
freshen	out				
pick	around				
look	(someone) off				
check	up				
meet	(someone) up				
show	in				
drop	up with				
eat	(someone) around				

» For more exercises, go to Practice file 6 on page 112.

**6 Work with a partner. Two visitors are coming to speak at a conference in your nearest city. You have to look after both of them. Use the information below to create a plan for their visit. Decide what will happen (and when) from the time you pick them up from the airport. Use words and phrases from 3 and 5.**

	Visitor A	Visitor B
Arrival	Friday 16.30	Friday 10.30
Time of presentation	Saturday 9.30–11.00	Saturday 11.30–13.00
Departure	Saturday 16.30	Saturday 15.00
Preferences / requests	<ul style="list-style-type: none"> <li>wants to see conference venue and facilities on Friday</li> <li>wants an early night on Friday</li> <li>likes traditional food</li> <li>wants to see the city</li> </ul>	<ul style="list-style-type: none"> <li>needs one hour on Saturday to prepare / set up presentation</li> <li>likes lively evening entertainment</li> <li>wants to see the city</li> <li>wants to go shopping</li> </ul>

**Tip | travel, trip, and journey**  
*Travel* is mainly used as a verb.  
 I like to **travel** by train.  
 There are some exceptions:  
*business travel, travel arrangements, and travel agents.*  
 Don't say:  
*Did you have a good travel?*  
 Do say:  
*Did you have a good **journey** / **trip** / **flight**?*  
*Journey* is the period spent travelling to your destination.  
*Trip* is a short visit with a specific purpose (e.g. a *business trip*).

## Socializing | Welcoming visitors



- 1 When someone comes to visit your place of work, what do you show them? Are there any areas which are 'off-limits' (private or secret)?
- 2 27▷ Jacinta Ross works for HYB Electronics. She meets Marvin Bernstein at reception. He is visiting the company for the day. Listen to their conversation and complete the agenda for Marvin's visit.

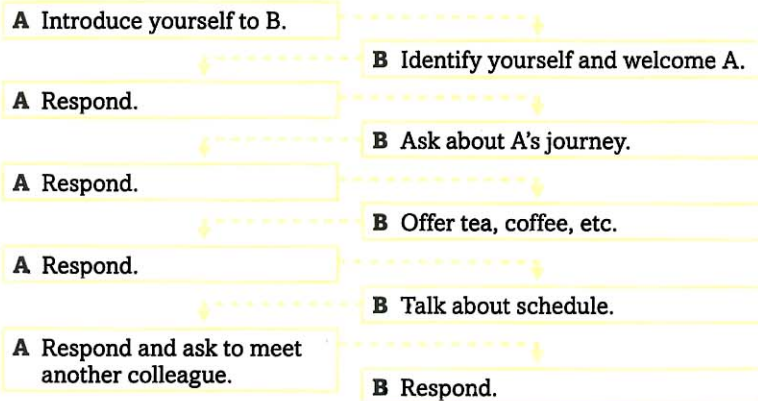
**Agenda for Marvin Bernstein's visit to HYB Electronics**  
Monday 2 October

Morning:
Lunchtime:
Afternoon:

- 3 27▷ Listen again and complete these phrases that Jacinta uses.
  - 1 \_\_\_\_\_ our new facility.
  - 2 It's nice to \_\_\_\_\_ in person.
  - 3 So, how was \_\_\_\_\_?
  - 4 And did you have \_\_\_\_\_ finding us?
  - 5 Here, \_\_\_\_\_ your coat.
  - 6 Can I \_\_\_\_\_ a coffee?
  - 7 OK. Come this way and I'll \_\_\_\_\_ today's programme.
  - 8 So, first of all, I \_\_\_\_\_ join a tour of the facility this morning.
  - 9 Then, \_\_\_\_\_ at lunchtime.
  - 10 He's introducing the tour this morning, but \_\_\_\_\_ to meet up with him over lunch.
  - 11 You'll need this ID card to get around the site. \_\_\_\_\_ you keep it on you at all times.
  - 12 Yes, \_\_\_\_\_ that. I'll clear it with Facilities.
- 4 Work with a partner. Match these responses to phrases 1–8 in 3.
 

a Likewise. _____	e Yes, please. Black, no sugar. _____
b Thank you. _____	f I'll hang onto it, thanks. _____
c OK. _____	g Not really, it was easy. _____
d That sounds interesting. _____	h It was fine, thanks. _____

**5** Work with a partner. Have a conversation with a visitor to your place of work using this flow chart. Student A is the visitor and Student B is the host. When you have finished, change roles.



**6** Work with a partner. Imagine you are welcoming a new person to the class today. Have a short conversation about their journey to the office / classroom and go through the schedule for the lesson.

**7** 28▶ It is the start of the tour. Listen to this welcome speech and answer questions 1–3.

- Who is Dilip Patel?
- How is the day organized?
- What piece of advice does Dilip give the visitors?

**8** 28▶ Dilip's speech is more formal than Jacinta's conversation with Marvin. Listen again and find formal equivalents to these phrases.

- Welcome to ...: \_\_\_\_\_
- You'll get a chance to ...: \_\_\_\_\_
- Remember ...: \_\_\_\_\_
- Make sure you ...: \_\_\_\_\_

» For more exercises, go to Practice file 6 on page 112.

**9** Work in small groups. Prepare and give a short welcome speech to a group of first-time visitors to your place of work or study.

📎 » Interactive Workbook » Email

## Key expressions

### Welcoming

Welcome to ...  
It's nice to meet you in person.  
Likewise.  
Good morning. / Good afternoon.  
On behalf of ...  
It gives me great pleasure to welcome you to ...

### Asking about a journey

How was your journey?  
Did you have any trouble finding us?

### Being hospitable

Can I get you a coffee?  
Let me take your coat.  
Have a seat.

### Explaining the programme

Let me run through / go over today's programme.  
First of all, I thought you could ...  
We'll catch up again later / at ...  
You will have the opportunity to ...  
You'll get a chance to ...  
We're going to begin with ...

### Giving extra information

Make sure you ...  
Please be sure to ...  
Don't worry about (+ noun / -ing) ...  
Can I remind you that ...  
For your own safety, ...

### Ending

Before I hand over to ...  
May I wish you all an enjoyable visit.

📎 » Interactive Workbook  
» Phrasebank

## Practically speaking | How to make and respond to offers

**1** Which of these offers are more / less formal?

- |                           |                          |
|---------------------------|--------------------------|
| 1 Would you like a drink? | 3 Do you fancy a drink?  |
| 2 Do you want a drink?    | 4 Can I get you a drink? |

**2** 29▶ Complete these responses to the offers in 1 with words from the list. Then listen to six conversations and check your answers.

would sounds fine time love please

- |                                      |                                  |
|--------------------------------------|----------------------------------|
| 1 No thanks, I'm _____.              | 4 A drink _____ good.            |
| 2 That _____ be great, thanks.       | 5 I'd _____ one.                 |
| 3 Yes, _____ A coffee would be nice. | 6 I'm afraid I don't have _____. |

**3** One of you is the host and the other is the guest. Decide if the guest is: your boss, a colleague, a visitor you haven't met before, or a regular visitor to your company. Offer your guest these things then change roles.

- dinner this evening
- a quick tour of the plant
- lunch in the canteen

## Tip | catch up

Catch up has several meanings. Used with *with*, catch up means see someone again.

We'll **catch up** (with each other) later.

Used with *on*, catch up means to get back on schedule with work.

I'm working late this evening as I have a lot of work **to catch up on**.

## Language at work | Obligation, necessity, and prohibition

**1** 30▷ Aruna Singh is showing visitors around her company. Listen and answer questions 1–3.

- 1 What happens in the clean room?
- 2 What is the biggest enemy?
- 3 What are the rules about
  - a clothing?
  - b jewellery?

**2** 30▷ Listen again and complete this table.

necessary	not necessary	against the rules
<i>room is dust-free</i>		

**3** Put sentences and questions a–h below into categories 1–6.

- 1 Talking about a prohibition: \_\_\_\_\_
  - 2 Talking about necessities / obligations: \_\_\_\_\_
  - 3 Talking about an absence of obligation or necessity: \_\_\_\_\_
  - 4 Asking if there is a prohibition: \_\_\_\_\_
  - 5 Asking if something is necessary: \_\_\_\_\_
  - 6 Talking about a rule that is not very strict: \_\_\_\_\_
- a Everyone **has to** wear a special overall.
  - b **Do we have to** get undressed?
  - c No, you **don't need to** worry.
  - d You **don't have to** undress.
  - e You **mustn't** wear any natural fibres.
  - f You're **not supposed to** wear jewellery.
  - g We **need to** follow a very strict procedure.
  - h **Are we allowed to** go inside?

»» For more information and exercises, go to Practice file 6 on page 113.

**4** Work with a partner. Finish these sentences so that they are true for you.

- In my organization we have to ...
- Luckily, we don't have to ...
- At work we're not supposed to ...
- Where I work no one is allowed to ...
- If you work here, you mustn't ...

**5** Work with a partner. One of you is welcoming a new colleague to your place of work. Tell him / her about the rules you have to follow. The other should ask questions about the rules. Talk about

- taking breaks
- phone and Internet for private use
- identification and security
- health and safety
- what to do about receiving guests on site
- car parking
- leaving PCs on overnight
- any other rules you can think of.

### Tip | Softening rules and regulations

Use *supposed to* to talk about a rule which is often broken, or to make the rule you give sound 'softer'.

*We're not supposed to eat or drink in the computer room, but often we're so busy that we have a sandwich while we're working.*

## Solving an intercultural problem

### Background

# AKA telecommunications in India

AKA is a Swedish software technology and design company. They create products and services for the computer and telecommunications industries. Six months ago they started work on a major project with an Indian software developer based in Bangalore. A number of project managers from Sweden, some of them women, relocated to India to manage the different parts of the project. They are working with local managers, and software designers and engineers.

Since the Swedish managers arrived, things have not gone as well as AKA hoped. The standard of work is very high, but the project is

behind schedule, and several important delivery dates have been missed. Also, the relationship between the Swedish managers and their Indian teams is getting worse. Meetings to review progress and make decisions are often very long, and the outcome is not always clear. There have also been some communication problems, even though everyone speaks 'good' English.

The Swedes now see their Indian colleagues as disorganized, inefficient and unwilling to take responsibility. The Indians think the Swedes are too informal and relaxed at work, don't say what they want, and are unable to make decisions.

### Discussion

- 1 Make a list of the main problems. What are possible reasons for these problems?
- 2 How could management improve the situation?
- 3 If you were relocated to a different country to work on a joint venture, how would you prepare yourself?
- 4 Imagine someone from a different cultural background comes to work for your company for a year. How would you explain your work culture? Think about: dress code, hierarchy and status, attitudes towards time and deadlines, the working day, attitudes towards meetings and communications at work, etiquette / politeness (e.g. using first or last names).

### Task

You and your partner work for two companies involved in a joint venture in the same situation as AKA and their Indian partner. Student A, you are the Human Resources Director of the Swedish company and Student B, you are the Human Resources Director of the Indian company. Try to find out the reasons for the problems with the joint project and work together to make some recommendations as to how the situation could be improved.

- 1 You have each received a number of complaints from your own employees about the current situation. Have a meeting to find out why things are going wrong. Student A, turn to File 10 on page 137. Student B, turn to File 17 on page 139. Make a list of the issues to resolve.
- 2 Work with your partner and discuss how to deal with each issue in 1.  
*Example: We could ask the Swedish managers to send a memo out saying they would appreciate punctuality at meetings. / We could advise Swedish managers to get someone to call them once everyone has gathered for a meeting.*
- 3 Work together. Look at the suggestions in File 15 on page 138. Discuss the pros and cons of each suggestion then choose one to recommend to the management of the joint venture (Swedish and Indian). Present your choice, giving reasons, to another group.

## The Expert View

National culture is patterns of behaviour and attitudes that are learned and shared among a group. Problems between people from different cultures can occur because of their different responses to particular situations. For example, some cultures value personal relationships more than the rule of the law; others believe regulations must be obeyed, independent of friends or family. To deal with intercultural problems you need to understand your own culture, be sensitive to other people's behaviour and attitudes, and be interested in other people's viewpoints.

Dr Michael Dickmann, Senior Lecturer,  
Director MSc International HRM  
Cranfield School of Management

## File 07 | Unit 5

Case study, Task, Exercise 1, page 35

### Student A

1 You are the hotel manager. Read some more reviews from recent customers.

#### Customer feedback

'The customer service is a well deserved 1 star!!'

'When we eventually arrived at the hotel after bad directions the Duty Manager was really rude to my wife as I was parking the car.'

'The TV stopped working on the first day and although they promised to fix it, nothing happened.'

'The staff, on the whole, I am sorry to say, were very abrupt and were most definitely not trained in customer service.'

2 Call Student B who works for a business consultancy.

- Explain that you are calling to ask for some help. You want to improve your customer reviews.
- You would like the hotel to have an image that would attract business people wanting to relax and take a break from their busy lives.
- This is high season and staff are all very busy, but you usually have some time free on Monday mornings and you have a half day off on Wednesday afternoons.

## File 08 | Unit 7

Business communication skills, Exercise 5, page 45

### Student A

Read this email, make notes, then update your partner.

To: All administrators  
From: Head of Administration  
Subject: New security measures

As many of you are aware, we've recently been having a number of problems with the underground car park. In one case, an employee had her bag stolen from her car. As a result, we've decided to install CCTV in all parts of the car park and in the corridors around the offices.

By the end of the month, you will see these cameras around the building. The cameras are connected to TV screens at reception.

## File 09 | Unit 12

Starting point, Exercise 1, page 72

- |                             |                              |
|-----------------------------|------------------------------|
| 1 / 2 vacuum cleaner (1901) | 4 photocopier (1938)         |
| 1 / 2 instant coffee (1901) | 5 Velcro (1948)              |
| 3 parking meter (1935)      | 6 handheld calculator (1966) |

## File 10 | Unit 6

Case study, Task, Exercise 1, page 41

### Student A

You are the Human Resources Director of a Swedish company that is working closely with an Indian company on a joint venture in India. Many of your staff are now based in India. You are meeting with your Indian colleague. You have both received complaints from your own employees working on the project in India.

- 1 Read through the information below before you begin.
- 2 Take turns to exchange information. Tell your partner about a problem below that your Swedish employees are having. Your partner will try to explain why. Then your partner will tell you a problem his / her Indian employees are having. Use the 'Business etiquette' information below to explain the possible reasons for the problems.

### Problems reported by Swedish employees

'My local Indian team members are always late for meetings. It's such a waste of my time having to wait so long for our meetings to start.'

'No wonder we are missing deadlines – my Indian colleagues take really long lunches – I hardly leave my desk all day! And I start work earlier.'

'My colleague never finishes a job when she says she will – I'm finding it really hard to plan my own workload.'

'The managers that report to me never consult me – they often just ask their staff to do things that are not in the best interests of the project.'

## Sweden – Business etiquette

**The working day:** The working day often starts early, at 8.00 a.m. or earlier, and lunch is often only a half-hour break at around midday.

**Concept of time:** Arriving at meetings on time and starting them promptly are very important. If you are going to be late for any reason you must phone and let someone know. Being late is seen as poor etiquette.

**Communication styles:** Swedish communication style is direct and open – people say what they think. This can seem rude but is not meant to be so.

**Status and hierarchy:** Equality is an important social value in Sweden. Swedes like to establish relationships on an informal level and at work they usually address everyone by his / her first name.

## File 11 | Unit 2

Case study, Task, Exercise 2, page 17

### Group B

You are working on the launch party event.

#### Your responsibilities:

- Booking the DJs and other acts.
- Organizing the special events, such as ethical clothing and make-up displays.
- Ordering all the food and drink for the event.
- Hiring and training staff.

**Your progress:** You have started booking people and so far the response is good. You have found local suppliers for most of the food and drink. You have advertised for staff and have a number of candidates. You need to interview candidates, hire them, and set up a training day.

**Problems:** The famous DJ you booked is no longer available. You have found a replacement but he is asking a lot of money which will take you over budget. You still need to find a supplier of organic beer.

## File 12 | Unit 4

Case study, Task, Exercise 2, page 29

### Student B

Summarize these results for your partner. Do not read out the figures, but compare the results of last year and this year.

*Example: The number of staff arriving late is a great deal higher than ...*

	Last year	This year
% of staff arriving late	53	87
% of staff doing flexitime	33	55
% of staff unable to find alternative parking (within walking distance of the company)	43	44

## File 13 | Unit 5

Case study, Task, Exercise 1, page 35

### Student B

You work for a business consultancy. Student A calls you. Ask for more information.

- What sort of reviews has the hotel received? What are the main problems?
- What sort of image does the hotel want to project?
- Arrange to visit the hotel. You are free on Thursday and Friday this week or Tuesday and Wednesday next week.

## File 14 | Unit 5

Business communication skills, Exercise 3, page 32

### Student B

You are the facilities manager for a chain of hotels in Croatia. Call your partner to ask about the services they offer. Ask if a visit is possible. Give this information to your partner.

- A chain of 3-star and 4-star hotels near the beach.
- One of the 3-star hotels has a fitness gym which is fifteen years old. You want to update that one and have new gym facilities in your other hotels.
- You have one 4-star hotel and three 3-star hotels.
- You have a comfortable amount set aside for installing these facilities.

## File 15 | Unit 6

Case study, Task, Exercise 3, page 41

- 1 Have a film made showing day-to-day business and the lives of employees in the Swedish company and day-to-day business and lives of employees in the Indian company. It would include interviews with staff describing what they do and how they go about their jobs. Show this to all employees.
- 2 Set up a virtual chat room so that colleagues can communicate anonymously with each other to air their problems, find out what the reasons might be, and to share thoughts about their own cultures.
- 3 Get an external trainer to run a training course for Swedish and Indian managers about how to raise intercultural awareness. The course includes role-plays and language training.
- 4 Have a 'culture sharing meal / day' where Swedish and Indian colleagues spend a part of the day sharing their cultural background with each other over Indian and Swedish food.
- 5 Bring Indian managers to Sweden for a visit to observe how Swedish employees go about their day-to-day business. These managers would then report their observations to their Indian employees.

## File 16 | Unit 16

Case study, Task, Exercise 1, page 101

### Student A

**Mission:** Face-to-face market research in local supermarket. Get customers to taste the tea.

**Result:** Not good because

- some customers don't ever drink tea
- other customers like the taste but think the price is too high
- many customers have never seen this brand in the supermarket before.

**Conclusion:** Need to persuade supermarkets to make tea more prominent on the shelves. Offer special deals.



## File 17 | Unit 6

Case study, Task, Exercise 1, page 41

### Student B

You are the Human Resources Director of an Indian company that is working closely with a Swedish company on a joint venture in India. Many of your staff are now managed by Swedish managers. You have received this file of comments from your Indian employees. You are meeting with your Swedish colleague who has also received comments from their Swedish employees.

- 1 Read through the information below before you begin.
- 2 Take turns to exchange information. Your partner will tell you about a problem his / her Swedish employees are having. Use the 'Business etiquette' information below to explain the possible reasons for the problems. Tell your partner about a problem that your Indian employees are having. Your partner will try to explain why.

### Problems reported by Indian employees

'My manager is very rude at the start of meetings – we don't get an opportunity to greet our colleagues properly and make small talk.'

'My Swedish colleagues would rather work than join us for lunch.'

'My Swedish colleagues are rude sometimes – they say things like: "This is not as good as your last report."'

'My Swedish colleagues address me by my first name in front of my Indian team who I have been managing for many years. This is terrible.'

### India – Business etiquette

**The working day:** Breakfast meetings are not common. The working day usually begins around 9.30 – 10.00 a.m. Business lunches are often quite long – 90 minutes is not uncommon.

**Concept of time:** Levels of speed, efficiency and punctuality will be different from those in the West: if someone promises to meet you in ten minutes, expect arrival in twenty.

**Communication styles:** Indians often over-promise because they want to please: admitting a job is difficult to get done is often considered rude or weak.

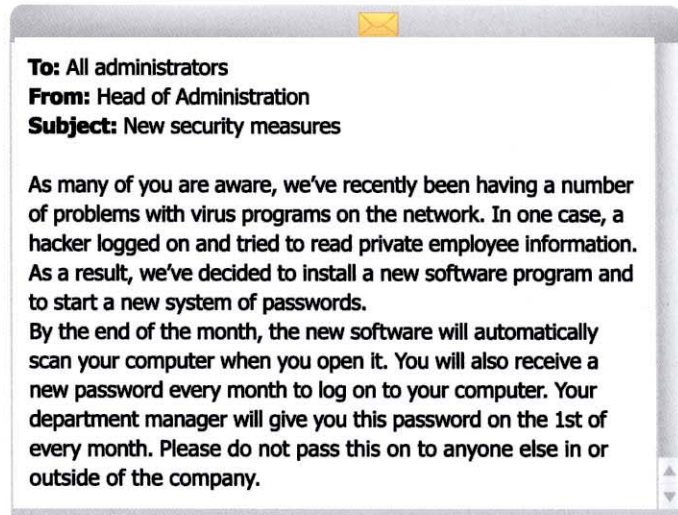
**Status and hierarchy:** Managers are expected to 'manage'. This includes making key decisions, often with little or no consultation, and telling subordinates what to do.

## File 18 | Unit 7

Business communication skills, Exercise 5, page 45

### Student B

Read this email, make notes, then update your partner.



## File 19 | Unit 8

Business communication skills, Exercise 6, page 51

### Student A

You are responsible for the organization of office space. This is a difficult topic because

- more people are working in less space
- there are fewer individual offices.

Your plans are to

- hold a meeting with staff in existing departments
- explain the situation and ask for their views.

By the end of the month: hope to have a lot of recommendations

Next month: brief office fitters and choose furniture

In two months' time: be ready for move

- 1 Tell your partner what you are working on, how you expect it to go, and describe your plans.
- 2 Your partner will describe his / her plans for the project he / she is working on.