



14 Time

Learning objectives in this unit

- Talking about managing time
- Speculating and discussing consequences using conditional sentences
- Talking about time
- Negotiating conditions

Case study

- Negotiating new schedules

Starting point

- 1 'There is never enough time in the day.' Do you agree with this?
- 2 Are these sentences always, sometimes, or never true for you?
'I organize my working time well.'
'I have a lot of interruptions at work.'
'When I have important work to do, I finish it on time.'
- 3 How do you feel about people who are always late or early?

Working with words | Managing time

1 Look at questions 1–3 and answer them. Then work with a partner and discuss your answers.

- 1 What percentage of workers read email while speaking on the phone?
a a third b more than half c more than three quarters
- 2 'Multitasking' means doing more than one job at the same time, e.g. writing an email and answering the phone. Does it allow you to work more quickly?
a Yes b No c Sometimes
- 3 What's the worst thing about people who multitask?
a They don't really listen. b They make lots of mistakes.
c They think they're the best.

2 Read the text and compare your answers.

Multitasking: time-waster or time-saver?

On the other end of the phone, you hear the sound of fingers on a keyboard. During a Monday department meeting, a colleague has his head down, **planning his schedule** for the week. At home, your husband or wife is answering emails while helping the children with their homework.

We have all learnt to multitask because we feel we don't **have enough time** to get everything done. 45% of workers feel they are asked to work on too many tasks at once, according to a study by the Families and Work Institute. Another survey by ComPsych, a provider of employee assistance programmes, reports that 54% of workers **spend time** reading email while on the phone and 11% make to-do lists during meetings.

We all have to **meet deadlines**, but is multitasking really the solution for finishing everything **on time**? Not really, if you believe the scientists. We think we **save time** by doing two tasks at once, but studies show that the brain is less efficient when performing similar tasks, such as reading and listening. And each time we switch to another task, we have to **allow time** for our brains to adapt to the new situation.

Perhaps the worst thing about people who multitask is the feeling that they are only giving you half an ear. So next time you ask a caller to repeat something because you are reading your emails and not listening to him or her, just remember one thing: you're **wasting time**, both yours and the caller's.

3 Work with a partner. Look at these sentences about managing time. Choose the correct answer from the words in *italics*, using the words and phrases in bold in the text to help you.

- 1 If you *waste* / *save* time on something, you don't use your time well.
- 2 Before you *plan* / *meet* your schedule, you need to know the deadline.
- 3 When preparing a presentation, you should *allow* / *spend* time to practise it.
- 4 If there's *on* / *enough* time to do everything, you'll meet your *deadline* / *task*.

4 Make similar sentences with these expressions.

- 1 save time
- 2 spend time
- 3 on time

5 Work with a partner. Give advice on how to run a successful meeting, using the vocabulary in **3**.

6 Read this advice on how to run a successful meeting and complete the sentences with a suitable word or phrase. How do these ideas compare with yours in **5**?

- 1 _____ your meeting in advance, so you know exactly what subjects you want to cover.
- 2 Don't wait until the meeting starts to tell participants the agenda. _____ time by sending it to them in advance.
- 3 Start your meeting _____.
- 4 _____ time getting everybody's opinions on the different subjects.
- 5 For each subject, decide who will take the necessary action and what the _____ is.
- 6 Don't _____ time talking about subjects that aren't on the agenda. But _____ a few minutes at the end to discuss these points briefly.
- 7 If you don't have _____ to discuss all the important subjects, agree on a date for a new meeting.

» For more exercises, go to **Practice file 14** on page 128.

7 Work with a partner. Discuss what problems you have with time management, using the ideas below to help you. What could you do to solve the problems?

- meeting deadlines
- getting to work on time
- planning your schedule for each day
- multitasking
- being interrupted by the phone or email

» Interactive Workbook » Glossary

Tip | enough

We use *enough* before nouns, but after adjectives.

We don't have **enough** time.
The meeting wasn't long **enough**.

Language at work | Second conditional

1 63▶ Silvia has just returned to Argentina after working on a project in New York for three months. Listen and answer the questions.

- 1 Did she enjoy her time in the USA?
- 2 Would she like to work there?

2 63▶ Listen again and underline the words in *italics* you hear.

- 1 *I'll / I'd* go crazy if I *lived / live* in the USA.
- 2 What *would / will* you do if they *offer / offered* you a job there?
- 3 If it *is / was* only for a year or two, I *would / might* say 'yes'.
- 4 If they *want / wanted* me for longer, I *wouldn't / won't* accept it.

3 Look at these two conditional sentences and complete the rules.

If they gave me a promotion, I wouldn't leave. (second conditional)

If they give me a promotion, I won't leave. (first conditional)

- 1 The _____ is used to talk about something which is probable and its result (they will probably give her a promotion).
- 2 The _____ is used to talk about something which is less probable and its result (they probably won't give her a promotion).
- 3 We form the second conditional with *If + _____, would + _____.*

4 Look at the sentences in **2** again. What do we use instead of *would* when we are unsure of the result?

5 Complete the questions in the second conditional with the correct form of the verbs in brackets.

- 1 If _____ (you / have) the chance to work in another country, which country _____ (you / choose)?
- 2 How _____ (you / feel) if _____ (your boss / ask) you to work at weekends?
- 3 If _____ (you / can) study full-time for a year, what subject _____ (interest) you most?
- 4 If _____ (there / be) an extra hour in your working day, how _____ (you / spend) it?
- 5 _____ (you / be) happier if _____ (mobile phones / not exist)?
- 6 If you _____ (not / have) a clock or watch to see the time at work, _____ (it / be) a problem for you?

6 Work with a partner. Ask and answer the questions in **5**.

Example: A If you had the chance to work in another country, which country would you choose?

B I don't know, but I might choose China. What about you?

A I think I'd go to Vietnam.

» For more information and exercises, go to **Practice file 14** on page 129.



- 7** Read the text. Then work with a partner and answer the questions.
- 1 Do you think people in your country live on 'event time' or 'clock time'?
 - 2 Would you like to live in a country with a different time culture to yours?

The idea of time

The social psychologist Robert Levine, who has spent years studying people's ideas about time, says that cultures can be divided into those which live on 'event time', where events are allowed to dictate people's schedules, and those which live on 'clock time', where people's schedules dictate events. People who live on 'clock time' are more punctual than those who do not, and their countries tend to be more successful economically – if perhaps less fun at night – than those which live on 'event time'.



- 8** Work with a partner. Do you live on 'event time' or 'clock time'? Student A, turn to File 27 on page 141. Student B, turn to File 48 on page 145. Then turn to File 57 on page 146 for the answers.

Practically speaking | How to use time expressions

- 1** 64▶ Listen to two conversations about deadlines. In each conversation, what do they have to do?
- 2** 64▶ Listen again and match 1–7 to a–g.
- | | |
|----------------|------------------------|
| 1 by ___ | a away |
| 2 within ___ | b as possible |
| 3 before ___ | c have time |
| 4 as soon ___ | d Monday |
| 5 right ___ | e the end of next week |
| 6 on ___ | f a week |
| 7 when you ___ | g Friday |
- 3** Look again at the phrases in 2. Which two phrases do not give a specific deadline? Today is Wednesday. Put the other phrases in the right order, from the most to the least urgent.
- 4** Work with a partner. Take turns to ask for the things in 1–6, using the words in brackets.
- Example: Can you give me an answer within two days?*
- 1 Today is 13th April. You want an answer by 15th April. (within)
 - 2 It's 9.00 a.m. You want to receive the report today. (by)
 - 3 You want confirmation of the meeting before Friday evening. (end)
 - 4 It's 3rd December. You want the budget figures within four weeks. (before)
 - 5 It's Friday. You want to see the new product now! (right)
 - 6 Today is Tuesday. You want to have a meeting the day after tomorrow. (on)

Business communication | Negotiating conditions

- 1 65** ▶ Hans-Peter Berg works for a machine tool manufacturer. He receives a phone call from one of his foreign suppliers, Luca Peretti. Listen and complete the information.

Problem: _____

First solution: _____

Disadvantage of first solution: _____

Second solution: _____

Who will pay? _____

- 2 65** ▶ Match 1–10 with a–j to make complete sentences from the listening. Then listen again and check your answers.

- | | |
|-------------------------------|---|
| 1 We have a problem ____ | a ... be possible. |
| 2 Basically, ____ | b ... pay the extra cost? |
| 3 Would it be OK ____ | c ... with delivery. |
| 4 Yes, that would ____ | d ... we've got a lorry drivers' strike. |
| 5 What if ____ | e ... get the parts to the factory on time. |
| 6 Could you ____ | f ... be acceptable. |
| 7 I think we ____ | g ... we transported them by train to the border? |
| 8 That would allow us to ____ | h ... send a lorry to pick them up? |
| 9 Would you agree to ____ | i ... if we sent them by train? |
| 10 Sorry, that wouldn't ____ | j ... could do that. |

- 3** Which phrases in 2 are used to

- 1 introduce the problem? ____, ____
- 2 propose solutions? ____, ____
- 3 describe the consequences of a solution? ____, ____
- 4 ask if someone can do something for you? ____, ____
- 5 agree to a solution? ____, ____
- 6 reject a solution? ____

- 4** Work with a partner. Student A is a supplier of computer processors. Student B is a computer manufacturer. Have a phone conversation, using the notes below.

A Describe problem: processor ordered (Version 2.1) not in stock. Propose solution: send version 2.2.

B Accept solution. Ask if A can send it by end of this week.

A Reject proposal. Give reason: final tests on Version 2.2. No stock until next week.

B Propose solution: delivery by Friday of next week if same price as Version 2.1 (\$30).

A Reject proposal. Propose unit price of \$40 for Version 2.2 (normally \$50).

B Accept or reject proposal.

» For more exercises, go to **Practice file 14** on page 128.

- 5** Work with a partner. Have a phone conversation to negotiate new conditions for an order which has been placed. Student A, turn to File 28 on page 141. Student B, turn to File 49 on page 145.

» Interactive Workbook » Email and » Exercises and Tests

Key expressions

Describing the problem

There's / We have a problem with ...

Basically, ...

Negotiating conditions

What if we did X?

Would you agree to do Y?

Could you do Y?

Would it be OK if ...?

Responding

Yes, that would be possible.

I think we could do that.

Sorry, that wouldn't be acceptable.

Describing advantages

That would allow us / you to ...

» Interactive Workbook
» Phrasebank

Negotiating new schedules

Background

The world's tallest (unfinished) building

The Ryugyong Hotel in North Korea has 105 floors, making it the largest building in the country and one of the tallest in the world. However, more than 20 years after construction began, it was still unfinished.

Started in 1987, the Ryugyong's 3,000 rooms and seven revolving restaurants were scheduled to open in June 1989 for the World

Festival of Youth and Students, but problems with building methods and materials delayed it.

Building work stopped in 1992. In recent years, the North Korean government has tried to invite foreign investment of US\$300 million to improve and finish the hotel. However, the final cost could be more if it has to be rebuilt due to structural problems.

Discussion

- 1 Why is the hotel still not finished today?
- 2 Why is it so difficult to meet deadlines in the construction industry?
- 3 Why are projects like these often much more expensive than planned?

Task

Phoenix Office Design constructs and designs office buildings. Phoenix constructs the outside of the building, but subcontracts all the interior work to Metropolis Construction. Today is Monday 24 September. Phoenix is having problems with the building of the roof and the site needs to be closed for at least a month before work can start again.

- 1 Look at the Gantt chart showing the project schedule for today.

PHOENIX OFFICE DESIGN Client: Odenza. Delivery deadline: 31 December						
	July	August	September	October	November	December
External walls*	■	■	■	■		
Roof*			■	■		
Internal walls#				■	■	
Plumbing#					■	■
Electricity#					■	■
Floors#						■
Decoration#						■

- 2 Work with a partner. Use the Gantt chart above to plan a new construction schedule. Turn to File 30 on page 141 for more information.
- 3 Work with a different partner. Student A, turn to File 23 on page 139. Student B, turn to File 50 on page 145. Then negotiate the conditions of the new schedule, including the extra costs.



Case study

File 18 | Unit 9

Case study, Task, Exercise 1, page 59

Student A

These are the ideas that you have for promoting the 3C card and their costs.

- Adverts on a search engine popular with young users. Advert appears when you type 'cool', 'money', or 'cash'. €100,000
- Adverts on a (legal) music download site. When the page opens, the image of the 3C card 'floats' across the screen. €70,000
- Adverts on a popular IM (instant messaging) service between 5.00 p.m. and 11.00 p.m. €100,000
- Interview with a young manager from your bank on a late-night TV programme about money issues for young people. €40,000

File 19 | Unit 10

Business communication, Exercise 6, page 64

Student A

You work for a green office cleaning company. Give a presentation to Student B about your service, using the notes below.

Advantages of using a green cleaning company

- improves working conditions of staff – cleaning products non-toxic
- receive personalized service – same team are always sent
- creates green image of company – environmentally friendly products are used
- helps local industries – small company

File 20 | Unit 10

Case study, Task, Exercise 1, page 65

Group A

Your issue is transport. You think that employees should be encouraged to reduce their use of private cars and air travel by 40%. These are some of the measures your company could take:

- carpooling – *how? when?*
- using hybrid cars – *who? how? cost?*
- having incentives for using public transport – *what? cost?*
- reducing number of business trips – *how? alternative?*

File 21 | Unit 11

Case study, Task, Exercise 1, page 71

Group A

Italian experience

Guests travel to Italy to spend a cultural weekend in the beautiful city of Verona. They spend two nights at the luxury five-star Hotel Baglioni and go out for a traditional seafood dinner the first evening. The next morning is spent following the Romeo and Juliet trail before travelling to the ancient Roman amphitheatre to watch Verdi's opera *Nabucco* in the evening.

File 22 | Unit 12

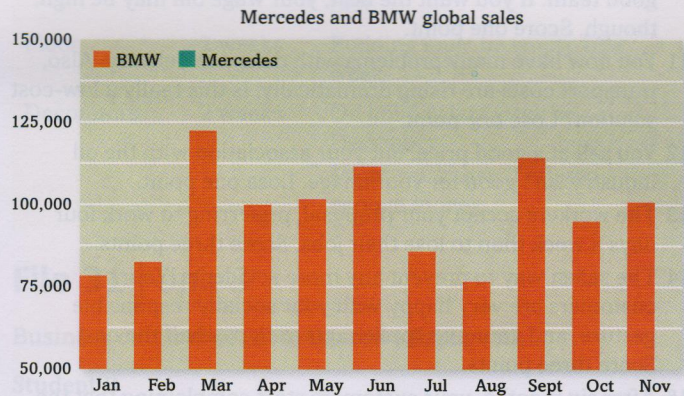
Business communication, Exercise 6, page 76

Student A

- 1 Describe BMW's sales. Your partner will mark them on his / her graph.

Example: In January, sales were just over 75,000. In February, they rose to about ...

- 2 Listen to your partner's description of Mercedes' sales, and mark them on your graph.



File 23 | Unit 14

Case study, Task, Exercise 3, page 89

Student A

You are the Project Manager for Phoenix Office Design. If you don't meet the deadline of 31 December, you will have to pay your client Odensa \$1,000 for each day that construction is delayed. Your objective is to try and limit your extra costs.

File 27 | Unit 14

Language at work, Exercise 8, page 87

Student A

- 1 Read the questions below and answer them for yourself.
 - 2 Ask your partner the same questions, starting with *If...*
Example: If you wanted to call a colleague at home, what would be the latest possible time to phone: 9.00 p.m., 10.30 p.m., or it doesn't matter?
 - 3 Compare your answers and say why they are the same or different.
 - 4 Check your score in File 57 on page 146.
- 1 Imagine you want to call a colleague at home. What's the latest possible time you would phone?
a 9.00 p.m.? b 10.30 p.m.? c it doesn't matter?
 - 2 Imagine a customer asks you for a quotation by the end of the week. When would you email it?
a Thursday? b Friday? c when you find the time?
 - 3 Imagine you're in a meeting which started at 9.00 a.m. It's now 1.00 p.m. Would you
a suggest stopping for lunch?
b look at your watch every five minutes?
c not worry about it?
 - 4 Imagine your friends and family advise you to slow down and work less. Would you
a say it's not possible because there's too much to do?
b try to follow their advice?
c say you're surprised – your work isn't stressful at all?

File 28 | Unit 14

Business communication, Exercise 5, page 88

Student A

You work for Sigma Supplies. You have asked Pixel Printing to print your new catalogue for next year, but you now want to change the details of the order. Phone the company, explain the situation, and negotiate the new conditions.

	Original order	You now want
No of pages	300	350
No of catalogues	5,000	6,000
Delivery	By 15 Dec	By 15 Nov
Price per catalogue	€3.00	The same price

Notes

You think you should pay the same price per catalogue as you are increasing your order.
Pixel Printing is a good quality supplier with reasonable prices.

File 29 | Unit 11

Case study, Task, Exercise 1, page 71

Group C

The French Connection

Guests are taken on a trip to the Champagne region of France to taste the exquisite wines of the area. They stay in a private castle where the food is prepared by famous French chefs. The first morning is spent playing golf or enjoying the relaxing spa in the castle. Then guests are taken on a tour of an exclusive vineyard by a leading wine expert and they try a number of different champagnes.

File 30 | Unit 14

Case study, Task, Exercise 2, page 89

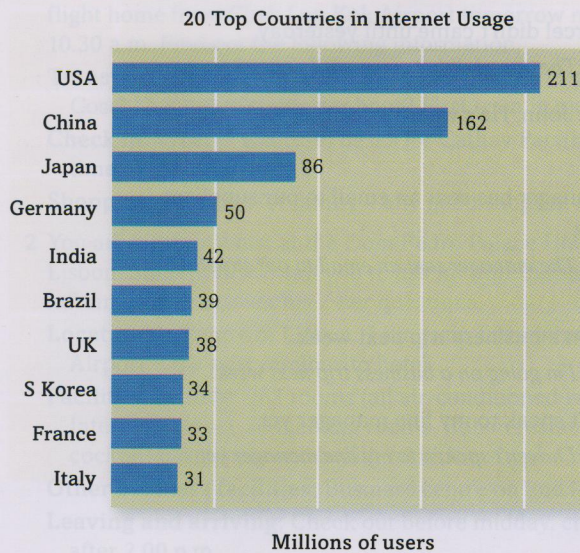
Who / what	Time	Notes
Internal walls	3 weeks	Internal walls must be finished first.
Plumbers	1 week	Can work at same time as electricians.
Electricity	2 weeks	Internal walls must be finished first.
Floor	2 weeks	Building must be empty first week.
Decorators	2 weeks	On holiday last week in December. Might work then if offered enough money.

File 31 | Unit 3

Business communication, Exercise 6, page 22

Student B

Look at the information in the slide below.



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File 48 | Unit 14

Language at work, Exercise 8, page 87

Student B

- 1 Read the questions below and answer them for yourself.
- 2 Ask your partner the same questions, starting with *If ...*
Example: If some friends invited you for Sunday lunch at 1.00 p.m., what time would you arrive – 1.00 p.m., 1.30 p.m. at the latest, or any time before 3.00 p.m.?
- 3 Compare your answers and say why they are the same or different.
- 4 Check your score in File 57 on page 146.

- 1 Imagine your boss invites you for Sunday lunch at 1.00 p.m. What time would you arrive?
a 1.00 p.m.? **b** 1.30 p.m. at the latest?
c any time before 3.00 p.m.?
- 2 Imagine you're travelling to work and your train stops between stations because of problems on the line. What would you do?
a get really irritable?
b look at your watch?
c read a book or listen to music?
- 3 Imagine you have a three-day business trip that starts tomorrow. Would you
a write a list of things to take?
b have a list in your head of what you need?
c have no list at all?
- 4 Imagine you're in the supermarket on Saturday and you have ten items to pay for. All the checkouts are very busy. Would you
a leave the items and go out without paying?
b find the shortest queue and hope it doesn't take too long?
c go to the nearest queue and relax – it's the weekend?

File 49 | Unit 14

Business communication, Exercise 5, page 88

Student B

You work for Pixel Printing. Sigma Supplies have asked you to print their new catalogue for next year. They will phone you to ask for some changes. Complete the table below and decide what conditions you can accept or offer using the notes to help you.

	Original order	Sigma now want
No of pages	300	
No of catalogues	5,000	
Delivery	By 15 Dec	
Price per catalogue	€3.00	

Notes

You are very busy in November.
 For a print order of 5,000–6,000 catalogues, the normal price is €1 per 100 pages.
 Sigma Supplies is a very good customer.

File 50 | Unit 14

Case study, Task, Exercise 3, page 89

Student B

You are the Project Manager for Metropolis Construction. You want Phoenix Office Design to pay these costs.

- 1 \$1,000 for an additional electrician.
- 2 \$600 a day more for the decorators to work in the last week of December.
- 3 \$4,000 to cover the salaries of the builders who were unemployed for three weeks in September / October when work stopped.

File 51 | Unit 15

Business communication, Exercise 4, page 94

Student B

You work in the Sales Department. These are your problems.

- Computer virus – lost important document (customer proposal)
- Boss threw away only paper copy by accident
- Customer needs proposal tomorrow

File 52 | Unit 16

Language at work, Exercise 5, page 99

Student B

Sentences	
1 My colleague's girlfriend work in logistics. <i>WRONG: My colleague's girlfriend works in logistics.</i>	
2 Where you went on holiday last year? <i>WRONG: Where did you go on holiday last year?</i>	
3 He works here since ten years. <i>WRONG: He's worked here for ten years.</i>	
4 Your mobile phone isn't as small than mine. <i>WRONG: Your mobile phone isn't as small as mine.</i>	
5 The goods were delivered this morning. <i>RIGHT</i>	
6 He'd get the job if he would speak German. <i>WRONG: He'd get the job if he spoke German.</i>	
7 How many informations are there in the book? <i>WRONG: How much information is there in the book?</i>	
8 We don't can receive personal calls at work. <i>WRONG: We can't receive personal calls at work.</i>	
9 I may be late for the meeting tomorrow. <i>RIGHT</i>	
10 The company will close if they won't solve the problem. <i>WRONG: The company will close if they don't solve the problem.</i>	

Information files | 53–58

File 53 | Unit 16

Business communication, Exercise 4, page 100

Student B

Look at the information on Asami Takahashi and prepare a short presentation about her.

Asami Takahashi <i>(female)</i>	Psychology degree – Tokyo University Master's degree in Human Resources Management
Previous employment	HR Department Sanyo 2001–2004 Assistant HR Manager Sony 2004–2007
Recent experiences	Gave courses on staff motivation Introduced procedures to improve employee-management relations
Present role	Head of HR Developing plan to restructure departments
Plans for the future	Discuss problems with heads of department Make changes to improve staff morale

File 54 | Unit 8

Case study, Task, Exercise 2, page 53

Student C

Look at the information below about Nova Solutions.

Company history:	Founded last year
Type of company:	National
Price:	€8 per package Discount starts at 100 packages
Collection:	On demand online
Speed:	Two working days
Delivery options:	Every day delivery (including Sundays) Notification of delivery service (by text to customer)
First time delivery rate:	90%
Tracking facilities:	On website

File 55 | Unit 9

Case study, Task, Exercise 1, page 59

Student C

These are the ideas that you have for promoting the 3C card and their costs.

- Adverts at bottom of emails at times when young people use email most (9.00–12.00 a.m., 6.00–9.00 p.m.). Users can click on a link to the 3C website. €60,000
- Adverts on most popular national TV channels between 9.00 p.m. and midnight. €80,000
- Direct mailing to all school and university students. €50,000
- Adverts on popular social networking site used by young people between 8.00 p.m. and midnight. €100,000

File 56 | Unit 10

Case study, Task, Exercise 1, page 65

Group C

Your issue is energy. You think your company should reduce its energy consumption by 40%. These are some of the measures your company could take:

- cutting electricity consumption – *how? where?*
- finding alternative renewable sources of energy – *what? cost?*
- motivating employees to save energy – *how? what?*
- replacing old systems and machines – *which?*

File 57 | Unit 14

Language at work, Exercise 8, page 87

Mostly 'a's Doing things on time is very important for you. You need to live in a 'clock time' culture.

Mostly 'b's You would probably be happy in a 'clock time' or 'event time' culture.

Mostly 'c's You're very relaxed! An 'event time' culture would be very good for you.

File 58 | Unit 11

Case study, Task, Exercise 1, page 71

Group D

MotoGP

Guests are invited to spend a day in the hospitality area of the MotoGP. They will enjoy a full day of delicious food and plenty of drinks in a marquee which is in the middle of the action. All marquees have a magnificent view of the start / finish line so that guests can see the most exciting moments of the race. The event includes a guided visit to the pit lane where mechanics will give a demonstration of a wheel change.