



# 3

# On schedule



## Learning objectives in this unit

- Talking about managing projects
- Asking for and giving an update
- Making and responding to suggestions
- Catching up with colleagues
- Updating on current projects using the present perfect and past simple

## Case study

- Organizing a road show

## Starting point

- 1 In your experience, what are the key factors in managing a project (however big or small)?
- 2 What can go right with a project? What can go wrong?
- 3 What projects are you currently working on in or out of work?
- 4 What progress are you making? What problems have you had?



## Working with words | Managing projects

- 1 What are the five most common problems in managing projects? Read the text and compare your ideas.
- 2 How do the problems mentioned in the text affect the project? What solution can you think of for each problem?

### 1 Not enough planning time

The planning stage may not be as exciting as the development stage, but it's just as important, if not more so. Lack of planning will always result in changes later on, eating up money and man-hours.

Solution: \_\_\_\_

### 2 Communication breakdowns

Anyone who runs a business knows that communication is absolutely vital to the success of any project. Breakdowns can occur between the project team and the end users (i.e. the clients or employers), and there can also be problems between the individual members inside the project team.

Solution: \_\_\_\_

### 3 Unrealistic budget

If your budget is unrealistic to start with, it will be impossible to stay within budget. As you run out of money, departments fall behind, resources are slow to arrive, and – because of budget constraints – the project, once again, goes out of control.

Solution: \_\_\_\_

### 4 Not checking progress

As the project goes along, the unexpected happens. Various different people use their own ideas to fix these challenges and – when you're on the point of finishing – you're suddenly faced with a huge list of problems that need to be addressed and you miss the deadline.

Solution: \_\_\_\_

### 5 Not reviewing existing standards

If most or all of your projects run behind schedule and over budget, ask yourself if you maintain the same standards time after time. Do they work? If you keep doing the same thing, you're likely to get the same results.

Solution: \_\_\_\_



**3 Match these suggested solutions to the problems in the text in 1. Do you agree with the solutions? Why or why not?**

- A** Never assume that everyone understands. Make sure that everyone can talk to each other and share information. Resolve any conflicts straight away or you will run into a lot of problems and complications later on.
- B** Take time to review how projects have gone in the past. Keep a running list of what worked, what didn't, and how to do it better next time.
- C** Spend longer on research and preparation. Make contingency plans, and don't just concentrate on making it to market before your competition. If you get there first but your product is faulty, you'll get nothing but complaints and a bad reputation.
- D** Create an accurate forecast. Outline ways to develop better upfront planning of the resources. Make sure you allocate enough funds to each department and keep track of spending.
- E** Define 'checkpoints' throughout the project so you stay on track. Monitor everyone's performance and prioritize tasks when there is a problem. Addressing problems quickly will save time later. You can still make the launch date you've set or even finish ahead of schedule.

**4 Do you associate these phrases from the texts with successful (S) or unsuccessful (U) projects, or both?**

*run out of money   within budget   behind schedule   upfront planning   over budget  
miss the deadline   stay on track   out of control   budget constraints   lack of planning  
make the launch date   accurate forecast   ahead of schedule   unrealistic budget*

**5 Choose the correct answer from the words in italics.**

- 1 Good communication will help you to *resolve* / *address* conflict quickly.
- 2 When time is short, you must *promote* / *prioritize* tasks and do the most important ones first.
- 3 Try to *hold* / *keep* track of spending so that you don't go over budget.
- 4 Make sure you *allow* / *allocate* sufficient resources to the different departments.
- 5 Always expect the unexpected and *manufacture* / *make* contingency plans.
- 6 It is important to *examine* / *check* progress at every stage of a project in case there are any problems.

**6 Choose a verb from the list that can go with all three phrases in each group.**

*stay   set   run   keep   check*

- 1 \_\_\_\_\_ smoothly / out of time / into problems
- 2 \_\_\_\_\_ on track / within budget / the course
- 3 \_\_\_\_\_ the facts / progress / details
- 4 \_\_\_\_\_ a budget / a timescale / a launch date
- 5 \_\_\_\_\_ to a budget / track of / costs down

» For more exercises, go to **Practice file 3** on page 106.

**7 Work with a partner. Turn to File 06 on page 137. Use the words and phrases in 4–6 to discuss what has gone right and wrong for the project. Suggest how the project could be managed better.**

**8 Work in small groups. Using the ideas from the texts and your own experience, make notes on how to manage a project successfully. Then give a short presentation to the class.**



# Business communication skills

## Context

The Tech-Tariff project is a collaboration between MMT-Tec (service provider) and Anvikon (mobile phone manufacturer). The aim is to launch a high-tech phone with new advanced features from Anvikon in combination with MMT-Tec's new tariff which includes free videophoning and multimedia message services. Sarah and Michelle from MMT-Tec and Ian from Anvikon are meeting to discuss the progress of the project.

**Meetings** | Asking for and giving an update | Making and responding to suggestions



- 1 09▶** Read the *Context*. Listen to Part 1 of the meeting and make notes about the items on the agenda.

### Tech-Tariff Update Meeting – 2 Sept

#### Agenda

- 1** Update on marketing activities (MMT-Tec):

- Launch date <sup>1</sup> Set for 15th November
- Advertising campaign <sup>2</sup> \_\_\_\_\_
- Launch party: Venue <sup>3</sup> \_\_\_\_\_  
Catering <sup>4</sup> \_\_\_\_\_

- 2** Update on Anvikon activities:

- Handset <sup>5</sup> \_\_\_\_\_

- 3** Project schedule <sup>6</sup> \_\_\_\_\_

- 2 09▶** Listen again and answer questions 1–3.

- 1 What four phrases does Sarah use to ask for an update on the project?
- 2 What three phrases do Sarah and Michelle use to clarify the problem with the battery?
- 3 Turn to audio script **09▶** on page 152 and underline all the phrases Michelle and Ian use to give an update on the project.

- 3 10▶** Listen to Part 2 of the meeting and answer questions 1–3.

- 1 Why didn't Ian like the idea of finding another battery supplier?
- 2 Why didn't Sarah like the idea of not mentioning the battery life?
- 3 Which proposal did they finally decide on?

## Tip | things

Use *things* to speak / ask about situations in general.

How are **things** with you?

How does your side of **things** look?

**Things** aren't running as smoothly as I'd hoped.

**4 10▶ Listen again.**

- Complete these suggestions made by the speakers.
  - \_\_\_\_\_ another battery supplier?
  - \_\_\_\_\_ keep the same battery but not mention its lifespan.
  - \_\_\_\_\_ and see what the technicians suggest ...?
  - Using a different phone for the launch \_\_\_\_\_.
  - \_\_\_\_\_ look at what we can reschedule.
- What do the speakers say to respond to each of the suggestions in 1?

» For more exercises, go to **Practice file 3** on page 106.

**5 Work with a partner. It is two days before the launch of the new Tech-Tariff phone. Student A, you are Michelle. Turn to File 08 on page 137. Student B, you are Ian. Use the information below. Update each other on the progress of the project.**

**Make sure you**

- clarify any information you're not sure about
- make and respond to suggestions as necessary.

**Student B**

- Read the 'To do' list you received from Michelle and the notes you have written under your tasks (I).
- Michelle will call you. Answer Michelle's questions about your tasks.
- Ask Michelle to update you on her tasks (M).
- Make and respond to suggestions as necessary.

**Launch date 'To do' list**

Bring Anvikon merchandise to venue (I)

Done! Already sent. Suggestion: bring extras and leave in car?

Finalize timetable of day with sound engineers (M)

Brief Anvikon staff about handset demonstration (I)

Problem - illness in office - rescheduled for tomorrow when all sales staff are present.

Suggestion: time - mid-afternoon?

Check replies from the press - who's coming? (M)

Send Anvikon PR manager's speech to MMT-Tec (I)

Not ready! Will contact him again today. Suggestion: PR manager emails it direct to MMT-Tec?

Make sure Sarah's briefed on everything (I / M)

On track! Have logged everything - will send brief to Sarah tomorrow p.m.

» Interactive Workbook » Email

**Key expressions****Asking for an update**

How does your side of things look?  
How's the ... coming along?  
How far are you with ...?  
How are things with ...?  
What's the current status of ...?

**Giving an update**

Up to now (the launch date) has been (set) ...

He (booked the venue) two weeks ago.

I've already ...

I haven't ... yet.

We're on track.

Things aren't running as smoothly as I'd hoped.

We've hit a problem with ...

**Clarifying a problem**

So what do you mean exactly?

So what you're saying is ...?

So the real problem lies with ...?

**Making a suggestion**

How about (+ -ing)

We could (+ verb)

Why don't we (+ verb)

... would be my proposal.

If you ask me, we should ...

**Responding to a suggestion**

That's a good idea.

It's worth a try.

I don't think that would ...

That's possible (but ...).

That's not an ideal solution.

I'm not convinced.

I suppose so.

» Interactive Workbook  
» Phrasebank

**Practically speaking | Catching up with colleagues**

**1 11▶ Listen to four short conversations. What is being discussed in each conversation?**

**2 11▶ Listen again and answer questions 1-2.**

- What questions does each person ask?
- What does each person say about what they are doing (or have done)?

**3 Work with a partner.**

- Make a list of three things that you do now, have done recently or used to do. Give this list to your partner.
- Have conversations with your partner about these activities. Refer to the *Useful phrases* on page 134.

## Language at work | Present perfect and past simple

### 1 Read these extracts from audio 09▷.

- Up to now, the launch date **has been set** for the 15th of November ...
- We've **hit** a problem with the handset battery life.
- He **booked** the venue two weeks ago.
- I've **already received** offers from various catering companies.
- I **haven't made** a final choice **yet**.
- I **sent** you a proposed agenda yesterday.

#### Which of the extracts refer to

- a present situation resulting from a past action – we don't know or say when the action happened? \_\_\_\_
- a finished past action – we know or say when it happened? \_\_\_\_
- something that has or hasn't happened during an unfinished period of time? \_\_\_\_

#### Which word in extract d and which word in extract e means that

- something has taken place earlier than expected? \_\_\_\_
- we expect that something will take place? \_\_\_\_

### 2 Which of these time expressions used when giving an update can we normally use

- with the past simple?
- with the present perfect?
- with either – but under what circumstances? Give examples.  
*up to now   so far (this week)   since our last meeting   in the last month*  
*today   last week   a couple of weeks ago   this morning   yesterday*  
*to date   just   over the last few months*

» For more information and exercises, go to **Practice file 3** on page 107.

### 3 Work with a partner. Student A, turn to File 03 on page 136. Student B, turn to File 42 on page 147. Update each other on your project.

### 4 Work with a partner. Student A and Student B, turn to File 37 on page 146. Follow the instructions and ask and answer questions about these 'To do' lists.

1

- Print out and collate six copies of proposal to submit to management.
- Contact office suppliers to check delivery date of latest order.
- Email all staff with agenda for next team meeting.
- Compile mailing list for this year's brochure.

2

- Email colleague and ask for all the details about the conference.
- Confirm acceptance of conference place with conference organizers.
- Book return flights to Madrid – Friday to Monday.
- Find two possible hotels in centre of Madrid.

### 5 Work with a partner. Think of five personal goals or plans you have had during the last six months. Tell your partner which of these you have achieved and when, and give some details. Which have you not achieved and why?

**i** » Interactive Workbook » Exercises and Tests

## Organizing a road show

### Background

#### Investor relations at Wolters Kluwer

Wolters Kluwer (WK) is a global company, based in Amsterdam, which provides information products and services for professionals in the health, tax, accounting, corporate, financial services, legal and education sectors. It employs approximately 18,400 people worldwide and has operations across Europe, North America and Asia Pacific. WK believes it is important to communicate with current and potential investors to provide up-to-date company information and

to build a relationship of trust. It does this by issuing regular press releases, publishing quarterly financial results and organizing 'Divisional days' when investors can learn more about the work of one of WK's five divisions. It also runs a series of investor 'road shows' in cities worldwide. At the road show, WK representatives give presentations to update potential investors on WK's key activities, financial performance and future developments.

### Discussion

- 1 How does a policy of communicating with investors help big companies to build a relationship of trust?
- 2 What do you think is involved in the organization of an investor road show?

### Task

- 1 **Work in groups.** You are a project team organizing a series of investor road shows in the Far East (Shanghai, Hong Kong, Tokyo, Seoul, Singapore) on behalf of WK.
  - 1 Read the road show guidelines provided by WK.
  - 2 Brainstorm the tasks for each item in the guidelines.
  - 3 Make a schedule for the project (you have eight weeks before the first road show). Decide on a timescale for each of the tasks.
  - 4 Allocate the tasks to the different members of your project team.

#### Wolters Kluwer Guidelines for investor road shows

- Prepare a timetable (when to visit each city and in what order).
  - Prepare a target investor list (including key information on the investor and size of possible investment in company). We recommend 30 investors at each road show.
  - Send out invitations to potential investors and keep a record of acceptances and declines.
  - Book venues for the presentations and arrange refreshments.
  - Arrange travel details for WK representatives – flights, car hire, hotel accommodation.
  - Print a copy of the presentation and prepare a handout for each participant.
- 2 **You are now four weeks away from the first road show.**
    - 1 Decide which of your allocated tasks you have already done (make a note of when you did these) and which you still have to do.
    - 2 Decide on two tasks which have been delayed. Think of reasons for the delay.
  - 3 **Hold a project update meeting to check that the project is on schedule.**
    - 1 Discuss progress of your tasks.
    - 2 Make suggestions for dealing with problems.
    - 3 Make a revised schedule for the final month.

## The Expert View

There are two fundamental principles of project planning. Firstly, if you fail to plan, you plan to fail. The creation of a plan that represents your best guess of what will happen with a particular project is a vital part of project management. The plan includes the tasks that need to be completed, their sequence and the resources required for them. The military have a saying: 'A plan never survives first engagement with the enemy'. In other words, things never work out quite how you expect. This is the second fundamental principle – you must be flexible, in order to respond to inevitable changes as you try to execute the plan.

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## Case study

## File 01 | Unit 1

Case study, Task, page 11

**Name:** Silent Systems

**Product:** cabinets for servers / audio / technical equipment

**Information for your networking colleagues:**

Cabinets reduce the noise and keep equipment cool. They can be positioned in the office, avoiding the need for a purpose-built computer room.

We provide demonstrations, customized units and value for money. Recent clients include government agencies and several multinationals.

**Current activities:** breaking into the US market

**Name:** Languages Today

**Product:** translation, interpreting and proofreading services

**Information for your networking colleagues:**

150 languages can be translated and interpreted at this agency by linguists around the world. Specialist / technical subjects can also be translated.

**Current activities:** setting up a database of clients and translators; producing specialist glossaries for key clients

**Name:** Sitemagic.com

**Product:** all-in-one website design for small- to medium-sized businesses

**Information for your networking colleagues:**

Provide a website, domain registration and email at very reasonable prices. We can start your website after one phone call.

**Current activities:** expanding to fifteen staff and moving to new premises; offering websites in other languages

**Name:** Reisinger & Taylor

**Product:** independent corporate caterer

**Information for your networking colleagues:**

Provide catering for offices, schools and colleges – USP = fresh ingredients. We offer value for money and a large distribution network. No company is too small.

**Current activities:** expansion into more regions; new events catering service; special banquet service available

## File 02 | Unit 2

Practically speaking, Exercise 2, page 15

- 1 You meet a client by chance at the theatre during the interval. The bell for the second half has just rung.
- 2 You meet your old manager at your child's football match. You have a lot of friends there so you don't really want to talk to him / her for long.
- 3 You're at a conference and have been talking to an acquaintance for five minutes. You've run out of small talk topics.
- 4 You're just leaving your friend's birthday party. It's been a long day and you want to get home. You bump into a colleague who's just arrived and wants to chat.

## File 03 | Unit 3

Language at work, Exercise 3, page 22

Student A

- 1 Your colleague is in a project team which is converting an old building to provide new company premises. Ask how the project is going. As your colleague is speaking, comment on what he / she says and ask additional questions.
- 2 Your company is building a new warehouse and office complex. Update your colleague, using these prompts and / or your own ideas. Use *already* and *yet* and appropriate time expressions.
  - finish the main building work
  - have problems with some of the suppliers
  - not install the IT system
  - not complete electrical wiring
  - reschedule the opening date

## File 04 | Unit 9

Business communication skills, Exercise 6, page 57

Pair A: Managers

Your company is finding it difficult to keep staff – apparently your competitor has better working conditions. Two members of staff have recently told you that they are thinking of leaving. Hold a meeting with them to discuss working conditions. Find out what they want. Then decide what you can offer them and what you are willing to compromise on. Likely areas of discussion are

- flexible hours / home working
- better travel expenses
- more perks: fitness club membership, lunch vouchers, new computer
- increased salary (this should be no higher than 1% more than inflation)
- less bureaucracy in the job
- more training for future promotion.

You will lead the discussion. Make sure that you outline the situation, put forward proposals, state the consequences of these, bargain as necessary, and summarize your progress.

## File 05 | Unit 2

Case study, Task, page 17

Student A

### PROSPECTS / TRAINING

1 Overall, employees felt their job lacked prospects, and personal development has not been consistently encouraged throughout the company.

'dead-end job' 'not going anywhere'  
'no encouragement to better ourselves'

'I've been at the company 6 years and have only been offered a training course once - when I began the job.'

'When I asked for a training course, I was told I'd have to take holiday or time in lieu to do it.'

2 There is a clear difference between what's offered to employees in different departments - this depends very much on management of department and where their priorities lie.

'unfair if you're in a "disinterested" department'

'not fair if you're in one (department) where no importance is given to staff well-being'

'differences between departments' spending priorities is quite demotivating if you're in a department that never invests in its staff'

## File 06 | Unit 3

Working with words, Exercise 7, page 19

Project: increase plant space of factory by 25% and install new production train

Total cost of the work: estimate = 1 million; actual cost = 1.3 million

Target date for completion of project = 18 months; actual date = 2 years

- Project meetings not held on regular basis - communication often by email (not everyone copied in)
- Clearing of site took place quickly and easily - met deadline
- Production manager changed specification of production train to increase capacity but didn't tell project manager - software program had to be rewritten quickly - resulted in errors in program
- Problems during construction - discovered length of new building 2 m short (due to changes in specification - suppliers not told of change)
- Production train delivered two weeks late - not able to install power connections at scheduled time - loss of several weeks of production
- All other new equipment ordered arrived on time
- Kept to budget for first six months but overspending after construction problems

## File 07 | Unit 2

Language at work, Exercise 5, page 16

Student A

Over lunch with a colleague in the canteen, you suggest a tourist attraction that a visitor to your company might enjoy (think of a tourist attraction that you personally know very well). However, you are not in a talkative mood today. Be prepared to answer your colleague's questions, but make him / her work a bit harder than normal to get the information and keep the conversation going. When you have finished, change roles.

Student B

Over lunch in the canteen, your colleague suggests a tourist attraction that a visitor to your company might enjoy. You think it sounds like a great idea, and want to find out more, but your colleague is being uncommunicative today. Ask questions

- 1 to check that what you have heard about the place (if anything) is correct
  - 2 to get factual information, e.g. location, opening hours
  - 3 to show surprise or interest in what your partner says.
- When you have finished, change roles.

## File 08 | Unit 3

Business communication skills, Exercise 5, page 21

Student A

- 1 Read the 'To do' list you sent to Ian and the notes you have written under your tasks (M).
- 2 Begin by calling Ian. Ask Ian to update you on his tasks (I).
- 3 Answer his questions about your tasks.
- 4 Make and respond to suggestions as necessary.

### Launch date 'To do' list

Bring Anvikon merchandise to venue (I)  
Finalize timetable of day with sound engineers (M)

*Meeting with them later today.  
Suggestion: sound check night before?*

Brief Anvikon staff about handset demonstration (I)  
Check replies from the press - who's coming? (M)

*Behind schedule! Some invitations sent only 2 days ago!  
Suggestion: we plan for more people than expected?*

Send Anvikon PR manager's speech to MMT-Tec (I)  
Make sure Sarah's briefed on everything (I / M)

*Suggestion: Wait till last minute - want to give her positive information! Make good impression!*



## File 34 | Unit 15

Case study, Task, page 95

### Maximuscle

Zef Eisenberg didn't hire an expensive PR agency to deal with the bad press. He invited journalists to the company and spoke to them – showing all the necessary certificates and documentation about his product. This led to him getting a few million pounds of free advertising through the newspaper articles and, as a result, his company took off again. The only negative effect of this was that he didn't have enough stock to cope with the demand. Maximuscle grew exponentially and Zef soon had to find a strong management team to lead the company through the fast expansion. A couple of years later, Zef decided to make his product more appealing to a wider range of consumers. He relabelled the product, making it clearer and less technical. He then did some brand advertising and finally began securing good relations with national chains.

### Innocent Drinks

One holiday weekend, they loaded up a van and took the drinks round 50 delicatessens and health shops in their local area. They gave four boxes free to the companies and told them to contact them if they sold. Forty-five of these shops called to order more. The Innocent team then went back to the distributors and gave them a box, telling them how many retail outlets had requested the product. Five years on and 10 million sales later, Innocent drinks are in shops across the country and word is spreading. But despite the overwhelming growth, until last summer, Innocent hadn't spent a penny on advertising. An effective marketing ploy is to distance itself from the big corporates and provide an alternative, 'student' image.

Innocent also gives away drinks to the homeless, plants trees, encourages recycling and donates to the third world, while its entire staff are treated to a snowboarding trip every year, awarded £2,000 for the birth of each child and invited to apply for a £1,000 scholarship to achieve something they've always wanted to do.

## File 35 | Unit 13

Case study, Task, page 83

### Student B

#### Myspace.com

**Founded:** 2003 **Users:** 100 m

**What is it?:** Social networking site / friend-making shop

**Who started it?:** Tom Anderson / Chris DeWolfe

#### Approximate statistics / facts:

- More page visits in UK than the BBC website
- Growing by 240,000 a day
- 4th most visited website in the world
- Many attractions: adverts, events and chance to upload music
- 2.2 m new music bands have used site
- 2005: website bought by media tycoon Rupert Murdoch for \$580 m

## File 36 | Unit 5

Business communication skills, Exercise 4, page 33

### Student A

- 1 You work in the Communications Department and receive a call from an internal customer.  
**Action to promise:** look into problem / call back tomorrow.
- 2 You work in the Customer Services Department and phone the Logistics Department.  
**Problem:** a customer needs its goods earlier than expected.  
**Further information:** a loyal customer has asked if their goods can be sent a week earlier – is this possible?  
**Deadline:** need to let the customer know by tomorrow afternoon at the latest.

## File 37 | Unit 3

Language at work, Exercise 4, page 22

- 1 **Student A:** You were unexpectedly called away from the office and left a list of tasks for your colleague to do. It is now 4 p.m. and you are back in the office. Ask your colleague about the tasks on the 'To do' list.  
**Student B:** Decide which two tasks you have done on the 'To do' list, when they were done and what exactly you did. Decide which two tasks you haven't done and think of an explanation why.
- 2 **Student B:** Your colleague has asked you attend a conference in Madrid on his / her behalf. This morning you gave your PA a list of things to organize for the trip. It is now 4 p.m. Ask your PA about the tasks on the 'To do' list.  
**Student A:** Decide which two tasks you have done on the 'To do' list, when they were done and what exactly you did. Decide which two tasks you haven't done and think of an explanation why.

## File 38 | Unit 10

Case study, Task, page 65

### Student B

Favour	Name of person agreeing to favour
Help me with next year's budget – I don't have much time.	
Contact the IT company to set up the internal network – I don't have time.	
Borrow your secretary until I've appointed a new one for myself.	

Favours you must refuse to do:

- Lend one person from team to move to another department – on a temporary basis.
- Give two of your offices to your colleague.
- Buy a pool of software licences.

## File 39 | Unit 9

Case study, Task, Exercise 2, page 59

### Group B: HR Managers

- 1 Look at the proposed incentives and possible consequences. Think of an alternative proposal for each incentive (based on the original idea), which could be a realistic compromise if you need it.

Proposed incentives / perks	Consequences of this	Alternative / amended idea
Overtime is paid at double time	This puts you over budget and would have to be implemented for the whole company	e.g. Overtime is taken as time in lieu
Costs of children's schooling at the private International school covered	There's not enough money to pay for school fees for all employees on the project	e.g. Help children to get a scholarship for the International School (private tutor if necessary)
Interest free loan for living costs, e.g. deposit for a house or car	This would make a divide within the workforce – not fair for those who weren't chosen for the project abroad	Assistance for rehousing and / or loan for deposit for a house / car
1 month assimilation time before going back to full-time work	May give employee time to look around for another job	
Job promotion on return	This is difficult to implement as there may not be a position available	

- 2 Think of two extra proposals (plus the possible consequence) to suggest to the Team Leaders.
- 3 Prioritize the three incentives you would really like to persuade your team leader to accept.

### Points system

While you negotiate, consider this scoring system.

- 2 points if you get agreement on an alternative
- 1 point if you agree on the whole incentive
- 0 points if you completely refuse the incentive

## File 40 | Unit 14

Case study, Task, page 89

### Student B

In theory everyone has been trained up who needs to be trained. There was no regular training as there was a lot of time between visits. PCR tried to check everyone was following in the training sessions and regularly took breaks for questions and to clarify misunderstandings – but everyone always said they understood. After the breaks PCR recapped and asked each trainee to run through a bit of the program they'd just covered. The trainees generally got it wrong or seemed confused. PCR are not sure where the problem lies but are sure there are still areas that aren't clear for the Malaysians.

## File 41 | Unit 2

Case study, Task, page 17

### Student D

#### WORKING CONDITIONS

The offices were given a good rating and the facilities are satisfactory. Improvements need to be made to working times and perks.

'I sometimes need the flexibility to work from home and look after my children.'

'One major reason my colleague left her job recently was because she needed somewhere with flexitime, to fit in with her family commitments – I agree with this.'

'Extra provisions for women returning to work after having a baby would be nice.'

'Pay is fair (but not great) but I'd like to see some more benefits, which would compensate for the salaries.'

'We must be the only subsidiary which doesn't offer its staff discounted products!'

'Our subsidiaries in other countries provide private health insurance. How can it be possible for them and not for us?'

## File 42 | Unit 3

Language at work, Exercise 3, page 22

### Student B

- 1 You are in a project team which is converting an old building to provide new company premises. Update your colleague, using these prompts and / or your own ideas. Use *already* and *yet* and appropriate time expressions.
  - finish the first floor building work
  - have delays caused by plumbing contractors
  - not complete the second floor adaptations
  - postpone date for roofing work
  - find good decorating firm
- 2 Your colleague is involved in the building of a new warehouse and office complex. Ask how the project is going. As your colleague is speaking, comment on what he / she says and ask additional questions.